

# Crisis management plan

Business



S & F INDUSTRIES Emergency Response and Crisis Management Plan  
(Threat, Crisis or Actual Emergency) S & F Industries 15234 S.

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Emergency Response and Crisis Management Plan (THE PLAN) describes the  
actions to be taken by this agency to protect clients, visitors and staff  
members from threats created by natural and man-made hazards. Table of  
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Bibliography11 Executive Abstract S & F Industries mission is to be a caring  
community resource for children, youth and families. This is an analytical  
review of S & F Industries crisis management plan (THE PLAN) techniques in  
a multi-service atmosphere. THE PLAN describes the actions to be taken by  
this agency to protect clients, visitors and staff members from threats  
created by natural and man-made hazards. It suggests that a lack of  
guidance and ample comprehension of joint operations hinders the  
organizations actions in handling crises and offers a model for ensuring clear,  
quick, accurate and specific communication. Through organizational,  
intercultural, and mass communication theory, THE PLAN examines the  
effect of poor cross-service crisis management plans on the communication  
response based on the recent incident February 4, 2010 Boston, MA.

The purpose of this paper is to provide a theoretical basis for the organization in evaluating current crisis management techniques and initiating necessary practices in preparation for future crises. The recommendation of the Crisis Management Team is that the plan is reviewed and approved every 2 years, with agency drills conducted twice a year. 2.

Introduction a. Purpose and importance of the Crisis Management Plan The Emergency Response and Crisis Management Plan (THE PLAN) is designed to provide planning and emergency response guidelines for S&F Agency Crisis Management Team (CMT), Emergency Response Personnel (ERP) and S&F community in the event that a serious threat, crisis, or emergency occurs on or near property owned or supervised by S&F, or affects members of the community in some fashion. THE PLAN describes the actions to be taken by this agency to protect clients, visitors and staff members from threats created by natural and man-made hazards.

In developing THE PLAN, coordinators anticipate possible threats and make all the initial decisions ahead of time, so that they can focus their time and attention on the most important actions required in the event of an emergency. THE PLAN outlines specific steps to follow in the event of a real crisis situation (incident management), and provides specific measures for recovery after the crisis has passed. THE PLAN should also be designed to prevent, whenever possible, any incident that might cause loss to the agency, and to control incidents that cannot be prevented so that they cause a minimum of damage to the agency. For example, hurricanes and floods can usually be predicted, and although some damage usually cannot be avoided, advance planning allows time to take actions to minimize damage. Some

emergencies, such as earthquakes and some man-made crises, provide little or no warning, and although the initial damage may not be avoidable, it may be possible to limit later losses by implementing an emergency plan as soon as the incident occurs. THE PLAN cannot anticipate every possible type of crisis or emergency nor can any plan create a response for every situation.

This plan is the best possible thought-out reference document with instructions for use in the event of a crisis or emergency throughout the agency. b. Target Audience The Safety Department is responsible for the safety of S&F clients, visitors, staff members and security of all buildings and property belonging to the agency. The Safety Department is the first contact and first responder in all agency emergency response situations. The scope of THE PLAN applies to all agency clients, visitors, staff members and buildings and grounds, owned, operated or supervised by Franklin & Marshall College. The Safety Manager is authorized by the C.

E. O to oversee THE PLAN. In an emergency, Safety Manager or their designees (Safety Site Coordinators) may serve as the Coordinator of Crisis Management Team (CCMT) in declaring the scope of the emergency and directing its response. c. The primary benefits of THE PLAN in the event of crisis are: \* Containment of the situation \* Minimize loss of life and property Care for injured persons and maintain public health \* Alleviate suffering and hardship \* Maintain law and order \* Restore essential services and provide vital resources to affected area \* Provide for continuity of authority and operations \* Provide the basis for subsequent recovery 3.

Potential Crises a. Describe past crises –February 4, 2010 b. Potential crises –  
The agency network will go down if extreme weather prevents gas truck  
from refilling the generator (once it becomes low on gas) 4. Designate a  
Crisis Management Team a. The crisis management team. The CMT will  
comprise senior leadership staff who have primary and specific  
responsibilities on agency related to threats and emergencies and who will  
be directly involved in the decision making process when this plan is  
activated.

Persons in the following positions, or their designees, will serve on the  
management team. In the absence of the CEO, The CAO for will serve as the  
CCMT with the Safety Manager as the coordinator’s advisor. In the event of  
their absence, the CEO will appoint someone to fill these positions. b. Crisis  
Management Team Contact Information c.

Crisis Management Team Spokesperson . Designated a Spokesperson 6.  
Operations Center b. The media session will be held in the 1st floor  
conference room -Main Administration Building located at 19990 Governors  
Highway, Quincy, Ma c. Crisis center furnishings –All facilities will have a  
Skylar Kit (agency disaster bag) d. Consider such items as: i.

Sufficient electrical outlets –Building has back-up generator ii. Portable  
computers with modems that access company files –Located in IT Managers  
Office iii. Fax machines, blast fax and fax cover sheets –Located in both 1st  
and 2nd floor mail rooms iv. Programmed cellular phones and dedicated lines  
for each team member with voice mail and call interrupt –Company supplies

phones with active directories v. Media, governmental, business and professional directories –Located at front reception area vi.

Television with cable to receive CNN, C-Span and multiple news networks – Located in both 1st and 2nd floor conference rooms vii. Radio equipped with short-wave –Located in the server room viii. A media room equipped with: 1. General press kit: list of products, background of safety record and fact sheets 2. Telephones -25 3. Podium, microphone and portable public address system -2 4.

Chairs, tables and desks –Room for 45 5. Computers –Facility is WIFI 6. Photocopiers / Printer Combos – 12 7. Key Audiences a) Key stakeholders Emergency Response Personnel, Board of Directors and Community and Civic Leaders. b) The most effective method of communicating the crisis to each group is through e-mail, letters, and general meetings.

c) Directories of stakeholders: each directory should contain addresses and telephone numbers for some of the following groups: d. Appropriate Channels of Communication: e. Government regulatory forms – all compliance forms that would be required by government regulatory organizations should be collected. 8. Media Awareness d.

The CIO will be the company's gatekeeper who will be responsible for the control of information, Identify names and contact information of media representatives, Identify how media inquiries will be handled e.

Organization's media policy: This section should emphasize open, honest and proactive actions with the media during the crisis. f. Organization's spokespeople: Organization gatekeeper (CIO) and that person's function:

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This person will centralize and control the flow of information to ensure that it is accurate and valid and that it reaches the right people at the right time. The person will also monitor the flow internal and external communication to ensure that the organization speaks with “ one voice”. He or she should always be accessible for both good and bad news.

g. Media databases and media contacts: Refer to the Communications Management Plant – Inside a listing of each available media representative, prioritized in favor of those that have a positive relationship with the organization. Listed also media deadlines and policies. h. Third-party sources: CNN Headline News i. A process for handling media inquiries: All inquiries will be forwarded to the CAO j.

The CIO will check the validity and accuracy of the stories being printed and broadcast. 9. Methods of Evaluation The Coordinator of the CMT and the Director of Public Safety will convene a meeting of the CMT and ERP members who participated in the action plan, as soon as possible after the resolution of the emergency to assess the effects of the emergency and initiate the recovery process. Affected campus personnel will be contacted to begin the damage evaluation and recovery (start-up) process. This may require coordination with internal departments and outside agencies.

When and where possible, the team will use photographs and video cameras to record and assess damage. a. The Director of Administration, in cooperation with the Director of Human Resources, will arrange for appropriate follow-up evaluations and recommend the appropriate counseling sessions for all campus personnel involved in a campus

emergency to include b. Utilization of the Employee Assistance Program where applicable. Interviews with both external and internal publics: The organization can interview, informally, people who are key to the system.

They should be asked about their perception of how the company reacted and how the organization could have reacted better. c. A content analysis of media clippings and tapes: Clippings collected by the Communications Department during the crisis should be analyzed for accuracy of reporting and fairness of treatment. d. A cost benefit analysis: After the crisis has ended and all data have been summarized, an organization should determine how much damage was done to the organization financially. e.

Modification of the crisis management plan: After all evaluations are completed, the crisis management plan should be changed to allow the organization to better manage crises of the future. 10. Recommendations c. Review and approval of the plans will be every 2 years. d.

The plans will be tested twice a year. 11. Appendix Snow and Severe Weather Procedures The following is the procedure to cancel classes and close the S ; F. Certain functions (e. g. , clinical activities and residential housing facilities) require that the Agency never entirely close.

On rare occasions, severe winter storms may necessitate that the Agency cancels services and close many of its administrative offices. Procedure for Canceling Classes and Closing Offices 1. The CEO of the agency (or designee of either) will confer with the Crisis Management Team (CMT) if they believe that weather conditions make travel to or around the agency unsafe. 2. If



they believe taking action is appropriate, the Safety Manager and Director of Facilities Services (or designee) will confer with the CEO for authorization.

If the CEO is unavailable, will confer with other available members of the CMT (If no member of the CMT is available, the alternate Senior Leadership member may act using his/her best judgment. 3. Upon receipt of authorization, the Director of Facilities Services will in turn notify the following departments: \* Senior Leadership \* VP of Health Relations \* VP of Residential Services \* VP of FEDS \* VP of TPSN \* VP of Behavioral Health VP of Health Works Procedures for Keeping Snow Plan Current 1. Watch list contact name and number changes will be updated immediately with the CMT and on appropriate Web sites. 2. Emergency plan changes will be incorporated into the plan and sent in complete form to Senior Leadership; and old plans will be replaced on Web sites with hard copies.

3. Watch Team procedures will be incorporated into the Agency Plan. 4. The following are annual responsibilities of Senior Leadership: \* Each year Leadership will review and update instructions for 4-SNOW and the Emergency Closing Center. Each year Senior Leadership will review the 4-SNOW procedure with the University Police Department, Facilities Services, and the Vice-President for Administration and Chief Financial Officer to make sure the procedure is current.

\* Each November, Senior Leadership will inform Division/Department heads that the plan exists and request them to tell their essential personnel that they should ignore closing announcements and report for work. \* Each November, supervisors will identify their essential personnel and inform

them of their responsibility to report for work even if class and administrative offices close. Essential personnel are any employees who are vital to the operation of critical services and research and whose presence is required regardless of the existence of an emergency condition. Supervisors advise their essential personnel how to contact them should weather circumstances delay or prevent them from reporting for work.

----- Below is an excerpt from the Agencies  
Emergency Flip Chart Blizzard 1. If indoors: A.

Stay calm and await instructions from the designated official. B. Stay indoors! C. If there is no heat: Close off unneeded rooms or areas. \* Stuff towels or rags in cracks under doors.

\* Cover windows at night. D. Eat and drink. Food provides the body with energy and heat. Fluids prevent dehydration.

E. Wear layers of loose-fitting, lightweight, warm clothing, if available. 2. If outdoors: A. Find a dry shelter. Cover all exposed parts of the body.

B. If stranded in a vehicle: \* Stay in the car or truck. \* Run motor about ten minutes each hour. Open the window a \* Little for fresh air. Make sure exhaust pipe is not blocked. \* Make yourself visible to rescuers.

Exercise to keep blood circulating and to keep warm.

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