

Contents

Introduction.....	1
Things you need to know... ..	3
1	STARTING AT THE BEGINNING
	- CRISIS AVOIDANCE
	4
Internal controls	5
Board responsibilities	5
Internal and external risks	6
The domino effect	6
When avoidance is not an option	7
Contingency plans	8
Changing risks	9
Basic controls	9
Things you need to know... ..	10
2	DEFINING CRISIS MANAGEMENT STRATEGY
	11
What is a crisis?	12
Cost	13
Duration	13
Extent	14
Reputational impact	14
Crisis trigger points	14
Infrastructure	15
Mission	15
State of readiness	16
The crisis management framework	16
Things you need to know... ..	17

3 COMMAND AND CONTROL 18

Crisis management team	19
Team make-up	19
Deputies	20
Reserves	21
Leadership	21
Invocation procedures	22
How the crisis manifests itself	22
When the crisis occurs	23
The mechanism for passing crisis information	23
Code-words	25
How a crisis is declared	26
Activating the crisis management team	27
The crisis centre	29
Crisis support staff	30
Managing the crisis	31
Documentation	31
The crisis log	32
Command and control summary	33
Things you need to know... ..	33

4 COMMUNICATIONS 34

Crisis notification	35
Staff awareness	36
Assessing crisis notification calls	37
Activating the crisis management team	39
Contacting the team leader	39
Fallback arrangements	40
Contacting the rest of the crisis management team and support staff	41
Managing the crisis	42
The public relations team	43
The human resources team	44
Communications cascades	45
Communications summary	46
Things you need to know... ..	47

5	ORGANISING THE MEDIA INTERFACE	48
	Media attention	49
	Reputational damage	49
	Sources of information	50
	The front man	51
	Media training	52
	The media fixer	52
	The right messages	53
	The official line	54
	Command and control	54
	Media interface summary	55
	Things you need to know... ..	55
6	ACTION TEAMS/PLANS	56
	Action teams	57
	Terms of reference	57
	Normal action plan invocation sequence	59
	Phase 1	59
	Phase 2	60
	Phase 3	60
	Non-essential functions	60
	Reserve skills register	61
	Action plans	62
	Getting the structure right	62
	Action plan pro-forma	64
	Considering draft action plans	64
	Retention of action plans	65
	Review of action plans	66
	Summary of action teams/plans	66
	Things you need to know... ..	67

7	MAINTAINING THE CRISIS MANAGEMENT INFRASTRUCTURE	68
	The crisis management manual	69
	Extracts from the manual	70
	Problem areas	70
	Team leaders, deputies and team members	71
	The right team members	73
	External contact lists	74
	Communications cascades	74
	Action plans	75
	The crisis centre	76
	Information, training and testing	77
	Summary of maintaining the crisis management infrastructure	77
	Things you need to know... ..	78

8	TESTING THE STATE OF READINESS	79
	The benefits of testing	80
	The test plan	80
	Independent review of the plan	81
	The test plan period	81
	Types of test	81
	Compliance testing	81
	Desktop testing	82
	Organising a desktop test	83
	Full testing	84
	Acid testing	86
	Organising an acid test	87
	Acid testing the crisis management team	88
	Composite testing	89
	Summary of state of readiness	89
	Things you need to know... ..	90

APPENDICES	91
1 CRISIS MANAGEMENT TEAM CHECKLIST	92
2 THE CRISIS LOG	95
3 DEPARTMENTAL ACTION PLAN	96
Corporate Crisis Action Plan	96
4 THE CONTACT REGISTER	100
5 RECENT CORPORATE CRISES	102
US Corporate Scandals – 2001/2002	102
Royal & Sun Alliance – 1996	103
Barings – 1995	105
Perrier – 1990	106