

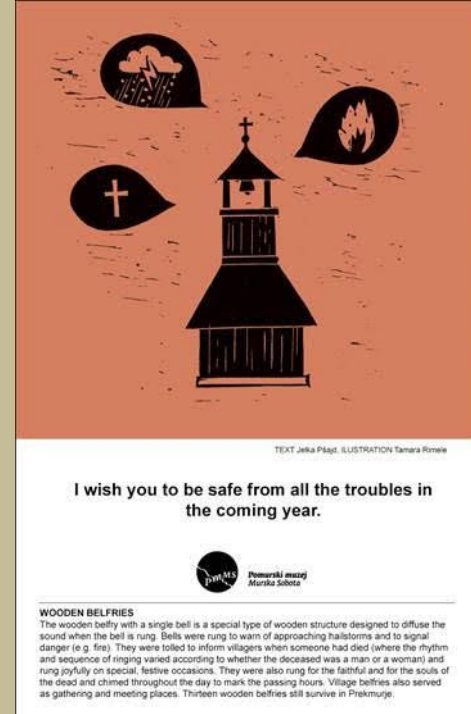


LEARNING FROM DISASTERS AND PANDEMICS

**Analysing the main existing challenges
that may influence the proper response.
Challenging issues that have been
detected during the actual hazards that
took place in Zagreb**

CHALLENGES FOR MUSEUM LEADERSHIP

WHAT MUSEUM CAN DO IN MULTIPLE DISASTERS?



CHALLENGES SUM UP

PEOPLE

SECURITY AND HEALTH

WORKING CONDITIONS AND NEW PROCEDURES

INTERACTION WITH PUBLIC

MEDIA COVERAGE

FAIR - PLAY

BUILDINGS

ASSESSMENT OF DAMAGE AND SECUR ACCESS

PRIORITIZE INTERVENTIONS

EXTERNAL EXPERTS NEEDED

DOCUMENTATION ABOUT BUILDING AND INTERVENTIONS REQUIRED

COLLECTIONS

WHEN WE CAN START DEALING WITH OBJECTS TO PREVENT NEW DAMAGES

PLAN AND ORGANIZE TEAMS IN SECURE WAY

HOW TO HANDLE DAMAGED OBJECTS

INVENTORY SHOULD EXIST AND DOCUMENTATION OF INTERVENTIONS SHOULD BE KEPT

LEADERSHIP IS THE CAPACITY TO ADAPT

Leadership should help us to understand the necessity to change habits and usual mode of behaviour in order to achieve certain goals.

In crises the ability to think out of usual frame is vital!

MAIN ISSUE - during disasters wrong decisions can cause serious damages, injuries and even people casualties, loss of cultural heritage, public mistrust, ...

What can help us to make right decisions?

COOPERATION & COORDINATION

INTERNAL

Efficient communication is established

People are aware of responsibilities

There is a balanced burden on employees

EXTERNAL

Model of communication is established

External experts are available

The priorities are established

MUSEUM LEADERS ARE NOT DISASTER MANAGERS BUT ARE EXPECTED TO TAKE RIGHT STEPS

- There should be a clear understanding whose instructions are followed (e.g. national civil defence headquarters) and how you react if there is contradiction.
- What do you do when not considered as a priority?
- When can you enter the building is safe?
- How to prevent people to rush in and check their items?

IDENTIFIED CHALLENGES:

- Lack of pre-drafted procedures for multiple disasters
- What happens after immediate response?
- Uncertainty how to estimate safety/damage?
- What are the priorities in multiple disasters?
- Who is authorized to give official assessment and what documents should be issued?

EARTHQUAKE –VISIBLE AND POTENTIAL THREATS

- Most of museum buildings are not completely destroyed but are more or less damaged
- Cracks and holes cause fear and uncertainty - is it safe to stay in the building and go in to check objects?
- Calling emergencies (they are extremely busy and in our case were focused on hospitals and potential hazards for people not museums)
- No one knows who and when is coming to check the buildings
- People's perception of danger differs a lot

PROMPT REACTION NEEDED FROM THE AUTHORITIES

- **Online request for building check-ups was immediately available – but no feedback on the procedure**
- **Authorities called and inspected the premises themselves – but no official trail left**
- **The online form with damage evaluation was asked from museums and architects and engineers were not available**
- **The collections damages are to be reported while people are instructed to stay at home**

DAMAGE ASSESSMENT – continued

Important for museums leaders - when your people are allowed to go in?

- 1. green / yellow/ red damage labels are general but different parts of the building have different damages**
- 2. COVID 19 pandemic instructions – who belongs to endangered group**
- 3. Main earthquake is followed by hundreds of minor ones**

How as a non-expert you can describe construction failures or damages to the building?

Monitoring and measuring cracks – what is a problem?

WHAT IS THE PURPOSE OF INSURANCE

According to Museum Law founders decide how much money will be allocated for the purpose and what risks are included.

Usually the museums are not insured against earthquake since it is too expensive.

Earthquake is not listed among natural disasters in the policy.

Conclusion - it is difficult to have coverage when it is really needed; a lot of money is paid to insure objects on exhibitions when the risks are minor compared with huge disasters; is there a better way to use insurance

EMPLOYEES DURING DISASTERS

Many people are stressed and have anxieties (esp. those whose homes are damaged) but there are also panic lovers, responsibility seekers, analyzing & paralyzing attitudes, those denying dangers, „brave” ones, etc.

There are employees who are keen on taking risks or do not see real threats – they often do not follow orders.

Many are confused what rules to obey and sometimes interpretation of the rules is ambiguous.

The engagement of different employees is not the same so frictions appear – esp. when opposite attitudes are present.

SUDDEN SWIFT OF DECISION-MAKING

- From a complete lockout to opening to public
- General rules vs. professional rules (is it more important to open with minor damages or you wait until everything is perfectly returned to initial state)
- Media is following your steps
- The feeling of responsibility is crucial
- The feeling of solidarity shifts
- The sudden changes shatter your risk management ability

BACK TO „NORMAL”

- **Social distancing becomes a model for every day operations**
- **Unrealistic requests that there is a 100% safety guarantee**
- **How visitors and staff can communicate in new circumstances**
- **Parts of the building can convey insecurity (cracks may show that museums do not care so what cracks are acceptable?)**
- **If you close for months with minor damages this reveals your unsensitivity for public needs and welfare**

COMMUNICATION IN CRISES IS DIFFERENT:

People with different opinions do not only communicate they ask for responsibility (this puts extra burden on a decision-maker). If there is disagreement there is also aspect of guilt, accusation

BUSINESS NOT AS USUAL

- **Your business and financial plans are „out of order” but new frameworks are not delivered**
- **Authorities forbid to spend money on planned annual activities (many have been interrupted)**
- **Acceptable expenses are utilities, disinfection or minor repairs but there is no answer how to deal with building refurbishment**
- **Employments and investments are stopped**

THE CHALLENGE - NOT CREATING ISSUES AMONG STAFF

- **Not bring favoritism – but some people have to be involved in getting things back to normal more than the others.**
- **Group task forces / teams – they can adapt but they have to deliver.**
- **Some issues may be provoking (unwillingness to coordinate holidays, medical check-ups in museums,...)**
- **Social issues can have an impact (e.g. gender issues who stays at home)**

MANAGING STAFF

Some people work well – some people cannot work from home or their results are poor.

Some staff members understand and adapt their work to new circumstances and some do not want to accept that they should change their routines.

We cannot change people's characters but we can change working climate and culture of work!

„SINS FROM THE PAST”

Accumulated problems from the past make the situation in crises worse: without proper inventories and documentation it is more difficult to check what is damaged and where the objects are.

In times of COVID19 how to organize work in teams in the storages that are overcrowded ?

People need to adapt themselves in emergencies and challenge the attitude „we will need months and years to see what to do and put things back to normal”.

First comes the immediate action and then more complicated procedures.

What is the immediate action - clear minor damages, separate junk, move broken things, see what objects are for restoration or other treatments, ..

Creating your own working space (task forces, teams, ...) is more demanding if there was already a problem before disasters.

CHALLENGING FIELDS



MUSEUMS CANNOT WAIT

- **Our buildings have to be safe and well-maintained**
- **Our budgets have to be sufficient for implementing professional standards in museums**
- **Emergency funds for museums should be available (proper insurance of special fund)**
- **Staff cannot have collections without proper inventories and protection – measures should be more effective to solve this problem**
- **Storages should have enough room and should be equipped with furniture that can provide shelter to objects during disasters**

WHOSE ACTION DO WE NEED

ALL
STEPS
ARE
CRUCIAL



STAFF

FOCUS ON LEGAL OBLIGATIONS AND DUTIES
COLLECT ACCORDING TO MUSEUM ETHICS AND DO THE INVENTORY, KEEP STANDARDS IN EVERY DAY WORK



FOUNDER

IMPLEMENT THEIR STRATEGIES AND FOUNDER'S DUTIES
PROVIDE ENOUGH BUDGET FOR MAINTENCE AND SUPPORT INVESTEMNTS IN BUILDINGS AND EQUIPMENT



MINISTRIES

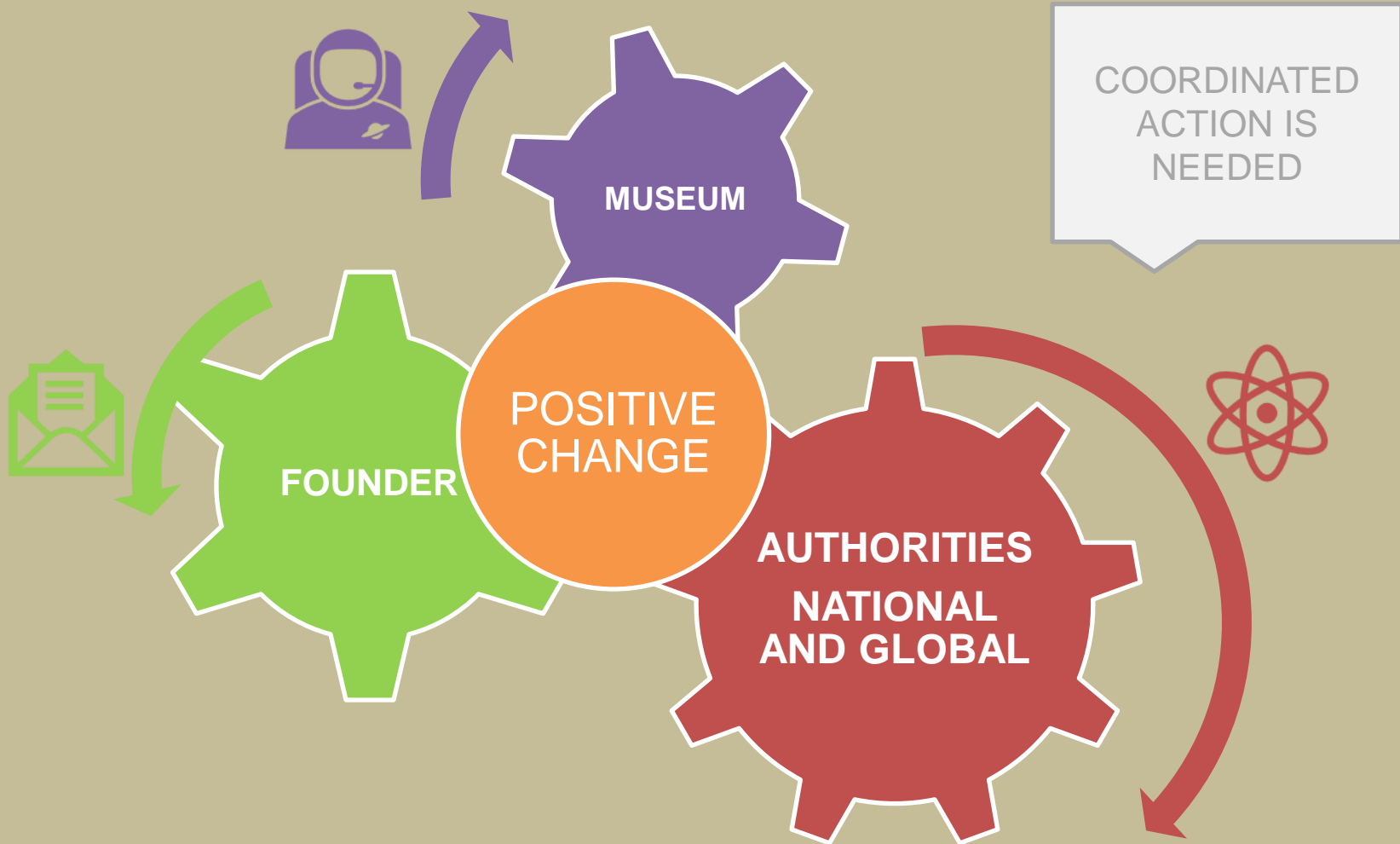
ENSURE LEGAL FRAMEWORK AND MONITOR THAT ALL STAKEHOLDERS ARE FULLFILLING THEIR OBLIGATIONS



EU DECISION
MAKERS

INITIATE CALLS THAT CAN HELP MUSEUMS IN MAINTAINACE AND HERITAGE PRESERVATION

HOW CAN WE TURN THE WHEEL IN RIGHT DIRECTION?



THANK YOU !



THANK YOU !