



HORTICULTURE INDUSTRY CRISIS MANAGEMENT GUIDELINES Version 1.0

HAL Crisis Reference Group Contacts

Primary	Alternate 1	Alternate 2
Name	Name	Name
Contact Number	Contact Number	Contact Number
Email	Email	Email

Level 1: Contained Incident has clearly defined circumstances – no additional support required.

Level 2: Uncontained Incident is emerging that does not have (and is unlikely to have) clearly defined circumstances. If this is occurring at a company level, the Peak Industry Body is to be notified and the core of the PIB Incident Management Team (IMT) is to be convened. The HAL Crisis Reference Group (CRG) should be notified.

Level 3: Crisis The incident is leading to or has acute risk of adverse public comment or criticism. May be within one company or industry sector or across several. The PIB Incident Management Team (IMT) may handle the situation entirely. If across several sectors, they may devolve responsibility to the HAL Crisis Reference Group (CRG), which would be convened immediately.

In responding to an <i>Uncontained</i> or <i>Crisis</i> situation consider the following:	
Roles and Responsibilities	Confirm respective roles and responsibilities of your support team.
Facts	Consolidate what you know ?
Assumptions	Identify what you 'believe' has occurred or contributed to the situation?
Scenarios	Ask each individual to identify their Worst Case and Most Likely scenario . (Consider individually and don't discount anything)
Priorities	Establish your priorities including information requirements and immediate tasking.
Response Options	Consider the range of options available. What needs to be done now and what can wait ?
Your Objective(s)	Identify what your objective is e.g. solving the problem in order to get back to business. If in doubt health and safety take primacy
Stakeholders	Identify the range of stakeholders , including key stakeholders.
Key Messages	Identify key messages .
Review	Review at 5 to the hour.

ABOUT THIS DOCUMENT

This protocol contains sensitive information and should be safeguarded. It may be open to misinterpretation or misrepresentation if there is unauthorised access and disclosure. Copies should be accounted for at all times.

Note that the terms “crisis” and “incident” can and are interchanged when used to describe an actual event as per common usage.

Amendment History

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PREFACE

These Guidelines have been developed under the auspices of the Horticulture Australia Limited (HAL) Across Industry Program Industry Management Committee (IMC) in order to assist members of the horticulture industry to respond to a crisis or uncontained situation.

The IMC recognises that a potential crisis can arise from a range of actual or perceived circumstances ranging from accidental physical, chemical or microbial contamination of food or the environment, workplace accidents, intentional and malicious sabotage, extortion, civil unrest, natural disaster, etc. Furthermore, the IMC recognises that these events may relate to different levels of the industry including the individual company level, the specific industry level or encompass a cross-section of, or the entire, horticulture sector. The incident may relate to a number of businesses in a number of industry sectors in a distinct geographical region.

These Guidelines have been developed with the intention of being used at the 'whole of horticulture' level. However, the IMC has also ensured that these Guidelines have sufficient flexibility to be able to be used as a template for individual companies and peak industry bodies within horticulture to customise to their own circumstances or to supplement existing plans where these exist. Use in this way is encouraged.

Attached to this document is a self assessment tool that Peak Industry Bodies (PIBs) and individual companies can use to determine their own level of preparedness to manage an uncontained situation.

Whilst there is no prescriptive single response to address all potential crisis events, the IMC considers that the availability of these Guidelines will optimise the way in which an incident with implications for the horticulture sector can be managed. It provides a clear understanding of key stakeholder responsibilities and procedures that should be followed during such an event, and ultimately will assist in ensuring public safety and continued/restored confidence.

It should be noted that this document operates in parallel to, not in place of, horticulture sector Industry Biosecurity Plans (IBPs).

This Protocol comprises four components:

Part 1: Crisis Management Overview.

Part 2: A response for management teams.

Part 3: Forms and templates.

Part 4: Crisis Management Self Assessment Tool.

PRINCIPLES OF CRISIS MANAGEMENT

1. Demonstrate **organisational commitment** to Crisis Management
2. Establish an **overall command and control structure** to develop the strategy and framework for response and management of the crisis.
3. Define **clear policy** supported by objectives that will ensure the:
 - Safety of people,
 - Protection of assets including reputation, and
 - The timely termination of the crisis.
4. Ensure the **timely involvement of the appropriate authorities**, including, but not limited to:
 - Peak Industry Bodies,
 - The police,
 - Emergency Services,
 - Quarantine agencies,
 - Food Standards Australia New Zealand (FSANZ),
 - State and Federal Health Departments, and
 - Other relevant agencies.
5. Ensure **communication processes** provide a timely and accurate information flow that assists decision-making.
6. Coordinate **appropriate skills** to implement crisis management strategies.
7. Have in place robust plans and procedures that clarify the **roles and responsibilities** during a crisis. These should include:
 - Incident management,
 - Media communications,
 - Recall procedures, and
 - Re-launch activities.
8. Conduct **regular training and education programs** for employees and key management appointments that test and validate plans and procedures in view of contemporary events.
9. Fulfill **legal and regulatory requirements**.
10. Develop **effective stakeholder relations** and manage these relations prior to, during and after the crisis event. Stakeholders include government agencies, industry associations, industry partners (HAL, PHA, etc) growers, packers, wholesalers, exporters, domestic and international retailer and food service customers, independent scientific experts and employees.

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INTRODUCTION

Preparation

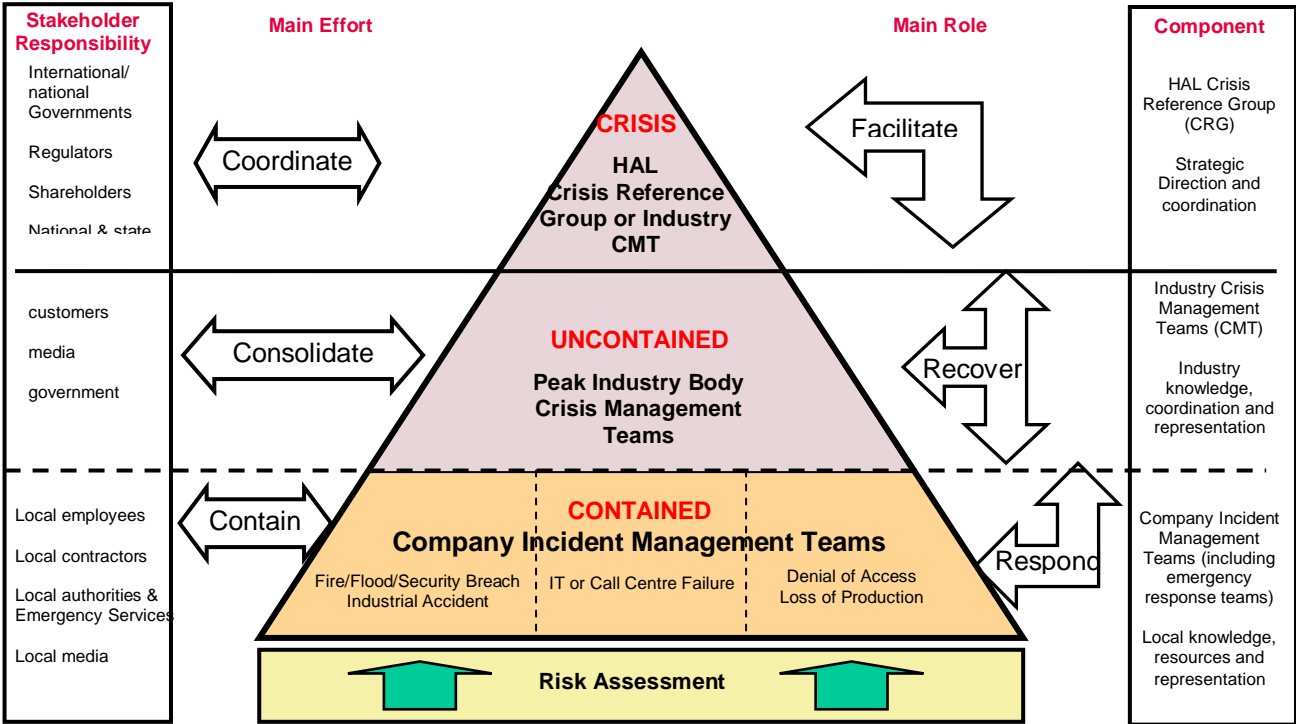
Successful crisis management demands carefully considered planning and preparation.

Before a crisis evolves, you must have thought about the sorts of issues you may need to manage, how this could occur and how you would deal with them.

You must consider:

- Potential incidents that could affect your area of operation;
- The triggers that will alert you that a crisis may be imminent, or could occur;
- The likelihood that a crisis could actually occur;
- The severity of the consequences, including their impact on the product, customer perception and satisfaction, and the impact on your corporate, product and industry reputation;
- What control measures would be required to deal with the potential crises; and
- What preventative actions can be implemented to avoid a potential crisis?

Below is the Horticultural industry crisis management framework for companies, peak industry bodies and HAL.



PART 1 – CRISIS MANAGEMENT OVERVIEW

Defining Crisis Management

An **Incident** is any event that adversely affects, or has the potential to adversely affect:

- The safety or health of consumers, employees or the general public,
- Your industry reputation, products, or assets,
- Trust or confidence in your industry stakeholders, and
- Your financial position either immediately or over time.

The process of **crisis management** can be defined at 3 levels:

Level 1: Contained Incident has clearly defined circumstances – no additional support required.

Level 2: Uncontained Incident is emerging that does not have (and is unlikely to have) clearly defined circumstances. If this is occurring at a company level, the Peak Industry Body is to be notified and the core of the PIB Incident Management Team (IMT) is to be convened. The HAL Crisis Reference Group (CRG) should be notified.

Level 3: Crisis The incident is leading to or has acute risk of adverse public comment or criticism. May be within one company or industry sector or across several. The PIB Incident Management Team (IMT) may handle the situation entirely. If across several sectors, they may devolve responsibility to the HAL Crisis Reference Group (CRG), which would be convened immediately.

You most likely have a **crisis** if one or more of the following apply:

- The lives or health of consumers, employees or other members of the public are threatened,
- The situation has the potential to adversely impact on the reputation of your company or industry,
- The situation threatens the environment,
- The situation has been reported in the media or has the potential to be reported,
- Third party regulatory authorities, Government departments or law enforcement agencies have become involved, and
- You feel that the situation warrants escalation to management regardless of its nature or the time of day/night.

Crisis Management Objectives

In any Crisis your objectives should be to:

- **Ensure the health and safety of customers, consumers, employees and the general public;**
- Remove any threat to life and safety, in cooperation with the relevant authorities and agencies;
- Ensure that your industry and your company is seen as a responsible corporate citizen in all its responses;
- Protect the long-term, commercial interests of your industry and your company;

- Minimise the impact of the crisis on the reputation of your industry and your company; and
- Ensure that the normal services to customers and consumers are maintained including the provision of alternate sources.

Contingency Planning

When a crisis is initiated and the industry and companies involved are responding, it is wise to assume that the situation could deteriorate rapidly and become public knowledge or that the perpetrator could harm a member of the public. Contingency protocols should be refined to respond to this worst case scenario. In particular the industry bodies and companies should consider:

- **Recall Protocols**, noting that underpinning the recall is the recovery of unaffected product back into the marketplace, once it is safe to do so. In cases of recall it is worth considering what will have to change to allow the product to be returned to the marketplace ;
- **Media Response Plan**. Don't assume that a situation is contained. Be prepared for media enquiries from the onset of a crisis;
- Response to a high volume of **customer enquiries** (call centres, consumer response lines);
- **Emergency quality assurance** including additional verification testing and increased security measures to respond to enquiries from the relevant department or statutory authority; and
- **Alternate sources** of the product or ingredient, which may include offshore sources.

Crisis Management Organisation

Responsibility for managing a crisis will be reviewed in light of the nature and severity of the event concerned. In minor incidents, it will be sufficient to allow local management to deal with the crisis. In some cases, for example where an incident affects more than one individual company within an industry sector, it may be necessary for the Peak Industry Body or a regional grower body to have primary responsibility for coordinating and managing a response.

In significant incidents that affect a cross section of industry sectors, it will be necessary for the HAL Crisis Reference Group (CRG) to convene and facilitate a coordinated approach amongst peak industry bodies, regional bodies and individual companies.

Wherever the resources do not exist at a company level or industry level, or where additional support is required or requested to strategically manage a crisis, the HAL CRG should be notified.

The composition of the company or industry Crisis Management Team is very much dependant upon the structure and nature of your industry and your company. In all cases it should be the senior decision-maker within the industry, or where applicable, the company, that directs actions throughout the crisis. In practice, this will mean that the Managing Director or Chief Executive Officer of the peak industry body or the company is responsible for ensuring:

- The appointment of a Crisis Management Coordinator (CMC) and Crisis Management Team (CMT);
- The establishment, in consultation with HAL in cases of multi-industry events, of a Crisis Reference Group;
- The development and maintenance of a crisis management training program; and
- Oversight of the industry body or the company's response to the crisis or threat.

Ultimately this individual may be accountable under law and therefore, he/she must exercise their authority fully and without hesitation.

PART 2 - A RESPONSE PROTOCOL

Overview

This Response Protocol is designed to support the decision making process for the management of contamination and/or extortion crises. It contains:

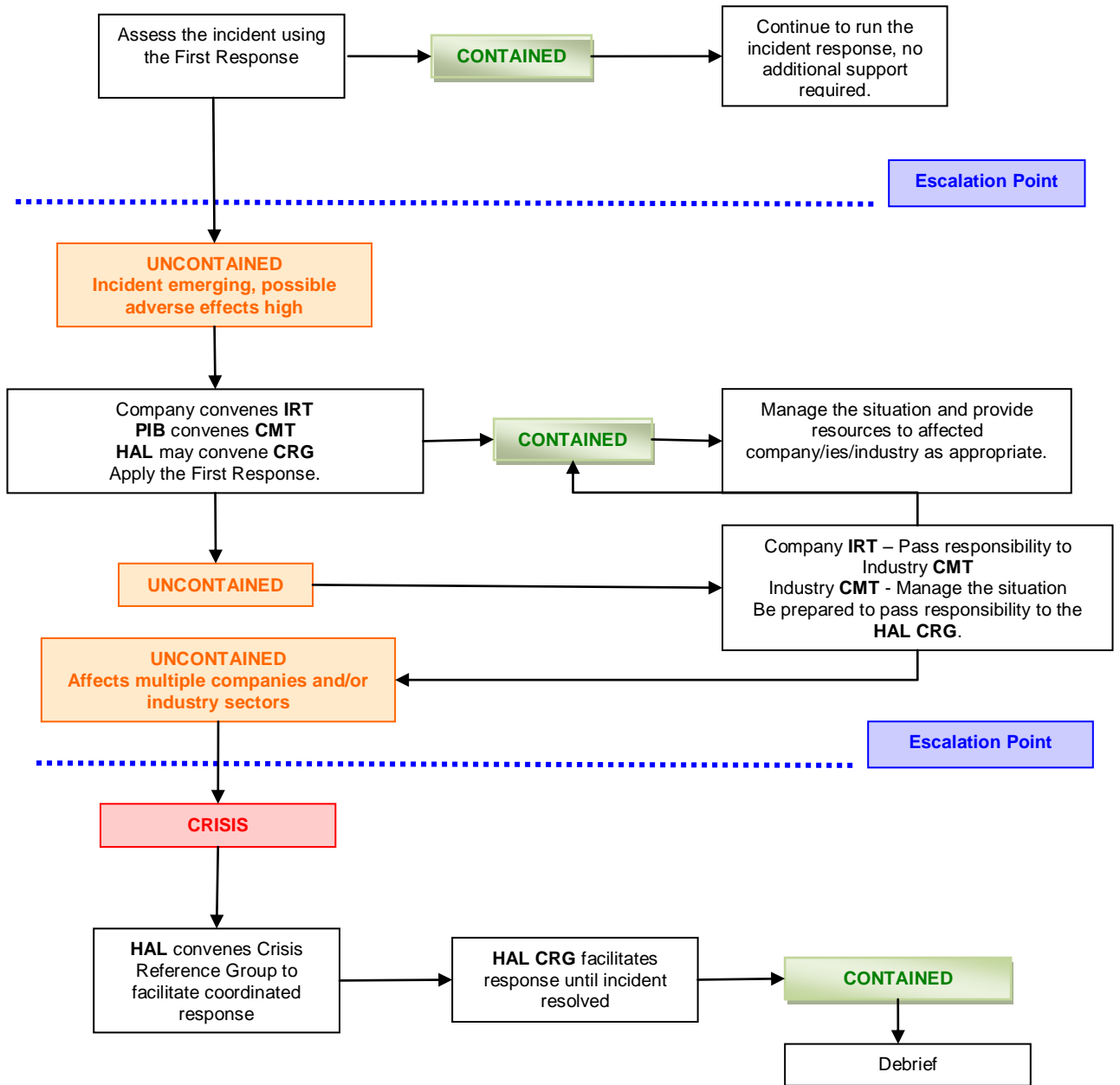
- **Typical Response Flowchart;**
- A system of **Crisis Response Cards** for each member of the Crisis Team to guide decisions and actions;
- Several **forms** (Part 3) to help assemble and track essential information. They can be used to organise information and monitor the situation as it develops; and
- Guidance on **media management** (also Part 3) to help present your industry or company in a positive manner and make the most out of every opportunity to face the media.

THE CRISIS RESPONSE CARDS PROVIDE DECISION SUPPORT FOR ANYONE INVOLVED IN MANAGING AN EVENT OR THREAT.

Typical response flow



INCIDENT OCCURS AT COMPANY, INDUSTRY OR MULTIPLE COMPANY/INDUSTRY/HORT INDUSTRY LEVEL



How to manage your First Response

Use the Cards to guide your decisions and actions during an event or threat.

There are also several forms to help you assemble and track essential information. Use them as indicated to organise information and monitor the situation as it develops.

There is also guidance on media management. It will help you to present your industry and/or company in a positive manner and make the most out of every opportunity to face the media.

At the beginning of any crisis you must start a Log and maintain it throughout.

	Process Cards	Forms
Start to develop your understanding of the threat or event	Card 1 Initial Actions	Complete the Situation Report (Form 1A)
<ul style="list-style-type: none"> ❑ What are the risks to the industry/company; what steps should be taken; and who should be responsible? ❑ Start to think about the Crisis Tracking Form. ❑ Identify the critical success factors. ❑ Preserve any Evidence 	Card 2 Risk Review	Use Risk Assessment Form (Form 1B) Use Guidelines (Form 1E & 1G)
Specific actions required to manage the incident and who should be responsible.	Role Specific Actions Card 3 – CMC Card 4 – CMT Card 5 – Admin Card 6 - Media	Crisis Tracking Form (Form 1C)
<u>All Users</u> <ul style="list-style-type: none"> ❑ Has the Event ended? ❑ What lessons can the Industry/Company learn from the Crisis? 	Card 7 Crisis Conclusion	Crisis Tracking Form (Form 1C) Crisis Learning Form (Form 1H)

MANAGER

CARD 1

CARD 1 - CRISIS MANAGEMENT – INITIAL ACTIONS

WHO: Anyone who has initial responsibility for a crisis.
WHY: Initiates a basic response (started info gathering, etc)
WHEN: Use this card when you first hear of an actual or potential crisis.

The Crisis Coordinator will gather all information available on the crisis, provide advice on immediate responses and make an assessment of the potential severity of the matter.

It is essential that companies notify peak industry bodies if they suspect they have an uncontained situation that may require additional resources and support. In an uncontained incident the HAL Crisis Reference Group may be contacted. In the event of a crisis (Level 3) the HAL Crisis Reference Group would normally be contacted and would be expected to coordinate response if the incident is across multiple industry sectors.

An issue involving accidental or intentional product contamination, bioterrorism, extortion whether directed initially against an industry or a specific company or against a product available in, or purchased from, an industry or company, will attract the attention of the media, the Police and the regulatory authorities. This issue has the potential to cause a significant loss of profits and/or reputation. Such an issue must be classified as a crisis and the appropriate action taken.

IMMEDIATE THREAT ASSESSMENT

- Assess the threat rapidly. Decide what actions, if any, must take place at once. Consult a member of the CMT first: **Instant action should take place if time is at a premium and/or life is in danger.**
- **Consider as a minimum the ‘worst case’ and ‘most likely’ scenarios and develop an immediate contingency plan.**

STAKEHOLDERS

- Identify the essential stakeholders; nominate individuals to be responsible for communication with them.
- Identify the critical agencies and contact requirements.
- Recognise that your essential stakeholders and critical agencies will represent different perspectives and points of view. Nonetheless their involvement in resolving the situation will be essential. The critical factor is determining when to involve them. **The Police must be involved as soon as possible where a crime is being committed.**

CONTAINMENT

- Establish who has knowledge of the threat/crisis, both inside and outside the company/industry. Provide knowledge to only those who “need to know”.
- Brief all staff and Executive/Board with knowledge of the threat/crisis. Explain that the company/industry has a special plan for these eventualities.

NOTIFICATIONS

The Crisis Management Coordinator should then debrief the CEO/MD immediately and apprise him/her of the situation.

Explanation	ACTIONS	Sources of Information and Advice
<ul style="list-style-type: none"> ❑ You can hear about an event from a number of sources. ❑ Consider forming key elements of the CMT ❑ Your first step is to confirm crisis details. ❑ Once crisis details are confirmed, ensure preservation of evidence (where necessary). 	<p>Receive Initial Crisis Notification & Confirm event details</p>	<p>Receipt of Threat: Phone (Form 1F) Letter (Form 1G) Situation Report (Form 1A) Roles & Responsibilities (Form 1C)</p>
<ul style="list-style-type: none"> ❑ Start the Log - noting all communications and actions requested & carried out. ❑ Use and update the Situation Report. ❑ This is the start of the risk assessment and crisis understanding process. 	<p>Start Log</p>	<p>Log Sheet (Form 1D) Situation Report (Form 1A)</p>
<ul style="list-style-type: none"> ❑ Ensure any evidence is correctly preserved 		
<ul style="list-style-type: none"> ❑ Are you the right person to control this crisis? ❑ Notify legal and most appropriate senior manager available. ❑ The composition of the CMT should be based on the crisis. Who else is needed? 	<p>See Roles & Responsibilities (Form 1C) Call in CMT</p>	<p>CMT Strategy & Actions Card 4</p>
<ul style="list-style-type: none"> ❑ Start to identify: <ul style="list-style-type: none"> • who needs information? • who can provide it? • what information should be communicated? and • when information should be exchanged? 	<p>Develop initial internal communications arrangements</p>	<p>(Media) & Critical Success Factors (see page 25)</p>
<ul style="list-style-type: none"> ❑ The Situation Report details initial actions, summarises key crisis features and defines initial communications strategy. ❑ Use to form initial assessment of severity of crisis & how actions can be tracked. 	<p>Review/develop Situation Report</p>	<p>Situation Report (Form 1A)</p>

MANAGER

CARD 2

CARD 2 - CRISIS MANAGEMENT - RISK REVIEW

WHO: Manager currently responsible for the crisis response.
 WHY: Use this card to develop an assessment of the risks associated with the crisis.
 WHEN: Early in the crisis, while you are gathering further information.
Use the risk assessment form (Form 1B) when following this Card.
At the end of this Card you will understand the Critical Success Factors (CSFs).

Explanation	ACTIONS	Sources of Information and Advice
<ul style="list-style-type: none"> ❑ Confirm & develop the Situation Report ❑ Look at what you know - what has happened? ❑ Review all available information. ❑ Consult external & internal agencies to fill information gaps. 	Review & further investigate the crisis Step 1	Situation Report (Form 1A) (Media) & Critical Success Factors
<ul style="list-style-type: none"> ❑ Consider crisis characteristics. ❑ Consider potential consequences of crisis. ❑ Consider probable and improbable outcomes. 	Identify Impact Step 2	Situation Report (Form 1A) Risk Assessment Form (Form 1B)
<ul style="list-style-type: none"> ❑ Understand that a crisis can change quickly. ❑ Consider the potential cause of change, pace of change and potential consequences. 	Identify Aggravating Factors Step 3	Situation Report (Form 1A) Risk Assessment Form (Form 1B) Crisis Level
<ul style="list-style-type: none"> ❑ Identify what initial actions have been taken; which aspects of the crisis do these address? ❑ Identify the effectiveness of these measures. ❑ What will constrain your ability to implement control measures or the effectiveness of these? 	Crisis Management Options & Constraints Steps 4 & 5	Risk Assessment Form (Form 1B) Crisis Tracking Form (Form 1C)
<ul style="list-style-type: none"> ❑ Identify what actions are being implemented, why, and by whom? ❑ What information would indicate success? ❑ What information would indicate imminent failure? ❑ Where will this information come from? 	Identify CSFs Step 6	Risk Assessment Form (Form 1B) Crisis Tracking Form (Form 1C)
<ul style="list-style-type: none"> ❑ Re-assess a crisis level¹ depending on crisis severity & stability. ❑ If you are managing the crisis, re-assess regularly to ensure actions remain appropriate & assumptions valid. 	Re-assess Crisis Step 7	Risk Assessment Form (Form 1B) Situation Report (Form 1A)

¹ The process of crisis management can be defined at 3 levels:

Level 1: Contained: Incident has clearly defined circumstances, will not result in adverse reputational effects and is being managed effectively at a local level.

Level 2: Uncontained: Incident is emerging that does not (and is unlikely to) have clearly defined circumstances and the possibility of adverse reputational effects are high.

Level 3: Crisis: The incident is leading to, or has acute risk of, adverse public comment or criticism.

CARD 3 - CRISIS MANAGEMENT COORDINATOR - STRATEGY & ACTIONS

Use this card to guide CMT actions – in conjunction with the forms and checklists in Part 3.

Explanation	ACTIONS	Sources of Information and Advice
<ul style="list-style-type: none"> ❑ Ensure appropriate Crisis Management Team convened when triggers are met. ❑ Initial assessment will reveal expertise required within CMT. ❑ Use Crisis Admin Support as early as possible. ❑ Sound decisions require participation from the CMT. 	Do you have the right people in the team?	Situation Report (Form 1A) Risk Assessment Form (Form 1B)
<ul style="list-style-type: none"> ❑ Note all communications and actions requested. ❑ This may be separate from the Crisis log, but will feed into the main log. 	Always keep a log	Log Sheet (Form 1D)
<ul style="list-style-type: none"> ❑ Seek advice from all relevant sources. ❑ Consider informing employees who may receive direct contact from media or other external stakeholders. 	Consult with other management sources	Log Sheet (Form 1D)
<ul style="list-style-type: none"> ❑ Identify clear objectives for your crisis response. ❑ Focus on the impact, aggravating factors, options, & constraints/practicalities. ❑ CMT will initiate actions, e.g. mobilise resources, amend strategy, organise communications arrangements, identify the need for external expertise. 	Develop and implement strategy	Risk Assessment Form (Form 1B)
<ul style="list-style-type: none"> ❑ From the proposed strategy, identify how you will know what will indicate success, and what will indicate potential failure of your strategy/actions. ❑ Regularly review progress, and Crisis level. ❑ Define the criteria for knowing when a Crisis is over. 	Use Crisis Tracking form to monitor CSFs Re-assess strategy	Risk Assessment Form (Form 1B) Crisis Tracking Form (Form 1C)
<ul style="list-style-type: none"> ❑ Communications are central to effective management and subsequent control of crisis. ❑ Liaison with external organisations and the public should be handled through HAL Corporate Communications or company/industry equivalent. 	Monitor communications & information flow	Log Sheet (Form 1D)
<ul style="list-style-type: none"> ❑ Identify: <ul style="list-style-type: none"> • when CSFs are satisfied, • ongoing risks, • responsibilities for crisis conclusion actions, and • responsibility for crisis learning & remedial actions. 	Crisis Conclusion	Crisis Tracking Form (Form 1H) Crisis Conclusion Card 7

CARD 4 - CRISIS MANAGEMENT TEAM - STRATEGY & ACTIONS

A CMT member may be responsible for managing a crisis or an element of the strategy.

Explanation	ACTIONS	Sources of Information and Advice
<ul style="list-style-type: none"> ❑ Note all communications and actions requested, and when actions were carried out. ❑ This may be separate from the Crisis log but will feed into the main log. 	Always keep a log	Log Sheet (Form 1D)
<ul style="list-style-type: none"> ❑ Initiate information flows. ❑ Liaise with and advise others accordingly. ❑ Monitor actions for which you are responsible. 	Obtain information	Situation Report (Form 1A)
<ul style="list-style-type: none"> ❑ The Crisis Management Team is a multi-functional team. ❑ It is important to understand your role & contribution on the team. ❑ Sound decisions require participation. 	Participate in CMT decision-making & strategy development	Log Sheet (Form 1D) Risk Assessment Form (Form 1B) Roles & Responsibilities (Form 1C)
<ul style="list-style-type: none"> ❑ Under direction of the CMT, initiate actions, e.g. mobilise resources, establish containment actions, initiate responses for media. ❑ All actions should be carried out by the most appropriate person, e.g. Crisis Admin Support. 	Take appropriate actions	Crisis Tracking Form (Form 1C)
<ul style="list-style-type: none"> ❑ Communications are central to effective management and subsequent control of a crisis. ❑ Liaison with public & government should be handled in conjunction with HAL Corporate Communications or company/industry equivalent. ❑ Work with Media Coordinator and channel all media through them. 	Develop and monitor communications strategy	Situation Report (Form 1A) (Media)
<ul style="list-style-type: none"> ❑ Track expected information flows. ❑ Identify when Critical Success Factors (CSFs) are met. ❑ Track indicators of failure to meet CSFs. 	Monitor CSFs	Crisis Conclusion Card 7 Log Sheet (Form 1D)
<ul style="list-style-type: none"> ❑ Participate in Crisis debrief. ❑ Give copies of logs to Crisis Admin Support. ❑ Ensure record retention guidelines are adhered to. 	Crisis Conclusion	Crisis Conclusion Card 7 Log Sheet (Form 1D)

CARD 5 - CRISIS ADMIN SUPPORT - STRATEGY & ACTIONS

You work for the CMT. Do not work independently.

Explanation	ACTIONS	Sources of Information and Advice
<ul style="list-style-type: none"> ❑ When you are notified of the crisis, confirm your role as Crisis Admin Support (i.e. you will have been previously nominated and trained for this role). ❑ Notify Crisis Management Team of your role. 	Confirm you are Crisis Admin Support	
<ul style="list-style-type: none"> ❑ Contact Information Systems & Facilities as necessary to activate on-site Crisis Room. If necessary, organise off-site facilities. 	Activate site Crisis Room	Site Crisis Room
<ul style="list-style-type: none"> ❑ Get copies of individual log sheets on an hourly basis (or at other agreed frequency). ❑ Keep the log factual, reporting on communications & initiated actions. 	Keep main Crisis Log	Log Sheet (Form 1D)
<ul style="list-style-type: none"> ❑ Ensure proper classification and control of information. Issue frequently used numbers list to CMT. ❑ Ensure secure communications as required. ❑ Avoid uncontrolled litter and clutter. 	Maintain confidentiality	
<ul style="list-style-type: none"> ❑ Make sure all relevant documents are available, e.g. contingency documents, plan. ❑ Organise food & drink for team members. ❑ Consider out-of-hours resource needs, e.g. access, security, etc. 	Provide secretarial/ logistical support to CMT	Contingency Plans
<ul style="list-style-type: none"> ❑ Ensure key activities in the Crisis Log are reviewed. ❑ Highlight actions that will require feedback and follow-up. 	Ensure smooth handover between relief & principal team	Log Sheet (Form 1D)
<ul style="list-style-type: none"> ❑ Dismantle Crisis Room. ❑ Return all equipment to supplier/owner/internal location. ❑ Ensure all record retention requirements are met. 	Crisis Conclusion Actions	Crisis Conclusion Card 7

MEDIA COORDINATOR

CARD 6

CARD 6 - MEDIA COORDINATOR - STRATEGY & ACTIONS

Explanation	ACTIONS	Sources of Information and Advice
<ul style="list-style-type: none"> ❑ Inform switchboard to direct media & other related calls to a specified point. ❑ Consider how to manage direct-dial inwards phones & controlled information to all staff. 	Notify switchboard	
<ul style="list-style-type: none"> ❑ A decision needs to be made as to whether a specific telephone team is required. ❑ If a telephone response team is required then set it up. 	Activate telephone response team	Site Crisis Room
<ul style="list-style-type: none"> ❑ Seek media guidance. ❑ In consultation with CMT, develop initial media response using, where possible, pre-prepared statements and briefing material. Circulate for comment where appropriate. 	Draw up initial media response	Media Management (Media)
<ul style="list-style-type: none"> ❑ Prepare and update media statements & question/answer (Q&A) sheets. ❑ Ensure CMT is consulted/involved in preparation of statements. ❑ Investigate feasibility of consulting with other companies/industry sectors and regulators to discuss media strategy. 	Develop media response strategy	Media Management
<ul style="list-style-type: none"> ❑ Decide whether journalists need facilities. ❑ Arrange if required 	Are facilities available for journalists?	Media Management
<ul style="list-style-type: none"> ❑ Stand down telephone response team. Debrief them. ❑ Emphasise the importance of confidentiality. ❑ Thank those involved in crisis, both internal & external participants (e.g. journalists). 	Crisis Conclusion	Crisis Conclusion Card 7

CONCLUSION

CARD 7

CARD 7 - CRISIS CONCLUSION

Use this card to guide crisis closure

Explanation	ACTIONS	Sources of Information and Advice
<ul style="list-style-type: none"> ❑ Monitor Critical Success Factors. ❑ Monitor indicators of imminent failure. ❑ Assess against agreed crisis closure criteria from Card 3. 	<p>Assess whether crisis closure criteria have been met</p>	<p>Risk Assessment Form (Form 1B) Crisis Tracking Form (Form 1C)</p>
<ul style="list-style-type: none"> ❑ It is important that all individuals who have been involved in the crisis are informed when it is over. ❑ This includes participants and other staff - use the communications form & logs to check those involved. 	<p>Inform everyone involved in crisis</p>	<p>Communications Form (Form 2D) Log Sheet (Form 1D)</p>
<ul style="list-style-type: none"> ❑ Collect the various logs & written material ❑ Ensure preservation of evidence (where necessary). ❑ Ensure proper disposal of waste documents. 	<p>Gather & preserve evidence & information for learning</p>	<p>Preservation of Evidence Guidelines (Form 1E)</p>
<ul style="list-style-type: none"> ❑ Debriefs are essential for crisis learning. A 'hot' debrief should be carried out as soon as possible following a crisis, followed up by a more detailed, considered view of the crisis some time but not too much time later. 	<p>Carry-out debriefing sessions</p>	<p>Crisis Tracking Form (Form 1C)</p>
<ul style="list-style-type: none"> ❑ Ensure responsibility is allocated for ongoing actions. ❑ Undertake risk assessment of current situation. ❑ Develop recommendations - target these at: <ul style="list-style-type: none"> ▪ Crisis avoidance, ▪ Crisis recognition, and ▪ Crisis management. 	<p>Develop Crisis recommendations including ongoing actions</p>	<p>Contingency Plans</p>
<ul style="list-style-type: none"> ❑ The Crisis response report should cover: <ul style="list-style-type: none"> ▪ the cause of the crisis, ▪ the crisis response, ▪ how the crisis could have been avoided, ▪ how the crisis response could be improved, and ▪ whether stakeholder needs were adequately addressed. 	<p>Prepare Crisis report</p>	<p>Crisis Learning Form (Form 1H)</p>

PART 3 – FORMS AND TEMPLATES

Form 1A

FORM 1A – SITUATION REPORT		
NAME:	LOCATION:	TEL. NO:
DATE & TIME:		
SECTION 1	MEMBER RESPONSIBLE	STATUS
Summary of incident:		
Date and time when event started:		
Location/means of inception/notification:		
Who/what is affected & how severely?		
What initial actions have been taken?		
Is the incident stable?		
If Extortion: Where appropriate the code word or name by which the extortionist can be identified if he/she calls again:		
INITIAL INCIDENT LEVEL² (i.e. is it Contained, Uncontained or a Crisis):		
These questions are designed to identify critical elements of the incident as you see it.		

² The process of crisis management can be defined at 3 levels:

Level 1: Contained: Incident has clearly defined circumstances, will not result in adverse reputational effects and is being managed effectively at a local level. **Level 2: Uncontained:** Incident is emerging that does not (and is unlikely to) have clearly defined circumstances and the possibility of adverse reputational effects are high. **Level 3: Crisis:** The incident is leading to, or has acute risk of, adverse public comment or criticism.

SECTION 2: What are we worried about and can we quantify the threat?		
Is there a specific immediate threat of death or serious injury to management, staff or families, or the general public, right now?	<input type="checkbox"/> Yes	<input type="checkbox"/> No
Is there a specific immediate threat of commercial damage to the enterprise now?	<input type="checkbox"/> Yes	<input type="checkbox"/> No
Based on the situation to date:		
Is immediate action required?	<input type="checkbox"/> Yes	<input type="checkbox"/> No
Do we anticipate the incident worsening?	<input type="checkbox"/> Yes	<input type="checkbox"/> No
Is it justifiable to delay taking action?	<input type="checkbox"/> Yes	<input type="checkbox"/> No
Are there any specific areas of vulnerability and can these be reduced?	<input type="checkbox"/> Yes	<input type="checkbox"/> No
SECTION 3: How long have we got?		
What are the critical time factors? Please define:	<input type="checkbox"/> Yes	<input type="checkbox"/> No
What is the pace of the incident? Can it get worse quickly? If Yes , explain:	<input type="checkbox"/> Yes	<input type="checkbox"/> No
Are there any commercial timescales that are relevant? If Yes , explain:	<input type="checkbox"/> Yes	<input type="checkbox"/> No
Is the incident easy to contain? If No , describe:	<input type="checkbox"/> Yes	<input type="checkbox"/> No

SECTION 4: What are the complicating factors and can they be dealt with?

The management, staff or families of the enterprise?

Business partners or shareholders?

Regulatory authorities?

The possibility of violence at any stage?

The local law enforcement authorities?

The media?

What are the interdependencies with supply chain partners, e.g. transport, wholesale, export, retail, food service?

SECTION 5: What are the most likely next scenario and the worst case scenario?

How will this incident develop?

What is the worst case scenario and how could this occur?

Section 6 should only be filled in when EXTORTION is involved.		
SECTION 6: Extortion Threat		
Do the extortionists appear to have the motivation and intent to cause death or serious injury to management, staff or families, or the general public?	<input type="checkbox"/> Yes	<input type="checkbox"/> No
Do the extortionists appear to have the motivation and intent to cause commercial damage to the enterprise?	<input type="checkbox"/> Yes	<input type="checkbox"/> No
Is it likely that this threat will develop without further contact from the extortionists?	<input type="checkbox"/> Yes	<input type="checkbox"/> No
Is there actual evidence that the threat has been carried out?	<input type="checkbox"/> Yes	<input type="checkbox"/> No
If not, is the threatened method of attack plausible?	<input type="checkbox"/> Yes	<input type="checkbox"/> No
Does the extortionist appear to understand our products and how they could be tampered with?	<input type="checkbox"/> Yes	<input type="checkbox"/> No
Have legal and law authorities been notified?	<input type="checkbox"/> Yes	<input type="checkbox"/> No
What is the most likely next step by the existing extortionists?		
Is the extortionist clearly referring to our products (or could he/she be confusing us with another company/industry)?	<input type="checkbox"/> Yes	<input type="checkbox"/> No
Based on the situation to date:		
Is it reasonable to concede to the demand?	<input type="checkbox"/> Yes	<input type="checkbox"/> No
Is it justifiable to ignore the demand?	<input type="checkbox"/> Yes	<input type="checkbox"/> No
Do we anticipate further contact from the extortionists?	<input type="checkbox"/> Yes	<input type="checkbox"/> No
Are there any specific areas of vulnerability and can these be reduced?	<input type="checkbox"/> Yes	<input type="checkbox"/> No
Does the extortionist appear sober, adult, sane and serious? If not , why not?	<input type="checkbox"/> Yes	<input type="checkbox"/> No

FORM 1B – INCIDENT RISK ASSESSMENT FORM

Steps 1 to 4 are to be followed in sequence. The other elements should be populated as you proceed.

Step 1: Roles and Responsibilities: It is important that everyone on the team understands their role and responsibilities. Before commencing the meeting the Manager/Owner/ CEO/Facilitator is to confirm that everyone understands their role.

<p>Step 2: Capture the facts:</p> <p>What do you know about the incident? What can you absolutely confirm? Maintain a chronology (p.2).</p>	<p>Priorities:</p> <p>Priorities refer to immediate actions and information needed to make appropriate decisions and to provide some immediate tasking to contain or render safe the known situation.</p>
<p>Step 3: Consolidate the assumptions:</p> <p>What do you believe has contributed to the incident? To confirm, these assumptions will need to be tested. Potentially they will become an information priority.</p>	<p>Response Options:</p> <p>Response options will emerge throughout the deliberations. All options should be noted. Each will carry various degrees of risk and should be considered in the context of what do we need to do now and what can wait. If time permits consider the positive and negative implications for each response option.</p>
<p>Step 4: Identify your worst case & most likely scenarios: Each individual team member should consider and be consulted on : The Worst Case Scenario When managing a crisis, it is prudent to prepare for the worst case scenario. Most Likely Scenario What is the most likely outcome facing the IRT?</p>	<p>Key Messages:</p> <p>Craft 2 or 3 key points you want people to remember. These broadly express facts, concern and co-operation. These messages should be repeated in all communications with any stakeholder (internal and external) including the media.</p> <hr/> <p>Key Stakeholders Stakeholder management will be crucial to the successful resolution of the crisis. Stakeholders can include employees, suppliers, customers, regulators, law enforcement agencies, media and industry bodies. Where possible, existing stakeholder managers should be used. Maintain a contact list (p.3)</p>

Example Critical Success Factors

Crisis	CSFs
1. Media/hostile relations due to major contamination event	<p>Communication flow established External agencies informed and involved Further risk identified Media briefings were done as combined activities – one voice & consistent messages CMT established Measures to contain incident were implemented Incident is under control Documents to manage incident were completed</p>
2. Major accident (serious injury or death) to personnel	<p>Families of deceased met and assisted Communication flow established External agencies informed and involved Further risk identified CMT established Measures to contain incident were implemented Incident is under control Documents to manage incident were completed</p>
3. Stakeholder Relations	<p>Critical agencies and stakeholders identified Principle points of contact established Sponsors within the industry/company identified Recognition of their exposure and responsibility Development of a combined communication strategy</p>
4. Threats made against the company/industry	<p>Communication flow established External agencies informed and involved Further risk identified Measures to contain incident were implemented Incident is under control Documents to manage incident were completed</p>
5. Extortion or contamination threat	<p>CMT established Communication flow established External agencies informed and involved Further risk identified Measures to contain incident were implemented Incident is under control Documents to manage incident were completed Process improvements/corrective actions implemented</p>
Other Considerations	<p>Recovery team identified and contingencies developed Recall team convened and rehearsed Business continuity plan implemented</p>

FORM 1C – CRISIS TRACKING FORM			
CRITICAL SUCCESS FACTORS (CSFS)	HOW WILL YOU MONITOR THEM?	WHO WILL MONITOR THEM & HOW OFTEN?	PROGRESS / COMMENTS
	e.g. clipping service, regular phone calls to key customer	e.g. name of individual and frequency	e.g. status
1			
2			
3			
4			
5			
6			

Remember, Critical Success Factors should show whether a incident is improving or worsening and whether control measures are adequate & appropriate

Form 1D

FORM 1D – CRISIS LOG SHEET					
Event Log Log Keeper:			Start date & time:	Page No:	
TIME /RECEIVED/ OCCURRED	SENT DATE	FROM/TO	DETAILS	ACTIONS AGREED	STATUS: DATE/TIME

To avoid later misinterpretation: BE CLEAR & UNAMBIGUOUS

Form 1E

FORM 1E – CRISIS LEARNING FORM	
Background	
Incident description:	
Location (Site, district, city, state):	
Date:	
Incident Summary:	
Responsible Business Area or Department (if applicable):	
Area(s) that or individual(s) who managed the Crisis:	
Lessons Learned	
What indications were there that this was a crisis?	
How could this have been predicted/detected?	
What initial actions did you take to tackle the crisis?	
How would you change your response?	
Did anything unexpected occur?	
What were the most useful actions taken during the response?	

HORTICULTURE INDUSTRY CRISIS MANAGEMENT GUIDELINES

FORM 1E – CRISIS LEARNING FORM		
What lessons do you think could be learned from this crisis?		
Post-Crisis Corrective Actions		
What actions can be taken to prevent a recurrence?		
Who is accountable for taking corrective actions and when by?		
How can the lessons from this crisis be best communicated?		
What system will be used to ensure that actions are taken?		
Additional comments		
Author information		
Name:	Company/Organisation:	Date:

FORM M1 - MEDIA CONTACT LOG SHEET

This log sheet needs to be filled out in full in order to determine an appropriate response. Never attempt to answer an enquiry without taking time to research the proper answer.

Please tell the caller the following:

“Thank you very much for your inquiry. In order to make sure that I can deal with it effectively, I need to take a minute of your time to get some initial information. That way I can ensure that the right person gets back to you as soon as possible.”

Caller’s Name:

Caller’s Organization:

Subject Matter of Call:

Specific Questions:

Details of Caller

Please get as much detail as possible in this section, including at least the following:

Date:

Time of Call

Telephone Number:

Fax Number:

Address:

Email Address:

Call taken by: _____

FORM M2 - MEDIA CHECKLIST			
ISSUE		Member responsible	Status
PREPARATION			
<ul style="list-style-type: none"> ▪ Has HAL Corporate Communications or company/industry equivalent been briefed? 	Y / N		
<ul style="list-style-type: none"> • Have media/investor consultants been briefed? Details:	Y / N		
<ul style="list-style-type: none"> • Have draft media releases been prepared? 	Y / N		
<ul style="list-style-type: none"> • Has a media and investor relations spokesperson(s) been appointed and briefed? 	Y / N		
<ul style="list-style-type: none"> • Has a media conference been set up? 	Y / N		
<ul style="list-style-type: none"> • Are Q & A's in preparation? Details:	Y / N		
<ul style="list-style-type: none"> • What media facilities are available? 	Y / N		
<ul style="list-style-type: none"> • Have internal industry/company briefings been conducted? 	Y / N		
ADVERTISING			
<ul style="list-style-type: none"> • Should advertising be stopped? 	Y / N		
ANNOUNCEMENT			
<ul style="list-style-type: none"> • Should a public announcement be made? 	Y / N		
TIMING			
<ul style="list-style-type: none"> • Has timing of a public announcement been defined? 	Y / N		

FORM M3 - CHECKLIST FOR MEDIA SPOKESPERSON

- Know** your story and know the facts. Do not speculate, accept or deny responsibility. Do not give your own opinions or respond emotionally.
- Focus** on three key points. Continually bring media questions back around to your three key points.
- Explain** the initial non-confidential steps that are being undertaken to deal with the incident. Include your own actions, as well as indicating the existence of industry/company-wide incident management procedures that have been designed to handle such situations. Stress the industry/company's concern for the public's well-being and give examples of steps taken that illustrate our concern.
- Remember**, questions that you cannot answer should not be answered. It is fine to say "I do not have the answer to that but, if I can get your name and details, I will find out the answer and get back to you." Never lie to the media and remember, there is no such thing as an "off the record" comment.
- Remember** not to repeat negatives. Do not use words like "crisis." Instead, refer to the "situation" or "issue"
- Remember** the "Three C's:"
 - Stay **calm**
 - Work to **contain** the situation
 - Show **concern** for the public's well-being
- View** the media as a tool that you can use to speak to the public.
- Remember** to deflect the questions to the designated spokesperson whenever possible. The following Interview Preparation Worksheet should be used in preparation for dealing with the media.

FORM M4 - INTERVIEW PREPARATION SHEET

1. Background:

Interviewer _____ Phone.....
.....
Interview Date & Time..... Duration of interview.....
Station/Publication

RADIO/TV

PRINT INTERVIEW

Live broadcast	_____	To publish in entirety	_____
Taped for uncut airplay	_____	For quotes	_____
Taped for excerpting	_____	Photos	_____
Air date & time	_____	Publication date	_____

2. “Must Air” Points (Key messages):

Topic _____
What’s your business objective? _____
So what are your “must air” points/ key messages?
1 Key Message 1 _____
Evidence _____
2 Key Message 2 _____
Evidence: _____
3 Key Message 3 _____
Evidence: _____

3. Questions Anticipated:

1. _____

2. _____

3. _____

FORM M5 - SAMPLE MEDIA QUESTIONS

- How long have you known about the problem?
- Are you still using this toxic chemical?
- If you can't clean it, how will it ever be safe?
- Aren't these microbes everywhere?
- What do other growers do that you don't?
- Aren't you being grossly irresponsible by not telling consumers about the risks/dangers for [period]? Is it responsible to wait until somebody dies? Why didn't you go public when you first knew there was a threat/problem/issue?
- If you are so responsible, why is the product still for sale?
- What is your advice to consumers?
- Will consumers be compensated for their loss or medical costs?
- What is your advice to retailers?
- Will this incident impact the industry/company's financial performance?
- Will this incident impact your ability to supply product?
- What sort of product testing are you doing? What is wrong with your Quality Assurance system?
- Is this an imported product? Why do you import products?
- Will you conduct a recall? Why don't you recall?
- What safety measures do you take to prevent tampering/contamination?
- Given the nature of your product(s)/production processes, won't this happen over and over again?
- Doesn't this reinforce the argument that you are solely interested in the bottom line profitability, not the consumer safety? Do you put profits before people?
- How much product is involved?
- How will this affect future sales?
- Who else do you supply?
- Do you export this product?
- How are you disposing of the contaminated stock?
- Are you insured against such a problem?
- Are you satisfied with the local police response?
- What are your [personal] views on somebody contaminating product in this way?
- Is the person an employee/past employee with a grievance against the industry/company?
- Have you had job losses/layoffs/terminations recently?

- What has this whole thing cost you? Not just in lost sales, but in mounting the recovery operation?
- Have you suffered from contamination before?
- Are you taking legal proceedings against this person?
- How were you informed?
- How was the product contaminated?
- How are you checking the stock?
- Is it true that your products have been poisoned?
- Should people stop using your products because they have been poisoned?
- We have been told you are involved in an extortion threat. Is that true?
- Is there any evidence the threat has been carried out?
- How could this have happened?
- What would happen to someone who had used contaminated product?
- What is the poison?
- How can you/the consumer identify a contaminated product?
- Are you going to put a special seal or designator on new stock?
- Then how are you going to reassure consumers?
- Why do you think this person picked on your industry/company/products/brands?
How do you know this person won't strike again?

Response Guidelines: Protest and Disturbances

General

A protest or civil disturbance targeting your industry/company or its products could manifest itself in a number of ways. For example:

- Negative media e.g. biased reporting and sensationalist stories;
- Militant non government organisations (NGOs);
- Product boycott e.g. activist campaign against industry/company products;
- Public demonstration e.g. picket lines and union actions;
- Protest against industry/company e.g. slogans, graffiti, disruption of meetings, etc; and
- Neighbour reaction.

Triggers and Warnings

The following are typical indicators of a civil unrest incident:

- An increased number of contacts with your staff e.g. unsolicited phone calls jamming the switch, letters, and SPAM emails.
- Picketing of your facility.
- Attacks on the industry/company by public figures or high profile activists.
- Adverse comment by media sources e.g. editorial comment, hostile television interviews, and sensationalist 'current affair' reports.

Response Guidelines

In the event of a civil disturbance or protest action, the following guidelines should be observed:

- Do not ignore minor events. They can quickly escalate if not contained in a proactive manner.
- Make a proactive response. You must wrest the initiative from the belligerent group and be seen to be taking appropriate and timely action.
- Do not resort to violence or confrontation – either by the industry/company or its representatives (e.g. security contractors).
- Do not comment on the validity of the protest.
- Use tact, courtesy & discretion in any dealings with protestors and media.

Risk Factors

- Losing control of the agenda and becoming purely responsive.
- Being unaware of historical precedents for the actions, either against your company, your specific industry or against horticulture in general.

Initial Actions

- Inform the following of the incident: Managing Director, CMC Manager, CMC members as appropriate, Site Security, and Police (emergency situations only) – **Local Station: 0X XXXX XXXX or 000.**
- Advise staff and general management of the incident. If appropriate advise the workforce.
- Seek Police assistance to attend if the demonstration/protest is centred on or near your property.
- Secure the building: lock internal doors, limit access to certain areas of building, secure IT systems.
- Be proactive.

PART 4 – CRISIS MANAGEMENT SELF ASSESSMENT TOOL

The following self assessment tool has been provided for organisations to assess their current crisis management systems and plans. It should be read in conjunction with the HAL Horticulture Industry Crisis Management Guidelines.

If you can answer “yes” to all these questions, your organisation has a robust crisis management framework. If you answer “no” to any questions you should consider implementing a strategy to evaluate the risks and updating and revising plans and protocols

CRISIS MANAGEMENT SELF ASSESSMENT TOOL

Yes No

Business Resilience Framework

Do you have an integrated business continuity structure that includes contingencies for:

- Crisis Management
- Denial of Access to production facilities
- Denial of Access of Head Office/Treasury functions
- Disaster Recovery (IT)

Risk Assessment

Do you have a Risk Register that:

- Identifies potential incidents that could affect operations (worst case & most likely scenarios)
- Identifies the likelihood that an incident could occur
- Analyses the business impact of an incident (including the impact on product, customer perception, satisfaction, and reputation)
- Outlines mitigation measures for each identified risk
- Highlights preventative action that is implemented

Does your risk management system comply with AS 4360?

Has your Risk Register been updated and reviewed in the last quarter?

Crisis Management Plan

Has the senior management team demonstrated organisational commitment to crisis management?

Does the crisis management plan define the following objectives:

- Ensuring the health & safety of consumers, customers, employees and their families and the general public
- Removing any threat to life and safety, in cooperation with the relevant authorities and agencies
- Protecting the long term, commercial interests of the industry/company, including reputation
- Ensuring that normal services to customers are maintained including the provision of alternate sources
- Timely termination of the crisis and return to business

Does the crisis management plan facilitate a timely and accurate information flow, including an initial response protocol?

Are triggers for escalation clearly defined and identified?

Are clear and intuitive definitions provided for crisis and evolving crisis scenarios?

Does the crisis management plan ensure the timely involvement of appropriate authorities and organisations, including: see previous comments

- Peak Industry Bodies and Horticulture Australia Ltd (HAL)
- The Police
- Emergency Services
- State and Federal Health Departments
- External consultants, including
 - Lawyers
 - Crisis Response
 - Crisis Communications/Public Relations

Are templates and forms provided for:

- Situation Report
- First Response Protocol
- Crisis Tracking Form
- Crisis Log Sheet
- Crisis Learning Form

Crisis Management Team

Do you have a Crisis Management Team with defined roles and responsibilities, including roles and responsibilities for:

- Incident Management
- Media Communications
- Recall procedures
- Re-launch activities
- Team Facilitator
- Admin support

Have you conducted a training exercise with your crisis management team in the past 12 months?

Contingency Planning

Do your contingency plans and procedures meet legal and regulatory requirements?

Do you have specific incident protocols in place for:

- Recall Products
- Emergency Quality Control
- Alternate sources of essential product and ingredient
- Extortion
- Bomb threat
- Media Response Plans

Stakeholder and Media Management

Have you clearly identified and updated contact details for all key internal and external stakeholders, including

- Local, state and federal authorities

- Employees
- Shareholders
- Industry associations
- Supply chain partners including wholesale, retail, food service and export

Local, national media (radio, print, television)

Have you identified and trained a media spokesperson?

Have you provided media guidelines to all employees?

Does your crisis management plan include:

- Media Contact log sheet
- Media Checklist
- Checklist for media spokesperson
- Interview Preparation Sheet
- Sample Media Questions