

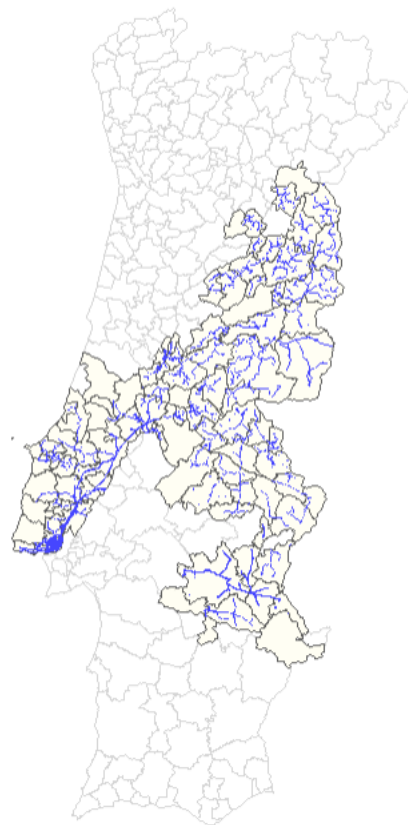
# Corporate Awareness Building & Exercise Planning

● ALEXANDRA  
CRISTÓVÃO

**W-SMART 2019**  
International Experience Sharing  
Workshop

Liège,  
6th of November





EPAL is a public sector company.

It's the oldest **(151 years)**, and largest, water supplier in Portugal.

Since 2015 EPAL manages AdVT.

EPAL/ AdVT deal with water treatment, transport and supply and wastewater collection and treatment.

**EPAL**

**87**

municipalities  
(including  
Lisbon)

**3,8M**

inhabitants

**30.000**

km<sup>2</sup>

**2.200**

infrastructures/ sites

**1.000**

employees

**50**

WTP

**396**

WWTP

**234**

WPS

**293**

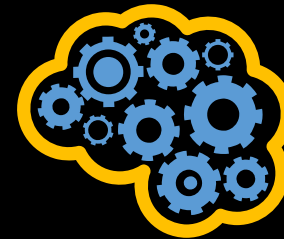
WWPS



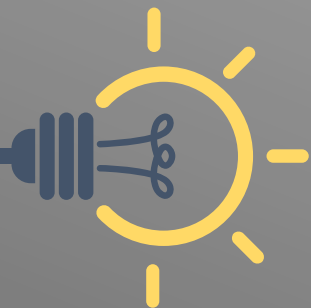
# CORPORATE AWARENESS

Together with W-SMART, EPAL has consolidated a methodology for efficient crisis management and organization, while reinforcing its prevention culture. This partnership has contributed to the sharing and learning of international best practices in water management crisis management:

- **Developing Guidelines;**
- **Crisis Management Training to get new skills;**
- **Conducting Workshops for sharing experiences;**
- **Performing Exercises.**







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## MAIN ACCOMPLISHMENTS

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- **Promote an organizational culture embraced by all, incorporating the perspectives of "Risk Management", and "Business Continuity";**
- **Expand risk management methodologies, seeking to mitigate risks and reduce vulnerabilities;**
- **Raise awareness of all stakeholders involved;**
- **Increase organizational resilience;**
- **Crisis management framework definition.**

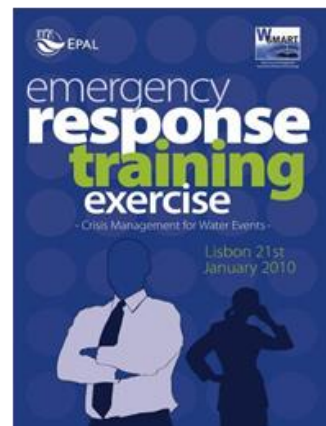
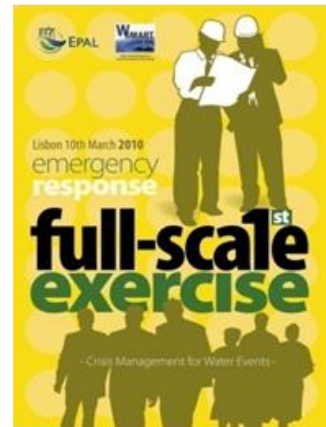
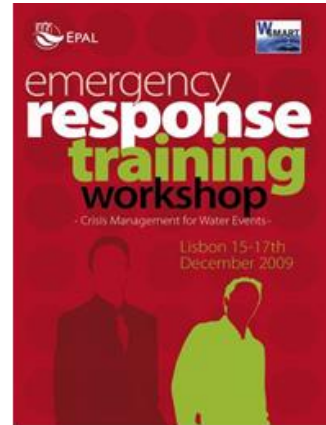
# CORPORATE AWARENESS



# CORPORATE AWARENESS

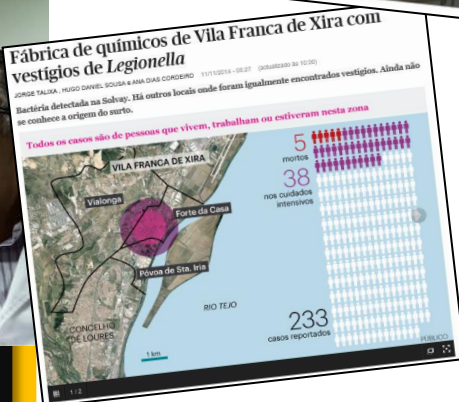
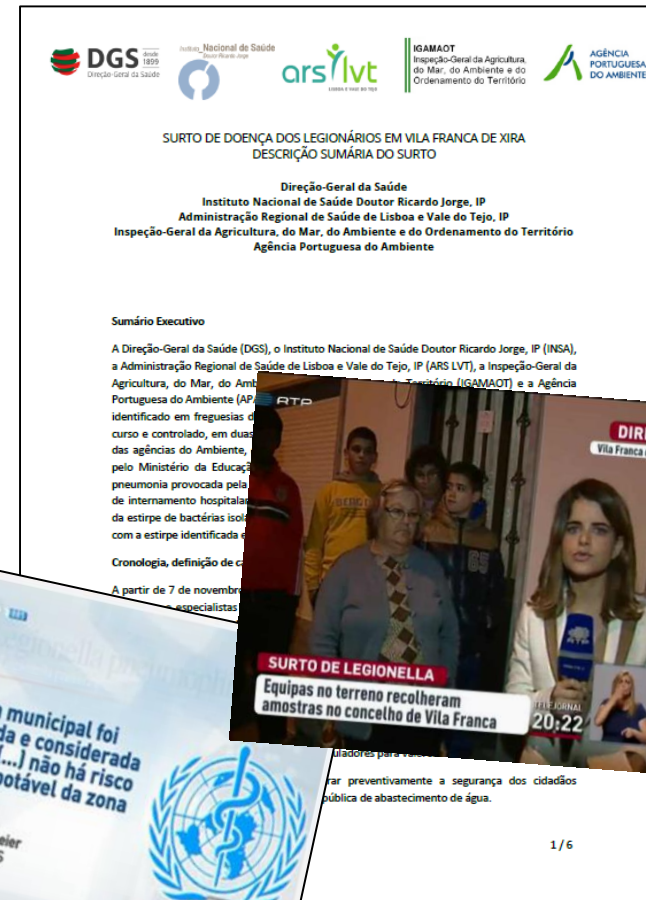
## DEVELOPED EXERCISES

- Pipe burst;
- Water contamination - *Cryptosporidium*;
- Bomb threats;
- Failure in the automatic operating system of the water treatment plant;
- Water contamination – *Legionella*.





# LEGIONELLA OUTBREAK- 2014







# EXERCISES WITH THE MUNICIPALITIES

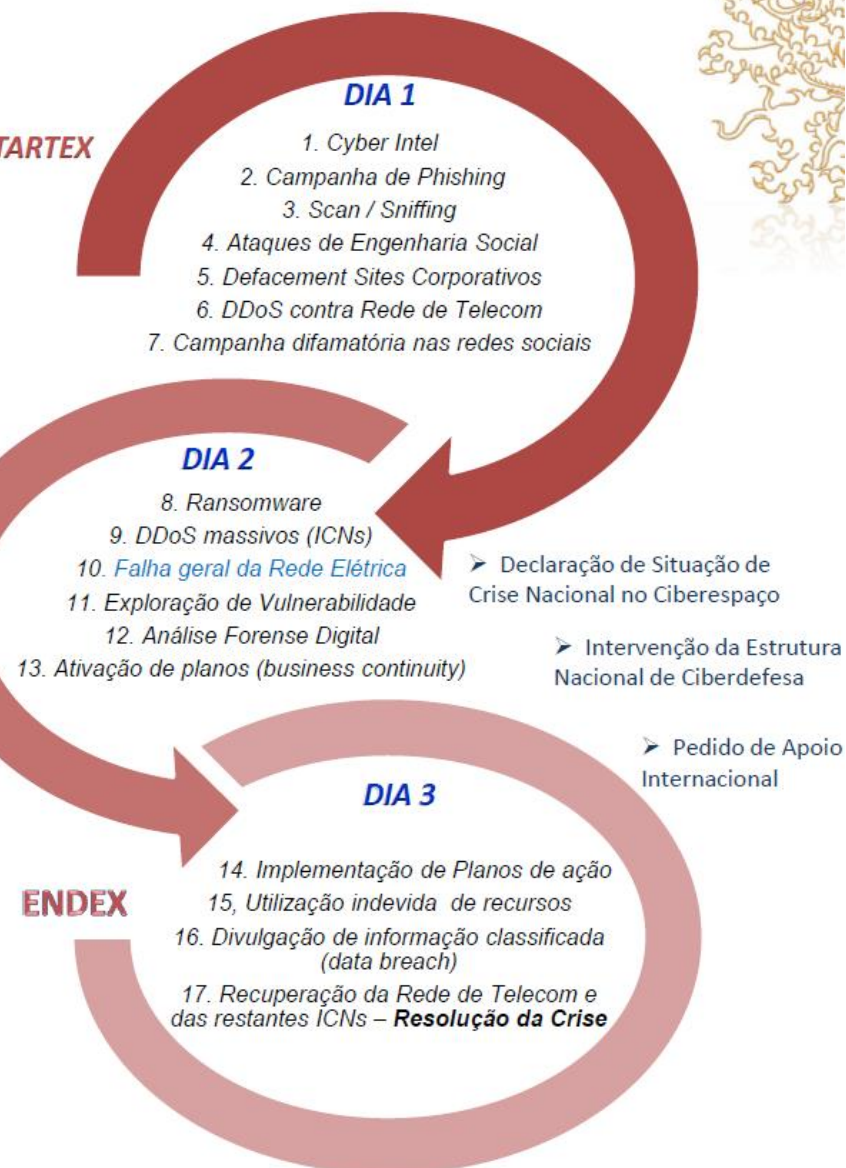
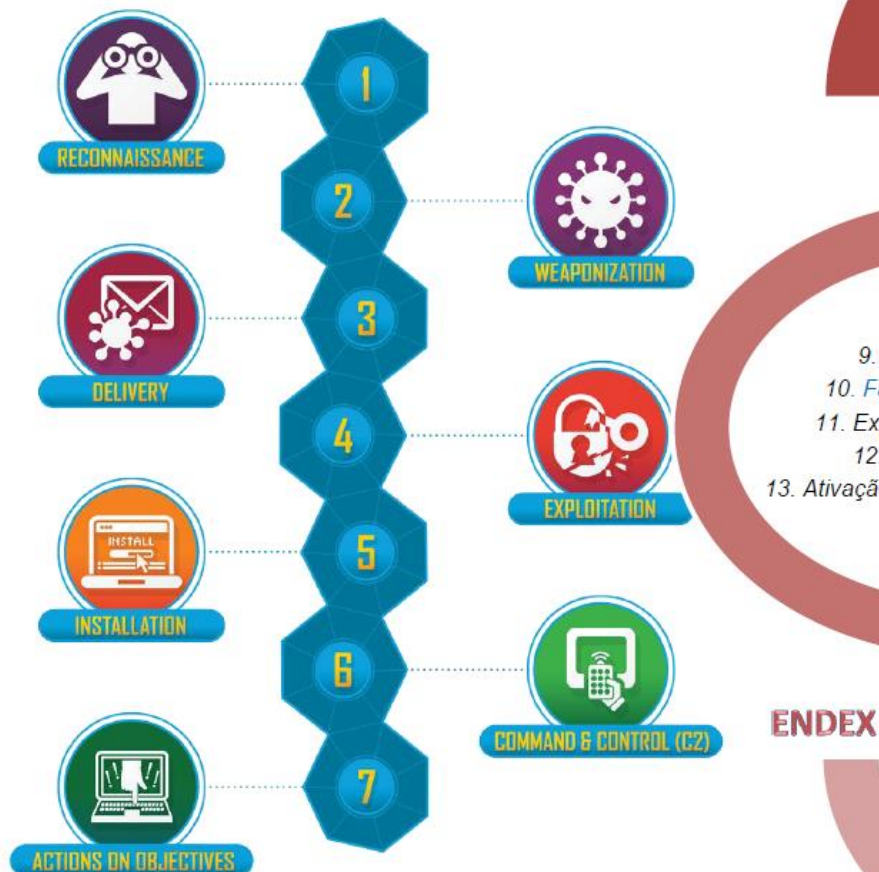




# ANNUAL EXERCISES WITH THE PORTUGUESE ARMY - CYBER



## MAIN EVENTS





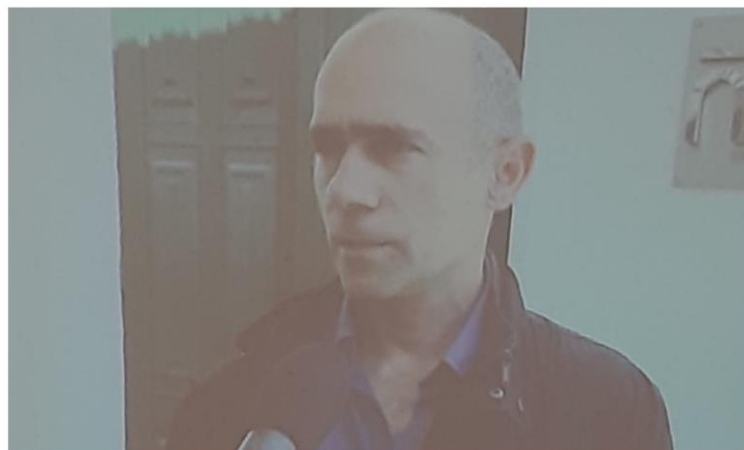
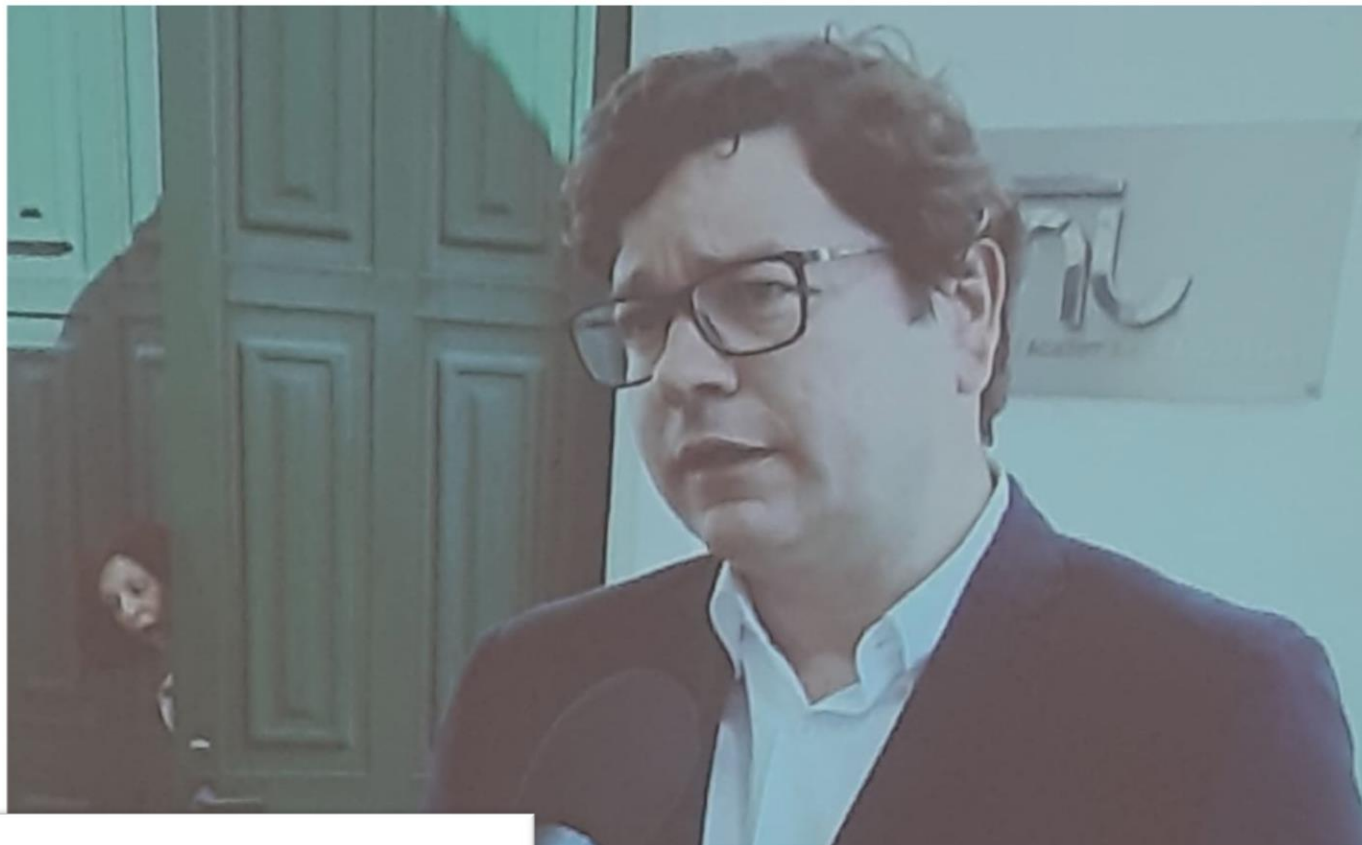


# Cascade'19

EU Civil Protection Exercise – Portugal  
28 May – 1 June



# **CRISIS COMMUNI- CATION - MEDIA TRAINING**





**Success is a journey  
not a destination.  
The doing is often  
more important than  
the outcome**

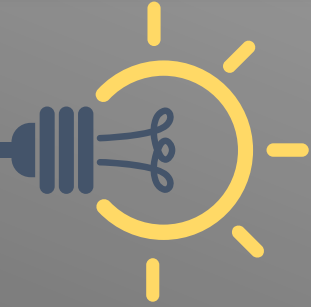
**Arthur Ashe**





- **Sustainability**





## FULL SCALE EXERCISE

### PART I – GOAL DEFINITION (using verbs)

**Improve**  
**Calibrate**  
**Eliminate**  
**Test**  
**Check**  
**Understand**  
**Analyze**  
**Examine**

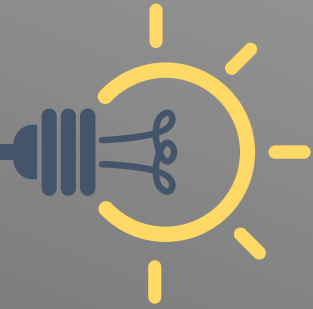
**Decide**  
**Ensure**  
**Communicate**  
**Control**  
**Validate**  
**Change**  
**Demonstrate**  
**Restore**





# Scope and Characteristics – Full Scale – Semi Live - Field Exercise

Threats  
Categories  
(maximum  
2/3)



Workers involved  
Stakeholders involved  
Information  
Environment  
Reputational  
Quantity/ Quality  
Level of surprise regarding  
events

Malfunction  
Natural disasters  
Intentional  
Interdependencies  
Accidental

**FULL SCALE  
EXERCISE**





**EPAL**

Grupo Águas de Portugal

## PART II SCENARIO DEVELOPMENT



### Event definition

**Align scenarios  
with objectives,  
scope/borders and  
threats**

**Define the main  
inputs, based on  
scenarios as real as  
possible**

**Assets**

**Teams**

# FULL SCALE EXERCISE



**FULL SCALE**

GOALS	SCOPE/ CHARACTERISTICS	THREATS	EVENTS	ASSETS

**THREATS**

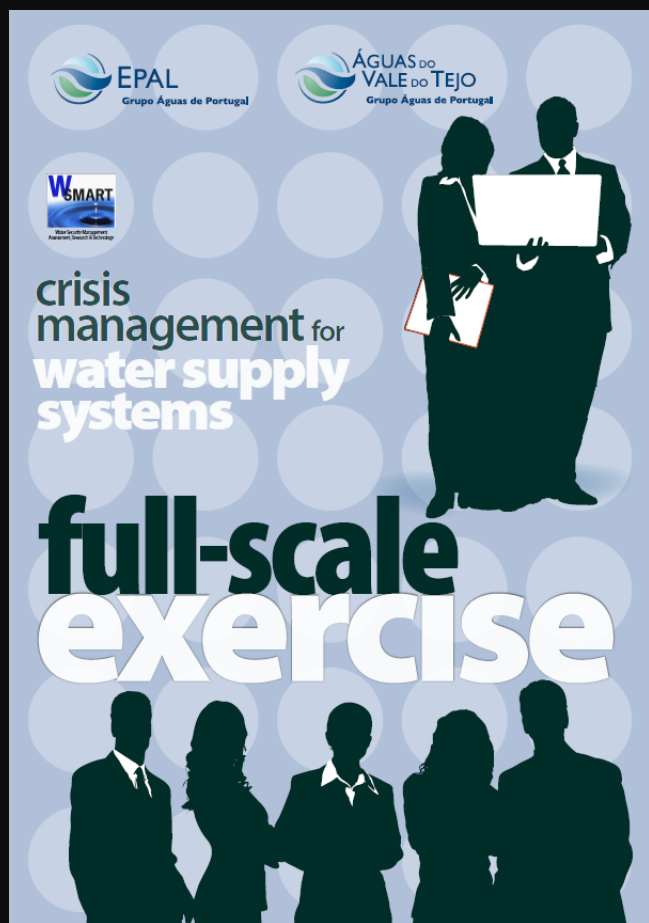
- Malfunction 3**
- Natural disasters 1**
- Intentional 4**
- Interdependencies 7**
- Accidental 5**



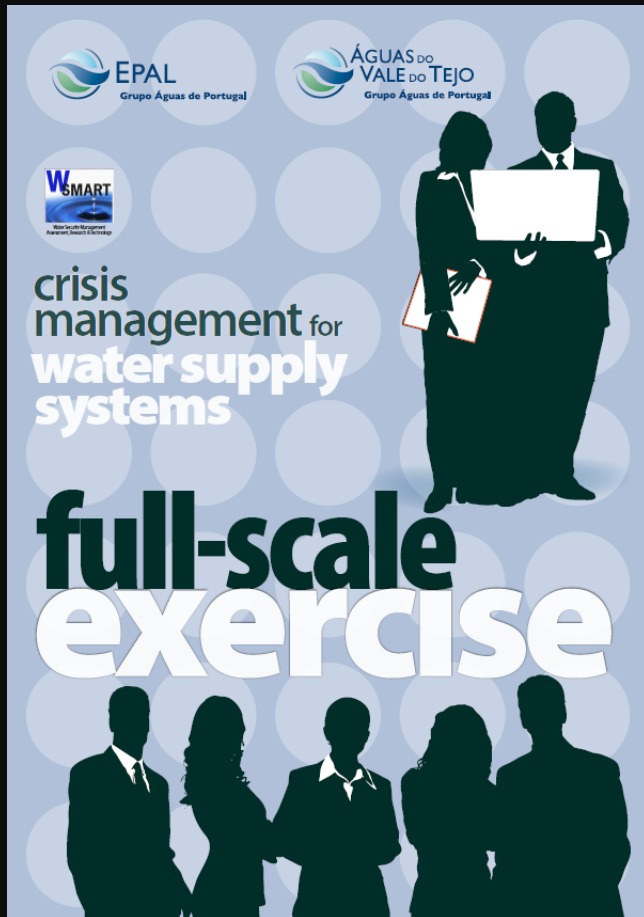


## EXAMPLES

- 1. Test the internal crisis communication (SIRESP, internal communications lines and usual lines);**
- 2. Evaluate the communication plan, internaly and between departments;**
- 3. Improve the external communications (media, social media, municipalities, suppliers);**
- 4. Test the facilities operations in an unusual mode - manual;**
- 5. Validate and improve the crisis management procedures (eg. strikes situations, chemicals storage, energy shortage, ...) ...**







- *Water Quality Incident during the upcoming Pope's visit and possibly during a fuel shortage;*
- *An occurrence of Turbidity by increasing water velocity in a particular part of the system, by increased consumption, affecting Lisbon;*
- *A second water quality event occurs, in the Middle Tagus, which will involve the support of the AdVT system;*
  - *Customer contacts to the Contact Center;*
- *Involvement of external entities to evaluate, in the situation of the Middle Tagus;*
  - *Possible involvement of a larger municipality.*





# Thank You!

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