國立臺北大學自然資源與環境管理研究所
106 學年度第二學期『環境災害與風險管理』

課程講義（15）：危機管理、緊急應變與持續營運
Crisis Management, Emergency Response, and Business Continuity Plan

- CRISIS MANAGEMENT
  - Definition of a Crisis: An event which causes the company to become the subject of widespread, potentially unfavourable, attention from the international and national media and other groups such as customers, shareholders, employees and their families, politicians, trade unionists and environmental pressure groups who, for one reason or another, have a vested interest in the activities of the organization.
  - Business Crises Most Likely to Occur
    - ⇨ environmental pollution; product defect
    - ⇨ unwanted takeover bid; sabotage
    - ⇨ death of senior management member
    - ⇨ kidnap of senior management member
    - ⇨ computer breakdown
    - ⇨ industrial dispute
    - ⇨ fraud

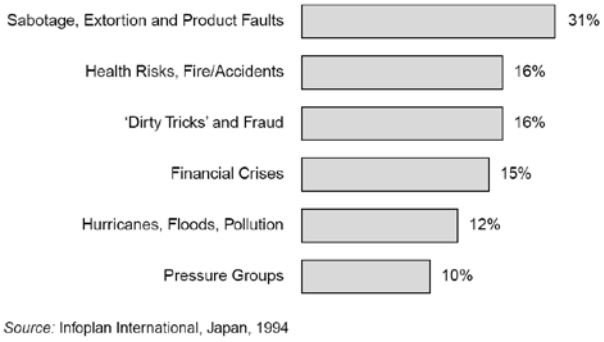


Figure 7.3 *The most likely causes of crises according to respondents*

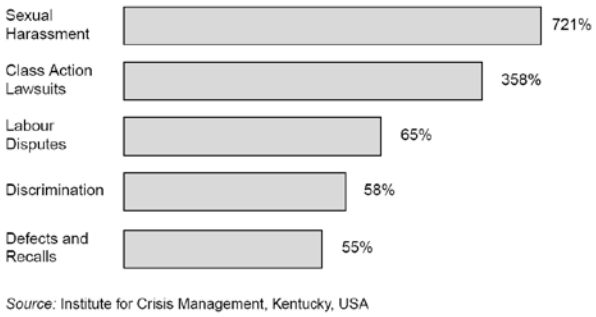


Figure 7.4 *Fastest growing business crisis categories 1990–95*

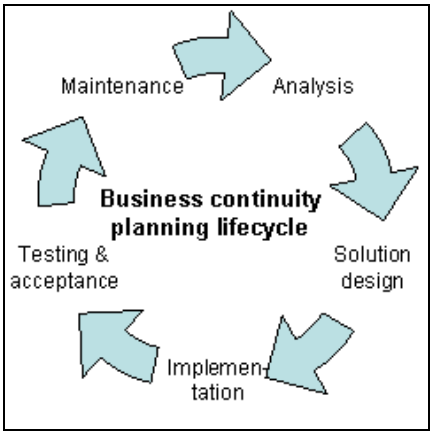
(Regester, M. and J. Larkin, 2005, *Risk Issues and Crisis Management: A Casebook of Best Practice*)

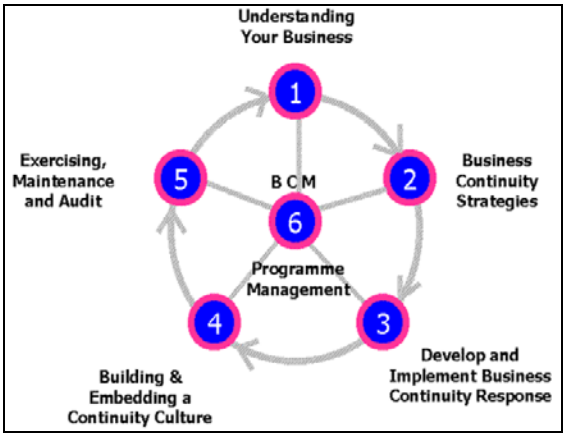
  - 『行政院所屬各機關風險管理及危機處理作業基準』
  - 『風險管理及危機處理作業手冊』
  - 風險管理建置工作五階段(p.49)：高階管理階層（機關首長）的承諾與支持；建立機關的風險圖像（Risk Profile）；建立風險管理於既有的決策過程與通報中；演練、測試與維持；持續的風險管理循環與學習

- EMERGENCY RESPONSE
  - Ready Campaign: Launched in February 2003, Ready is a National public service campaign designed to educate and empower the American people to prepare for, respond to and mitigate emergencies, including natural and man-made disasters. The goal of the campaign is to promote preparedness through public involvement.
    (1) stay informed about the different types of emergencies that could occur and their appropriate responses
    (2) make a family emergency plan
    (3) build an emergency supply kit
    (4) get involved in your community by taking action to prepare for emergencies

- Be Informed:
  - Active Shooter
  - Bioterrorism
  - Chemical Emergencies
  - Cybersecurity
  - Drought
  - Earthquakes
  - Emergency Alerts
  - Explosions
  - Extreme Heat
  - Floods
  - Hazardous Materials Incidents
  - Home Fires
  - Household Chemical Emergencies
  - Hurricanes
  - Landslides & Debris Flow
  - Nuclear Explosion
  - Nuclear Power Plants
  - Pandemic
  - Power Outages
  - Radiological Dispersion Device
  - Severe Weather
  - Snowstorms & Extreme Cold
  - Space Weather
  - Thunderstorms & Lightning
  - Tornadoes
  - Tsunamis
  - Volcanoes
  - Wildfires
- Ready Business: Emergency Response Plan

- BUSINESS CONTINUITY: PLAN, PROGRAM, AND MANAGEMENT
  - Business continuity: capability of the organization to continue delivery of products or services at acceptable predefined levels following disruptive incident (ISO 22301)
  - BCP: Business Continuity Plan/Program; BCM: Business Continuity Management
    holistic management process that identifies potential threats to an organization and the impacts to business operations those threats, if realized, might cause, and which provides a framework for building organizational resilience with the capability of an effective response that safeguards the interests of its key stakeholders, reputation, brand and value-creating activities (ISO 22301)
  - Business Continuity Planning Related Standards
    - ⇨ NFPA (National Fire Protection Association) 1600 Standard on Disaster/Emergency Management and Business Continuity Programs
    - ⇨ ISO/IEC 27031:2011 Information technology -- Security techniques -- Guidelines for information and communications technology readiness for business continuity
    - ⇨ ISO 22301:2012 Societal security (=> ISO/NP 22301 Security and resilience) -- Business continuity management systems -- Requirements
    - ⇨ BS 25999 Business Continuity Management
  - BCP Lifecycle and Framework for BCM
    http://download.nccst.nat.gov.tw/attachfileold/icst2005_392420070207170743.pdf





  - Business Continuity Planning
    - ⇨ Strategies: Prevention; Response; Resumption; Recovery, and Restoration
    - ⇨ Contents: Objective, Scope, Assumptions and Limitations, Teams, and Goals
  - 臺灣證券交易所持續營運計畫推動過程及內容簡介