

Workshop Tasks

- Group 1 – Summarize the major features of the event, research methods and the unit of analysis used by Denis (1995).
- Group 2 – What were the major coordination problems experienced by the DMO described by Denis (1995).
- Group 3 – Explain and illustrate what Denis (1995) meant by these two phrases: 1) “coordination as a strategy” and 2) “coordination as an organizational design mechanism”.
- Group 4 – According to Denis (1995), why was the response to the used-tire dump more effective?

Disasters vs. Routine Emergencies

- Fragmented Responses
- Agency Autonomy
- Internal Shifts
- New Tasks
- New Faces
- Jurisdictional Boundaries
- Impacted Resources
- Expanded Media Presence

Expanded Coordination Requirements: Examples of a New Division of Labor

- Interagency Communication
- Search and Rescue
- Triage and Casualty Distribution
- Creation and Maintenance of Official Casualty Lists
- Victim Inquiry Information System
- Issuance of Passes into the Impact Area
- Handling of the Dead (Transportation; Storage; Identification; Notification)
- Provisions for Livestock and Family Pets
- Procedures for Building Inspection and Potential Condemnation
- Debris Removal and Landfill Requirements

Source: Adapted from Auf der Heide, Erik. 1989. *Disaster Response: Principles of Preparation and Coordination*. St. Louis, Missouri: C.V. Mosby Company, pp. 49-80.

Expanded Coordination Requirements: Examples of New Resources

- Non-Emergency Units Within Local Government, e.g., Tax Office, Parks and Recreation
- Private Sector Organizations, e.g., Local Contractors
- Emergency Agencies from Nearby Jurisdictions
- State and Federal Agencies

Source: Adapted from Auf der Heide, Erik. 1989. *Disaster Response: Principles of Preparation and Coordination*. St. Louis, Missouri: C.V. Mosby Company, pp. 49-80.

Six Coordinating Mechanisms

- Mutual Adjustment
- Direct Supervision
- Standardization of Work Processes
- Standardization of Outputs
- Standardization of Skills (and Knowledge)
- Standardization of Norms

Source: Adapted from Henry Mintzberg. 1989. *Mintzberg on Management: Inside Our Strange World of Organizations*. New York: The Free Press, p. 101.

Socially Based Strategies for Improving Interagency Communication

- Predisaster Communications
- Trust
- Disputes
- Knowledge
- Joint Activities
- Informal Contacts
- Plan to Plan

Source: Adapted from Auf der Heide, Erik. 1989. *Disaster Response: Principles of Preparation and Coordination*. St. Louis, Missouri: C.V. Mosby Company, pp. 80-100.

Equipment Based Strategies for Improving Interagency Communications

- Backup Power
- Frequency Sharing
- Satellite Communication
- Computer-Based Communication

Source: Adapted from Auf der Heide, Erik. 1989. *Disaster Response: Principles of Preparation and Coordination*. St. Louis, Missouri: C.V. Mosby Company, pp. 80-100.

Constraints on Response

- Legitimation (Dynes 1970)
- Political Influence (Drabek 1986)
- Legal Requirements (Drabek 1986)
- Uncertainty (Denis 1995)
- Communication Difficulties (Coombs 1998)
- Blame Assignment (Coombs 1998)
- Media (Coombs 1998)

Sources: Adapted from Dynes, Russell R. 1970. *Organized Behavior in Disaster*. Lexington, Massachusetts: Heath Lexington Books, pp. 196-200; Drabek, Thomas E. 1986. *Human System Responses to Disaster*. New York: Springer-Verlag, p. 164 and 185; Denis, Hélène. 1997. "Technology, Structure, and Culture in Disaster Management: Coping with Uncertainty." *International Journal of Mass Emergencies and Disasters* 15:293-308; Coombs, Craig. 1998. "Port Arthur Historic Site Management Authority Response." *Australian Journal of Emergency Management* 13 (Autumn):16-19.

Increasing Organizational Effectiveness

- Planning
- Previous Disaster Experience
- Interorganizational Relationships
- Flexible Management

Source: Adapted from Neal, David A. 1992-1993. "The Local Red Cross in Time of Disaster: Characteristics and Conditions of Organizational Effectiveness During the Loma Prieta Earthquake and Central Texas Floods." *Journal of Volunteer Administration* 12:6-15 and Neal, David A. 1991. "Organization Responses During a Disaster." *Contingency Journal* 1:52-53.