# Crisis Communication Plan

Uniban Canada Inc.

# Contents

# Introduction

A crisis communication plan is a vital part of emergency preparedness and response. A company's success is dependent, in part, upon its reputation. Having a solid crisis communication plan, which has been integrated with the operations plan, well-tested and understood and practiced by company employees, can not only save a company's reputation, but at times, can also save lives.

From a practical application standpoint, a crisis communications plan does the following:

• Defines and assigns the crisis team.

• Outlines roles and responsibilities of the crisis team.

• Details steps to take in a crisis event.

• Indicates who to contact, resources that are available and procedures to follow.

• Provides a platform for training, testing and improvement.

Developing a company-specific crisis communication plan is an important part of emergency preparation. Here are a few tips to follow as you use this planning template to create a company-specific crisis communication plan.

**Length:** The main body of a crisis communication plan should be no more than 15 - 20 pages. Other resources and policies can be included, but should be a separate section or appendix of the plan.

**Content:** The first pages of a crisis communication plan should clearly outline the steps the company will take in the event of a crisis, who is responsible for taking these steps, and how to contact the crisis communication team.

> **What is a Crisis?**
>
> A serious threat which, under time pressure and highly uncertain circumstances, necessitates making critical decisions.
>
> **What is a Crisis Communication Plan?**
>
> A Crisis Communication Plan outlines the procedures for collecting and conveying information to interested parties during or immediately following an emergency or crisis. — The Business Continuity Management Institute (BCM Institute)

**Review:** The crisis communication plan should be reviewed and approved by operational and communications staff and should be updated, at a minimum, twice a year, to verify that the information and protocols are accurate.

In order to develop a crisis communications plan that is company-specific, accurate and practical, it is important to involve individuals from a variety of disciplines. The best group of individuals to take on this task is the crisis communications team. By assisting in the creation of the document (writing/editing/approving), the crisis team has automatic buy-in and can better understand the steps that need to take place in an event.

## Plan Organization

The Uniban Canada("Uniban") crisis communications plan is divided into three major sections.

1. Quick Response – This section includes the first seven steps to take in a crisis.

2. Resources – Throughout the plan there are references to the Resources section, which provides more information on various elements of communication crisis response, templates, checklists and reference materials. The documents within the Resources section can be clicked on through hyperlinks as they are referenced in the plan or by the listed page number.

3. Communication Strategy –- This section includes additional Uniban protocols.

## Plan Instructions

This document has been developed for Uniban as the framework for the organizations crisis communications plan. It has been compiled by studying many such plans and taking best practices from each. Make sure several Uniban team members have a copy of this plan and know where to find it, so that any one member can step up and lead if necessary. It's important to have the plan available in the Laval office and offsite in electronic and paper format.

WG Advisory Services will also hold a copy of the plan as part of the overarching Business Continuity Plan (BCP) in encase™ portal – www.wgadvisory.ca

Once the plan is complete, all core members and other key individuals should review it to familiarize themselves with the protocol, and one member should be assigned the responsibility of keeping it updated throughout the year.

It is the responsibility of the crisis communication team leader (CCTL) to ensure that a copy of the plan is available to each team member, other staff and key emergency response partners for use in the event of a crisis. It is also the responsibility of the CCTL to ensure that the plan is kept up-to-date and that the team members have read the plan and understand its contents.

## Plan Review

The crisis communication team (CCT) will review this plan on a [monthly/quarterly/ bi-yearly] basis to check that:

- Contact information lists are current.
- New initiatives or identified risks are assessed and included.
- Changes to risk communications policies, practices or procedures are up-to-date.

Changes to the plan will be noted on the Plan Review Chart.

# Quick Response - Seven Steps for Crisis Communication

Communicating before, during and after a crisis is important – not only when working with the media, but also with employees, family members and company stakeholders. The following is a seven-step approach to:

- Help you understand your communication role in an emergency
- Follow and support Uniban procedures
- Know what communication actions to take

Depending on the intensity of the situation, it is possible that all of these steps could be taken within the first three hours of a crisis and then repeated as needed during the course of the situation. Please refer to *Figure 1* for step overview.



*Figure 1 - Crisis Management 7 Steps*

## Step 1: Verify and Assess the Crisis

The first step is to determine what has happened (what, when, who, how, why), by coordinating at the Laval office (site of the incident) and immediately identifying as many facts as possible:

| **WHAT** happened and where? | **WHEN** did this happen? | **WHO** is involved? | **HOW** did it happen? | **WHAT** is currently being done? |
|---|---|---|---|---|

### When Collecting the Data Consider the Following:

- Do you have **all** the facts (to the best of your knowledge)?
- What **other information** do you need to put the event into perspective?
- Has the situation been **confirmed**?
- Was your information source(s) **credible**?
- Is information **consistent** from several sources?

In some cases, the media may be alerted to the situation before all of these facts can be determined. Even if you do not have all of the information yet, it is important to notify the Crisis Communication Team (CCT) as well as provide the media with a statement indicating that the situation is under investigation and that as soon as more information is available it will be provided.

### Crisis Situations

Each crisis is unique, but there is an opportunity to become familiar with a variety of scenarios so that a potential crisis can be quickly recognized and addressed.

| | | |
|---|---|---|
| • Chemical spills/leaks<br>• Civil disturbance<br>• Community evacuation<br>• Environmental | • Explosions/Implosions<br>• Exposures to harmful substances<br>• Financial improprieties<br>• Fires | • Injuries/Fatalities<br>• Natural disasters<br>• Power failure<br>• Transportation |

Please refer to Appendix E Crisis Scenarios

## Step 2: Notifications and Assignments

Once a potential crisis has been identified it must be reported immediately to the Crisis Communications Team Leader (CCTL).

**NOTE:** Even if the situation does not seem like it could cause community or media attention, it is important that the CCTL be informed. Crisis situations can escalate very quickly, and it is extremely important that the communication team stay up-to-date on the situation.

### Communication Notification Steps

1. Call CCTL (within 15 minutes).
2. CCTL will coordinate contacting all members of the Crisis Communications Team (CCT)
3. A conference call will be scheduled so the CCT members can determine if there is a communication crisis, and, if so, what communication crisis level it has reached (see Step 3). The CCT will also determine next steps.

**CCT Primary Location:** 2115 Boulevard des Laurentides, Laval, QC
**CCT Secondary Location:** TBD

| Crisis Communication Team Assignments | | |
| --- | --- | --- |
| Role/Responsibility | Primary Name/Title | Secondary Name/Title |
| **Crisis Communications Team Leader**<br><br>• Coordinates Uniban communication response<br><br>• Oversees message development and coordinates message with CFO/CEO<br><br>• Passed messages to Executive Director for final approval<br><br>• Arranges scheduled and emergency team meetings, works with senior advisors<br><br>• Ensures required resources are available for team member assigned duties | | |
| **Executive Director**<br><br>• Works with CCT and provides final approval for messages<br><br>• Ensures CCT has all the resources needed | | |
| **Legal Counsel/Advisor**<br><br>• Legal advice on communications strategies<br><br>• Legal advice on messaging to media | | |
| **Spokesperson**<br><br>• Works with CCT to publicly issue statements to the media<br><br>• Serves as (Group)'s representative at press conferences with assistance from CCT | | |
| **Sr. Staff/Individuals (as needed)**<br><br>• Provide communication input regarding area of expertise<br><br>• Assist as and where needed | | |
| **Web site and Social Media Coordinator**<br><br>• Coordinates with the CCTL to provide up-to-date information on the Internet<br><br>• Monitors website and social media site comments and provides updates to the CCT | | |

## Step 3: Assess the Communication Crisis Level

Based on the level of communication required as listed in the criteria below, determine the crisis level of the situation.

| Level | Communications Characteristics |
|---|---|
| **4**<br>**Highly Intense** | • Media have immediate and urgent need for information about the crisis. CEO may need to provide opening statement of empathy/caring.<br>• One or more groups or individuals express anger or outrage.<br>• Broadcast and print media appear on-site for live coverage. |
| **3**<br>**Intense** | • Crisis causes growing attention from local and regional media.<br>• Media contacts non-CCT staff for information about the crisis.<br>• In addition to the media, stakeholders and community partners are present at site.<br>• Affected and potentially affected parties threaten to talk to the media. |
| **2**<br>**Moderately Intense** | • Crisis situation may/may not have occurred; the situation is attracting slow, but steady media coverage.<br>• External stakeholders (e.g. Provincial or Federal) receive media inquiries.<br>• The public at large is aware of the situation/event but is attracting very little attention. |
| **1**<br>**Minimally Intense** | • Crisis attracts little or no attention.<br>• Pre-event information requests are received.<br>• Public and/or media are virtually unaware of crisis. |

## Step 4: Communication Management

### Message Management

1. Schedule regular internal communication updates.
2. Schedule regular updates with Senior Management.
3. Identify key audiences.
4. Start crisis inquiry log from public and/or media.
5. Select and/or assign spokesperson(s) (site and/or corporate).

### Communication Logistics

• Identify main on-site contact.
• Establish a location for communications operation center.
• Establish a place for VIP visitors.

## Step 5: Develop Messages

Once the crisis level has been determined and factual information to be communicated has been confirmed, it is time to begin planning a response strategy for communicating critical information and for responding to potential questions for each audience. During this step, the Crisis Communications Team should:

- Develop a script for conveying key information points.
- Develop or refer to a list of questions that could be asked by a variety of audiences (families, media, partner, organizations) about the crisis.
- Modify pre-scripted messages or develop new messages.
- Be prepared to address the company's or the operation's record for the relevant crisis situation, e.g., employee safety, financial integrity, treatment of employees.
- Determine how the company will manage inquiries regarding a CEO's or other senior management's activities that are unrelated to the crisis situation, e.g., political activities.
- Identify the best methods for delivery of key messages.
- Monitor crisis and update messages based on the crisis.

## Step 6: Approve and Release Messages

### Message Approval

Once messages are developed for each potential audience, all messages that will be distributed internally to employees and externally to the public, shareholders, the media, etc., must be approved by the following individuals:

1. Crisis Communication Team Leader (CCTL)
2. Legal Counsel/Advisor
3. Chief Executive Officer (CEO)

Once the legal team and the CEO have reviewed, the CCTL will work with the Crisis Communications Team (CCT) to make needed changes and finalize for official release.

### Message Release

Messages can be released through a variety of means and messengers and at various time frames, depending on the crisis. In crisis levels 3 or 4, the main statement or overarching message should come from the CEO and, if deemed appropriate, include a message of empathy and caring.

Delivering messages to a broad range of people will need to be a team effort as outlined in Appendix D Sample Message Maps.  However, ALL messages should be coordinated with the CCTL and channeled through the approval processes to make sure that they are in line with the overall messages and approved by Uniban for release.

## Step 7: Monitor and Provide Feedback

During and after the crisis the CCTL will coordinate with the CCT to:

**Review crisis coverage**

- Review media outlets that have inquired about the situation.
- Review media within a designated area of the facility (distance depends on the nature of the event).
- Review national and business media.
- Conduct regular searches through Internet search sites for key words, such as "Uniban" or "Clairus", the incident, people involved, etc.

| |
|---|
| • In some cases you may want to monitor blogs, comment boards or chat sites to assess community/employee concerns/comments. Keep in mind the following when reviewing these sites:<br>    a. Although things should be taken seriously, understand that blogs and comments board can be used simply to "let off steam."<br>    b. Uniban or members of the CCT should **NEVER** respond, even anonymously, through a blog or chat site. *The only exception is if **Uniban** establishes a comment board specifically to address concerns and clearly advertises the site for that purpose. Keep in mind, however, that all communication can be pulled for legal purposes, so all communication through this site, like all media communication, should go through official review/approval procedures before posting.* |

| |
|---|
| **Identify story trends** |
| • What is the main focus for the media?<br>• Is the focus changing?<br>• Are there patterns that indicate messages Uniban should be focusing on or responding to? |

| |
|---|
| **Identify public and key stakeholder issues** |
| • What are the major issues being addressed through the media?<br>• What questions or concerns are being posed?<br>• Incorporate lessons learned into crisis plan<br>• During the crisis and afterward, lessons learned (e.g., what types of messages are needed, what approach the media takes to a certain type of story, what the media, public and shareholders are asking, etc.) should be noted to assist in planning and response for future situations. |
| ***Note:*** *Solicit feedback from Uniban leadership/employees outside of the CCT to assist in identifying what worked, what didn't and lessons learned.* |

# Appendix A - Response

## Crisis Inquiry Log

Crisis Inquiry Log

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| **Caller:** | | | | | | | | |
| | □ | Media | □ | Employee/Family | □ | Public | □ | Board/Shareholder |
| **Date:** | | | Time of Call: | | | | | |
| **Organization:** | | | | | | | | |
| **Phone Number:** | | | | | | | | |
| **Fax:** | | | | | | | | |
| **Address:** | | | | | | | | |
| | | | | | | | | |
| **Inquiry:** | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| **Deadline:** | | | | | | | | |
| **Person taking call:** | | | | | | | | |
| | | | | | | | | |
| **Reply made by:** | | | | | | | | |
| **Date/Time:** | | | | | | | | |
| **Reply:** | | | | | | | | |

## Media Response

The media play an essential role in informing the community and will do so with or without your help. Depending on the level and duration of the crisis media representatives will converge on the Laval office and numerous other requests for information are likely to be made by phone or e-mail.

The most important members of the media are local reporters (newspaper, radio and TV) who will be the main source of information for employees, and other community members. The regional wire service reporter will play a big role in how the event is covered nationally. As a result, the media communications team should work most closely with these members of the media.

**Scheduled press conferences and released statements are the most efficient and effective way to brief non-local media**.

## Using the Web

**Importance of Using the Company Web Site**
Web sites have become a go-to source for information in times of emergency – not only for the media, but also for employees, family members and the community at large. The web allows information to be updated quickly and is a forum for the company's stance on the situation.

During an emergency it may be difficult to find time to develop an online format for emergency information. Developing a "dark site" prior to an emergency can assist in limiting the amount of work that has to be done in-event.

**Developing a Dark Site**
A dark site is a Website that is prepared in advance of an emergency, but is not viewable on a regular basis. The site can be made readily accessible once a crisis occurs.

A dark site should look similar to the Uniban Website for brand consistency so that it can either replace the main page of the company site temporarily or be linked to from the main site.

The following are a few examples of what type of information can be housed on a dark site:
- Fact sheets specifically for crisis use
- Company information, history, statistics, safety record, etc.
- Placeholder for crisis specific messages
- References to other Web sites that could provide additional information

Make sure all information is up-to-date before making the site live. During a crisis is the worst time to have incorrect or outdated information up for public viewing.

# Appendix B – Contacts

## Subject Matter Experts

| Area of Expertise | Name/Title | Organization | Contact Information |
|---|---|---|---|
| Health & Safety | | | Office:<br>Cell:<br>Home:<br>E-mail: |
| Legal/Labor Law | | | Office:<br>Cell:<br>Home:<br>E-mail: |
| Crisis and Risk Communications | | | Office:<br>Cell:<br>Home:<br>E-mail: |
| Human Resources/Family Liaison | | | Office:<br>Cell:<br>Home:<br>E-mail: |
| CEO and Corp. Reputation | | | Office:<br>Cell:<br>Home:<br>E-mail: |
| Call Centre Operations | | | Office:<br>Cell:<br>Home:<br>E-mail: |
| Data Centre Operations | | | Office:<br>Cell:<br>Home:<br>E-mail: |
| Security | | | Office:<br>Cell:<br>Home:<br>E-mail: |

## Appendix C – Sample Scripts

**Sample News Release**

A _____ at _____ involving _____ occurred today at _____ . The incident is under investigation and more information is forthcoming.

A (what happened) at (location) involving (who) occurred today at (time). The incident is under investigation and more information is forthcoming.

***Example:***

An explosion at 1210 Market Street, the main plant for the Acme Toy Company occurred today at 3 p.m. The incident is under investigation and more information is forthcoming.

You could put down a definitive time for the next news conference or release of information if you know it but it is not necessary. This will not solve your problems but may buy you enough time to prepare for the next news conference or release.

You could also add information if it is available such as how many casualty's there are known up to this point or any other pertinent information available. Once again, this information should be definitive and not speculative, verify everything you say. This will help your credibility in the long run.

# Appendix D – Sample Message Maps

## Message Map Steps

**Definition**

A message map provides an organized, prioritized repository of the information available to convey and support the messages the public needs to hear, understand and remember. Message maps also structure information essential for responding to public concerns.

**Developing Message Maps**

Developing the messages that will be released to the public is very important. Here are seven steps to follow when developing your crisis message maps:

**Step 1 – Identify stakeholders:** Stakeholders are interested, affected or influential parties that would be or are currently affected by the situation.

**Step 2 – Identify concerns:** Develop a complete list of specific concerns for each important stakeholder group.

**Step 3 – Identify underlying general concerns:** Analyze all concerns to identify common sets of underlying general concerns. Most high concern issues are associated with no more than 15 to 25 primary underlying general concerns. Note: This should be done as time allows – initial messages or holding statements may need to be made before this step can take place.

**Step 4 – Develop key messages:** Messages should be in response to each stakeholder question, concern or perception. Initial messages should address top of mind concerns, i.e., employees' safety/wellbeing, what is being done at the mine site, etc.

**Step 5 – Develop supporting facts and proofs for each key message:** Supporting facts provide the continuity and details needed to support the key message. Key messages should have no more than three supporting facts.

**Step 6 – Conduct systematic message testing:** Message testing should done by subject matter experts not directly involved in the original message mapping process to validate the accuracy of technical information. In a crisis, this will need to be done very quickly. Sharing and testing messages with partners ensures message consistency and coordination.

**Step 7 – Plan for delivery:** Prepare for the message maps' delivery by a trained spokesperson or through the appropriate communication channels.

## Message Map Worksheet

Scenario: Power Outage (Laval Office)
Stakeholder: Customers, Business
Concern:  Service Outages (Call Centre, Development, Internal Business Processes)

| KEY MESSAGE 1 → | KEY MESSAGE 2 → | KEY MESSAGE 3 |
|---|---|---|
| **Work is underway to relocate to a secondary facility** | **We apologize for any concern or inconvenience caused by the situation** | **Working to determine when the power will be fully restored** |

| Support Point 1.1 | Support Point 2.1 | Support Point 3.1 |
|---|---|---|
|  |  |  |

| Support Point 1.2 | Support Point 2.2 | Support Point 3.2 |
|---|---|---|
|  |  |  |

| Support Point 1.3 | Support Point 2.3 | Support Point 3.3 |
|---|---|---|
|  |  |  |

# Appendix E – Crisis Scenarios

## Loss of Facility (Head Office)

If a facility is damaged, inaccessible, or unavailable for use for any reason (including inclement weather situations), support the recovery of appropriate, in-scope activities based on approved recovery requirements.

| # | TITLE | ROLE |
|---|-------|------|
| 1 | ASSESS POSSIBLE IMPACTS<br><br>Review results of completed situation and damage assessment reports.  Determine impact of disruption and estimate duration of the disruption; adjust business priorities. | [Insert] |
| 2 | COMMUNICATE WITH DEPARTMENTS<br><br>Communicate adjusted priorities with department managers and initiate status reporting as needed.<br><br>If the situation requires that employees work from home or alternate locations, communicate key work from home guidelines and expectations to employees. | [Insert] |
| 3 | EVALUATE PERSONNEL HEALTH/SAFETY<br><br>Based on the current situation status, continue to evaluate the safety and well-being of personnel; coordinate with Human Resources to identify improvement strategies as needed. | [Insert] |
| 4 | BEGIN ALTERNATE PROCEDURES<br><br>Coordinate alternate procedures and manual workarounds with department managers; approve workplace relocation as needed. | [Insert] |
| 5 | CONDUCT RECURRING CCT MEETINGS<br><br>Conduct recurring CCT meetings as appropriate to continue managing recovery activities and proactively address changes to business and recovery priorities. | [Insert] |
| 6 | CONTINUE TO MONITOR RECOVERY ACTIVITIES<br><br>Review the status and activities of departments; approve process/procedure changes as necessary to enable operations.<br><br>Review and/or approve alternate workspace requests, return-to-work requests, or permanent relocation requests. | [Insert] |
| 7 | EXECUTE CRISIS COMMUNICATIONS<br><br>Continue to execute internal crisis communications in order to inform employees of recovery priorities and changes to operating procedures and/or locations.<br><br>Continue to execute external and public (as necessary) crisis communications. | [Insert] |

## Loss of People

If absenteeism occurs, which may result from no-notice (immediate) loss or a large-scale public health incident such as a pandemic, this strategy describes the tasks to support the staffing of the most essential departments and activities throughout the course of the incident.

| # | TITLE | ROLE |
|---|-------|------|
| 1 | ASSESS LOSS OF PERSONNEL<br><br>Collaborate with departments to determine cause of personnel loss.  Identify impacted personnel and assess what assistance, if any, can be provided to them and/or their families.<br><br>Confirm the impact of the loss of personnel by reviewing analysis authored by Human Resources; identify if a similar loss is being experienced at other organization locations.<br><br>If the event is caused by a public health threat, perform outreach to local and national health departments to understand threat and estimate its potential impact on organization personnel and operations. | [Insert] |
| 2 | REVIEW BUSINESS PRIORITIES<br><br>Review business priorities to determine on which departments and business activities should be prioritized and what resources are available to sustain critical operations. | [Insert] |
| 3 | ASSESS POSSIBLE/PROBABLE BUSINESS IMPACTS<br><br>Determine how existing and potential personnel shortages (either temporary or permanent) may impact the organization's ability to meet deadlines and operational goals.  Consider supplementing critical activities with personnel from less critical activities, obtaining resources from other sources (former employees, retirees, staffing firms, competitors, etc.) | [Insert] |
| 4 | SUPPORT RECOVERY FROM A PUBLIC HEALTH EVENT<br><br>If the event is caused by a public health threat, evaluate what preparedness/protective measures are available for personnel.<br><br>Monitor the effectiveness of protective measures, alternate operations, and prioritized service delivery; adjust priorities and resources as necessary to protect the concerns of all interested stakeholders. | [Insert] |
| 5 | EVALUATE THE CURRENT SITUATION<br><br>Evaluate emerging resource needs; approve spend as required. | [Insert] |
| 6 | SUPPORT STAFFING NEEDS<br><br>Support the staffing of high priority business activities in order to continue the delivery of critical products/services; if necessary, consider shifting personnel from other locations (if applicable) to support the most critical activities.  Consider temporary or permanent recruiting efforts. | [Insert] |
| 7 | CONTINUE TO MONITOR RECOVERY ACTIVITIES<br><br>Confirm and track department response and recovery activities; recommend adjustments to recovery priorities if appropriate and necessary.<br><br>Monitor shifts in event characteristics, product/service demand, personnel needs, etc., to determine when alternate methods can be shifted back to normal operations.<br><br>Conduct recurring CCT meetings as appropriate; request ongoing status updates from departments. | [Insert] |
| 8 | PROVIDE CRISIS COUNSELING<br><br>Source and provide crisis counseling or other approved grievance benefits to personnel and families affected by the disruptive event, if warranted. | [Insert] |
| 9 | EXECUTE CRISIS COMMUNICATIONS | [Insert] |

Continue to execute internal crisis communications in order to inform employees of recovery priorities and changes to operating procedures and/or locations.

Continue to execute external and public (as necessary) crisis communications.

## Loss of Technology

If there is an interruption to one or more critical IT applications or technologies, this strategy will describe response activities and / or alternate methods of operation (including manual workarounds).

| # | TITLE | ROLE |
|---|---|---|
| 1 | ASSESS POSSIBLE IMPACTS <br><br> Estimate technology downtime and conduct a situation assessment.  Evaluate how the technology or communications loss may lead to business impacts for activities dependent on technology availability. | [Insert] |
| 2 | EVALUATE ALTERNATE PROCEDURES <br><br> Collaborate with departments to determine need for identifying and / or activating alternate procedures. | [Insert] |
| 3 | REVIEW RECOVERY OBJECTIVES AND PLANNED ASSUMPTIONS <br><br> Work with IT personnel to assess available recovery strategy options and determine the most appropriate response, given the situation and anticipated downtime. | [Insert] |
| 4 | EVALUATE NEED FOR DISASTER DECLARATION <br><br> Evaluate need for a disaster declaration to enable the initiation of selected recovery strategies (if applicable). | [Insert] |
| 5 | SUPPORT TECHNOLOGY RECOVERY <br><br> Ensure personnel are capable and trained on recovering the technology and are available to participate in the validation of technology capabilities following recovery. <br><br> Request frequent status updates from the IT representative leading/overseeing the recovery effort, including if there is any potential that a recovery objective will not be met. | [Insert] |
| 6 | CONTINUE TO EVALUATE BUSINESS IMPACT <br><br> Continue to evaluate business impact caused by the technology or communications outage, reaching out to the affected departments.  Confirm and track business process response and recovery activities, recommending adjustments to recovery priorities if appropriate and necessary. | [Insert] |
| 7 | ACTIVATE ALTERNATE PROCEDURES <br><br> Activate alternate procedures, as possible, to maintain operations and continue the delivery of critical products/services. | [Insert] |
| 8 | CONTINUE CRISIS MANAGEMENT ACTIVITIES <br><br> Conduct recurring CCT meetings as appropriate; request ongoing status updates from departments. | [Insert] |
| 9 | SUPPORT RESTORATION <br><br> Support the restoration of affected technology at the primary data center, approving spend as necessary.  Ensure that departments receive the end user support they require in order to fully restore operations and return to normal. | [Insert] |
| 10 | EXECUTE CRISIS COMMUNICATIONS <br><br> Continue to execute internal crisis communications in order to inform employees of recovery priorities and changes to operating procedures and/or locations. | [Insert] |

Continue to execute external and public (as necessary) crisis communications.

## Loss of Key Supplier

If there is an incident affecting one or more Uniban vendors' ability to support critical operations, this strategy describes the response activities needed to support continuity of operations.

| # | TITLE | ROLE |
|---|-------|------|
| 1 | ASSESS POSSIBLE BUSINESS IMPACTS AND ESTIMATE DOWNTIME<br><br>Estimate downtime potential and resulting business impact caused by vendor or supplier loss; determine need for alternate procedures. | [Insert] |
| 2 | REVIEW BUSINESS PRIORITIES<br><br>Assist departments with assessing whether safety stock, prioritizing available resources, and/or alternate resources can sustain business operations throughout the vendor outage. If prioritization of available resources is necessary, determine which customers get priority based on contractual obligations and penalties, criticality of product use by the customer, impact if not delivered within agreed upon timeframes, etc. | [Insert] |
| 3 | CONTINUE TO REVALUATE BUSINESS IMPACT AND DOWNTIME<br><br>Continue to evaluate the business impact caused by the loss of vendor product or service, implementing necessary alternate procedures to sustain critical operations. | [Insert] |
| 4 | EVALUATE AND ALTERNATE OPTIONS<br><br>If methods listed above cannot sustain operations throughout the anticipated loss timeframe, assist departments in identifying if an alternate vendor is able to provide the same or similar services. | [Insert] |
| 5 | CONTINUE CRISIS MANAGEMENT<br><br>Evaluate the status of recovery efforts and communicate updates as necessary.  Approve spend and vendor transition as necessary.<br><br>Conduct recurring CCT meetings as appropriate; request ongoing status updates from departments. | [Insert] |
| 6 | EXECUTE CRISIS COMMUNICATIONS<br><br>Continue to execute internal crisis communications in order to inform employees of recovery priorities and changes to operating procedures and/or locations.<br><br>Continue to execute external and public (as necessary) crisis communications. | [Insert] |

## Ongoing Operations

Use the tasks described in this phase to initiate full operations and begin to return to normal.

| # | TITLE | ROLE |
|---|-------|------|
| 1 | DEFINE AND SUPPORT ONGOING OPERATIONS<br><br>Analyze the ongoing situation to determine when "return to normal" procedures should be implemented.  Provide guidance and support to the affected departments as appropriate. | [Insert] |
| 2 | EXECUTE COMMUNICATIONS MESSAGING<br><br>Execute internal and external messaging to update key stakeholders on the status of recovery and return to normal operations. | [Insert] |
| 3 | INITIATE FULL OPERATIONS<br><br>Define and support the procedures for returning to full/normal operations. | [Insert] |
| 4 | DEACTIVATE RESPONSE AND RECOVERY ACTIVITIES<br><br>Close alternate locations or designated crisis command center(s) and route communication to normal locations.  Prepare for full restoration at normal location. | [Insert] |
| 5 | DOCUMENT LESSONS LEARNED<br><br>Collaborate with affected departments to conduct a performance evaluation to contribute to lessons learned, understand opportunities for improvement in both the response process and request feedback from participants on additional steps to strengthen the response and recovery effort. | [Insert] |

# Appendix F – CCT Meeting Agenda

**Event Name:**

**Date/Time:**

**Meeting Participants:**

1. Review situation assessment or status update
    a. Discuss facts
    b. Discuss assumptions
    c. Review previous decisions and actions (as applicable)
2. Discuss realized or anticipated impacts
3. Discuss and reach consensus regarding the organization's response and recovery strategy
4. Discuss and provide input to the business continuity and DR Teams regarding organizational response and recovery priorities
5. Review crisis communications efforts to date; identify upcoming, required communications to key stakeholders