

Week 6. Preparation

6 February 2017

Questions



Social Media Analysis

- Select a recent crisis (not older than 12 months)
- Write **a one page** summary.
 - A brief description of the crisis [50-70 words].
 - A presentation of the method of analysis including the size, source(s) and length in time of your sample [100-120 words].
 - A presentation of the main findings of your analysis [400-450 words].
 - A brief discussion and conclusion of your findings [75-100 words].

Social Media Analysis

- You can choose your research method, it is up entirely up to you:
 - Quantitative text analysis;
 - Qualitative discourse analysis;
 - Network analysis;
 - Net ethnography;
 - Focus group discussion;
 - In-depth interviews;

An Example

REUTERS

Malta hijack ends peacefully as Gaddafi loyalists surrender



WORLD NEWS | Sat Dec 24, 2016 | 6:17am EST

Malta hijack ends peacefully as Gaddafi loyalists surrender



By Chris Scicluna | VALLETTA

Hijackers armed with what were probably replica weapons forced an airliner to land in Malta on Friday before freeing all their hostages unharmed and surrendering, having declared loyalty to Libya's late leader Muammar Gaddafi.

ADVERTISEMENT

TRENDING STORIES

- 1 Trump comment about immigration 'problems' baffles Sweden
- 2 Trump's national security candidates promised autonomy
- 3 Eight people flee U.S. border patrol to seek asylum in Canada
- 4 'That bus has gone': EU sees no Brexit U-turn now
- 5 Kraft withdraws \$143-billion offer to

<http://www.reuters.com/article/us-libya-airplane-idUSKBN14C12E>

An Example



Joseph Muscat @JosephMuscat_JM · 23 des. 2016
Informed of potential hijack situation of a #Libya internal flight diverted to #Malta. Security and emergency operations standing by -JM

Tradueix del anglès

41 1,4m 632



Joseph Muscat @JosephMuscat_JM · 23 des. 2016
First group of passengers, consisting of women and children, being released now.

Tradueix del anglès

15 406 421



Joseph Muscat @JosephMuscat_JM · 23 des. 2016
The #Afrیقیyah flight from #Sabha to #Tripoli has been diverted and has #Malta. Security services coordinating operations.

Tradueix del anglès

8 364 218



Joseph Muscat @JosephMuscat_JM · 23 des. 2016
It has been established that #Afrیقیyah flight has 111 passengers on board, 28 females, 1 infant.

Tradueix del anglès

23 487 252



Joseph Muscat @JosephMuscat_JM · 23 des. 2016
Further 44 passengers being released.

Tradueix del anglès

11 195 241



Government of Malta @MaltaGov · 23 des. 2016
[WATCH NOW] #Malta Prime Minister @JosephMuscat_JM's Press Briefing following positive outcome of #Libya #Afrیقیyah hijacking incident

Tradueix del anglès



Afrیقیyah Hijacking Incident - Press Briefing - 23 Dec 2016

6 53 68

Today's learning goals

1. To understand the importance of preparation and training.
2. To become familiar with the contents of a crisis management plan (CMP) and the differences with a crisis communication plan (CCP).
3. To identify the steps in designing and testing a CMP.
4. To state the limitations of a CMP and recognize the need for improvisation.

Crisis management stages

Macro stages	Micro stages
Precrisis	Signal detection
	Prevention
	Crisis preparation
Crisis Event	Crisis Recognition
	Crisis Containment
Postcrisis	Evaluation

Preparation

- During the crisis preparation, organisations get ready for (expectable) crises to come. It generally involves six stages:
 1. Finding vulnerabilities;
 2. Listing crisis types;
 3. Selecting and training a crisis management team (CMT);
 4. Selecting and training a spokesperson;
 5. Putting together a crisis management plan (CMP);
 6. Evaluating the crisis communication system.

Diagnosing vulnerabilities

- All organisations face crises, but each organisation has its own vulnerable spots.
 - Different types of organisations will face different types of crises
 - Crisis managers should list possible crises and assess each of them using a the crisis threat formula ($CT = L \times OI \times SI$)
 - The higher the score in the equation, the more attention crisis managers should pay to that vulnerability in the prevention stage.

Determining crisis types

- A complete list of crises that could affect an organisation would be too long to write. However, a rough list needs to be put together.
 1. Group potential crises by type
 2. Select one crisis per type (highest CT score)
 3. Develop variations of the CMP for each type.
- Different crises requires different crisis management teams and different strategies, so it is important to keep an open mind.

Types of crisis (Coombs 2015)

- **Operational disruptions** from disasters (tornadoes, health emergencies...)
- **Workplace violence**
- **Rumors**
- **Unexpected loss of key leadership**
- **Malevolence** (product tampering, kidnapping, terrorism, computer hacking...)
- **Challenges** (discontented stakeholders)
- **Technical-error** accidents & product harm
- **Human-error** accidents & product harm
- **Organizational misdeeds**

Possible crises (Fearn-Banks, 2016)

acquisition	drug abuse	kidnapping	sexual discrimination
age discrimination	drug trafficking	lawsuits	sexual harassment
alcohol abuse	earthquake	layoffs	strikes
bankruptcy	embezzlement	merger	suicide
boycott	explosion	murder	takeover
bribery	fatality	negative legislation	tax problems
chemical spill	fire	plant closing	terrorism
computer failure	flood	product failure	toxic waste
computer hacking	hacking	demonstrations	transportation accident
contamination	hurricane	racial issues	transportation failure
data loss/theft	kickbacks	robbery	workplace violence

Exercise – Crisis threats

- Work with your team to compile a list of 10 crises that could affect your company.
 - Rank each crisis on the 2 dimensions we discussed last week (likelihood) and (impact).

Likelihood

0—impossible (the crisis has no chance of occurring);
1—nearly impossible;
2—remotely possible;
3—possible;
4—somewhat probable (has happened to similar companies);
5—highly probable (warning signs are evident).

Impact

0—no damage
1—little damage, can be handled without much difficulty;
2—some damage, a slight chance of media coverage;
3—considerable damage;
4—considerable damage; major media issue
5—devastating, front-page news.

Crisis Management Team (CMT)

- The CMT is a cross-functional group of people in charge of handling crises. Generally, the CMT is in charge of:
 1. Developing a CMP;
 2. Implementing the CMP;
 3. Making decisions not covered in the CMP.
- The CMT needs regular training and practice to have the certainty the CMP works.

Crisis Management Team (CMT)

- Different crises call for a different composition of the CMT. Department that tend to be represented include:
 - Legal
 - Security
 - Communications, PR and marketing
 - Operations or technical
 - Safety & quality assurance
 - Human resources
 - IT
 - Finance
 - Government relations
 - The CEO (or a representative)

CMT Tasks, Skills and Traits

Task Statement	Knowledge	Skills	Traits
Work as a team to facilitate the achievement of crisis team goals.	<ol style="list-style-type: none">1. Understand various styles of conflict resolution.2. Understand components of an ethical conflict resolution.	<ol style="list-style-type: none">1. Ability to use cooperation-based conflict management style2. Ability to apply components of ethical conflict resolution	<ol style="list-style-type: none">1. Cooperative predisposition

(Coombs 2015, p. 71)

CMT Tasks, Skills and Traits

Task Statement	Knowledge	Skills	Traits
Apply the CMP to crises in order to facilitate an effective organizational response.	<ol style="list-style-type: none"> 1. Understand how to use the CMP. 2. Understand specialized information of one's functional area. 3. Understand mechanisms for coping with stress. 4, Understand mechanisms for coping with ambiguity 	<ol style="list-style-type: none"> . Ability to follow directions given in the CMP 2. Ability to supply area-relevant information 3. Ability to use the mechanisms for coping with stress 4. Ability to use the mechanisms for coping with ambiguity 	<ol style="list-style-type: none"> 1. Stress tolerance 2. Ambiguity tolerance

CMT Tasks, Skills and Traits

Task Statement	Knowledge	Skills	Traits
Make the necessary group decisions to effectively solve the problems encountered by the crisis team.	<ol style="list-style-type: none">1. Understand the critical vigilant decision- making functions.2. Understand the value of argumentation.3. Understand how to structure arguments.4. Understand the value of group participation.	<ol style="list-style-type: none">1. Ability to apply the elements of critical vigilant decision making2. Ability to create arguments3. Ability to speak in groups	<ol style="list-style-type: none">1. Argumentativeness2. Willingness to speak in groups

(Coombs 2015, p. 71)

CMT Tasks, Skills and Traits

Task Statement	Knowledge	Skills	Traits
Listen to others as a means of collecting information.	1. Understand the steps to effective listening.	1. Ability to use the steps to effective listening	

(Coombs 2015, p. 71)

Training

- The CMT needs to practice crisis management regularly. However, in reality, most organizations face crises without having ever tested their plans beforehand.
 - Training helps coordinate the team and figure out which skills need to be practiced more.
 - It helps assess how the team reacts under pressure and stress.
 - It allows to find out if the proposed set of actions are actually useful.

Types of Training

- There are generally five types of training
 - **Orientation seminars** – provide an overview of the crisis management process. Roles and procedures are reviewed.
 - **Drills** – test one specific skill in crisis management under direct supervision of the team.
 - **Tabletops** – a facilitator guides the CMT through an analysis of the plan and leads a discussion about what actions would be taken.

Types of Training

- There are generally five types of training
 - **Functional exercises** – test crisis management in real time in a closed environment (a seminar room), but take into account the pressure and stress of a real event. Should be practiced yearly.
 - **Full-scale exercises** – simulates a crisis as realistically as possible. It involves recreating the environment and circumstances of a real crisis. These don't need to be done yearly.

Training

- Training exercises **will never be able to fully monitor and reproduce real life events** and crisis management plans will never be able to include responses to every question.
- It is important to always leave room for **improvisation** and this should be a skill to be valued in a CMT. Improvisation is best achieved, when crisis managers have mastered all basic skills.

A Crisis Management Exercise



DP WORLD

CRISIS MANAGEMENT SIMULATION

▶ ⏪ 🔊 0:00 / 4:20



https://www.youtube.com/watch?v=Qi_Z7Q2bCkM

Preparation Stages

1. Finding vulnerabilities;
2. Listing crisis types;
3. Selecting and training a crisis management team (CMT);
4. Selecting and training a spokesperson;
5. Putting together a crisis management plan (CMP);
6. Evaluating the crisis communication system.

Crisis Management Plan (CMP)

- A CMP contains the information that will be needed by an organization in the event a crisis occurs.
 - A CMP should **not be too long** or complicated to navigate;
 - A CMP **will not protect** you from mishandling a crisis;
 - A CMP **is not a step-by-step tutorial** on how to manage a crisis.

CMP and CCP

- A crisis communication plan (CCP) can be either part of a CMP or a plan on its own. It generally includes three types of information:
 - Documentation that can be useful during a crisis;
 - Contact information of relevant CMT members and stakeholders;
 - Reminders of important messages, information and actions that should not be forgotten.

Why do we need a CMP?

- A crisis is a stressful event. When a crisis strikes you have little time to look for information. That's why a plan comes handy.
- Planning ahead should not be interpreted as creating a rigid guide that must be followed word by word:
 - The CMT must react to the crisis and the events;
 - The CMP must be used as a reference tool that helps turn chaos into “controlled stress”.

CMP - Contents

Main contents

- Cover page
- Rehearsal dates
- Introduction
- Purpose and objectives
- Acknowledgment
- CMT Contact List
- Key publics & notifications
- Stakeholder Worksheet
- Communication Strategy
- List of Key media
- Crisis Control Centre

Appendices

- Crisis inventory
- Key messages & templates
- Trick questions
- Proprietary Information
- Pre-gathered information
- List of related URLs
- Equipment and supplies
- Evaluation forms

CMP Elements - Cover Page

- It should at least include
 - The name of the company;
 - The title;
 - The date the plan was prepared;
 - Any subsequent revisions.

CFAES Crisis Communications Plan

THE OHIO STATE UNIVERSITY

COLLEGE OF FOOD, AGRICULTURAL,
AND ENVIRONMENTAL SCIENCES
CRISIS COMMUNICATIONS PLAN

Updated August 2016



THE OHIO STATE
UNIVERSITY

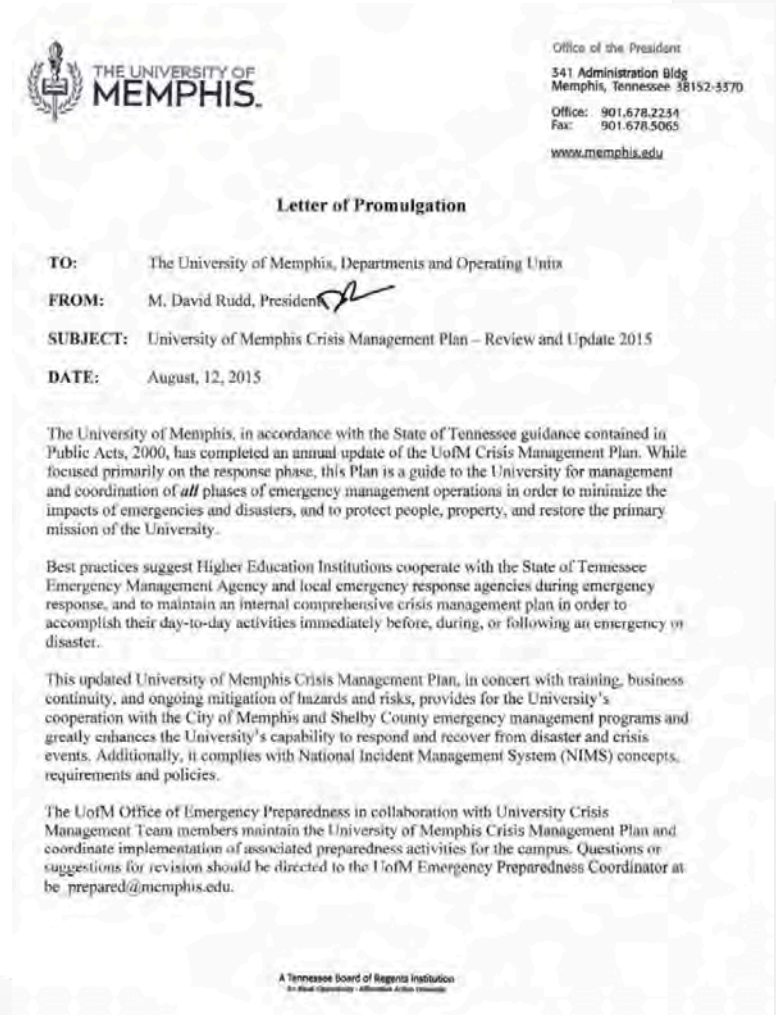
COLLEGE OF FOOD, AGRICULTURAL,
AND ENVIRONMENTAL SCIENCES

CMP Elements – Rehearsal Dates

- A review and rehearsal calendar for the organization should be described here.
 - The CMT needs to determine how often the plan needs to be reviewed and updated (annually/quarterly/biannually)
 - The CMT needs to decide how often the plan is to be rehearsed and what type of exercise is to be used.

CMP Elements – Introduction

- The introduction is usually written by the CEO and it explains why the CMP is important and why CMT members should take it seriously.
- Sometimes it might be called letter of endorsement or promulgation.



CMP Elements – Objectives

The University of Memphis Crisis Management Plan

THE BASIC PLAN

1. Introduction

The President of The University of Memphis (UofM) has primary responsibility for effectively managing any crisis that might occur on or affect the UofM campus. Disasters or emergencies can happen suddenly, creating a situation in which normal operational and support services for the University may become overwhelmed. During crises, the University requires processes that address the needs of emergency response operations and recovery management. To address such emergencies, the UofM has established emergency response procedures, that provide guidelines for the management of the immediate actions and operations required to respond to an emergency or disaster. The overall priorities of the University during a disaster are the protection of lives, valuable research, property, the community, and the environment. The overall objective is to respond to emergency conditions and manage the process of restoring University academic and research programs and services. This document represents the Campus Crisis Management Plan, which encompasses the facilities, services and administration of the UofM campus(es).



2. Purpose of the Plan

- 2.1 This plan provides the management structure, key responsibilities, emergency assignments, and general procedures to follow during and immediately after an emergency. The University has established this plan to address the immediate requirements for a major disaster or emergency in which normal operations are interrupted and special measures must be taken to:
 - 2.1.1 Protect and preserve human life, health and well-being.
 - 2.1.2 Minimize damage to the natural environment.
 - 2.1.3 Minimize loss, damage or disruption to the University's facilities, resources and operations.
 - 2.1.4 Manage immediate communications and information regarding emergency response operations and campus safety.
 - 2.1.5 Provide essential services and operations.
 - 2.1.6 Provide and analyze information to support decision-making and action plans.
- 2.2 This plan does not supersede or replace the procedures for safety, hazardous materials response or other procedures that are already in place at the University. It supplements those procedures with a crisis management structure, which provides for the immediate focus of management on response operations and the early transition to recovery operations.

3. Planning Assumptions

- 3.1 Emergency planning requires a commonly accepted set of assumed operational conditions that provide a foundation for establishing protocols and procedures. These assumptions are called planning assumptions, and the standard practice is to base planning on the worst-case conditions. For the University, as for all organizations in high seismic regions, the worst-case conditions are

- The introduction is often followed by:
 - A short description of the purpose statement of the company during a crisis.
 - The objectives to be achieved by the CMT (not more than 3 or 4).

CMP Elements – Objectives

Purpose

In the event of an E. coli or hepatitis A outbreak, we must take immediate action to inform our publics of the situation and the measures they need to take. Our open and honest transfer of information to the media and health care facilities will eliminate confusion among our publics. By being truthful and forthright, the crisis situation can be more smoothly resolved and action can be taken to eliminate any future problems.

Objectives

1. Initiate the crisis communications plan within 2 hours of the crisis outbreak in the event of a suspected E. coli or hepatitis A infection from food eaten at one of our restaurants.
2. Inform all health care organizations that might be involved with the situation.
3. Inform all owners and managers within 3 hours of the outbreak.
4. Inform the media and restaurant patrons within 4 hours of the outbreak.
5. Keep the media and all publics regularly informed of updated information through regular news briefs and updates to the company's website.

(Fearn-Banks 2016, p. 401)

CMP Elements – Acknowledgement

- The acknowledgment is a “letter” (an affidavit) which needs to be signed by all of those who have received copies of the CMP.
 - It needs to state that all members of the CMT have read the plan.
 - It needs to acknowledge that employees have understood their responsibilities during a crisis.
 - It needs to state that those signing are ready to put the plan into action.

CMP Elements – CMT Contacts

- The CMT must be selected before the crisis. A team manager must be identified.
- In the CMP, it is important to include multiple ways to contact the team members.
 - A “contact tree” is useful to determine how each member of the team is to be notified.
- A spokesperson (and 1 or 2 backups) must be identified.

CMP Elements – Key publics

- The key publics list should include all publics with whom the organization should contact during a crisis.
- The can be divided into four groups:
 - Enabling publics: publics with
 - Functional publics
 - Normative publics
 - Diffused publics:

(Fearn-Banks 2016, p. 361)

CMP Elements – Key publics

- The can be divided into four groups:
 - **Enabling publics** are those with authority and power (shareholders, executives, government...)
 - **Functional publics** make the organization work (employees, suppliers, vendors, consumers...)
 - **Normative publics** are those who share values with the organization (trade associations, unions, competitors...)
 - **Diffused publics** are indirectly linked (media, community, neighbors...)

(Fearn-Banks 2016)

CMP Elements – Notifications

- Each key public must be notified in time and using an appropriate method.
 - Do not assume that the best way is to contact everybody by email/social media.
- The CMP must identify the best way to contact each public and those responsible for that.

CMP Elements – Notifications

YOUR COMPANY

MESSAGE: There has been an explosion in the plant. There are injured employees. We do not know, at this time, the cause of the explosion or the extent of the injuries of the employees. An investigation is underway.

Methods of Communication

P
U
B
L
I
C
S

	TELEPHONE	EMAIL	FAX	LETTER BY MESSENGER	LETTER BY MAIL	NEWSLETTER	BULLETIN BOARD	PERSONAL VISIT	NEWS RELEASE	MEETINGS
EMPLOYEES		* J. Naas				*J. Naas	*J. Naas			
EXECUTIVES	*Nelson J.	*Nelson J.						*Nelson J. M. Yerima		*Nelson J.
CUSTOMERS					*Damien L.					
BOARD OF DIRECTORS	*Nelson J.			*Damien L.					*Gina A.	
ELECTRONIC MEDIA	*K. Stone		*K. Sone						*Gina A.	
DAILY NEWSPAPERS	*Gina A.								*Gina A.	
WEEKLY NEWSPAPERS			*Gina A.		*Damien L.					
SHARE HOLDERS		*Ann C.				*Ann C.				
COMMUNITY LEADERS			*Karen N.			*Karen N.				

*Staff member responsible for communications and followup

(Fearn-Banks 2016, p. 362)

Exercise – Key publics

- Work with your team to compile a list of key publics (at least 10) your company would need to communicate with.
 - Download the crisis communication plan template from Canvas.
 - Update the list of key publics based on the 4 categories provided earlier (enabling, functional, normative and diffused).
 - Identify most appropriate means to reach each key public.

CMP Elements – Stakeholders

- The contact stakeholder worksheet should specify what actions are to be taken when a stakeholder gets in touch with the company.
 - Who will answer?
 - What means will be used to answer?
 - How quickly each stakeholder group should be contacted?
- Different worksheets will be needed for different crises.

CMP Elements –Strategy

- The CMP should include the overall list of objectives, strategies and tactics that might come relevant during a crisis.
 - Objectives – the quantifiable outcomes that we want to achieve with our actions.
 - Strategies – the abstract/theoretical measures to be taken to achieve the objectives.
 - Tactics – the specific actions that will be implemented in line with the strategies.

CMP Elements – Key messages

- Based on the objectives, strategies and tactics identified, a list of key messages that are to be used during a crisis is to be compiled.
 - These should be generic, but in alignment with the communication strategy.
 - These should be aligned with the purpose statement at the beginning of the plan.

CMP Elements – Key media

- Because the media will be one of the most important publics you will need to deal with, you must have records on how to contact them.
 - List all means of contacting the media, preferably identifying specific people (editors, correspondents...) instead of general addresses.
 - Group them either by importance (in relation to your company) or by type.

CMP Elements – Control centre

- The control centre can be the usual working space or a specially designed location in the event that the usual space is unavailable.
 - List at least 2 possible alternative spaces (including the address).
 - If an external venue is chosen, specify how access can be gained.
- The idea is to give specific instructions to CMT members on where to go when alerted.

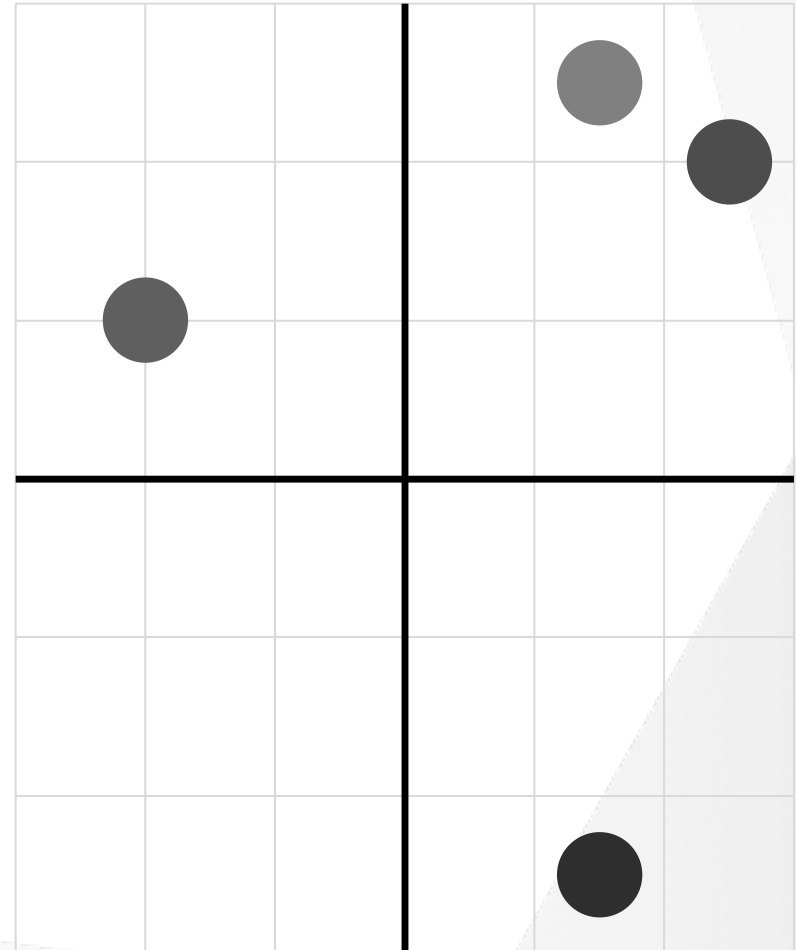
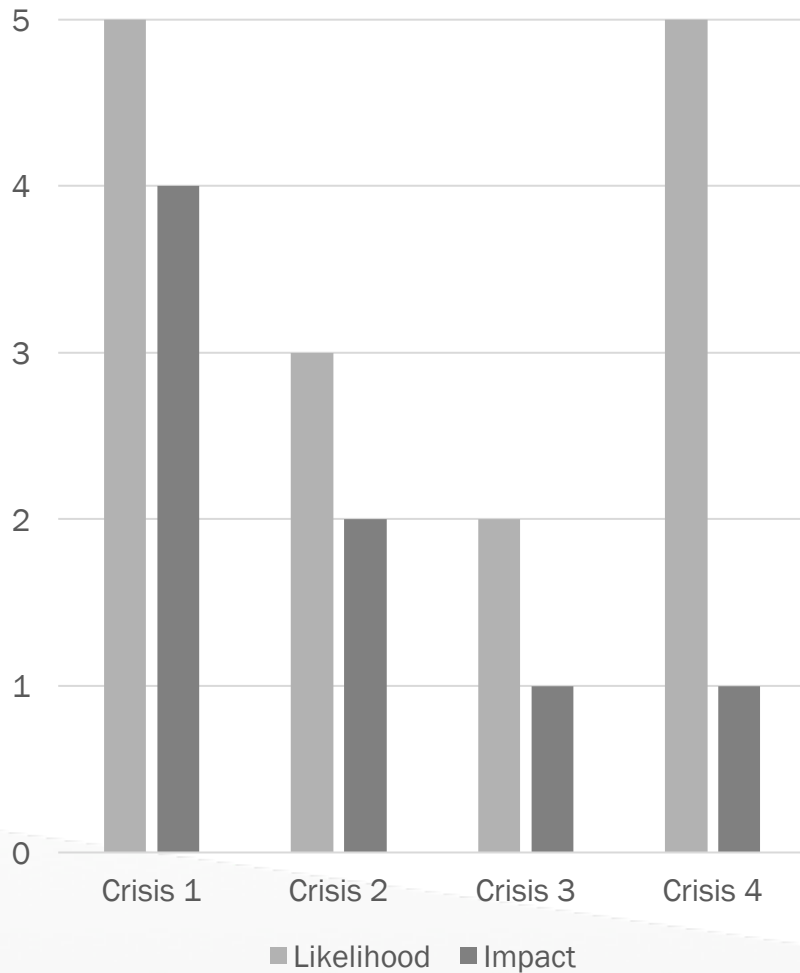
CMP Appendices

- The Appendices function as a “knowledge database” – information that will come handy during a crisis and could be useful to have in hand.

CMP Elements – Crisis inventory

- A crisis inventory would include the list of the most likely crises that could affect an organization.
- It also should include a brief risk assessment of the most likely ones to happen and what their impact would be on the company.
- For the top 2 or 3, a brief scenario should be developed.

CMP Elements – Crisis inventory



CMP Elements – Templates

- Templates are prewritten messages (press releases, social media posts, website updates) with just some blanks to filled in during a crisis.
- It is useful if these are pre-approved by the legal department.

CMP Elements – Pre-gathered info

- When the crisis hits, no time should be “wasted” looking for information such as:
 - Definitions of most important terms related to the crisis.
 - Information about the company (value, investors, industry, history...)
- All this information should be pre-gathered, summarized and incorporated into the CMP.

CMP Elements – Evaluation forms

- The response to a crisis is valuable information for a company.
 - All actions, activities and communications must be recorded for later analysis and evaluation.
- It is also important to collect information from the CMT and those involved during the crisis.
- We will look at evaluation forms later on this semester.

Beyond the CMP

- CMP's are important and necessary, but are not sufficient. Do not feel “safe” because your organization has a plan:
 - Plans are only guidelines and will not include all possible crises or scenarios;
 - Plans become outdated very quickly, so you must update them regularly;
 - Plans are of little use if they are not rehearsed and tested before the crisis arrives.

Questions

