



Title: Crisis Management Plan	Section: 7	Issue Date: February 2022
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7.1 Policy Statement

This plan covers internal procedures to address a crisis situation or a threat of one arising from CF job sites, offices and premises.

A Crisis Management Plan is designed to maintain CF credibility and positive image with all of its identified audiences in the face of adversity.

It is essential to be prepared for every urgent situation or emergency in an organized and controlled fashion.

Our customers, employees, management, financial supporters, industry peers and others, should all feel we were well organized and handled the situation in a professional manner.

7.2 Crisis Definition

The dictionary defines "Crisis" as a **turning point, time of danger or suspense.**

This could mean a situation or an unplanned event has occurred whereby an accident or incident has cause serious injury, property and/or structural damage.

It could also mean threats and similar situations that should be addressed immediately by police and/or other authorities.

Note: Please **"Do Not"** be tentative to initiate the crisis plan, it only means more assistance and help to deal with the situation.

7.3 Responsibilities and Reporting

It is very likely that the first notification of a crisis or a situation that threatens the safety of CF employees and/or the public will be initiated from our Construction Sites and Industrial Establishment therefore the following reporting protocol will be followed.

1. Most Senior Project/Workplace Manager

- Contact emergency services
- Gather all available information (who, what, when, where, why & how)
- Notify the Safety Manager
- Notify Senior Management
- Inform any surrounding areas that may be affected by the incident.

2. H&S Department

- Initiate Investigation for all Injuries, Fatalities, Structural and Equipment Failure



- Initiate preliminary report for Senior Management
- Make contact with safety, police and environmental authorities

3. Project Management

- What happened? Who is involved? Where did it happen? When did it happen?
- Why did it happen? How did it happen?
- Notify the receptionist on how to route calls
- Any injuries (public or workers)
- Inform other sites if necessary

7.4 Assignments

1. Media Spokesperson – President or most senior person

- Assemble necessary background facts (who, what, where, when, why and how)
- Designate someone to screen media calls for the spokesperson (if possible).
- Start media log.
- Anticipate media questions, determine what information is to be released and craft key messages before speaking to the media.
- Write and get clearance for all releases.
- When possible/applicable, advise reporters of time and place for future updates.
- If you elect to give the media a tour, make certain that the area is safe (consult H&S Department).
- Follow-up all media inquiries, even when you can provide no new information.
- Log each conversation with the date, time, reporter's name, publication/station, information given.

2. Media Calls

- All calls are to be directed to the media spokesperson
- Track and record all calls

All other CF employee(s) who receive notification directly of a crisis situation, or a threat of one, should report the situation to their immediate supervisor immediately and should not attempt to deal with the situation themselves. Immediate supervisors should follow the protocol in this manual to deal such situations.

7.5 Family Notification

President or VP

1. Fatality Notification – This is usually done by the police however should you be called upon to do this please follow these guidelines.

- Determine where you will meet. Will the contact be at home, work, or school? If it's outside of the home, arrange with the relative's employer or school for a private place to meet. Verify that you are talking to the correct person, i.e.: "Are you Sandy Johnson's sister?").



- Don't go alone. You'll need support as well so take a fellow employee, the superintendent, a friend of the worker, or Minister. Try to assess the stability and health of the relative. If the notification is likely to cause an immediate health problem, you may need to have a health care professional along.
- Obtain the full name, address of the deceased. Next, get the full name of the next of kin and the relationship (wife, brother, mother, etc.). Gather all information relative to the cause so you can provide an explanation.
- Decide what you will say. There's no easy way to say that someone has died, so don't try it. Speak simply and directly. Using terms like "mortally wounded" only confuses people. While it's not necessary to be blunt or cold, at some point it's necessary to say "dead" or "died". Example: "Mrs. Jones, there was a very bad accident this morning at the project. Charlie was moving a ladder and fell over a guardrail. The paramedics did everything they could, but he died instantly."
- Be prepared for emotions. There will be shock, denial, grief, numbness, anger at the deceased, at you, at the medical staff, at other people. Let the relative vent their feelings. Use common sense and do what seems appropriate at this time. Some people will appreciate a touch of a hand, others will not.

2. Non-Fatal – Critical Accident Notification

- Member of senior management, will contact spouse/family in event of critical or serious injury – can be assisted by the H&S Manager, etc.
- Determine the extent and nature of the injuries.
- Determine what hospital the person is being taken.
- Call the family to explain only that there has been an accident and that the employee has been injured.
- If the injury appears to be serious and you are questioned, say "We can't be sure until we hear from a doctor."
- Arrange for transportation to the medical facility.
- Arrange to have someone look after any young children.
- Discourage them from driving themselves unless they absolutely insist.
- If the victim's family is in need of money to cover small expenses, assist as needed.

3. General Comments on Notification

Always listen. The formula is 90% listening and 10% talking. If the relative needs to go to the hospital, funeral home, etc. you may offer to drive them or get them a cab. If there are children involved, help arrange for a sitter or a friend to look after them.

Note: When it's over. You've gone through an extremely stressful event. Take care of yourself now. Find someone to talk with about what you just went through. No one ever gets use to this.



7.6 Media Spokesperson Guidelines

1. Prepare

- Get the facts. Understand what you are talking about
- Determine ahead of time what information is to be released
- (Usually the WHAT, WHERE & WHEN but not always the WHO, HOW or WHY)
- Establish key messages – and write them down
- Anticipate the media’s questions - and your answers

2. Be Honest

- Never lie (sidestepping is okay – outright lies are not)
- Never guess (if you don’t know the answer, find out before speaking)

3. Set Limits

- Always remember, YOU are in charge of the interview (even though “they” are asking the questions).
- Never let media put words in your mouth (i.e. Always choose your own words).
- Always know what info you are willing to release and what your limits are.
- Expect the media to want:
 - Details (how many injured, how seriously, their names, ages etc)
 - Impact (how long will the road/plant be closed? How many affected?)
 - Status (is there a police/fire/ministry investigation? Where does it stand?)
 - Direction (what happens now? What changes are likely? And
 - Conflict (who was at fault? Will there be charges?)

Stay Focused – Remember you are speaking for CF (everything you say is quotable!)

- Be sure to get your key facts and message out early in every answer
- Say what you want to say and then stop talking
- Keep your key messages in front of you and return to them often

Note: Never release the names of injured persons until their families are aware you are doing so!

4. Safety Overview for Media

- CF is very concerned about job-site safety. It is our first “corporate value” and we have a well-established, comprehensive safety program.
- CF Safety Program is distributed and administered on all of our projects.
- Safety posters are displayed at all job sites.
- CF requires safety meetings at each job-site for its employees and requires attendance. We also request that a senior employee from each of our Subcontractors attend, or hold their own meeting.
- CF employs a safety consulting firm managed by a professional certified safety expert. They focus on proactive safety techniques and instill a strong safety focus on all of our jobs with all of our employees.
- CF meets or exceeds all local, regional, and national safety requirements and standards.