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SELECTED ASPECTS OF INFORMATION MANAGEMENT IN EXTRAORDINARY SITUATIONS

Abstract. The aim of this article is to identify the impact of information management on the decision-making process in emergency situations. The research questions were centered around determining the relevance of information in decision-making processes and the relevance of issues related to information valuation and 'information behavior.'

The research methodology is extensive – mainly theoretical methods such as literature analysis, act analysis, synthesis, abstraction, induction, deduction, comparison, or inference were used in the research. The conclusions of the research indicate the need to ensure an efficient circulation of information for the functioning of the authorities responsible for state security in crisis situations. In a situation that threatens security, decisions need to be worked out in order to take such actions that will restore the pre-crisis state.

Keywords: information management; decision-making process; extraordinary situations

INTRODUCTION

The term "information" is commonly used, and its meaning is generally undisputed. However, despite the widespread use of the phrase, attempts to define it pose numerous difficulties. Many scientific works seek solutions through the analysis of informative content, information properties, sources

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of information origin, or areas of practical application. In the theory of organization and management, it is generally acknowledged, based on conclusions drawn from the analysis of subject literature, that information determines the effectiveness of operations. Information proves highly practical in the decision-making process. It is essential to note that increasing the quantity of information does not necessarily lead to an improvement in the quality of decisions made based on that information. To illustrate this dependency, a theoretical concept referred to as the information saturation curve has been developed. It suggests that as the quantity of information increases, the effectiveness of decisions based on that information decreases after reaching a certain threshold. While having more information about a process allows for better management, surpassing a certain limit does not enhance decision making; in fact, the effectiveness of decisions diminishes.

The challenge which comes with information saturation includes difficulties in decision making due to the need for information selection, the emergence of informational noise, conflicting information, etc. The acquisition, processing, presentation, dissemination, and implementation of information occur in all management functions. Information management in modern systems should be organized to adhere to the 3V principle (visibility, velocity, versatility), ensuring transparency, speed of operation, and adaptability. Implementing the 3V principle necessitates abandoning traditional information management models, since they are insufficient.

In the new conditions of the security environment, information becomes a key element for the effective execution of crisis management tasks. Aware of this fact, organizations consistently strive to develop relevant structures and mechanisms, requiring a reevaluation of existing theoretical assumptions and the formulation of procedures and tools to ensure the ability to carry out the information-decision process in extraordinary situations.

CRISIS MANAGEMENT SYSTEM AND LOGISTICS IN CRISIS SITUATIONS

The crisis management system in Poland is multilevel, consisting of three elements: emergency management authorities, advisory and consulting bodies, and 24-hour crisis management centers. Crisis management centers operate at the national, ministerial, voivodeship, and poviat levels. The municipal level appears to be neglected due to the lack of appropriate legal regulations mandating the organization of such centers (Kośka, 2023, p. 5).

The crisis management system is a distinguishable part of the overall structure, comprising management bodies, necessary informational connections to carry out management processes, methods, and activities regulating the operation of organizations according to defined goals. This system dynamically changes over time, and management bodies drive changes affecting all its elements. In recent years, numerous legislative regulations have been introduced, amendments to existing laws have been made, and multiple executive orders have been issued to build a unified crisis management system in Poland. As a result, several organizational and functional solutions, referenced in legal regulations, have been implemented. It is essential to emphasize that those solutions derive not only from legal regulations directly related to crisis management, but also from legal norms concerning various areas of state operation, as all areas of state activity should have a security aspect.

As already mentioned, the structure of the crisis management system in Poland is multilevel, introducing four fundamental levels of crisis management: national, voivodeship, poviat, and municipal. The Crisis Management Act designates the competent authorities for crisis management and specifies their tasks and principles of operation in the field (Nowak, 2007, p. 46). However, the literature addressing crisis situations does not fully define the concept. This is natural as each author wants to include a "piece" of their thoughts on the subject resulting from their research. The term "crisis situation" lacks a legal definition in an interdisciplinary dimension. Usually, a legal definition of this term is encountered in the context of specific normative acts regulating the operation of a given industry, sector, or area of official interests and responsibilities. Literature on the subject most commonly presents the following distinctions, which to some extent correspond to the term "crisis situation": "crisis situations," "states of emergency," "extraordinary threats," or "extraordinary events." These phrases refer to specific events or threats requiring the use of specific forces and means at the disposal of many state security system institutions.

Crisis or emergency management is a comprehensive set of systemic solutions for population protection, implemented by public authorities at all levels, in cooperation with specialized organizations and institutions. Its goal is to prevent difficult, dangerous situations, situations that pose a threat to life, health, property, the environment, and an acceptable level of security, as well as to rebuild after a disaster (Grocki, 2012, p. 68). However, it is crucial to clearly define the boundary between a crisis and a crisis situation. The basic features of a crisis are surprise, abruptness, psychological tension, a significant number of rapidly occurring subsequent events, information deficits, and trauma. An

extraordinary situation represents a special legal regime aimed at reversing or mitigating the consequences of specific threats when ordinary constitutional means are insufficient. A crisis situation results from a crisis and/or a state of emergency, where the direction, management, and response to crisis situations play a significant role. Elements related to emergency logistics, which must at least be signalled, cannot be overlooked here (Sobera, 2023, p. 21).

The mission of "crisis" logistics involves actions in crisis situations aimed at saving the lives and health of the injured and sick while simultaneously providing the necessary conditions for survival in these situations. Crisis logistics fundamentally differs from civilian and military logistics in terms of potential logistics service recipients, assumed service requirements for the target group, goals to be achieved, and optimization criteria.

Conducting an operation in an emergency situation involves synergy, coordination, and synchronization of actions between public authorities, rescue units, and external contractors supporting rescue forces to varying degrees, depending on the intensity of the operation and the threats present. Logistic actions in crisis management are based on three pillars (Ficoń, 2011, p. 114):

– functional, where logistics is presented as a general management process encompassing planning, organizing, motivating, and controlling,

– price-oriented,

– object-oriented, where logistics is described as knowledge about physical material flows.

Logistic management is an activity that creates a holistic concept of logistic undertakings, considering their course both within the organization and with partners, and coordinating the implementation (in a broad sense) of this concept by appropriate organizational units using proper management and control instruments (Krawczyk, 2001, p. 58). The logistic system consists of logistic management bodies and logistic units with material, technical, medical, and transport potential. Additionally, in the process of procurement and service supply for the armed forces, the field logistics potential is also utilized. Logistics management bodies, in terms of competence, are divided into conceptual-planning and organizational-executive ones. The basis for effective logistics management is a well-organized logistics support system, guaranteeing comprehensive assistance to all the needs of the affected population and the entire crisis situation, as well as utilizing the synergy of all organizational-functional subsystems forming this system. Here, several organizational-functional subsystems can be distinguished, dealing with: the management of the logistics support process, transportation and material supply, the provision of medical assistance and

healthcare, the operation and technical service of facilities and equipment, communication security in the region, and infrastructure security in the area. The fundamental principle of the crisis logistic support system is the safety of the population and the affected individuals as well as the elimination of direct threats to their health and life (Nowak and Nowak, 2009, p. 49). The operational potential of crisis situation logistics support, also known as logistic potential, can be related to the organized ability to counteract a certain system designated for anti-crisis activities (Nowak and Nowak, 2009, p. 54). This potential is divided into four essential components (Ficoń, 2011, p. 125):
- organizational-functional potential (people),
- information-decision potential (information),
- material-supply potential (resources),
- technical-technological potential (equipment).

The most important components of organizational-functional potential are people, i.e., managerial staff and executive personnel.

The information-decision potential represents the ability to take decisions, ensuring the maximum fulfillment of the logistic needs of the affected population. In terms of logistic support for information needs, information must be current, reliable, complete, and synthesized.

The material-supply potential includes material reserves and stocks accumulated in accordance with applicable regulations, which are essentially raw materials, materials, and products necessary for conducting logistic operations in crisis situations. Strategic reserves have great importance among material resources.

The technical-technological potential refers to the dynamic, process-related aspect of the logistics support system in a crisis situation. Key elements include the so-called infrastructural components, which comprise communication, transport, production, warehousing infrastructure, as well as distribution and commercial network infrastructure (Ficoń, 2011, p. 129). Informational functions in logistic management in extraordinary situations involve:
- collecting information,
- processing information,
- storing information,
- presenting information,
- transmitting information.

The informational structure of crisis management logistics complements the organizational structure by performing informative functions related to the physical flow of resources. As a connecting element between the organizational

and spatial structure of the logistics system, it enables the management of the entire system, regardless of physical flows, as it reflects these structures in the form of relevant systems. In the process of logistics of crisis management, it is essential to ensure information availability, which determines making the most accurate decisions, information accuracy, and efficiency of transmission (flow) of information, especially given the specific nature of crisis situations.

THE ESSENCE OF INFORMATION AND INFORMATION SYSTEM

The concept of "information" appears across many scientific fields. Against a backdrop of management sciences, information is often identified within managerial information, which allows for the "execution of basic management functions: planning, organizing, motivating, and controlling" (Unold, 2011, p. 23).[1] Based on Józef Wierzbołowski's definition, it can be accepted that information, as a production resource, can be identified with the resource of accumulated knowledge and skills possessed by an information society. It can also be assigned attributes of quality (Wierzbołowski, 1997, p. 13), such as:
  – usefulness of information, or adaptation to user needs,
  – timeliness of information, or adjustment to the time of use,
  – responsibility for information, or guarantee of its correctness,
  – type of information ownership, or determination of access rights,
  – type of information protection, or methods impeding unauthorized access and modification of information by unauthorized persons.
Wiesław Babik (Babik, 2002, p. 34) presents an extensive categorization of information functions. Among the most essential ones, he distinguishes: informative, knowledge-creating, communicative, integrative, recreational, culture-creating, innovative, educational, decision-making, controlling, motivational, capital, opinion-forming, and resource functions. This catalog is neither closed nor defining, as the same sequence of signals reaching many different recipients can evoke different effects, depending on the functions fulfilled by a given information for each user. According to the so-called semantic theory of information, information is a structured set of knowledge about facts, events, object features, etc., captured and presented in a form that allows the recipient (human or machine) to relate to the situation that has occurred and take appropriate action. This is the subject of "infology," which deals with explaining the meaning of information in terms of usability, analyzing and explaining the

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[1] Translation by the authors.

characteristics of information, analyzing user demands directed at information, and seeking methods and ways in which information can satisfy requests posed by information users (Stefanowicz, 1987, p. 29). The term "information" is defined by the subject literature as contents (meaning) of a message transmitted from the sender to the recipient expressed in a certain language or code (Kruczek and Walas, 2010, p. 199). The most important feature of information is its ability to introduce order while, at the same time, reducing chaos in the environment in which it has occurred.

DECISION-MAKING PROCESSES IN EXTRAORDINARY SITUATIONS

Decision making is the foundation of everything related to management. A decision-maker, namely anyone directing or managing any organization, must make decisions efficiently, regardless of their complexity. Decision making forms an indispensable part of anyone managing any resources. The conditions for decision making and, consequently, the ease of taking decisions and their consequences, largely depend on the type of the decision-making situation. An inherent element of crisis management systems is the rapid and uninterrupted flow of information among various entities within the system (persons in charge of the realization of tasks as a result of a crisis situation). The management process is characterized by high dynamics, where information plays a paramount role. For the decision-making process, information is acquired through the implementation of an explorative cycle, which strictly relates to the system of management of a particular organizational structure, decision-making center, and hierarchical and functional relationships, forming an information system.

In organizational and management theory, it is widely accepted that information determines the effectiveness of actions and proves to be very practical in the decision-making process. Furthermore, it is important to note that increasing the amount of information does not necessarily lead to an improvement in the quality of decisions made on the basis of that information. This dependency has been theoretically elaborated and is known as the information saturation curve. It can be observed that as the amount of information increases, the effectiveness of decisions based on it decreases after a certain threshold is reached. Although having more information about the process allows for better management, exceeding a certain threshold does not improve the quality of decisions

and may even reduce their effectiveness. Challenges associated with information overload include difficulties in decision making caused by the need to select information, the emergence of information noise, conflicting information, etc.

The operation of the crisis management system largely depends on the proper organization of communication systems and subsystems. The process of notifying, directing, and coordinating actions in crisis situations, i.e., the circulation of information between various elements of the crisis management structure, is strongly connected to the utilization of various communication means within these communication systems. The development of technology and electronics has initiated an information revolution, making computers, the Internet, and mobile phones ubiquitous. Multimedia mass media transmit streams of information in diverse forms. The acquisition, processing, presentation, dissemination, and implementation of information occur across all management functions.

Information management in modern systems should be organized according to the 3V principle (visibility, velocity, versatility), which guarantees transparency, speed and flexibility. The application of this principle requires a departure from traditional information management models, as they are insufficient.

We can perceive now the so-called decisiveness of information and its impact on human decisions and actions. The circulation of information in crisis management is crucial for the functioning of individual links of security. The major task of public administration authorities in situations with potential or real threats is to make appropriate decisions based on available information. If a crisis situation is perceived according to crisis management laws as a state of resource scarcity which prevents the counteracting of a specific situation, then information is primarily considered as a means for carrying out tasks by the authorities responsible for crisis management. Consequently, we may determine that a crisis situation refers to every unwanted event where a competent authority has insufficient knowledge to take appropriate decisions – the state of the absence of information – or where it has too much information which is oftentimes irreconcilable.

The crisis management system uses two tools, the efficiency of which directly depends on information. The effectiveness of both crisis management centers – whose main task is to acquire, collect, process, and distribute data – and crisis management teams, which support decision-making authorities based on this data, relies on the selection of properly formatted and targeted information. Bad information leads to wrong decisions by authorities, which result in poorly executed actions by rescue services and relevant entities, decreasing the citizens' sense of security. The first tool is the decision-making sub-process, which takes

precedence over the second sub-process (tool) – information flow. Both activities are interdependent, and the dysfunctionality of one significantly affects the quality of the entire process. The accuracy of decisions, subsequently implemented in the activities of rescue services and other entities appropriate for the threat, depends on the value of collected and analyzed information. It is therefore crucial to use every sensor that allows acquisition of necessary information about the event, its development, and actions taken during the response phase. Nevertheless, this demand should not lead to actions aimed at acquiring all information regardless of its level of usefulness and quality. The unconditional collection of all information by the crisis management system without verification leads to the creation of unnecessary and very dangerous phenomena for the effectiveness of the process, known as "information noise." This implies the necessity of introducing another function, which is information filtering. The quality of input information and the final form of output information are influenced by the transparency and uniformity of the principles of their circulation. Consequently, to fulfill these requirements, it is necessary to separate the information circulation sub-process from the decision-making sub-process and indicate the entities and the subject of transmitted information. As a fulfillment of these requirements, one may present a model of information circulation assuming that complete information is a sufficient basis for public administration authorities to take decisions. Analyzing both sub-processes and the dependencies between various levels of the system, it should also be noted that each decision made by public administration authorities constitutes a particular type of information that should be subject to the same regime as other information in the crisis management process. It should undergo clearly defined distribution procedures, must be implemented (utilized), and the entity issuing the decision should receive feedback on its execution through the crisis management center.

Therefore, the information management process becomes the carrier of the primary function of the crisis management system. The absence of reliable information reduces the system's operation to a series of events where decisions are made solely based on experience or a subjective assessment of the situation. As a consequence, these decisions are burdened with a higher error rate, and the actions taken as a result often do not produce expected outcomes. The analysis of various types of crisis situations demonstrate that such situations are caused by both the need for information of the superior authority and the necessity to perform operational tasks by the center within a specified timeframe. In situations with a shortage of staff in crisis management centers, we consequently encounter the phenomenon of "information congestion," where the demands for

additional data (often unnecessary at a given stage of actions, intended only to verify, for example, media "news") disrupt the work of the centers, diverting them from much more critical (necessary for ongoing operations) tasks.

INFORMATION POLICY OF PUBLIC ADMINISTRATION
IN EXTRAORDINARY SITUATIONS

According to the Crisis Management Act (Article 16), each entity within the system, due to its substantive or territorial competence, is accountable for ensuring an appropriate level of information management. The entities directly responsible for the task are crisis management centers, and their preparedness determines the efficiency and effectiveness of the process. Local government authorities (crisis management bodies of municipalities and poviats) and central government authorities (voivodeships) are in charge of monitoring threats, as well as collecting, processing, and transmitting information about threats or events that have already occurred. The effectiveness of these procedures is particularly crucial in the initial phase of a crisis situation (Act of April 26, 2007 on Crisis Management, Article 16). The obligation to take crisis management measures lies with the authority responsible for crisis management which first receives information about the occurrence of a threat (Act of April 26, 2007 on Crisis Management, Article 21). This authority immediately notifies higher- and lower-level authorities about the incident, presenting its assessment of the situation and information about intended actions. The data should include information on all aspects of the situation, including the type of threat, its occurrence, actions taken by administrative authorities and various services and inspections as well as the development and assessment of the crisis situation. On the other hand, central government authorities are responsible for managing information within their specified areas according to the Departments Act. In line with that principle, each department, through its crisis management center, should be responsible for the monitoring of threats and preparing information within its competence. This task arises directly from the Crisis Management Act. Article 12 of the discussed law indicates that departments heading government administration divisions and heads of central offices, within the scope of their competence, carry out crisis management tasks. These authorities develop crisis management plans that include, above all: analysis and assessment of potential threats, detailed methods and means of responding to threats, and limiting and eliminating their consequences, as well as the organization of threat monitoring.

To effectively carry out these tasks, it is necessary to have crisis management centers in departments and central offices. The tasks of crisis management centers involve, among others, providing 24-hour duty to ensure the flow of information for crisis management purposes, cooperating with crisis management centers of public administration authorities, and documenting the actions taken by the center (Act of April 26, 2007 on Crisis Management, Article 13). The way in which the information flow process takes place should be closely tailored to the needs of the authority managing the crisis situation. At the same time, in the planning process, it is essential to specify which authorities (individuals), at which level of administration, and to what extent they have the right to request information, so that, on the one hand, all relevant data can be obtained at any given moment, and, on the other hand, so as not to create a dangerous information noise phenomenon for the crisis management process and, consequently, organizational chaos. Therefore, in addition to implementing a general and universal IT system for collecting and transmitting data, it seems reasonable to identify and create "data banks" – entities capable of collecting and providing appropriate information to crisis management entities, as well as subjecting this information to assessment and verification. As already mentioned, ensuring adequate information flow is a critical factor for the smooth functioning of the entire system.

It can be argued that a critical success factor in an integrated crisis management system ensures a fast and secure flow of information between individual decision-making centers – management levels. These decision-making centers are at different levels of the country's administrative division, and their main task is to create solutions that guarantee a fast and efficient flow of information. As a result of such actions, individual decision-making centers create a coherent whole connected by functional ties. In practice, it appears that difficulties in information flow between individual management levels constitute one of the more serious barriers to achieving set goals efficiently.

This is also the case with crisis management – for example, ensuring efficient information flow between the Crisis Management Center of a Voivode and that of a Starost is crucial for controlling a crisis situation if it spreads. One may conclude that the critical success factor in an integrated crisis management system is to guarantee a fast and secure flow of information between individual elements of the system. Besides, efficient flow of relevant (current, credible, reliable, and confirmed) information between authorities and structures responsible for crisis management in Poland is intended primarily to prevent crisis situations. The flow of information is also extremely important when

we already experience crisis situations – it facilitates the coordination of actions to ensure effective elimination of their consequences. Additionally, the action emphasizes that those managing in extraordinary situations, as mentioned before, understand the "efficacy of information" in the decision-making process in crisis management.

Experts from the Government Security Center in the field of crisis information management (*Księga Komunikacji Kryzysowej*, 2017) have prepared the Crisis Communication Book. This publication, a manual for information management at times of crisis, is primarily directed at press spokespersons to assist them in conducting a consistent information policy. It serves as a tool to facilitate communication, especially in the initial hours of a crisis, when time and media pressure are high. Moreover, the book contains definitions to standardize concepts. In situations involving multiple entities during a crisis, consistent terminology supports crisis management in the public communication sphere by ensuring that all participants in the process of communication understand individual concepts in the same manner. The book envisions the creation of potential crisis scenarios, which should be practical elements of communication strategy or institutional communication plans in case of a crisis. Acting under time and media pressure during a crisis is more manageable when working from a prepared template, adjusting it to the current situation, rather than starting everything from scratch. Scenarios also help in developing crisis response mechanisms. Even without a pre-established crisis scenario, experience gained from other ones allows for quick development and implementation of actions appropriate to the situation.

Every crisis introduces chaos and nervousness. Therefore, it is crucial to have prepared responses and guidelines in place. There is no room for contemplating actions only at the moment of a crisis outbreak. Everything should be prepared, well thought out, and documented in advance. Knowledge of who should manage communication, understanding information flow (to avoid being surprised by media reports with information we have no idea about), identifying experts for substantive support, determining the main communicator, knowing target groups, and selecting communication tools to reach them are essential elements. In a crisis, any delay in social communication leads to losses, often irreparable, mostly in terms of reputation.

The authors of the book emphasize that communication should be initiated within the first hour of a crisis. This is significant for several reasons. If an institution provides information first, it has the chance to present its point of view and propose an interpretation of the event – the "first-mover advantage."

Otherwise, the institution will be on the defensive, and communications may be perceived as excuses or explanations. Moreover, if the institution does not inform about the crisis, one might suspect that its leadership is trying to hide something. Another argument for a prompt start of communication is the fact that institution's silence or understatements always spread rumors and speculations, often supported by experts' (not always first-class) statements. One ought to remember that if the media report on the situation before the institution, they naturally become a source for other media (*Księga Komunikacji Kryzysowej*, 2017).

On the other hand, despite the knowledge of those managing extraordinary situations, who, as mentioned earlier, understand the "efficacy" of information in the decision-making process in crisis management, the Supreme Audit Office identified grave irregularities at every controlled level where information is a key element of the crisis plan. Supreme Audit Office's reservations at the central level concerned incomplete situational reporting and incomplete analyses of situation development forecasts, as well as the absence of direct communication between voivodeship crisis management centers.

Inefficient solutions for notifying entities specified in the safety grid of crisis management plans were also noted. Unfortunately, the scale of identified irregularities in developing information management plans at times of crisis and their substantive content have made its practical usability highly limited. According to the audit results, none of the twenty examined crisis management plans was reliable or complete. Fundamental irregularities concerned then inconsistencies with the requirements specified in the Crisis Management Act and recommendations of approving authorities. The Supreme Audit Office pointed out that comprehensive verification of threats in a given area and procedures related to coordination of actions and information flow were not conducted.

Therefore, observations in this area and document analysis leave no illusion that there is still much to be done in the areas of crisis management and information management in this process.

CONCLUSIONS

In recent years, we have been facing an "information revolution," ushering in the era of computer tools supporting the implementation of state security strategies and decision-making processes. Initiatives that contribute to minimizing potential threats include suitable operating procedures, risk assessment

skills, and efficient information management. This relatively new information environment encompasses information, users, and systems that enable information processing. Users include leaders, decision-makers, individuals, and organizations. Information systems involve materials and systems used for collecting, processing, and disseminating information. The information environment is the space in which people and systems observe, orient themselves, make decisions, and act based on information, making it a fundamental area for the decision-making process. It acts as the driving force, connecting the tasks, security threats, and the timing of achieving operational objectives into a cohesive whole. Existing systems in the field of security management should have specific information packages, the analysis of which forms the basis of action. There is no room for arbitrary interpretation of acquired information; each decision involves human actions as well as requires precision and careful consideration. The problem takes on a new perspective when it comes to the threats to the state, as this environment includes specific characteristics such as a changing environment, and time and information deficit. Only efficient management of information processes can positively impact the development and elimination of state threats.

Improving information management should be an ongoing process, verified each time after exercises or extraordinary situations. Therefore, it is necessary to implement the principle that after each such event (either an exercise or a real threat), a review of information collection, processing, and transmission procedures is conducted, and appropriate changes are made.

This paper identifies the issue of information flow as one of the main determinants of the effective functioning of an emergency management system. A very important aspect of 'crisis' logistics was also raised, according to the authors. The information structure of crisis management logistics complements the organizational structure of the entire crisis management system by realizing information functions involving the physical flow of resources. As a linking element between the organizational and spatial structure of the logistics system, it enables the management of the entire system. In the process of crisis management logistics, it is essential to ensure the availability of information, which determines the most accurate decision making, the accuracy of information, and the efficiency of information flow, all the more so because of the specificity of the crisis situation.

The authors have emphasized the issue of information flow as one of the main determinants of effective functioning of the management system in crisis situations. The lack of reliable information reduces the system's operation to

a sequence of events in which decisions are made solely on the basis of experience or subjective assessment of the situation. Therefore, these decisions are subject to a higher level of error, and the actions taken as a consequence rarely produce the expected results. It is necessary to establish clarity in the communication of information while maintaining secure channels of information flow. In extraordinary situations, crises, or threats to life and health, precision and safety in information transmission are key success factors. Choosing the right channels for content transmission, considering the selection of modern means of communication, requires the application of suitable security measures.

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WYBRANE ASPEKTY ZARZĄDZANIA INFORMACJĄ
W SYTUACJACH NADZWYCZAJNYCH

Streszczenie

Celem artykułu jest określenie wpływu zarządzania informacją na proces decyzyjny w sytuacjach nadzwyczajnych. Pytania badawcze zostały skoncentrowane wokół ustalenia, jakie jest znaczenie informacji w procesach decyzyjnych oraz jak można określić istotność zagadnień związanych z wartościowaniem informacji i „zachowaniem informacyjnym". Metodologia badawcza jest obszerna – w badaniach wykorzystywano głównie metody teoretyczne, takie jak analiza literatury przedmiotu, analiza aktów prawnych, synteza, abstrahowanie, indukcja, dedukcja, porównanie czy wnioskowanie. Wnioski z przeprowadzonych badań wskazują na potrzebę zapewnienia sprawnego obiegu informacji na potrzeby funkcjonowania organów odpowiedzialnych za bezpieczeństwo państwa w sytuacjach kryzysowych. W sytuacji, która zagraża bezpieczeństwu, należy wypracować decyzje w celu podjęcia takich działań, które przywrócą stan sprzed kryzysu.

Słowa kluczowe: zarządzanie informacją; proces decyzyjny; sytuacje nadzwyczajne