



AUSTRALIAN MELON INDUSTRY CRISIS MANAGEMENT GUIDELINES

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Crisis Reference Group Contacts

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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,
- Industry reputation, products, or assets,
- Trust or confidence in industry stakeholders, and
- Financial position either immediately or over time.

A **Crisis** is defined 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 a business or the 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
- The situation warrants escalation to management regardless of its nature or the time of day/night.

Crisis Management Objectives

In any crisis the 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 the industry and an affected business is seen as a responsible corporate citizen in all its responses;
- Protect the long-term, commercial interests of the industry and the affected business;

- Minimise the impact of the crisis on the reputation of the industry and the affected business; 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 businesses 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.

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.

Incident Management Team

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 management at the business level, if resources are sufficient. Where an incident affects more than one business, it may be necessary for AMA to initiate the Incident Management Team to have primary responsibility for coordinating and managing a response.

The composition of the business or industry Incident Management Team should include:

- Senior decision-maker that directs actions during the crisis – AMA Chairman and Managing Director
- Crisis coordinator – AMA Industry Development Manager
- Members of AMA Executive Committee or business level management
- Other members with specific skills for the particular crisis situation

Crisis Communication Card

A Crisis Communication Card has been developed to assist businesses to contact AMA in a crisis; follow one message and maintain industry unity. The Card includes a 1300 number to streamline communication.



Australian Melon Industry Crisis Management

1. Phone 1300 AUS MEL 1300 287 635 The melon industry crisis management line	If you are having a problem that could become a wider industry issue If you suspect a possible crisis If you need help with a farm crisis
2. Work as a team	Refer all enquiries & media to AMA
3. Speak with one voice	Wait for AMA to send the ONE message



Australian Melon Association Inc representing the Australian melon industry

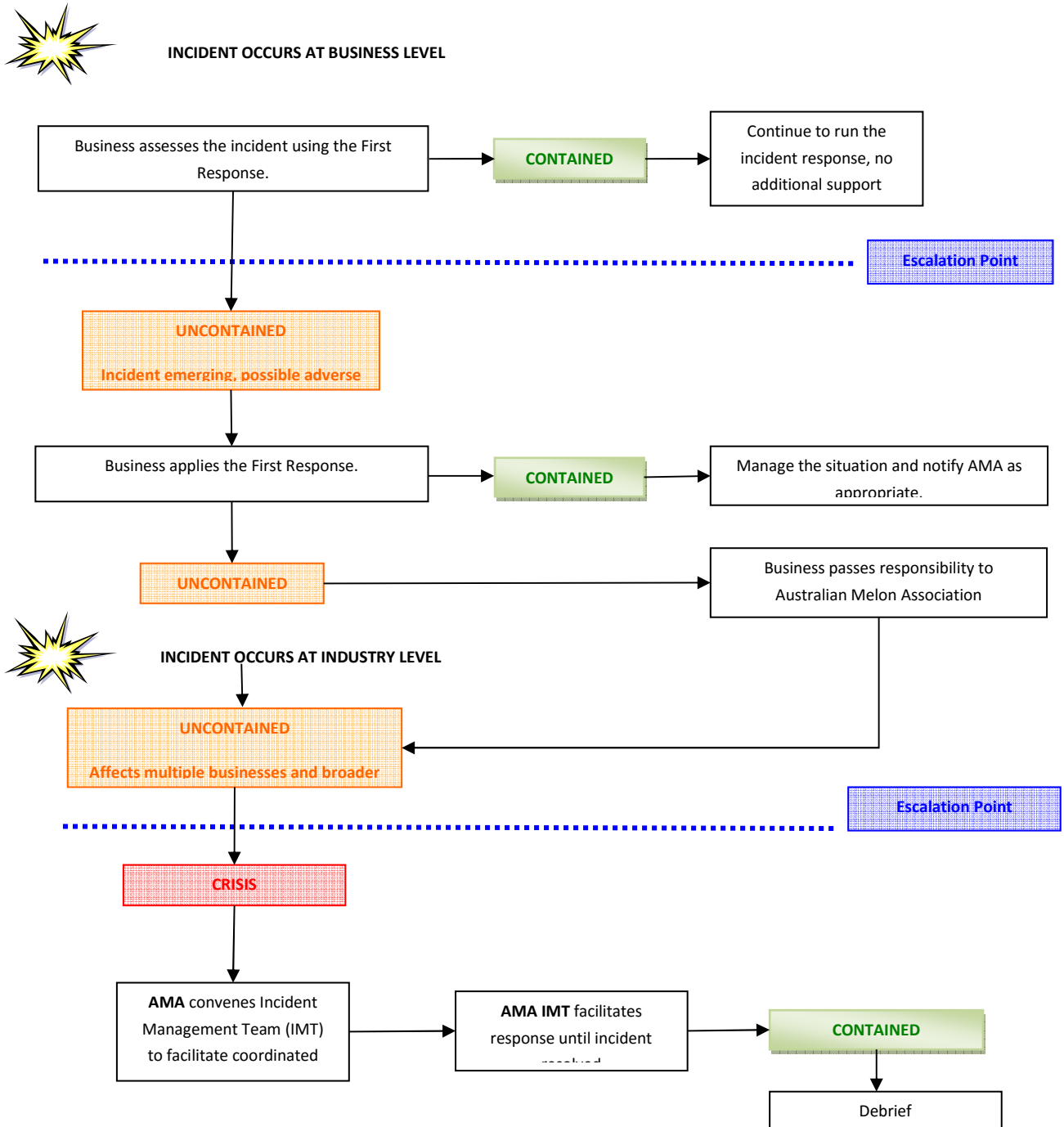
**Horticulture
Innovation
Australia**

PART 2 - 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:

Response flow



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 business level, the Peak Industry Body is to be notified and the situation should be monitored by the Incident Management Team (IMT).

Level 3: Crisis The incident is leading to or has acute risk of adverse public comment or criticism. May be within one business or part or the whole industry sector. The Incident Management Team (IMT) should handle the situation entirely.

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.

First Response

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.

An issue involving accidental or intentional product contamination, bioterrorism, extortion whether directed initially against an industry or a specific business or against a product available in, or purchased from the industry or business, 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

1. 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.
2. Consider as a minimum the 'worst case' and 'most likely' scenarios and develop an immediate contingency plan.
3. Identify the essential stakeholders; nominate individuals to be responsible for communication with them.
4. Identify the critical agencies and contact requirements.

Containment

1. Establish who has knowledge of the crisis, both inside and outside the business/industry. Provide knowledge to only those who "need to know".
2. Brief all staff and AMA Executive Committee with knowledge of the crisis.

Commence Incident Management process

1. Develop a **Situation Report**

Start to identify:

- Who needs information?
- Who can provide it?
- What information should be communicated? and
- When information should be exchanged?

2. Assess the Risk

A risk assessment matrix is used to determine the level of risk.

Likelihood	Consequences				
	Insignificant (Minor issue easily handled by normal day to day processes)	Minor (some disruption possible)	Moderate (Significant time and resources required)	Major (Operations severely damaged)	Catastrophic (Business survival is at risk)
Almost certain (e.g. > 90% chance)	High	High	Extreme	Extreme	Extreme
Likely (e.g. between 50% and 90% chance)	Moderate	High	High	Extreme	Extreme
Moderate (e.g. between 10% and 50% chance)	Low	Moderate	High	Extreme	Extreme

Low	<p>Should be covered by existing procedure or a fact sheet</p> <p>Can be handled by grower or responsible manager</p> <p>Implement corrective action/s</p>
Moderate	<p>Generally same as Low but may require greater intervention</p>
High	<p>Can be handled by senior manager/CEO and chair</p> <p>Government (food agencies, police, OH&S) likely to be involved</p> <p>Needs preparatory background information</p> <p>Needs media training before and 3 key speaking points for media</p> <p>Engage industry/factory personnel</p>
Extreme	<p>Needs Crisis Management Team fully involved</p> <p>Needs additional (outsourced?) PR and media management expertise</p> <p>Needs admin support, possibly two shifts</p> <p>Needs dedicated crisis centre - phone line, catering, etc</p>

<p>Step 1: Roles and Responsibilities</p> <p><i>It is important that everyone on the team understands their role and responsibilities. Before commencing the meeting the facilitator is to confirm that everyone understands their role.</i></p>	<p>Members of the Incident Management Team</p> <p><i>Chairman AMA</i></p> <p><i>Industry Development Manager</i></p> <p><i>Executive Committee members</i></p> <p><i>Affected industry members</i></p> <p><i>Knowledge specialists</i></p>
<p>Step 2: Capture the facts</p> <p><i>What do you know about the incident? What can you absolutely confirm?</i></p> <p><i>Commence a Situation Report (Appendix 1)</i></p> <p><i>Maintain a Crisis Log.(Appendix 2)</i></p>	<p>Priorities</p> <p><i>Immediate actions and information needed to make appropriate decisions and to provide immediate tasking to contain or render safe the known situation.</i></p>
<p>Step 3: Consolidate the assumptions</p> <p><i>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.</i></p>	<p>Response Options</p> <p><i>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.</i></p>
<p>Step 4: Identify your worst case & most likely scenarios</p> <p><i>Each individual team member should consider and be consulted on :</i></p> <p><i>Worst Case Scenario - when managing a crisis, it is prudent to prepare for the worst case scenario.</i></p> <p><i>Most Likely Scenario - What is the most likely outcome facing the IMT?</i></p>	<p>Key Messages:</p> <p><i>Craft 2 or 3 key messages. 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.</i></p> <hr/> <p>Key Stakeholders</p> <p><i>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.</i></p>

Part 3 - Risk Assessment Process

Step 1

Confirm & develop the Situation Report

- Look at what you know - what has happened?
- Review all available information.
- Focus on the impact, aggravating factors, options, & constraints/practicalities.
- Consult external & internal agencies to fill information gaps.

Step 2

Consider crisis characteristics.

- Consider potential consequences of crisis.
- Consider probable and improbable outcomes.
- Understand that a crisis can change quickly.
- Consider the potential cause of change, pace of change and potential consequences.

Step 3

Identify what initial actions have been taken.

- Identify clear objectives for your crisis response.
- 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?

Step 4

Identify what actions are being implemented, why, and by whom?

Step 5

What information would indicate success?

- What information would indicate imminent failure?
- Where will this information come from?

Step 6

Re-assess the crisis level depending on crisis severity & stability.

Identify:

- When CSFs are satisfied,
- Ongoing risks,
- Responsibilities for crisis conclusion actions, and
- Responsibility for crisis learning & remedial actions.

Critical Success Factors

The Risk Assessment Process leads to understanding the Critical Success Factors (CSFs).

Crisis	Critical Success Factors
1. Media/hostile relations due to major contamination event	<p>Communication flow established</p> <p>External agencies informed and involved</p> <p>Further risk identified</p> <p>Media briefings were done as combined activities – one voice & consistent messages</p> <p>IMT established</p> <p>Measures to contain incident were implemented</p> <p>Incident is under control</p> <p>Documents to manage incident were completed</p>
2. Major accident (serious injury or death) to personnel	<p>Families of deceased met and assisted</p> <p>Communication flow established</p> <p>External agencies informed and involved</p> <p>Further risk identified</p> <p>IMT established</p> <p>Measures to contain incident were implemented</p> <p>Incident is under control</p> <p>Documents to manage incident were completed</p>
3. Stakeholder Relations	<p>Critical agencies and stakeholders identified</p> <p>Principle points of contact established</p> <p>Sponsors within the industry/business identified</p> <p>Recognition of their exposure and responsibility</p> <p>Development of a combined communication strategy</p>

<p>4. Threats made against the business/industry</p>	<p>Communication flow established</p> <p>External agencies informed and involved</p> <p>Further risk identified</p> <p>Measures to contain incident were implemented</p> <p>Incident is under control</p> <p>Documents to manage incident were completed</p>
<p>5. Extortion or contamination threat</p>	<p>IMT established</p> <p>Communication flow established</p> <p>External agencies informed and involved</p> <p>Further risk identified</p> <p>Measures to contain incident were implemented</p> <p>Incident is under control</p> <p>Documents to manage incident were completed</p> <p>Process improvements/corrective actions implemented</p>
<p>Other Considerations</p>	<p>Recovery team identified and contingencies developed</p> <p>Recall team convened and rehearsed</p> <p>Business continuity plan implemented</p>

Part 4 - Media coordination

1. Decide who will act as the primary contact for media. Choose a back-up media spokesperson.
2. Develop initial media response using, where possible, pre-prepared statements and briefing material. Circulate for comment where appropriate.
3. Prepare and update media statements & question/answer sheets.
4. Update media contact list.
5. Keep a detailed record of all media contact (Appendix 3).
6. Investigate feasibility of consulting with other businesses/industry sectors and regulators to discuss media strategy.
7. Emphasise the importance of confidentiality.

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/business-wide incident management procedures that have been designed to handle such situations. Stress the industry/business'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 **Interview Preparation Worksheet** should be used in preparation for dealing with the media (Appendix 4).

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/business'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/business?
- 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/business/products/brands? How do you know this person won't strike again?

Contacting the media

When something appears in the media that is negative for industry, it is best to directly approach the media outlet. This is best done either by a letter to the editor or suggesting a more positive story.

Submitting a letter-to-the-editor

- **Word count** - Most letters-to-the-editor should be less than 150 words. However, to determine the word count requirements of a specific newspaper, look for guidelines on their website in the "Opinion" section or call the newspaper.
- **Exclusive** - Letters should be exclusive to the newspaper. Don't send the same letter to two different papers.
- **Submission method** - Most newspapers prefer letters to be emailed to a specific email address. This email address usually is found on their website in the "Opinion" section. Copy and paste the text of the letter into the body of an email; do not send the letter as an email attachment. Newspapers often have software programs to identify emails with attachments delete them.

Proactively approaching the media

- **Go local** - Ensure the information is relevant to the media you are approaching

- **Detailed information** - Highlight strong results, key achievements and the unique aspects of the issue. Always back up claims with recent, accurate statistics or examples. For example, water quality testing revealed that it was cleaner when it exited the property than when it entered.
- **Give context** - Link information in to the wider context of the industry and/or what is currently topical in the media in relation to Australian rural industry.
- **No jargon** - Ensure any technical terms are explained that would not be assumed knowledge of the publication's readership.
- **Images** - Ensure good quality images that illustrate the point.

Part 5 - Crisis management evaluation

Identify what will indicate success, and what will indicate potential failure of the strategy/actions. Regularly review progress and crisis level and define the criteria for knowing when a crisis is over (Appendix 6).

Explanation	ACTIONS
<p>Monitor Critical Success Factors.</p> <p>Monitor indicators of imminent failure.</p> <p>Assess against agreed crisis closure.</p>	<p>Assess whether crisis closure criteria have been met</p>
<p>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>	<p>Inform everyone involved in crisis</p>
<p>Collect the various logs & written material</p> <p>Ensure preservation of evidence (where necessary).</p> <p>Ensure proper disposal of waste documents.</p>	<p>Gather & preserve evidence & information for learning</p>
<p>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>	<p>Carry-out debriefing sessions</p>
<p>Ensure responsibility is allocated for ongoing actions.</p> <p>Undertake risk assessment of current situation.</p> <p>Develop recommendations - target these at:</p> <ul style="list-style-type: none"> • Crisis avoidance, • Crisis recognition, and • Crisis management. 	<p>Develop Crisis recommendations including ongoing actions</p>
<p>The Crisis response report should cover:</p> <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>

Appendix 1 Situation report

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?		
INITIAL INCIDENT LEVEL (i.e. is it Contained, Uncontained or a Crisis):		
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?

Appendix 2 Crisis Log

Crisis Log Sheet							
Event Log		Log Keeper:		Start date & time:		Page No:	
TIME SENT /RECEIVED/DATE OCCURRED	FROM/TO	DETAILS	ACTIONS AGREED		STATUS: DATE/TIME		

To avoid later misinterpretation: BE CLEAR & UNAMBIGUOUS

Appendix 3 Media Contact Log

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: _____

Appendix 4 - 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

"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.

Appendix 5 - Crisis Tracking Form

CRISIS Tracking Form			
CRITICAL SUCCESS FACTORS	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			

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

Appendix 6 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?	
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	
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Author information		
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Name:	Business/Organisation:	Date: