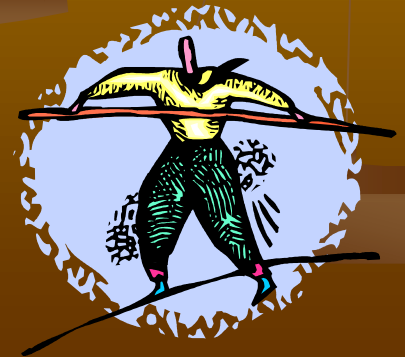
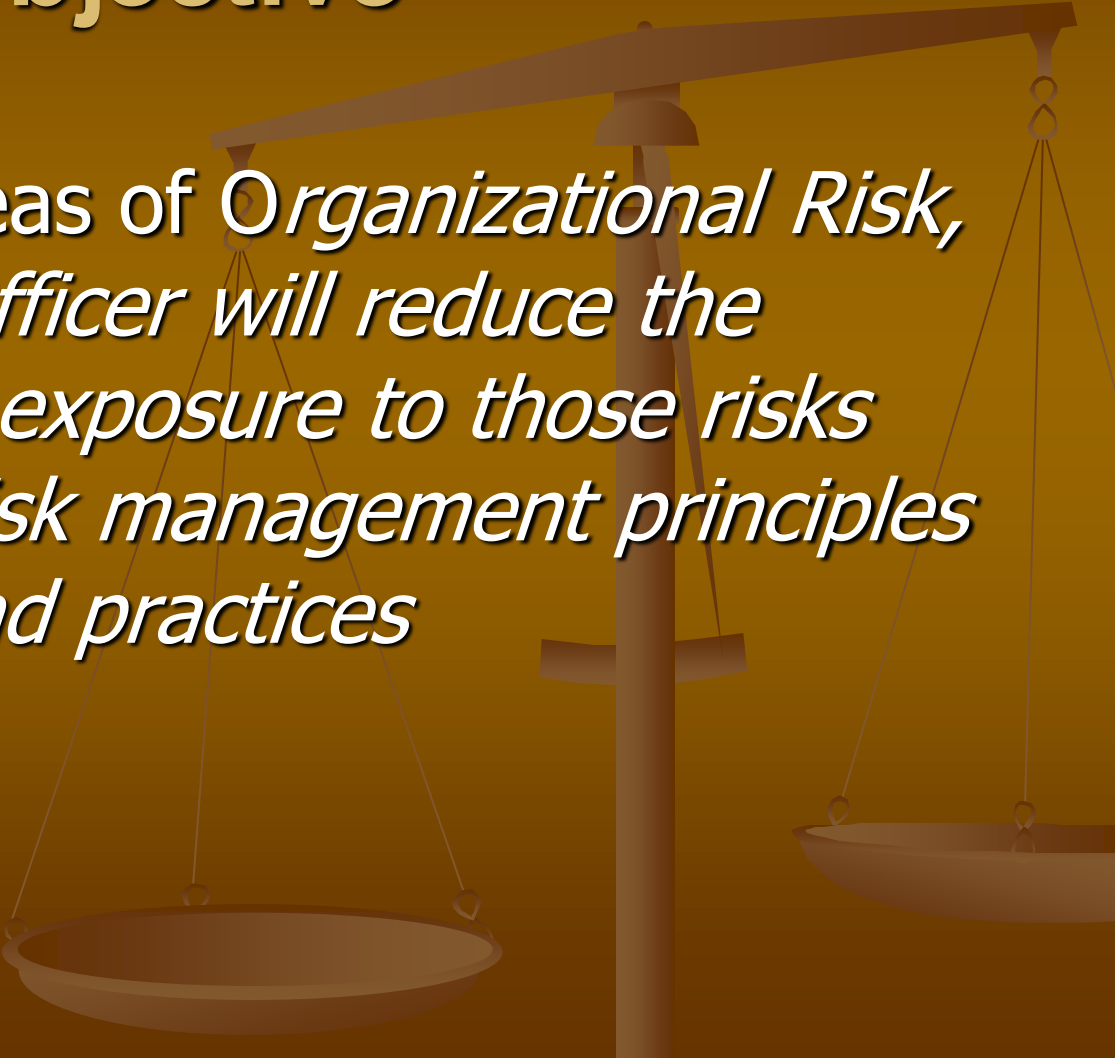


Reduction of Organizational Risk



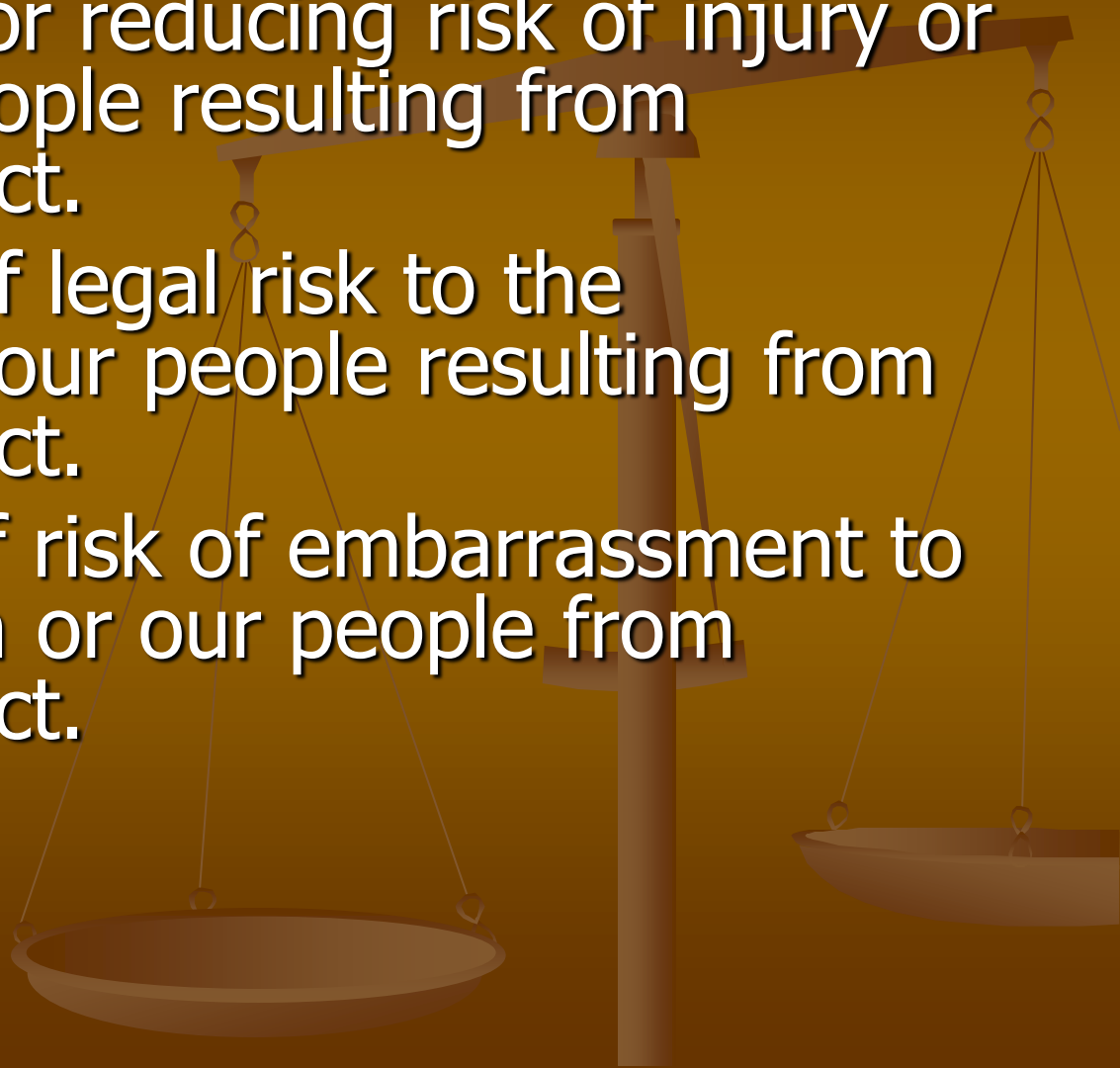
Terminal Performance Objective

Given specific areas of *Organizational Risk*,
the Chief Officer will reduce the
organization's exposure to those risks
using accepted risk management principles
and practices



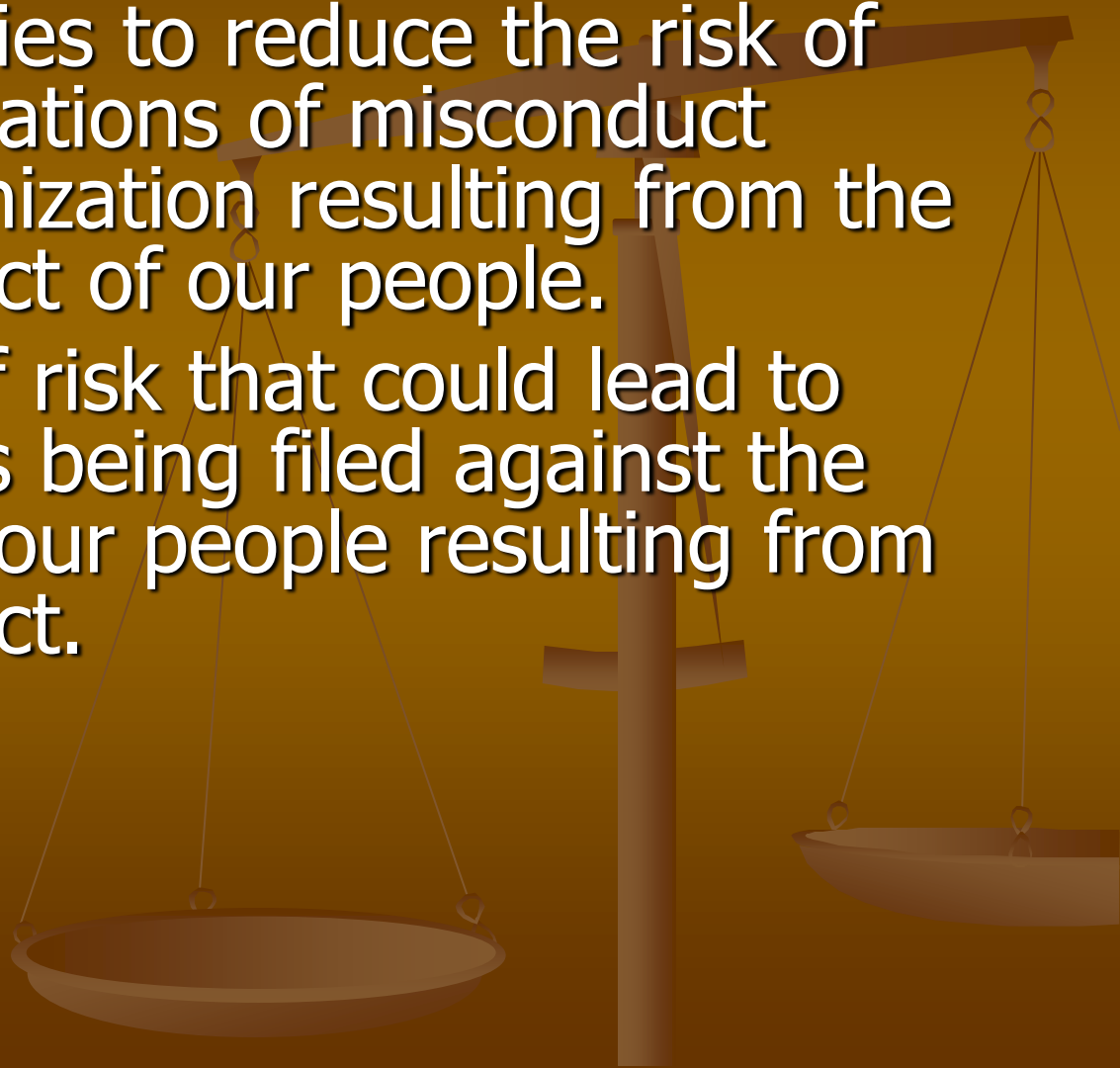
Enabling Objectives

- List strategies for reducing risk of injury or death to our people resulting from improper conduct.
- Identify areas of legal risk to the organization or our people resulting from improper conduct.
- List the types of risk of embarrassment to the organization or our people from improper conduct.

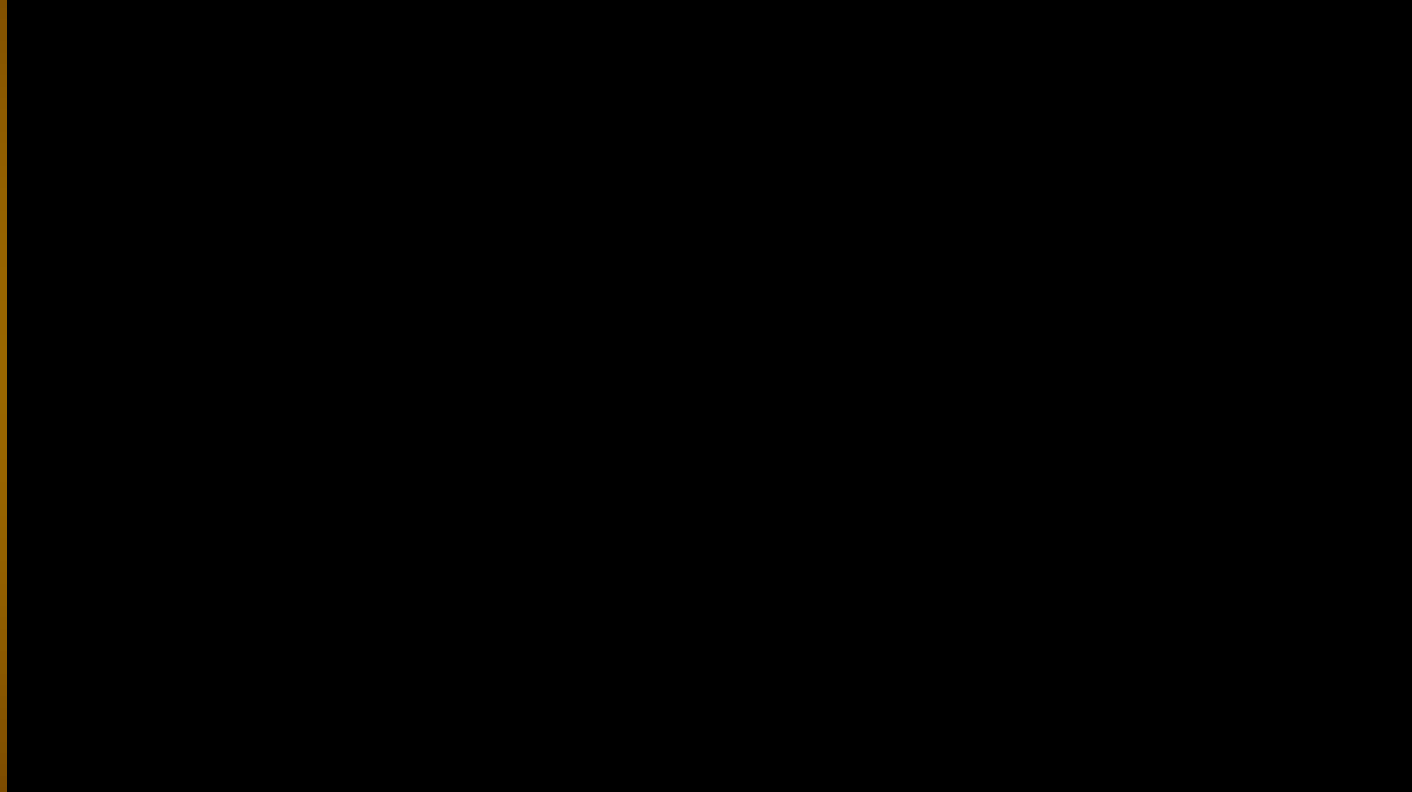


Enabling Objectives

- Develop strategies to reduce the risk of internal investigations of misconduct within the organization resulting from the improper conduct of our people.
- List the types of risk that could lead to criminal charges being filed against the organization or our people resulting from improper conduct.



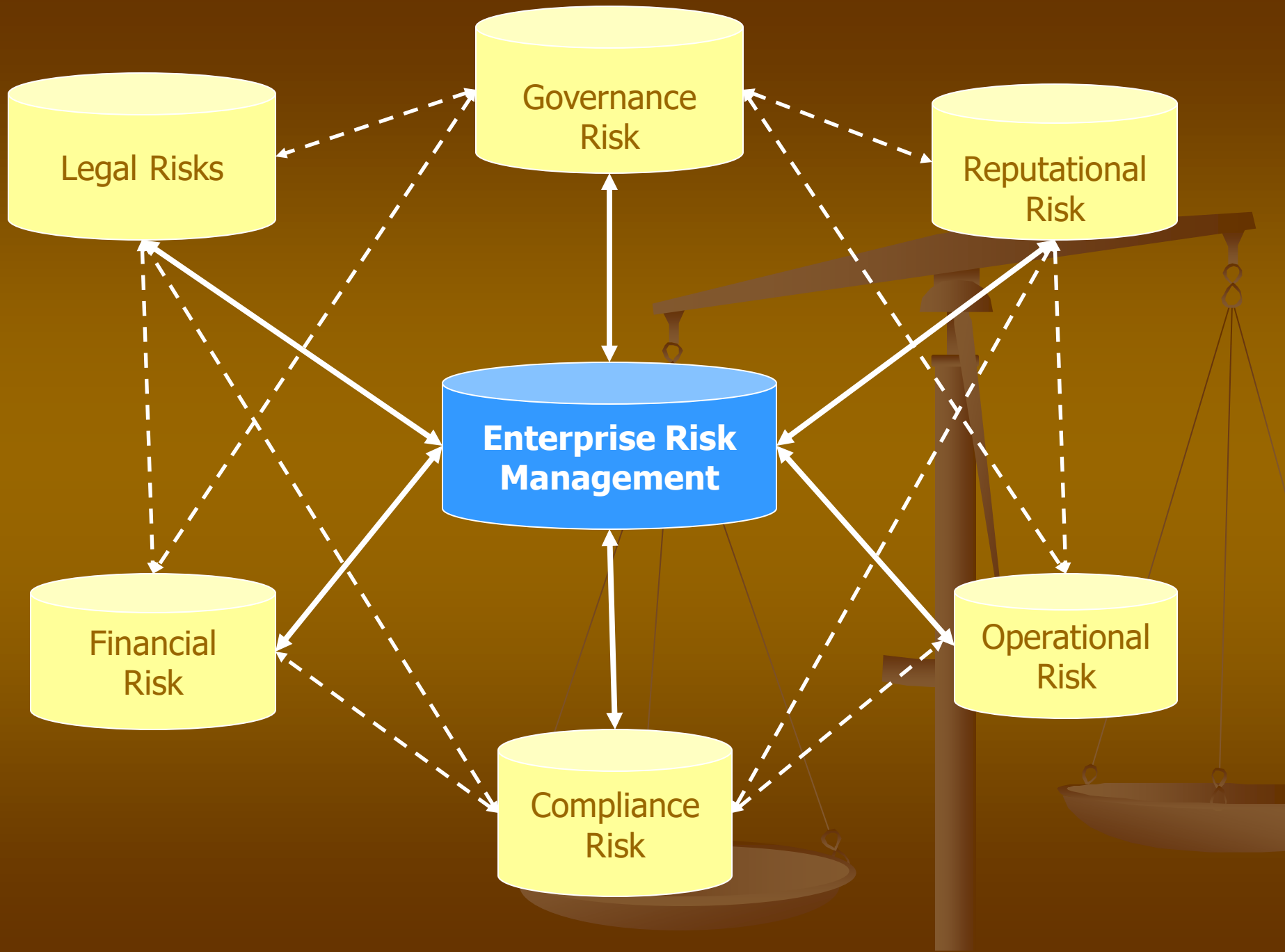
Gordon Graham



Defining Organizational Risk

- Many companies have adopted a regiment to analyze all risks collectively, i.e., *enterprise risk management* (ERM), rather than individually or in segments
- ERM takes the various aspects of risk and places them side by side so that managers can seek how risks affect the organization's overall health

Source: Serio, G.V., Re-evaluating Risk, Fire Chief, June 2008. Available on-line, http://firechief.com/leadership/incident-command/firefighting_reevaluating_risk_0608/



Types of Organizational Risk

- Operational
- Legal
- Financial
- Governance
- Compliance
- Reputational



Examples



- Operational issues involving line-of-duty deaths and injuries in training and response situations arising from outdated equipment and techniques or lapses in judgment and oversight
- Legal issues involving vehicle incidents in which third parties are injured or killed
- Compliance issues regarding rules for conducting live and simulated training
- Governance and financial issues surrounding questionable trips and purchases under the guise of fire training

Source: Serio, G.V., Re-evaluating Risk, Fire Chief, June 2008. Available on-line, http://firechief.com/leadership/incident-command/firefighting_reevaluating_risk_0608/

Follow the “Trail”

- Legal risks present financial risks far beyond paying settlements or judgments;
- Financial risks present operational risks if there is less money with which to operate the department;
- Compliance risks present legal risks, especially if the compliance shortcomings involve a violation of law or regulation

Source: Serio, G.V., Re-evaluating Risk, Fire Chief, June 2008. Available on-line, http://firechief.com/leadership/incident-command/firefighting_reevaluating_risk_0608/

Consequences

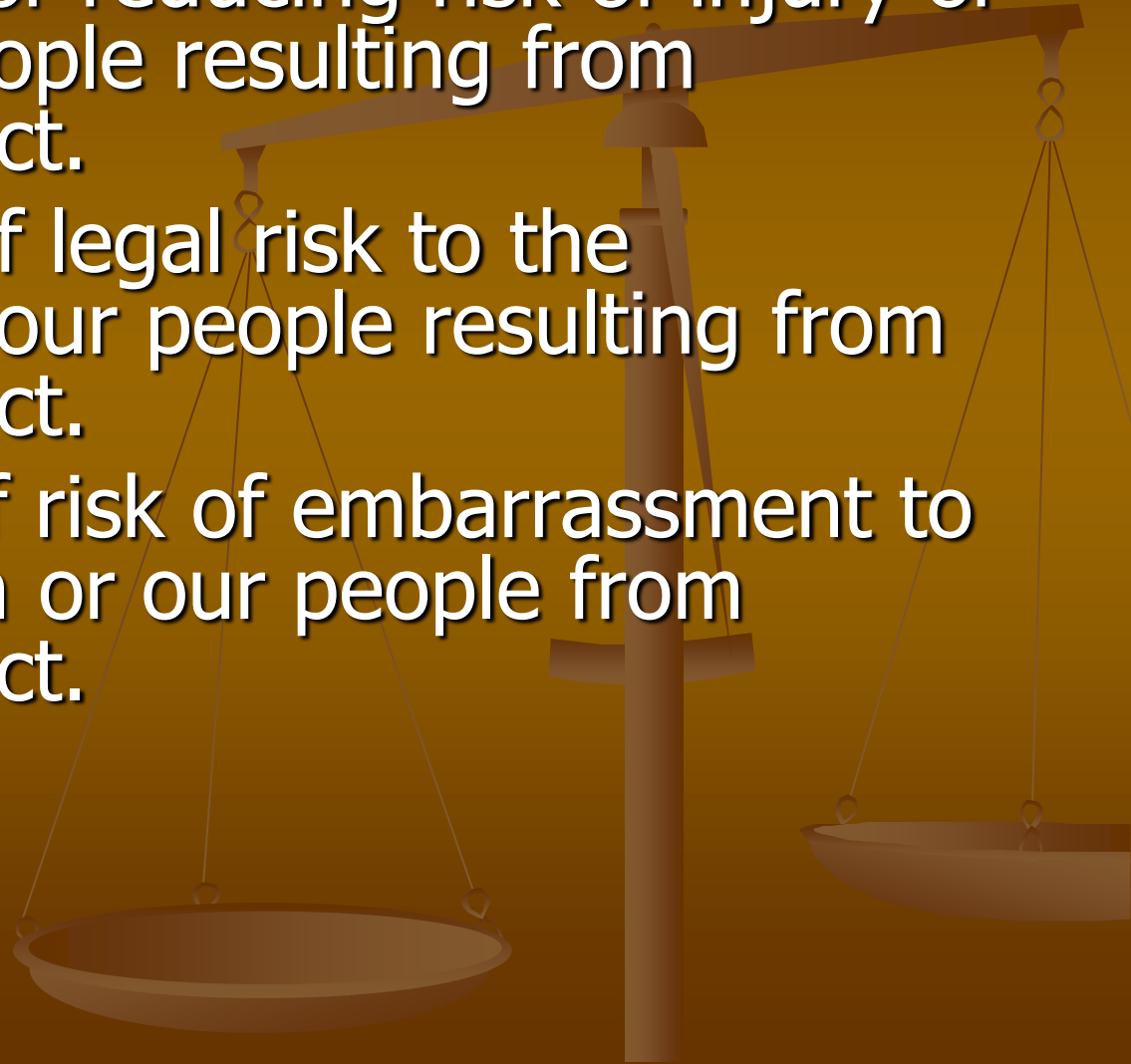


...And all of these present serious ***reputation risks*** that can hurt a department's ability to raise money, gain support for projects or attract quality candidates.

Source: Serio, G.V., Re-evaluating Risk, Fire Chief, June 2008. Available on-line, http://firechief.com/leadership/incident-command/firefighting_reevaluating_risk_0608/

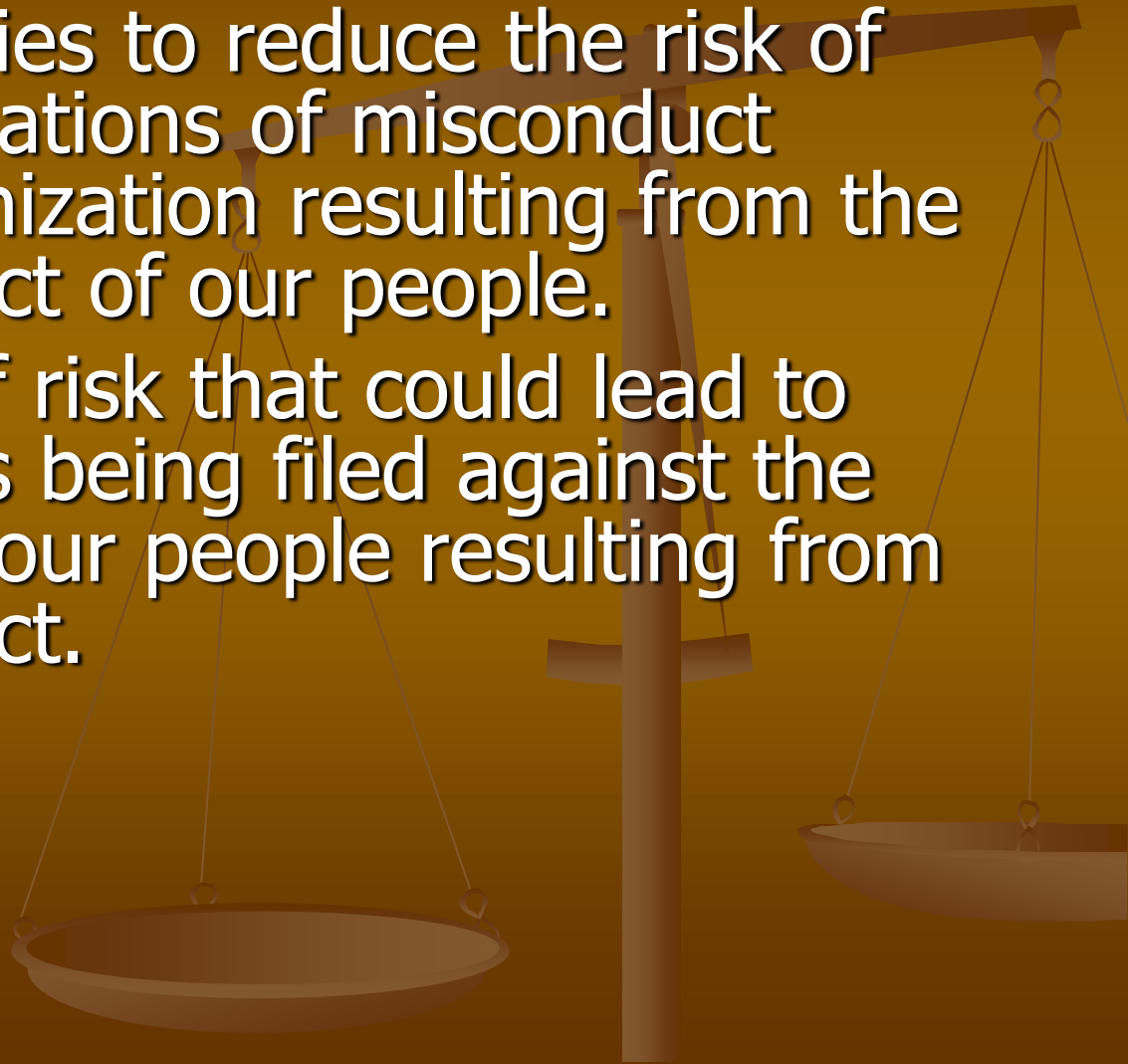
Enabling Objectives

- List strategies for reducing risk of injury or death to our people resulting from improper conduct.
- Identify areas of legal risk to the organization or our people resulting from improper conduct.
- List the types of risk of embarrassment to the organization or our people from improper conduct.



Enabling Objectives

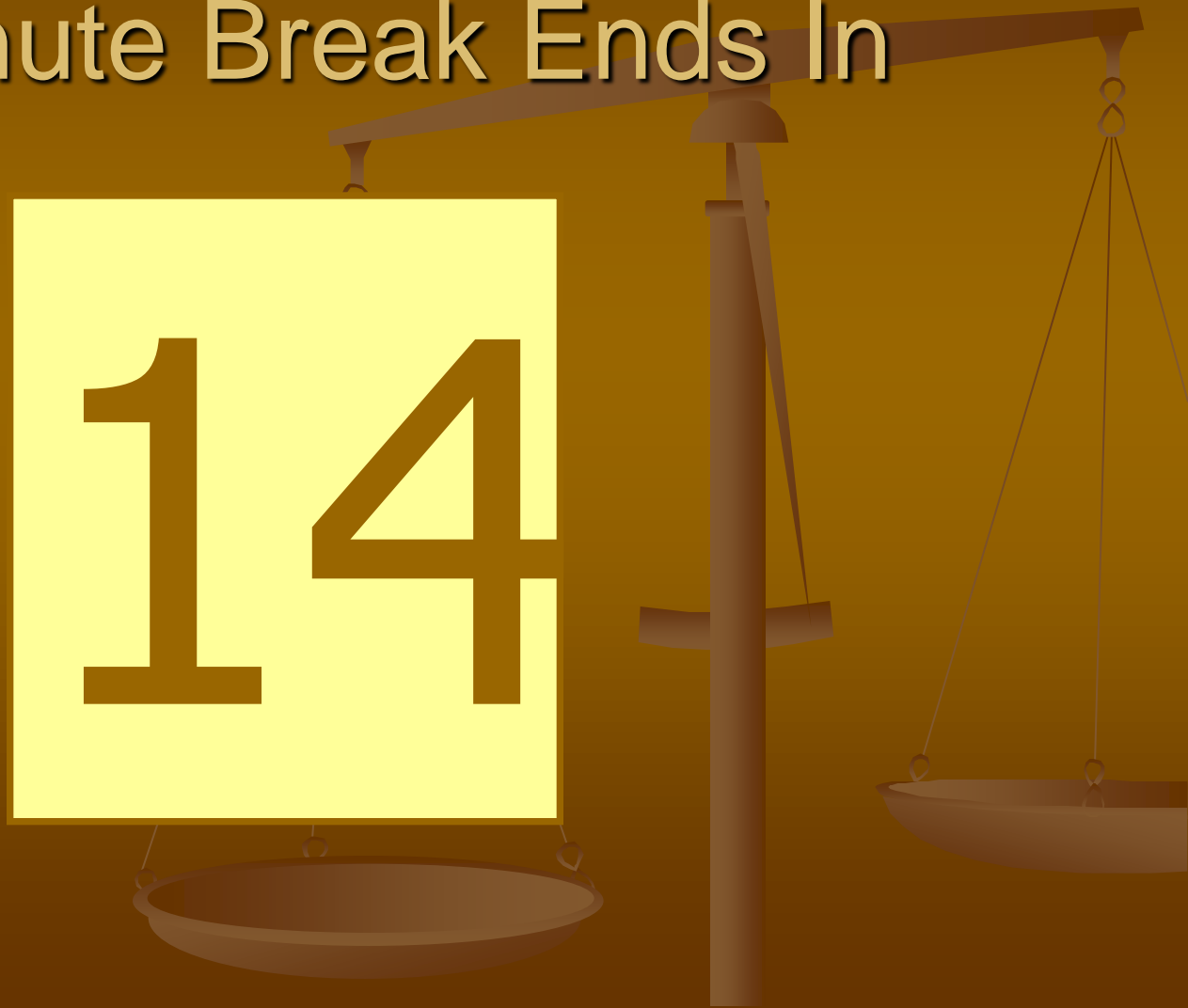
- Develop strategies to reduce the risk of internal investigations of misconduct within the organization resulting from the improper conduct of our people.
- List the types of risk that could lead to criminal charges being filed against the organization or our people resulting from improper conduct.



15-Minute Break Starts Now



15-Minute Break Ends In



15-Minute Break Ends In

13

A balance scale is shown against a brown background. The left pan is lower and contains a bright yellow square with the number '13' in brown. The right pan is higher and is empty. The scale's beam is tilted, indicating the left side is heavier.

15-Minute Break Ends In

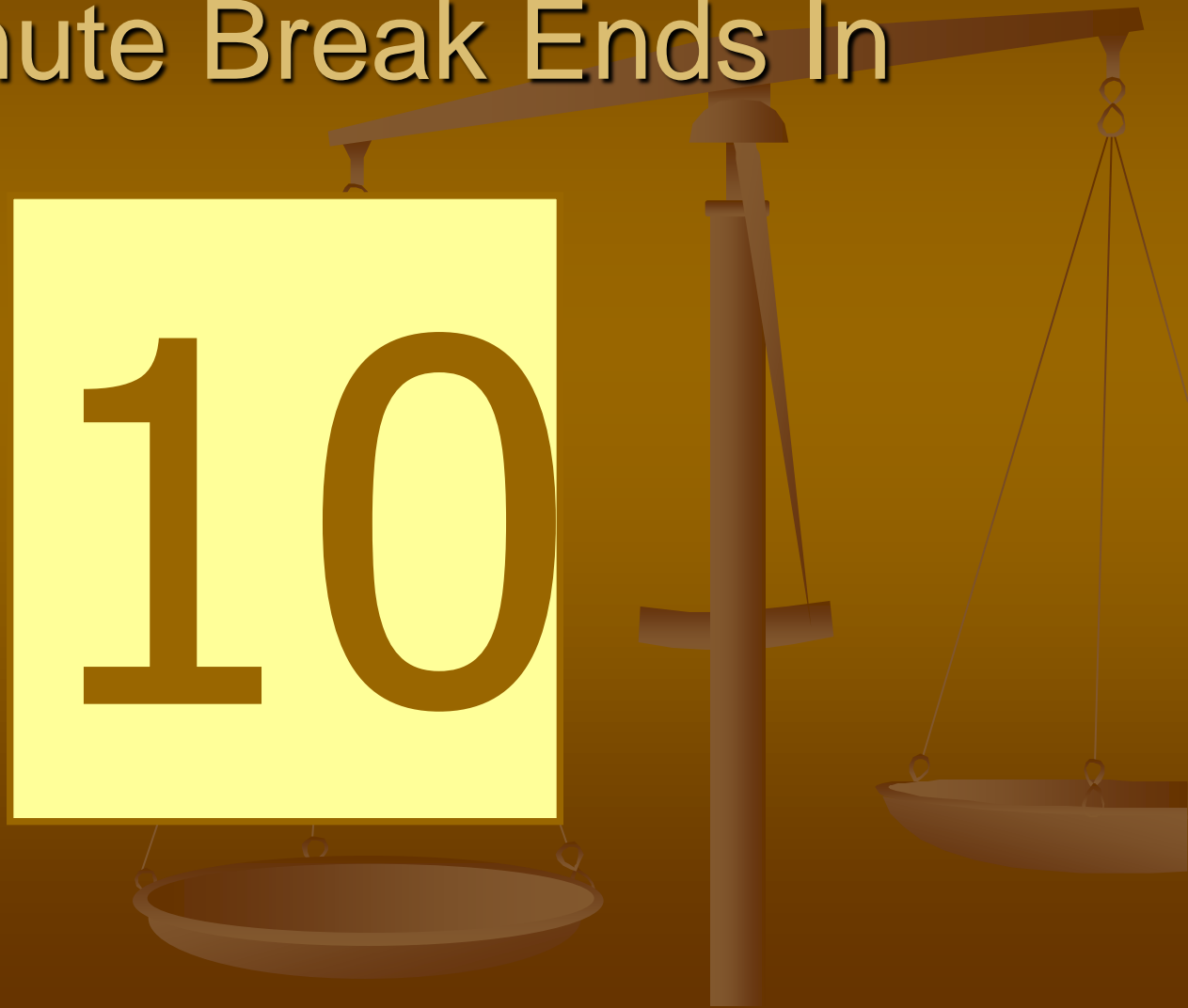
12

A balance scale is shown against a brown background. The left pan is lower and contains a bright yellow square with the number '12' in brown. The right pan is higher and is empty. The scale's beam is tilted, indicating the left side is heavier.

15-Minute Break Ends In



15-Minute Break Ends In



15-Minute Break Ends In

09

A balance scale is shown against a brown background. The left pan, which is lower, contains a bright yellow square with the number '09' in brown. The right pan is higher and empty. The scale's beam is tilted, indicating the left side is heavier.

15-Minute Break Ends In



15-Minute Break Ends In



15-Minute Break Ends In



15-Minute Break Ends In



15-Minute Break Ends In



15-Minute Break Ends In



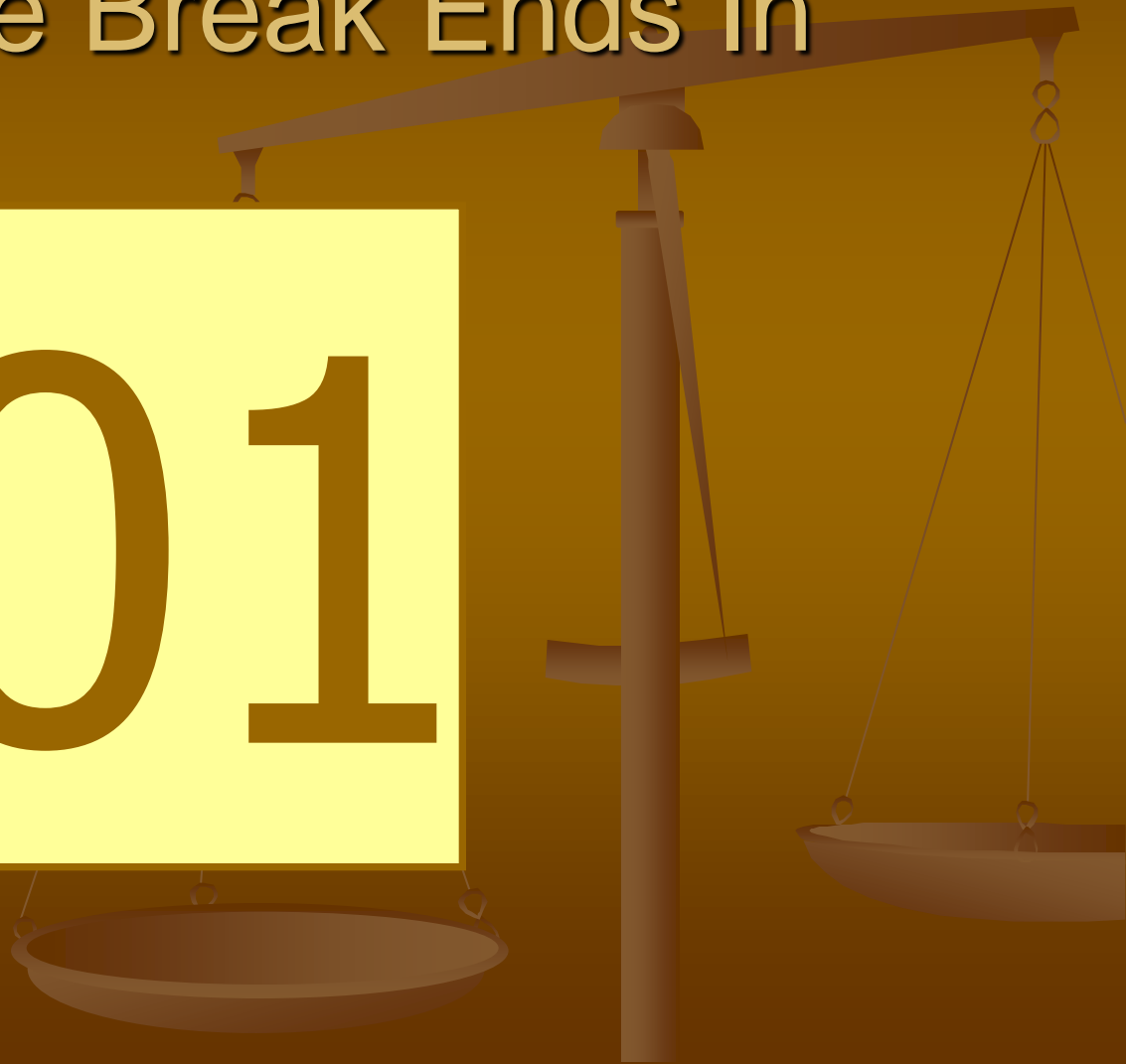
15-Minute Break Ends In

02

A balance scale is shown against a dark brown background. The scale's beam is tilted upwards on the right side. On the left pan, which is lower, sits a bright yellow square with the number '02' in a dark brown, sans-serif font. The right pan is higher and empty. The scale's vertical post and horizontal beam are a medium brown color.

15-Minute Break Ends In

01

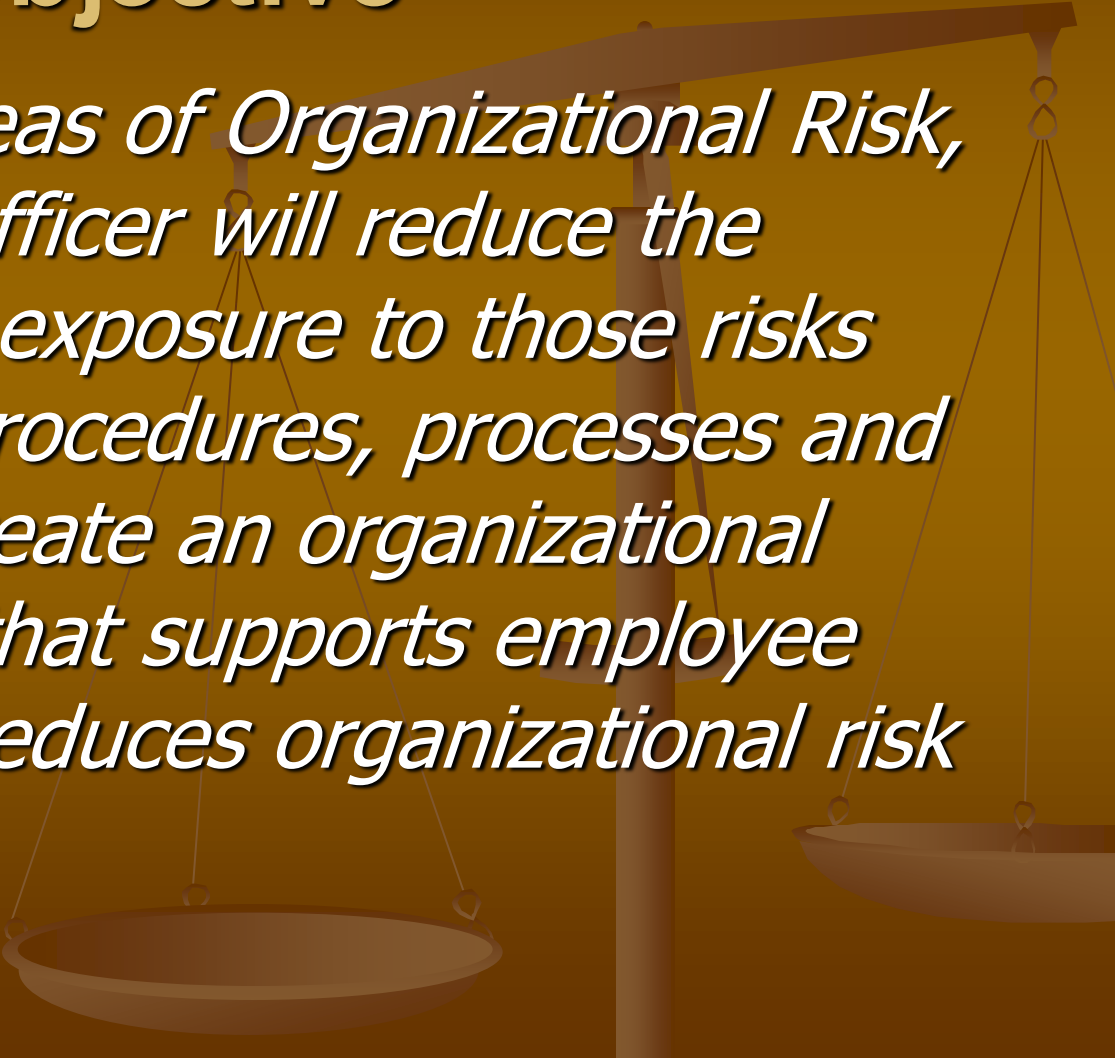


Organizational Risk for Fire & EMS Agencies



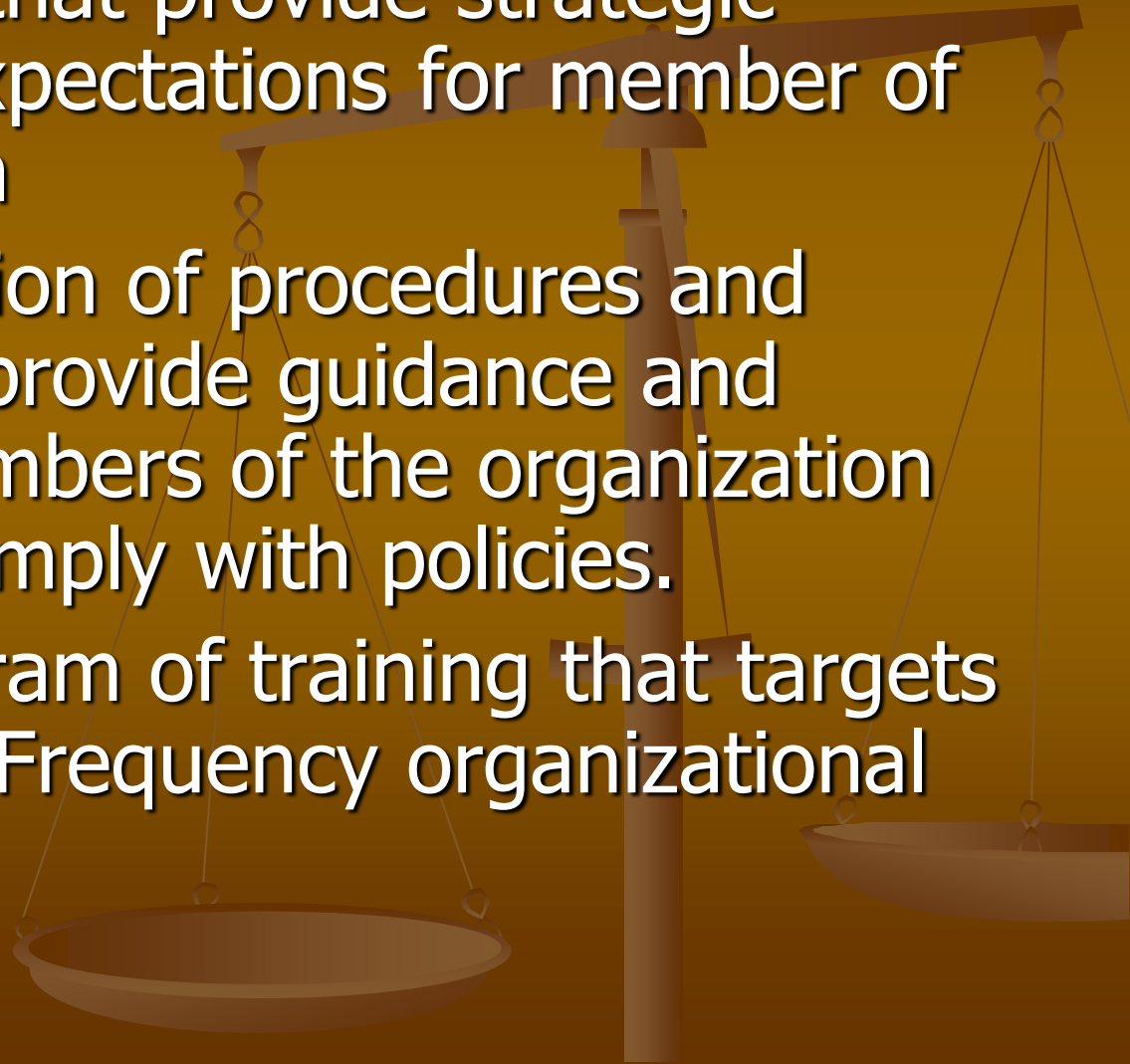
Terminal Performance Objective

Given specific areas of Organizational Risk, the Chief Officer will reduce the organization's exposure to those risks using policies, procedures, processes and training to create an organizational environment that supports employee motivation and reduces organizational risk

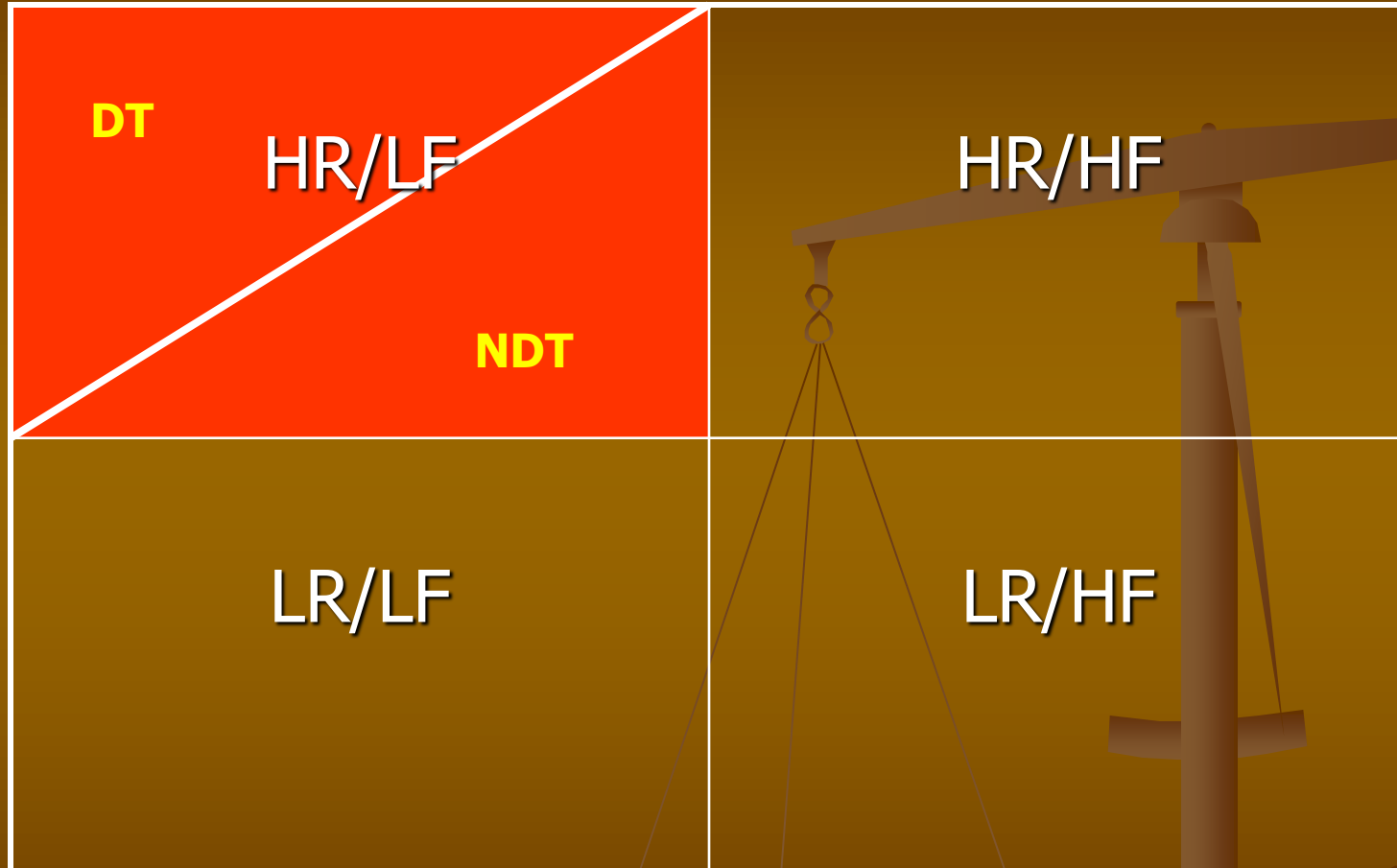


Enabling Objectives

- Create policies that provide strategic direction and expectations for member of the organization
- Direct the creation of procedures and processes that provide guidance and direction to members of the organization necessary to comply with policies.
- Develop a program of training that targets High/Risk, Low Frequency organizational risk exposures



Risk Analysis



Source: Graham, Gordon. *Why things go right, why things go wrong*

Lead, guide, and direct people
(Risk Management)

Consequences

(Lawyersville)



Incident



Proper Conduct



Great Internal Customer Service

- Good People
- **Good Policies and Procedures**
- Good Training
- GREAT SUPERVISION
- Good Discipline

Source: Graham, Gordon. Keynote Address
To Virginia Fire Chiefs Association, February
24, 2001.

The employee has clear “ownership” of their job responsibilities and fulfills their duty without supervisory oversight

Accountability

Responsibilities

The expectations of both employees and managers are in harmony when the triangle is balanced

Authority

The employee has the authority to make decisions as necessary to meet their job responsibilities

Employees and managers are both clear on the employee's true job responsibilities

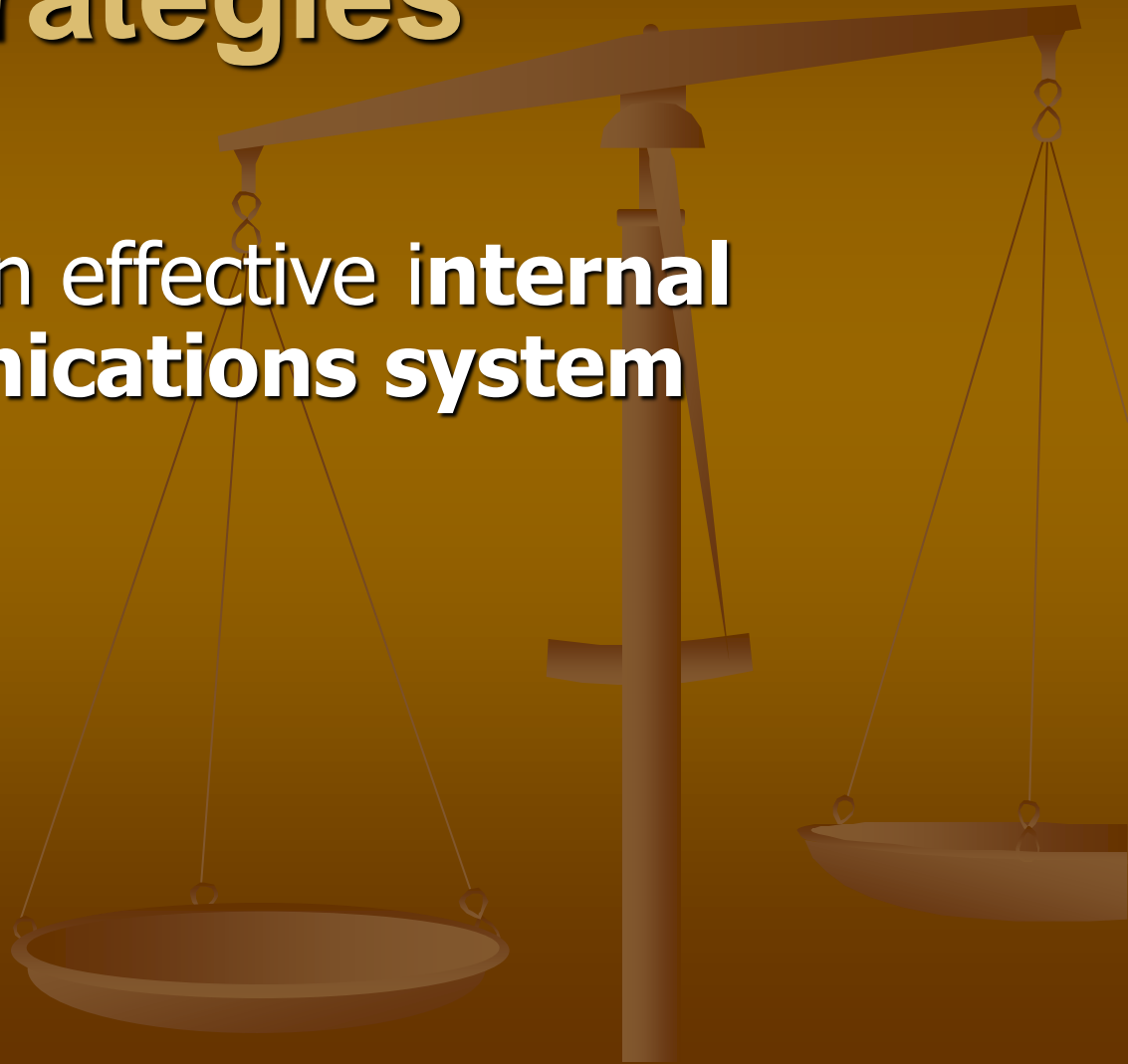


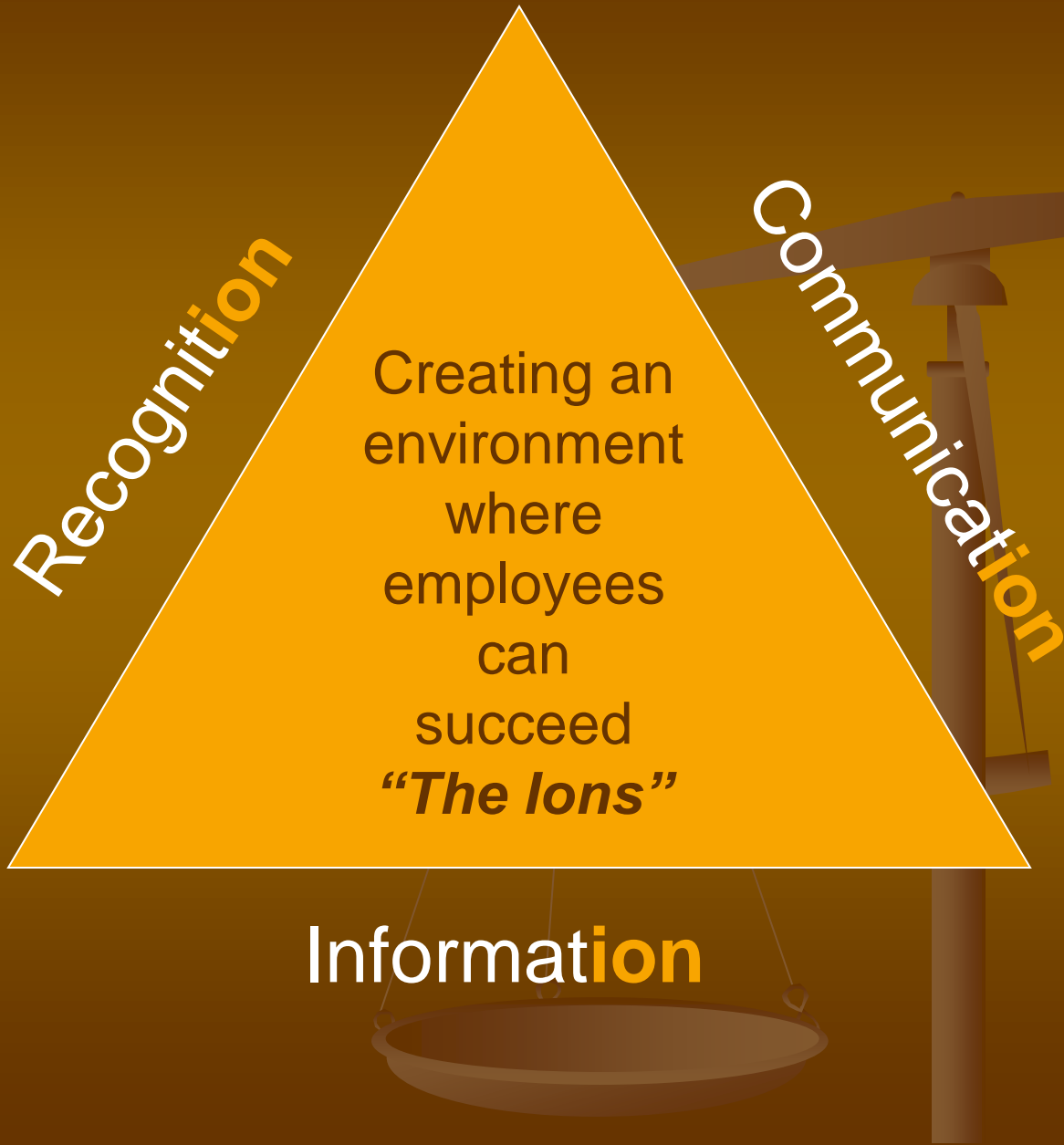
Strategies

Risk assessment for every job
description

Strategies

Develop an effective **internal communications system**





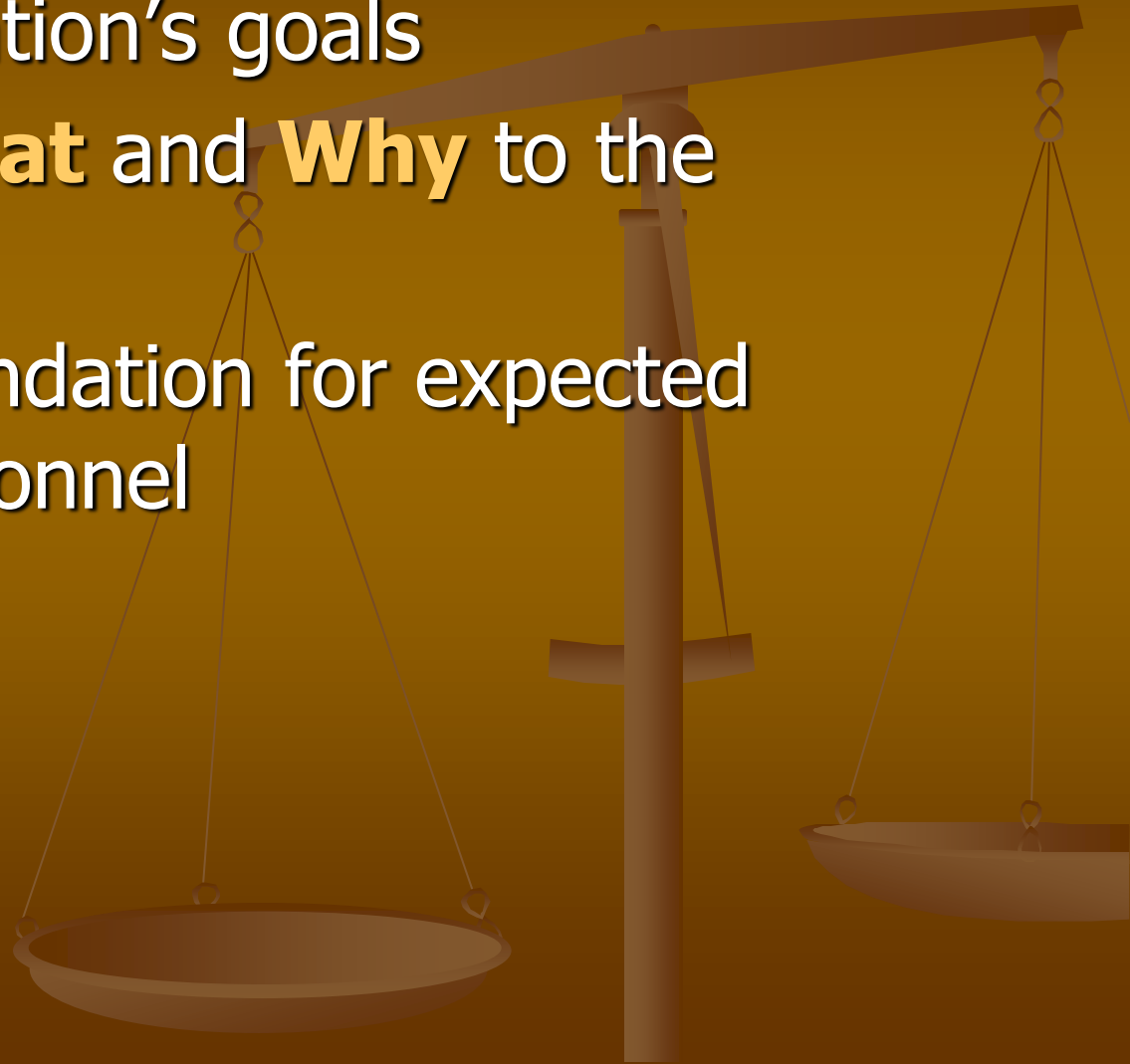
Communication “Tools”

- Policy
- Procedure
- Process
- Memorandum



Policies

- Link to organization's goals
- Provide the **What** and **Why** to the organization
- Provide the foundation for expected conduct of personnel



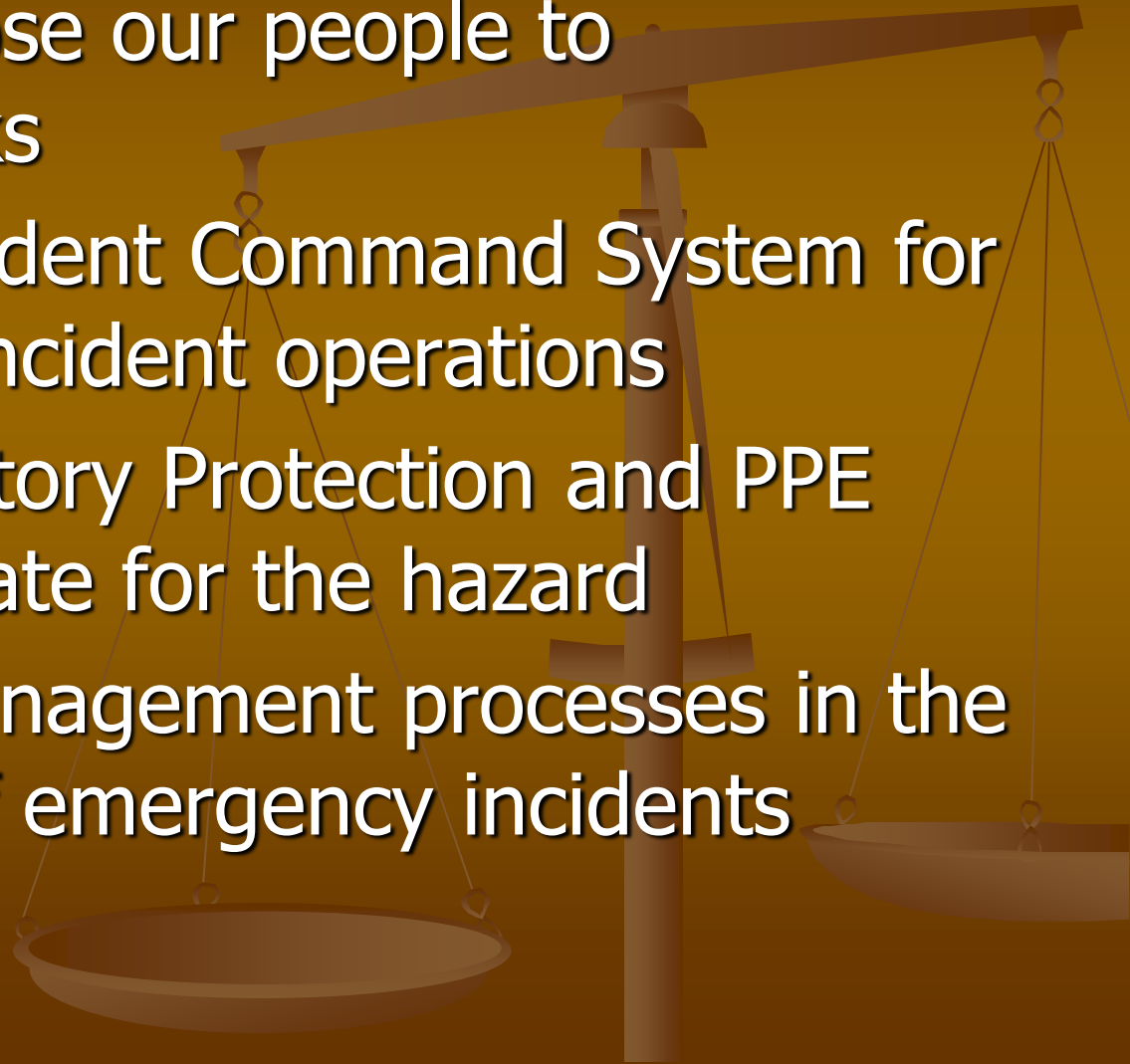
Policy Topic Examples

- Safety Policy
- Driving Policy
- Sexual Harassment Policy
- Uniform Policy
- Hiring Policy



Example Safety Policy

- We do not expose our people to unmanaged risks
- We use the Incident Command System for all emergency incident operations
- We use Respiratory Protection and PPE that is appropriate for the hazard
- We use Risk Management processes in the management of emergency incidents

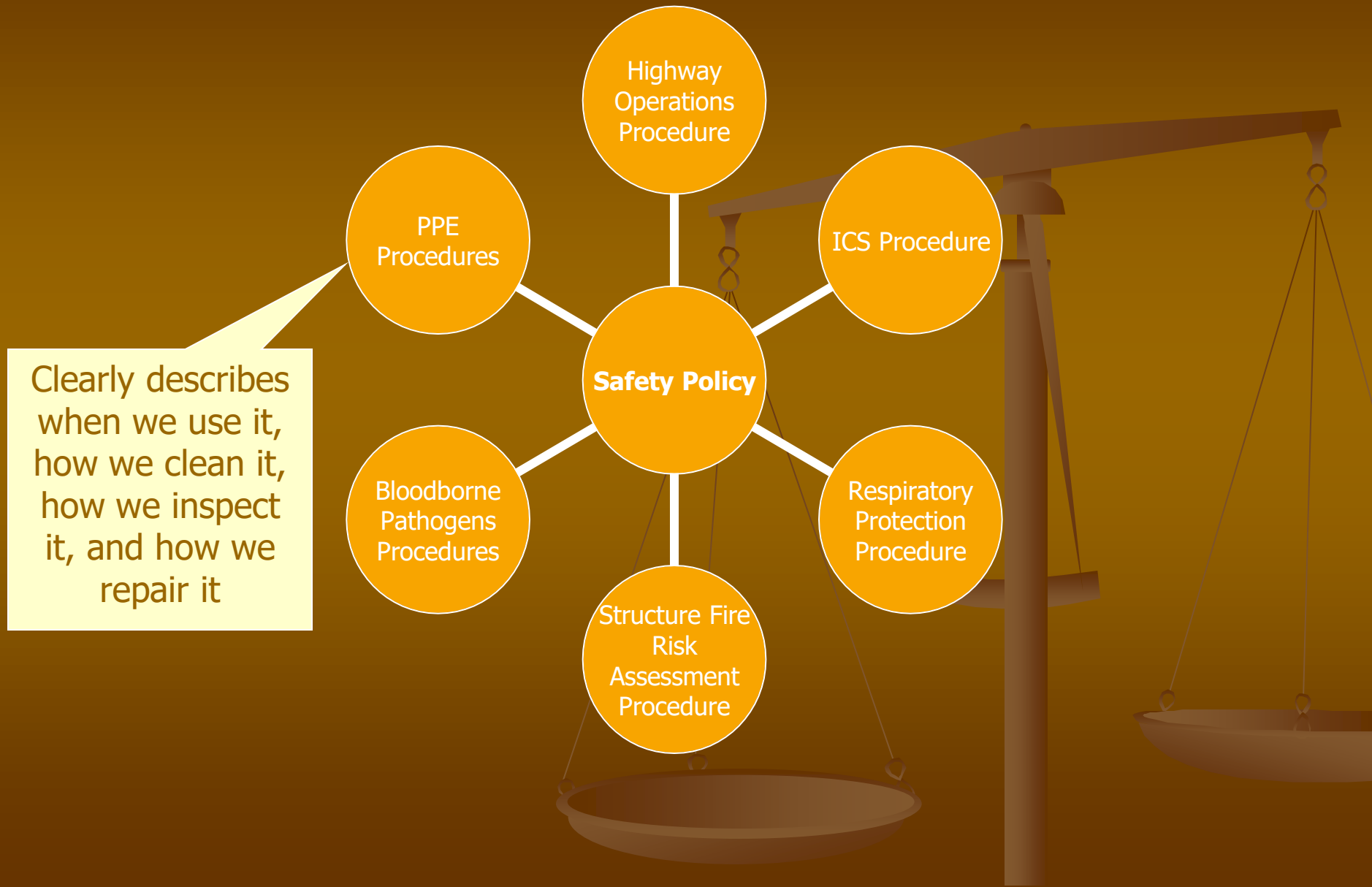


Procedures

- Link to organizational policies
- Provide the **How** to the organization
- Require regular reassessment to keep current with “outside influences”

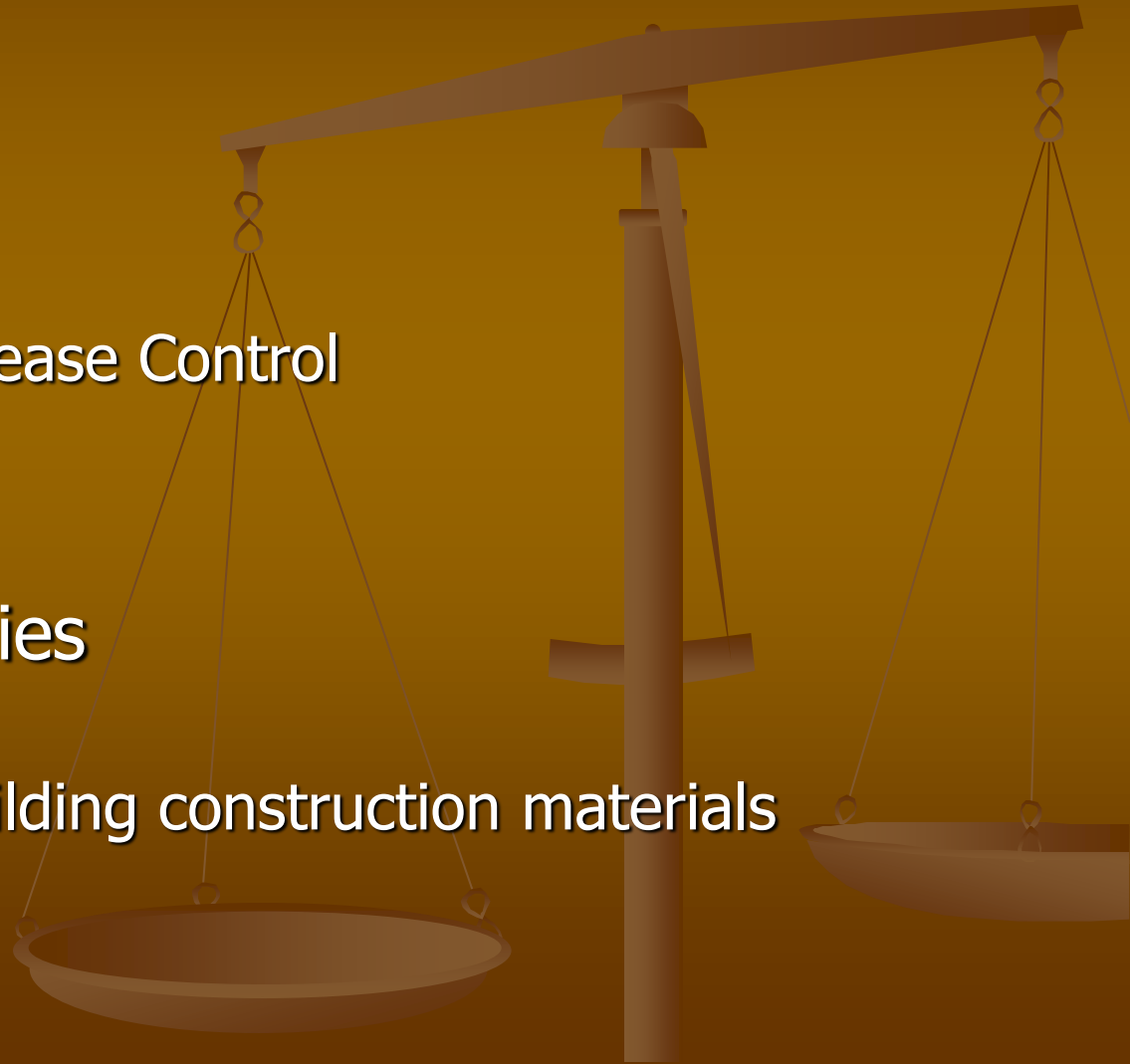


Example Procedures



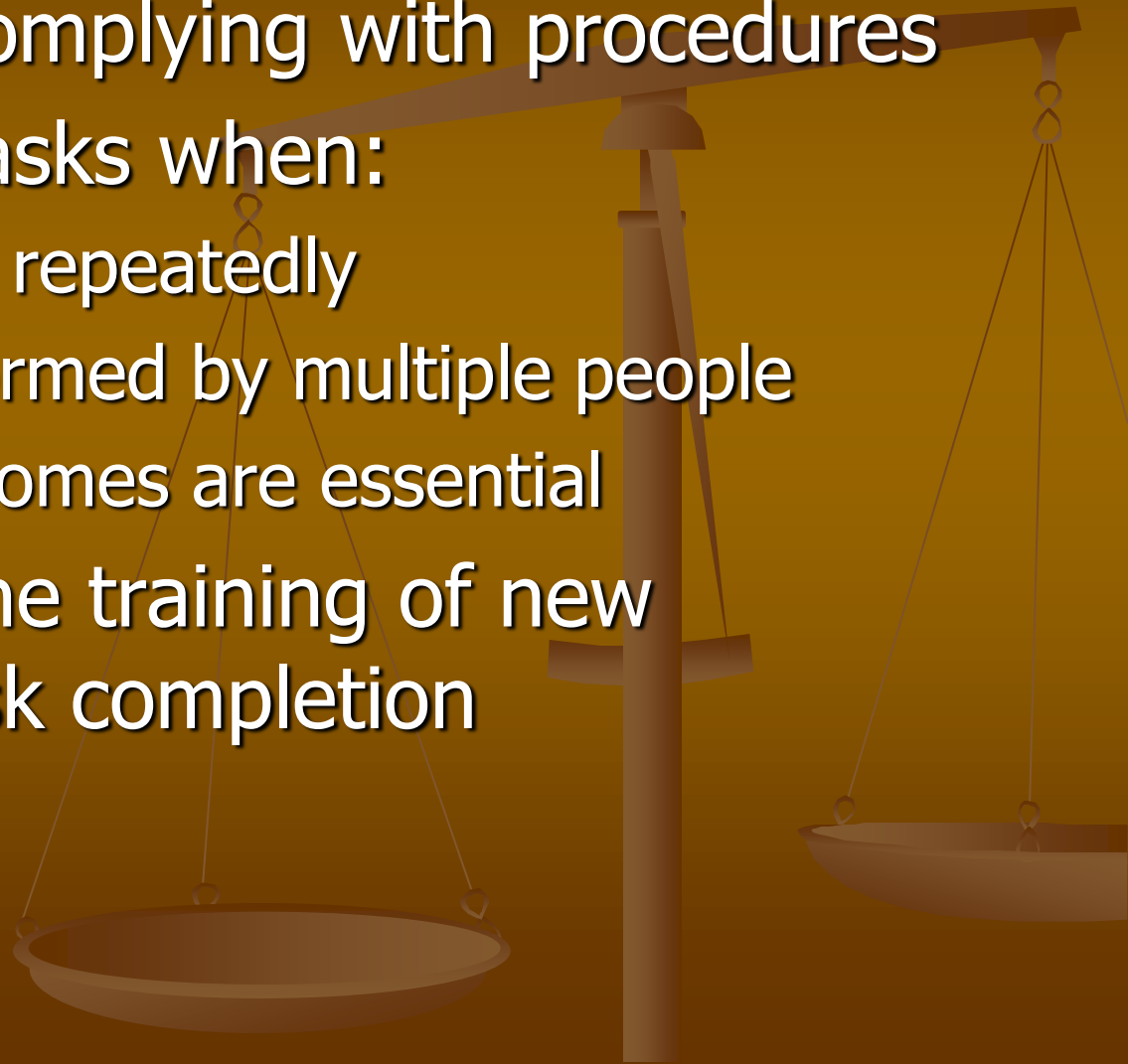
Examples of Outside Influences

- Laws
 - OSHA
 - FLSA
- Regulations
 - OSHA
 - Centers for Disease Control
- Standards
 - NFPA
- New Technologies
 - Class A foam
 - Lightweight building construction materials

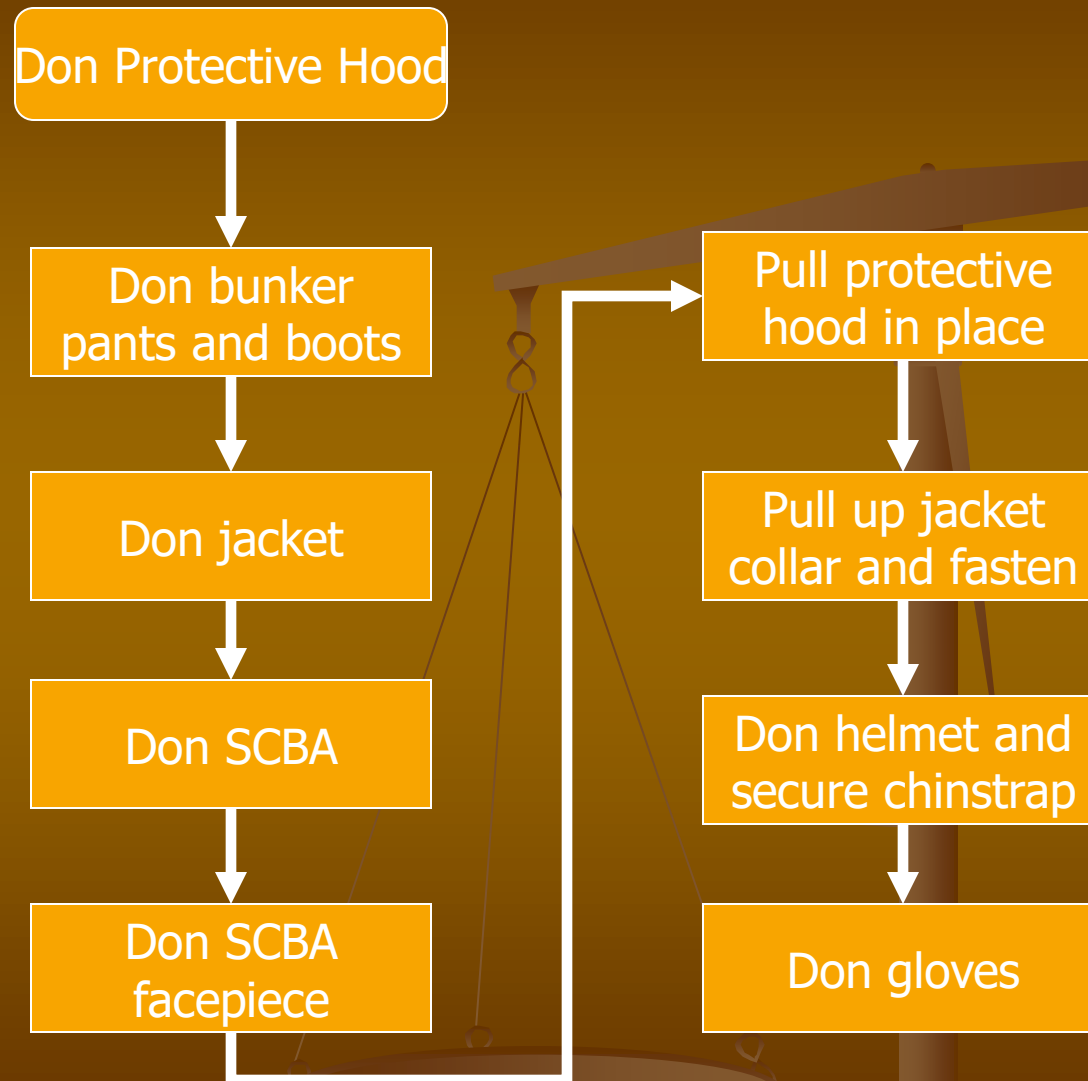


Processes

- Directions for complying with procedures
- Necessary for tasks when:
 - Tasks are done repeatedly
 - Tasks are performed by multiple people
 - Consistent outcomes are essential
- Necessary for the training of new personnel in task completion



Process for Donning Structural PPE

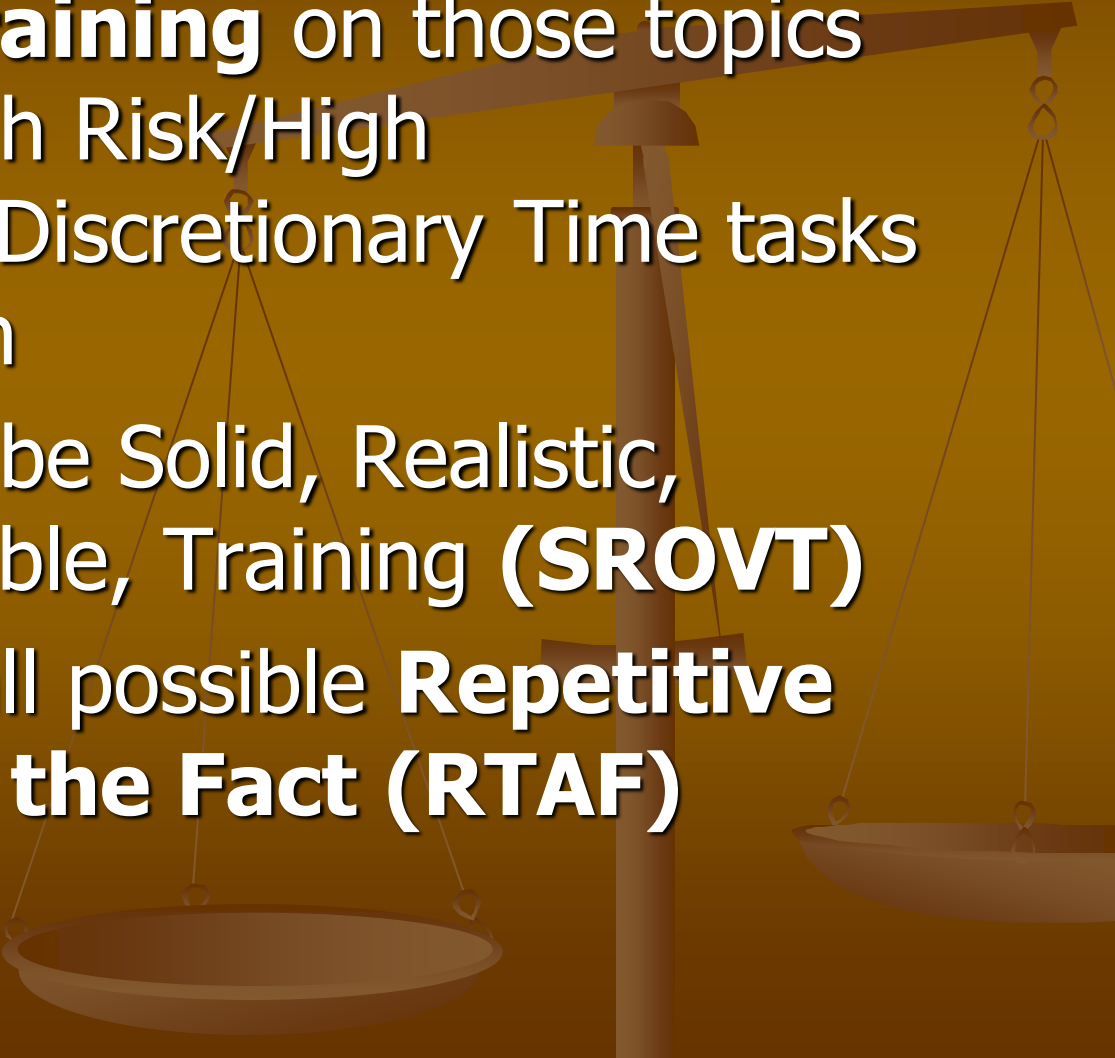


Strategies

Develop a supportive training program

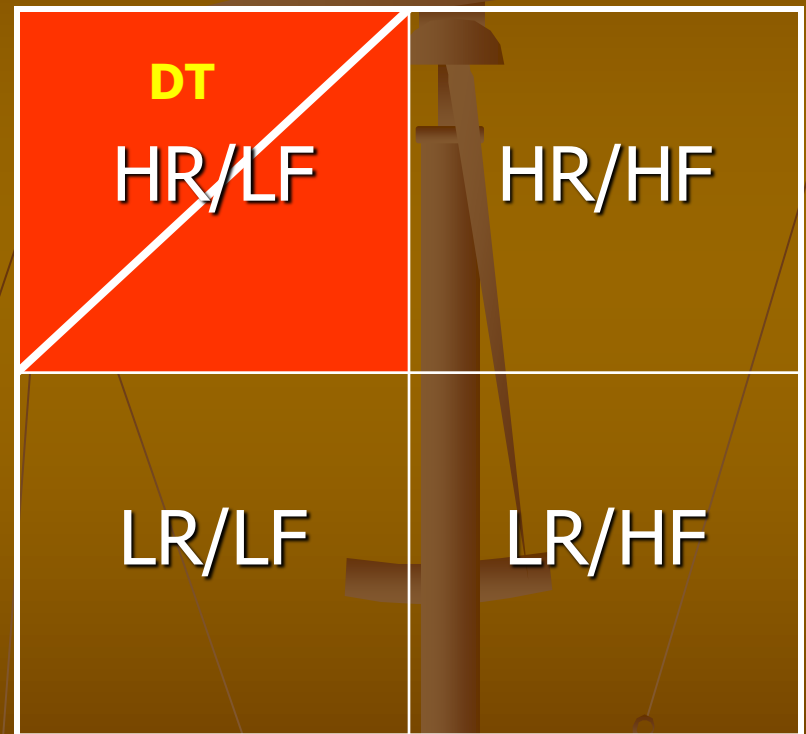


Training Programs

- Provide **daily training** on those topics identified as High Risk/High Frequency/Non-Discretionary Time tasks for each position
 - Training should be Solid, Realistic, Ongoing, Verifiable, Training (**SROVT**)
 - Avoid when at all possible **Repetitive Training After the Fact (RTAF)**
- 

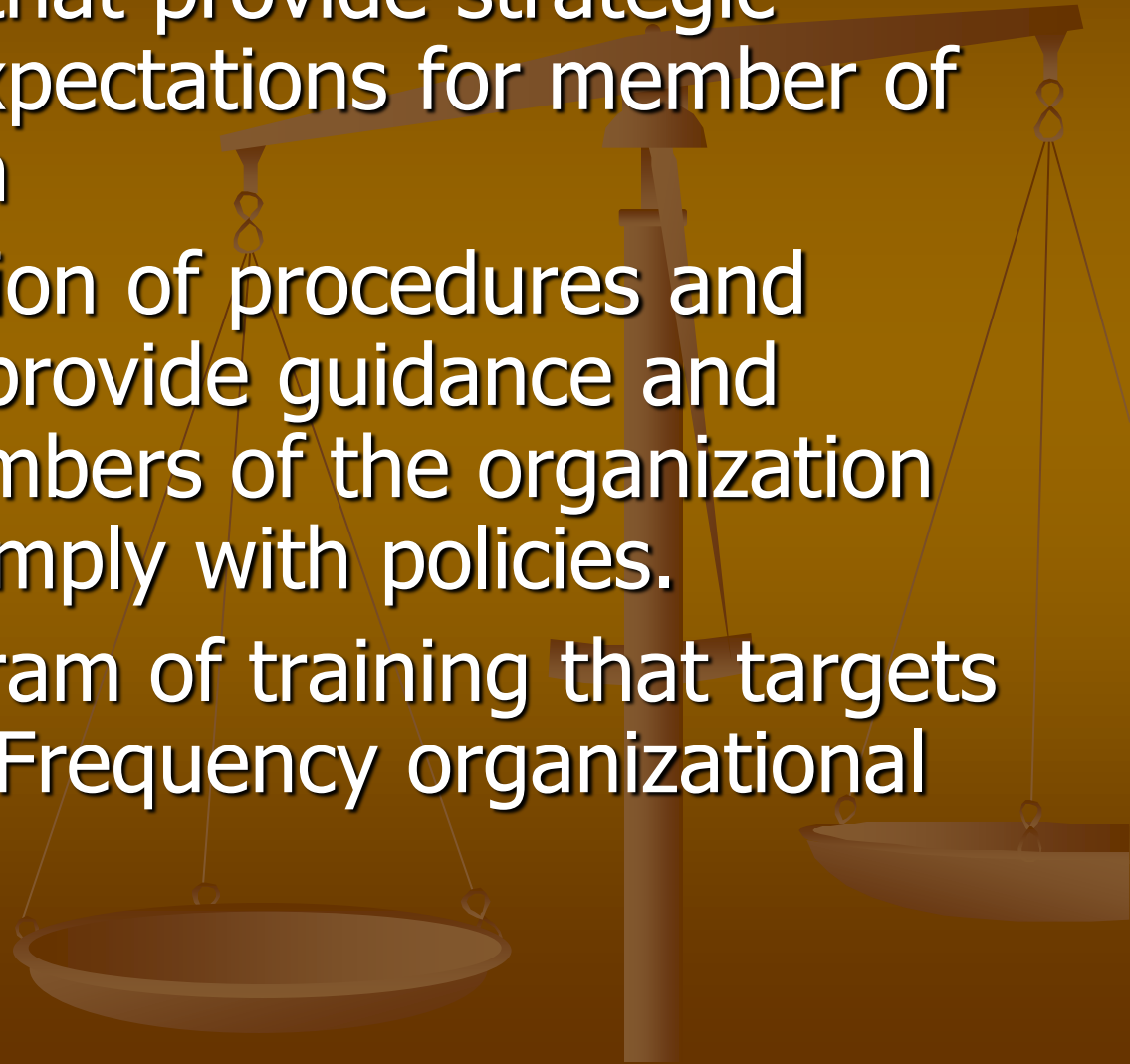
Specific Areas of Organizational Risk: High Risk/High Frequency/Discretionary Time

- Application of Fair Labor Standards Act
- Sexual Harassment & Hostile Work Environment
- Hiring & Employment Practices
- Operation of Emergency Vehicles



Enabling Objectives

- Create policies that provide strategic direction and expectations for member of the organization
- Direct the creation of procedures and processes that provide guidance and direction to members of the organization necessary to comply with policies.
- Develop a program of training that targets High/Risk, Low Frequency organizational risk exposures






Case Study



Exxon Mobil Corporation Prohibits Cell Phone Usage by Employees and Contractors While Conducting Company Business





"Because numerous studies have found that drivers talking on cell phones are at substantially greater risk of becoming involved in vehicle accidents...we engaged in a lively internal debate on whether a cell phone policy would truly help to reduce risk and improve safety. As Exxon Mobil has a strong science and research base we asked some of our scientists to do a thorough study of the available research on the topic.

---Lauren Kerr, spokesperson
Exxon Mobil Corporation

The Case Study

- Executive Summary
- Objectives
- Scope

Monteressi, C. (2003). *Cell Phone Use*.
www.nsc.org/news/Docs/cellphone_study.doc [2004]

What the Study Evaluated

- Types of Studies
- Parameters of the study
- Epidemiology



Monteressi, C. (2003). *Cell Phone Use*.
www.nsc.org/news/Docs/cellphone_study.doc [2004]

Literature Search Results

- Cellphone design
- Human capabilities
- Limitations of those human capabilities as they relate to driving



Monteressi, C. (2003). *Cell Phone Use*.
www.nsc.org/news/Docs/cellphone_study.doc [2004]



Conclusions



Monteressi, C. (2003). *Cell Phone Use*.
www.nsc.org/news/Docs/cellphone_study.doc [2004]

Exxon Mobil's Policy

"Employees are not required to turn off their cell phones while driving, but are expected to allow incoming calls to be answered by voicemail and to wait for a safe stopping place before making outgoing calls or checking messages.

"Safety and productivity are both important at ExxonMobil - and 99 percent of the time drivers can find a safe place to pull over and return a call within five or ten minutes of receiving it."

---Lauren Kerr

Consequences for Employers



Dykes Industries of Little Rock lost \$20.9 million lawsuit for personal injuries sustained by a citizen in a car accident where a Dykes employee was using a cell phone at the exact moment of the accident

Source: *Employers Guide to Cell Phone Liability*, Braun Consulting Group, 2002

Consequences for Employers

Cooley Godward, a Virginia-based law firm, was slapped with a \$30 million wrongful death suit where an employee of theirs was conducting business on her cell phone when she struck and killed a fifteen-year-old boy with her car

Source: *Employers Guide to Cell Phone Liability*, Braun Consulting Group, 2002

Consequences for Employers

Beers Skanske, a Georgia-based construction company, agreed to a \$4.75 million settlement because an employee was reaching over to a mounted, hands-free cell phone to punch in *99 to retrieve a message when he slammed into a stationary sedan. The accident caused a chain-reaction crash that left a man badly injured.

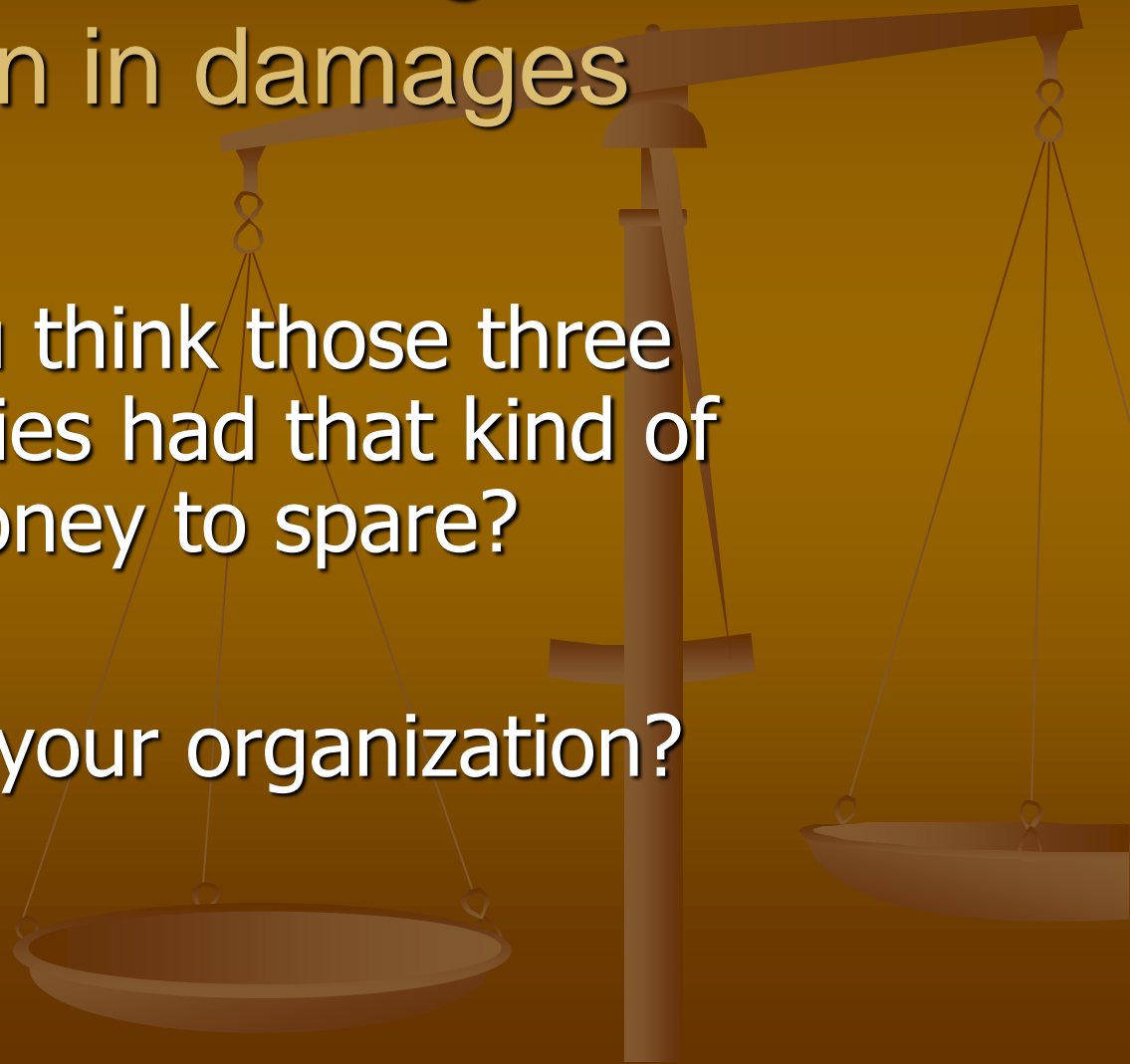
The company claimed in court that the defendant was commuting to work and was not “on the clock” at the time of the accident. “The cell phone was a tool provided by the company”, was the statement made by the plaintiff’s attorney.

Source: *Employers Guide to Cell Phone Liability*, Braun Consulting Group, 2002

Three cases totaling \$55.65
million in damages

Do you think those three
companies had that kind of
money to spare?

Would your organization?





Questions? Comments?



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Reference Sources

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- Gandy, W.E., (2008). *Dangers of a wireless world*.
Emergency Medical Services, Article in Press, April 2006.
[http://www.emsresponder.com/print/Emergency--Medical-Services/Dangers-of-a-Wireless-World/1\\$3215](http://www.emsresponder.com/print/Emergency--Medical-Services/Dangers-of-a-Wireless-World/1$3215)
- Ludwig, G. (2008). *Worth a thousand words*. JEMS, Vol. 33, No. 7, July 2008.
http://www.jems.com/news_and_articles/articles/jems/3307/worth_a_thousand_words.html;jsessionid=61AA5BA5B618A7F59E0F46CE29AFFB39