

# Workshop Tasks

Group 1 – According to Drabek (2001), what are three strategies that might reduce improvisation during disaster responses.

Group 2 – Define and illustrate these three coordination strategies: core, consequence, and customer.

Group 3 – Define and illustrate these two coordination strategies: control and cultural.

Group 4 – According to Drabek (2001), what are the implications of a strategic perspective for emergency management theory and practice?

# Strategic Planning Process

- Prepare statement of mission, vision and values
- Identify major trends
- Assess strengths and weaknesses
- Specify needed developments
- Formulate required actions

# Managerial Strategies

- Constituency Support
- Committees
- Co-optation
- Joint Ventures
- Organizational Intelligence
- Agenda Control
- Innovation
- Product Differentiation
- Entrepreneurial Actions
- Mergers
- Regulation
- Flow of Personnel

Source: Adapted from Drabek, Thomas E. 2001. "Coordinating Disaster Responses: A Strategic Perspective." *Journal of the American Society of Professional Emergency Planners* 8:29-39.

# Coordination Strategies: Core, Consequence, and Customer

- Core Strategies
  - A. Domain Clarification (45%)
  - B. Jurisdictional Negotiations (28%)
  - C. Resource Familiarization (96%)
- Consequence Strategies
  - A. Display of Decisions (94%)
  - B. Use of Information Technologies (80%)
  - C. Maintenance of Hospitable EOC Social Climate (84%)
- Customer Strategies
  - A. Communication of Citizen Expectations and Requests (94%)
  - B. Facilitation of Media Relations (77%)
  - C. Documentation of Damage Assessments (80%)
  - D. Documentation of Disaster Repairs and Restorations (75%)

Source: Adapted from Drabek, Thomas E. 2003c. *Strategies for Coordinating Disaster Responses*. Boulder, Colorado: Institute of Behavioral Science, University of Colorado, pp. 69-94. Percentages listed are the proportions of emergency managers (n = 62) who reported use of the strategy during the restoration phase of the response to the disaster studied.

# Coordination Strategies: Control and Cultural

- Control Strategies
  - A. Appeals to Prior Legitimacy (88%)
  - B. Reference to Planning Documents (96%)
  - C. Reference to Prior Experiences (86%)
  - D. Decentralization of Decision-Making (84%)
  - E. Use of Self-Managed Work Teams (86%)
  - F. Emergent Collaborative Planning (51%)
  - G. Emergent Community-Government Partnerships (45%)
  - H. Implementation of Mutual Aid Agreements (53%)
- Cultural Strategies
  - A. Enhance Awareness of Cultural Differences Among Responding Agencies (18%)
  - B. Enhance Awareness of Vulnerable Populations (96%)
  - C. Enhance Awareness of Community Diversity (67%)
  - D. Facilitate Interagency Cross-Talking (86%)
  - E. Building Shared Vision (88%)
  - F. In-House School House (80%)
  - G. Celebrating Success (57%)
  - H. Monitoring Stress Symptoms (73%)

Source: Adapted from Drabek, Thomas E. 2003c. *Strategies for Coordinating Disaster Responses*. Boulder, Colorado: Institute of Behavioral Science, University of Colorado, pp. 94-121. Percentages listed are the proportions of emergency managers (n = 62) who reported use of the strategy during the restoration phase of the response to the disaster studied.

# Characteristics of Effective Emergency Managers

- Professionalism
- Individual Qualities
- Emergency Management Activities

Source: Adapted from Drabek, Thomas E. 1987. *The Professional Emergency Manager: Structures and Strategies for Success*. Boulder, Colorado: Institute of Behavioral Science, University of Colorado, pp. 90-104.

# Advice for New Emergency Managers: Non-Emergency Times

- Meet and Greet Agency Heads
- Research Your Community
- Ascertain the Level of Commitment and Mission
- Establish Personal Credibility and Commitment
- Use Past Experience
- Engage in Consensus-Building Activities
- Seek to Coordinate, Not Control
- Increase Public Awareness and Knowledge
- Establish Media Relationships
- Continue Professional Development
- Establish a Professional Network
- Tenacity is Essential

Source: Adapted from Drabek, Thomas E. 1987. *The Professional Emergency Manager: Structures and Strategies for Success*. Boulder, Colorado: Institute of Behavioral Science, University of Colorado, pp. 236-244.

# Advice for New Emergency Managers: Emergency Time Conclusions

- A strategic perspective is required
- A comprehensive approach is required
- Across disaster phases, the composition of the multi-organizational network changes
- The lower the level of preparedness, the greater the degree of improvisation
- A strategic perspective on emergency management highlights core functions and approaches, but no single standardized organizational model

Source: Adapted from Drabek, Thomas E. 2001. "Coordinating Disaster Responses: A Strategic Perspective." *Journal of the American Society of Professional Emergency Planners* 8:29-39, pp. 34-36.

# Advice to New Emergency Managers about Multiagency Coordination: Contact Agency Executives

- Agency Relations
- Role and Function of the EOC
- Personal Qualities
- Community Matters
- Specific Issues

Source: Adapted from Drabek, Thomas E. 2003c. *Strategies for Coordinating Disaster Response*. Boulder, Colorado: Institute of Behavioral Science, University of Colorado, pp. 180-188.

# Advice to New Emergency Managers about Multiagency Coordination: Local Emergency Managers

- Beware of Certain Negatives
- Preparedness Pays
- Interagency Relationships are a Must
- Think Through an EOC Management Model
- Keep in Mind Community and Family Requirements

Source: Adapted from Drabek, Thomas E. 2003c. *Strategies for Coordinating Disaster Response*. Boulder, Colorado: Institute of Behavioral Science, University of Colorado, pp. 188-195.