

Crisis Management

The **Company Name** Crisis Management Plan is designed to help **Company Name** personnel and contractors deal effectively with emergency situations at the construction site. The goal in emergency procedures and media response is to ensure the safety of all concerned, act responsibly in reporting the emergency and minimize damage to individuals, property, owners, community and company.

The Crisis Management Plan is a stand-alone document with directory sections intended to be updated for each new project.

Program Document

A copy of the **Company Name** Crisis Management Plan master document is attached for reference.

Company Name Crisis Management Plan

INTRODUCTION

The purpose of this manual is to set forth in detail, the steps to be taken in response to particular kind of crisis as follows:

- Bodily Injury or Fatality
- Property Damage
- Environmental Damage

Years of good customer service, quality work, and good public reputation, as well as employee confidence and trust, can be undone in an hour or a day if a crisis situation is not professionally managed. We can minimize the likelihood of a crisis occurrence by proper planning and conduct of our daily operations but eventually, sometime and somewhere, we will encounter that unexpected crisis. We must be prepared.

CRISIS MANAGEMENT POLICY

The Crisis Management Policy sets forth the basic parameters governing **Company Name's** response to emergencies affecting persons or property. All project staff is expected to be familiar with the policy and to comply with all of the provisions set forth therein.

ORGANIZATION

The company spokesperson for Crisis Management is (name): _____, (job title): _____. In their absence, the secondary corporate spokesperson is (name): _____, (title): _____. The highest ranking **Company Name** employee (project manager, superintendent, or foreman) on the project involved in a crisis situation will act as the Temporary Spokesperson.

CRISIS MANAGEMENT TEAM DUTIES

Project Site Leader (PM, Supt. , Foreman, Supervisor) Procedures

The Project Site Leader will use the following procedures when faced with a crisis situation:

1. If needed, contact emergency medical/rescue services. Police, fire, ambulance noted on the jobsite "Emergency Services Card" located on the jobsite posting board.
2. Assist the needs of the injured and provide assistance to any medical personnel.

3. Delegate someone to contact (i.e., talk with) one of the following **Company Name** senior management personnel.

Senior Management Personnel:

(name): _____

Work # : _____

Mobile # : _____

Home # : _____

(name): _____

Work # : _____

Mobile # : _____

Home # : _____

(name): _____

Work # : _____

Mobile # : _____

Home# : _____

4. Write down:
 - The numbers and names of the injured employees.
 - The phone numbers of the employee's spouse, family member or emergency contact.
 - Status of the injured.
 - Where individual was sent for medical attention. (Make sure that someone from Company Name is there to meet family members).
5. Limit access to the incident site to authorized employees and emergency personnel only.
6. Do not permit unauthorized personnel such as news reporters, photographers, union representatives, or attorneys access to the site.
7. Direct unauthorized personnel to stay inside the safe area for their protection and the protection of others.
8. Ask all of the unauthorized individuals requesting information about the incident for their business card and or have them sign the Press Information Log Sheet.
9. You may have to make a buy time statement to the media. Review the following pointers **BEFORE** giving the statement:
 - Try to remain calm.
 - Don't tell anyone anything: "**Off the Record**". Nothing is off the record.
 - Never say "No Comment". Your main objective is to just give the buy time statement and refer any questions to the corporate spokesperson.
 - Make sure that the reporters know whom the corporate spokesperson is. The Corporate spokesperson is identified in the Organization section of Crisis Management Plan.
 - Keep everything out of your mouth when speaking (gum, cigarettes, chew, ect.)
 - Take off your sunglasses when talking to media members.
 - Watch out for the "stall technique" where the reporter puts the microphone in your face and leaves it there after you have made your statement. Remember after making the following statement there is nothing else you need to say.

10. After the press has given you their business card and/or completed the Press Information Log Sheet, you can now read them the following statement: Use one of these two buy time statement that best fits your situation.

If the incident has just occurred, you probably won't have any verifiable information to release to the media. In this situation the best buy time statement is one that acknowledges the situation but doesn't really divulge information. Here is an example Buy Time Statement:

“My name is: (your name), and I'm the (project manager, superintendent, foreman, operator, etc.) for Company Name. The incident just happened and I am not prepared to answer any questions at this time. Please stay in this safety area so we can do our job and take care of the situation. As you can see, I'm pretty busy right now and need to return to the site, but either (Name of company spokesperson), or I will be back in (30 to 45 minutes) with an update. Thank you for your cooperation.”

If you are able to gather some verifiable information before you address the media, release only the information that acknowledges the accident and brief overview of verifiable information that was gathered. Let the company spokesperson give a detailed statement at a later time. Here is a second example Buy Time Statement:

“My name is:(your name), and I'm the (project manager, superintendent, foreman, operator, etc.) for Company Name. At approximately (time), we experienced an accident involving (give brief description). **Do not give names of employees injured only number injured if known, where transported for emergency care, and equipment involved.** We are investigating the situation, but don't have any other verifiable information at this time. I'm sure you understand we're very busy trying to deal with the situation and gather as much information as possible. Please remain in the safety area and either myself or our company spokesperson will return in 30 to 45 minutes and share any additional information.”

11. If necessary to excuse yourself from the press use one of the following statements:

- Again, our Company Spokesperson will be able to answer those questions upon arrival.
- Our Company Spokesperson or I will be back to give you a further update.

12. In the event the Company Spokesperson is delayed for some reason, re-communicate to the press the following statement:

The Company Spokesperson (name) is on their way and should be arriving at approximately (time) to give you a statement and answer questions. Until that time I again ask you to please stay within the provided safety area. Thank You.

Note: The above statements are the only statements that you or any other employee should make to the press.

13. Continue to gather information about the accident, taking pictures, witness statements, securing prints, drawing diagrams, etc.

Crisis Team Leader

1. Determine what happened, when/where it happened, and who is involved.
2. Notify Senior Management (contacts section)
3. Verify the status of the site (shut down?)
4. Determine if you or the spokesperson is needed at the site.
5. Advise the office administrator and/or receptionist how to route calls.
6. Identify potential spin-off crisis.
7. Notify insurance broker/company _____
(insert name and number)
8. If there is an employee injury/fatality, select a senior management person who will notify the spouse/family. **(See Injury/Fatality Notification Section)**
9. Inform any other surrounding areas, businesses, owners, etc. that may be affected by the incident.
10. Notify other job-sites if media attention is anticipated.

Executive/Senior Management

1. Maintain close contact with the team leader to determine level of involvement.
2. Review and approve all statements/communications to the news media.
3. Work closely with legal counsel.
4. In the event of an injury/fatality, coordinate with team leader and designated family liaison relative to calling/visiting the spouse/family.
5. In the event of a highly visible crisis, be prepared to make the initial statement to the news media, with no Q&A.
6. Oversee communications with employee base and other outside stakeholders.

Company Spokesperson

1. Designate someone to screen your calls from the news media. Have this person complete media log sheet as well.
2. Write and get clearance for all statements and releases from senior management.

3. Anticipate media questions. If possible, role-play a media interview with a colleague before going live.
4. Advise reporters of a time and place for future updates.
5. Follow-up on additional media inquiries.

. **Injury/Fatality Notification Special Procedures**

A. Injury to Company Name Employee

In the event of a death or serious injury of a Company Name employee, the senior person on-site shall:

- (1) Determine where the injured employee is being taken.
- (2) Determine general cause of incident (fall, electrocution, etc.).
- (3) Notify **Company Name** senior management who shall inform the spouse or other family member immediately of the accident and appoint a project team member to meet them at hospital and assist in any manner possible in making calls or handling arrangements. In the absence of a senior management personnel, the General Superintendent shall assume this responsibility.
- (4) Every assistance shall be provided to the employee's family. Contact should be maintained with a relative or close friend of the spouse or family member. Ensure appropriate insurance benefits are processed in a timely, hassle-free manner.

- B. Injury to Subcontractor Employee. In the event of the death or serious injury to an employee of a subcontractor, the senior person on-site shall contact the subcontractor's on-site or home office manager, and advise said person of all information then known regarding the identity of the employee, the time of the accident, the nature of the injuries, and the medical facility, if any, to which the employee has been taken. He should then notify Company Name senior management.

The Crisis Management Checklist, Emergency Action Plan Card, and Press Information Log Sheet on the following pages can be used to assist your efforts in making sure the appropriate personnel are notified and all necessary actions have been taken.

Company Name
Crisis Response Procedures
(To be posted or Available at the Job-site.)

FIRST HOUR RESPONSE CHECKLIST

Senior Person On-Site

- _____ Call 9-1-1 and establish a command center
- _____ Attend to injured personnel
- _____ Assign personnel to clear path for Emergency Medical Team, meet at gate and direct to location.
- _____ Contact Senior Management _____ (insert name and number)
- _____ Initiate site control and make certain that all employees are accounted for.
- _____ If the site will be shut down, tell workers when they are to report back to work and that counseling will be available (if applicable). Also, to direct information request from outside groups to you, keep selected individuals on-site to help with the incident.
- _____ Do not move anything that could be classified as evidence.
- _____ Ensure telephone coverage at the site.
- _____ Notify the Crisis Management Team Leader. _____
(insert name/number)

- _____ Post workers to restrict entry to the site.
- _____ Notify the owner/developer of the project.
- _____ Designate corporate spokesperson to contact families of the injured parties.
- _____ Collect names of witnesses both on-site and off-site if applicable.
- _____ Isolate the area and have someone take pictures of the area. Don't disturb the area.
- _____ Identify an area for the media.
- _____ Review temporary spokesperson duties outlined in Crisis Management Plan
- _____ Conduct thorough accident investigation.

Who to Contact

Day

Night

Cell

Team Leader

Name: _____

Backup Team Leader

Name: _____

Owner / Developer

Name: _____

Critical Incident Stress Counselor

Name: _____

PRESS INFORMATION LOG SHEET
(Document any released information)

Project No.: _____

Project Title: _____

(Have the reporter fill in the Publication and Reporter Name and Phone # only)

Publication: _____

Reporter Name/Phone: _____

Facts Given:

Date/Time: _____

Publication Date: _____

Completed By: _____

Whenever possible, attach hard copy of released information and copy of article as published.