

***CRISIS MANAGEMENT :***  
**ITERATIVE DECISION PROCESS**

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# *The chief or Search and Rescue (SAR) Operations :*

## **2 levels, 2 kinds of approach**



'COS 1' : common operations  
tactical approach



'COS 2' : large scale operations  
Global approach



# ***CRISIS MANAGEMENT***

## **MULTIPLE ASPECTS OF THE CRISIS**



Facing the crisis,  
what can we do ?

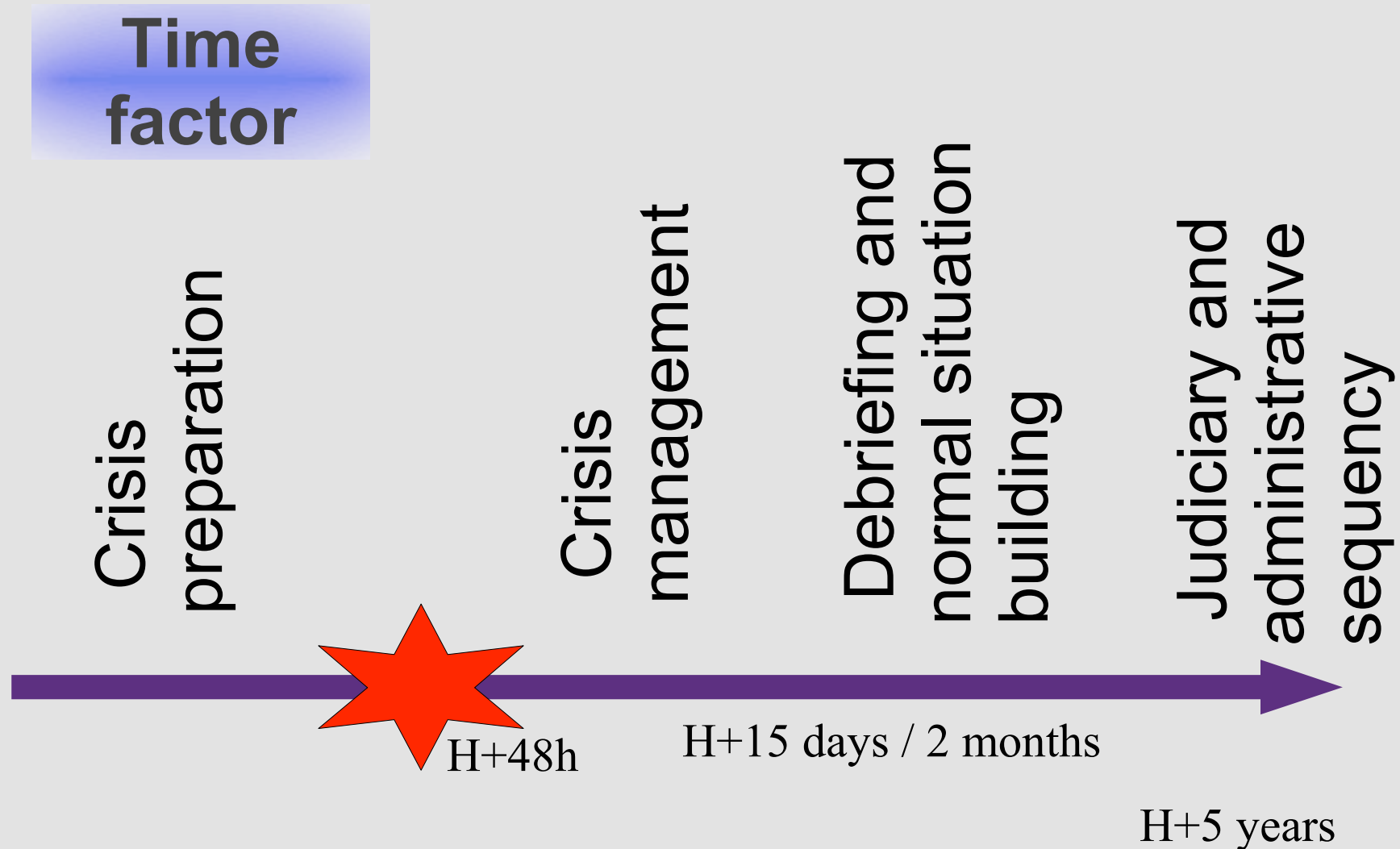
# ***CRISIS MANAGEMENT***

## **MULTIPLE ASPECTS OF THE CRISIS**



# ***CRISIS MANAGEMENT***

## MULTIPLE ASPECTS OF THE CRISIS



# **Main tasks of the chief of SAR operations : global way of thinking**

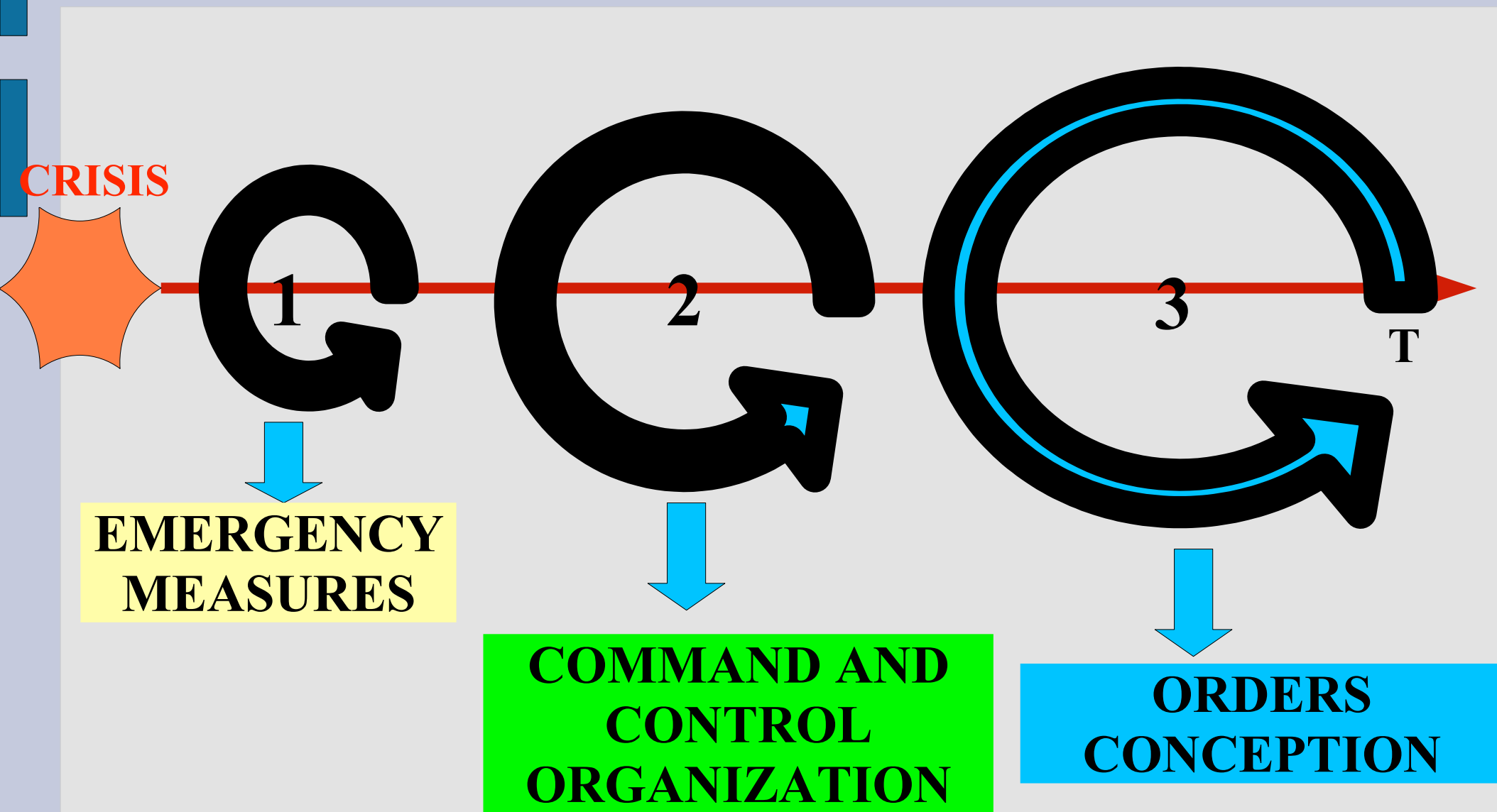
- **Crisis preparation**
- **Involvement of capabilities**
- **Operational coordination**
- **Authorities reporting**
- **Administrative and judiciary coordination**
- **Communication**
- **Debriefing**
- **Lessons learned and training**

# Decision making : how to put order into disorder ?





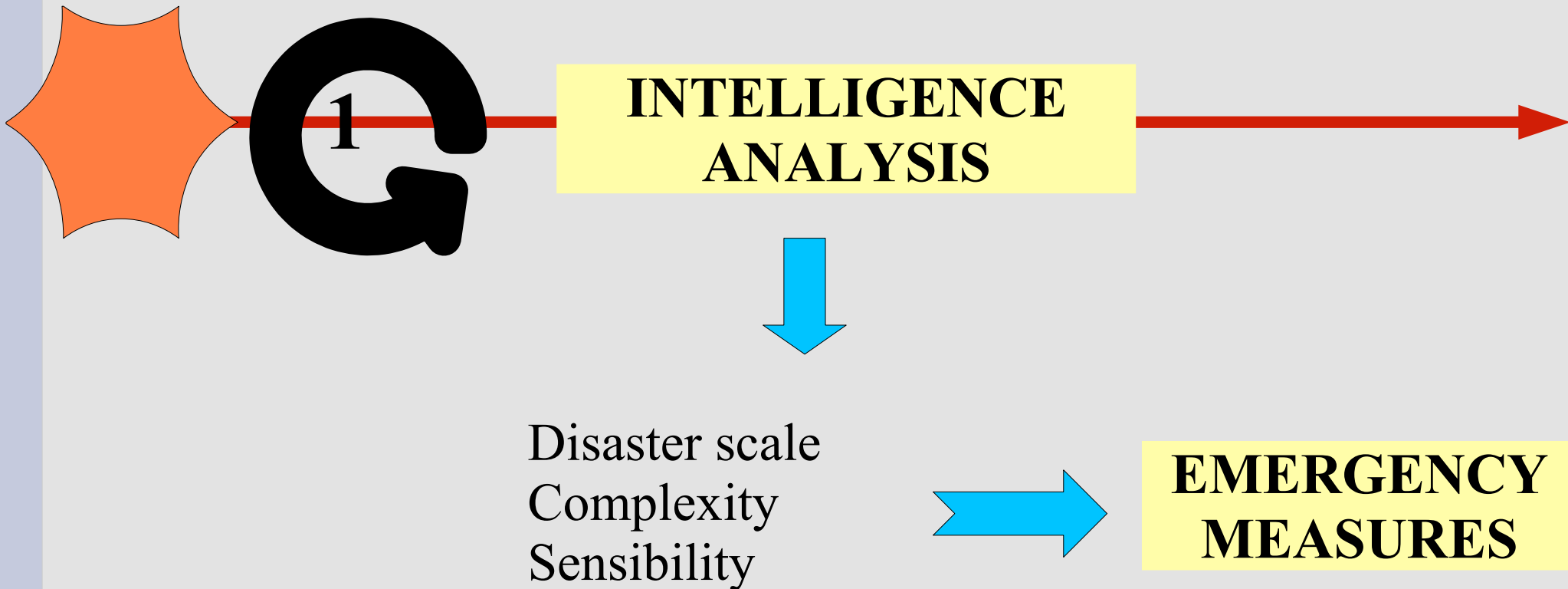
# CRISIS MANAGEMENT ITERATIVE DECISION PROCESS





# *CRISIS MANAGEMENT* ITERATIVE DECISION PROCESS

**CRISIS**

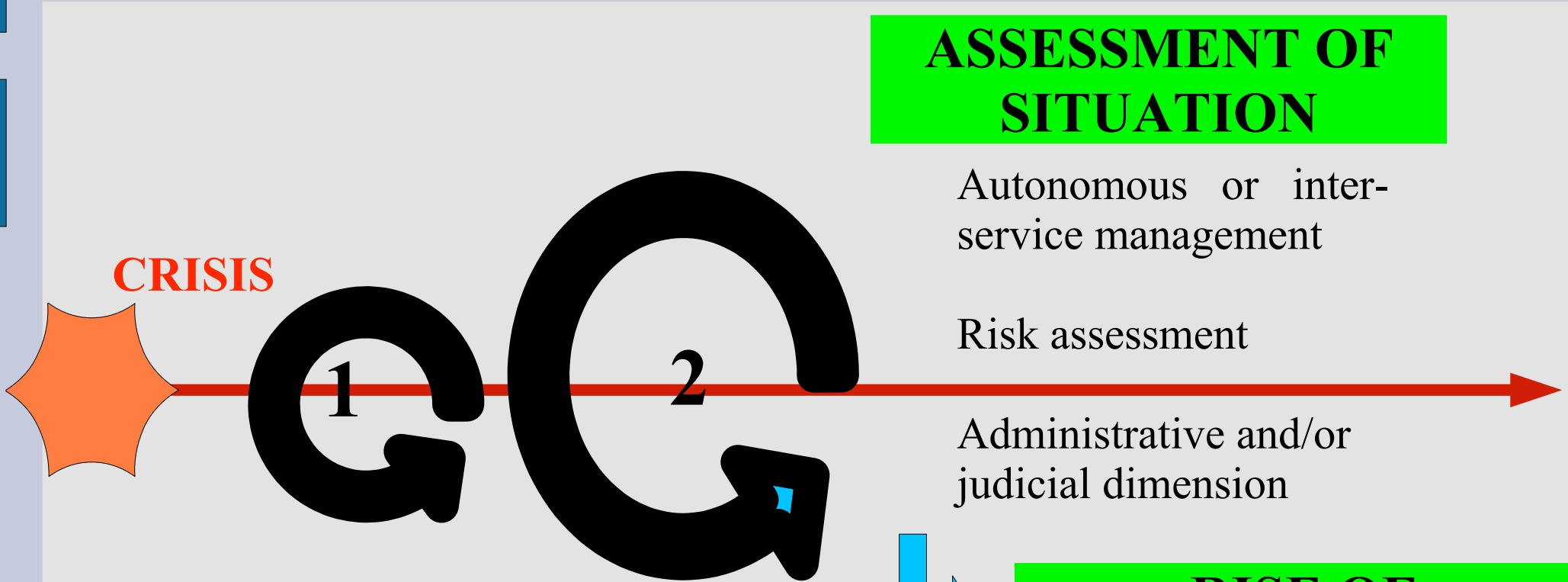


# **CRISIS MANAGEMENT ITERATIVE DECISION PROCESS**

**2012, 12 of July – Mont Maudit**

***avalanche on Mont-Blanc route, 23 victims  
(9 dead, 7 injured, 7 shocked)***

- 1<sup>st</sup> alert at 5h25 AM - 2<sup>nd</sup> at 5h45
- First rescue team on the spot at 6h20 AM
- At the same time, investigations from the office, in order to know the number of potential casualties
- Right crisis assessment around 7h AM



**CRISIS**

**1**

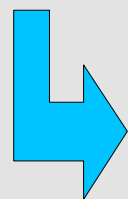
**2**

**ASSESSMENT OF SITUATION**

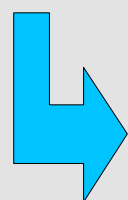
Autonomous or inter-service management

Risk assessment

Administrative and/or judicial dimension



**RISE OF CAPABILITIES**



**COMMAND AND CONTROL ORGANIZATION**

# ANALYSIS AND DECISION

## Étape 1

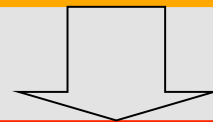
- What's the matter ? Where ? When ?
- Why ? (*esprit*) What ? (*lettre*)
- Who's with me ? (means)
- Against who/what ? (risks/constraints)

Partial conclusions : constraints/requirements, kind of operation, « *effet majeur* », additional needs

## Étape 2

- How ? (advantages, disadvantages, risks)

Comparison of options



**CHIEF DECISION**

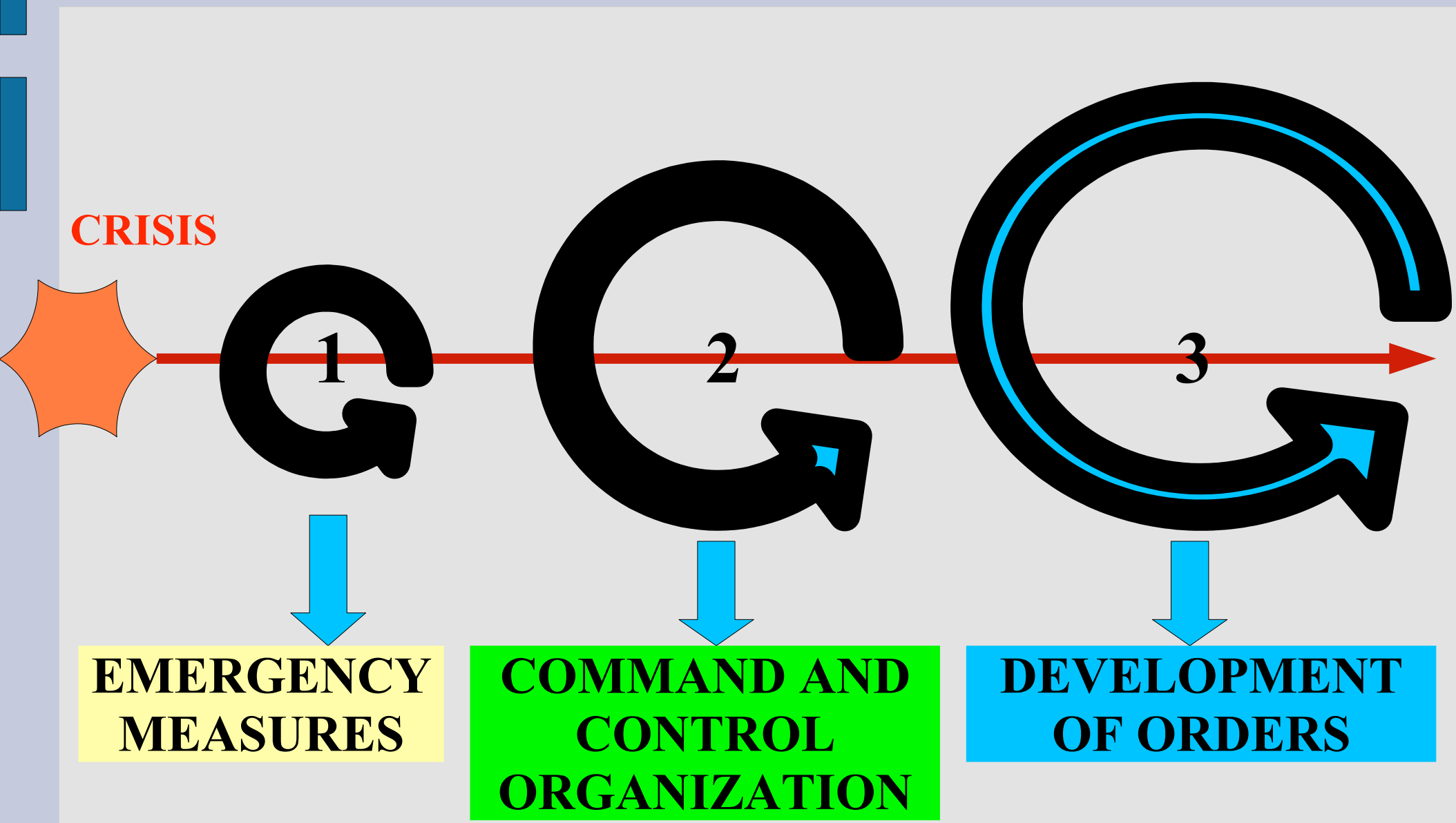


# ***CRISIS MANAGEMENT*** **ITERATIVE DECISION PROCESS**

**2012, 12 of July – Mont Maudit**

- 16 turns of helicopters - ~40 pax on the spot  
1 local chief of operations
- Judicial team (8 pax + identity specialists)
- Command squad : 4 officers + 5 pax

# CRISIS MANAGEMENT ITERATIVE DECISION PROCESS



# ***CRISIS MANAGEMENT*** **ITERATIVE DECISION PROCESS**

***2012, 12 of July – Mont Maudit***

- Operational orders
- Medias and authorities
- Organization of ministerial visit
- Press conferences
- Host of families
- Pursuit of investigations

# ***CRISIS MANAGEMENT***

## **« *retour à la normale* » : closing the crisis**

- Internal debriefings
- Psychological debriefing or defusing
- The establishment of a feedback (as opposed to debriefing)



# *THE FEEDBACK*

- Necessary to return to normal;
  - Under the leadership of COS with all partners involved;
  - Can generate issues and changes
  - Must stay technical (mistakes/lessons) and human (stress/decision factors), without hierarchical or administrative measures
- 
- Must lead to new simulation exercises
  - Can lead to the implementation of new training

# THE AFTERMATH OF THE CRISIS

(Montroc avalanche, february 1999)

AVALANCHE DE MONTROC

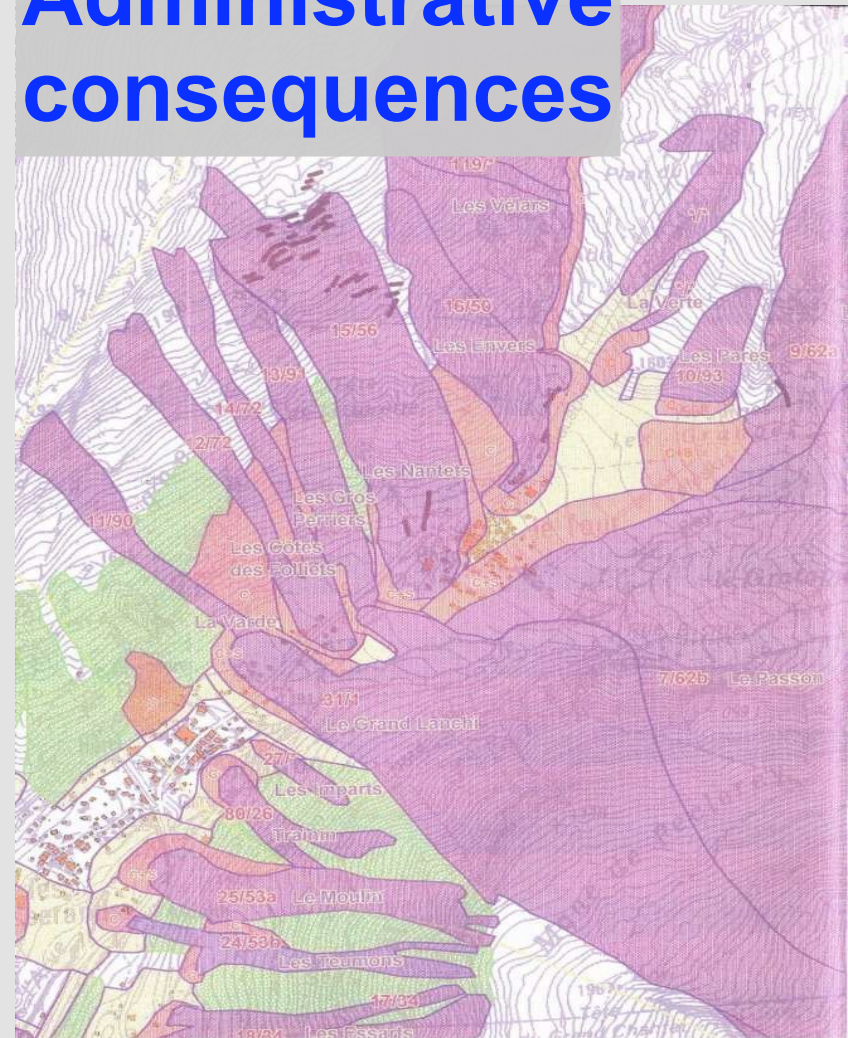
## Mise en examen du maire de Chamonix



Photo Bernard DAMAY

**Judicial  
consequences**

## Administrative consequences



# CRISIS MANAGEMENT

- Une crise s'inscrit toujours dans la ***durée***.
- Elle nécessite un ***pilotage centralisé*** et des ***chefs opérationnels formés*** et entraînés.
- Les facteurs clefs du succès sont toujours issus d'une ***analyse initiale pertinente*** de la dimension de la crise.
- Le chef opérationnel doit veiller à créer une ***bulle opérationnelle protégée*** des médias et des autorités politiques.
- Attention aux organigrammes « usines à gaz »





# THANK YOU !

