

# ***Building a MRO Organizational Culture***



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# Mass Rescue Operations

Disasters can and will happen in many forms...



In these situations, Search And Rescue (SAR) operations must be the first response priority and it must happen swiftly!

**IMO defines an MRO as:** A civil search and rescue activity characterized by the need for immediate assistance to a large number of persons in distress, such that the capabilities normally available to search and rescue authorities are inadequate.



**A low-probability, high-consequence event**

# Recent Mass Rescue Operations

**Costa Concordia**  
**13 January 2012**



Took over six hours to  
evacuate and recover 3,229  
passengers / 1,023  
crewmembers



# Recent Mass Rescue Operations

**M/V SEWOL**  
**16 April 2014**

**172 Survivors**  
**295 Lives lost**



# Recent Mass Rescue Operations

**Norman Atlantic**  
**28 December 2014**

**Successful rescue of  
411 passengers / 58  
crew**



# Recent Mass Rescue Operations

**Eastern Star**  
**June 2015**

**14 Survivors**

**~400 Lives Lost**



# Recent Mass Rescue Operations

07 /15: Fire reported on Royal Caribbean's *Freedom of the Seas*



# Recent Mass Rescue Operations

**09/ 15: Carnival Liberty stranded in St. Thomas after engine fire**



# 10 MRO REALITIES

**Reality #1:** *Offshore MRO will require the assistance of any available SAR facilities to assist.*

**Reality #2:** *Accountability of survivors will be elusive and difficult.*

**Reality #3:** *There will be delays, often lengthy, between rescuing and officially accounting for people.*

**Reality #4:** *The demand for information from internal and exterior requestors will be overwhelming unless a process is implemented early to manage the content and flow of communications.*

**Reality #5:** *Dedicated SAR resources will be limited and “Good Samaritan” vessels will be critical for success.*

# 10 MRO REALITIES (cont)

**Reality #6:** *SMC and OSC receive minimal training in managing MRO activities.*

**Reality #7:** *The physical or emotional condition of survivors may prevent them from helping themselves.*

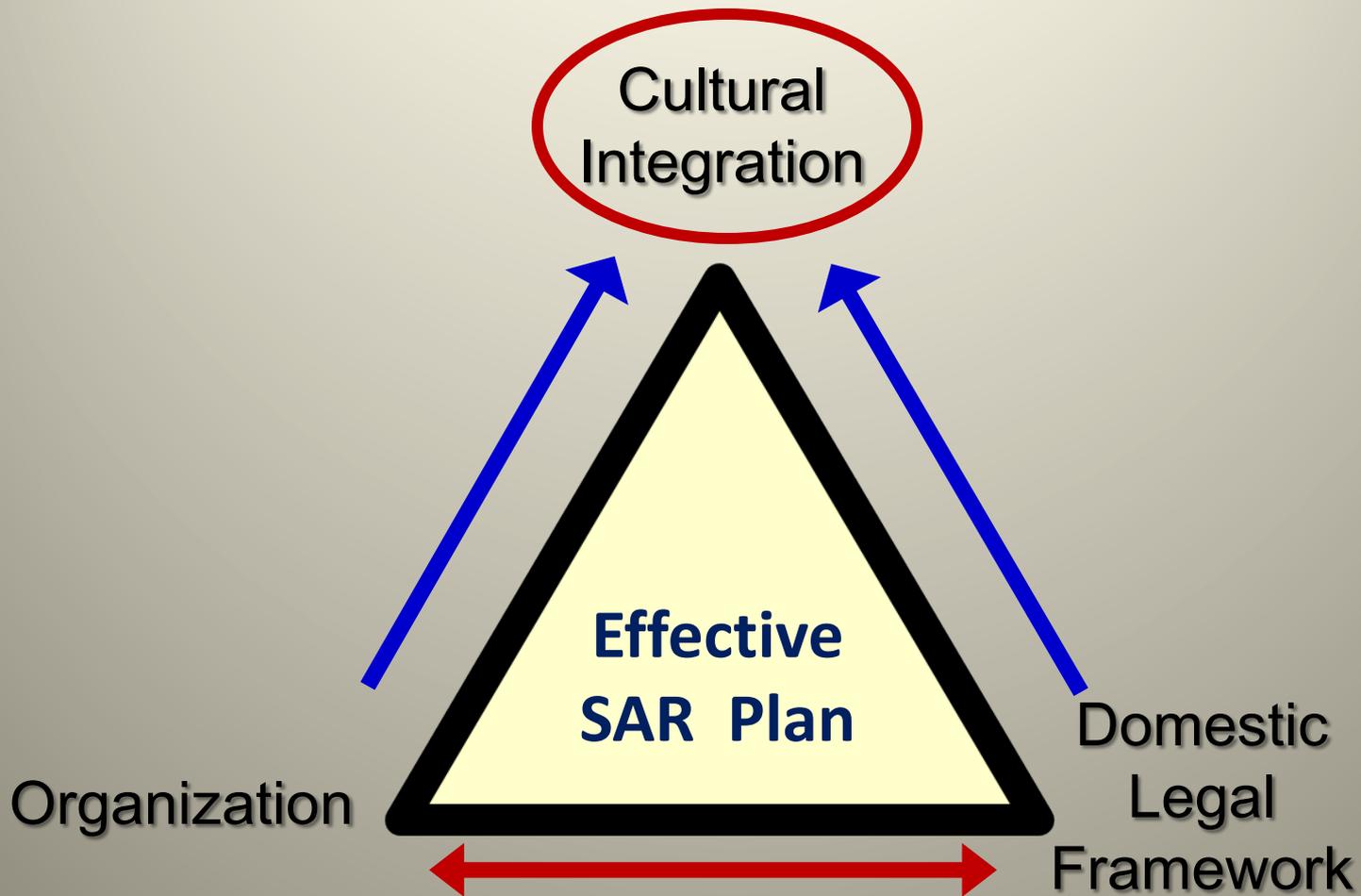
**Reality #8:** *Local communities are vital partners in providing shore side MRO response, but most have minimal guidance or training on the functions expected of them.*

**Reality #9:** *Continuum of care for rescued victims will be required.*

**Reality #10:** *Past success does not guarantee future results. Continuous training and plan improvement is required.*

# “Routine Operations”?

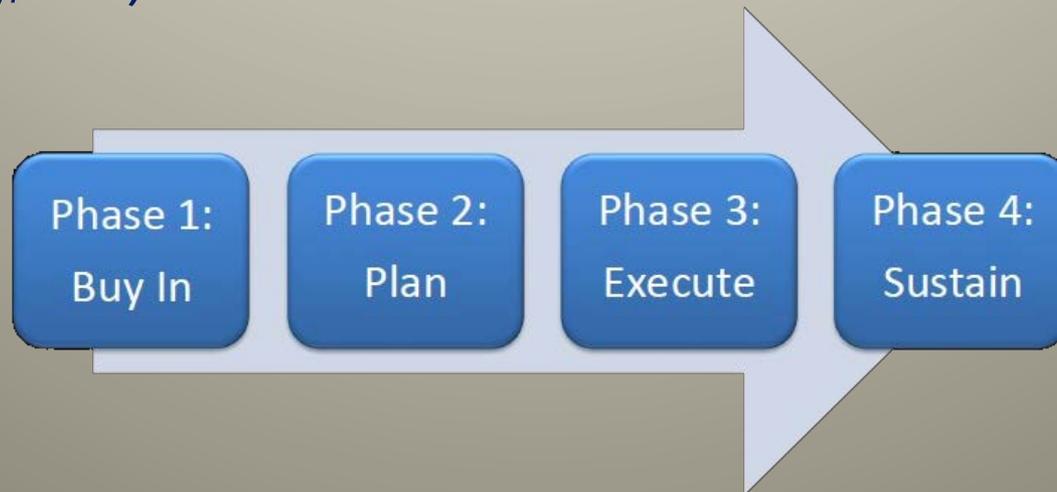
- SAR is a long-time core mission that many SAR services handle very well. We do it day-in & day-out...
- However, an MRO by definition poses special challenges.
- Careful & comprehensive planning, preparation and training are essential to being able to carry out an MRO successfully.
- Failure to do so may result in a large loss of life and damage the reputation of a nation.



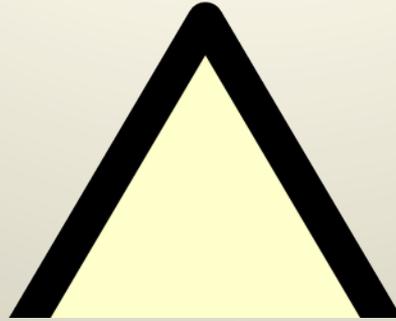
# What is Cultural Integration?

Refers to a system of shared norms, beliefs, values, and assumptions which binds people together, thereby creating shared meanings

(Deal & Kennedy, 1982)



## Cultural Integration



- Most difficult challenge
- People/domestic agencies must support a national SAR system and are willing to work together to make the SAR system effective
  - Need effective SAR cooperation and coordination between aeronautical and maritime SAR authorities; civilian and military
- Nations may have a SAR legal framework and developed the SAR policy and domestic SAR organization... But people and agencies must be **willing to work together** to save lives

# Barriers to Cultural Integration

## “Stovepipes”

Definition: “a business model in which the management and employees have narrowly and rigidly defined responsibilities”



# Barriers to Cultural Integration

People, agencies and nations unwilling to share information and resources to save lives



A change management dilemma.

Unwilling or reluctant to go through the process of improving SAR coordination and cooperation

**“People don’t resist change; they resist being changed”**

# Barriers to Cultural Integration

Possible Cultural Integration barriers concerning **SAR cooperation** and **coordination**:

- Civil – Military authorities
- Aeronautical – Maritime SAR authorities



# So how do we build this Response Culture?

**One method can be through the development of a unified Regional MRO Committee**

**A Holistic Approach that opens the discussion of the roles and responsibilities of all Nations / Agencies which will provide or support an MRO event.**

## A Regional MRO Committee will;

- Enhance coordination of operations during a MRO
- Promote Military – Civil relationships
- Enhance Aeronautical – Maritime SAR authorities relationships

# The Way Ahead

## Developing a MRO Plan ✓

- Every Search and Rescue Region (SRR) is unique and each require specific guidance
- Identify key stakeholders ✓  
(State, Local, and Industry)
- Identify all resources

In an MRO, you will not be able to do it alone

A collaborative plan will result in the formula for Preparedness.

*Partnership + Planning + Practice = Preparedness*

- Partnership: Identify your partners & formalize your relationship (MRO plans, mutual assistance agreements, etc). In a disaster, a unified command will be vital.
- Planning: Identify risks and develop MRO plans based around those risks
- Practice: Conduct exercises based on identified risks

# A Continuous Cycle



# Partnerships:

When you have an MRO, you need all available resources



# Will we ever be fully prepared for a MRO?

The key is to use exercises in order to establish working relationships with all local responders and stakeholders.

Don't wait until an actual event to learn who has what available.

Being properly prepared is to have the biggest Rolodex.





# The Goal

By sharing information on SAR organizations, processes, procedures, available resources, etc., all SAR response agencies can better understand and coordinate lifesaving operations.





# TEAMWORK

Coming together is a beginning. Keeping together is process. working together is success.

# Questions?



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