



CRISIS COMMUNICATIONS

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SURFnet

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Crisis management organisation

STRATEGIC

Long term activities

CEO
Communications advisor
....

TACTICAL

Coördination of crisis

CRISIS TEAM
WAR-ROOM

Crisis leader (management teammember)
Communications advisor
Writer
....SO/PO

Meeting every hour or when needed

OPERATIONAL TEAMS

Communications team
- Web- and mediacare
- Spokesperson
- Account managers

Technical
product team

Security team

NOC

Privacy officer

.....

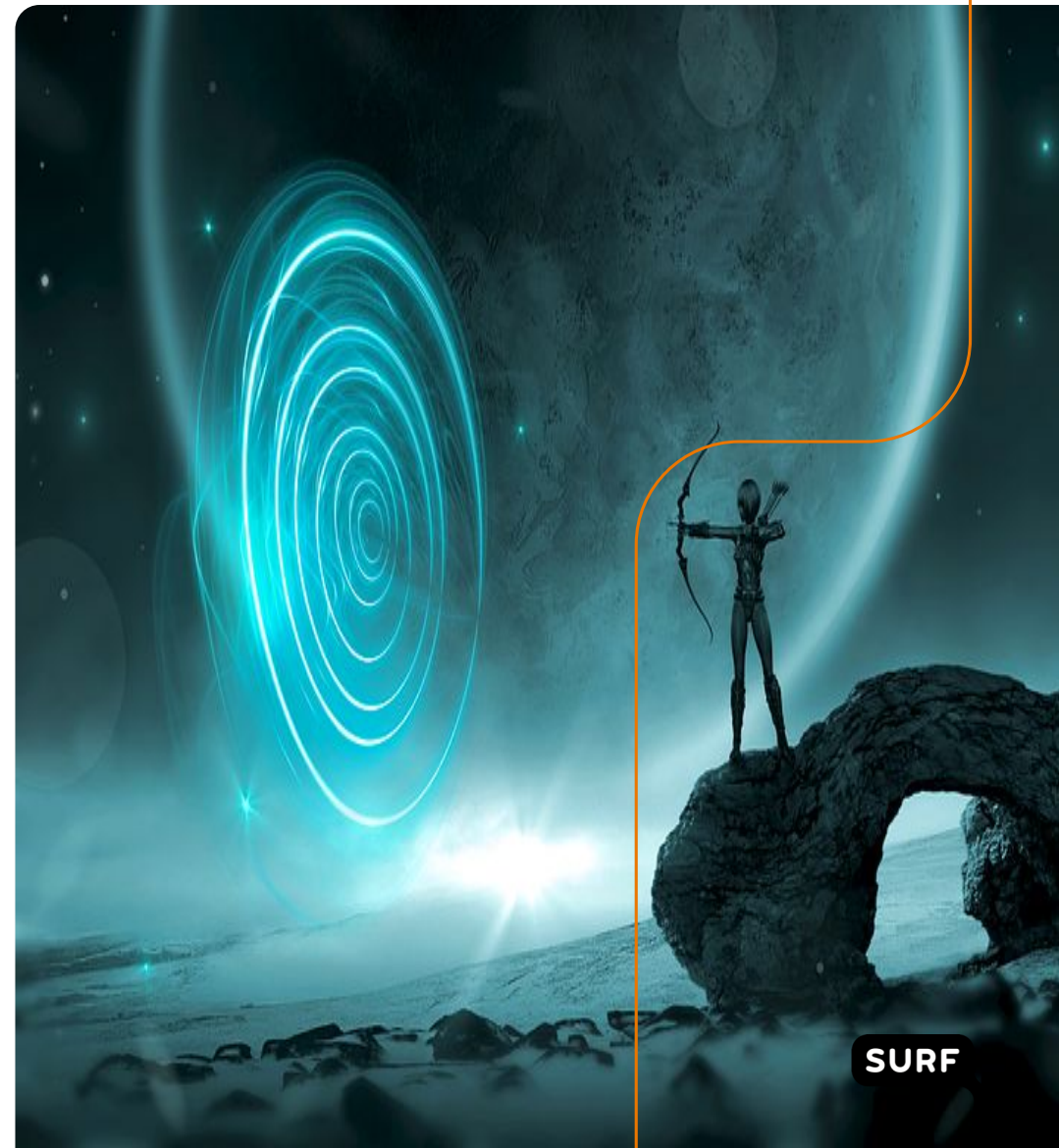
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Tasks in crisis communications team

- **Strategic communications advisor**
Advises CEO/board to take actions for the longer term
- **Tactical communications advisor**
Is part of Crisis team: Coordinates the communications team during the crisis.
Can do internal communication
- **Writer**
Is part of crisis team: translates updates and information from operational teams to clear messages. Messages are used for internal and external communications
- **Media/environment analyst**
scans social media and other channels and informs crisis team every hour with trends and situation on social media and other channels
- **Spokesperson**
Is available for journalists and other stakeholders with direct questions

Objectives crisis communications

- **Give meaning**
Provide some expression of concern/sympathy for victims or problems victims experience.
- **Reduce organisation image damage and give perspective to act**
To maintain a positive image of the organization and give target group tips how to act to reduce their damage.
- **Information need**
Provide accurate, timely information to all targeted internal and external audiences



Steps

1. Install communications team

Form operational and tactical teams and strategic advisor -> tasks and responsibilities should be clear

2. Make target group overview

Who is responsible to communicate to who

3. Communicate external and internal

- At least once an hour
- Based on facts
- Keep external feedback and feelings in mind

4. End a crisis

Close a crisis and communicate where people can get more or further information

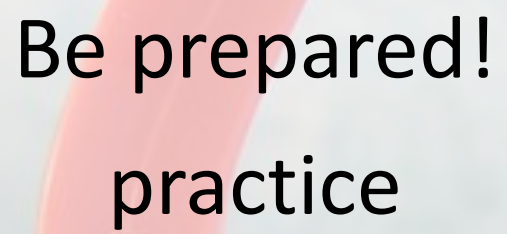
5. Evaluate

What can be improved or re-used in a next crisis?



Format message

Time last update:	<date + time>
Description of situation/crisis:	<description>
Broken services	<what are the problems people can encounter>
Impact for user:	<What is the impact for users>
Possible cause:	<unknow investigated DDoS cyberattack ... >
Next update expected:	<time next update>

A close-up photograph of a red plastic toy figure with a square head and a sad expression. The figure has large white eyes with black pupils, a yellow nose, and a yellow curved mouth. A semi-transparent white speech bubble is positioned to the left of the figure's head, containing the text "Be prepared! practice". The background is a blurred blue and white surface.

Be prepared!
practice

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