

# (Insert Organisation) Crisis Management Plan

Effective (insert date)

**Document owner:**

(Insert responsible position e.g. Operations Manager)

**Application:**

Internal Risk Management Practices

**Stakeholders:**

Executive, Management, Employees and Contractors

**Address and contact:**

(Insert organisation address and contact details)

**Document identification:**

CMP-00X

**Document version control:**

Version 1, (insert date)

## Contents

<b>SECTION 1: GENERAL INFORMATION</b>	4
1.1 PURPOSE	4
1.2 SCOPE	4
1.3 PLAN OBJECTIVES	4
<b>SECTION 2: CRISIS PLANNING AND PREPARATIONS</b>	5
2.1 ROLES AND RESPONSIBILITIES	5
2.2 CRISIS TRIGGERS AND DEFINITIONS	5
2.3 RISK MANAGEMENT	6
2.4 PRIORITY MEASURES FOR PREVENTION, RESPONSE AND RECOVERY	8
2.5 EMPLOYEE ASSISTANCE PROGRAM	12
2.6 TRAINING, REHEARSAL AND READINESS	12
<b>SECTION 3: CRISIS MANAGEMENT ARRANGEMENTS</b>	13
3.1 CRISIS MANAGEMENT PRIORITIES AND PRINCIPLES	13
3.2 CRISIS MANAGEMENT TEAM STRUCTURE	13
3.3 CRISIS MANAGEMENT POSITIONS	14
3.4 OVERNIGHT, WEEKEND AND ON-CALL RESOURCES	15
<b>SECTION 4: CRISIS MANAGEMENT PROCESS</b>	16
4.1 IDENTIFY THE CRISIS OR POTENTIAL CRISIS SITUATION	16
4.2 ACTIVATE THE CRISIS MANAGEMENT PLAN	16
4.3 ASSESS THE CRISIS (SITREP)	17
4.4 ESTABLISH OBJECTIVES AND PRIORITY ACTIONS	17
4.5 ADDRESS AND IMPLEMENT ACTIONS	18
4.6 STAKEHOLDER COMMUNICATIONS	18
4.7 CONTINUATION OF STEPS UNTIL STAND DOWN	18
4.8 CMT MEMBER NOTE TAKING AND RECORD KEEPING	18
4.9 MEDIA MANAGEMENT	19
<b>SECTION 5: POST CRISIS PROCESS</b>	20
5.1 RECORD KEEPING AND INFORMATION COLLECTION	20
5.2 INSURANCE CLAIM NOTIFICATION AND ASSESSMENT	20
5.3 DEBRIEF	20
5.4 BUSINESS RESUMPTION AND RECOVERY	21
<b>SECTION 6: REFERENCES, REVIEW AND CONTROL</b>	22
6.1 SUPPORTING SYSTEMS	22
6.2 REFERENCES	22
6.3 MONITORING AND REVIEW	22
6.4 DOCUMENT CONTROL	22

6.5	DEFINITIONS.....	22
<b>SECTION 7: RESOURCES, TOOLS AND CHECKLISTS .....</b>		<b>23</b>
7.1	KEY INTERNAL CONTACTS .....	23
7.2	KEY EXTERNAL AGENCY CONTACTS .....	24
7.3	KEY STAKEHOLDER CONTACTS.....	25
7.4	CRISIS MANAGEMENT TEAM ANNUAL TRAINING PLAN .....	26
7.5	CRISIS MANAGEMENT SCRIBE LOG SUBJECT TO LEGAL PROFESSIONAL PRIVILEGE.....	27
7.6	CRISIS MANAGEMENT TEAM OBJECTIVES .....	28
7.7	CRISIS MANAGEMENT ACTION PLAN .....	29
7.8	RECORDS OF CRISIS MANAGEMENT TEAM MEMBERS.....	30
7.9	CRISIS MANAGEMENT MEETING CHECKLIST .....	31
7.10	CRISIS TEAM LEADER CHECKLIST.....	32
7.11	MEDIA AND COMMUNICATIONS CHIEF CHECKLIST .....	33
7.12	OPERATIONS CHIEF CHECKLIST .....	34
7.13	LIAISON AND PLANNING CHIEF CHECKLIST.....	35
7.14	PEOPLE, SAFETY AND WELFARE CHIEF CHECKLIST .....	36
7.15	TEAM LEADER ASSISTANT CHECKLIST .....	37
7.16	SCRIBE AND RECORD KEEPER CHECKLIST .....	38
7.17	MEDIA ACTIVITY AND ENQUIRIES LOG .....	39
7.18	COMMUNICATIONS LOG.....	40

## SECTION 1: GENERAL INFORMATION

### 1.1 PURPOSE

(Insert organisation) has developed this crisis management plan to outline the arrangements for the preparation, response and follow up of a crisis situation which may:

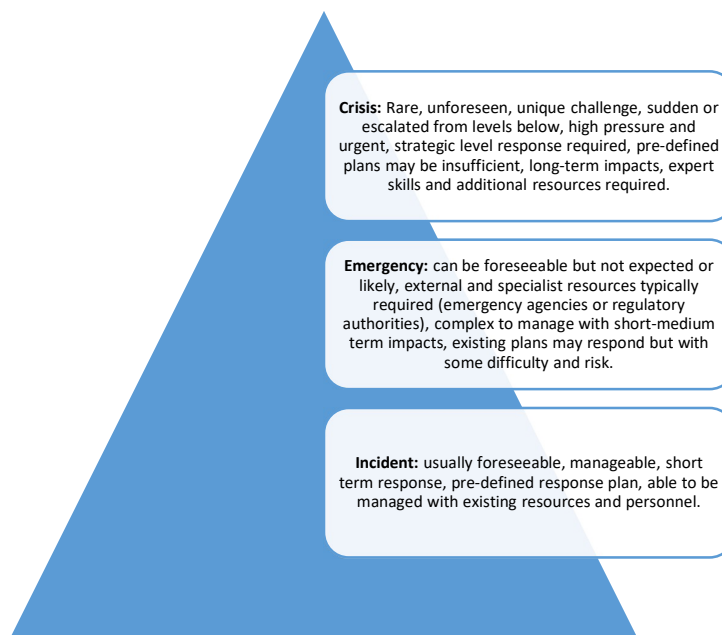
- Be a threat to the organisation;
- Be unexpected or unpredictable;
- Require decisions to be made in a short time frame; and or
- Not be solved using standard systems or processes.

### 1.2 SCOPE

This plan applies to any situation, incident or crisis which threatens the reputation and/or the viability of the organisation in continuing to operate as usual.

This plan should be read and understood in conjunction with the incident management procedure and emergency management plan.

This procedure primarily responds to the crisis level of scenario as outlined below:



### 1.3 PLAN OBJECTIVES

The objectives of this plan are to:

- Outline the agreed process for identifying a crisis and activating the crisis management arrangements;
- Identify and establish the organisational priorities which underpin the response to a crisis situation;
- Identify relevant personnel, stakeholders and interested parties, and the roles and responsibilities for crisis management;
- Identify and manage the resources required to plan, respond and recover from a crisis;
- Protect the organisations people, operating environment, assets, reputation and risk of liability;
- Recover the organisation from a crisis situation and minimise the negative impacts of the crisis on the immediate and long term future; and
- Meet the organisations legal and moral responsibilities.

## SECTION 2: CRISIS PLANNING AND PREPARATIONS

### 2.1 ROLES AND RESPONSIBILITIES

The following roles and responsibilities apply to the preparation, implementation and monitoring of this plan:

Roles	Responsibilities
Senior management team	<p>Senior management is responsible for:</p> <ul style="list-style-type: none"> <li>• Endorsing and communicating the plan to staff and stakeholders</li> <li>• Ensuring management understand and fulfil their crisis management roles</li> <li>• Identifying and preparing for potential crises</li> <li>• Establishing response protocols and contingencies</li> <li>• Activating the response structure</li> <li>• Activating the crisis plan to respond to crisis situations</li> <li>• Ensure the prioritisation of people, followed by environment, assets, reputation, liability and livelihood</li> <li>• Maintain liaison with stakeholders regarding crisis response</li> <li>• Reviewing, testing and improving the plan</li> <li>• Allocating sufficient resources to effectively develop and activate the plan</li> </ul>
Management	<p>Management is responsible for:</p> <ul style="list-style-type: none"> <li>• Communicating the plan to staff and relevant stakeholders</li> <li>• Ensuring staff, contractors understand and fulfil their crisis management roles</li> <li>• Participating in crisis management planning activities</li> <li>• Participating in crisis management testing exercises</li> <li>• Supporting senior management with activating the crisis management plan</li> <li>• Maintain liaison with senior management regarding crisis management</li> <li>• Participating in debrief activities and providing feedback for continuous improvement</li> </ul>
Staff and contractors	<p>Staff and contractors are responsible for:</p> <ul style="list-style-type: none"> <li>• Understanding and fulfilling their crisis management roles</li> <li>• Following reasonable management instruction to enact crisis management plans</li> <li>• Participating in crisis management testing exercises</li> <li>• Participating in debrief activities and providing feedback for continuous improvement</li> </ul>

### 2.2 CRISIS TRIGGERS AND DEFINITIONS

For the purpose of this plan, a crisis situation or critical incident, is an event with potential or actual severe, widespread, or sustained impact on the organisation's strategic objectives, ability to operate and/or reputation. Due to the complex and often unpredictable nature of crises, it is difficult to define the exact nature of all potential crisis scenarios, as is the case with an emergency situation (i.e. fire, flood, building collapse). Rather, one or more of the following characteristics may be present and will assist as prompters in identifying a crisis situation, including but not limiting:

- The situation is unique, rare, unforeseen, and creating a unique challenge in managing.
- The situation is sudden or emerging as the result of an incident that has escalated.
- The situation is high pressure and requiring an urgent response.
- The response may need to run over a long period of time to minimise the damage to the business.
- The situation requires strategic thinking and intervention and may have a wider impact (geographically, organisationally).
- The situation has led to significant public and media interest and/or has the potential for events to be inaccurately reported, particularly with the use of social media.
- Pre-defined practices are not sufficient to respond and do not offer enough flexibility or creativity for the situation.