

# CRISIS MANAGEMENT

Seminar  
Training  
Manual

CRISIS ANTICIPATION AND MANAGEMENT COMMITTEE

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SEVENTH-DAY  
ADVENTIST CHURCH

# Crisis Management Seminar Training Manual

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## Introduction

Dealing with crisis situations seem to be a daily occupation of a church organization. Leaders and communicators are at the forefront of problem solving and crisis management concepts have become a “way of life” for many.

The Seventh-day Adventist Church is engaged in public ministries in more than 200 countries around the world and as such is not sheltered from external and internal situations that have to be dealt with quickly and expertly. In recent years, such major events, as the Waco, Texas, tragedy, the Rwanda massacre and the Burundi war, evacuations of foreign missionaries, as well as cases of negative media exposure to issues and activities that the church faces on an almost daily basis, have made us aware of a need to be concerned, to reflect and learn how to deal with the unwanted and the unexpected.

What you are holding in your hands is a tool. It has been prepared by those who are experts in their respective areas.

The manual is intended as a practical guide for church leaders, administrators, risk managers, lawyers and communicators, as well as other leaders of our church organization on different levels, who might one day have to deal with the unexpected. This manual presents you with a set of practical guidelines to consider for adaptation and appropriate application.

Crisis management, including crisis communication, is not a mechanistic set of rules, procedures and activities. It consists of a range of thoughtful processes and steps to anticipate the complex nature of each crisis, both real and perceived. The area of crisis communication is an important and intentional aspect of how to turn the story around, but before intentional communication happens, there needs to be a system and a structure to activate a plan of action by a competent group of crisis managers.

Crisis anticipation and prevention are the key concepts, and these have largely influenced the committee in bringing this manual to you. There is also the need to turn negative and potentially damaging incidents into opportunities to tell a positive story about the church and its mission. Dealing with a crisis (and especially the communication aspect of it) is an attitude. But it is also a very practical and expertly executed action plan that assumes such prerequisites as training and professional qualifications. Success will largely depend on how well we have prepared ourselves to deal with the issues at hand.

The General Conference and its Crisis Anticipation and Management Committee hope that this manual will set you thinking about your own organization. You should ask the question: What do we need to put in place to be better prepared? What are the potential

crisis situations that can be identified and debated so the real issues can be met head on with success? What structure should be put in place to best serve our own situation, wherever we are?

It is our hope that this manual may inspire us to expect the unexpected. With prayer at the top of the agenda of any crisis intervention, we will be able to meet the challenges effectively whenever they appear.

On behalf of the Crisis Anticipation and Management Committee,

Ray Dabrowski  
Communication Director  
Seventh-day Adventist Church World Headquarters

# Things You Need to Know About Crisis Management

## Why Have Crisis Management?

- ▶ Ecclesiastes 3:1-8 "To every thing there is a season, and a time to every purpose under the heaven: . . . a time of war and a time of peace." We could also say "A time of crisis and a time of peace." There is no good time for a crisis. And crises often come when you least expect them.
- ▶ If we don't manage the crisis, the crisis will manage us.
- ▶ To protect our good name and reputation.
- ▶ To protect the personal safety of our people.
- ▶ To prevent or reduce a crisis.
- ▶ To reduce or avoid the probability of litigation:
  - Fraud by an employee;
  - Sexual abuse of minors by an employee.
- ▶ To control damage from various sources:
  - Critics within and outside the church;
  - Negative news stories–false information and misrepresentation–false association;
  - Misinformation making the rounds as gossip;
  - Inappropriate behavior by leaders.
- ▶ To provide an opportunity to get a positive message out about the church.
- ▶ To build confidence in leadership.
- ▶ To have an infrastructure in place when a crisis comes.
- ▶ To have trained personnel to deal with crises.
- ▶ To anticipate crises before they happen.
- ▶ To have responses ready before a crisis strikes.
- ▶ To provide a team; don't handle it alone.

## Types Of Crises–A Selection

Consider the following as examples of crises situations that may happen in the church:

- ▶ Denominational employee accused of sexual misconduct, abuse, theft or other crimes.
- ▶ Conflict, protest group within the church.
- ▶ Confrontation between church and government.
- ▶ A disaster or terrorist attack.
- ▶ Lay-offs or closing down an institution.
- ▶ Media investigation of the church or a church official, program, institution or agency.
- ▶ A group not associated with the church produces advertising or public statements in the name of Seventh-day Adventists.
- ▶ The media is confused about the identity of the Adventist Church, associating it with a non-Adventist organization.
- ▶ Litigation against the church.
- ▶ Etc.

## How to Organize for Crisis Management

1. Recognizing the need is the first step.
2. Establish a "Crisis Management Committee."
  - a. Select someone as chairman who will take charge. This person needs to have an overall knowledge of the organization.
  - b. In most smaller organizations, the president or director will likely be the chairman. However, if other qualified persons are available, it is best to leave the top leader free to manage the other business of the organization, and not be distracted by the crisis.
  - c. Prepare "terms of reference" for the committee.
3. Crisis Management Team: This is different from the committee. The team may vary from crisis to crisis, depending on the nature of the crisis. Establish the core members of the team and add people with expertise as needed.
  - a. Core members:
    - (1) Gatekeeper/s
    - (2) Communication
    - (3) Legal
  - b. Selecting members of a specific team:
    - (1) e.g. Rwanda, Russia, LA Times
  - c. Protocol
    - (1) Calling a meeting of the "core team"
    - (2) Procedures to follow in a crisis
  - d. In certain crisis situations, involve a minister or a counselor
4. Training:
  - a. Basic training and understanding for all who deal with crisis management.
  - b. Specialized training for key people who deal with the media.
5. Crisis Management Center:
  - a. Location, accessibility, emergency power and communication
  - b. Equipment
  - c. Supplies
  - d. Procedures manual



## Crisis Response Grid

	Presidential GC/World Divisions	Presidential NAD/Unions	Treasury/Secretariat	Risk Management	Legal	Security/Police	Communication	Department/Office	Institutions	Human Resources	Pastoral Care/Counseling
PERSONNEL/ISSUE											
Scandal											
Rumor/Innuendo											
Litigation											
Criminal Activity											
Civil Unrest											
Terrorism											
Hostage											
War											
Disaster											
Financial											
Downsizing											
Merger/Acquisition											
Policy											
Religious/Theological											

Sample:

01-74 ADCOM - May 8, 2001

SEC/ADCOM to AHT

CRISIS ANTICIPATION AND MANAGEMENT COMMITTEE  
(ADCOM-S)-TERMS OF REFERENCE AND MEMBERSHIP ADJUSTMENT

VOTED, To adjust the terms of reference and membership of the Crisis Anticipation and Management Committee (ADCOM-S), to read as follows:

TERMS OF REFERENCE AUTHORITY AND RESPONSIBILITY

- |   |                  |
|---|------------------|
| 1. Identify possible crises and response strategies for situations that may confront the General Conference in the future.  | 1. Power to act. |
| 2. Develop general crisis management procedures and guidelines to be adopted by world divisions for specific contexts and provide training support teams as needed. | 2. Power to act. |
| 3. Cooperate, as needed, with the appointed standing committees which directly respond to crisis situations.  | 3. Power to act. |
| 4. Review ways in which the Church can improve its response to crisis situations.   | 4. Power to act. |

MEMBERS

WILSON, TED N C, Chairman  
Colburn, Larry R, Vice-chairman  
Baptiste, Harold W, Secretary

Battle, Maurice T  
Byrne, Tereza  
Carlson, Dennis N  
Dabrowski, Rajmund

Friday, Lynn E  
Hodges, Clarence E  
Karst, Howard T  
Netteburg, Kermit  
Parish, Ruth E  
Sabot, Claude  
Sahly, Donald R  
Stenbakken, Richard O  
Sweezey, Robert L  
Watts, Ralph S Jr

EX OFFICIO MEMBERS

Paulsen, Jan  
Bediako, Matthew A  
Rawson, Robert L  
Schneider, Don C  
Prestol, Juan R

LEGAL ADVISOR

Nixon, Robert W

Sample:

## Crisis Management Guidelines for the GC Complex

### A. Identification of Types of Crises

The following types of crises are specifically identified as possible to occur in or in connection to the General Conference office complex:

1. Fire and natural disasters
2. Business interruption (including computer service breakdown, intrusion into web page)
3. Employment issues (including such that are resulting from lay-offs, dismissal, other)
4. Acts of violence (including harassment, stalking, terrorism, vandalism, bodily harm, other)
5. Hostage taking
6. Accidents in the workplace (including personal injury or death)
7. Public protests and demonstrations

### B. Protocol Guidelines for the In-house Crisis Management Approach

When a crisis situation requires a crisis management response, the following steps should be taken:

1. Notification of internal and some external public that crisis exists:
  - a. Notify crisis leaders/team members
  - b. Inform administration (officers)
2. Crisis Management Team (CM team) convenes.

After the crisis leaders have briefly defined the problem and the available information about occurring developments indicate that a crisis management response is needed, a CM team will be established.

3. Membership of the CM team will depend on the nature of the crisis, however, its core will consist of

- a. Leaders or “gatekeepers” (assistant to the President, GC and NAD)
  - b. Communication (Communication directors, GC and NAD)
  - c. Legal advisor (designated by the Office of General Counsel)
4. The CM team will work according to an agreed process as described in an organizational chart which describes their duties.
  5. Additional members of the CM team will be identified by the leaders (gatekeepers) depending on the nature of the crisis. These individuals could include representatives of Security, Human Resources, In-house Operations, Secretariat, Treasury, ARM and management of entities affected by the crisis.
  6. A CM team is called by a leader to assemble at a designated location (CM center or other specified location).
  7. The CM team evaluates nature of crisis, gives appraisal to issues of security, damage or other effects, and develops a CM plan.
  8. The CM plan would include a selection of the following functions and decision on procedures to be followed:
    - a. Process identified for gathering and verification of information/data and one gatekeeper designated to oversee all incoming and outgoing materials
    - b. Selection of a spokesperson
    - c. Identification of specific target audiences and flow of information
    - d. Decisions regarding security
    - e. CM team members exchange contact information
    - f. Decision regarding overall CM team procedure
    - g. Formulation of strategies and tactics for dealing with the crisis
    - h. People issues
  9. Execution of a CM plan will include an announcement of the crisis management mode and respective decisions to Switchboard, Front Desk and Security personnel.

#### C. The Switchboard

NOTE: “If it all goes wrong at the switchboard, it all goes wrong forever.” Switchboard operators must be briefed and trained to know who will call the GC office in a crisis situation and to whom those calls must be routed. Preparedness for any potential crisis calls for an option of setting up telephone hotlines to cope with the incoming calls that will be received during a crisis. Human Resource or chaplaincy personnel should be

identified and trained to respond to grievances, as well as other human-interest and concerns issues.

Switchboard guidelines/procedures would include these instructions:

1. As far as possible, the switchboard personnel should ascertain the nature of a call to one of the CM leaders (gatekeepers) who in the first instance may learn of a developing crisis, or be already involved with the crisis or incident. If possible they should NOT volunteer the information that a particular situation has taken place.
2. If the CM leader (gatekeeper) asked for is involved in the Crisis Center, the call should be made to his/her secretary or one in the relevant department or entity.
3. Callers from the media and the general public should be put through to the designated communication office and/or spokesperson.
4. Relatives or other affected parties should be dealt with sympathetically and the calls transferred to a designated Human Resource officer.
5. If a special crisis information phone line is established, all general information calls, other than from the media, are to be transferred there. A specific voice mail message will be recorded for that particular extension.
6. The operator will respond with a specific text of a message which is to be issued by the CM team through its spokesperson. Any time a second call is received from a person, the call should be transferred to a specified extension number (generally, a spokesperson's office).

D. Announcements in the GC Complex (Crisis Management Mode)

1. During a CM mode all public announcements (PA) are to be authorized by the CM team and given to the operator by a CM leader (gatekeeper).
2. An announcement regarding a CM protocol and any other appropriate information, is to be made available to the GC complex employees through the In-house Internet networks. Such announcement will be prepared by the office of a spokesperson.
3. All public announcements are to present confidence that an appropriate process is being put in place, that issues are dealt with proactively and in a timely manner. Be always prepared to demonstrate human concern for what has happened.

## E. Crisis Communication Plan

[See procedures in section on Crisis Communication]

## F. Guidelines for Specific Response Procedures Relative to Types of Crises

Identification of crises according to the following:

- ▶ Primarily preventable or non-preventable
- ▶ Primarily internal or external
- ▶ Identification of vulnerable areas in the GC complex

NOTE: Two fold purpose of such an identification: (1) potential trouble spots and audiences are identified; and (2) information is provided on which a comprehensive system to manage crisis communication internally and externally.

### 1. Definition of crisis and different reaction levels

Each crisis or potential crisis requires definition: type, vulnerability, priority and reaction intensity. Characterizing a crisis will assist in differentiating a serious crisis from a nuisance! Ranking crises according to their probability and potential impact reveals which issues need immediate action and the most preparation. In some instances past events help to forecast future events and make an estimate of probability of occurrence. This will help in stating specific response procedures.

### 2. Crisis stages

Crises usually evolve. It is important to identify them early in their evolution so that management will have a better chance of resolving them. Except for those of unforeseen circumstances or occurrence, crises usually follow a similar pattern of development and take time to surface. Therefore, early warning signals of impending crises should be identified so employees can be trained for and report such signals.

The stages include:

- ▶ Pre-crisis: warning signs, acknowledgment, resolve
- ▶ Crisis: climax, assessment, action
- ▶ Post-crisis: rebuilding, recovery, reform, intense care for people involved

Describing how crises might escalate will provide insight on how to plan for particular crises.

## Crisis Communication–Before the Crisis

### A. Know the Organization: Strengths and Weaknesses

How well do you really know and understand your organization...its structure, the mission statement, the history, past, present and future challenges. Who are you? Why do you exist? Who is your customer?

Although these may seem like obvious questions, the answers aren't always as obvious. Unless you truly understand your organization, you won't know how you'll address challenges in a crisis, who your audience really is, or the potential impact on your organization.

As important as it is to understand your strengths, it is even more critical to know your weakness, or areas of vulnerability. Understand these weaknesses and either work to correct them, or be prepared to communicate about them when the inevitable crisis hits.

For example, in the mid-1800s, a group of Adventists set a date for the end of the world. Although the mainstream Adventist Church has never sanctioned date-setting, it is an irrefutable reputation of the church. One cannot just respond to a question on date-setting with a denial. There must be a brief, sensible explanation on how it happened in the first place and why it no longer happens now.

Besides understanding our own strengths and weaknesses, it is imperative to know what is going on in the religious world. What are challenges that other faiths are facing? We probably will not be immune to those same challenges for long. What is happening in your specific community? In the business and political worlds in which we operate? It is important to have a grasp on the world around us to put our own strengths and weaknesses into perspective.

Now we can access where we are vulnerable to a crisis. There are two categories for these crises, the first being those that can be averted and the second, those that cannot. Seek out the vulnerable areas within your area where you can prevent a crisis and immediately begin to correct the problem.

This is where a crisis communication plan is helpful. You note a problem, anticipate what type of crisis may occur even after taking precautions, and then label a set of steps to take place to handle the situation and communicate during the crisis.



## B. Crisis Team

Do not try to work alone during a crisis, but surround yourself with a strong team of people to help you get through this difficult time. The key is to not wait until a crisis happens, but have the team in place in advance.

Who do you select for the team? It is a good idea to have the team selected and meet as you begin the early stages of crisis communication preparation.

The head of your organization should be on the team, as well as your top communication person. Choose one person from each important segment of your organization so all “stakeholders” in a crisis will be part of the team.

Don’t forget the “non-traditional” team members. These people can help make or break any plan. Add the head of telecommunications (the operators), the head of security, the person responsible for the reception area and perhaps even a facilities manager.

The positive aspect of involving a wide group of individuals from a range of disciplines is that you will be starting the process of developing organization-wide, and even community support for your plan early on. However, at the same time, you want to keep the group small so decisions can be reached in an efficient manner. The ideal number would be five to eight.

Each team member should be given specific assignments besides providing information from their area of expertise. Who will be the spokesperson? Who will set up the physical arrangements (designated room, phones, etc)? Who can handle financial and legal considerations? Who will be the key information-gatherer?

Team members need the additional abilities to listen well, maintain focus, good planning and organizational skills, trustworthiness, calm demeanor and the ability to work well with others.

Team members must provide emergency phone numbers, and ways they can be easily reached. Back-ups may need to be designated in situations where someone may travel extensively.

## C. Crisis Plan

The plan you’re creating will outline how to control and manage the message you want to spread during a crisis, how to control and manage all communication and how to control and manage the crisis itself.

Most crisis communication plans are part of an organization’s larger disaster plan.

The crisis plan will outline the team member roles, how information will be disseminated, and how it will be determined what information will be released.

The plan also should outline individuals who are empowered to declare the implementation of the crisis plan. When a crisis strikes, there may not be time to call a committee meeting to decide whether the current events actually constitute a “crisis.” Specific team members should be empowered to implement the plan as individuals, as opposed to calling a committee meeting.

There is also a need to build personnel and backup personnel into any good crisis communication plan. If you are getting hundreds of media calls per hour, one person cannot possibly handle them. If the media attention is relentless for days, one person cannot work around the clock. Having the personnel in place in advance, and media trained, ensures that there will be enough people to handle various communication needs in the event of the crisis.

It is important that there is internal support for the plan, especially from top management. All individuals responsible for the implementation of the crisis communication plan must be involved in the process, buy into it and understand the importance of and their responsibility for its implementation.

Finally, brief the entire organization on the crisis communication plan so they are aware of its overall workings, who the key people will be and the roles they will play. A mutual understanding of multiple roles will help everyone interact more effectively.

Having the entire organization understand how the company will respond in a crisis will greatly help the overall communication process and the smooth, proactive handling of the crisis, should it occur.

#### D. Key Audiences

Communicating effectively with all of your audiences is essential, particularly during a crisis. Be aware of who needs to be “kept in the loop” and develop systems for disseminating information quickly and efficiently to both internal and external audiences.

Be aware of the sensitivities or potential sensitivities of each audience. For example, a different message will probably need to be crafted for your board members, as opposed to the general public. Volunteers and employees may need a different communication approach.

The crisis team should develop a list of potential audiences. One of the most forgotten audiences is the internal audience. They are also your most important audience. During a crisis, you are dealing with perceptions as much as, or more than, realities. Internally, you’ll need to “over communicate” to strengthen your internal team and for rumor

control. Providing no information leaves a vacuum, which is quickly filled with speculation—which is usually erroneous.

Potential internal audiences include:

- ▶ Administration
- ▶ Risk Management/Legal
- ▶ Directors and managers
- ▶ Employees
- ▶ Volunteers
- ▶ Board members

External audiences should include:

- ▶ Community and civic leaders
- ▶ Neighbors
- ▶ Government or regulatory agencies
- ▶ Clients/customers/parishioners
- ▶ Vendors
- ▶ Certain competitors
- ▶ Family members (of any of the above)
- ▶ Industry colleagues
- ▶ Media

Systems need to be in place so you can immediately communicate with your selected audiences. Set up a telephone tree, or a fax network on your computer system, so you can send an announcement out immediately to hundreds, or thousands, of people at a time. Be prepared to call emergency employee meetings to keep them apprised of any developments. Designate which employees, community and civic leaders, neighbors, clients, vendors and colleagues deserve personal phone calls, and who will make those person-to-person calls.

#### E. Develop Relationships

Trying to develop important relationships while your back is up against the wall is impossible. It's easy for us to get caught up in our own little world—and we pay the price for it later.

Community and Media Relations must be an on-going process before a crisis occurs. Be active in community organizations. Be friendly and get to know your neighbors—neighbors in both a geographic and business sense. Be involved in industry associations, too, so others know who you are and what your values are.

Why is this important? When a crisis occurs, it helps to call on “friends” for support. If you have been viewed by key publics—community and government leaders, for example—as a supportive member of the community that has acted as a good citizen, then these individuals will be more apt to support and work with you should a crisis occur. They will be less willing to gossip and speculate to the media. And probably will do just the opposite, offer supportive remarks and work with your team on how they can help you through the crisis.

A prior relationship with the media also is important. Get to know the reporters for your local newspapers and radio and television stations. Who covers your area for magazines and trade journals? And don’t just get to know the reporters—make sure you understand the type of news each media outlet covers, and what audience they are trying to reach. In contrast, know how your audiences get their information. What media do they read, listen to or watch?

Send the press news releases and story ideas on a regular basis so they understand your organization. Invite them to open houses. By making your organization accessible to the media, you are on the road to creating good communication.

Don’t make the mistake of thinking that by ignoring the media they will go away. They won’t. A good proactive relationship with the media and your community can make a win-win situation, not just during a crisis, but in day-to-day activities, as well.

#### F. Pros and Cons of External Help

If you are working with an outside public relations agency or consultant, it is important to keep them on retainer so that you have their expertise available to you with the additional people power that can be brought to bear quickly in a crisis. By having them involved early on, it will help your ability to deal quickly with the media should a crisis occur.

An outside consultant or agency helps add a dose of objective realism. It may be difficult for internal staff to see the whole picture objectively, as an outsider would.

If a retainer relationship is not possible, bring in an outside consultant before a crisis occurs so that the company benefits from the pre-planning expertise of the consultant, ideally to the extent of avoiding a crisis in the first place.

Discuss with the consultant or agency, in advance, such things as what resources they can make available, what media contacts they have, what they would charge in a crisis situation (by the hour, day or crisis), who exactly will be working with you (what level of seniority), and can they work on-site?

The downside of bringing in external help is the morale of your current communication staff (feeling discredited or unappreciated) and the perception of your external audiences

that may indeed be an even bigger crisis than they imagined since you are soliciting outside assistance. (Consequently, a prior relationship with any outside source is important so this perception does not exist.)

The crisis communication team must also determine who is going to be the primary communication point person. Control should always be firmly in the hands of the organization, but the outside consultants should become an integral part of the crisis team. The agency or consultant should play an advisory role while the organization makes the final decisions.

## Crisis Communication–Dealing with the Media

### A. Structuring the Media Center

Not all crises warrant a media center, but the need to control the flow of information often necessitates having some type of central information operation. A media center functions as a central point through which all information flows, where key members of the crisis team can meet, and a site where press conferences can be held to disseminate information to the public.

Look for an area that is large enough for extra phones, computer terminals, televisions, diagram boards, fax machines and other electronics. Make sure this area can be secured. Meeting space for the crisis team, perhaps in this working room, also is preferable. Include filing space for contingency plans, scenarios and instructions, along with important phone numbers.

It is important, if media is showing up on-site, that you have an area in which to "contain" them, so they are not able to confront others for interviews. Have an adjacent area for media to sit and work, conduct interviews and/or hold a press conference. Any employees or parishioners, for example, will now know where to direct the media's phone calls or personal visits.

Put chairs and tables around the perimeter with phone and electrical outlets. By providing these simple logistical support items for the news media, your organization sends the important message that you are in control, organized and prepared to meet the challenge. An underlying message also is that your organization wants to work with them in getting the word out—and may result in somewhat more favorable coverage. Have your work area and the media's area separate.

If this room is large enough, it can also be used for press conferences. Arrange a podium with a microphone at one end of the room. You may—or may not—want to put a sign or banner behind the podium. For example, during the Waco cult crisis, when the church did not want their name associated with the Davidians, one would not want to place a sign. But, as another example, a school that is being used as a media center or shelter during a natural disaster will want to have a banner up so their name gets the recognition it deserves for the outstanding community support.

Evaluate your phone system to make sure it can adapt to a large number of phone calls during a disaster. Media, community members and family members receiving busy signals can exacerbate a communication crisis. Also make sure your receptionists are trained to appropriately answer calls and direct them to the suitable individuals. You may even want to have some backup receptionists for either your current individual or the designee

to facilitate the prompt handling of all incoming calls. Also, be sure you have a system to track all incoming calls.

If the crisis occurred somewhere other than your headquarters, church or school, and the media are showing up at a remote site, you will need to set up a media center there. You may need to secure conference facilities in a nearby hotel, if the off-site location does not have the capabilities.

## B. Media Training and Designated Spokespeople

When our level of stress increases, our rational thinking decreases. Consequently, the better prepared we are to react in adverse situations, the better the outcome. Media training—before a crisis ever hits—makes the designated spokespersons feel comfortable, not only in handling questions, but also in clearly presenting an organization's key points while sounding sincere and credible.

You may want to prepare a variety of spokespersons, from top management, to experts in the field, to a regular client or customer. All potential spokespersons should be aware of your specific "message points." (See the next section). All others should be instructed how to helpfully and courteously refer reporters to the designated Media Center.

When selecting spokespersons, besides their respective positions, you want to assess their ability to communicate, their knowledge of the situation and their understanding of the organization. How well do they present themselves? Can they remain professional and not get their personal egos involved?

Switchboard operators and receptionists also may require training on appropriate responses to aggressive reporters who may wish to do an "end run" around the designated spokesperson and go directly to another "source."

Being a spokesperson is no easy task. Media training sessions can take anywhere from a couple of hours to two days. It is important that training be done on a regular basis, at least once or twice a year, to refresh the spokespersons' skills and maintain their confidence level.

## C. Message Points

What messages need to be communicated during a crisis? Politicians are perhaps the best study on how to use message points when asked a variety of questions. In media training, you will learn how to acknowledge a question, but provide a response, which says what YOU want to say, whether it directly answers the question or not!

Having prepared message points allows you, rather than the reporter, to control the interview. Impossible? Not with message points!

A well-planned crisis communication team and spokesperson will have a set of messages that they know very well and will endeavor to communicate them during a crisis. The messages will incorporate the organization's objectives, along with responses to anticipated questions.

Because different audiences need different messages, message points may vary slightly for different audiences. However, the messages must be in concert so there is no conflict.

Why not just say no comment? Saying no comment says to the public that "I'm guilty of whatever you're charging me with." It also helps create a possible adversarial attitude with the press, which is always counterproductive. Even when your spokesperson can't say much, perhaps due to legal reasons, being courteous and cooperative will go a long way toward building trust and credibility. If your spokesperson can't provide reporters with answers to their questions, he or she should offer something else that is appropriate from the organization's standpoint and that also is of value from a news perspective.

If, because of legal reasons, your spokesperson really does have "no comment," he or she should think of another way to say it and again, should try to offer an alternative. Explain why you can't comment, such as "I can't answer because. . ." "It's not our area of expertise," or ". . .there's litigation."

However, everyone who isn't an authorized spokesperson must effectively say "no comment" and appropriately refer all questions to the Media Center.

When developing message points (three to five is a good number), always try to turn any negatives of a situation into positives. Never lie and do not use technical jargon that the public may not understand. Statistics can be used to bolster your statement, but use them sparingly as they are also considered "boring" by the public.

Items that can be mentioned in message points may include the benefits of a service or product; a good safety record; contributions to employees, clients or the community; growth; successes, good citizenship, and your status in your industry.

Always have one of your message points be a "pastoral" point, showing a clear message of concern for any victims or people who are affected by the crisis.

Stick to concise, clear and internally consistent messages. Although you don't want to say "no comment," sometimes the less you say is better. Seek the middle ground between "no comment" and not using any discipline while answering questions.



## D. Interview Requests

When a story breaks, good reporters look immediately for front line people to interview. "Movie star wanna-be's" can't seem to resist the opportunity to offer an opinion for the evening news. Also, tabloids will pay hefty fees to persuade potential sources to talk.

To help guard against this, a central location, or phone center, should be established to answer all media calls. By centralizing the initial source of information, even if you have more than one spokesperson, it will help the organization speak with "one voice."

Containing the crisis, maintaining the control of information and speaking with one voice are of paramount concern during this critical time. A Media Center will allow you to achieve these objectives because it will function as a central point through which all information will flow.

People throughout the organization should be trained on how to refer calls to the designated Media Center. Interviews can be set up for the designated spokespeople through the Media Center, or the trained communication professionals answering the phones can read prepared statements.

Once these guidelines have been established, communicate them to all appropriate audiences before a crisis occurs. Employees, parishioners and other friends of the church need to know your expectations before a situation happens. Don't assume that everyone knows to refer all reporters to the communication director, or where the Media Center will be located.

Have a form readily available to fill out for all interview requests. It is imperative to fully understand the specific medium, the interviewer, the objectives of the reporter, the final audience for the story, and review your own communication objectives for participating in the interview.

During an interview, you must find a common ground with the audience. Remember that the audience is NOT the reporter, but the people who will be reading, watching or listening to the final story. By understanding exactly who the audience is, you can develop your message points in a style that is appropriate and of interest to that audience.

This requires some analysis of the medium, the journalist and the potential audience in advance of the interview.

The following form will help crystallize the information you need in advance and will facilitate development of your own communication objectives and messages.

PRE-INTERVIEW ANALYSIS

- I. Topic/purpose\_\_\_\_\_
- II. Medium/publication\_\_\_\_\_
- Orientation\_\_\_\_\_
- Format \_\_\_\_\_
- Live or pre-taped\_\_\_\_\_
- Deadline\_\_\_\_\_
- Time of Interview\_\_\_\_\_ Time/length of final product\_\_\_\_\_
- Location\_\_\_\_\_
- III. Who else will be involved in story/program\_\_\_\_\_
- IV. Audience: potential # \_\_\_\_\_
- Age\_\_\_\_\_ Male/female\_\_\_\_\_
- General (socio-economic) issues \_\_\_\_\_
- What does audience know about topic? \_\_\_\_\_
- V. What recent events may impact interview\_\_\_\_\_

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- VI. Attitude towards you: Reporter\_\_\_\_\_
- Audience:\_\_\_\_\_
- VII. Communication Objectives: \_\_\_\_\_

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Use the form to evaluate the situation. The reasons for some of the questions on the form are obvious. Some explanation is provided for some of the other questions.

- I. Topic/purpose: What is the reporter/interviewer looking for?
- II. Medium/publication: What do they specialize in? What are their main concerns?

Orientation: Is it news, feature or editorial?

Format: Print, radio, TV? One-on-one, debate, panel, call-in?

Live or pre-taped: This would apply to a TV or radio interview

Deadline: Don't feel obligated to give an answer on the spot. Find out when the reporter's deadline is and get back to him/her within a satisfactory period of time. Use the extra time to go over your message points, and perhaps even role play the interview with someone else.

Time: Length of interview. If the length of the finished product is going to be short, don't provide a long interview. The longer the interview, the more likely you are to get off your message points.

Location: Where will the interview be conducted? (Most are conducted over the phone).

- III. Other sources involved: If others are going to be involved in the story, there's even more reason to keep your interview short, as you will get less time/space in the final story. This also tells you more about the reporter's concept of the story—what other information will be used, who else is being contacted and how your information is likely to be used.
- IV. The more you understand about the audience, the better you can direct your message points. For example, a 5:00 p.m. news cast will reach an audience more directed towards women than an 11:00 p.m. newscast. For a newspaper, will the story run in the Business section, the Features section, or on the front page?
- V. Why is this story being done now? Try to understand what may have driven the reporter to request the interview.
- VI. What is the reporter's style of questioning? Have you worked with him or her before? Is this a story the audience is familiar with, or are you going to need to take time in the interview to give background information?
- VII. Before the interview, make sure you understand what you want to accomplish with the interview and have your message points prepared.

#### E. Proactive Media Relations

Rather than just waiting for the press to call you, it may be more effective to take a proactive communication approach. Being proactive gives you a better chance of controlling the message, a greater chance of correcting misinformation (what if the media

never contacts you?), makes you appear in control, and the media may be the best way to communicate quickly with many of your other key publics.

Prepare a news release stating the important facts to broadcast, fax out to the media or distribute over wire services. As you get new information, update the press release regularly and continue to distribute information.

It may be best to have a live press conference. Send a media alert by news wire giving the date, time, place and a brief message detailing the reason for the news conference. Brief your spokespeople and reserve a time for questions and answers. However, you need to moderate the question-and-answer period so the questions are directed to the appropriate people and the conference doesn't drag on indefinitely.

You may want to offer a tour and/or allow some media in for photography or videotaping. Don't concentrate an inordinate amount of attention on the daily media coverage. Remember, the media is just one of your many publics. If this is a national story, don't forget about your local media. They are the ones who are going to be there for you tomorrow when the national media has gone home and won't even remember your name.

#### F. Interview Guidelines

When contacted for an interview, try to appear as helpful and cooperative as possible. Offer to send the reporter advance information, such as a brochure or video or articles that have been done. You may even refer them to other sources, such as another local pastor, some church members or a person who has provided missionary service in the past—whatever is appropriate for the particular topic.

If the interview is going to be conducted in person, be aware of the appropriate attire. Why were you asked to do an interview? Because you're a minister? Then wear ministerial attire. No matter what reason, always look professional and neat.

Be aware of the setting for the interview. Schedule it for a place where you are comfortable. If it's for television, make sure outlets are available for lights. Turn off your phone, turn off your pager, and close your door so there is nothing to distract you.

What do you want to have in the background? If this is a positive story, you may want to conduct the interview in front of a sign. Or, for example, if it's involving a medical issue you may want to have medical equipment in the background.

Show up early for the interview, or be prepared before the phone rings for a scheduled interview. Don't let the stress of being rushed or being late affect your composure for the interview.

Remember that an interview is not a conversation. Conversations are back and forth exchanges of information, opinion and emotion. News interviews are content driven and are not social. You are imparting information to an audience with which you do not have direct interaction. Remember that you are also using the interview to reach the public with your message.

#### G. Interview Techniques

1. Always look at the interviewer and establish eye contact. Avoiding eye contact makes you appear dishonest and shifty (remember some of Richard Nixon's interviews?).
2. Anticipate the questions that are going to be asked and have your message points ready. You will probably know the questions the reporter will logically ask you. Prepare in advance how you can answer these to your advantage so your message is presented in the best possible light. But also leave room for the unexpected. Be aware of the "what goes wrong makes news" syndrome.
3. Know your message points clearly so you can listen to the reporter. You may be the only person that listens to a reporter. He or she is supposed to be objective in the story, and editors often are too rushed or have pre-conceived ideas to listen to the reporter. You may gain an edge in the interview by giving the reporter your full attention and truly listening to what he or she is saying. It also can give you a clearer picture of their background information on the story, their biases and how to structure your responses.
4. Take the initiative and get your objectives in early. You may be sidetracked later on or forget what you wanted to say. Also, the reporter may not ask a question that directly leads to the objectives for your interview, outlined in your message points. You must make that happen.
5. Turn any negatives into positives. Instead of saying, "We don't pollute the environment," you should say something like, "We are concerned about environmental issues and take extra measures to avoid polluting our scarce resources."
6. Correct misstatements—without necessarily repeating them (so it can't be used as an actual quote). If a reporter is wrong about a fact or position, or an earlier statement that you made, you must correct the error as soon as possible. Do so in a courteous, non-threatening manner.

7. If you say it, expect to see it in print or hear it on the air. Don't go "off the record" unless you have a good, long-standing relationship with the reporter.
8. Always avoid speculation or exaggeration. Only speak on what you know to be facts.
9. Be personal. Use the reporter's name once or twice in the course of the interview. Be conversational. Short stories play well on radio and television, and often help illustrate your story and points, too.
10. Be concise. Be aware of the sound bite, a 20-second saying that can make or break the interview. Remember that a 10-minute interview may wind up being 20 seconds on the air or three lines in the newspaper. It is essential to crystallize your thoughts in a few hard-hitting sentences. Then pause and wait for the next question. Don't try to get all of your thoughts into one answer.
11. This is not the time to illustrate your wide vocabulary of adjectives and adverbs. Keep the language simple. Avoid using any jargon associated with your particular industry or region.
12. Learn transitions to bridge between the reporter's questions and your message points. Prepare smooth transitions that gracefully lead the interview from the issue under discussion into an area you want to pursue. The three techniques most effective for this are bridging, hooking and flagging.

If you are asked a question that is not on your agenda, bridging is the effective way to respond. First answer the question, but answer it briefly, concisely and then move or bridge to what you want to discuss. For example, "No, let me explain. . . ," "Yes, and furthermore. . . ," "Historically, that was the case. Today, here's what we're doing. . . ," "I don't know the answer to that question, but what I do know is. . . ."

Hooking is leaving a little taste at the end of your statement so the reporter will want to ask you a follow-up question. "You'd be surprised by. . . ," or "There are three things we've found that are important. . . ."

Flagging is a way of helping someone remember what you would like to remember. You "flag" or highlight a point by stressing that point with your voice, or simply by repeating it throughout the interview. "The most exciting thing about this program. . . ," or "The key point to remember is. . . ."

## H. Responses: You Control the Story

You are the expert. That is why the reporter has come to you. Therefore, you are the person in control of the interview.

We have already gone over the two most important elements to remember during an interview:

- ▶ Your Message Points—have them prepared and memorized.
  - ▶ You are talking to the audience, not the reporter. Remember the make-up of your audience and think as if you are talking directly to them.
1. It is important to remain calm and keep your composure. No one ever wins an argument with a reporter. Don't take the interview personally or get emotional.
  2. Avoid any personal attacks. Perhaps you will need to challenge statements that others have made, but not the people themselves. It is good to "take the high road" whenever possible.
  3. Acknowledge a question as important (perhaps with the nod of your head), even if it's hostile, but then guide the answer into one of your key message points.
  4. Speak with conviction in your words, voice and mannerisms. Make sure your body language matches what you are saying. Project enthusiasm for the topic you're speaking about, even if it is controversial.
  5. Never lie. You can choose how much of the truth you want to tell and you don't have to tell everything you know. But you must tell the truth.
  6. Take your time during the interview. Don't let the reporter's pacing of questions rush you in any way. This is not a social conversation where all silences must be filled. Take your time to think about your response before speaking.

## I. Developing Scenarios

If a crisis is taking a long time to be resolved, or if you don't know how it is going to end, develop scenarios with appropriate message points for each scenario. Do practice drills, if necessary, on how you will respond to the media and disseminate information to each of your audiences for each scenario.

Having scenarios and message points prepared in advance allows you to mobilize immediately when the situation changes and have appropriate responses and information, based on what develops, in your hands within hours.



## Crisis Communication–After the Crisis

### A. Evaluate

When the crisis is over, it is time to turn your attention to evaluating what occurred and laying plans for any future communication needs. Although you may be physically and emotionally drained at this point, you should conduct your evaluation as soon as possible.

Evaluate how the organization responded during the crisis. Were you prepared? Was the plan in place? Was it helpful? How should it be changed so it is more effective next time?

How were your messages transmitted and how did they affect your public image? Did the communication efforts work according to the plan?

Review the press clippings, phone log sheets, and broadcast videos to see if your perceptions are correct or incorrect. Survey your affected publics, either formally or informally, to evaluate how you did.

If misperceptions were inadvertently received or communicated during the crisis, develop an action plan to communicate the correct message and clear up any of these problems. In fact, now is the best time to create and implement a new media and community relations plan to boost the positive image of your organization, correct any misperceptions and be prepared for the next turn of events.

### B. Thank You

Be sure to recognize and thank those who have helped. Again, don't forget your internal audience.

Depending on the length of the crisis, you may want to solicit public acknowledgments, proclamations or declarations from appropriate government and community leaders. This may even be done during a crisis, or as soon as possible thereafter.

## Crisis Management and Legal Issues

When a crisis involves a potential or actual legal issue, you most likely will be confronted with the puzzling or frustrating question of how to deal with your organization's house lawyer or outside legal counsel or solicitor.

A good working relationship with legal counsel, ideally developed before the crisis if you have a house lawyer, or as a top priority if you have outside counsel for a particular legal issue, can pay extraordinary communication dividends.

To develop that smooth working relationship, you should frankly discuss with legal counsel sound basic crisis communication strategy and develop an understanding under which you and the lawyer will be able to work out communication issues during a crisis.

When legal issues are involved, what lawyers or parties to litigation can say publically may be governed by laws, codes of professional ethics, or cultural tradition. You need to know, understand, and attempt to apply those rules to your crisis communication plans before a crisis arrives.

You and your lawyer need to frankly discuss where the lines are drawn in your jurisdiction so when a real crisis comes your way, you can work together quickly and efficiently to review and approve basic statements for your many audiences without having to argue over what's acceptable to say about a pending legal issue. If you have a comfortable working relationship, under most circumstances you should be able to avoid having to say the disastrous phrase, "No comment."

You may find it helpful to suggest that you and your lawyer review and then discuss both the legal ethics and crisis management goals that each of you believe are applicable to two or three hypothetical legal issues that may come your way.

And when a real crisis involving a legal issue arises, you should seriously consider having legal counsel for your crisis management team to ensure you remain within accepted legal bounds.

## Missionaries and Volunteers What to Do in Case of Emergency\*

No one wants to think about the bad things that could happen, but the reality is that we live in an unsafe world. There are natural disasters that can happen anywhere—hurricanes, earthquakes, typhoons. In addition, there can be illness or accidents which are a part of life. In addition, crime is a problem everywhere on earth. And finally, there are many places where there is political unrest which may lead to kidnaping, evacuation, and other difficulties.

Though very few missionaries encounter serious problems of this nature, it is nevertheless important that you at least think about them and know what you will do if anything of this nature occurs while you are serving.

The following guidelines have been prepared by the Institute of World Mission at Andrews University, at the request of the General Conference of Seventh-day Adventists and are the official guidelines for missionaries to follow in emergency situations.

### A. Types of Emergencies

When we talk about emergencies we mean the following types of events:

1. Hospitalization
2. Natural disasters: e.g., Bangladesh, Guam
3. Political crises: e.g., Rwanda, Cambodia, Albania
4. Evacuation
5. Death of a spouse or family member

### B. Things Everyone Must Do Before Anything Happens

1. Register with your country's embassy or consulate. This is a must!
2. Choose a person outside of your country (preferably a family member) who will be the contact person for you and your family. Be sure that your liaison persons at the GC (or your home division), your host division, union and/or mission have the number of this person in case you can't get through to them in time of crisis.

3. Know who your line of communication is within your country/mission/union in case of serious crisis.
4. If your institution includes several families, choose one person to be a crisis coordinator who will make key decisions and contact the “outside world” in case of a serious crisis. He should have the homeland contact numbers for all missionaries from your institution/compound so that he can with one phone call get the word out to one person who will then notify everyone of your status. (It would actually be good if your group chose one “homeland crisis coordinator” who has all the contact phone numbers for your entire group. This is a valuable precaution in the event that you can get only one short phone call out.)
5. If possible, get to know some people at your country’s embassy or consulate and also one or more of the international news agencies. A few friends “in high places” can be very helpful in time of crisis.
6. Keep all important documents (passports, ID cards, a few travelers’ checks or a letter of credit, some US dollars, local government travel documents, visas, or work permits, as applicable) and important phone numbers—GC hotline 301/680-6024, family contact person, local mission, union and/or division—together in a place that is easily accessible in case of a crisis. Remember: You may be looking for them in a state of panic and under very difficult circumstances.
7. If you have short-term volunteers or independent missionaries working in your area even for only a few weeks, be sure the correct embassy, the local crisis coordinator and the organization above you (mission, union, or division) know they are in the country.
8. If you are in a sensitive area it would be well to develop some discrete telephone language or a written code for use in a crisis.

C. Things You Should Do in Case of Serious Illness or Accident Requiring Hospitalization

1. Notify your liaison person at the GC or your home division so that they will know firsthand the extent of the problem. (This avoids rumors, speculation and unnecessary worry.)
2. If you are responsible for other missionaries (especially student missionaries or other volunteers) be sure and notify the GC department that sent them and their parents, if appropriate (plus their home division if they are not from North America).

3. Keep a record of pertinent details in regard to the illness/accident which you can share with family members so that they have a sense of involvement and an understanding of the situation. This is very reassuring to them when they are far away.

D. Things to Do in the Event of a Crisis Requiring Evacuation or Possible Evacuation

1. If communication with the “outside world” is still possible, get advice from the GC and/or the home division personnel assigned to advise you. Remember, they will be in contact with the US State Department (or its equivalent in the other divisions), the embassies of the countries involved, as well as international news agencies and will therefore usually have a reasonably good understanding of the overall seriousness of the situation. Listen to the advice they give! When they say “go,” it is definitely time to go. Don’t put the local or world church, or the local people or institution in jeopardy by insisting on staying when it is no longer safe—for you or them.
2. If communication with the “outside world” is cut off, try to get the most reliable advice available via shortwave broadcasts from out of the country, your country’s embassy or consulate, international news persons, and church leaders at the local division or union levels.
3. Try to work through your crisis coordinator to avoid confusion.
4. During times of crisis (especially political crisis) keep your important documents with you at all times so that you could leave the country at any time and from any place, if it should become necessary.
5. During times of crisis keep a small suitcase packed at all times containing absolute essentials so that you could leave at a moment’s notice if necessary.
6. If possible, have several people in your group keep a log of events leading up to, during, and after the crisis. This type of information may be very valuable at a later time as the event is evaluated locally as well as globally. The log should include phone calls, a chronology of events, times, places, dates, and possibly names. However, due to the sensitive and sometimes dangerous nature of such issues, a person’s name in a log kept by a foreigner could put them in serious jeopardy, so in most cases it would be better to refer to people in some kind of code which would not get them into trouble if it were to fall into the wrong hands.

7. In your log, include the good things that happen as well as the bad so that when it is all over, those who were helpful can be properly recognized and thanked.
8. Gather any information the local people may have of the event. Avoid any contact that may endanger them however. Other missionaries and nationals may be able to get information through their normal contacts better than you can.
9. If a witness can make a statement, take it. Get it in writing. If the person cannot sign it or needs to remain anonymous for safety, you write it, describing the informant as “a 50-year old farmer” (or use coded language). Then you sign it as receiving the testimony of this witness, date it, indicating your location.
10. Keep in touch with the local (national) church authorities as well as other missions and churches in the area. Keep a record of their intervention.
11. In the event of the disappearance of a missionary, keep a record of where the person lived and worked, the area where he or she was taken, the area where last seen, etc.

#### E. What to Do if You Are Abducted

1. Remain calm and follow instructions. Do not give your abductors cause to hurt you. Appear cooperative and be polite. Do not argue with or provoke your captors. Listen carefully to their initial demands to make sure you understand what may be demanded of you. The first few moments of a hijacking and kidnaping are the most dangerous to the victim.
2. Anticipate denial and disorientation, followed by depression, during the early days of your captivity. You may suffer sleep loss and intestinal disorders as well. These symptoms of anxiety will recede if you are able to reduce stress and adapt to captivity.
3. Adapt to dealing with your abductors in a respectful—but not a subservient—manner. Attempt to establish some type of personal relationship with your captors. Win their respect and sympathy. It is not necessary to grovel and plead or demean yourself in any way. Do not lose faith in yourself. Remember, you did nothing wrong! They are at fault, not you. Tell them about your family. Show pictures, if possible.
4. Avoid discussion of politics or religion, particularly politics. If your captors wish to talk about their cause, hear them out, but without indicating

agreement or disagreement. If asked for an opinion, say that you are not knowledgeable enough to comment.

5. Eat, rest and exercise as much as possible. Keep your physical and emotional strength as high as possible. Try to avoid depression, and always keep in mind that law enforcement officials are doing everything possible to end your ordeal. Exercise by stretching in place or by rolling your neck and limbs. Sleep and wash up when you can and eat and drink when you get the chance. Think thoughts of your family, pray, sing to yourself. Do not give up.
6. Do not be disturbed by the Stockholm syndrome, i.e. strong positive feelings toward your captors, if it occurs. It is common, normal and may help improve chances for a healthy survival. This phenomenon is named for a bank hostage situation that took place in Sweden. During the course of the ordeal, the victim began to display strong positive feelings for the kidnapper. This is not a problem and fortunately, is not permanent. The malady is very common, particularly in long-term hostage situations. When it occurs, the captors usually make note of it, and experience shows that they are less likely to harm the victims.
7. If your captivity is lengthy, it is imperative that you establish regular mental and physical exercise routines. If space is provided, walk daily and do in-place exercises. If you are confined in close quarters, do isometrics or in-place stretching exercises. Keep a mental calendar of what has happened to you. Do problem solving. Make up a story or write a novel in your mind about your experience. Even daydream!
8. If you have a clear opportunity to escape, take it; but be mindful that your abductors may have laid a trap for you. Statistically, your best chances lie in a negotiated release. The FBI advises that escape should be a “last-resort” activity and is extremely dangerous.
9. In the event of a rescue attempt, lay on the floor with your hands on your head; do not move; shout your name; expect to be treated roughly by your rescuers.
10. Remember that everything possible is being done to secure your safe release. Keep a positive frame of mind.
11. All of the above notwithstanding, faith carries us through difficulties unlike any other activity or reaction to an adverse situation. Pray. Dependence on God and recognition of His leading in our lives is a resource a Christian can rely on.

- F. Things to Do in the Event of the Death of a Missionary or a Volunteer
1. When there is death by nonviolent causes (No “foul play” involved)
    - a. Get an autopsy if it is deemed appropriate.
    - b. Notify the embassy/consulate of the person’s home country.
    - c. Notify the GC and the family contact person(s).
    - d. Follow the recommended procedures in the GC working policy (Section “M”).
    - e. Get the necessary permission to either bury in the local country or send the body back to the home country, depending on the family’s wishes.
  
  2. When there is death by violent causes
    - a. Wherever possible, cooperate with local authorities in determining the fact-finding process.
    - b. Get an autopsy, if possible, with a complete report on cause of death, the type of wounds, injuries, etc.
    - c. If an autopsy is not possible, get one or two doctors to examine the body. If they are afraid to be named, have institutional leaders or another expatriate (preferably one with a medical background) witness the examination, sign, date and note the place.
    - d. Document, as far as possible, the actual events leading up to the death.
    - e. Follow the same procedure as listed in the section above.
    - f. Submit a report of the case as you know it. This report should include:
      - 1) Specific cause of death (bullet wounds, stabbing, strangulation, massive beating around the head or vital organs, etc.).
      - 2) Specify the nature of the wounds, (e.g. where the bullet or bullets entered the body, where they left the body, caliber of bullets).
      - 3) Specify how many wounds.
      - 4) Take pictures or draw diagrams to help clarify the nature of the wounds.
    - g. Look for additional evidence at the scene (bullet casings, etc.).
    - h. Ask press representatives who are there to send pictures to Division and/or GC officials as deemed appropriate.
    - i. Have a mission representative (expatriate) hand carry a preliminary medical exam or autopsy out of the country with the photos to the Division or GC.
    - j. Anything that would be needed as forensic evidence (e.g. clothing, etc.) should be hand carried in a plastic bag out of the country to wherever it will be analyzed.



- k. If possible, notify the international press so that they can tell the story to the world accurately.
- l. Send a copy of the autopsy and/or report and photos to the appropriate embassy in the country where the death occurred.

If necessary, enlist the help of embassy officials and/or the government of your home country (including legislative bodies, if necessary) to help see that justice is carried out. The denominational administration should send copies of the autopsy/medical report, duplicates of the photos and the denomination's "official version" of what happened to them, asking for a full report, if deemed necessary and helpful.

#### G. Special Roles at the Time of the Crisis

- 1. The role of institutional leadership
  - a. Notify your embassy.
  - b. Notify institutional level or General Conference office.
  - c. Notify family (unless done by institutional level).
  - d. Notify local (national) church authorities.
  - e. Notify local civic authority (police, etc.).
- 2. The role of the crisis communicator
  - a. Notify contact for international network.
  - b. Notify international press representative.
- 3. The role of General Conference or appropriate Division office
  - a. Notify families.
  - b. Notify the appropriate denominational publications.
- 4. The role of your State Department or Foreign Affairs Office
  - a. If an investigation is needed, contact your embassy or a foreign affairs office.

#### H. Questions Regarding Performance of Local Authorities and Embassy of Country of Origin During the Time of Crisis

- 1. The role of local authorities, civilian and military (police)
  - a. What procedure did they follow in this situation? Was this the usual procedure in this type of situation?
  - b. Were special troops or divisions called in?
  - c. Who was highest in command?
  - d. Did local authorities notify the church administration or the appropriate embassy that expatriates were involved in the incident?

2. The role of appropriate embassy
  - a. Were they notified by local civil or military authorities of an incident involving expatriate personnel? At what time? What actions did they take?
  - b. Did they contact the superior of the individual(s) concerned or any denominational superior to see whose personnel were unaccounted for?
  - c. Did the embassy take action right away to secure the safety of their citizens or to defuse a life-threatening situation?

(Some of this material was adapted from materials by Sean M. McWeeney, President, Corporate Risk International and “Managing Terrorism Risks” by the Ackerman Group.)

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## Post-Crisis Management: What to do AFTER the Crisis

### A. Introduction

It is important to go beyond the management of data, damage control and PR “spin.” As a church we must always keep in mind the human and spiritual dimensions and impact made on the people caught up in the crisis. Those who have experienced crisis may have, for the first time, come into contact with violence and death beyond anything they could have ever imagined. Or, if the crisis does not deal with actual death there may be the “death” of an institution, a reputation or a relationship. In each situation there is the potential for great trauma and deep scaring if the situation is not handled well and quickly.

### B. Critical Incident Stress Debriefing

Just as crisis situations have a similar pattern, so does the way out of crisis. There are specific markers and tasks along the path of recovery from a human crisis. These cannot be ignored if there is to be real healing. Trying to skip steps is only to invite future personal trauma and potentially deeper personal, emotional and/or spiritual damage.

It is most helpful if someone who has specific training in Critical Incident Stress Debriefing (CISD) can be obtained to walk the individual/s through specific steps to both vent and to begin the healing process. Talking about the crisis helps the mind deal with the realities and then to begin moving toward healing.

### C. Memorial Services

If the crisis event has taken the life of one or of many, that must be dealt with to both recognize and reflect on the reality and to mark some kind of closure so life can go on. If there is no recognition of reality, those who have experienced the crisis will remain in a limbo of unreality. If there is no closure to the event, it can bleed into everyday life and cause repeated disorientation and trauma. Therefore, some kind of Memorial service (although painful and emotional) is not only helpful but is necessary.

### D. Follow-up

It does not matter what kind of crisis it is, there must always be follow-up. The kind of follow-up can vary from a series of brief meetings with those involved, or phone calls to check on how things are, to a more formal (and expensive) 800 phone conference call where participants can phone in to a set number at a specific time and assist each other in the healing process. If the latter is chosen, it should include someone trained in counseling and/or trauma intervention. The main thing is that there be some kind of follow-up and that those involved know what the plan is and why it is in place.

Handled well, crisis debriefing and healing can provide deeper personal and spiritual resources and coping for the individual(s) involved. Handled poorly or not at all and there will be deep and potentially debilitating scars.

Appropriate follow-up is an essential ingredient in the healing process. This is particularly true because those involved may want to believe that the residual pain, fear and trauma will go away at some magic moment in time. It does not. They may have unrealistic expectations or may experience delayed reactions that they have no frame of reference for. Follow-up by someone who can help them with reality and to know the various steps and stages of recovery will establish equilibrium. Just because the memorial service is over and we have all said "Amen," does not mean it is over.

[Additional detailed materials are available from the Office of Adventist Chaplaincy Ministries, 12501 Old Columbia Pike, Silver Spring, MD 20904-6600, USA, phone: + 301 680-6780.]

## Crisis Management, Security and Emergency Issues

The following are a few suggested actions that would assist the administration of the church at the initial phase of a crisis.

1. Call in/set up a command and control center (a 72 hour period).
  - a. Security force
  - b. Administration (senior administrators)
  - c. Logistics (supply)
  - d. Communication
2. Define and assess the crisis.
3. Develop a specific plan to address the crisis.
  - a. Secure the area
  - b. Bring to bear all of the resources to return to the point before the crisis began
4. Monitor and address the progress of the plan.

## Case Studies

### Waco: A Case Study in Crisis Management

presented by Monte Sahlin

On Sunday, February 28, 1993, police officers attempted to serve a search warrant on Vernon Howell (a.k.a. David Koresh), the leader of a small religious cult near Waco, Texas. They had evidence that the group was involved in illegal gun sales, including automatic weapons of military origin. Howell and others resisted arrest, killed four of the police officers and wounded 16 others. The next morning the national news media gave considerable attention to the events, and the stand-off lasted 51 days with massive media attention.

Howell had joined the Seventh-day Adventist Church some years earlier, and become involved with a splinter group of an off-shoot that left the denomination in the 1930s. He recruited more than 100 church members from across the United States, England, Australia and the Caribbean, and built a small compound near Waco. He became involved in what was described as cultic control of those in his group, and engaged in a number of adulterous relationships with the wives and daughters of group members, and eventually the gun sales.

Within 24 hours the news media were reporting that Howell and his group were connected with the Adventist Church. Journalists were interviewing a variety of denominational employees at all levels, many with no training in media relations, and even lay people with no official position in the church. We admit that from a public relations point of view, the Adventist Church is not well known in the United States. Only about half of the 250 million population have ever heard of the church, and most of those who can identify the name "Seventh-day Adventist" have either no idea what it means or misidentify it with some other religion. Church leadership was faced with a situation which could have seriously retarded the mission of the church for a generation or longer.

#### A. What was done?

1. A crisis management team was immediately formed at church headquarters. It included the assistant to the GC president, the assistant to the NAD president, communication staff from both the GC and the NAD, and a representative of the Office of General Counsel.
2. There was a consensus "that we needed to speak with one voice on the matter. Reporters were eager to speak to anyone and everyone they could get their hands on and the potential for confusion was enormous." So, one person was appointed official spokesman for the Adventist Church at all

levels, all departments, institutions, and agencies. Gary Patterson, assistant to the NAD president, was asked to serve as spokesman.

3. A public relations company was retained to assist the spokesman and the crisis management team. Porter Novelli is a major, national firm that specializes in crisis communication. Mary Schnack from the firm coached Patterson, and other Porter Novelli staff specialists assisted in screening phone calls from media representatives, and collecting clips which mentioned the Adventist Church from the newspapers, news magazines, wire services, radio and television.
4. Three “talking points” were quickly developed. These were consistently used by Patterson; he was coached to answer all questions with one of these talking points. These were also distributed to administrators and communication staff throughout the denomination. Here is a concise version of these talking points:
  - a. “With all other people of good will, we express our deep sympathy to the families who have lost loved ones in the . . . tragedy. . . .”
  - b. “The Seventh-day Adventist Church has no affiliation with the Branch Davidians or any other cults.” (If asked any questions about the Howell group, its history, activities or beliefs, Patterson referred the journalist to the Cult Awareness Network, an established secular organization, and gave its phone number.)
  - c. The Adventist Church “is a mainstream Christian religion” with about 8 million members (in 1993) and among its contributions to society are “a worldwide network of hospitals, clinics and mobile health screening units; an international disaster relief agency . . . and the world’s largest Protestant school system.”
5. Patterson and all other denominational personnel were encouraged to develop the discipline to say, “I cannot speak for them,” when asked specifically about the history of the various off-shoots and splinter groups that date from the 1930s and eventually led to Howell’s group. “Reporters would call and introduce their questions with a statement like, ‘We know that you people have no connection with the Branch Davidians, but could you help us to understand. . . .’ And then they would be off into questions about the origins, theology, beliefs, practices, etc. of the Waco group,” recalls Patterson. “Indeed, we were willing to help. But to attempt to do theology or to interpret Revelation in media sound bites and one-liner quotes is an exercise in frustration . . . an invitation to misunderstanding.”
6. The local Adventist congregations in the Waco area were encouraged to join with the other faiths to establish the Waco Interfaith Memorial Fund to

benefit the families of the police officers killed in the incident. The Baptist, Catholic, Church of Christ, Jewish, Methodist, Lutheran and Greek Orthodox faiths co-sponsored the fund. A donation was made by the Adventist Church and Adventist congregations across the country were encouraged to circulate information about how to make contributions.

B. What was the Outcome?

“It quickly became apparent to the news media that the events in Waco did not represent either the beliefs or lifestyle of the Seventh-day Adventist Church,” reports Patterson. He was interviewed many times by journalists from most of the major media in the nation—USA Today, Associated Press, United Press International, ABC and NBC radio news networks, the three major morning TV shows (CBS This Morning, Good Morning America, Today), the Chicago Tribune, Washington Post, Dallas Morning News, Boston Globe, Atlanta Journal-Constitution, and Larry King Live, among others. But, the purpose of these interviews was not to get publicity; it was to try to not be mentioned in print or on the air. When an appearance could not be avoided, every effort was made to appear with other religious leaders; for example Patterson was interviewed with well-known Christian fundamentalist leader Jerry Falwell on Good Morning America on April 20.

By the time of the tragic resolution of the stand-off between Howell’s group and the police (which still creates political controversy in the U.S.), the Adventist Church had disappeared from news reports. In fact, the effectiveness of this strategy is evidenced in the complaints of a few denominational workers who seem to feel they should have had more opportunity to get media attention in connection with the Waco events.

A year later, the NAD commissioned the Center for Creative Ministry to conduct a national survey of public awareness and attitudes toward the Adventist Church. Less than one percent of the general public associated the name “Seventh-day Adventist” with events or personalities in Waco or simply the words “cult” or “sect.” (See Public Awareness: the Perceptions and Attitudes of the General Public toward the Seventh-day Adventist Church by Carole Kilcher and Paul Richardson, available at 800-272-4664.)



## Rwanda Crisis-1994

Prepared by Gerald D Karst and the GC Communication Department

### A. Background:

On Wednesday evening, April 6, 1994, at about 8:30 pm, the President of Rwanda, Mr Habyarimana Juvenal, was killed in a plane crash near the Gregoire Kayibanda International Airport just east of Kigali. The plane was shot down by a ground to air missile launched by an unknown assailant. The President was returning from meetings in Dares Salaam, Tanzania, where he was endeavoring to negotiate the establishment of a transitional government to help Rwanda become a multi-party democracy. With him on the plane was the President of Burundi, Mr Ntaryamira Cyprien, and several of his cabinet ministers. All were killed. It is reported that two factions of the Rwandese army had been fighting near the airport and one of them may have been responsible for the missile attack. This incident resulted in igniting one of the bloodiest civil wars of the 20<sup>th</sup> century. As the carnage swept across the country reopening century long tribal conflicts, virtually every segment of the Rwandan nation was affected.

The Seventh-day Adventist Church in Rwanda was then one of the largest Protestant denominations in the country. Our people and churches were scattered across the land. Mission and Union mission offices, hospitals, a university, schools and medical/dental clinics along with the significant presence and extensive relief work of ADRA identified much of what Seventh-day Adventists stood for.

For the church, this was an unusual crisis. Those who were in the greatest danger were not the expatriate workers, but the national members of both the Tutsi and Hutu tribes. The confusion was so great that it was difficult to know who was friend and who was foe, for some families had intermarried and became targets from both sides. In this climate of anarchy, the General Conference was called upon to assist with the evacuation and repatriation of its missionaries.

### B. The crisis was identified in the following way:

1. A need for accurate information regarding the conflict.
2. A need for good information about the number of persons and their whereabouts.
3. An understanding of support groups or agencies who could assist at a time of evacuation.
4. Ability to contact embassies and work in harmony with their plans.

5. Keeping the families of missionaries adequately informed concerning the whereabouts and condition of their loved ones.
  6. Identifying evacuation routes and modes of transportation.
  7. Identifying a team leader for the evacuees, or multiple team leaders as needed.
  8. The need for a reliable system of communication with the team leader (radio or telephone).
  9. The need to have a balanced crisis team at the GC to assist with the people half way around the world.
  10. Providing a spokesperson at the GC to deal with questions from the media, and requests for interviews.
  11. Need to provide post-traumatic stress counseling and re-entry guidance for the victims of the war upon their return to their homeland.
  12. Providing family and job security during and after the crisis.
- C. The Crisis Anticipation and Management Committee made possible the following:
1. Immediate establishment at the General Conference of the Rwanda Crisis Management Team.
  2. The appointment of a spokesperson.
  3. Preparation of communication/news releases for both the Adventist Church and the public media.
  4. Identification of all non-national Seventh-day Adventists living and working in Rwanda. This became a difficult task, because we kept finding out about individuals who were in the country as volunteers or visitors, about whom we had no information, but who were looking to the international church to assist them in the time of crisis.
  5. Establish contacts with the embassies and military of various countries represented by our missionaries.
  6. Offer assurances of financial assistance for the evacuees, with insurance coverage for personal affects left behind.

7. Offer safe passage from the nearest airports back to their homeland.
8. Offer post-traumatic stress debriefing upon return.
9. Post-event evaluation of what we learned, and what could be improved.

## Rwanda: Possible Questions

Q: How many Adventists are in Rwanda and do you know what has happened to them?

A: We have about 300,000 believers in Rwanda. Because of the conditions there, we don't know what has happened to most of them. We're very concerned and have been praying for them.

Q: How many missionaries were in Rwanda?

A: There were 90 international workers in Rwanda from many countries including Australia, Belgium, Brazil, Canada, Denmark, Philippines, Portugal, Sri Lanka, Switzerland, and the United States. All have been accounted for and nearly all are out of danger.

Q: What are the church's future plans for the work in Rwanda?

A: Things are so unsettled in Rwanda, that definite plans have not been made. Once things calm down, the situation will have to be evaluated and a decision will be made at that time.

Q: Is it true that more than 200 people were killed on the campus of the Adventist University of Central Africa?

A: We have had unconfirmed reports that people from the surrounding area sought refuge on the campus and that violent mobs came after them and many were killed.

Q: I have friends/family in Rwanda, do you know if they are safe?

A: Communication with Rwanda has been very difficult. Because of current conditions we have no word on individuals in Rwanda. We were able to contact the international workers through their embassies.

Q: What is happening to the properties in Rwanda?

A: Right now, our main concern has been for the people in Rwanda. What happens to any properties will depend on what happens in Rwanda in the next few weeks. An evaluation will be made at that time.

Q: What is happening in Burundi?

A: I don't have any information on that right now.

Q: What are the names of the missionaries who got out and where are they now?

A: (Provide list.)

Q: Is it true that a pregnant woman was one of the people evacuated and that she has had her baby?

A: Yes, it is true that soon after evacuating Rwanda, a baby boy was born to Elizabeth and Jean-Luc Lienard.

Q: Are all the missionaries out of the country? Who is still there?

A: All of our 90 international workers have been accounted for and nearly all have reached safety.

Q: What about donations to ADRA?

A: We are accepting donations for relief once operations begin again.

Q: Will the missionaries be returning to Rwanda after this is settled?

A: At this point in time, the status of the work in Rwanda is uncertain and will depend on what happens there.

Q: Is it true that there are still missionaries in Rwanda?

A: All of our 90 international workers have been accounted for and nearly all have reached safety.

Q: Why hasn't John Wilkens been on CNN like we'd heard he would be?

A: Because of changes in the region, the interview was postponed.

Q: Were there student missionaries there and what has happened to them?

A: Yes, there were student missionaries there, and they have all been evacuated.

Q: We've heard rumors that the Red Cross is back in Rwanda helping people. Is ADRA going back in there too?

A: The church is committed to its mission in Rwanda and we will continue our work there as soon as possible.

Q: What is the church doing for the families here who have lost relatives?

A: The church is in contact with Rwandan communities here in the United States.

## Rwanda: Responding to the Press (Revised 04/13/94)

- ▶ Remember that the reporter is not your audience. You are speaking to the larger audience of news consumers.
- ▶ You are in control of what you will talk about and what you will not talk about. Careful thought has been given to the best messages to convey at the present time (see attached statements) and you control how these messages are presented to the media.
- ▶ Do not say anything that might cause harm to those yet caught in the situation in Rwanda.
- ▶ Do not say anything that will adversely affect a return to the work in Rwanda at a later date.
- ▶ Do not let the reporter lead you into saying more than you intend to say, or discuss issues you do not wish to discuss, or lead you into areas in which you are not informed and do not possess expertise.
- ▶ Do not speculate on or discuss the politics of the situation.
- ▶ Avoid saying “no comment.” Find other ways to change the subject by addressing the matters you have planned in advance to speak on.
- ▶ When speaking with the media remember that there is no such thing as “talking off the record” no matter how the interview may have been represented to you.

### Suggestions for response:

The following statements are designed to cover the major issues of interest to the media. This is not a press release to be read or distributed to the media. The statements are not necessarily connected in subject order and should be rehearsed in advance so that the ideas are expressed in your own words. Not all of the statements may apply directly to you but you do not need to respond to those which do not apply.

- ▶ It has been my responsibility to work in Rwanda for the Seventh-day Adventist Church at (indicate college, mission, ADRA, etc.) in the capacity of (indicate duties). I have served there for (period of time) and I am eager to see a continuation of the work we have been doing for the people of Rwanda when the current crisis is resolved. The church is in contact with Rwandan communities here in the United States. I am really happy to be home and I will be willing to talk

with you at a later date when I am more comfortable with the situation and when it is further resolved.

- ▶ I am not an expert on the political situation in Rwanda. I was only able to see things from a limited perspective and I am greatly grieved for the anguish and suffering that has occurred and continues to occur at the present time. I pray that it will soon be resolved in such a way that we can begin again to work with these dear people.
- ▶ Yes, I did see some of the tragic results of the killing and destruction. It would have been difficult not to see it as we were leaving. As the media have reported, it is a tragic situation.
- ▶ It is very painful for me to rehearse the frightful toll of this tragedy. I do not wish to say anything which would place in jeopardy those who must try and find a way to survive the situation until it is resolved.
- ▶ Yes, there was loss of life among people who were dear to me. It is very painful to me. As a matter of honor to them and their families, I do not wish to make a public statement of the matter at the present time.
- ▶ It is the hope and desire of the Seventh-day Adventist Church and the Adventist Development and Relief Agency that we will soon be able to return and give aid in restoring these suffering people to more stable living conditions.

## Rwanda: International Criminal Tribunal for Rwanda Probe and Trial

News broke in September, 1996, that a former president of the South Rwanda Field, and now retired pastor Elizaphan Ntakirutimana was arrested and charged with crimes related to killings in Rwanda in 1994. He and his family fled Rwanda during the civil war and had been living with a son in Laredo, Texas. An indictment was also issued against his son, Dr. Gerald Ntakirutimana, who was a medical doctor at the infirmary on the Mugenero complex where some of the killings of the war occurred. The U.N. Tribunal sought an extradition of Ntakirutimana and his bid to remain in the U.S. was unsuccessful. Both defendants maintain their innocence.

A crisis communication task force was formed at the General Conference and involved contacting the Africa-Indian Ocean Division in the Ivory Coast. The GC Communication department personnel was to field media inquiries.

It was decided to cooperate with the defense lawyers of Elizaphan Ntakirutimana and his son, and with the U.N. Tribunal, supplying each with the same documentation from the files at the World Church Headquarters.

The case has received much publicity through the media. The trial of the Ntakirutimanas began in September 2001. The following media message points were prepared in case inquiries were received from the media. The message points reflect a consultative nature of the working with the church in Rwanda, the Division office in the Ivory Coast and the General Conference.

Media message points. Elizaphan Ntakirutimana Trial in Tanzania, September 17, 2001. Only if the media calls. Do not offer comments that are unsolicited.

1. Together with others, the Seventh-day Adventist Church cannot forget the atrocities and bloodshed resulting from the 1994 civil war in Rwanda. We support the international initiatives to bring to justice those responsible for criminal activities.
2. We cooperated with both the defense lawyers of Elizaphan Ntakirutimana and his son, and with the U.N. Tribunal, supplying each with the same documentation from the files at the World Church Headquarters. Ntakirutimana retired as a Seventh-day Adventist pastor in 1994. He was a church administrator in Rwanda during the 1994 civil conflict.
3. As a mainstream Christian church, we preach a message of compassion and reconciliation and reject violence in all its forms. For this reason, we can never overlook the charges of violence against humanity. The courts of



justice are the appropriate forum for the resolution of allegations facing Elizaphan Ntakirutimana.

4. The Adventist Church is among prominent Christian denominations in Rwanda with more than 900 churches and 350,000 members. As a church, we involved ourselves and continue with efforts to promote understanding, acceptance and healing in that part of the world. The world church leadership has asked Rwandan church leaders to bring about reconciliation between its Hutu and Tutsi members, and between Hutus and Tutsis generally. In March, 1998, a major series of "reconciliation conferences" in Rwanda was sponsored by our church, aiming at promoting frank discussions and rebuilding trust between rival tribes.

Adventist minister Esdras Mpyisi, once advisor to the former king of Rwanda, led out in the talks in which representatives from warring factions determined to work together toward mutual tolerance and understanding.

5. We maintain an active educational and healthcare work in Rwanda, and the church provides disaster relief and humanitarian aid through the Adventist Development and Relief Agency, our international humanitarian arm. Our church is present in more than 200 countries around the world with more than 12 million members.

## Media Phone Log

Date:	Time:	
Name:	Title:	
Organization:		
Telephone:	Fax:	E-mail:
Reason for call:		
Source of information:		
*Call (+)/(-)/(n):		
Action taken:		
Message taken by:		
* + = a positive call; - = a negative call; n = a neutral call Please send all media phone logs to the office assistant for entry into computer.		

## Protocol for Answering Telephone Calls About a Crisis Situation Involving the Church

The church's Communication department should anticipate an eventuality of media inquiries regarding a crisis situation that may involve the church, its employees or operation. Media exposure such as a TV report or a newspaper article may motivate a number of individuals to call the church office seeking more information. Should you receive a telephone call from anyone regarding a newspaper article or a media report, please follow the following protocol.

FOR ALL EMPLOYEES IN THE OFFICE:

1. Please ascertain if the caller is a reporter from a news organization. Transfer calls from reporters to a designated phone extension.
2. All other calls should be transferred to another designated phone extension. The following is the voice mail message that the callers will hear at this extension (to be adapted accordingly):

“Thank you for calling the Seventh-day Adventist Church about the story running in (name of media). The church communication staff are working to make sure that appropriate responses are being placed in all appropriate communication channels. If you are on the Internet, you will find the latest news posted on the Adventist Church's website at [www.\(name of organization\)](http://www.(name of organization)). [Add appropriate information regarding means of contact.]

## Sample Crisis Intervention Training Module

### Proposed Crisis Situation (Based on a Real Situation)

Your morning newspaper brings you an unexpected surprise—a full-page advertisement by a religious group (an independent ministry or a separate denomination) “warning” the readers about the so-called end-time events and denouncing the Catholic Church and its leadership as the biblical Antichrist. The advertisement includes the name “Seventh-day Adventist” in its signature. Furthermore, the material is laced with quotations from Adventist church literature, including *The Great Controversy*.

Telephones start ringing. Some from the friends of the church. Some, from the Catholic Church itself. Next day, a letter to the editor denounced the Seventh-day Adventist Church and asks why “we” placed such “hate” material in the newspaper.

The following day, the newspaper prints an article, signed by the local Catholic bishop and very critical of our church, portraying us as an intolerant, bigoted religious group. A radio interview with the bishop amplifies the issue. Now, the media people start calling our offices. . . .

#### GROUP TRAINING

What are the ISSUES:

What STEPS need to be taken:

What is the PROCESS needed to reach what SOLUTIONS:

What FOLLOW-UP plans and processes are needed:

How will the final EVALUATION be done: