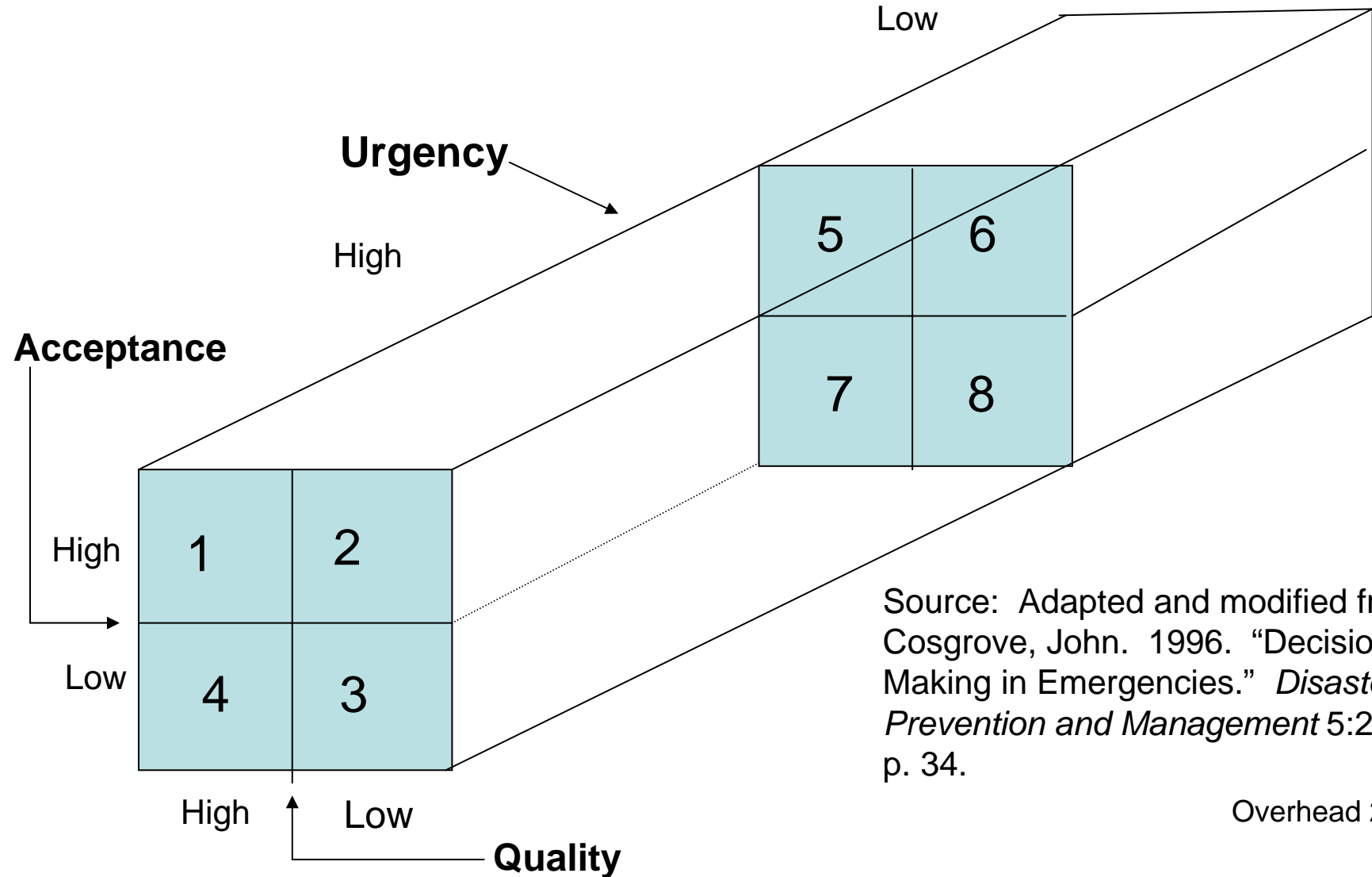


Cosgrove Typology of Crisis Decisions



Source: Adapted and modified from Cosgrove, John. 1996. "Decision Making in Emergencies." *Disaster Prevention and Management* 5:28-35, p. 34.

Extrapolation of Cosgrove Typology

Cell in Typology	Crisis Decision Characteristic		
	Urgency	Acceptance	Quality
1	High	High	High
2	High	High	Low
3	High	Low	Low
4	High	Low	High
5	Low	High	High
6	Low	High	Low
7	Low	Low	High
8	Low	Low	Low

Source: Extrapolation based on Cosgrove, John. 1996. "Decision Making in Emergencies." *Disaster Prevention and Management* 5:28-35, p. 34.

Workshop Tasks

Task: Using the Cosgrove Typology, formulate one decision that illustrates each of the two cells assigned to your group. Explain how your decision example reflects the three dimensions in the Typology. Use Cosgrove's examples only for guidance; create your own illustrations.

Group 1 – Cells 1 and 5

Group 2 – Cells 2 and 6

Group 3 – Cells 3 and 7

Group 4 – Cells 4 and 8

Characteristics of Crisis Situations

- Uncertainty
- Urgency
- Emergency Consensus
- Expansion of Citizenship Role
- Deemphasis of Contractual and Impersonal Relationships
- Convergence

Source: Adapted from Dynes, Russell R., E.L. Quarantelli, and Gary A. Kreps. 1972. *A Perspective on Disaster Planning*. Columbus, Ohio: Disaster Research Center, Ohio State University.

Decision Making in Crisis Situations

- Speed of decision making increases
- Number of decisions increases
- More decisions made at lower levels
- More diffuse structure
- Less consultation
- Higher individual autonomy
- Quicker commitments
- Non-regular tasks
- Ex Post Facto legitimization

Source: Adapted from Dynes, Russell R. and E.L. Quarantelli. 1977. *Organizational Communications and Decision Making In Crises*. (Report Series #17). Columbus, Ohio: Disaster Research Center, Ohio State University.

Functions of An EOC

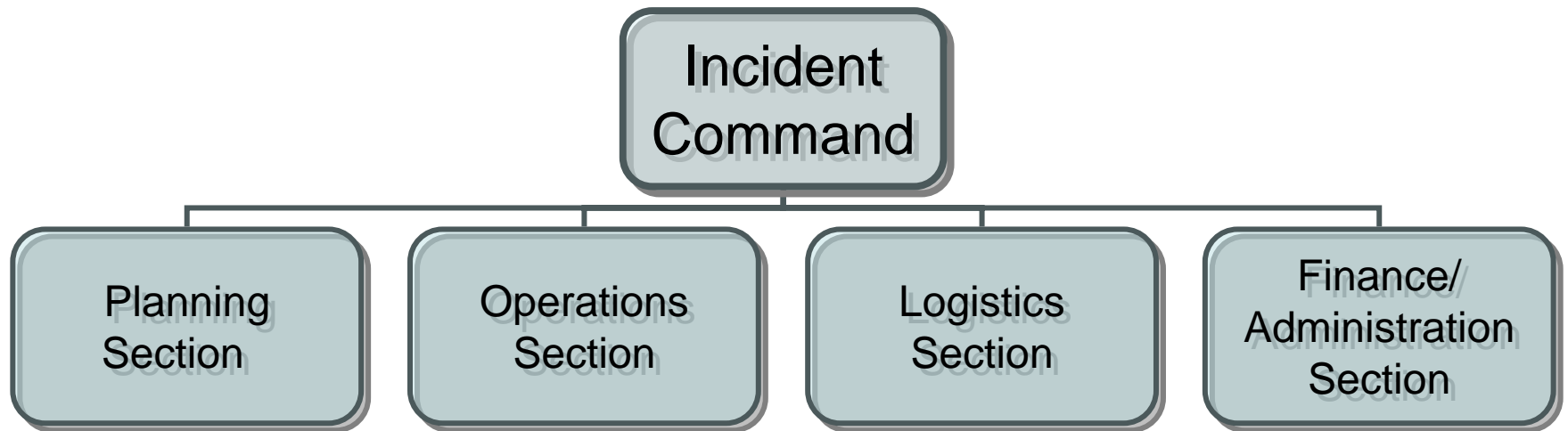
- Assembly Point
- Coordination
- Policy Decisions
- Operations Management
- Information Gathering
- Disseminate Public Information
- Host VIP Visitors

Source: Adapted from Perry, Ronald A. 1991. Pp. 201-223 in *Emergency Management: Principles and Practice for Local Government*, edited by Thomas E. Drabek and Gerard J. Hoetmer. Washington, D.C.: International City Management Association, pp. 204-206.

Four Functional Groups

- The Policy Group
- The Coordinating Group
- The Operational Response Group
- The Field Response Group

Incident Command System (ICS) Organization



Federal Response Plan

12 Emergency Support Functions (ESF_s)

1. Transportation
2. Communication
3. Public Works and Engineering
4. Firefighting
5. Information and Planning
6. Mass Care
7. Resource Support
8. Health and Human Services
9. Urban Search and Rescue
10. Hazardous Materials
11. Food
12. Energy

Source: Federal Emergency Management Agency. N.d. *The Federal Response Plan*. Washington, D.C.: Federal Emergency Management Agency.

EOC Decision-Making Climate

- Pressure to take action
- Limited and uncertain information
- Shifting priorities
- Overlapping lines of authority and responsibility

Source: Adapted from Perry, Ronald W. 1999. Pp. 201-223 in *Emergency Management: Principles and Practice for Local Government*, edited by Thomas E. Drabek and Gerard J. Hoetmer. Washington, D.C.: International City Management Association, pp. 204-206.

Common EOC Problems

- Over Crowding
- Authority Ambiguity
- Inadequate Communication
- Personnel Shifts Over Time

Source: Scanlon, T. Joseph. 1994. "The Role of EOC's in Emergency Management: A Comparison of Canadian and American Experience." *International Journal of Mass Emergencies and Disasters* 12:51-75.

Three Types of Groupthink

- Type I: Overestimates
- Type II: Closed-Mindedness
- Type III: Pressures Toward Uniformity

Source: Adapted from Fortune, Joyce and Geoff Peters. 1995. *Learning From Failure: The Systems Approach*. Chichester, England: John Wiley and Sons Ltd., p. 47; based on Janis, Irvin. 1982. *Groupthink: Psychological Studies of Policy Decisions and Fiascos*. Boston, Massachusetts: Houghton Mifflin.