



Maintaining Control: Communication Strategies During a Crisis

Reduce Risk.

Prevent Loss.

Save Lives.

Disclaimer

This program or presentation is only a tool to assist you in managing your responsibility to maintain safe premises, practices, operations and equipment, and is not for the benefit of any other party. The program or presentation does not cover all possible hazardous conditions or unsafe acts that may exist, and does not constitute legal advice. For decisions regarding use of the practices suggested by this program or presentation, follow the advice of your own legal counsel. Travelers disclaims all forms of warranties whatsoever, without limitation. Implementation of any practices suggested by this program or presentation is at your sole discretion, and Travelers or its affiliates shall not be liable to any party for any damages whatsoever arising out of, or in connection with, the information provided or its use. This material does not amend, or otherwise affect, the provisions or coverages of any insurance policy or bond issued by Travelers, nor is it a representation that coverage does or does not exist for any particular claim or loss under any such policy or bond. Coverage depends on the facts and circumstances involved in the claim or loss, all applicable policy or bond provisions, and any applicable law.

Objectives

- During this program, we will discuss:
 - Our definition of a crisis and how an unplanned event can negatively impact operations
 - The importance of a well-trained crisis management team
 - How developing a crisis management plan can help prepare for an effective response



Definition of a Crisis



Recent Crisis

Can you name a crisis situation that has been in the news recently?

What Comes to Mind?

- Hurricane Irene (2011)
- Japan tsunami and nuclear disaster (2011)
- BP offshore explosion and oil spill (2010)
- Toyota (2010)
- I-35 Bridge collapse (2007)
- NYC crane collapses (2008)



Bad Things CAN and DO Happen!

- A crisis can happen anywhere, anytime
- There is no substitute for planning and preparation

A photograph of a person in a dark suit sitting at a conference table, speaking into a professional microphone. The person's hands are visible on the table. The background is blurred, showing other people and lights.

Communication is key.

The Crisis Management Challenge

- Tell your story
- Control the situation (the best you can)



Polling Question

What percentage of businesses have a crisis management plan in place?

- A. 90%
- B. 60%
- C. 47%
- D. 19%

60%
Have Crisis
Management
Plan in Place

Of the businesses with plans...

56%
have
designated
crisis
management
team

38%
personnel
trained in
crisis
management
skills

90%
performed
formal
training
annually

50%
conducted
crisis
drills or
simulations

Source: American Management Association (2004)

Top 5
Thought Process
Exercise

Top 5 Thought Process Exercise



**Top 5
Thought Process
Exercise**

From Bad...



...To Worse

Motor Vehicle Record

.....
DRIVER INFORMATION
.....

Tennessee LIC# XXXXXXXXXXXX Report Date: 10/1
 Dm. John
 123 Main Street
 Memphis, TN 38124

 DOB: SOC/SEC: SEX:M HGT:6-1 WT:200 Eyes:blue

.....
DRIVER LICENSE INFORMATION
.....

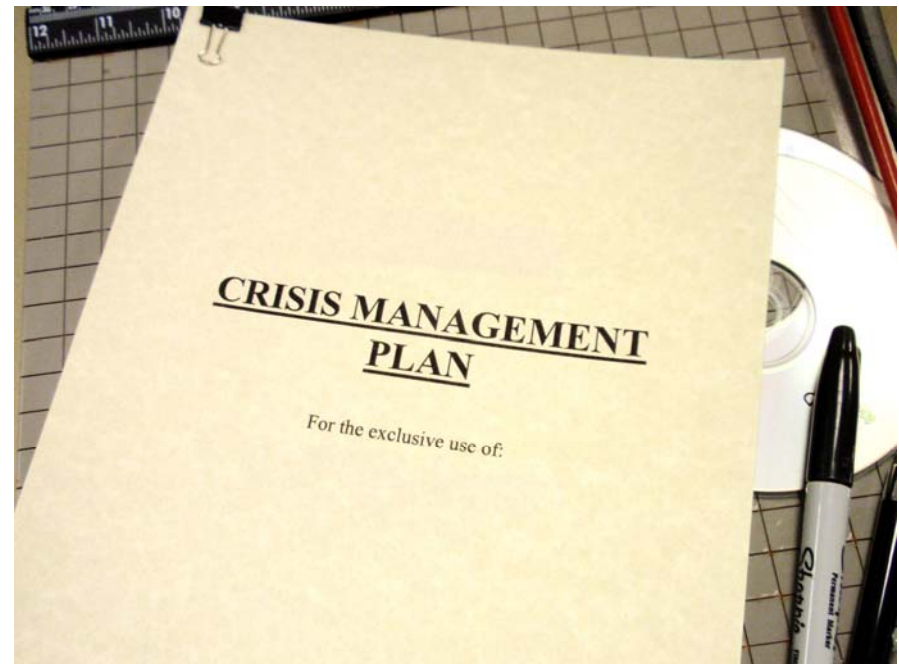
CLASS	ISSUED	EXPIRES	STATUS	RESTRICTIONS
D	04/15/2006	09/24/2009	VALID	01 Corrective lenses

.....
DRIVING RECORD INFORMATION
.....

TYPE	V/S-DATE	C/R-DATE	DESCRIPTION	V/C-CODE	PTS
CONV	8/24/06	9/15/06	Speeding 6 to 15 over Location: Shelby County, TN Fine: \$75	SP3	4
CONV	3/15/06	6/21/06	Speeding 6 to 15 over Location: Madison County, TN Fine: \$75	SP3	4
CONV	4/13/05	7/02/05	Failing to obey traffic instructions Location: Shelby County, TN Fine: \$15	SC2	4
CONV	7/15/04	11/28/04	Speeding 6 to 15 over Location: Haywood County, TN Fine: \$75	SP3	4

The Four Stages of Crisis Management

1. Prevention and Mitigation
2. Preparedness
3. Response (Public Relations)
4. Recovery



Crisis Team

- Team Leader
- Spokesperson
- Other Management Personnel:
 - Manager
 - Supervisor
- Safety Director
- Human Resources
- Legal Counsel



Act Decisively

- Notify management and critical team members
- Employee communication
- Family notification
- Media management



Communication Response Procedures

- Notify/maintain contact with appropriate local authorities and other outside parties:
 - Police
 - Fire
 - Medical Services
 - City Officials
 - Employees
 - Subcontractors
 - Vendors
 - Customers
 - Insurance Agent/Broker/Carrier



Response: Notification Procedures

- **Initiate** and **maintain** communications with family members following employee injury or fatality:
 - Have your facts together
 - Determine what will be said, and by whom
 - Have a support system
 - Be responsive



Practice Your Plan

- Review your top five exposures
- Conduct drills
- Update procedures
- Revise plan as needed



Response: Leadership “The Three C’s”

- **Candor**: Be honest, take necessary responsibility and don’t set unreasonable expectations.
- **Concern**: Concern for health and safety needs of those affected by the crisis. Show some controlled emotion and empathy
- **Courage**: Don’t hide from the issue. A leader is not afraid to stand up, take responsibility and get at the source of the problem.

Media Management Goal During a Crisis

- **Communication:**

- Contribute to ending the crisis
- Reduce tension
- Demonstrate commitment to values
- The first step: Buy-time statement



Response: Media Management

- **“Buy-Time” Statement**

- It gives time to gather facts and verify information
- Acknowledges the situation but doesn't really divulge any information
- It gives the media something to work with and to report
- It does not look like you are stonewalling



Response: Buy-Time Statement (Example)

- My name is [____] and I am [title] with [company].
- The incident has just happened and I am not prepared to answer any questions at this time.
- We are working with local authorities.
- We will be back by [time] with an update.
- Thank you.

Do's and Don'ts of Working With the News Media

DO

- Talk
- Tell the truth
- Respond quickly
- Emphasize the positive
- Make sure your information is accurate
- Condense your information

DON'T

- Say "no comment"
- Discuss any facts relating to damages or insurance
- Wear sunglasses
- Chew gum or have items in your mouth

Microphones and Cameras

- Always assume that every microphone is hot and that every camera is rolling
- Even if the lens cap is on, the audio may be running



Electronic World



The Internet

- World Wide Web
- Websites
- Email
- Text Messaging
- Blogs
- Chat Rooms
- Twitter
- Facebook
- You Tube



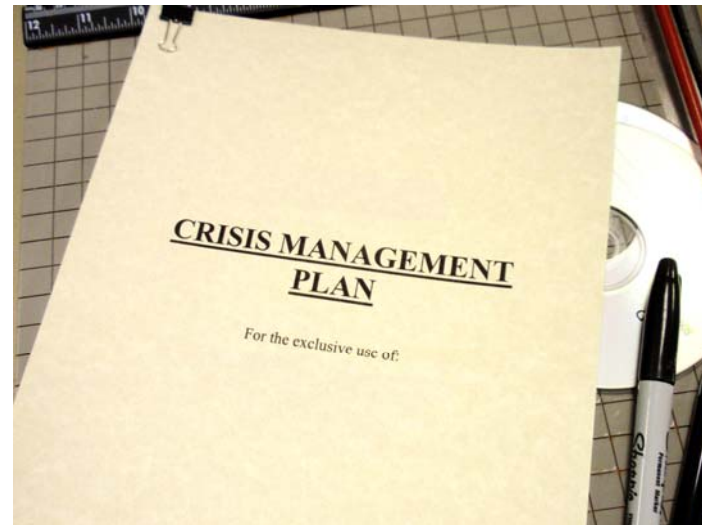
Recovery Goals

- Return to previous working conditions as soon as possible
- Assess the impact on your business:
 - Monitor employee's need for counseling
 - Do a post-mortem/ lessons learned
 - Revise program
 - Retrain



Crisis Management Planning

- When a crisis occurs...a story will be told
- Maintain control...make the best of a bad situation
- Prepare your team
- Keep the plan current



Response: Acknowledging Your Workforce

- Address the human element
- Recognize physical, emotional, and behavioral symptoms
- Shock, stress, greatly reduced efficiency, high turnover are all typical reactions
- Share information about the disaster, current status, and future plans
- Offer assistance, encouragement, resources to employees
 - ✓ Formal Employee Assistance Program
 - ✓ Community resources
 - ✓ Crisis counseling

CRISIS MANAGEMENT TravSources - Commercial

Overview

Topics & Tools

Training
Resources

Online Resources

Risk Control
Customer Portal**Crisis Management**

During the next five years, 83 percent of companies will face a crisis that will negatively impact their profitability by 20 to 30 percent, according to new research by Oxford-Metrica, an independent adviser on risk, value, reputation and governance. Crisis management is the process by which the organization manages a wider impact, such as media relations, and enables it to commence recovery.

Management is definitely put to the test during a crisis situation. What managers and employees - do or don't do - can have lasting implications. Today, individuals responsible for the management of businesses must deal effectively with increasingly complex laws and issues or face the consequences.

**Types of Crisis**

- On the Job Fatality or On the Job Injury
- Damage to Utilities
- Highway/Vehicle Accident
- Equipment Failure
- Structural/Subsidence Collapse
- Fire/Explosion
- Chemical Spill, Environmental Issues
- Workplace Violence, Criminal Acts
- Legal/Government Actions and Investigations
- Protests, Labor Strike, Work Stoppage, Harassment
- Natural Disasters

A crisis can be defined as any unplanned event, occurrence or sequence of events that has a specific undesirable consequence.

For more information regarding crisis management, best practices and building an effective crisis management plan, click on the link below.

[Crisis Planning: Getting Started](#)

Related Risk Management Resources - available from the Customer Portal:

[A0076 - Open for Business - Contingency Planning](#)



Risk Control

Managing Workplace Crises – A Human Factors Guide

This guide reviews the knowledge and resources that have been assembled to manage the human response to workplace crises. Topics covered in this guide include types of crises, effects of crises on employees, how a company should respond, public relations, planning for the unexpected, and preventing a crisis.

Table of Contents

Crises in the Workplace	2
Types of Crises	2
Effects of Crises on Employees	3
Responding to Crises	4
Public Relations	5
Planning for the Unexpected	5
Preventing a Crisis	8



Questions?



Website:
www.travelers.com/riskcontrol