

UNEP-ICCA Project “Promoting Chemical Safety in the African Region (CSMA)”

Rapid Incident Reporting & Crisis Management

June 16-17, 2014,
Port of Tema, Ghana



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BASF SE

Examples of Crises

■ Fire and explosion:

Four die in a fire outbreak

By Ghanaian Chronicle

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(left) The charred remains of one of the victims. (middle) The blazing fire. (right) One of the tankers on fire

Four persons were last Saturday burnt beyond recognition, when fire swept through the storage facilities and offices of Midland International Ghana Limited at the Tema Port, outside the bonded area of the Ghana Ports & Harbours Authority (GPHA).

A tanker, with registration number GT 2109 W, a double cabin pick-up, and a fork-lift parked in the premises of the company, were also burnt in the blazing fire, which brought economic activities within the entire port area to an abrupt halt.

Hundreds of people, both workers at the port and passersby, including those who came to the port to transact one form of business or the other, swarmed the area to catch a glimpse of what was going on there.

Another Fire Outbreak At Tema Harbour



UPDATE 2-One dead after blast on Ghana oil refinery pipeline



Credit: Michael Abbey

Examples of Crises

■ Hijack:

Greek Tanker Missing, Feared Hijacked Off Ghana

BY GCAPTAIN ON JUNE 6, 2014

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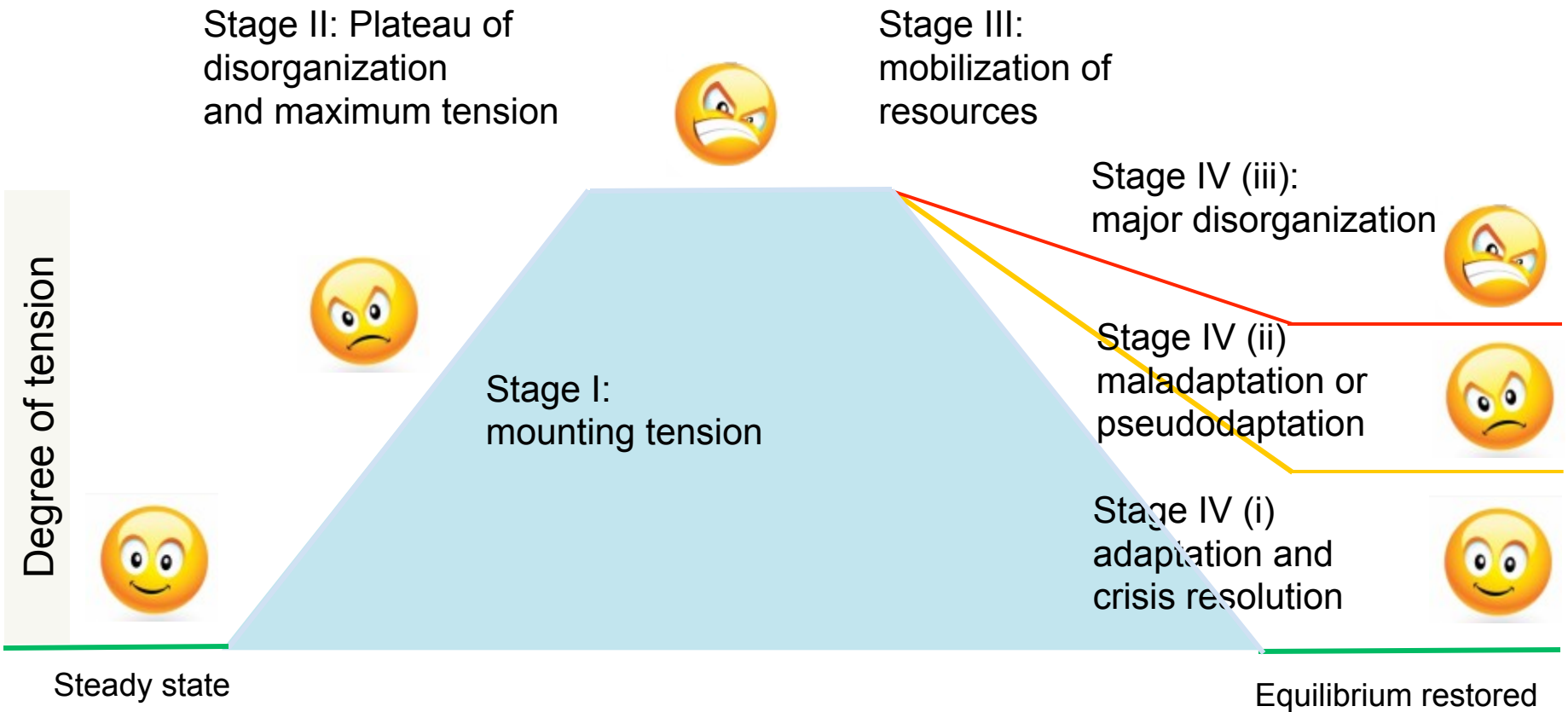
MT Fair Artemis. Image (c) MarineTraffic.com/Mgklingsick@aol.com

Examples of Crises

■ Terrorism:



Plateau of crisis





What Goes Wrong in a Crisis?

- Lack of pre-crisis planning:
 - ▶ Degenerates into unconnected, uncoordinated reactive measures
- Failure to recognize the potential for a situation to develop into a crisis
- Denial of a crisis once it has developed:
 - ▶ Cover-up, or *perception* of cover-up?
- Lack of appreciation of 'breadth' of a crisis:
 - ▶ Stakeholders omitted from solution

Crisis Characteristics

Time is compressed:

- ▶ Decision making must keep pace with events

Systems fail:

- ▶ Technology
- ▶ Alert mechanisms
- ▶ Communication
- ▶ Information

'People challenges' change:

- ▶ The best planners don't necessarily make the best improvisers
- ▶ New leaders may emerge
- ▶ Established hierarchies may partially dissolve

Negative Example

- “Malaysia Airlines and the Malaysian government have arguably given a master class in how not to deal with the aftermath of an incident.”
- “It began on day one, when it took five hours for the airline to admit that they had lost contact with flight MH370.”

The Telegraph

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Malaysian officials out of their depth in MH370 crisis management

Government inexperience could be to blame for mismanagement and misleading versions of events



Hishamuddin Hussein, Malaysia's minister of defense and acting transport minister during a press conference about MH370 Photo: Rex



By **Harriet Alexander**
8:34PM GMT 17 Mar 2014

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Negative Example

Geoffrey Thomas, the editor-in-chief of AirlineRatings.com:

■ “the lack of international experience among Malaysia Airlines’ public relations was a problem.”

■ “Their PR department has been missing in action. It’s when something like this happens you really need them.”

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Malaysian Airlines MH370 Accused of Worst Crisis Management

By Ghazala Sulaiman

Published 6 days ago | [Travel / Leisure](#)

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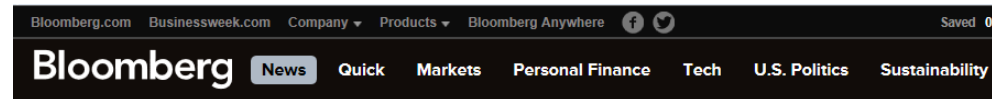


While Malaysian Airlines is practically experiencing a doomsday situation with the eerie disappearance of flight MH370, the whole world is scrutinizing the carrier’s crisis management skills under a magnifying glass.



Negative Example

- “They’re handling a huge global issue as if it was domestic politics,” said Clive Kessler, Emeritus Professor of Sociology and Anthropology at the University of New South Wales in Sydney
- “With the cause of the disappearance still unknown you can understand the need for discretion and caution but it’s being perceived in Malaysia and elsewhere in the region as a bid to hide the truth.”



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Bloomberg.com

Malaysia Finds Managing Crisis Exposes Leadership Limits

- Najib’s administration is sending the message that people should let the “government tell them what they need to know, when they need to know it, and not before,” Kessler said. “That’s the way they’ve acted for generations and they are starting to find out it doesn’t work anymore.”

Positive Example

It need not be so...



Examples of Crises

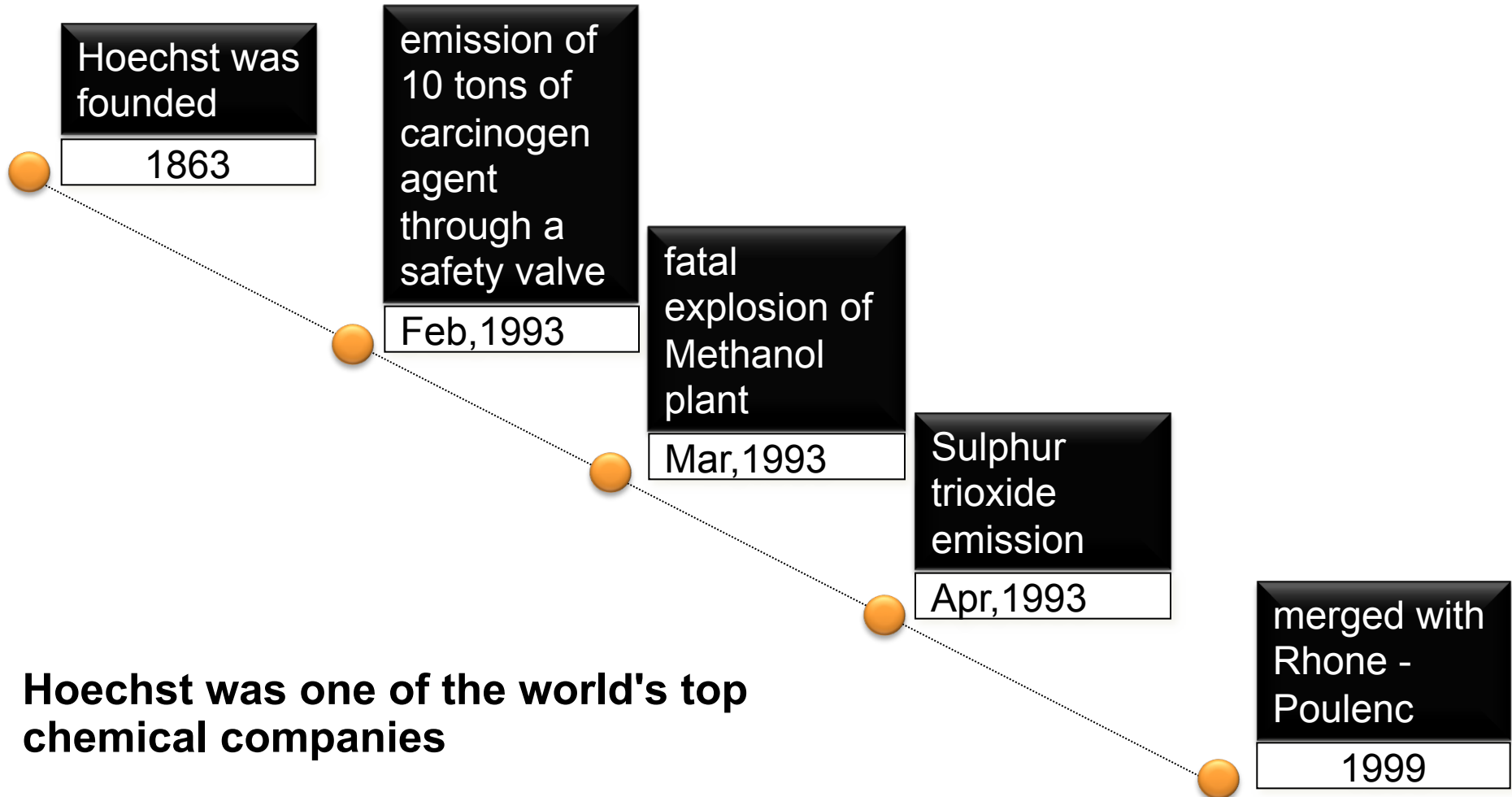
Singapore Airlines CEO



- Direct and personal management of the crisis (and media) by the CEO, with frank and open dialogue
- No immediate denial or admission or fault
- Communications concentrated on support to victims
- Now cited as an exemplary illustration of good crisis management and crisis communications



Negative Example



Hoechst was one of the world's top chemical companies

Negative Example



The former Hoechst AG
and today's Industriepark Hoechst

sources: New York Times

Process Safety

Prevention would have been possible by a thorough risk analysis leading to a simple safety device

Emergency Response

- Lack of emergency response and crisis information management
- Incomplete knowledge of the hazardous quantities and properties of the emitted substance

Communication

Adverse reaction by neighbors, media and authorities by arrogant behavior of site representatives long during the incidents

Emergency Response -v- Crisis Management



■ Emergency Response

- ▶ focused on resolving the *direct* and immediate effects of an incident, usually chemical related, normally:
 - Fire, contamination, injury, disruption, local factors etc.

■ Crisis Management

- ▶ designed to address the *indirect* consequences of a serious incident, whether chemical related or otherwise:
 - Reputation, business success, share price, government relations, global or long-term effects

Create trust to our stake holders



External

- Share holders
- Media
- Non government organizations
- Etc..
- Politicians
- General public



Internal

- Employees
- Trade union
- Contractors
- Visitors

Create Trust

1. **Prevent an incident** in order to be trusted
2. **Our professional ER :**
to mitigate impacts
of incidents in order to be trusted
3. **Cooperation and communication**
with stake holders in order to be
trusted

Examples of incident notification process

Who report incidents?



Questions

- what?
- where?
- when?
- Who?

- Employees
- Contractors
- Others

Work Fire Department (GUS/F) - Call 112



Environmental Central Center (GUU/LZ) – Call 4040

Occupational Safety (GUS/T)

Occupational Medicine and Health Protection (GUA)

Waste Regulation, Soil and Ground Water (GUU/GT)

Wastewater Management Ludwigshafen (GUU/WT)

Examples of incident notification process

Work Fire Department
(GUS/F) - Call 112



Environmental Central
Center (GUU/LZ) – Call
4040

Fast
Correct
Comprehensive

Polices



Fire departments



Hospitals

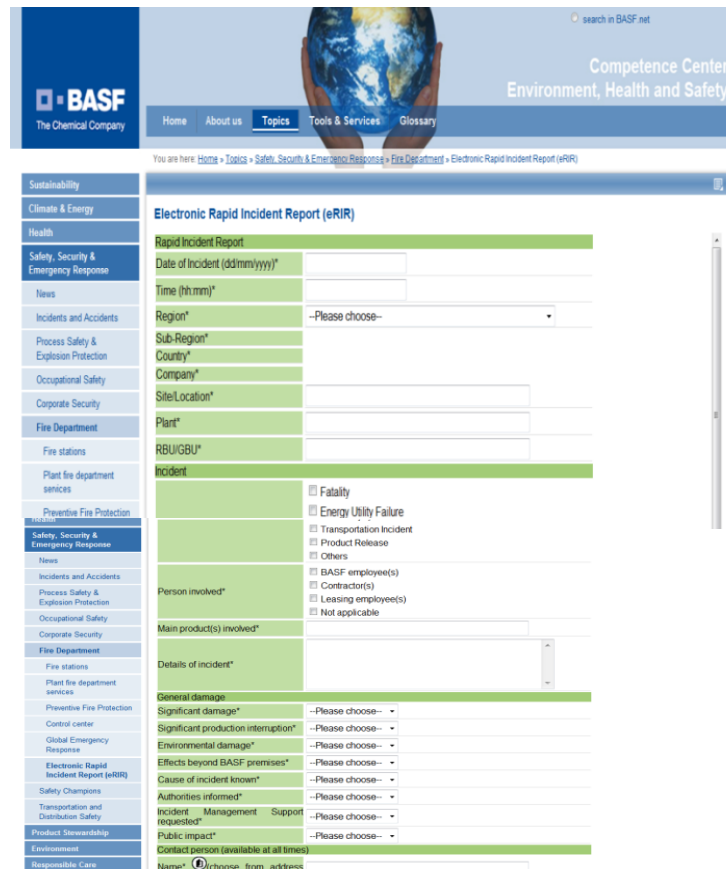


Others authorities



Examples of incident notification process

BASF electronic– Rapid Incident Report (e-RIR)



The screenshot shows the BASF e-RIR web form. At the top, there is a search bar and navigation links for Home, About us, Topics, Tools & Services, and Glossary. The main content area is titled "Electronic Rapid Incident Report (eRIR)" and contains several sections for data entry:

- Rapid Incident Report**: Fields for Date of Incident (dd/mm/yyyy)*, Time (hh:mm)*, Region* (dropdown), Sub-Region*, Country*, Company*, and Site/Location*.
- Incident**: A list of checkboxes for incident types: Fatality, Energy Utility Failure, Transportation Incident, Product Release, and Others.
- Person involved***: A list of checkboxes for roles: BASF employee(s), Contractor(s), Leasing employee(s), and Not applicable.
- Main product(s) involved***: A text input field.
- Details of incident***: A text input field.
- General damage**: A list of dropdown menus for: Significant damage*, Significant production interruption*, Environmental damage*, Effects beyond BASF premises*, Cause of incident known*, Authorities informed*, Incident Management Support requested*, and Public impact*.
- Contact person (available at all times)**: A field for Name* with a dropdown for "choose from address".

A left-hand navigation menu lists various categories such as Sustainability, Climate & Energy, Health, Safety, Security & Emergency Response, News, Incidents and Accidents, Process Safety & Explosion Protection, Occupational Safety, Corporate Security, Fire Department, Fire stations, Plant fire department services, Preventive Fire Protection, Control center, Global Emergency Response, Electronic Rapid Incident Report (eRIR), Safety Champions, Transportation and Distribution Safety, Product Stewardship, Environment, and Responsible Care.

Examples of incident notification process

BASF Emergency Response Control Center





Our Expectations to you and your staffs



- knows risks of your processes and materials
- prevents incidents
- trains & communicates to your staffs
- notifies any incidents promptly (for action to be taken etc.)