

Crisis Management - Quick Reference Guide

Step 1: Intuitively assess if the event/situation is contained, uncontained or a crisis:

If the situation is Contained it will have the following characteristics/responses:

- Event has clearly defined circumstances. This may include the death of an employee e.g. motor vehicle accident
- There is no ongoing threat to life or property
- It does not have adverse reputational effects
- The CMT Facilitator must be informed
- The primary CMT Facilitator will update the CMT Leader and the CEO, and determine if the CMT needs to be advised.

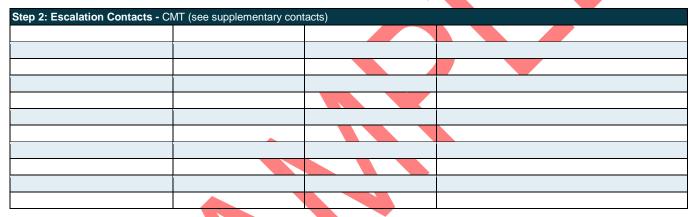
If the situation is **Uncontained** it will have the following characteristics/responses:

- Event is emerging and is not clearly defined
- Life, property or the environment may be threatened
- The possibility of adverse reputation effects is high
- The CMT Facilitator must be informed ASAP
- The CMT Facilitator will determine what CMT elements are required and advise the CMT Leader and CEO.

The situation is clearly a Crisis and will have the following characteristics/responses:

- Death or serious injury
- There is acute risk to life and/or property
- There is serious adverse public comment or criticism
- The CMT Facilitator, CEO and CMT Leader must be informed ASAP
- The CMT is to be convened immediately and its primacy declared.

If the situation needs to be **escalated**, or if in doubt, contact one of the following:



MEDIA ENQUIRIES

Step 3: Activate the CMT

NO	YES				
		Confirm if CMT will meet at the Boardroom (Phone: +) or virtually: Teleconference details: Phone: +			
		Chairperson passcode:then # Participant passcode: then #			
		Ensure all core members (immediate call-out) of the CMT or delegates are activated/informed. Confirm the process facilitator. Confirm roles and responsibilities and commence a record of events.			
		Confirm during all initial telephone calls the single telephone/email details for ALL future communications, until conclusion.			
		Ascertain if there is ongoing risk to any employees. This may include alerting, accessing travel bookings or the issue of an immediate internal alert or advisory via SMS or email.			
		CMT Facilitator will ascertain what additional (internal and external) resources may be required e.g.:			
		Media management Legal			
		■ IT ■ Treasury/finance			
		 Welfare and family support Sub-regional/site/business unit teams (see p.2) 			
		Consult with legal to ascertain if there is a need to activate any insurance or legal privilege provisions.			
		If required, activate broader media and social media monitoring and prepare a holding statement.			
		Assess whether there is an immediate requirement for police or specialist advice or client contact and define the scope of their involvement and who will contact them (e.g. CEO to CEO, legal to legal). DO NOT invite them to attend CMT. It may be inappropriate at this stage.			



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Step 4: If an immediate contingency/response is required conduct a risk storm – identify the worst case and most likely. Identify these scenarios individually then share. Don't discount anything. If an immediate response is not required proceed to Step 5 – the first response.

Step 5: Manage the situation – apply the First Response Protocol to the ongoing assessment and management:

Define your objective: (eg safety of personnel)					
Step	Action	Comment			
1.	Confirm roles and responsibilities	Confirm respective roles and responsibilities What do you know? What can you confirm? Maintain a chronology. Define the situation. Is the situation contained or uncontained? What do you 'believe' has occurred or contributed to the situation? Assumptions need to be tested and become questions or priorities to resolve/confirm.			
2.	Capture the facts				
3.	Consolidate the assumptions				
	Identify worst case & most likely scenarios	Worst Case and Most Likely (Consider individually then share with the Team. Don't discount anything).			
these elements		Immediate actions and information needed to make sound decisions and to appropriately task to render safe the situation.			
as you proceed	Response options	Consider the range of options available. Each option will carry various degrees of risk. What needs to be done now and what can wait? Consider positive and negative implications for each option.			
	Stakeholders	Identify the range of stakeholders. Can include employees, suppliers, customers, regulators, law enforcement agencies, media and industry bodies. Maintain a contact list.			
	Key messages	Identify key messages. Craft 2-3 key points. These broadly express facts, concern and co-operation. These messages should be repeated in all communications with stakeholders including media			

Step 6: Resolving the situation or crisis. Identify the triggers or preconditions for the resolution of the situation or crisis. These could include:

- Personnel and/or members of the public are no longer at risk
- Full operations have been safely restored
- The individual(s) responsible has/have been apprehended
- Reputation is intact or has been restored
- Significant management commitment is no longer required

Step 7: Review the management and resolution of the situation or crisis:

- Conduct a debrief for all that were involved
- Capture lessons learnt
- Adjust procedures/processes where required
- If matter has/had legal implications ensure a full and complete record is maintained for the mandatory period
- If employees or the public were injured or the situation was confronting provide independent counsellor support

CMT Supplementary Contacts					