

## **Twenty Five (25) Elements of a Comprehensive Risk and Crisis Communication Plan**

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(Adapted from Hyer RN, Covello VT. WHO/CDS/2005.31, World Health Organization, Geneva, 2005, [www.who.int/csr/resources/publications/WHO\\_CDS\\_2005\\_31/en/](http://www.who.int/csr/resources/publications/WHO_CDS_2005_31/en/))

- 1) Identify **all anticipated scenarios for which risk, crisis, and emergency communication plans are needed**, including worst cases and low probability, high consequence events
- 2) Describe and designate staff roles and responsibilities for different risk, crisis, or emergency scenarios
- 3) Designate who in the organization is responsible and accountable for leading the crisis or emergency response
- 4) Designate who is responsible and accountable for implementing various crisis and emergency actions
- 5) Designate who needs to be consulted during the process
- 6) Designate who needs to be informed about what is taking place
- 7) Designate who will be the lead communication spokesperson and backup for different scenarios
- 8) Identify procedures for information verification, clearance, and approval
- 9) Identify procedures for coordinating with important stakeholders and partners (for example, with other organizations, emergency responders, law enforcement, elected officials, and provincial, and federal government agencies)
- 10) Identify procedures to secure the required human, financial, logistical, and physical support and resources (such as people, space, equipment and food) for communication operations during a short, medium and prolonged event (24 hours a day, 7 days a week if needed)
- 11) Identify agreements on releasing information and on who releases what, when, and how polices and procedures regarding employee contacts from the media
- 12) Include regularly checked and updated media contact lists (including after-hours news desks)
- 13) Include regularly checked and updated partner contact lists (day and night)
- 14) Identify schedule for exercises and drills for testing the communication plan as part of larger preparedness and response training
- 15) Identify subject-matter experts (for example, university professors) willing to collaborate during an emergency, and develop and test contact lists (day and night); know their perspectives in advance
- 16) Identify target audiences
- 17) Identify preferred communication channels (for example, telephone hotlines, radio announcements, news conferences, Web site updates, and faxes) to communicate with the public, key stakeholders and partners
- 18) Include message maps for core, informational, and challenge questions

- 19) Include message maps with answers to frequently asked and anticipated questions from key stakeholders, including key internal and external audiences
- 20) Include holding statements for different anticipated stages of the crisis
- 21) Include fact sheets, question-and-answer sheets, talking points, maps, charts, graphics, and other supplementary communication materials
- 22) Include a signed endorsement of the communication plan from the organization's director
- 23) Include procedures for posting and updating information on the organization's Web site
- 24) Include communication task checklists for the first 2, 4, 8, 12, 16, 24, 48 hours, and 72 hours
- 25) Include procedures for evaluating, revising, and updating the risk and crisis communication plan on a regular basis