

SOUTHGATE TERMINAL

Port Operations Security Documentation

Final Media Deadline Management Procedures

Document Information

Document Type: Crisis Media Response Framework **Intended Users:** Media Team, Executive Team, Legal Team **Usage Context:** High-pressure final media deadlines with TV crews on-site **Related Scenarios:** Live TV segments, urgent reporter deadlines, on-site media presence

Purpose

This document provides specific procedures for managing final, urgent media deadlines when television crews are on-site, reporters are threatening immediate publication, and the organization must make critical communication decisions under extreme time pressure.

When to Use These Procedures

- TV crews physically present at facility requesting immediate interviews
 - Reporters with final deadlines (15-30 minutes) demanding statements
 - Live television segments scheduled with or without organization participation
 - Media threatening to proceed with story regardless of organization cooperation
 - Multiple media outlets coordinating simultaneous deadline pressure
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Final Deadline Scenario Classifications

CODE RED: IMMEDIATE LIVE TV (0-15 minutes to deadline)

Characteristics:

- TV crew on-site with live transmission capability
- Reporter offering final 15-minute window for statement
- Threat to proceed with story using available footage and sources
- Live broadcast scheduled regardless of organization participation

Response Authority: CEO or designated executive spokesperson
ONLY

Decision Timeline: IMMEDIATE (0-5 minutes for go/no-go decision)

CODE ORANGE: URGENT PUBLICATION (15-30 minutes to deadline)

Characteristics:

- Reporter with firm publication deadline (newspaper, online, evening news)
- Specific request for official comment or statement
- Story proceeding with or without organization input
- Opportunity for brief written statement or phone interview

Response Authority: Media Team Lead with Executive approval

Decision Timeline: 10-15 minutes for statement preparation

CODE YELLOW: SCHEDULED DEADLINE (30-60 minutes)

Characteristics:

- Known media deadline with advance warning
- Opportunity for prepared statement or brief interview
- Standard media request with reasonable timeframe
- Ability to coordinate with legal and executive teams

Response Authority: Media Team with standard approval process

Decision Timeline: 20-30 minutes for coordinated response

Immediate Response Protocols

CODE RED Response (0-15 minutes)

MINUTE 0-2: INSTANT ASSESSMENT Media Team Actions: - []
Verify Deadline: Confirm actual live broadcast time and format - [] **Assess Threat:** Determine credibility of media outlet and reporter - [] **Quick Scope:** Identify specific topics/questions reporter plans to address - [] **Legal Risk:** Instant assessment of legal implications of participation vs. non-participation

Rapid Assessment Questions: 1. Is this a credible media outlet with significant audience? 2. What specific allegations or topics will be covered? 3. Do we have basic facts available for accurate response? 4. What's the risk of NOT participating vs. participating?

MINUTE 2-5: EXECUTIVE DECISION CEO/Executive Decision Matrix:

PARTICIPATE IF: - ☐ We have clear, accurate facts to share - ☐ Legal team confirms no significant legal risk - ☐ Participation likely to improve rather than harm our position - ☐ Executive comfortable with unscripted response under pressure

DECLINE IF: - ☐ Key facts still unknown or under investigation - ☐ Legal team identifies significant risk in live participation - ☐ Executive not prepared for hostile questioning - ☐ Better strategic value in written statement

PROVIDE WRITTEN STATEMENT IF: - ☐ Cannot participate in live interview but want our perspective included - ☐ Need to correct factual inaccuracies in story - ☐ Legal team prefers controlled written response - ☐ Time sufficient for brief written statement preparation

MINUTE 5-15: EXECUTION If PARTICIPATING in live interview:

IMMEDIATE BRIEFING TEMPLATE (5 minutes maximum):

KEY MESSAGES:

1. [One sentence describing our primary position]
2. [One sentence about our commitment to safety/transparency]
3. [One sentence about ongoing investigation/next steps]

FACTS TO CONFIRM:

- [Only facts we are 100% certain about]

TOPICS TO AVOID:

- [Legal concerns, ongoing investigations, blame attribution]

BRIDGE PHRASES:

- "What I can tell you is..."
- "Our priority remains..."
- "We're committed to transparency as our investigation continues..."

If PROVIDING written statement:

RAPID STATEMENT TEMPLATE:

"[Organization] is aware of [specific incident/situation]. Our priority is [safety/transpare

Length: Maximum 3 sentences

Approval: CEO verbal approval required

Delivery: Email to reporter immediately

If DECLINING participation:

DECLINE RESPONSE TEMPLATE:

"[Organization] appreciates [Reporter name/Outlet] interest in covering this matter. While v

CODE ORANGE Response (15-30 minutes)

MINUTE 0-5: SITUATION ASSESSMENT Media Team Actions:

- [] **Deadline Verification:** Confirm exact deadline and publication method
- [] **Story Context:** Understand angle and specific information being sought
- [] **Source Analysis:** Identify what other sources reporter has accessed - []
- Content Assessment:** Determine what facts/perspectives we can provide

MINUTE 5-15: COORDINATED DECISION Multi-Team Coordi-

- nation:** - **Media Team:** Draft potential responses and assess media landscape
- **Legal Team:** Quick review of legal implications and acceptable language
- **Executive Team:** Strategic decision on level of engagement - **Technical/Operations (if relevant):** Verify any technical facts to be stated

MINUTE 15-30: RESPONSE DELIVERY Response Options: 1.

- Brief Phone Interview** (5-10 minutes with prepared talking points) 2. **Detailed Written Statement** (2-3 paragraphs with specific information) 3. **Background Briefing** (Off-record context to help reporter accuracy) 4. **Referral Response** (Redirect to appropriate spokesperson or timeline)

CODE YELLOW Response (30-60 minutes)

Follow standard media response procedures with enhanced urgency timeline.

On-Site TV Crew Management

Physical Presence Protocols

IMMEDIATE SECURITY COORDINATION:

- ☐ **Verify Credentials:** Confirm media credentials and authorization
- ☐ **Establish Boundaries:** Define areas where filming is/isn't permitted
- ☐ **Safety Coordination:** Ensure TV crew doesn't interfere with ongoing operations
- ☐ **Legal Documentation:** Document media presence and any agreements

LOCATION MANAGEMENT: APPROVED FILMING LOCA-

- TIONS:** - Public access areas (parking, entrance areas) - Designated media briefing areas - Administrative buildings (with permission)

RESTRICTED FILMING AREAS: - Active operational zones - Security-sensitive areas - Areas with ongoing incident response activities - Private staff areas

INTERVIEW LOGISTICS:

TV INTERVIEW SETUP CHECKLIST:

TECHNICAL:

- [] Lighting adequate for professional broadcast
- [] Background appropriate (avoid sensitive operations in shot)
- [] Audio quality verified
- [] Emergency communication available for spokesperson

CONTENT:

- [] Spokesperson briefed on key messages
- [] Legal team final approval on participation
- [] Time limits agreed upon
- [] Topic boundaries established

LOGISTICS:

- [] Backup spokesperson identified
- [] Exit strategy if interview goes poorly
- [] Post-interview debrief scheduled
- [] Follow-up communication plan established

Hostile Interview Management

PREPARATION FOR DIFFICULT QUESTIONS: **Common Hostile Question Categories:** 1. **Blame Attribution:** “Whose fault is this?” 2. **Timeline Pressure:** “How long have you known about this?” 3. **Competence Challenges:** “Are you capable of handling this?” 4. **Transparency Attacks:** “What are you hiding?” 5. **Comparison Traps:** “Other companies would have...”

DEFENSIVE COMMUNICATION STRATEGIES: BRIDGE AND REDIRECT: - “I understand your concern, and what I can tell you is...” - “That’s precisely why we’re focused on...” - “The important thing for your viewers to know is...”

FACT-BASED RESPONSES: - “Based on the facts we have verified...” - “Our investigation has confirmed...” - “The evidence shows...”

COMMITMENT STATEMENTS: - “We’re committed to complete transparency...” - “Our priority is ensuring...” - “We will continue to...”

AVOID/NEVER SAY: - “No comment” - “I don’t know” (without follow-up) - “That’s not my responsibility” - “We’re not at fault” - “Someone else should

answer that”

Multi-Outlet Coordination Strategy

Simultaneous Deadline Management

When Multiple Outlets Have Same Deadline: **PRIORITY MATRIX:**

1. **Tier 1:** Major national television/online with large audience 2. **Tier 2:** Regional television/major newspapers 3. **Tier 3:** Trade publications/specialized media 4. **Tier 4:** Bloggers/social media influencers

COORDINATED RESPONSE STRATEGY: OPTION 1: Single Statement to All - Develop one comprehensive statement - Distribute simultaneously to all outlets - Offer follow-up availability in priority order

OPTION 2: Tiered Response - Live interview with Tier 1 outlet - Phone interviews with Tier 2 outlets - Written statements to Tier 3/4 outlets

OPTION 3: Media Briefing - Invite all outlets to single press briefing - Prepare comprehensive statement and Q&A - Control narrative through single coordinated event

Message Consistency Management

CORE MESSAGE DISCIPLINE:

MESSAGE HIERARCHY:

PRIMARY MESSAGE (Never varies):

[Core organizational position in one sentence]

SUPPORTING MESSAGES (Consistent but can be emphasized differently):

1. [Safety/stakeholder welfare priority]
2. [Transparency/cooperation commitment]
3. [Investigation/corrective action underway]

CONTEXTUAL INFORMATION (Can vary by outlet/audience):

- Technical details appropriate to audience
- Timeline information as appropriate
- Background context as needed

DOCUMENTATION REQUIREMENTS:

- Record all interactions with media outlets
- Track message variations by outlet and timeline
- Document any commitments made for follow-up information
- Maintain record of which spokesperson spoke to which outlet

Legal Coordination Under Pressure

Real-Time Legal Review Process

EXPEDITED LEGAL CLEARANCE (Under 15 minutes): **Legal Team Actions:** - [] **Rapid Risk Assessment:** Identify highest legal risks in proposed statements - [] **Priority Language Review:** Focus on words that could create legal liability - [] **Privilege Protection:** Ensure no attorney-client privileged information disclosed - [] **Regulatory Compliance:** Verify no violations of notification requirements

GO/NO-GO LEGAL CRITERIA: GREEN LIGHT (Proceed with statement/interview): - No significant legal liability risk identified - Factual accuracy verified - No regulatory reporting requirements violated - Attorney-client privilege protected

YELLOW LIGHT (Proceed with modifications): - Minor legal concerns addressed through language changes - Specific topics flagged to avoid - Time limitations on interview recommended - Follow-up legal review required

RED LIGHT (Do not proceed): - Significant legal liability exposure - Facts still disputed or unknown - Regulatory violations likely - Investigation could be compromised

Emergency Legal Language Review

HIGH-RISK PHRASES TO AVOID:

- “We were not aware...”
- “This has never happened before...”
- “We followed all procedures...”
- “It’s not our fault...”
- “The vendor is responsible...”

LEGALLY SAFE LANGUAGE:

- “We are investigating...”
- “We are committed to understanding...”
- “We are cooperating with...”
- “We take this matter seriously...”
- “We are working to address...”

FACT vs. OPINION DISCIPLINE:

FACTS (Can generally be stated):

- When incident was detected
- What response actions were taken

- Who has been notified
- What assistance is being provided

OPINIONS (Generally avoid):

- Cause of incident
- Blame attribution
- Adequacy of response
- Comparison to other incidents

Executive Decision Framework

CEO/Executive Participation Criteria

EXECUTIVE SHOULD PARTICIPATE WHEN:

- ☐ Major crisis requiring highest-level credibility
- ☐ Technical team cannot provide adequate spokesperson
- ☐ Stakeholder confidence requires executive visibility
- ☐ Media pressure cannot be managed through other channels
- ☐ Board or major shareholders expecting executive leadership

EXECUTIVE SHOULD NOT PARTICIPATE WHEN:

- ☐ Investigation ongoing with unknown facts
- ☐ Legal team identifies significant personal liability risk
- ☐ Technical complexity requires subject matter expert
- ☐ Executive not prepared for hostile questioning environment
- ☐ Better strategic value in having technical/operational spokesperson

ALTERNATIVE EXECUTIVE ENGAGEMENT:

- **Written Statement with Executive Quote:** Provides executive authority without live exposure
- **Executive Briefing to Media Team:** Executive provides key messages for spokesperson delivery
- **Post-Interview Executive Availability:** Executive available for follow-up after initial response
- **Executive Press Conference:** Scheduled executive engagement on organization's terms

Crisis Communication Decision Tree

DECISION FLOWCHART:

Media Deadline < 15 minutes?

+- YES - Is CEO/Executive prepared and available?

- | +- YES - Legal clearance obtained?
- | | +- YES - PROCEED with executive interview
- | | +- NO - WRITTEN STATEMENT ONLY
- | +- NO - Qualified spokesperson available?
- | +- YES - PROCEED with designated spokesperson
- | +- NO - WRITTEN STATEMENT or DECLINE
- +- NO - Follow standard media response procedures

Post-Deadline Follow-Up Procedures

Immediate Post-Interview/Statement Actions

WITHIN 30 MINUTES:

- ☐ **Legal Review:** Legal team reviews what was actually said vs. approved language
- ☐ **Fact Check:** Verify accuracy of all statements made
- ☐ **Message Tracking:** Document key messages delivered
- ☐ **Follow-Up Requirements:** Identify any commitments made for additional information

WITHIN 2 HOURS:

- ☐ **Media Monitoring:** Track how statement/interview was used in final story
- ☐ **Stakeholder Communication:** Brief internal teams on what was communicated
- ☐ **Correction Preparation:** Prepare corrections if any factual errors identified
- ☐ **Next Wave Planning:** Prepare for likely follow-up media interest

Lessons Learned Documentation

IMMEDIATE ASSESSMENT:

- What worked well in our response?
- What could have been handled better?
- Were our key messages successfully communicated?
- Did we maintain legal compliance throughout?
- How did media characterize our response?

PROCESS IMPROVEMENTS:

- Update rapid response procedures based on experience
- Identify spokesperson training needs
- Improve legal review efficiency for future deadlines
- Enhance coordination between teams for crisis situations

Success Criteria for Final Deadline Management

Immediate Response Success

- Deadline pressure managed without panic or rushed decisions
- Appropriate level of engagement chosen based on circumstances
- Key messages communicated accurately and consistently
- Legal compliance maintained throughout response

Communication Effectiveness Success

- Organization's perspective included in final media coverage
- Factual accuracy maintained in public narrative
- Stakeholder confidence preserved or enhanced
- No significant legal or regulatory issues created

Coordination Success

- Effective real-time coordination between media, legal, and executive teams
- Consistent messaging across all media interactions
- Appropriate escalation to executive level when warranted
- Clear documentation of all decisions and communications

Strategic Success

- Media crisis managed without significant reputational damage
- Foundation established for ongoing positive media relationships
- Lessons learned integrated into future crisis communication procedures
- Stakeholder trust maintained through transparent, professional response

Owner: Media Team Lead / Chief Communications Officer **Reference:** MEDIA-FINAL-01 **Version:** 1.0 **Approved by:** Executive Crisis Team