



**IPRO 370
Crisis Management & Security (CMS)
Assessment Program**

**MIDTERM REPORT
Summer 2007**

Faculty

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Sponsor

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1.0. Objectives

IPRO 370: Crisis Management & Security Assessment Program (CMS), Summer 2007, is the second phase of a four stage IPRO. Our goal is to further develop the capabilities of our web based program through more robust scenarios and additional assessment features allowing companies to determine how well their crisis management plans stand up to different methodologies during the testing process.

Every year, companies invest millions of dollars creating plans to ensure that their business only experiences minimal interruption during a crisis. One of the most important and often overlooked aspects of this preparation is fully testing the crisis management plan to ensure that it is sufficient. A proven method for testing is constructing scenarios and executing what are called "table-top" exercises. During these exercises, crisis management planners use these scenarios to walk through their crisis management plans, providing them with a process to recognize their vulnerabilities.

The purpose of this web-based management application is to test crisis management plans through various levels of impact and penetration throughout a company. This will allow Crisis Management Teams not only the ability to gain a better understanding of their plans, but more importantly allow them to create the necessary scenarios to test their plans. As a result, we will be able to allow them to take it a step further, a way to measure the success (or failures) of their plans. Our application will also provide them with measurable data. This measurable data will show the potential impact to an organization's sustainability if ever faced with a crisis, thus answer the biggest question most companies have: will their crisis management plan hold up to, but more importantly, survive a crisis.

The original objective of this phase has not changed. We are building a solid foundation that will allow our successors to continue our work, creating a unique application that is not currently on the market today.

There are multiple objectives and goals the team has set forth this semester:

- Enhance the current database so that scenarios are more efficient and effective.
- Amend current and new scenarios to include "starter" scenarios, and "injects" (information that is injected throughout the exercise). The goal is to assist the user in obtaining more customized scenarios.
- Customization allowance so that the user has "choices" within their created scenarios. For example: number of employees, number of sites, number of floors per site, types of services and/or products produced at each site. One example would be to add information about the date, and then ask what "events" or "special work" will be taking place on that day; etc.
- Provide additional ability to add "injects" (additional information) at any stage during the "live" table-top exercises.
- Develop instructions on how to use a scenario while setting up an exercise so as to create the most successful real live test.
- Provide access to a pilot group of businesses and gather feedback.
- Develop test tracking functionality, comparing data from each table-top exercise that is performed.

- Construct/continue a working prototype incorporating the main objectives.
- Submission of required reports/documentation.

The continued development of our web-based application will be our main objective for the Summer 2007 semester. Our team will achieve results through these objectives by continuing to learn about crisis management plans, crisis management team's needs, adding more extensive scenarios, and testing of crisis management plans with the available selection of scenarios in our database.

Revised Objections:

The first change set forth is the redesign of the scenario building process with regards to the manner in which the user will be able to build a scenario for testing purposes. Originally our design included the user having the capability to choose from a particular list of crisis they wanted to test; it then matched an actual scenario specific to the crisis such as fire, tornado, etc. Our scenario builder linked each crisis with one of ten key risk management area objectives that could ultimately render a business ineffective if a crisis were to occur. There is currently however no link to specifically target these objectives per department in a company. We decided that it would be best if instead we turn our process around by linking key risk management objectives to specific scenarios they wanted to test. This would allow us to more efficiently and effectively link our new goal of adding injects into the equation.

As a result of these changes, our design team will need to modify the program to accommodate these new choices, along with the additional information on running these table top exercises. It would also employ them to now create a section for tracking the results of how teams/tests play out in reference to each of the key risk management areas. Key members of a company that created the scenario could then receive not only the scenario they have created but also an actual report of injects that were used throughout the test and measurable data to report to managers/owners and provide a stepping stone for future tests.

The next goal will be to evaluate the user experience in the allotted time frame for the semester. We determined that feedback on our new design layout would be most helpful while still in the design phase. We will leave to our successors the task of testing the scenario builder against a real crisis management plan.

2.0. Results to Date

Current activities of the project process

Our current main focus is creating scenarios with situations that can be injected into the setting during the actual tabletop exercise along with random injections that our scenario builder will create.

Our design team is diligently working on methods to allow for these injects as well as adding additional written scenarios, along with other webpage design modifications.

Our marketing team is working on the creative display side of the project for IPRO days based on the new focus.

Current data results, research, and testing

At midterm time we are still in the process of a prototype design so no official testing has been completed at this time but is on as scheduled.

Completed Tasks/Goals:*Team 1: Research/Writing/Analyzing**Accomplishments to Date:*

- Completed analysis of what a crisis management plan should consist of, while analyzing commonalities within a plan.
- Gained an understanding of the most critical areas according to risk management and link objectives/categories by importance.
- Developed specific attributes based on key objective of a crisis management plan that need to be included while building successful and realistic scenarios.
- Discovered key elements so crisis management teams can efficiently and effectively develop company specific scenarios, as well as save scenarios that other organizations can potentially use.
- Created stronger and more usable scenarios based on attributes of a good scenario, specifically linking key objectives to actual crisis management plans.
- Modified and developed the current and new scenarios to include "starter" scenarios, assisting the user along with the use of "injects" (information that is injected throughout the exercise).

*Team 2: Creative/Marketing/Design**Accomplishments to Date:*

- Obtained new ideas based on new design vision.
- Created a first draft of poster.
- Created an abstract/brochure draft to substantiate several key factors that would help visualize a crisis.

Team 3: Documentation*Accomplishments to Date:*

- Created a place on igroups to store weekly minutes for the purpose of communication for the team.
- Posted weekly meeting notes on igroups.

Team 4: Design/Development*Accomplishments to Date:*

- Created new page layout based on new scenario design layout.
- Created about us page.
- Fixed broken links

Team 5: User Experience

Accomplishments to Date:

- Set meeting for website testing with pilot group
- Set meeting with sponsor to test new website.

Team 6: Leadership/Deliverables

Leadership to Date:

- Created a timeline associated with each sub team to ensure project completion.
- Maintained igroups site to ensure proper communication.
- Updated individual assignments and team organization as deemed necessary.
- Submission of reports to date.

3.0. Revised Task / Event Schedule

There have been no specific project tasks that changed, but rather the way of thinking about the best way to assist the potential user when building a scenario with these injects. This change will allow a more effective testing process of crisis management plans.

All tasks and timelines will remain as scheduled.

IPRO Deliverable	Due Date		Teams
Mid-term Report	Draft	6/26	Annette/Oliver (30 hours)
	Final	7/6	
	Due	7/6	
Website	Draft	7/3	Design/Development (250 hours)
	Final	7/10	
Minutes	Final	7/19	Nicole (5 hours)
Presentation	Draft	7/18	Jim/Annette (10 hours)
	Final	7/20	
	Due	7/26	
Poster	Draft	7/3	Brett/Annette (40 hours)
	Draft	7/10	
	Final	7/17	
	Due	7/24	
Abstract	Draft	7/3	Brett/Annette/Jim (15 hours)
	Final	7/10	
	Due	7/26	
Final Report	Draft	7/17	Annette (40 hours)
	Final	7/23	
	Due	7/24	
CD		7/26	Annette (1 hour)

Weekly Assignments

Week	Tasks and Deliverables
July 3 – Week 5	<p>All</p> <ul style="list-style-type: none"> ➤ Sub team progress report ➤ GROUP PICTURE BE HERE <p>Research/Writing/Analyzing</p> <ul style="list-style-type: none"> ➤ 10 solid scenarios including injects (Rick, Oliver, Seb) ➤ Table top instructions (Oliver) <p>Creative/Marketing</p> <ul style="list-style-type: none"> ➤ Post final draft (Brett) ➤ Abstract/brochure draft (Annette) ➤ Role out IPRO marketing ideas (Both) <p>Documentation</p> <ul style="list-style-type: none"> ➤ Meeting notes on igroups (Nicole) <p>Design/Development</p> <ul style="list-style-type: none"> ➤ Website draft with test scenario (Jim, Hassan, Nicole) ➤ Any changes to original plan communicated (Jim) ➤ About us page completed (Danielle) <p>User Experience</p> <ul style="list-style-type: none"> ➤ Confirmation a go with pilot test (Jim, Danielle) <p>Leadership/Deliverables</p> <ul style="list-style-type: none"> ➤ Questions/Answers (Jim, Annette) ➤ Reassign work as necessary (Jim) ➤ Igroups update (Annette) ➤ Midterm report submission (Annette) ➤ Meeting to determine progress/changes to timeline (Jim, Annette)

July 10– Week 6	<p>All</p> <ul style="list-style-type: none"> ➤ Sub team progress reports ➤ Sub team leaders “completed objectives” submitted to igroups for final report ➤ IPRO day discussion <p>Research/Writing/Analyzing [8 hours]</p> <ul style="list-style-type: none"> ➤ Any changes needed from design team(Rick, Oliver) ➤ Submission of resources(Seb) ➤ Completion of resources page(for final report/website)(Seb) <p>Creative/Marketing [15 hours left]</p> <ul style="list-style-type: none"> ➤ Poster final(Brett) ➤ Abstract/brochure final(Annette) ➤ Printing of business cards for IPRO day(Brett) <p>Documentation [2 hours]</p> <ul style="list-style-type: none"> ➤ Meeting notes on igroups(Nicole) ➤ Meeting notes layout for submission(Nicole) <p>Design/Development [50 hours left]</p> <ul style="list-style-type: none"> ➤ Website due for testing(Jim, Hassan, Nicole) ➤ Resources page done(Danielle) ➤ About us page done(Danielle) <p>User Experience [8 hours left]</p> <ul style="list-style-type: none"> ➤ Pilot testing plan(Jim, Danielle) <p>Leadership/Deliverables [10 hours]</p> <ul style="list-style-type: none"> ➤ Questions/Answers(Jim, Annette) ➤ Reassign work as necessary(Jim) ➤ Igroups update(Annette) ➤ Midterm report submission(Annette) ➤ Meeting to determine progress/changes to timeline(Jim, Annette) ➤ Presentation discussion (Jim. Annette) ➤ IRPO day discussion (Jim, Annette)
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July 17 – Week 7	<p>All</p> <ul style="list-style-type: none"> ➤ Sub team progress reports ➤ Discussion on suggestions for next semester <p>Research/Writing/Analyzing [3 hours]</p> <ul style="list-style-type: none"> ➤ Finalization of resource page(Seb) ➤ Any additional modification to scenarios (Rick, Oliver) <p>Creative/Marketing [10 hours]</p> <ul style="list-style-type: none"> ➤ Printing of poster set up(Brett) ➤ Printing of abstract brochure(Brett) ➤ IPRO day marketable complete(Brett, Annette) <p>Documentation</p> <ul style="list-style-type: none"> ➤ Meeting notes are due(Nicole) <p>Design/Development [15 hours]</p> <ul style="list-style-type: none"> ➤ Testing of website in class(Jim, Hassan, Nicole) <p>User Experience [2 hours]</p> <ul style="list-style-type: none"> ➤ Pilot testing completed(Jim, Danielle) ➤ Documents from testing completed(submitted for final report) (Jim, Danielle) ➤ Report to class(Jim) <p>Leadership/Deliverables [15 hours]</p> <ul style="list-style-type: none"> ➤ Questions/Answers(Jim, Annette) ➤ Reassign work as necessary(Jim) ➤ Igroups update(Annette) ➤ Meeting to determine progress/changes to timeline(Jim, Annette) ➤ Presentation final draft(Annette) ➤ IRPO day discussion(Jim, Annette) ➤ Final report discussion(Jim, Annette)
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<p>July 24– Week 8</p>	<p>All</p> <ul style="list-style-type: none"> ➤ Presentation “live run through” ➤ IPRPO day expectations ➤ Pizza served! <p>Research/Writing/Analyzing</p> <ul style="list-style-type: none"> ➤ Last review of website portion (team) <p>Creative/Marketing</p> <ul style="list-style-type: none"> ➤ Last minute confirmation of all(team) <p>Documentation</p> <ul style="list-style-type: none"> ➤ Hard copy binder for next semester complete(Annette) <p>Design/Development</p> <ul style="list-style-type: none"> ➤ Complete website(team) <p>User Experience</p> <ul style="list-style-type: none"> ➤ IPRO day exhibit(team) ➤ Submission report for final report(7/22)(team) <p>Leadership/Deliverables</p> <ul style="list-style-type: none"> ➤ Questions/answers(Jim, Annette) ➤ IRPO day discussion(Jim, Annette) ➤ Final report discussion(Annette) ➤ Igroups closing(Annette) ➤ Discussion with team re project(Jim) ➤ CD(Annette) ➤ Submission of all reports(Annette)
<p>July 26 – Week 8</p>	<p>IPRO Debriefing ***mandatory to pass IPRO***</p>

Budget

Our budget has not changed nor have we spent any money.

Included below is the itemized budget for the project:

Design Team	Expenses
Website essentials (domain name registration)	\$50.00
Subtotal	\$50.00
Marketing Team	Expenses
Business Cards	\$30.00
50 brochures	\$35.00
Miscellaneous handouts for IPRO Day	\$100.00
Subtotal	\$165.00
Leadership Team	Expenses
Teambuilding	\$50.00

Deliverables	\$35.00
Subtotal	\$75.00
GRAND TOTAL	\$290.00

4.0. Updated Task Assignments and Designation of Roles

There are no changes to the task assignments and designation of role. Even though we changed our vision on how we were incorporating injects into our application, all tasks originally stated still need to be completed, utilizing a different way of thinking and how each are linked. The work itself along with the teams did not change.

Team 1: Research/Writing/Analyzing

This team is responsible for the continued research of all aspects of crisis management This includes how to breakdown different areas of a crisis management plan, risk management, and effects directly correlated within them, specifically, how to analyze what is missing within a plan and the writing of crisis management scenarios.

Sub team Members:

Rick Kaim (sub team leader)
 Oliver Schmidt
 Sebastian Zielinski
 Annette Pioletti

Expected Results:

- Complete analysis of what a crisis management plan should consist of, while analyzing commonalities within a plan.
- Gain an understanding of the most critical areas according to risk management and link objectives/categories by importance.
- Develop specific attributes based on key objective of a crisis management plan that need to be included while building successful and realistic scenarios.
- Discover key elements so crisis management teams can efficiently and effectively develop company specific scenarios, as well as, save scenarios that other organizations can potentially use.
- Create stronger and more usable scenarios based on attributes of a good scenario, specifically linking key objectives to actual crisis management plans.
- Determine a way of enhancing the current database so scenarios are more efficient and effective.
- Amend current and new scenarios to include "starter" scenarios. Meaning it will allow the user along with the use of "injects" (information that is injected throughout the exercise).
- Determine the best way to customize allowances so user has "choices" within their created scenario.

Team 2: Creative/Marketing/Design

This team is responsible for the visualization of our product. This includes the general structure and decorative scheme providing edifice, expressions, and marketing aids.

Sub team Members:

Brett Watkins (sub team leader)

Annette Pioletti

Expected Results:

- Obtain new ideas on how to convey the perception of emergency moving into a state of calmness.
- Work on a poster to incorporate the continued vision of this IPRO.
- Create an abstract/brochure to substantiate several key factors that would help visualize a crisis.
- Design the exhibit layout for IPRO day.

Team 3: Documentation

This team is responsible for writing, communicating, and documenting all aspects of team meetings/classes.

Sub team Members:

- Nicole Trevor-minutes/summary (sub team leader)
- Annette Pioletti- compilation of documentation (hard copy)

Expected Results:

- Create a place on igroups to store weekly minutes for the purpose of communication for the team.
- Create a real life copy of all team documents so that we would maintain our work outside of a computing environment.

Team 4: Design/Development

This team is responsible for the writing and development of all aspects of technology specifically the web-design.

Sub team Members:

Jim Fiorato (sub team leader)

Danielle Benoit

Hassan Alnoon

Nicole Trevor

Expected Results:

- Continuation of the website design.
- Enhance our website to include storage for registration, about us, my saved scenarios, and builds scenario elements.

- Enhance application to test tracking functionality by means of comparative data from each table-top exercise that is performed.
- Construct/continue a working prototype incorporating objectives.

Team 5: User Experience

This team is responsible for the integration between our web-based application and actual crisis management plans. They will conduct research, interviews, and observations to gather effective information required for the crisis management community.

Sub team Members:

Jim Fiorato (sub team leader)

Danielle Benoit

Expected Results:

- Gain understanding of needs for testing crisis management plans.
- Pilot test an outside company's crisis management plan to our scenario builder.
- Create/understand the needs during an actual crisis management table top exercise.
- Develop ways to incorporate suggestions to improve our web-based application.

Team 6: Leadership/Deliverables

This team is responsible for the management of the IPRO. Goals include ensuring that all deadlines are met, tasks are being executed and focused in a timely and efficient manner, and assisting where needed, creating a positive working team environment.

Sub team Members:

- Jim Fiorato (facilitator)
- Annette Pioletti (co-facilitator)

Expected Results:

- Create a timeline associated with each sub team to ensure project completion.
- Maintain along with the team igroups site, the appropriate email correspondence to ensure proper communication.
- Update individual assignments and team organization as deemed necessary.
- Ensure proper writing and submission of required reports/documents.

5.0. Barriers and Obstacles

Our on going concern has been how to obtain the most efficient and effective scenario builder that allows diversity for groups of all sizes and experience within the crisis management community. Our goal is not only to build a "real life" scenario but also allow it to change, testing the real diversity of their crisis management plan. The main risk management key objectives have not changed, but meeting the goal of our sponsor allowing injects into the scenario is an on-going and timely process. With only eight weeks we are limited to the amount of writing and programming that can be done.

We overcame this by changing the way we were thinking of the scenarios in terms of actual risk management key objective areas. In other words, we reversed the way the user will build their scenario (key objective area, then the crisis)

The team has a vision of what the actual user will see; now we need to determine the best way to link the risk management key objective to the actual crisis, then modify the program to meet our vision. This is a change from the first stage of this IPRO's method for the user scenario building experience.

This semester the team will focus on linking risk management key objectives to specific scenarios then pass to our successors the ability to integrate more crisis situations.

Assessment:

Our main challenge was how prior team members could share knowledge with new team members on what was previously learned about crisis management. In an eight week time frame we know that our time will be very limited, and needs to be utilized in the most efficient and effective manner possible. We decided to focus our efforts on key risk management areas, thus expanding on and combining existing and new team member's experiences. This will be the successful manner in which to tackle the key areas of writing scenarios, which is the website/scenario builder's main content.

Workable Application:

Our challenge was how to make a workable application to pass on to our successors with the limited amount of understanding we would gain from an enormous amount of information, passing along a stronger stepping stone for them to build on. The program needed to remain flexible, allowing them to change up the testing through inject capabilities, and also somehow measure a company's progress during their writing and testing experience. Through our research we discovered the importance of a crisis management team to present strong reasoning to owners, CEO's, and board members that allocating resources towards these goals is worthwhile.

User Experience:

Our challenge was first to achieve a workable and more efficient and effective scenario builder, which would allow a pilot group to test an actual crisis management plan. This semester has a shorter allotted time frame, therefore we determined that feedback on our new design layout would be most helpful while still in the design phase. We will leave our successors the task of testing the scenario builder against a real crisis management plan.