

COMMUNICATION IN A CRISIS SITUATION

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OBJECTIVES OF THIS SESSION

- Know about crisis & crisis management
- How does crisis escalades
- Crisis severity levels
- Composition & Roles of crisis management teams
- Steps in crisis management process
- Managing different scenarios of crisis like civil/ political unrest etc.
- Evacuation and action plans

CRISIS & CRISIS MANAGEMENT

- **A crisis** refers to a situation that threatens life or safety, or threatens the company brand, reputation or substantial commercial interests.

Priorities when there is a crisis situation are as follows:

- Removing threats to life or safety.
- Protecting the commercial interest of the company.
- Protecting the brand.
- Ensuring that the company is acting as a responsible corporate citizen.

- **Crisis management** includes the activities to plan for, respond to, and recover from a crisis situation.

DIFFERENT TYPES OF CRISIS ESCALATION

- The office can't be accessed for one (1) day or more.
- Vital business functions can't be carried out for one (1) day or more.
- Civil / political unrest is at hand or expected
- Political agitations before Elections etc.
- Sabotage, or indications thereof,
- Natural disasters (e.g. flood, earthquake etc.)
- Major impact on systems (or part thereof) delivered to customer, (failing or damaged), where restoring cannot be made within two (2) days

CRISIS SEVERITY LEVELS

- Level 1. Can be handled by on-duty personnel responsible for responding to and managing this kind of situation.
- Level 2. Can be handled by the personnel who respond, with support from other employees on duty or who may have to be called in from their residences.
- Level 3. Requires additional resources and people beyond the regular personnel. In this level, depending upon the nature of incident and subject to executive decision from Country Crisis Management, family members may have to be evacuated from the area.
- Level 4. The situation is out of control or it is likely that the situation will be out of control and will impact an extended area and numerous people indefinitely. Business will have to be limited or discontinued and employees diverted from their normal duties until it is resolved. Employees may have to be sent home or evacuated from the workplace/area, suppliers ordered not to make deliveries, and customers have to be informed about delay in deliveries and impact on service undertakings, etc.

ROLE OF THE CRISIS MANAGEMENT TEAMS

Global Crisis Management Council (GCMC)

Information that will be requested by GCMC is:

- Full name of persons affected (including nationality)
- Date and time of incident
- Location of incident
- Brief description of incident
- Planned and taken actions
- Involvement of local authorities
- Involvement of the media
- Names and contact information of reporting local company representatives

Country Crisis Management Team (CCMT)

CCMT is formed to deliver:

- A simple, timely structure with pre-defined roles & responsibilities
- Adequate measures to minimize the consequences of a crisis
- Effective internal and external communications
- Fast access to specialist and technical support
- Optimum co-operation with authorities, media, shareholders and public services
- Measures to rectify any damage sustained
- Continuity of business operations during an emergency

COMPOSITION OF THE TEAMS

CCMT

- CEO/Country Manager – Team Leader
- Finance & OD – Member, Team Leader (alternate)
- HR and Organization – Member, Planning
- Communication – Member, Communications
- Admin & External Relations – Member, Logistics
- Services & SCM Operations – Member, Key stakeholder

Plant/ Site Crisis Management Team

- Plant/site head
- HR & Admin head
- Head of safety & security
- Finance manager
- Technical head
- Store manager
- SCM manager

STEPS IN CRISIS MANAGEMENT PROCESS

1. Assembly
2. Communication> internal & external as per corporate communication guidelines
3. Prioritizing areas of coverage
4. Scenarios analysis
 - Civil/political unrest
 - Natural disasters (e.g. flood, earthquake etc.)
 - Accidental death
5. Evacuation when necessary
6. Training- conduct annual crisis management training

CIVIL / POLITICAL UNREST

- Large scale public protests and industrial actions are one of the many rights and responsibilities inherent in a multiparty democracy.

Crisis Evaluation		
Crisis Level	Risk Categories	Outcome Description for Planning Purposes
1	Small scale public gathering	Sporadic public gathering with unspecified issues. Little or no physical damage suspected.
2	Medium scale public gathering	Organized public gathering with specific demands. Minor physical damage suspected e.g. vehicle damage etc.
3	Moderate scale public protest	Unruly mass organized over long pending demands. Thousands involved in road protests with specific intention of physical & property damage.
4	Large scale public protest	Large scale public protests. Tens of thousands of highly motivated protesters, including huge hard core protestors, causing physical damage, requiring a nationally coordinated police response.

ACTION PLANS FOR CIVIL/POLITICAL UNREST

- **Traffic calming measures** : to inform their family members to exercise caution and not to travel to “hot spots”. The co-operation of government & private security authorities should be sought.
- **Information & communication**: will inform all employees regarding possible protests planned in a particular area of Dhaka or any other parts of Bangladesh
- **Parking**: All vehicles need to be parked in designated areas during Hartal days. Parking on the streets should be completely prohibitive.
- **Pick up & Drop Off**: no pick & drop facility
- **Entrances and gates**: should take extra vigilance measures

SITE OFFICE CRISIS MANAGEMENT

Level 1

- On duty site personnel remains alert and be prepared for any unpleasant situations
- Office Manager will closely monitor the situation

Level 2

- Office Manager remains in Office premises to monitor the situation and informs CCMT with continuous feedback
- Extra security deployed in office premises of the affected area
- All expatriates advised to restrict movement
- Local employees continue day to day operations with caution
- CCMT informed

SITE OFFICE CRISIS MANAGEMENT II

Level 3

- CCMT activated and additional manpower called in the affected location
- Emergency Plans made to protect installations
- Expatriate movement stopped
- Evacuation process of expatriates initiated
- Remote working conditions explored to continue business

Level 4

- Start evacuation of expatriates
- Shift local employees to safe place
- Only business critical operations to continue

EVACUATION PLAN

- Circumstances that might require evacuation include Political and civil unrest, mounting terrorist activities and threats, insurrection and other civil disorder, or a sudden crisis such as a natural disaster (e.g. flood).
- The CCMT has the authority to order and conduct an evacuation. Evacuation should be considered as a last resort
- Evacuate people in a timely, safe, and effective way
- In emergencies people are usually better off sheltering where they are, but evacuation must be considered when risks are too high and cannot be reduced
- Evacuation should take place only when the risk of staying in place is greater than the risk of shifting
- The type of evacuation is determined by the nature of the emergency and the circumstances of the people affected

SHELTER IN PLACE OR EVACUATE

Sheltering in place should be considered as the first option, and specifically when:

- There has been significant disruption to transport; or
- Going outside could expose people to hazardous contaminants.

EVACUATION IS CONSIDERED WHEN

- Personal safety is under continuing threat (for example, flood water gaining height or shelter against bad weather is inadequate)
- There are properties classified as unsafe or unsanitary or both and there is a lack of suitable shelter or alternative accommodation
- Public health is gravely threatened (this will usually be as a result of serious, long-term disruption to water supplies or sewerage systems)
- Food and water are not available, or available supplies are contaminated or non-potable and pose a risk to health
- The burden of caring for expatriates in the area is far greater than it would be if they were evacuated.
- Other companies or the government recommended departure of expatriates
- Embassies advised foreign nationals to leave

EVACUATION PHASES

- **Phase Yellow** – During this phase, operations are normal with periodic update and rehearsal of crisis preparedness and evacuation plans as required. The CCMT will ensure continual monitoring of the safety and security situation, especially in Moderate or High risk areas. Operations should be consistent with the possibility of rapid onset of evacuation.
- **Phase Orange** – Mounting tensions and/or instability may lead the Country Crisis Management Team (CCMT), to increase security measures (in areas of instability or conflict), and review the evacuation plan.
- **Phase Red** – The final evacuation may be done in several stages; usually all expatriate staff are relocated to a safe area prior to be evacuated.

BUSINESS CONTINUITY DURING EVACUATION

CCMT will consider following while advising evacuation of expatriates:

- What is the possibility of meeting current project objectives and business requirements safely?
- What are the policies and plans for continuing operations using only national employees? (The timing of an evacuation of expatriates may depend to some extent on the capacity of the national employees to carry on operations or coordinate the office closure.)
- Identify business critical positions held by Expatriate staff
- Identify business critical process carried out by Expatriate Staff
- Prepare back up for critical positions & processes & **documents**

ROLE OF CCMT DURING EVACUATION

- liaison with host Country government, police, etc.;
- liaison with Corporate / group leadership;
- communications with field employees;
- information gathering and processing (including media relations);
- logistics coordination (transportation, supplies, housing, etc.);
- financial, administrative advice and medical advice.

ACTION PLANS > EVACUATION PHASE YELLOW

- Convene CCMT at a suitable venue to prepare & rehearse for potential evacuation
- Prepare Communication Plan & Coordinate with embassies, High commissions as appropriate
- Identify Expatriate staff & family members and determine evacuation order
- Prepare the Business Continuity plan
- Get all Documentation done
- Arrange assembly point for Expatriates and family members for onward evacuation
- Ensure Medical Advise as required
- Evacuation Toolkit for Expatriates
- Arrange spare cash
- List of Experts on Call
- Rehearse Evacuation Plan

THANK YOU! QUESTIONS PLEASE!