



Crisis management tips

1. Create a response team

- Identify individuals that have specific areas of responsibility needed for companywide decision making. Departments you may want to consider include EHS or safety, operations, security and/or facilities, human resources, legal, finance, IT and communications. Make sure roles and responsibilities are specifically identified.
- Develop a regular and frequent meeting schedule that will serve the needs of the situation. Ensure each team member understands his or her action items at the end of each meeting.

2. Continuously collect information from reliable sources

- Each situation is going to bring a unique set of details. Be sure the team fully understands the situation and is working together to collect facts. As the crisis progresses, continue to update and gather information. You may want to consider identifying team members to monitor specific aspects.

3. Understand organizational risks

- Risk will vary for each company. It is important to use the gathered facts to understand the risk to different populations. The risks may differ depending on numerous factors, but may include company operations or profile, region or location, employee demographics, job functions and for service industries, public needs.
- Like the facts, risks may fluctuate over time. Remember to assess the organizational risks on an ongoing basis.

4. Develop a communication strategy

- The key to effective crisis management is good communication. Determine the frequency of communications and who is best positioned to deliver each message.
- Communication should be two-way during a crisis, make sure to provide employees opportunities to report back to leadership and the response team.

5. De-escalate when possible.

- Crises often ensue panic and fear in the public. It is important to influence behaviors and calm stakeholders as much as possible. These situations can be very serious, but responses should be rational and deliberate.

6. Develop scenarios

- In ongoing crises, you may need to play out hypothetical situations that could impact your business. Each scenario will help you develop proactive actions to avoid maximum impact. Also, consider your incident management process and how it can be utilized in each scenario.

7. Create and update relevant policies

- All stakeholders, internal and external, may need additional requirements or recommendations to help you manage organizational risks during the crisis. Policies that may be considered include hygiene, visitor/guest entry, work environment or remote work, travel, event attendance and cancellations/refunds.

8. Provide appropriate trainings and support

- Employees may be required to transfer job responsibilities during a crisis. Remember to train and cross train individuals as necessary. Keeping safety at the forefront of employee's minds will help manage and prevent unintended consequences and risks due to new job functions.
- Working environments may have changed and day-to-day schedules adjusted. Provide employees with information to help manage the environments and new challenges that may accompany the situation.

9. Hold post-event exercises

- As the crisis ends and work returns to normal operations, conduct meetings and exercises with key individuals to learn from the situation and adjust the plan for future situations.