

Effective Incident Response

Alex Kelly

SALT + COMPANY

March 22, 2022

1

Content Warning

- Today's presentation may touch on traumatic events, such as workplace injuries and fatalities
 - This may be triggering for some
- Please do what you can to protect mental and emotional health
- The presentation can be made available at a later date, should you decide to step away today
- Take care



Overview

- Defining Incidents
- Identifying Risks
- Typical Elements of a Plan
- Effective Incident Response
- Safety Blindspot Blueprint



Alex Kelly

- Road safety and transportation strategist
- Founder + CEO of SALT + COMPANY
- Member of ATSSA Roadway Worker Protection Council
- Director of Canada's first Vision Zero Advocate Institute
- Works with clients like Uber, ATS Traffic, Onlia Insurance
- Supports innovative organizations impact the future through **strategy, communications, and partnership**



“The only thing tougher than planning for a disaster is explaining why you didn’t.”

- Bob Fields, Manager of Emergency Services, Santa Clara County, California

[Source](#)

5

Defining an Incident

- Death or serious injury of one or more employees
 - Or injury/fatality of client, customer, or member of the public related to organization's services
- Traumas from other areas of employee life
- Impact of major fire, earthquake, tornado, or other natural disasters that strike a workplace
- Near miss/good catch
 - Important for learning and prevention
- Loss of equipment, security breach
- In the context of ATSSA, we are focused on transportation and roadside related incidents



Preparing for an Incident

- If a tragedy or life-threatening event happened in your workplace,
 - How would you respond?
 - How would you protect your employees?
 - How would you help them recover from emotional trauma, the deaths of co-workers or injuries?
 - How would you help your employees get back on track?
 - How would you take care of yourself?



[Source](#)

7

Risk is Everywhere

- Roadside workers some of the most vulnerable
- Roadside and construction workers most at risk of
 - Falls,
 - Being struck by an object,
 - Electrocution,
 - Being caught in or between equipment are most common
- In all fatal highway construction-related incidents, pedestrian-vehicle incidents made up around half of all incidents
- Further causes of roadside injuries and fatalities:
 - Forward moving vehicle
 - Vehicle backing up
 - Vehicle propelling another vehicle in work zone, striking victim



Policies and Awareness Only Do So Much

- Preventative policy efforts address safety concerns (ex. signage, standard development, training)
 - NIOSH
 - FHWA
 - ANSI
 - NHWZSP
 - OSHA
- Advocacy efforts raise awareness
 - ATSSA, AASHTO, NWZA
- Bottom line: workers can be prepared, but motorists and other road users may not be



“Prior preparation prevents poor performance.”

- James Baker, former Secretary of State

Importance of Planning a Response

- Figure out a response without the emotional and mental strain of an incident
- Create a complete plan that factors in everything
- Documents steps, allowing you to debrief later
 - Learn from incidents
- Note: This is hard work because it deals with a reality no one wants to consider

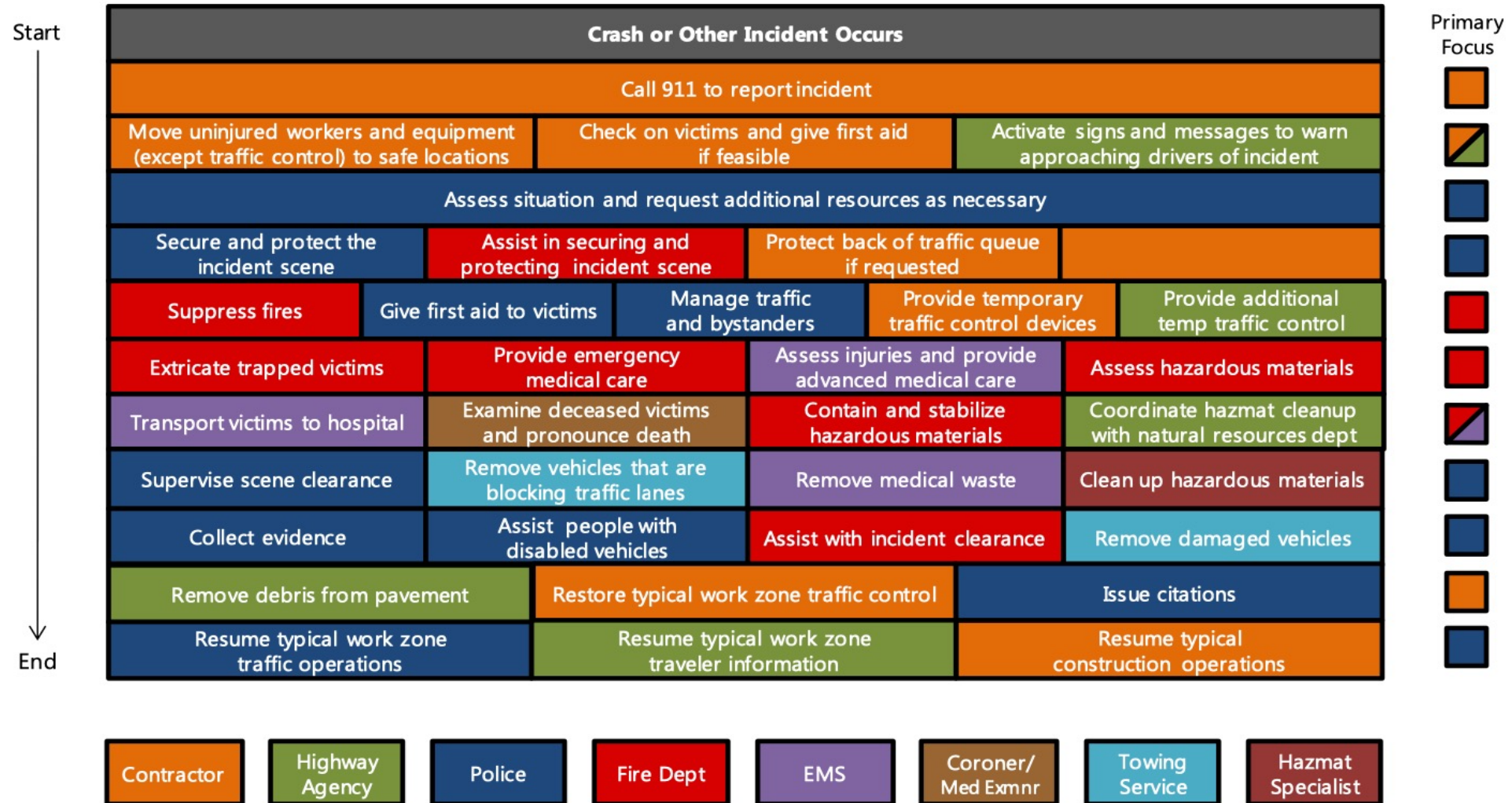


Preparation

- Strike a safety committee
- Create a plan
- Identify the right people for the right roles
 - Communications
 - Technical
 - Staff training and message cascade
- Revisit plan regularly
 - Update for regulatory changes, staff updates
- Mitigate risks throughout plan development



Working Together: Coordinated Response to a Generic Work Zone Incident



Note: Roles and responsibilities shown in this chart are generalized, and could vary based on State and local laws, agreements, and contracts.

Typical Elements of a Plan

- Elements of an incident investigation
 - Preparation,
 - On-site investigation
 - Development of a report
 - Recommendations for prevention
- Complies with regulatory and legal requirements
- Provides opportunity to learn from incident
- However, an organization is more complex– there are other areas to attend to
 - Wellness of employees, communications, continuity of work



“Where do I start? What do I...?”
- You, Webinar Participant, Right Now

Effective Incident Response

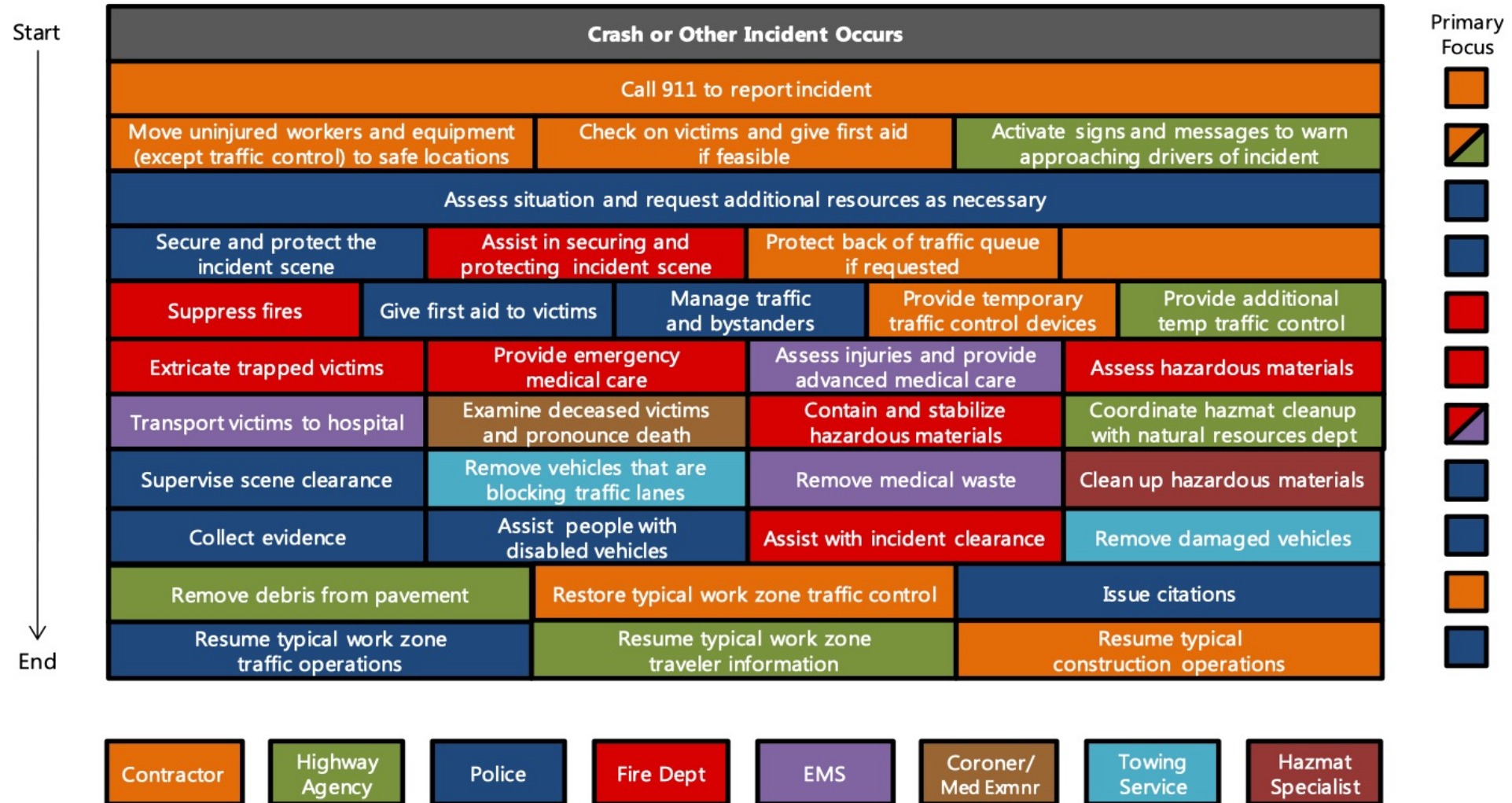
- A workplace incident can be stressful, traumatic, and overwhelming.
- To be effective in your response, it is important to stay calm so you can manage everything from the scene to your staff.
- Focus on “what do I...”
 - Do
 - Say
 - Need
 - Debrief

DO?

- Create a plan for immediately after an incident, ensuring compliance with
 - authorities,
 - regulations,
 - and clients to secure the scene
- This will vary across industry, project, position, and location
- Research jurisdictional requirements
- Know who to call and what role everyone must take



Working Together: Coordinated Response to a Generic Work Zone Incident



Note: Roles and responsibilities shown in this chart are generalized, and could vary based on State and local laws, agreements, and contracts.

SAY?

- Assign spokespeople, offering communication training
- Develop key messages and strategies
- Communicate internally to organization about incident, next steps, and support
- Connect with injured staff and/or appropriate family members as needed about next steps
- Prepare external facing statements
 - Website, social media, partners
- Only when ready, address the media
 - Never rush to address media
 - Ask for privacy, and then prepare for a larger statement when appropriate



NEED?

- Outline critical resources for staff, ensuring there are plans and contacts prepared before an incident
 - Access to Employee Assistance Programs, government programs
 - Human resources support benefits for employees and their families policies and protocols, such as disability, return to work plans
 - Contact details for mental health and crisis response practitioners
 - Community resources, like mental health associations, distress lines, crisis intervention, bereaved family services, child and family services, union representatives
 - Protocols for post-incident support for entire staff, allowing space and time to process events
 - Deadlines, contracts may need to be extended or delayed
 - Staffing changes must be approached delicately



DEBRIEF?

- Schedule time to debrief the incident
- Debrief the waves of response as well
 - Communications
 - Staff support
 - Return to work operations
- Note key learnings, as they may inform future policy
- Modify your incident response plan appropriately



Final Note: Take Care

- Development and activation of an incident response is stressful
- Deployment team needs to ensure they are taking care of themselves
 - Engage in stress relieving activities: take a walk, healthy eating, practice boundaries, spend time with family and friends,
 - Be aware of changes in habits,
 - Find someone to talk within company in management
 - Include yourself in the list of people to take care of
 - Use resources available to you, such as EAP, family doctor, counsellor, other health professional



SAFETY BLINDSPOT BLUEPRINT™

Safety Blindspot Blueprint™

- Transportation leaders may have great safety intentions but fail to see their blindspots.
- Through the Safety Blindspot Blueprint™, SALT leverages strategy, communications, and partnership to turn static safety measures into a dynamic part of a company's DNA.
- Book a discovery call today with Alex Kelly to learn more. alex@saltandcompany.co.



Safety Blindspot Blueprint™

Vision Session

Facilitate vision session to prioritize Blueprint objectives, recommit to safety, and develop timeline for Blueprint success.

Internal Audit

Conduct internal safety audit across operations, learning and development, and marketing departments to identify potential blindspots.

Ecosystem Review

Map against a larger safety and transportation ecosystem to understand opportunities and integrations.

Blueprint Production

Develop actionable blueprint to move forward, with a targeted focus on strategy, partnership, and communications.

Activation Coaching

Action Safety Blindspot Blueprint™, with coaching from SALT, to create a dynamic internal and external safety culture.

Thank you!

To receive your copy of the
Effective Incident Response Infographic,
please email
alex@saltandcompany.co

