

1. What is a Crisis?

1.1. A crisis is any event or activity with the potential to negatively affect the reputation or credibility of a business and is typically a situation that is – or soon could be – out of control. MAPP is dedicated to the safety and well being of its employees, subcontractors, owners, as well as the general public. If an event occurs that could become a crisis, MAPP wants to make sure that information given to everyone is accurate, timely and comes from the appropriate source within the company

1.1.1. Crisis Examples:

- 1.1.1.1. Accidents on the job (MAPP employee, subcontractor, owner, the public)
- 1.1.1.2. Damage to utilities
- 1.1.1.3. Equipment failure
- 1.1.1.4. Highway accident
- 1.1.1.5. On-the-job fatality
- 1.1.1.6. Sexual harassment

1.1.2. Any of these bad things can happen...

- 1.1.2.1. Focus negative attention on your company...***THE MEDIA KNOWS!***
- 1.1.2.2. Adversely affect your bottom line
- 1.1.2.3. Adversely affect your relationships and reputation.

This.... is a **Crisis**

Crisis Management Team:

Team Leader	McKinley Bailey 225.200.7264	
Alternate/Assistant Team Leader	Beau Wolfe 225.362.1882	
Company Spokesperson	Mike Polito 225.933.1531	
Alternate Company Spokesperson	Grif McKowen 225.229.8779	
Loss Control Representative	Lloyd Munn 601.543.6866	Bill Goss 318.503.4190
Insurance Representative	Troy Wagner 228.216.3003	

Crisis Outline:

- Assess the situation quickly by asking five basic questions Who? What? When? Where? and How?
- Notify upper management.
- Mobilize your crisis management team based on the answers to the above questions.
- Advise your team and the receptionist on how to route calls.
- Communicate with all your employees via fax, e-mail and/ or voice communication if the crisis is getting outside attention. Tell them the way they should handle requests for information and to whom the requests should be referred. Note: Employees should not discuss any event with anyone. This would include the media as well as friends and family. Information can easily become twisted or misunderstood. Refer to the company's spokesperson for information.

Media Interaction

The designated corporate spokesperson is the only authorized person to speak to the media. MAPP's company policy on speaking to the media is DON'T. Ask the client how they want to handle the media, and then call the Corporate Office and let them know.

If approached by the media:

- **Do not say "No Comment"**
- Tell the media that a spokesperson is being assigned and that person will be the sole source of company comment.
- Request the business cards of media representatives.
- Tell them, cordially, that someone will be getting in touch with them.
- Immediately call the Baton Rouge Corporate Office and pass all necessary information on the them.
- DO NOT SUBMIT TO PRESSURE. If pressed by the media, simply say: "The Company is very concerned about the incident, and it is investigating and will be assigning a spokesperson to communicate the facts." Say no more.
- **Never make an "off the record" comment.**



SECTION 47 CRISIS MANAGEMENT PLAN

344 Third Street
Baton Rouge, LA 70801
Phone: 225-757-0480

CRISIS RESPONSE CHECKLIST

Senior Person On Site

- ☐ Contact emergency services.
- ☐ Contact the MAPP Safety Department.
- ☐ Initiate site control and determine if the site should be shut down.
- ☐ Make certain that all employees are accounted for.
- ☐ Do not move anything that could be classified as evidence.
- ☐ Ensure telephone coverage at the site.
- ☐ Inform site personnel to direct requests for information from outside groups to you.
- ☐ Post workers to restrict entry to the site.
- ☐ Establish a command center.
- ☐ Select a temporary spokesperson with the assistance of the team leader.
- ☐ Notify the owner/developer of the project.

Team Leader

- ☐ Determine what happened, when/where it happened, and who is involved.
- ☐ Verify the current status of the site (shut down?).
- ☐ Determine whether you and/or spokesperson are needed on site.
- ☐ Advise the corporate team of the situation and receptionist how to route calls.
- ☐ Identify potential spin-off crises.
- ☐ Notify human resources.
- ☐ Notify legal counsel.
- ☐ Notify insurance broker/company after the facts have been officialized.
- ☐ If there is an employee injury/fatality, determine who will notify spouse(s)/family(ies). A fatality may require a personal visit.
- ☐ If the injury/fatality is a subcontractor's employee, it is the subs responsibility to notify the spouse/family.
- ☐ Inform any surrounding areas that may be affected by the incident.
- ☐ Instruct employees at the accident site to contact their families to let them know they are OK.

Safety Representative

- ☐ Gather number/names of injured and/or fatalities and obtain phone number(s) of the spouse(s)/family(ies). Contact the team leader to determine who should notify the spouse(s)/family(ies).
- ☐ Debrief workers who witnessed the accident.
- ☐ If necessary, initiate a post accident drug/alcohol test (check with legal counsel).
- ☐ Contact OSHA (within eight hours for a fatality and/or three or more workers requiring hospitalization.)
- ☐ Initiate a third party investigation team to work in tandem w/ authorities.
- ☐ Designate someone to stay with the injured worker(s) at the hospital until family members arrive.
- ☐ Document the incident in writing and on film.
- ☐ Secure and offer critical-incident stress counseling for employees who witnessed the accident (if deemed necessary).

Company Spokesperson

- ☐ Write all statements and releases.
- ☐ Designate someone to screen your calls from the news media.
- ☐ Have receptionist complete a media log of everyone who contacts about the crisis.
- ☐ Anticipate media questions. If possible, role play a media interview with a colleague before going live.
- ☐ Assemble necessary background information and literature.
- ☐ If you elect to give the media a tour, make certain that the area is safe and that they are escorted by a company representative. Issue safety equipment and require a hold-harmless agreement be signed, if necessary.
- ☐ Instruct reporters on your safety procedures before going on-site. If they violate any of the procedures, you have the right to ask them to leave.
- ☐ Advise reporters of a time and place for future updates.
- ☐ Follow-up on additional media inquiries.
- ☐ Notify all employees and job sites of the incident and tell them who they should direct media and general information calls to.
- ☐ Provide on-going updates.

DO'S AND DON'TS OF WORKING WITH THE NEWS MEDIA

- **DO** talk. Saying little is better than saying nothing. Explaining why you can't talk is better than stonewalling. If you want your side of the story told, you must tell it. If you don't, reporters will get a version elsewhere...perhaps from a disgruntled employee who was laid off last week, or a worker who has just witnessed his best friend getting hurt or killed.
- **DO** tell the truth. Reporters will find it out anyway so be honest and accurate when giving information. Do not give any uncertain information. This doesn't mean you have to give every detail, but be truthful. If you don't know the answer...say so! It's not a crime to say "I don't know" or "I'm not absolutely certain about that"...as long as you follow it up with "but I'll find out and get right back with you."
- **DO** respond quickly. If you don't, the wrong story may be told and that is tough to erase.
- **DO** emphasize the positive and communicate your corporate message. Remember to emphasize the good safety measures taken, the minimal damage because of good teamwork by your employees, and the steps the company is taking to minimize the effect of the emergency on the community.
- **DO** stay away from liability issues. Don't talk about who is responsible, don't make any accusations, and don't give out company or individual names. Whatever you say may become part of a legal issue, so be as general as possible.
- **DO** take control. If there is official bad news, release it yourself before a reporter digs it up and tells the world.
- **DO** create visual analogies. The old adage "a picture is worth 1,000 words" applies here. Examples are powerful as well, e.g. "The affected area covers 40,000s.f., which is the approximate size of"
- **DO** condense your information. Remember, the average sound bite is 7.3 seconds. Try to keep your response to no more than three sentences. The first sentence should be your direct response and the next one to two sentences will support/explain your response.
- **DO** make sure your information is accurate. It should come from a reliable source and you should understand the details thoroughly.
- **DO** make sure the reporters know who the spokesperson is. The corporate spokesperson should be the only person authorized to disseminate information to the outside world. It is very important that you "speak with one voice." Keep in mind that no information should be released without being approved by upper management and legal counsel.
- **DON'T** say "no comment". This statement implies guilt. If you don't know the answer to a question, tell the reporter you don't know, but will try to find out. If the question may lead to an embarrassing answer, give as much information as you can in as positive light as possible. Avoid excuses. Explain how you're planning to make things right.
- **DON'T** be trapped into predicting the future... **NEVER** speculate!
- **DON'T** say anything "off the record." If you don't want it used, don't say it.
- **DON'T** wear sunglasses when being interviewed. You'll be perceived as being "shifty" and hiding something.
- **DON'T** discuss damages or estimated costs.
- **DON'T** discuss any facts relating to insurance, such as amounts and terms of coverage, name of carrier, possibilities of settlements or reimbursements.
- **DO** think before answering. Taking some time before you respond is perfectly acceptable. You're in control of your response...not the reporter. Don't allow them to rush you. If you don't understand the question, ask the reporter to rephrase it.