

GET IT DONE!

A Practical Session to Prepare Your Crisis Plan

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Our Agenda Today

- Crisis Plan Overview
- Focus: Crucial Sections to Complete
- DO:
 - Team Structure
 - Key Messages
 - Sample Holding Statements
- FOR:
 - AN ACCIDENT
 - NATURAL DISASTER OR TERRORISM
 - ILLNESS OR LOSS OF LIFE

BE PREPARED!

What Needs to be Done Before a Crisis Hits

DEFINING A CRISIS

General Definition: When an event harms the safety and health of any or all group members, the company's operation or good name.

LEVEL 1

- Serious injury/fatality
- Sexual assault
- Accident
- Disaster, natural or terrorism
- Illness or outbreak of disease

LEVEL II

- Minor accident
- Travel Delay
- Minor injury
- Lost documents/money
- Petty theft
- Student discipline
- Substance abuse

5 Steps to Preparedness

1. Appoint a Crisis Team
2. Develop and Circulate Crisis Procedures
3. Create Emergency Communications Vehicles
4. Train Spokespeople
5. Organize an Annual Crisis Drill

APPOINT A CRISIS TEAM

CRISIS TEAM

WHO?

- Owner, President or CEO
- Chief Operations Officer
- Chief Communications Officer
- Legal Counsel
- Safety Officer
- Board President

Crisis Team Imperative

All members of a crisis team must have the trust of the organization and the authority to make decisions on behalf of the organization, independent if necessary, of the CEO or president.

ROLES & RESPONSIBILITIES

Crisis Team Leader

- Initiates action of the crisis TEAM
- Acts as primary spokesperson to the media and to immediate victims and family of victims of the crisis
- Communicates directly with key stakeholders, e.g., teachers, parents, Group Leaders
- Primary decision maker

Chief Communications Officer

- Implements contact list protocol
- Immediately takes control of social media monitoring and communication
- Deploys staff to monitor media coverage and craft responses
- Responsible for briefings on the crisis situation for Crisis Team
- Assists Crisis Team Leader in crafting key messages
- Makes decision as to need for deploying dark site on website, emergency number, responses to social media inquiries and comments
- May act as spokesperson to media if the Crisis Team Leader is unavailable

ROLES & RESPONSIBILITIES

Chief Operations Officer

- Ensures that communications technology remains intact
- Identifies alternate working space/headquarters if needed
- Provides for transportation, accommodations in alternate location
- Responsible for all operational functions in absence of CEO, e.g. locating missing employees, determining alternate transportation or accommodations for accident victims, etc.
- Works with finance officer to arrange for funds needed for emergency procedures

Senior Legal Counsel/Outside Counsel

- Assesses liability of the company as the result of crisis
- Reviews messaging for spokesperson to advise on any legal issues, in partnership with senior communications officer
- Reviews media coverage and social media posts for potential legal liabilities or action and advises team

Roles and Responsibilities

- Tour Leader
 - Acts as chief liaison on the scene
 - Immediately calls for assistance (911) and secures the group
 - Contacts the company crisis team
 - Assigns responsibilities to others on the scene; allays concerns
 - Develops contingency plans
 - Secure communications and resources for victims
 - Update crisis team regularly
 - Refer media to crisis team leader
- Others?
 - Chaperone
 - Tour Director
 - Teachers

CRISIS TEAM TEMPLATE

Name	Title	Contact Information
	Owner, CEO	Mobile phone / text number: Home phone: Other phone: Home address: Email: Facebook name: Twitter account:
	Chief Operations Officer	Mobile phone / text number: Home phone: Other phone: Home address: Email: Facebook name: Twitter account:
	Communications Director	Mobile phone / text number: Home phone: Other phone: Home address: Email: Facebook name: Twitter account:
	Legal Counsel	Mobile phone / text number: Home phone: Other phone: Home address: Email: Facebook name: Twitter account:
	Tour Leader	Mobile phone / text number: Home phone: Other phone: Home address: Email: Facebook name: Twitter account:
	Safety Officer	Mobile phone / text number: Home phone: Other phone: Home address: Email: Facebook name: Twitter account:
		Mobile phone / text number: Home phone: Other phone: Home address: Email: Facebook name: Twitter account:

SET CRISIS PROTOCOLS

Communications: Operations

Ensure that systems are in place for maintaining and replacing if necessary:

- WiFi network
- Phone system
- Email servers and back up
- Financial Records
- Website
- Crisis App
- RESPONSIBLE: Chief Operations Officer

Communications: Monitoring

Start now to identify resources that are in house or will have to be hired to:

- Monitor all news outlets, social media channels (including not just your own channels such as Facebook, Twitter, Pinterest, Instagram, etc., but also foreign channels in the event the crisis occurs in another country)
- Close down social media outlets if necessary
- Implement emergency 800 number, dark site on website, multi-channel app
- Responsible: Chief Communications Officer

Communications: Content

Starting today, create crucial content that will be necessary from the onset of the crisis:

- Key Messages
- Holding Statements
- Social Media statements
- Contact, Resource and Media Lists

Responsible: Chief Communications Officer

WHO SAYS WHAT TO WHOM?

WHO	SAYS WHAT	TO WHOM	HOW
Crisis Team Leader			
Communications Lead/PR			
Legal			
Operations			
Safety Officer			

Resource List Template

[illegible]

Key Messages

- “Elevator” description of the company
- Company’s mission
- What are the values the company represents
- In the face of an accident, a scandal, a tragedy – what do you want the world to know about the company, its principals and its work
 - Safety track record
 - Whereabouts of all passengers and their condition
 - Measures in place to find, help or locate people
 - Who’s in charge
 - Who to contact and how

DRAFT: KEY MESSAGE

- (Company Name) was founded by (Owners name) in (Date) to provide safe and educational travel experiences to students and young people. Our founder(s) has an established background in (e.g., travel, education, history, etc.) and is proud of the company's (position in the market, reputation for excellence, innovative itineraries – what is your ownable position?)

DRAFT: KEY MESSAGE

- (Company Name) is one of the foremost student tour operators in (the state, country, etc.) with an impeccable safety record. We were established in 19XX and are proud that we have never had an accident in our xx-year history.

DRAFT: KEY MESSAGE

- (Company Name) has an established safety protocol for all of our journeys. We employ a safety officer who has established well documented safety procedures that are shared with all of our administrators, teachers, partners, parents and students.

DRAFT: KEY MESSAGE

Our firm is a member of SYTA, and we believe that travel is an education in itself for young people, and changes young lives for good. The positive effects of travel can produce impactful improvements for young people in self confidence, independence and understanding of the world around them.

You Try It!

Write 3 one or two-sentence key messages

You have 10 minutes!

Holding Statements: What are they?

- Pre-approved, prepared in advance statements that can be sent to key stakeholders in event of a crisis
- Should be tailored to event specifics once the event occurs
- Should be distributed to entire crisis team, group leaders, partners, etc.
- Should be updated at least annually

Holding Statements

- Create a statement for a variety of possible crisis situations
 - For Example:
 - Bus, airline, cruise accident
 - Hotel fire
 - Act of terrorism
 - Lost or missing guest
 - Bankruptcy
 - Food poisoning
 - Natural Disaster
 - Inappropriate sexual behavior by a guide, guest

Key Elements of a Statement

- Concise statement of what happened — including a description of injuries or fatalities; harm to physical structures; extent of losses, etc.
- Where the incident occurred
- Cause of the incident, if known — if not known, do not speculate
- Status and location of guests, travelers, employees, etc.
- Next steps

Sample Holding Statement for an Accident

Dateline (Company's Headquarters or Place of Accident) (Date) – (Firm name) has just been informed of a recent accident involving (students/youth) from (school, organization).

According to the latest information received (briefly describe, without embellishment, where accident took place, number of people involved and any injuries).

“We are currently working with local authorities and relevant personnel in the area to ascertain all the facts and to assist in any way we can,” said company spokesperson. “Currently, all aspects of the accident are being handled by (authority in charge.) Our company has contacted the parents, relatives and school administrators associated with the group to keep them fully informed of any developments in this situation and provide them with our assistance.” (Or note that names are being withheld until next of kin can be contacted.

The company has established a special hotline, 1-800 (XXX-XXXX), for relatives or school officials to call with any questions. You can also visit our emergency website page at XXXX, or communicate with us via Facebook or Twitter at #XXXX.

“We are deeply saddened by this unfortunate accident,” said spokesperson. “We have been in business for over XX years, and have an exemplary safety record. Our company is a member of good standing of SYTA, the Student Youth Travel Association, which also is standing by to contribute resources to assist. We will continue to provide more details as we receive them.”

Sample Holding Statement for Natural Disaster

Dateline of Location of Disaster, (Date) – (Name of the firm) is following events in (name cities/states, or regions,) which this morning was struck by a (category # hurricane or earthquake, or other weather related event such as a tornado, flooding), where we have a group of XX# of students currently participating in a tour to that vicinity.

“We are very happy to report that all of the students on the X tour are safe and accounted for,” said CEO or CCO. “We have already been in contact with their parents and school administrators, and will maintain regular communication with them throughout this event. Our highest priority now is the safety and are of our students.”

----Or -----

“We have unfortunately suffered X number of injuries or fatalities or persons missing, and we are cooperating with the local authorities to inform the next of kin,” said CEO. “We are dedicating all of our resources to (appropriate action.) and our deepest sympathies go to these families and injured parties.”

At this time, reports (from authorities) say that all transportation and hospitality facilities within a (x-mile) area have been closed.

“All (Company name) tour participants are currently staying at the (name of facility, and any other specific details),” said company spokesperson. “We are taking every precaution to protect the safety of our guests’ trip, and we are making alternative arrangements for the group as needed. As soon as we get more information, we will pass it along.

The company has established a special toll-free number, 1-800-XXX-XXXX, for family members and school officials to call for information and assistance, and updated information will be available on our website (link).

Sample Holding Statement for Illness or Loss of Life

- NOTE: In the case of a death, no statement should be released publicly by the company or its partners until or unless the family of the victim has been informed.

Company Headquarters (Date) – The Company has just been informed of a recent incident that has resulted in the death of a young (traveler/student) participating on a trip planned for (name of school or organization. (Give a brief and straightforward description of the circumstances.)

“It grieves me and (others involved) to have to announce that one of the students on our tour to XXX has lost his/her life in a tragic accident while traveling (briefly describe incident),” said CEO of company. “We have informed the family of (Name), and our company is fully cooperating with local authorities and assisting them in this matter to learn what happened. Our deepest sympathies and prayers go out to the family, and we pledge to assist them in every way possible in the days and weeks ahead.”

Company is headquartered in XXX and has been in business for XXX years. The company has an excellent safety record, and is a member of SYTA, the Student Youth Travel Association, which joins the family of the student and the (operator) in mourning this untimely loss. (Tour Operator) is a member of good standing with SYTA. We appreciate your patience as we review the details of this incident. We will provide more information as we are informed.

You Try It!

5 Scenarios that we could all face:

Motorcoach Accident
Illness or Hospitalization
Natural Disaster
Terrorist Attack
Sexual Abuse

DEVELOP COMMUNICATIONS VEHICLES FOR READINESS

Communications Vehicles to Develop in Advance of a Crisis

- An 800 number in reserve
- Facebook Page
- Dark site prepared for website
- Non-internet based communications
 - Satellite phone
 - Two-way radios (“Walkie Talkies”)
- Smart phone app
- Hashtag to aggregate messages
- Snapchat
- Outside of U.S. – What’s App
- MOST IMPORTANT: Establish a safe meeting place in event of emergency wherever you stop and ensure everyone knows it.

“WHAT ARE YOU USING? PLEASE SHARE!”



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