

INTRODUCTION

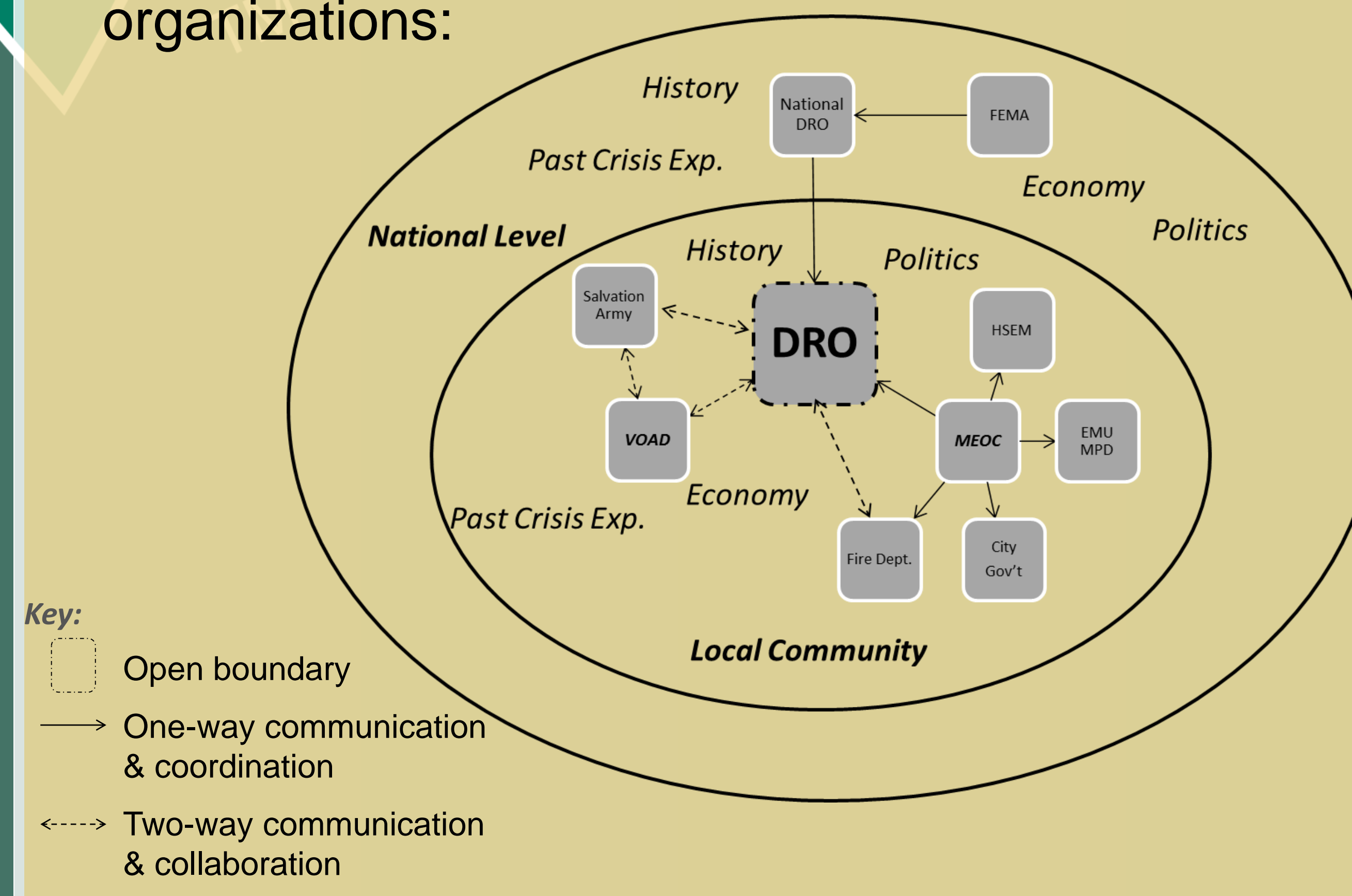
- Previous studies have neglected to examine how different organizational communication cultures of crisis response organizations involved in Emergency Operations Centers (EOCs) may affect crisis collaboration efforts
- Theories
 - Crisis coordination (Quarantelli, 1997) vs. crisis collaboration (Keyton & Stallworth, 2003)
 - Bona Fide Group Perspective (Putnam & Stohl, 1990)
 - Organizational Culture (Gertz, 1973)
 - Constructs - Vocabulary, rites & rituals, stories, symbols
 - Culture creates and maintains boundaries and practices
- Purpose – Explore and describe two crisis response organizational cultures and identify how different communication practices may influence crisis collaboration

METHODS

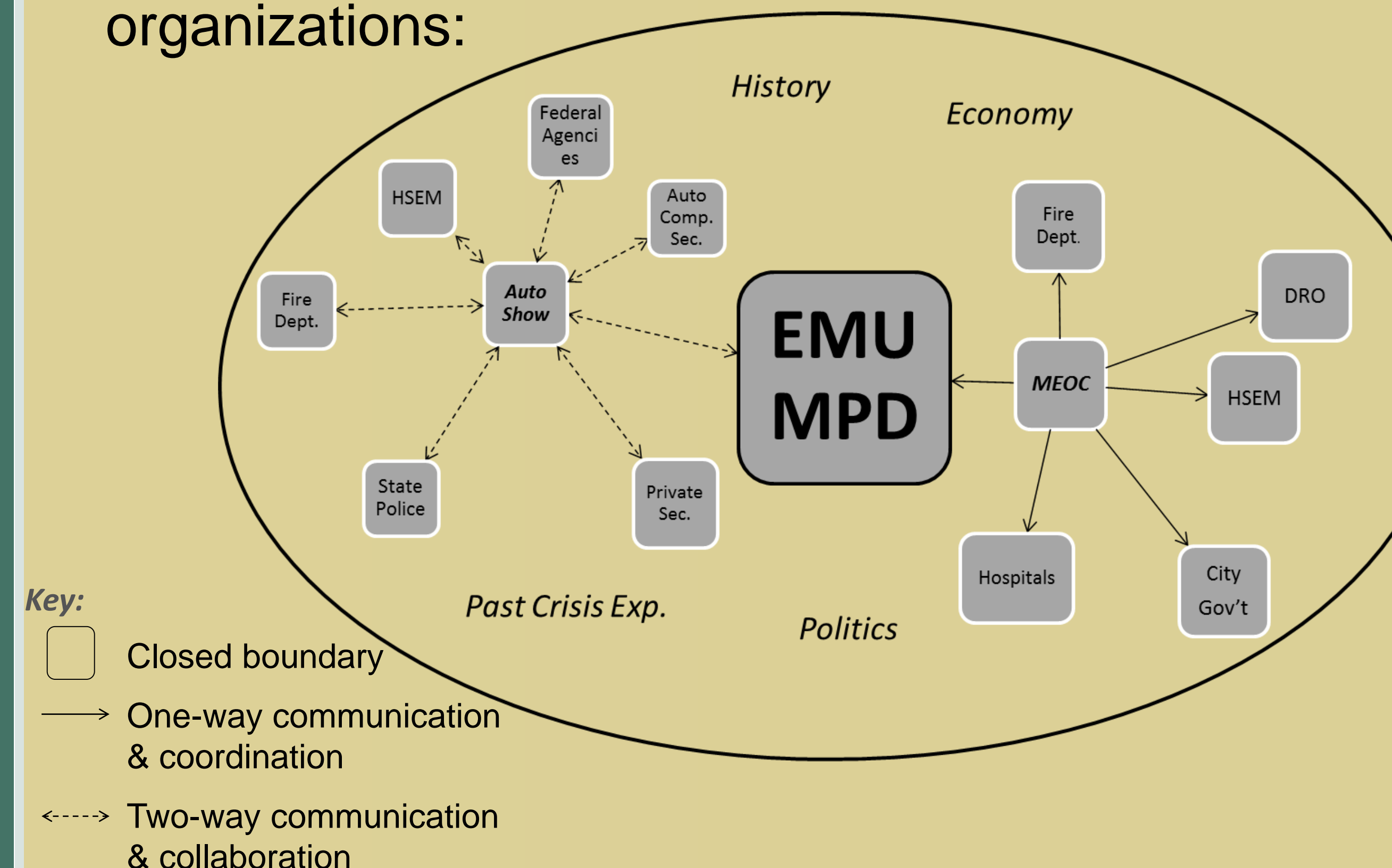
- Instrumental case study over five months in 2011
 - Regional chapter of disaster response organization (DRO) – “Providing disaster relief for disaster victims”
 - Emergency Management Unit of Metropolitan Police Department (EMU MPD) – “To protect the citizens of the city from acts of terrorism or criminal activity”
- Qualitative Data Collection
 - 42 hours of participant observation
 - Interviews – Informal, semi-structured
 - Documents – Meeting agendas, handouts, websites, emails, crisis disaster response plans
- Data Analysis - Analytic memos, analytic coding, constant comparison method (Glaser & Strauss, 1967)

RESULTS

- DRO’s humanitarian and service-oriented culture was enacted through communication practices and resulted in crisis collaboration with all organizations
- DRO’s crisis response relationship with other organizations:



- EMU MPD’s bureaucratic and closed culture was enacted through communication practices and resulted in crisis collaboration with similar organizational cultures and bureaucratic crisis coordination with others
- EMU MPD’s crisis response relationship with other organizations:



RESULTS

Comparison of Crisis Response Types: EMU MPD and DRO within the context of an MEOC

Organization	EMU MPD	Regional Chapter DRO
Crisis Response Feature	Crisis Coordination	Crisis Collaboration
Goal of crisis response	Concern for meeting individual organizational goal	Common definition of problem by group and agreed goal to reach
Tasks and resources	Organizations focus on “expert area” of crisis response; can lead to competing for resources or redundancies	Realization of interdependence of organizations; results in sharing of resources and tasks to avoid redundancies
Communication	Lack of sharing of information between organizations or one way from EOC to crisis response organizations	Continuous flow of communication and willingness to share information between organizations and the collaborating group
Decision-Making	Top-down orders (command-and-control) from crisis manager or incident commander to organizations	Power and status among collaborating group members equal so participation and consensus decision-making is encouraged
Member Trust/Loyalty	To their individual organization; sees other organizations as competitors	To the collaborating group; sees other organizations as partners
Culture	Member’s organizational culture; organizational boundary spanning of members is rare	Collaborating group culture is unique and strong; organizational boundary spanning of members is common

CONCLUSIONS

- Theoretical Implications
 - Different crisis response worldviews are cultural artifacts of organizations
 - Cannot assume a crisis coordination or collaboration structure can be easily imposed on all organizations to improve communication and working together
- Practice Implications for EOC Managers
 - Focus on internal process and external environments to improve crisis collaboration
 - Internal – Be aware of how EOC’s crisis coordination culture affects members; Create shared understanding of crisis collaboration
 - External – Be aware of how individual organizational cultures affects EOC crisis collaboration; Encourage boundary spanning