

How SSMC readies itself in Crisis Communications (Trauma and Media handling) during the annual BCM drill

By Ida Ho for SSMC MILES

12 Apr 2013 marked the 10th annual drill exercise of SSMC's Business Continuity Management (BCM) to proactively getting itself ready for emergency responses and crisis management. Since 2004, SSMC has been vigilantly conducting annual companywide BCM exercise, with different scenarios simulated to build new competency, validate and strengthen our BCP. This year, we focus on crisis communication, in the aspect of trauma handling and informing next-of-kin, as well as media conference handling after a fire incident that resulted in fatality, including loss of life. In the 5-hour drill, participants from all level of organization were fully engaged in the role plays as well as critical business functions recovery. In this drill, a new scenario was injected just 2 days before the drill to test the readiness and resilience of participants in dealing with unexpected events.



Expect the Unexpected! Be Pro-active than Reactive.

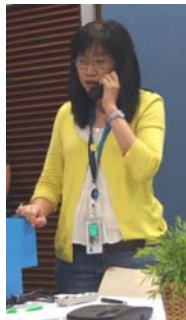
In the opening speech, Mr. Jagadish CV, CEO of SSMC, commented that during SAR outbreak in 2003, SSMC customer visit's index drop from 49 to 0, which impacted SSMC business substantially. He was pleased that, since then, SSMC has been proactively carrying out our BCM practices. For example, the practice of supply chain interruption drill in 2010 enabled us to deploy our business continuity management process to deal with the Japan Earth Quake disruption, effectively, in 2011. Furthermore, our Avian flu epidemic practice in 2006 has prepared us to safeguard our business against the potential risk of the current H7N9 situation, should there any outbreak occur. **He emphasized that SSMC should always maintain at high state of alert and readiness in our business continuity pursuits. As an experienced company in BCM, the key is to be well-prepared for any eventuality; crisis communications plays a critical role in facilitating an entire crisis response effort. We firmly believe in creating value to our stakeholders by having a viable BCM system, identify, assess and manage all risks associated with our daily business operation.**

Communicate to next-of-kin in Trauma Handling Drill

In the role play; a team of staff volunteers enacted and simulated the scenes of informing next-of-kin; and conveyed bereavement to the affected family members. The team demonstrated handling the trauma of the grieving families with great empathy, tactful and carefully worded communication; HR further demonstrated how care and assistance can be extended to bereaved family members in timely and appropriate manner. In this drill HR took the initiative; and gone beyond call of duty in handling the fatality and after death matter for the deceased employee; taking active step in offering information relating to legal matter; and offering counseling service to cope with the emotional stress of the bereaved family members .



Breaking sad news to bereaved family by HR manager and her colleagues



Showing empathy in trauma handling, and easing emotional stress



Bringing bereaved family to hospital



Role play volunteers are all in-house SSMC staff

Press Conference in media interview / crisis communications drill

During Press Conference role play, Mr. Ivan Hee, Public Relationship Officer & VP of Business Operations, had a 1-hour dialogue with a Journalist actor who posted rigorous media interview questions on the incidents, and probed every aspect of the press release. **Mr. Ivan Hee commented the purpose of the communicating with the public and media, in crisis situation, is to reinforce the fact that SSMC is a responsible and transparent company. “Having the business continuity plan says that you care about service delivery to your customers and have planned ahead to ensure that service continues with minimal disruption. This media role play exercise is to ensure that we have, firstly, proper structure for logistic workflow with media; and secondly, a management mindset accustomed to public communication scenario. Clear crisis communication is key to preserve our company reputation”**



Ivan Hee, SSMC public relations officer (centre) accompanied by our management team, Collin Tan and Kelly Sofian, to address the journalist questions during the press conference role play.

Team Work in Action

Good preparation of this Drill was the results of excellent coordination by Risk Management Department, headed by Mr. Chee TH, who oversees the whole BCM exercise and triggered committees such as ERT (Emergency Response Team), CMT (Crisis Management Team), DAT (Damage Assessment and recovery Team) 2 months ahead of the drill. Through role plays all staffs are aware of the importance of BCM and the role and responsibilities that each individual played in the time of crisis.



Team spirit: IT, Module, Production control, MFG & MBD



Team photo of Risk management, Marcom and HR

The importance of BCM in SSMC



Collin Tan, Senior Director of Facilities and Risk Management, explained the importance of BCM, **“Being BCM ready is more than having an extra insurance policy, it is a way of giving organization the competitive advantage; to be recognized as a reliable and sustainable business partner by building confidence in customer and stakeholders; by reduce impact of disruptions; and maintains continuity of operations & service.”**

Pioneering the way BCM standard with SS 540 yet again in ISO 22301

SSMC is the first company in its industry to achieve SS 540 in Singapore, and this year it will be going for certification of ISO 22301 Societal Security – BCM Systems. This certification will further raise the bar of SSMC’s best practices of BCM towards the global standard.

Sustainability: Our BCM Journey Continues...

In the closing remark, Jagadish appraised the drill was extremely well-prepared and successful, and pleased to see the active response and participation from all level through the organization. The role plays were well simulated. The crisis communications are efficient in managing unfortunate incidents. **He encourages us to continue to improve the quality of response; be familiar with the BCM procedures. Be prepared to practice the BCM and deal with situation based on the learning gained from this drill experience. To be self sufficient and sustainable, we need to get our organization ready to withstand any impacts and threats of emergency event, and continue our supply commitment to our customers in a safe and secured manner.**