

Al Kader Shriners

PUBLIC RELATIONS COMMITTEE

CRISIS AND RISK MANAGEMENT

ADMINISTRATION

A *crisis* is the turning point in a course or a decisive change in course. In medicine, it applies to the favorable or unfavorable course a disease takes. In business or finance, it is the outcome of a disaster or blunder.

The hallmark of success is a good reputation and behind every reputable organization or establishment is the ability to prevent crisis; or should a crisis occur, to be prepared to turn it into a positive asset.

Have you ever wondered why some organizations or enterprises fail because of a blunder, while others not only survive a disaster, but are benefited by it? The difference is the degree in which the organization or enterprise is prepared for conflict or crisis.

Al Kader Temple Crisis and Risk Management Plans:

- CRISIS MANAGEMENT. Implementing an immediate response and damage control plan to respond positively in the event of any accident, incident, investigation, report, rumor or gossip which has the propensity to question the integrity of Al Kader Temple or any member or members of Al Kader.
- RISK MANAGEMENT. Identifying potential threats to the image or reputation of Al Kader Temple or any unit or club and to take immediate action to remove such threats.

AL KADER CRISIS MANAGEMENT ADMINISTRATION:

- A. INTERNAL RESEARCH. (1) Identify potential crises. (2) Collect information and data about crises which have occurred at other Shrine Temples. (3) Gather in-put from past potentates and divan members about potential crises. (4) Assemble ideas for managing crises identified in (1) or (2) or (3).
- B. POLICY DEVELOPMENT. (1) Scrutinize *Internal Research* to insure each potential crisis applies to Al Kader. (2) Develop Internal Research into a policy format. (3) Submit the policy format to the Potentate for his revision and approval.

- C. POLICY ADMINISTRATION. (1) Prepare a Policy & Procedure document for reporting, handling and addressing any crisis which may occur. (2) Establish a seminar or training course to train every Noble involved with crisis reporting, management or resolution.
- D. COMMUNICATIONS. (1) Disseminate information about crisis reporting, management and resolution to everyone involved with the process. (2) Schedule a seminar or training course for every Noble involved with crisis reporting, management or resolution.
- E. EXTERNAL RESEARCH. (1) Examine the effectiveness of the training in crisis management. (2) Determine the effectiveness of each crisis managed. (3) Analyze the effectiveness of the crisis management program. (4) Information and data from items (1) and (2) and (3) becomes *Internal Research* and the cycle is repeated.

AL KADER RISK MANAGEMENT ADMINISTRATION:

- A. INTERNAL RESEARCH. (1) Identify risk factors which may adversely affect the image of Al Kader. (2) Collect information and data about incidents or accidents that have occurred in the past. (3) Gather in-put from past potentates and divan members about potential risks. (4) Assemble ideas for eliminating risks identified in (1) or (2) or (3).
- B. POLICY DEVELOPMENT. (1) Scrutinize *Internal Research* to insure it poses a risk of adversely affecting the image of Al Kader. (2) Develop *Internal Research* into a policy format. (3) Submit the policy format to the Potentate for his revision and approval.
- C. POLICY ADMINISTRATION. (1) Prepare a Policy & Procedure document for eliminating any risk factor. (2) Establish a seminar or training course to train every Noble involved with risk prevention.
- D. COMMUNICATIONS. (1) Disseminate information about risk prevention to everyone involved with the process. (2) Schedule a seminar or training course for every Noble involved with risk prevention.
- E. EXTERNAL RESEARCH. (1) Examine the effectiveness of the training in risk management. (2) Determine how effective each risk was managed. (3) Analyze the effectiveness of the risk management program. (4) Information and data from items (1), (2) and (3) becomes *Internal Research* and the cycle is repeated.

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DAMAGE CONTROL. Once a crisis occurs, the response must be immediate and positive. Someone who is well informed, gifted at articulation, has command of the English language and who is a resolute communicator, must meet the press and positively respond to any investigation, report, rumor or gossip involving Al Kader Temple, a unit, shrine club, or a Noble.

- **SELECTING A SPOKESPERSON.** Al Kader must have a spokesperson who is not only prepared to answer all questions, but to provide accurate information about Al Kader's operations, administration and financial affairs while facing a reporter that is at best, inquisitive and prying, or at worst, a jugular journalist or an ambush interviewer.
- **WHAT IS NEWS?** Editors determine what is newsworthy. Usually news is gauged by these characteristics: (a) Informative....reveals something their readers, listeners or viewers did not know. (b) Educational.... something useful to their readers, listeners or viewers. (c) Timely....at an opportune time. (d) Significant....impacts the lives of readers, listeners or viewers. (e) Unique....unlike other news. (f) Interesting....of interest to readers, listeners or viewers. (g) Human interest....something new, about a famous person or someone the readers, listeners or viewers can personally relate to.
- **FACING THE MEDIA.** A successful interview or press conference depends largely on how well the spokesperson is versed on all aspects of Shrinedom and Shriners Hospitals. Then, if there is a crisis, the spokesperson must have all the details about the crisis together with a resolution to the crisis and measures to preclude a recurrence.
- **MEETING THE MEDIA.** Since success in dealing with the media hinges on the editor's impression of you as a news source, the spokesperson should establish good relations with editors and station managers as well as journalists for the various media. Call for an appointment, identify yourself, explain who you are and ask for a few minutes of his/her time. Prepare a press kit (use WHAT IS NEWS? as a guide) including your business card. Invite editors and station managers to contact you whenever they have any questions or would like Shrine or Shrine Hospital media materials or would like to interview a Shriner or Shrine Hospital employee.
- **PREPARATION.** Be sure to study Imperial Shrine Public Relations Department publication *A MANUAL FOR BETTER COMMUNITY & MEDIA RELATIONS* in preparing to deal with the media.

RESPONDING TO CRITICS. The objective of the critic, jugular journalist or ambush interviewer is not to get the facts surrounding an allegation of impropriety, rather by coercion, intimidation and taking statements out of context, to give the impression that something illegal or improper is being condoned by Al Kader and/or Shrinedom.

- Appear professional. Act professionally. Put on a happy face.
- Be positive, brief and to the point.
- Stick to the facts surrounding the allegations or incident.
- Never say “**NO COMMENT**” in response to a question or accusation. If you can't give a proper and positive answer, respond that you [*have not yet been given that information*] or [*are not privileged to have that information*] but if he/she will give you their contact information that you will either get back to them with the information or have someone with the information contact them. ***Then, be sure you get back to them or have someone else provide them with the information.***
- Assure everyone that a thorough investigation is underway and that a press conference will be called immediately upon conclusion of the investigation.
- If a reporter gets pushy or goes for the kill, tell him/her that you will contact them personally when the information they seek is available, however that they may be interested in [*information about Al Kader, Shrinedom and Shriners Hospitals*] Be prepared with statistics, data and interesting facts about the history, mission and operation of Al Kader, Shrinedom and Shriners Hospitals.
- Make an official statement that Al Kader policy requires that appropriate disciplinary action be taken in case of any improper or illegal activity or incident or in case of misconduct. Also, that every such case is reviewed with a view toward precluding a recurrence.
- Be sure to mention that we are proud of the fact that Shrinedom is “*The World's Finest Fraternity*” and that as Shriners, we support “*The World's Greatest Philanthropy.*” Give assurance that we are committed to maintaining this status.

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