



March 2021

Open Discussion

Conversation starter: Crises Management

Best Practices for Crises Management

Crises Management Process From Ian Mitroff's Six-Step Model

1. **Detection** – creating early warning systems
2. **Preparation** – systematic planning, preparation and training for a crisis. Crisis management plans, business continuity plans and disaster recovery plans.
3. **Containment** – executing the plans and process developed during preparation stage, adapting to unique circumstances of current crisis.
4. **Crisis Recovery** – moving the business back toward normal operations
5. **No—Fault Learning** – reviewing and assessing crisis management performance to extract key lessons learned without attributing blame.
6. **Redesign** – integrating the learnings from the previous stage to evolve existing crisis management processes.

Dealing with crisis management is not the sole responsibility of Human Resources (HR). Many organizations – typically larger ones – may have a dedicated “crisis manager” who oversees all aspects of crisis management planning and execution.

Organizations that don't have the resources for a dedicated crisis manager will instead rely on someone to step into the crisis manager role when a crisis occurs. Who that person is maybe different depending on the nature of the crisis itself.

Regardless of who the crisis manager is, effective crisis management requires the cooperation and coordination of many stakeholders within the organization, including teams from HR, legal, IT, finance, operations, and public relations.

While all of these teams might be involved in crisis management, the extent of their involvement will vary depending on the nature of the actual crisis. For example, in the case of a computer virus, the IT department might carry a higher burden of management than the PR department.

Members said...

Annual risk assessment meeting – rate the probability and financial impact of a crisis, such as a cyber-attack or union corporate campaign and identify mitigating steps to take now, including assign who is responsible, i.e.: CIO responsible for cyber threats.

Communication – need to get better at communicating with front-line workers. What's the best way to get CEO messages in-front of employees? Can anyone recommend a good app?

- Communication apps
 - Hubly

- Talkwalker
- Snapcomms
- BeeKeeper
- CR codes – employees can scan and get the communication behind it. One member is using QR codes for vaccine information.
- Text Recruit – can broadcast critical messages
- Office tv monitors that constantly rotate company news and updates. Communication department is great at taking memos and turning them into slides to broadcast on the monitor

You might be good at collecting employee emergency contact information – but unless it's downloaded locally, it useless in certain crises.

Mobile task force – goes to site in the event of a crisis or work stoppage. They are media trained.

Regarding media coverage/attention – take a more proactive, and less reactive approach. Put out positive messages and stories in the media so you control your messaging.

Table topics exercise/scenarios, function by function. You will find out where you may have dropped the ball in your planning. Made changes to crisis management handbook, where to tighten-up, who owns what, and what are the key resources needed?

We tend to focus on preparing for large-scale crisis. It's important to plan for smaller crisis as well.