

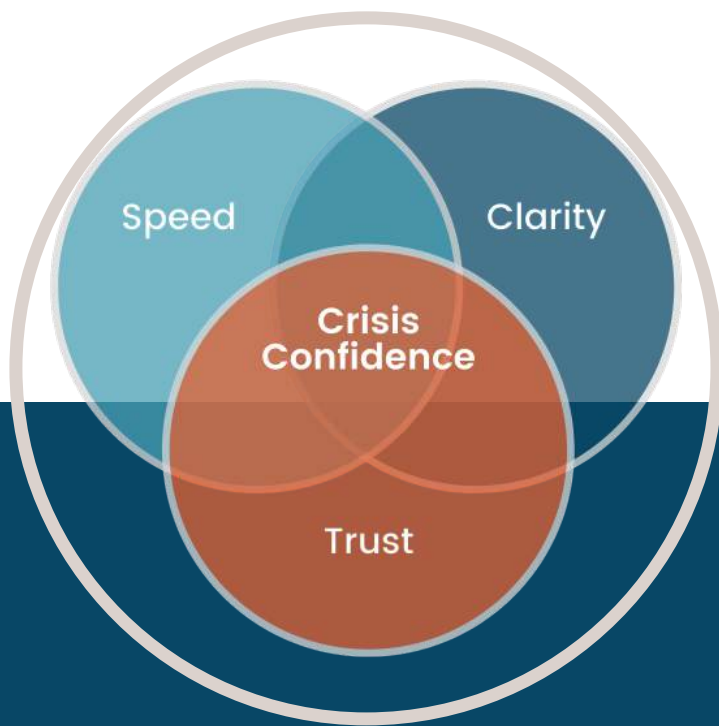
POLICY OF
CRISIS MANAGEMENT
SECURITY POLICY

Building a Crisis Readiness Roadmap ASIS GSX 2022

Roadmap Workbook

Tour de Province





USING THIS WORKBOOK

Building a crisis-ready organization means you must understand what you're up against and how prepared you are.

This workbook provides a method for you to assess your level of readiness using Kith's Crisis Confidence criteria. Criteria we've honed over decades helping US and international organizations face some of their worst days.

First, you'll assess your organization's readiness using these criteria to identify any gaps to fill and strengths to reinforce. Next, you'll prioritize the actions you've identified and determine the time, expertise, and resources required, which completes your roadmap.

Finally, you'll decide how to create the support and buy-in you need to bring the plan to life to create a genuinely crisis-ready organization

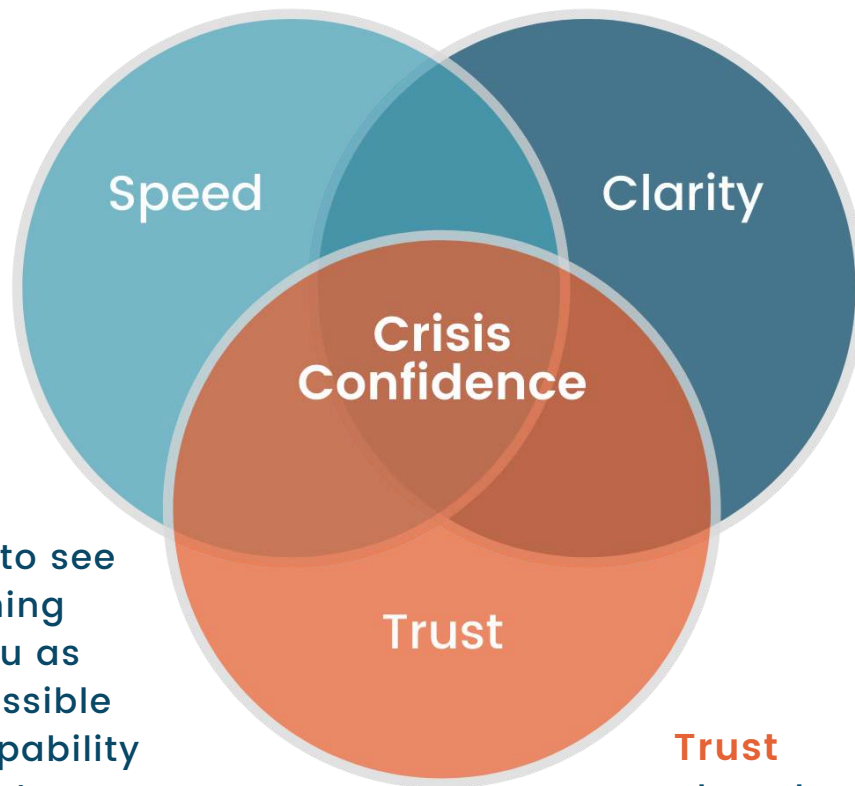
Elements of Crisis Readiness

Criteria for Crisis Readiness

Kith has identified 15 criteria that make organizations truly crisis-ready. These elements combine to create speed, clarity and trust.

Clarity

Understanding who you are, who matters most to you, and what is going to knock you off course.



Speed

The ability to see what's coming towards you as early as possible and the capability to make fast decisions to meet the stakeholder expectations.

Trust

That the systems, procedures, and people that you rely on are going to perform in the moment.

Elements of Speed

Speed is the ability to see what's coming towards you as early as possible, and the capability to make fast decisions to meet the stakeholder expectations. There are five components that generate speed in an organization.

Chain of command

There is a clear and well-understood chain of command showing who reports to whom in the event of a crisis and how teams and departments interact.

Procedures

There are understood and tested procedures and templates for repeatable crisis activities.

Decision-making

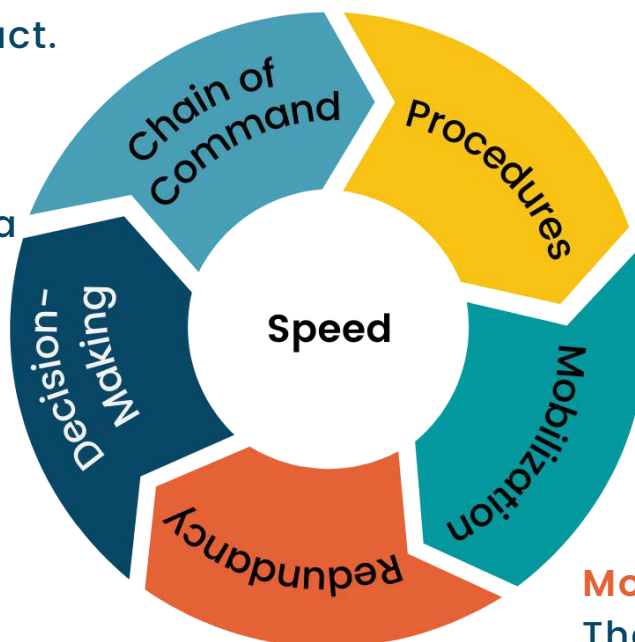
The organization has a robust process for making decisions, allocating responsibility, and tracking progress.

Redundancy

Redundancy is built into the system so there is a backup or replacement for all vital systems, resources, or individuals so their absence can be overcome quickly.

Mobilization

There is an understood and tested process to alert key crisis staff, provide them with critical information and convene them into a meeting space.



Elements of Clarity

Understanding who you are, who matters most to you, and what is going to knock you off course.

Who Matters Most

The organization is clear on who is important including, clients, staff, Board/owners/members, regulators, neighbors, supporters, detractors

Values

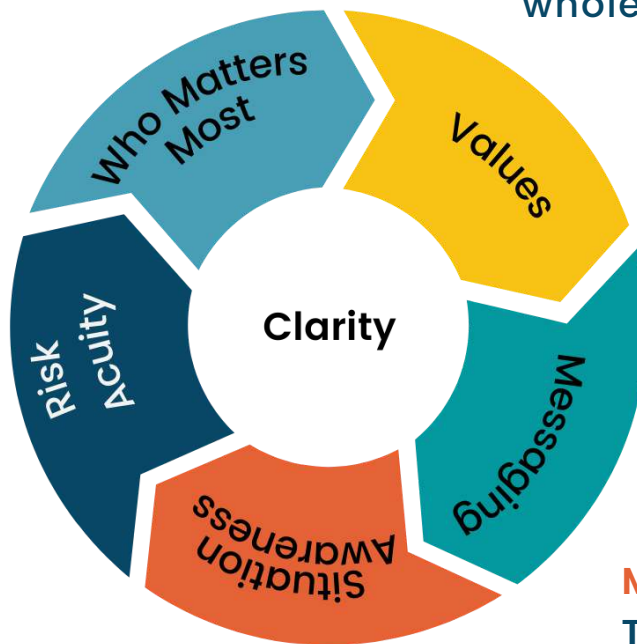
There is a clear set of values that are well understood and put into practice across the whole organization.

Risk Acuity

A prioritized risk register is maintained and emerging risks/risk triggers are monitored.

Situation Awareness

There is a clear and well-understood process for gathering, analyzing, and summarizing information from a variety of sources and sharing what is pertinent with key decision-makers.



Messaging

There is a clear process for developing, approving, and sharing the organization's key messages internally and externally.

Elements of Trust

That the systems, procedures, and people that you rely on are going to perform in the moment.

Growth mindset

Errors are treated as opportunities for improvement, encouraging staff to speak up and to fix problems. This includes conducting AARs after an event or exercise.

Relationships

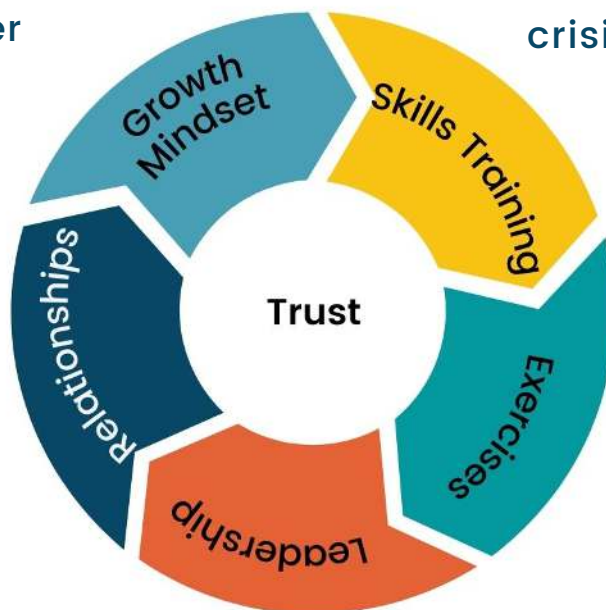
Key crisis leaders build and maintain relationships with their team members, counterparts from other teams, crisis leaders, and external partners before a crisis hits.

Leadership

Crisis leaders are identified and trained prior to a crisis and visibly participate in and support the crisis program.

Skills Training

Regular, frequent skills training takes place to teach all crisis staff general and functionally-specific crisis skills.



Exercises

Regular team and collective practical exercises take place, allowing teams to practice their skills and build relationships.

Elements of Buy In

Buy-in means getting the top-down support, broad participation, and support you need to build crisis readiness. Without senior cheerleaders and the resources you need, your program is unlikely to succeed.

Time Allocation

Time is set aside for regular crisis readiness training and exercise. This time is ring-fenced and respected by all departments.

Leadership Support

Leaders are publicly supportive of the crisis readiness program and encourage others to do the same. Leaders participate in training and exercises and understand that they have a crucial role to play in a crisis.



Managerial Support

Managers support the program through their participation and by making their staff and resources available to support training and exercises.

Budget Allocation

A dedicated budget is allocated to the crisis readiness program. It is sufficient to pay for any staff, external trainers, facilities, and equipment needed to support the program.

Crisis Readiness Assessment

Readiness Assessment - Speed

Assess each of the elements below comparing your organization to the definition what 'good' looks like. Use the red / amber / green ratings below for assessment and scoring (the number in brackets after the rating definition).

MEET

We meet this requirement completely (3)

CLOSE

We are close to meeting THIS requirement but there are some gaps (2)

**FALL
SHORT**

We don't have any of this in place or there are significant gaps (1)

Element	Definition	Gaps	Assessment rating	Score (1 - 3)
Chain of command	There is a clear and well-understood chain of command showing who reports to whom in the event of a crisis and how teams and departments interact.			
Procedures	There are understood and tested procedures and templates for repeatable crisis activities. (E.G. Holding statement templates, meeting agendas)			
Mobilization	There is an understood and tested process to alert key crisis staff, provide them with critical information and convene them into a meeting space.			
Redundancy	Redundancy is built into the system so there is a backup or replacement for all vital systems, resources, or individuals so their absence can be overcome quickly.			
Decision-making	The organization has a robust process for making decisions, allocating responsibility, and tracking progress.			

Readiness Assessment - Clarity

Assess each of the elements below comparing your organization to the definition what 'good' looks like. Use the red / amber / green ratings below for assessment and scoring (the number in brackets after the rating definition).

MEET

We meet this requirement completely (3)

CLOSE

We are close to meeting THIS requirement but there are some gaps (2)

**FALL
SHORT**

We don't have any of this in place or there are significant gaps (1)

Element	Definition	Gaps	Assessment rating	Score (1 - 3)
Values	Values. There is a clear set of values that are well understood and put into practice across the whole organization.			
Messaging	There is a clear process for developing, approving, and sharing the organization's key messages internally and externally.			
Situation awareness	There is a clear and well-understood process for gathering, analyzing, and summarizing information from a variety of sources and sharing what is pertinent with key decision-makers.			
Risk acuity	A prioritized risk register is maintained and emerging risks/risk triggers are monitored.			
Who matters most	The organization is clear on who is important including, clients, staff, Board/owners/members, regulators, neighbors, supporters, detractors			

Readiness Assessment - Trust

Assess each of the elements below comparing your organization to the definition what 'good' looks like. Use the red / amber / green ratings below for assessment and scoring (the number in brackets after the rating definition).

MEET

We meet this requirement completely (3)

CLOSE

We are close to meeting THIS requirement but there are some gaps (2)

**FALL
SHORT**

We don't have any of this in place or there are significant gaps (1)

Element	Definition	Gaps	Assessment rating	Score (1 - 3)
Skills training	Regular, frequent skills training takes place to teach all crisis staff general and functionally-specific crisis skills.			
Exercises	Regular team and collective practical exercises take place, allowing teams to practice their skills and build relationships.			
Leadership	Crisis leaders are identified and trained prior to a crisis and visibly participate in and support the crisis program.			
Relationships	Key crisis leaders build and maintain relationships with their team members, counterparts from other teams, crisis leaders, and external partners before a crisis hits.			
Growth mindset	Errors are treated as opportunities for improvement, encouraging staff to speak up and to fix problems. This includes conducting AARs after an event or exercise.			

Readiness Assessment - Buy-In

Assess each of the elements below comparing your organization to the definition what 'good' looks like. Use the red / amber / green ratings below for assessment and scoring (the number in brackets after the rating definition).

MEET

We meet this requirement completely (3)

CLOSE

We are close to meeting THIS requirement but there are some gaps (2)

**FALL
SHORT**

We don't have any of this in place or there are significant gaps (1)

Element	Definition	Gaps	Assessment rating	Score (1 - 3)
Leadership Support	Leaders are publicly supportive of the crisis readiness program and encourage others to do the same. Leaders participate in training and exercises and understand that they have a crucial role to play in a crisis.			
Managerial Support	Managers support the program through their participation and by making their staff and resources available to support training and exercises.			
Budget Allocation	A dedicated budget is allocated to the crisis readiness program. It is sufficient to pay for any staff, external trainers, facilities, and equipment needed to support the program.			
Time Allocation	Time is set aside for regular crisis readiness training and exercise. This time is ring-fenced and respected by all departments.			

Readiness Assessment - Planning and Prioritization

Following the assessment, determine the corrective actions required, support needed and difficulty of making the necessary changes.

Then, add the assessment rating and difficulty rating to get a priority rating between 2 & 6. (The values used will put anything rated as RED / EASY as a high priority whereas something GREEN / HARD will have a lower priority.) You'll address the corrective measure in order, lowest value to highest.

Lastly, add a time estimate for the corrective actions. This will give you a prioritized list of actions along with an estimate of the support, resources and time needed. You'll use this data to build your roadmap.

A suggested planning grid is shown below and an example is on the next page.

Note - if you find that there are multiple corrective actions for an element, split these up and add difficulty ratings and time estimates for each.

Element	Rating (Red/Amber/Green)	Assessment Value	Corrective Actions	Support Needed	Difficulty (1 - Easy, 2 - moderate, 3 - hard)	Priority (assessment + difficulty)	Time Estimate
Chain of Command							
Procedures							
Mobilization							

Planning and Prioritization Example

Element	Rating (Red/Amber/Green)	Assessment Value	Corrective Actions	Support Needed	Difficulty (1 - Easy, 2 - moderate, 3 - hard)	Priority (assessment + difficulty)	Time Estimate
Chain of Command	Amber	2	Formalize CoC	HR	2	4	1 week
Procedures	Green	3	Review procedures	Ops	2	5	3 weeks
Mobilization	Red	1	Build call-out process	Ops	1	2	2 weeks
Mobilization	Red	1	Establish phone tree	IT	2	3	2 weeks

Building the Roadmap

Summarize the actions and timings from the gap analysis in prioritized order. Place these in a timeline, accounting for other operational or business activities and vacations.

This timeline will form the basis of your roadmap toward crisis readiness. Schedule regular reviews (monthly and quarterly) to evaluate progress. Use the assessment criteria to re-score elements once the corrective action has been completed to ensure that gaps have been filled and that the standard has been met.

Element	Corrective Action	Status (Not started / In Progress / Complete)	Sept 4	Sept 12	Sept 19	Sept 26	Oct 3	Oct 10
Mobilization	<i>Build call-out process</i>	<i>Complete</i>						
Mobilization	<i>Establish phone tree</i>	<i>In Progress</i>						
Chain of Command	<i>Formalize chain of command</i>	<i>No Started</i>						
Procedures	<i>Review Procedures</i>	<i>Not Started</i>						

Origin of The System

The system above is based upon the Kith Method which uses a similar process to prepare organizations for crises. The Kith Method is based upon our observations of crisis ready organization over the past 30+ years working as crisis managers and counselors in the US and worldwide.

The Kith Method is our proven five-step process that prepares executives to anticipate, mitigate and manage threats that negatively affect the reputation of their organization. What it delivers is so much more – it is insurance for your reputation.

Everything in the Kith Method ties back to the three core elements of crisis success: Speed, Clarity, and Trust. Over decades, we've identified that these are the fundamental attributes that help organizations succeed in a crisis.

Additional resources and tools are available at kith.co/confident

Your organization is trained, aware and Crisis Confident

THE KITH METHOD

Speed.Clairity.Trust

We start by understanding your organization's reputational risks through interviews and document reviews

Next, our crisis diagnostic reveals your organization's level of readiness

We develop a strategic roadmap unique to you to bring your capability to the highest state of readiness

A tailored training program transforms your organization into one that is truly ready for crisis

