**UNITED STATES**
**POSTAL SERVICE** ®

# Crisis Management Plan for Incidents of Violence in the Workplace

Publication 107

May 1997
Transmittal Letter

A.  **Explanation.** Publication 107 was developed by the Crisis Management Plan Task Force. The materials on crisis simulations and postcrisis analysis were contributed by the Western Area Task Force on Crisis Simulation. It provides guidance to performance cluster Crisis Management Teams in the event of work disruption due to an incident of violence at the workplace. Local Crisis Management Teams are provided the necessary information to manage a crisis through to a successful conclusion.

B.  **Distribution and Requisitioning**

1.  **Initial.** Copies are to be sent to each performance cluster for distribution to appropriate facilities.

2.  **Additional Copies.** Order additional copies from material distribution centers (MDCs) using Form 7380, *MDC Supply Requisition.*

C.  **Comments**

Submit questions and suggestions in writing to:

EMPLOYEE AND ORGANIZATIONAL ASSISTANCE SERVICES
US POSTAL SERVICE
475 L'ENFANT PLAZA SW RM 9801
WASHINGTON DC  20260-4230

D.  **Effective Date.** This handbook is effective upon receipt.

*Yvonne D. Maguire*
*Vice President*
*Human Resources*

# Contents

# Exhibits

# 1
# Responding to Violence in the Workplace

## 1-1 Workplace Violence

Workplace violence is a national epidemic that warrants focused attention at every level of the organization. Incidents of workplace violence are increasingly prevalent and have been identified as the fastest growing problem in the United States. Estimates suggest that yearly costs to employers for incidents of workplace violence have reached into the billions of dollars.

Quantifying the acts and means of violence is limited to a numerical measure of the problem, but numbers cannot convey the meaning of loss of a human life, the emotional impact on those affected, and the qualitative cost to society. On a personal level, violence increases stress, inflicts emotional wounds, and lowers morale. Organizationally, it diminishes credibility, decreases productivity, creates work-specific tension, and damages property.

## 1-2 Postal Service Commitment

The United States Postal Service is committed to a safe work environment and a swift response to violence in the workplace. Although the U.S. Department of Labor has said that postal work is "one of the safest occupations in the job pool,... not even a blip on the Department of Labor's scale of occupational fatalities," the Postal Service is not invulnerable or immune to violence. A Crisis Management Plan (CMP), therefore, is designed to provide advance preparation guidelines for the basic management of incidents of workplace violence.

## 1-3 Use of the Crisis Management Plan in Event of a Violent Crisis

The purpose of this national plan is to provide a model of a plan to:

- Delegate specific roles and responsibilities for dealing with a violent crisis.

- Provide for the care and support of victims and their families.

- Establish an orderly return to normal operations.

In this context, the plan offers the minimum essential procedures and must not be interpreted as all-inclusive. *The focus is confined to the management of violent incidents at the crisis and postcrisis stage.*

This plan is to be used when a violent crisis occurs. A *violent crisis* is defined as "a violent act or behavior that severely affects the lives and emotional well being of postal employees and directly impacts normal operations." Violent crises include acts of:

- Suicide.

- Homicide.

- Assault.

- Hostage taking.

# 2
# Using the Plan for Preparedness

## 2-1 Achieving Mandatory Preparedness

Performance clusters (PCs) must take immediate steps to implement the crisis management team (CMT) with the flexibility to customize it according to their localities without minimizing its core elements. This plan allows for and encourages flexibility and creativity for process improvement. Unexpected obstacles may arise during the management of a crisis; therefore, alternative strategies should be considered and developed in advance.

While this plan provides direction by incorporating crucial roles and responsibilities, it is important to prepare the team before the crisis. Preparation involves awareness, familiarity with existing postal policies and protocols, locating and contracting with external resources, and purchasing and deploying equipment.

Planning for preparedness must deal with these issues:

- Establishing a CMT, including:

    - Selecting the team.

    - Assigning roles and responsibilities.

- Developing and customizing the local plan, including:

    - Developing communication protocols.

    - Establishing crisis command centers.

    - Procuring emergency supplies and equipment.

- Distributing and implementing the plan.

- Providing crisis management training.

At a minimum, an annual review of this plan should be conducted at Headquarters for updating and revisions.

To ensure constant improvements, all suggestions for changes should be sent to Employee and Organizational Assistance Services, Room 9801, Headquarters.

## 2-2 Establishing a Crisis Management Team

The CMT functions to ensure the efficient management of a violent crisis. Identified roles and responsibilities of the CMT make up the largest section of the CMP. PCs must select and train individuals for their CMT, and they must ensure their preparedness in the event of a crisis.

### 2-2.1 Selecting the Team

Each PC determines its number of members and alternates. The CMT must include at least the following:

- Crisis manager or designated team leader.

- Employee support coordinator.

- Medical coordinator.

- Communications coordinator.

- Operations coordinator.

- Administrative coordinator.

- Facility restoration coordinator.

- Inspection Service coordinator.

Also involved may be the following:

- Incident-reporting person.

- Incident on-site manager.

Human Resources (HR) also provides support services to the CMT, and these services may include the following:

- EAP.
- Personnel.
- Medical administration.
- Injury compensation.
- Safety and health.
- Labor relations.

## 2-2.2 Assigning Roles and Responsibilities

The process of response to a violent crisis is more manageable when individual tasks are well understood and preparations are in place. Sample specific duties and responsibilities are detailed within this plan to assist CMT members in planning to carry out their duties efficiently. See Exhibits 2-2.2a through 2-2.2j for sample checklists that identify the key personnel and their likely duties in the process of crisis management.

Before the crisis, the PC is to assign an individual and alternate to the specific roles defined in the plan. Listed on each page of the roles and responsibilities section of the plan should be checklists and items to review and implement locally. These include, but are not limited to:

- Developing resources and contacts.
- Procuring equipment, services, and supplies.
- Encouraging collaboration among team members.
- Maintaining operations.
- Providing employee support and assistance.

Conditions of a given crisis may require enlisting the help of others as yet unscheduled or unidentified. Flexibility and adjustments must be allowed for management of crises under varying conditions.

PCs are reminded to adhere to hazardous material handling procedures in cleanup activities, utilizing universal precautions.

The CMT must become familiar with other functional roles, responsibilities, and protocols that may be involved in the management of a crisis. The duties of the CMT must not supersede these protocols, e.g., family notification of employee fatalities or injuries.

## 2-3 Developing and Customizing the Local Plan

When the crisis manager or alternate has been identified and designated to activate the PC CMT, the team develops the local plan, customizing it as needed. Certain offices, due to geographical or special needs, may require a local resources list. All such lists are to be included in the PC's CMP for distribution.

Considering that a crisis may traumatize CMT members and other involved personnel, a backup plan for external support (Headquarters, area, and nearby CMT) should be provided to carry out their duties and responsibilities.

The PC leadership takes the lead to ensure that local information and resources required to be included in this plan are available.

### 2-3.1 Developing Communication Protocols

Each PC must give particular attention to developing a notification process to ensure timely contact of key personnel when a crisis occurs. These personnel include Headquarters, area, and union officials.

The document should include telephone numbers for offices, homes, cellular phones, and pagers. This protocol does not replace normal reporting procedures for incidents, e.g., accidents, injuries, death, disruption of the mail. See Exhibit 2-3.1a for a sample of a notification flow chart.

For easy access, CMT members and key PC personnel can use a laminated wallet-size card with telephone and pager numbers. See Exhibit 2-3.1b for a wallet-size card that can be individualized.

A crisis information sheet is recommended for the incident-reporting person, the highest level official on duty, to record the who, what, where, and why of the incident. The crisis information sheet can be a valuable resource for the Inspection Service during the initial investigation. See Exhibit 2-3.1c for a sample crisis information sheet.

A CMT activity log is recommended for documenting the major activities and movements of the team in operation. This log keeps track of the team deployment process and acts as a reminder for later follow-up. It is also used as a reference for evaluating and processing the outcome, and it should be retained for postcrisis review. See Exhibit 2-3.1d for a sample CMT activity log.

### 2-3.2 Establishing Crisis Command Centers

A crisis command center is a designated assembly area for the CMT located within the PC, not necessarily at the site of the crisis. This room contains the necessary equipment to manage the crisis efficiently. This location must be preselected and equipped in preparation for managing a crisis. Consideration must be given to establishing alternate command site if the designated command center cannot be accessed.

### 2-3.3 Procuring Emergency Supplies and Equipment

The CMT should specify a list of emergency equipment corresponding to the emergency plan. Before new equipment is purchased, the redeployment of existing equipment should be considered. See Exhibit 2-3.3 for a suggested list. Additional or different items may be required to meet the needs of a particular facility.

## 2-4 Distributing and Implementing the Plan

The PC leadership takes the lead to ensure that local, customized plans are made available to each facility. Each facility is then responsible for ensuring the access and availability of a CMP in readiness for violent crises

It is intended that the PC supply a completed CMP to remote encoding centers, area offices, and Headquarters-related units for their office use.

If a crisis occurs in one of those offices, the resources of the PC's CMT are to be made available.

## 2-5 Providing Crisis Management Training

PCs have the responsibility for ensuring that supervisory or managerial employees are familiar with the CMP and are prepared to respond when notified of a crisis. Additional training on such issues as conflict resolution and communication skills is crucial to maintain competency.

Crisis management training involves two distinct training programs: initial CMT training and crisis simulation.

### 2-5.1 Initial CMT Training

Initial training should consist of familiarization with the CMP and with people issues, communications, media interactions, and maintenance of public image. The training is to occur within 6 months of the implementation of the plan, and regular crisis preparedness meetings should be held thereafter.

### 2-5.2 Crisis Simulation

To verify the effectiveness and efficiency of the CMP, PCs should participate in preparation practice sessions that include practical exercises and crisis simulation. To comply with national requirements, each PC is urged to validate the plan by conducting a full CMP simulation and either an electronic or notification simulation as described below at least annually:

- **Full CMP simulation:** The area Human Resources manager schedules each PC to have at least one CMP simulation exercise annually. A realistic crisis is presented to the CMT, and members of the team test their ability to implement the CMP and manage the simulation to successful conclusion. See the *USPS Crisis Management Simulation Guide* for more information.

- **Electronic simulation:** CMT members and alternates practice, at least annually, their own CMT roles and at least one other role the CMT manager has assigned using a computerized simulation program. This exercise allows any person, at a convenient time,

to evaluate his or her own thought processes and preparedness to handle crises. In essence, the computer utilizes one scenario and has the operator interact with the situation in his or her normal role as part of the crisis management team. This segment allows people to experience the crisis situation at a totally different level from that experienced in the other two types of exercises.

- **Notification simulation:** CMT members simulate use of the notification protocol, which is critical to each locality's ability to mobilize for the crisis. The simulation focuses on an important aspect of reacting to a crisis: being able to have each person think about what to do, whom to notify, what role to assume, and where to go. It is done largely over the telephone and simply tests a segment of the Crisis Management Plan readiness. Communication and initial notification are critical and in many cases found to be inadequate in real situations. Basically it works with a simulation manager placing a call to a top executive, asking the questions, and asking that person to contact other people in the crisis communication plan. Each person subsequently contacted is asked to contact the simulation manager and supply the answers to the following four questions:

  - What are you going to do?

  - Who will you notify?

  - What role will you be assuming?

  - Where will you go?

This is not very time consuming (1 to 2 hours) and is considered an effective process. See Exhibit 2-3.1a and Exhibit 2-3.1b for sample notification protocols.

# 3
# Using the Plan for Postcrisis Evaluations

Following the conclusion of a crisis, when the workforce has returned to normal day-to-day operations, senior management and the CMT must conduct a comprehensive review of the crisis management process. Postcrisis review and analysis include a time-line narrative, from the sequence of events (if known) leading to the crisis to the successful conclusion of the crisis. The crisis manager forwards the postcrisis evaluation to the manager of Employee and Organizational Assistance Services at Headquarters no later than 30 days after the conclusion of the crisis. See Exhibit 3a and Exhibit 3b for analyses to be used in this process.

Exhibit 2-2.2a
## Sample Checklist — Incident-Reporting Person

The incident-reporting person is the highest level official on duty who begins the crisis response process. This person assumes initial authority and responsibility for the incident.

In a crisis, the incident-reporting person sees that the following immediate action steps take place:

__ Summon help.

    __ Call 911 (emergency services).
    __ Call Postal Inspection Service.
       Phone number _____
       24-hour phone number _____
       Pager number _____

    __ Call next higher level authority.
       Phone number _____
       24-hour phone number _____
       Pager number _____

__ Alert workforce.

__ Direct workforce to alternate assembly area.

__ Provide immediate medical attention to the injured.

__ Account for personnel.

__ Secure crisis scene.

__ Protect mail and revenue.

__ Complete crisis information sheet (see Exhibit 231c).

__ Brief and coordinate with incident on-site manager.

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**Before a crisis occurs, think about:**

■ **Designating an alternate assembly area.**
■ **Developing procedures for securing crisis scene.**

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Exhibit 2-2.2b
## Sample Checklist — Incident On-Site Manager

During normal operations, the incident on-site manager is the site senior official, who upon notification from the incident-reporting person, has responsibility for managing the crisis on-site. The CMT assists in the decision-making processes.

During and after a crisis, the incident on-site manager ensures that the following steps are taken:

__ Contact crisis manager (designated team leader).

__ Confer with appropriate CMT coordinators to assist with continued safe operations.

__ Confer with incident-reporting person and/or senior management official(s).

__ Close facility where incident occurred and determine duration, if appropriate.

__ Request employees (craft and supervisory) from other facilities to temporarily carry out the duties of those individuals severely traumatized, as needed.

__ Provide accurate information concerning critical incident and dispel rumors.

__ Provide appropriate leave for traumatized employees.

__ Provide transportation assistance to traumatized employees.

__ Provide transportation for employees to attend wake or funeral.

__ Provide flowers, donations, etc., for families of the injured or deceased individual(s) (postal and nonpostal).

__ Identify PC leadership to visit families of traumatized, injured, or deceased victims.

__ Schedule with the employee support coordinator immediate debriefing sessions as well as any additional counseling and/or debriefings.

---

**After the crisis, think about:**

■ **Providing an opportunity for employee involvement in tribute to affected employees.**
■ **Providing a moment of silence at affected facilities.**
■ **Determining the need for memorial services, initial and anniversary.**
■ **Providing flags or bunting for affected sites.**
■ **Providing pallbearer(s) for the funeral, if requested.**

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Exhibit 2-2.2c
# Sample Checklist — Crisis Manager

Upon notification, the crisis manager assumes responsibility for overall management of the crisis and is the team leader for the CMT. Coordination of the crisis process remains with the crisis manager until the crisis is resolved.

The crisis manager ensures that the following steps are taken:

__  Confer with incident-reporting person and/or senior management official(s).

__  Coordinate all activities with Inspection Service coordinator.

__  Activate CMT, brief, and deploy as necessary.

    __ Employee support coordinator.
    __ Medical coordinator.
    __ Inspection Service coordinator.
    __ Communications coordinator.
    __ Facility restoration coordinator.
    __ Administrative coordinator.
    __ Operations coordinator.

__  Activate Human Resource functions through the manager of Human Resources.

__  Activate primary and/or alternate command center.

__  Document crisis activities until they are transferred to administrative coordinator.

__  Ensure that internal and external notifications are completed through communications coordinator.

__  Hold CMT meetings as needed to monitor and evaluate situation.

__  Track, assess, and adjust resources to meet situational needs.

__  Review and analyze crisis process.

__  Debrief and offer recommendations to PC as appropriate.

---

**Before a crisis occurs, think about:**

- **Designating roles (primary and, when applicable, alternates).**
- **Choosing command center sites (primary and secondary).**
- **Determining need for external support.**

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Exhibit 2-2.2d
## Sample Checklist — Employee Support Coordinator

The employee support coordinator coordinates psychological services, family support, and trauma recovery. These services are available to victims, families, and coworkers. This person also works closely with the medical coordinator to ensure appropriate services are provided as needed.

The employee support coordinator ensures that the following steps are taken:

__ Confer with crisis manager.

__ Interface with Inspection Service coordinator.

__ Proceed to a location (e.g., command center, crisis site) as directed by crisis manager.

__ Assess, identify, and coordinate overall psychological and trauma recovery needs and activities.

__ Activate EAP counseling services.

__ Coordinate with EAP vendor for additional services as appropriate.

__ Evaluate the need and provide for critical incident recovery services:
    __ Activate external Critical Incident Team resources (psychological trauma recovery).
    __ Secure sites for recovery services, e.g., debriefing, counseling.

__ Identify and oversee family support services for affected individuals.

__ Collaborate with medical coordinator.

* Some actions may be performed jointly with another coordinator.

---

**Before a crisis occurs, think about:**

- **Identifying critical incident recovery services.**
- **Identifying additional community mental health resources.**
- **Establishing EAP notification protocols.**
- **Considering how employee needs and reactions may differ.**

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Exhibit 2-2.2e
## Sample Checklist — Medical Coordinator

The medical coordinator is responsible for contacting hospital emergency rooms to obtain updates on any person admitted and following up on his or her status. The medical coordinator also works closely with the employee support coordinator to ensure that appropriate services are provided as needed.

The medical coordinator ensures that the following steps are taken:

__ Confer with crisis manager.

__ Interface with Inspection Service coordinator as necessary.

__ Proceed to a location (e.g., command center, crisis site) as directed by crisis manager.

__ Assess and identify medical needs.

__ If injuries have occurred, oversee the coordination of emergency medical treatment and follow-up.

__ If fatalities have occurred, coordinate with the medical examiner.

__ Provide ongoing medical reports of the injured to the crisis manager.

__ Coordinate with respective CMT members for any fatality notifications.

__ Collaborate with employee support coordinator.

* Some actions may be performed jointly with another coordinator.

---

**Before a crisis occurs, think about:**

- **Identifying medical resources, e.g., hospitals, outpatient services.**
- **Identifying additional medical supplies needed.**

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Exhibit 2-2.2f
## Sample Checklist — Communications Coordinator

The communications coordinator is responsible for releasing information to internal and external sources. Confidentiality of sensitive information and confirmation of all facts before dissemination are essential. Any information concerning the crisis incident, course of action, or follow-up is coordinated with the crisis manager and, when appropriate, senior management.

The communications coordinator ensures that the following steps are taken:

__ Confer with crisis manager.

__ Interface with Inspection Service coordinator.

__ Proceed to a location (e.g., command center, crisis site) as directed by crisis manager.

__ Assess and identify communication needs.

__ Prepare an initial incident message and distribute, e.g., Headquarters, area, employees, media.

__ Receive media inquiries.

__ Provide crisis manager and administrative coordinator with list of notifications made to media, government representatives, and internal sources.

__ Continue to track events and actions taken, and ensure that CMT staff members are briefed.

__ Provide administrative coordinator with activity updates and copies of all internal and external communications.

__ Prepare management for first news media briefing.

__ Prepare press release(s), media advisories, news breaks, and statement(s).

__ Monitor and record external media coverage.

__ Discuss and clear media information with the crisis manager and, when appropriate, senior management.

__ Activate communication plans.

__ Establish link with Headquarters, area, organizational, and union leaders.

* Some actions may be performed jointly with another coordinator.

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**Before a crisis occurs, think about:**

▪ **Establishing a Corporate Relations notification protocol.**

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Exhibit 2-2.2g
# Sample Checklist — Operations Coordinator

The operations coordinator acts as a liaison among CMT and operations staff to maintain operational efficiency.

The operations coordinator ensures that the following steps are taken:

__ Confer with crisis manager.

__ Interface with Inspection Service coordinator.

__ Proceed to a location (e.g., command center, crisis site) as directed by crisis manager.

__ Assess and identify operational needs.

__ Establish alternate operational site(s) as needed.

__ Coordinate transportation network adjustments.

__ Plan and coordinate the disposition of on-site mail and revenue.

__ Assist in the return to normal operations.

* Some actions may be performed jointly with another coordinator.

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**Before a crisis occurs, think about:**

▪ **Identifying alternative routes.**
▪ **Obtaining street maps of surrounding area.**

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Exhibit 2-2.2h
## Sample Checklist — Administrative Coordinator

The administrative coordinator is responsible for all administrative support for the command center and works closely with the communications coordinator on information management. Accountabilities include assisting in making notifications and mobilizing resources; tracking the situation; and collecting, organizing, and distributing documentation. Additionally, the administrative coordinator locates, procures, and/or stores items listed in the emergency equipment and supplies inventory list before any crisis.

The administrative coordinator ensures that the following steps are taken:

__ Confer with crisis manager.

__ Interface with Inspection Service coordinator as necessary.

__ Proceed to a location (e.g., command center, crisis site) as directed by crisis manager.

__ Document the crisis and responses from onset to conclusion.

__ Obtain emergency communication equipment (see emergency equipment and supplies inventory list).

__ Maintain external emergency resources list, e.g., American Red Cross, utilities.

__ Evaluate the need for and obtain additional administrative assistance.

__ Arrange for all equipment and supply needs in the crisis command center.

__ Establish communication services to appropriate personnel.

__ Compile crisis command center staffing roster and maintain schedule of activities (see activity log).

__ Retrieve incident-reporting person's crisis information sheet and crisis manager's initial notes, and continue the documentation process.

__ Coordinate food services for command center and other areas staffed.

__ Distribute reports and updates to appropriate personnel.

* Some actions may be performed jointly with another coordinator.

---

**Before a crisis occurs, think about:**

- ▪ **Obtaining and maintaining command center supplies.**
- ▪ **Identifying community resources: American Red Cross, water, gas, heat, electricity, food supplies, accommodations, and car rental.**
- ▪ **Identifying additional administrative coordinator if needed.**

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Exhibit 2-2.2i
## Sample Checklist — Facility Restoration Coordination

The facility restoration coordinator is responsible for all necessary agency contacts relevant to the physical facility and its restoration. In addition, the facility restoration coordinator makes sure appropriate facility and environmental support are provided to the incident site and the PC. Please note that all cleanup and restoration is to be coordinated with the Inspection Service.

The facility restoration coordinator ensures that the following steps are taken:

__  Confer with crisis manager.

__  Interface with Inspection Service coordinator as necessary.

__  Proceed to a location (e.g., command center, crisis site) as directed by crisis manager.

__  Assess and identify facility and environmental needs.

__  Coordinate repairs and/or alterations with appropriate functional staff.

__  Coordinate biological cleanup as needed.

__  Provide facility and environmental activity updates to the crisis manager.

__  Contract alternate facility if necessary.

__  Secure temporary shelter as needed.

__  Coordinate and oversee contracting activities.

__  Secure temporary lavatory facilities if needed.

__  Gather and retain custodial responsibility for relevant facility blueprints.

* Some actions may be performed jointly with another coordinator.

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**Before a crisis occurs, think about:**

- **Identifying repair companies**
- **Identifying external biological and environmental cleanup companies**

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Exhibit 2-2.2j
## Sample Checklist — Inspection Service Coordinator

The Inspection Service coordinator participates in routine CMT activities, but his or her primary responsibility is to oversee the investigation of the crime. When the incident-reporting person contacts the facility manager or supervisor and the Inspection Service, the first responder, whether manager or postal inspector, establishes an emergency operations center on-site for the coordination of CMT and Inspection Service activities. Inspectors immediately respond to the scene, and the Inspection Service response team leader takes control of the scene upon arrival, with the Postal Service incident on-site leader providing support. The scene is treated as a crime scene until released by postal inspectors, with the CMT coordinating its own activities with the response team leader. Once the scene has been released, the Postal Service incident on-site leader takes control, with the Inspection Service response team leader coordinating perimeter security with the Postal Service on-site leader. The postal team establishes communication between this on-site emergency operations center and the crisis command center previously established somewhere within the performance cluster.

Meanwhile, a support person in the Inspection Service office contacted (or an inspector, if support is not available) contacts division headquarters to advise of the incident and provide any details available. The division headquarters establishes an off-site emergency command center, from which all available local inspectors are contacted and directed to the incident site, if appropriate, and communications are established with the Postal Service crisis command.

All communication with the media should be coordinated jointly by the Inspection Service and the Postal Service corporate relations specialists.

The Inspection Service coordinator ensures that the following steps are taken:

__  Respond to the crime scene and coordinate the investigation with other law enforcement personnel.

__  Protect the crime scene and evidence.

__  Interview witness(es).

__  Coordinate all media releases with the communication coordinator and postal management to ensure that proper information is released.

__  Confer with the CMT to ensure coordination.

__  Release crime scene to postal manager to resume postal activities.

__  Participate with CMT in postincident effort.

Exhibit 2-3.1a
# Sample Notification Protocol Flow Chart

## RESTRICTED INFORMATION

```
┌──────────────────────┐       ┌──────────────────────┐
│  Emergency Services   │───────│   Initial Incident    │
│         911           │       │  Manager/Supervisor   │
│                       │       │       (On-Site)       │
└──────────────────────┘       └──────────────────────┘
```

**Incident On-Site Manager**

Office Number:
Home:
Car:

**Vice President
Area Operations**

**Inspection Service**

Office Number:
Pager:

**Crisis Manager**

Office Number:
Home:
Car:
Pager:

**Operations
Coordinator**

Office Number:
Home:
Car:
Pager:

**Facility Restoration**

Office Number:
Home:
Car:
Pager:

**Medical Coordinator**

Office Number:
Home:
Car:
Pager:

**Employee Support
Coordinator**

Office Number:
Home:
Car:
Pager:

**Administrative Coordinator**

Office Number:
Home:
Car:
Pager:

**Communication
Coordinator**

Office Number:
Home:
Car:
Pager:

**Note:**
All contacted CMT members should call or report in person to the crisis manager immediately upon being notified.

Exhibit 2-3.1b
**Sample Wallet Card**

**Front Side**

**CMT TITLE NAME   EMERGENCY # PAGER # CELLULAR #**

**District Mgr. AlternatSr. P&D Mgr.** _____
  **Alternate** _____

**Insp. Svc.** _____
  **Alternate** _____

**Crisis Mgr.** _____
  **Alternate** _____

**Emp. Support** _____
  **Alternate** _____

**Med. Coord.** _____
  **Alternate** _____

**Com. Coord.** _____
  **Alternate** _____

**Opr. Coord.** _____
  **Alternate** _____

**Adm. Coord.**_____
  **Alternate** _____

**Fac. Res. Cr.** _____

**Back Side**

**[Name of performance cluster]**

**[Postal Service corporate signature]**

**and**

**[List of emergency procedures for performance cluster]**

**or**

**[Statement of commitment to the safety of postal employees and worksites]**

**or**

**[Statement of commitment to a safe working environment by performance cluster leadership]**

Exhibit 2-3.1c
## Sample Crisis Information Sheet

Date _____ Time _____

Name of Caller _____

Location of Caller _____ Phone Number _____

Describe Crisis and Location: _____

_____

_____

Are there injuries?      Yes            No            Unknown (circle one)

If yes, describe: _____

_____

Are there hostages?     Yes            No            Unknown (circle one)

If yes, describe: _____

_____

Were weapons used?   Yes            No            Unknown (circle one)

If yes, describe: _____

_____

Describe perpetrator:
    How many perpetrators? _____
    Where are they now? _____
    Names (if known) _____

    Personal Description:
            Sex _____ Eye Color _____ Hair Color _____
            Race _____ Height _____ Weight _____
            Body Build:      Thin            Medium        Heavy
            Identifying Marks:     Tattoos        Scars          Facial Hair

    Clothing Description:
            Shirt/Blouse _____ Hat _____
            Pants/Skirt _____ Outer Garment _____
            Shoes _____ Jewelry _____

    Behavior Description: _____

    _____

Exhibit 2-3.1c, page 2

Vehicle Description _____ License Plate Number, State _____

Is there property damage?        Yes             No       Unknown (circle one)

If yes, describe _____

Witness Names _____        _____

　　　　　　　　　 _____        _____

　　　　　　　　　 _____        _____

* Use form on next page for title, address, and phone numbers.

Other pertinent information

_____

_____

_____

_____

_____

Initial Incident Manager/Supervisor_____
　　　　　　　　　　　　　　　　　　　(Name)　　　　　　　　　　　　　(Title)

Date of Report _____

Exhibit 2-3.1c, page 3

**Witnesses:**

1. Name: _____ Title: _____

     Address: _____

                          (Street, City, State, and ZIP)

     Phone: (____)_____ Business (____)_____ Home

2. Name: _____ Title: _____

     Address: _____

                          (Street, City, State, and ZIP)

     Phone: (____)_____ Business (____)_____ Home

3. Name: _____ Title: _____

     Address: _____

                          (Street, City, State, and ZIP)

     Phone: (____)_____ Business (____)_____ Home

4. Name: _____ Title: _____

     Address: _____

                          (Street, City, State, and ZIP)

     Phone: (____)_____ Business (____)_____ Home

5. Name: _____ Title: _____

     Address: _____

                          (Street, City, State, and ZIP)

     Phone: (____)_____ Business (____)_____ Home

6. Name: _____ Title: _____

     Address: _____

                          (Street, City, State, and ZIP)

     Phone: (____)_____ Business (____)_____ Home

7. Name: _____ Title: _____

     Address: _____

                          (Street, City, State, and ZIP)

     Phone: (____)_____ Business (____)_____ Home

8. Name: _____ Title: _____

     Address: _____

                          (Street, City, State, and ZIP)

     Phone: (____)_____ Business (____)_____ Home

<center>Use separate sheet of paper if more space is needed.</center>

Exhibit 2-3.1d
**Sample Crisis Management Team Activity Log**

| Date | Time | Source (name person) | Description of Activity/Follow-Up |
|------|------|----------------------|-----------------------------------|
| 1. | | | |
| 2. | | | |
| 3. | | | |
| 4. | | | |
| 5. | | | |
| 6. | | | |
| 7. | | | |
| 8. | | | |
| 9. | | | |
| 10. | | | |
| 11. | | | |
| 12. | | | |
| 13. | | | |
| 14. | | | |
| 15. | | | |

Exhibit 2-3.3
# Sample Emergency Equipment and Supplies List

A.      Communications equipment
      1.      Bullhorn(s) (battery charged)
      2.      Two-way radio(s)
      3.      Tape recorder with telephone microphone, audio tapes
      4.      Extra telephone jacks, telephones
      5.      Cellular phone(s)
      6.      Computer(s) or laptop(s), modem(s), printer(s)
      7.      Pager(s)
      8.      Faxing capabilities

B.      Command center supplies
      1.      Notepads, pens, markers, etc.
      2.      Public telephone directory
      3.      Company telephone/staff directory
      4.      Flip charts, masking tape, bulletin board, etc.
      5.      TV, VCR, blank tapes
      6.      Vehicle(s) availability
      7.      Radio(s)
      8.      Copy of CMP
      9.      Copying capabilities
      10.      First aid kit, latex gloves, microshield
      11.      Camera(s): instant and 35 mm

C.      Information lists, maps, drawings
      1.      List of telephone numbers, portable phones, radio call/pager numbers, faxes for:
            — Public safety agencies
            — Public utility agencies
      2.      List of telephone numbers, portable phones, radio call or pager numbers, faxes for key USPS personnel (Headquarters, area, district, Inspection Service)
      3.      Lists of employees
      4.      Emergency procedures (hard copy and/or diskette)
      5.      Personnel assignments during emergencies
      6.      Floor plans, blueprints
      7.      Maps: state and local
      8.      List of first aid-qualified individuals

D.      CMT Members' Individual Equipment/Supply Kit
      1.      Clipboard
      2.      Notepad
      3.      Pen, pencil, markers
      4.      Personal hygiene kit
      5.      Change of clothes
      6.      CMT identification, e.g., jackets, armbands, vest, hat
      7.      Copy of CMP
      8.      Personal first aid kit, latex gloves, microshield

Exhibit 3a
## Sample Performance Cluster Postcrisis Evaluation

Date Evaluation Completed _____ Site of Crisis _____
_____

Command Center Site _____

Team Members Present for Evaluation _____

_____

_____

Date of Crisis Onset _____ Date of Crisis End _____

Nature of Crisis _____

_____

_____

What caused the crisis? _____

_____

_____

_____

What could have been done to prevent the crisis? _____

_____

_____

_____

External Resources Utilized _____

_____

_____

Form Completed By _____
                                    (Name)                                              (Title)

Exhibit 3a, page 2

**Crisis Management Response Members (List Names)**

Incident-Reporting Person _____

Incident On-Site Manager _____

Crisis Manager _____

Employee Support Coordinator _____

Communications Coordinator _____

Facility Restoration Coordinator _____

Operations Coordinator _____

Medical Coordinator _____

Administrative Coordinator _____

Facility Restoration Coordinator _____

Inspection Service Coordinator _____

Others _____

_____

_____

_____

**Mobilization/Notification Protocol**

Were the CMT members able to make the shift from normal responsibilities to focus on the tasks specific to crisis management? Were CMT members notified in a timely manner?

|  | YES | NO | COMMENTS |
|---|---|---|---|
| Were members able to convene quickly? | ___ | ___ | _____ |
| Were members able to divest and reassign duties? | ___ | ___ | _____ |
| Were police and emergency personnel notified? | ___ | ___ | _____ |
| Were Headquarters personnel notified? | ___ | ___ | _____ |
| Was there a current CMT roster and contact numbers? | ___ | ___ | _____ |
| Were the CMT members easily reached? | ___ | ___ | _____ |

Comments: _____

_____

_____

Exhibit 3a, page 3

## Communication Process Content

Was information shared in a timely manner? Did the communication process work for the team?

|  | YES | NO | COMMENTS |
|---|---|---|---|
| Were copies of the CMP available? | ___ | ___ | _____ |
| Were media relations anticipated and handled? | ___ | ___ | _____ |
| Were media relations monitored? | ___ | ___ | _____ |
| Was information shared among team members? | ___ | ___ | _____ |
| Was communication timely and unobstructed? | ___ | ___ | _____ |
| Did CMT members share information with manager? | ___ | ___ | _____ |

Comments:_____

_____

_____

## Team Functioning

Did the CMT perform efficiently and effectively to manage the crisis?

|  | YES | NO | COMMENTS |
|---|---|---|---|
| Was leadership appropriate to the task? | ___ | ___ | _____ |
| Were the right people on the team? | ___ | ___ | _____ |
| Were team members committed? | ___ | ___ | _____ |
| Were roles clear and understood? | ___ | ___ | _____ |
| Were procedures appropriate and well organized? | ___ | ___ | _____ |
| Were breakdowns and conflicts handled effectively? | ___ | ___ | _____ |
| Did relations stay positive and professional? | ___ | ___ | _____ |

Comments:_____

_____

_____

## Crisis Facilities

|  | YES | NO | COMMENTS |
|---|---|---|---|
| Was space location designated and appropriate? | ___ | ___ | _____ |
| Were equipment and resources appropriate? | ___ | ___ | _____ |
| Did site meet needs of the team? | ___ | ___ | _____ |

Comments:_____

_____

_____

Exhibit 3a, page 4

**Recovery Services**

|  | YES | NO | COMMENTS |
|---|---|---|---|
| Were the services provided in a timely manner? | ___ | ___ | _____ |
| Were the services appropriate to the crisis? | ___ | ___ | _____ |
| Was communication unobstructed? | ___ | ___ | _____ |
| Are services needed to continue? | ___ | ___ | _____ |
| If yes, for how long, and what is needed? _____ |
| _____ |
| _____ |

- **What were the strengths of the CMT?** Issues to focus on are communication process, leadership abilities, team process, ability to access external resources (e.g., recovery services, medical, facility restoration).

_____

_____

_____

_____

_____

- **What were the challenges faced by the CMT?** Issues to focus on are communication process, leadership abilities, team process, ability to access external resources (e.g., recovery services, medical, facility restoration).

_____

_____

_____

_____

_____

**Lessons Learned — Future concerns or modifications for the CMT**

_____

_____

_____

_____

**Comments** _____

_____

Exhibit 3b
## Sample Headquarters Postcrisis Evaluation

Date Evaluation Completed _____ Site of Crisis _____

Command Center Site _____ Date of Crisis Onset _____ Date of Crisis End _____

Nature of Crisis _____

_____

_____

_____

What caused the crisis? _____

_____

_____

_____

What could have been done to prevent the crisis? _____

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

Form Completed By _____
                                    (Name)                                              (Title)

Exhibit 3b, page 2

**Crisis Management Response Members (List Names)**

Incident-Reporting Person _____

Incident On-Site Manager _____

Crisis Manager _____

Employee Support Coordinator _____

Communications Coordinator _____

Facility Restoration Coordinator _____

Operations Coordinator _____

Medical Coordinator _____

Administrative Coordinator _____

Facility Restoration Coordinator _____

Inspection Service Coordinator _____

Others _____

_____

■   **What were the strengths of the CMT?** _____

_____

_____

_____

_____

■   **What were the challenges faced by the CMT?** _____

_____

_____

_____

_____

**Lessons Learned — Future concerns or modifications for the CMT:**

_____

_____

_____

**Comments** _____

_____