

# CRISIS MANAGEMENT @ SURF

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SURF

# Procedure Crisis management

- SURF has a procedure in case of a crisis
- Criteria of a crisis (deliberate subjective):
  - Serious injury or damage, and / or
  - Serious damage to image for SURF, and / or
  - Long-term failure of primary processes or services from SURF, and / or
  - Escalation at board level, and / or
  - Other impact requiring attention or coordination at board level.
- Everyone can report a potential crisis by member Management team
- Manager who received alert, has to start crisis management, either him/herself or handover to other manager or director

# How to start Crisis Management (by Manager)

1. Inform other Board members and teams most likely to be affected
2. Forming a Crisis Management Team  
This primarily involves completing the following tasks:
  - Coordination: this will initially be the manager
  - Communication
  - Writing / plotting: preferably someone with expert knowledge, but otherwise not involved / responsible
3. Arranging a room for the Crisis Management Team.
4. Gathering Crisis Management Team (CMT)
5. Start of Crisis Management Cycle

# Crisis Management Team Corona – roles

- 2 board members
  - Make quick decisions
- Communication
  - Responsible for communication (internal and external)
- Human resource
  - Think and take care of creating contractual arrangements, rights of company and employee in human resource area
- in-house emergency response person
  - Responsible to think about health and safety
- Employees council
  - Responsible to think from the employees point of view on arrangements
- Product manager
  - Thinking about consequences for delivery of services

# CMT Corona – topics to discuss

Everyday, a VC call in the morning:

- Translate measures taken by the government to measures and guidelines for SURF
- Legal stuff
- Investigate the risks
- What is needed to assist employees working from home
- What is needed to run the services of SURF in case: sickness, work remote
- Care for our partners, office suppliers, but also suppliers for our services
- Contact with team leads to keep in touch with the employees
- How to bound employees within this period of ‘social distance’?

## Crisis communications goals:

- **Actual information**  
Provide accurate and timely information
- **Provide action perspective**  
Give tips how to act to reduce damage or how to deal with the situation
- **Give meaning**  
Provide expression of concern and sympathy for victims or problems