



Texas Crisis Calgary Response

Alberta Industrial Fire and
Emergency Management Association | Bi-annual Meeting
Calgary Alberta
13 September 2018

Texas Crisis—Calgary Response

Agenda:

- Introduction
- Introduction to Schlumberger
- Compelling Events
- Schlumberger: Harvard relationship
- Crisis Leadership & Management
- Hurricane Harvey—Canada response
- Q&A



Introduction—Mark O'Byrne



- Canadian
- Started with Schlumberger in 1984
- Various line and staff positions
- Lived in 9 countries, worked in >40
- Returned to Canada in 2014
- Married with two daughters (UBC)
- Graduate of the Harvard National Preparedness Leadership Initiative (NPLI)

Schlumberger at a Glance



Technologies, Products, and Services

Schlumberger supplies the industry's most comprehensive range of products and services, from exploration through production, and integrated pore-to-pipeline solutions that optimize hydrocarbon recovery to deliver reservoir performance.

Schlumberger Limited has principal offices in Paris, Houston, London and The Hague, and reported revenues of \$30.44 billion in 2017.

Schlumberger at a Glance



100,000* women and men
140 nationalities



150,000 mobile assets



85 countries



3,200 drilling rigs
925 workover rigs



6,500 customers



58,000 suppliers
500,000 transactions per month

Global Footprint has its Challenges...





**NATIONAL
PREPAREDNESS
LEADERSHIP
INITIATIVE**

Executive Education Program

Harvard T.H. Chan School of Public Health

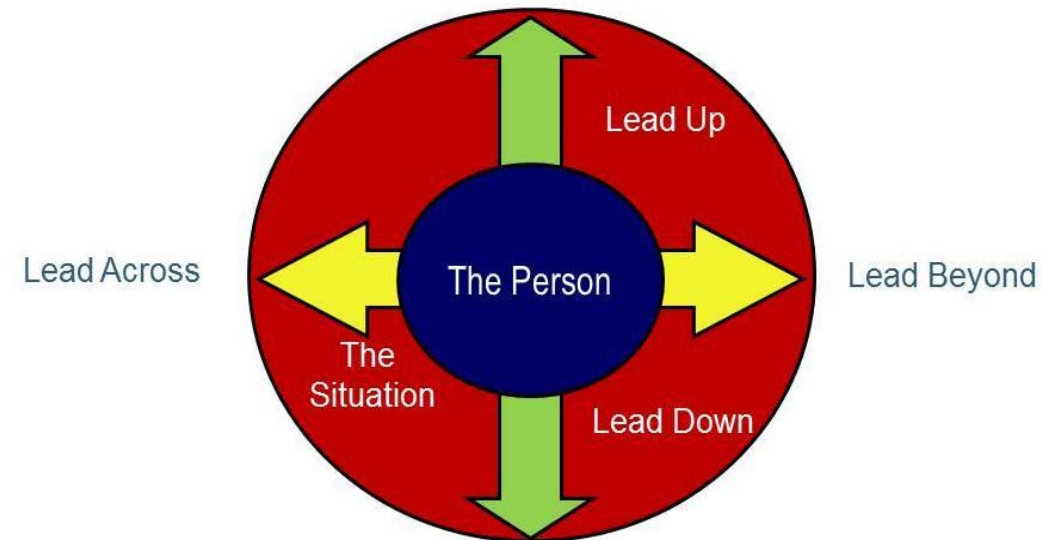
Harvard Kennedy School of Government,

Center for Public Leadership

Unity of Purpose

- Understand what is the problem
- Foresee the best possible outcome
- See the resources and capabilities that are available
- Linking resources & capabilities toward the outcome
- Make it happen, social systems, operations, logistics
- Articulate a mission statement that is meaningful and achievable

THE DIMENSIONS OF META-LEADERSHIP

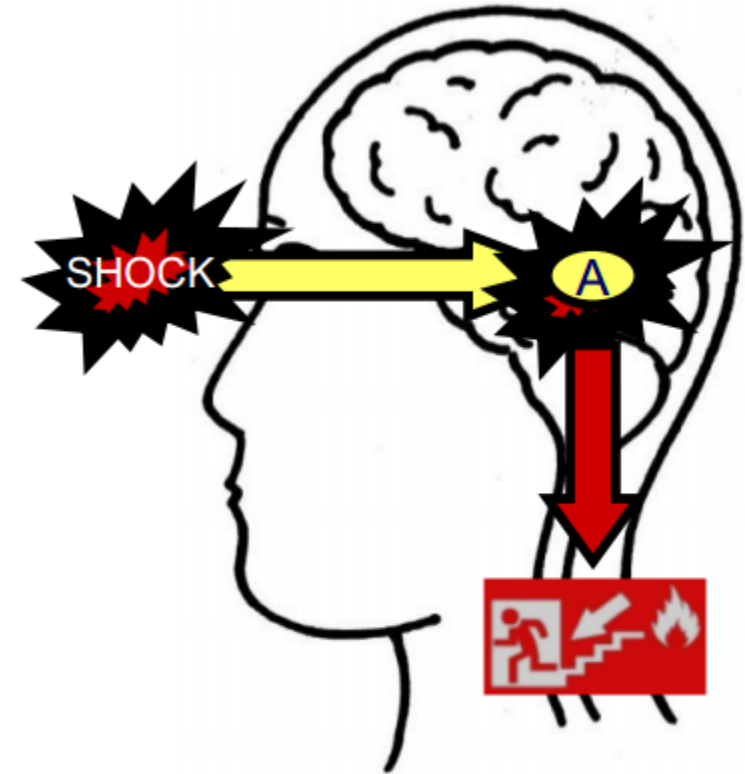


“ Get callers out of their emotional basement—show them you care and are there for them”

Understanding Cognitive Function

It is automatic in reaction to any threat from a gunshot to a child's scream to a sudden demand from the boss for information "right now!"

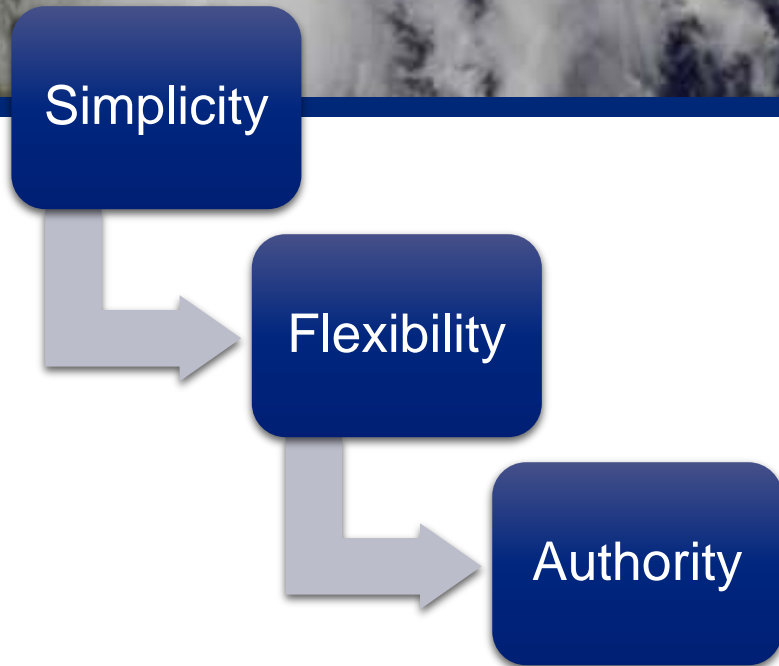
When in the basement, the brain is trapped in survival mode.



Going to "the Basement"

Principles and Structure of a CMT

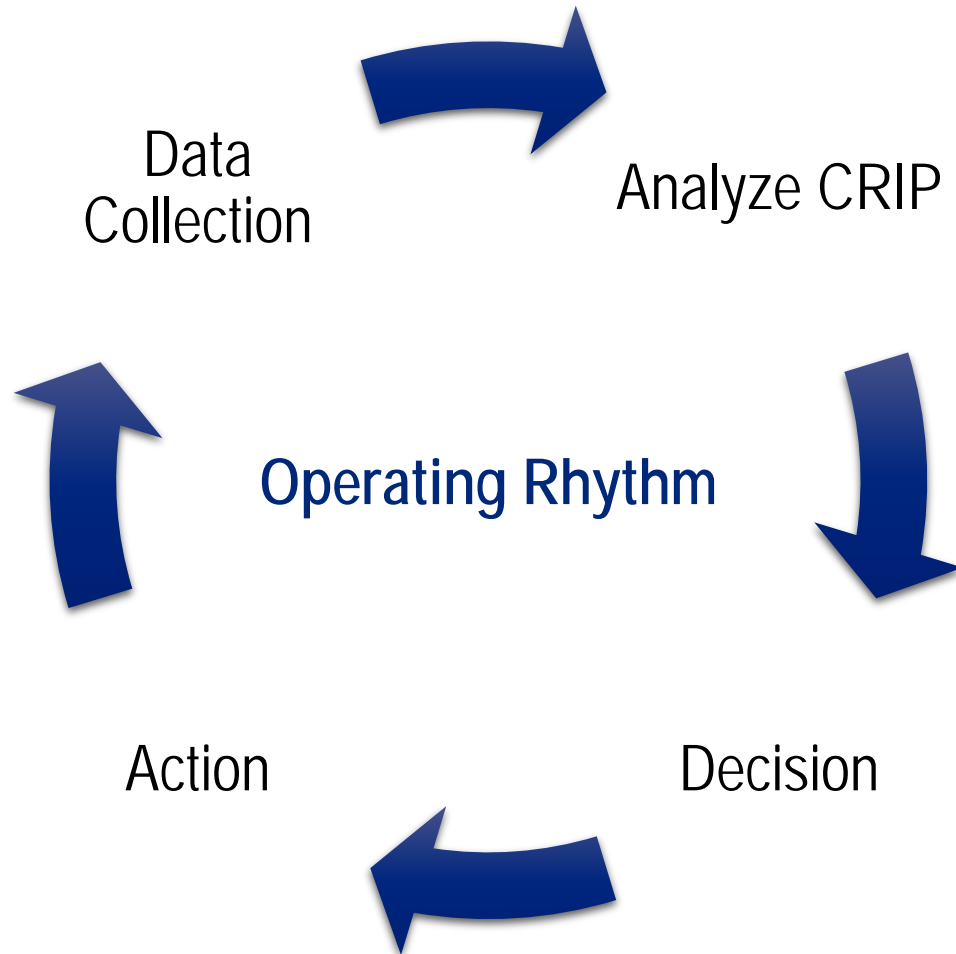
Principles



Structure



Crisis Management



A coherent arrangement of:

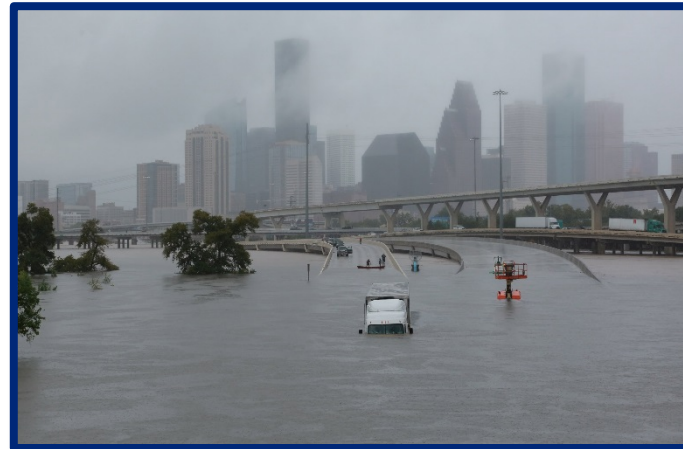
- Meetings
- Briefings
- Press releases
- Conferences

Analysis:

- What has changed?
- What is happening?
- What is changing?
- So what?
- What might happen?

Hurricane Harvey

- First major hurricane to make landfall in the United States since Wilma in 2005
- In a four-day period, many areas received more than 40 inches (1,000 mm) of rain causing catastrophic flooding. (51.88 inches—Peak accumulation)
- Harvey is the wettest tropical hurricane on record in the contiguous United States
- The resulting floods inundated hundreds of thousands of homes, displaced more than 30,000 people, and prompted more than 17,000 rescues.
- Estimated over \$70 Billion in Damage
- 83 confirmed Fatalities



Hurricane Harvey cont'd

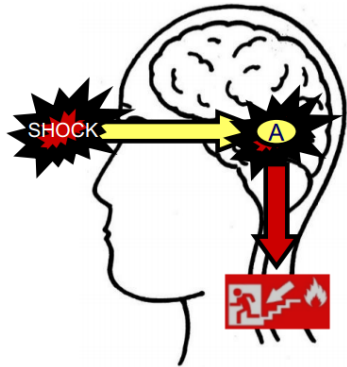


Hurricane Harvey—Timeline

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
			23 August <ul style="list-style-type: none"> Tropical Storm Harvey threatens the GoM Activation on EMT 	24 August <ul style="list-style-type: none"> Harvey is Cat 1 Hurricane Decision to close offices at noon on Friday Corpus Christi and Galveston Facilities shutting down Storm Warning e-mail sent to all Employees Satellite Phones sent out Travel restrictions set Hotels rooms in Houston secured 	25 August <ul style="list-style-type: none"> Harvey is a Cat 4 Hurricane just off the coast of Corpus Christi Houston Offices closed @ noon. New Hurricane Hub went live 	26 August <ul style="list-style-type: none"> Harvey Makes Landfall as Cat 3 Hurricane just east of Corpus Christi 1st Alertfind message Hurricane Myhub Article sent
27 August <ul style="list-style-type: none"> Harvey is back to a Tropical Storm just south of San Antonio 2nd Alertfind message EMT begins calling employees needing help Employees placed in Hotels Decision - offices closed on Monday Yammer goes live 3 Committees formed (Communication, Employees in Need, Procurement) 	28 August <ul style="list-style-type: none"> Harvey is back offshore southwest of Galveston 3rd Alertfind message 3 Temporary Shelters Open Harvey Relief Line Set up Decision to keep offices closed through Wednesday. 4 more committees formed (Shelter, Volunteers, Housing, Call Center) NAL recovery team in place Calgary Call Centre Opens 	29 August <ul style="list-style-type: none"> Harvey still offshore south of Galveston 2 more Temporary Shelters open Decision to close all Offices for the rest of the week. Message from Donnie Ross on Myhub 	30 August <ul style="list-style-type: none"> Harvey back on land north of Lake Charles as a depression. Soft opening of Richmond and San Felipe – Business continuity. EMT back at Richmond Campus Shelters reduced back to 3 Supplies packed on truck in Lafayette. Decision made to open more facilities for Thursday. 	31 August <ul style="list-style-type: none"> Harvey has completely moved out of Louisiana Soft Opening of 9 more Houston based facilities Relief Fund Published 	1 September <ul style="list-style-type: none"> All SLB Shelters closed All SLB facilities are opened with the exception of 12 (voluntary) 	2 September <ul style="list-style-type: none"> All facilities opened with the exception of 4 Hurricane Harvey Relief News and Information Myhub Page created.
3 September <ul style="list-style-type: none"> Supplies for Louisiana arrive @ Richmond Campus 	4 September <ul style="list-style-type: none"> All facilities opened with the exception of 3 	5 September <ul style="list-style-type: none"> Health Recommendations posted Calgary Call Centre hands over 	6 September <ul style="list-style-type: none"> Last meeting EMT Calgary de-brief session 			

Calgary Emergency Call Centre 28 August – 5 September 2017

- Emergency Call Centre established within hours
- Staffed with ~35 volunteers
- Operating 24/7 for 9 days
- 6 to 8 hours shifts/4 operators per shift
- Operator training provided—largely OTJ
- Established Unity of Purpose
- 100's of calls administered



Going to “the Basement”



“ Enable callers to get out of the emotional basement”

Calgary Emergency Call Centre 28 August – 5 September 2017 cont'd



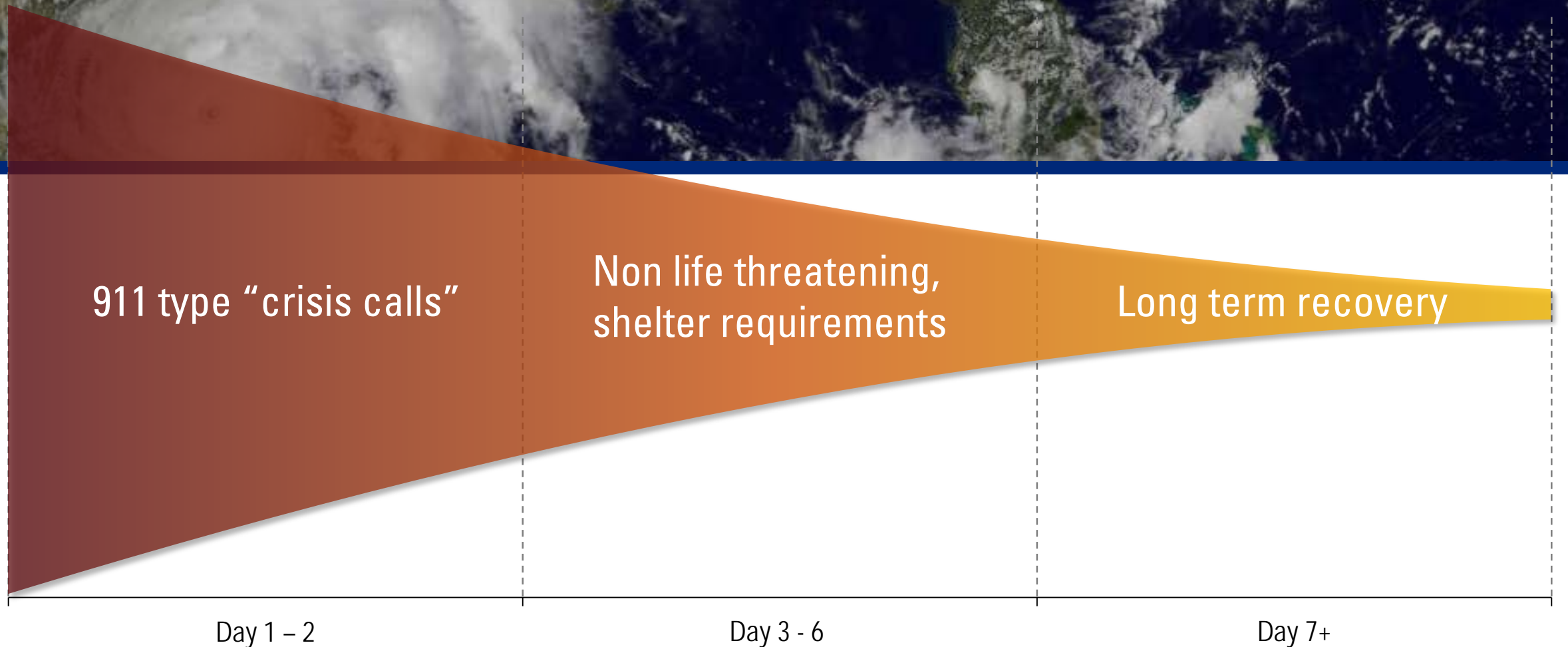
Calgary Emergency Call Centre 28 August – 5 September 2017 cont'd

- Taking calls from employees in distress
- Tracking all incoming employee information & ensure 100% follow up (tracked)
- Linking those in need with help on the ground
 - Schlumberger Blue Army
 - Cajun Navy
- Maximized use of social media



- Relaying of vital information from local authorities, FEMA, Red Cross, NGO's and Schlumberger
- De-briefs at the end / start of every shift
- Keeping fellow call centre operators out of the emotional basement

Call type evolution



Volunteers



"Being part of this effort was one of the most rewarding experiences of my life. I am still in contact with several of the people I helped during that time as it formed a bond between us. I remember the most harrowing call was from a co-worker who was in a boat with his 2 children and his cell phone battery was draining quickly. He didn't speak much English and my French wasn't much better, but between us we were able to determine where he was and I was able to get the emergency services response to his location. Language barrier aside it was both heart-wrenching and heart-warming to try to help someone and to get the necessary aid to him and his family."

~Calgary Call Centre Operator



Canada Call Centre: De-brief and Lessons Learned



Lessons Learned



Houston:

- ✘ EMT caught off guard on actual severity of the storm and maybe should have relocated
- ✘ EMT size—Core team possible too big
Possible room to overlap between NAO and NAL
- ✘ Initial message to employees—More emphasis on local authorities)
- ✘ Unable to effectively use CMT Portal
Working remotely, training, unable to keep up
- ✘ Alert find still only 70 – 80% effective
- ✘ Be Careful with Social Media
- ✘ Triage plan needed
- ✘ Facility Ownership—Missing in Houston

Calgary:

- ✘ Call center set up in advance
- ✘ Control/leverage of overwhelming number of volunteers
- ✘ Remote support centre daily de-briefs with central CMT
- ✘ Numerous applications modifications needed
- ✘ Power redundancy of the call centre
- ✘ Amenities for the call centre
- ✘ Incorporate training for operators
- ✘ Positive reinforcement & visible support



Texas Crisis Calgary Response

