



National Federation of Demolition Contractors
Voice of the Global Demolition Industry

Crisis Management **GUIDANCE NOTES**



CRISIS MANAGEMENT - GENERAL

A crisis is the result of a sudden, serious, and negative or catastrophic event such as a major accident or serious injury. This also includes natural disasters and acts of terrorism.

By implementing the following procedures you will be taking the first step in planning for such an emergency. The aim of these Guidance Notes is to advise you of your role during a crisis so you may be able to act immediately during any such occurrence, and so you can focus on dealing with the situation calmly and professionally. Site members will be named as the Crisis Management Team and listed at this stage. It is critical that CMT members are asked if they are comfortable with their proposed role.

The site supervisor will be required to take initial control until the CMT have been notified and are mobilised. During this time the supervisor should follow the below checklist.

Supervisor's Checklist:

- Stop all works, evacuate the site and take a roll-call
- Call emergency services immediately, and use prepared statement (unless you have been trained specifically on what to say, and what not to say):

“My name is _____.

There has been an accident at the following worksite address _____.

There may be as many as (?) people injured and the scene is still dangerous.

Send ambulances and police.”

- Answer any questions asked by emergency response operator
- Bring the CMT up to date with any information

Once this is carried out the site should be secured and isolated:

- Shield the injured parties if possible
- Make way for ambulances and send a banksman/CMT member to the entrance
- Create an exclusion zone to move crowd back/prevent crowd from forming
- Assist with victim care if appropriate and safe to do so

Any trained persons should be assigned to assist emergency personnel as needed. First aiders should commence treatment within their training ahead of any ambulances arriving. All members of the emergency services should be given directions to the area at the entrance, and an outline of possible jobsite hazards and employee's injuries if known.

Prevent all on site persons from using their phones to access social media and from taking photographs or videos for personal retention. Phone usage should be restricted to CMT members only, with videos and photographs restricted to official evidence only.

All persons should quickly gather as much information as possible about what happened and notify the Crisis Team Leader. Information should be accurate and without speculation.

- Advise them of situation
- Review the actions you've taken so far, and discuss your next actions
- Discuss and prepare initial statement content prior to the crisis team leader arriving onsite
- Employees onsite
- Headcount of safe employees
- Possible jobsite
- Hazards et cetera

Remember the hierarchy of strategic intent, during all stages of crisis management:

- 1. Protection of life,**
- 2. Protection of property,**
- 3. Allaying of public fear, and**
- 4. The restoration of normality.**

CRISIS MANAGEMENT TEAM LEADER

Crisis Management Team Leader's roles upon arriving on site during a crisis is to:

- Identify yourself to the appropriate people when you arrive onsite
- Assume primary management responsibility for your company
- Inform officials, media, and others that you will be the one making statements and giving information to the appropriate people
- Gather as much information as possible regarding the incident
- Begin drafting more detailed statements for public, officials, victim's families, et cetera

Initiate an investigation and act to preserve any evidence necessary.

- **DO** make sure the reporters know you are the only official spokesperson
- **DO** talk. Saying a little is better than saying nothing
- **DO** tell the truth. Reporters will find it out anyway, so be honest

- **DON'T** discuss fault or blame
- **DON'T** discuss damages or estimated costs
- **DON'T** have the president of the company be the spokesperson. He shouldn't be saying "I don't know" or "I didn't know"
- **DON'T AD-LIB...** Notes are a good thing

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NFDC acknowledge the assistance provided by Stephen McCann Jnr in preparing this document.

CRISIS MANAGEMENT STATEMENT PREPERATION

When sitting down and preparing statements, please remember the following:

- Communication during and after a crisis can be the single most helpful, or harmful, activity a crisis manager can do
- Effective communication is essential to saving both lives and money, and can be the difference between saving your company, and losing it
- Determine what information to release, and to whom (i.e. other employees, families, the media, government agencies, etc.) as part of your Crisis Management Plan ahead of time
- Immediately after an incident, do not disclose any information that has not been discussed with Crisis Team Leader

Initially, defer questions about specific details until your spokesperson arrives at a later time.

Consider the following when drafting statements ahead of time:

- Emergency calls are recorded, and can be used later as evidence
- Police scanners are often monitored by civilians
- There will almost certainly be a large amount of photographic and video evidence of the accident available on social media that you won't know about (some of it from your own employees). Never contradict the evidence.

Initial Statement Example

"There was a (collapse?)_____ at the worksite a short while ago.

Injured employees are being attended to by emergency personnel (never speculate on victim's conditions, even when you think it is obvious).

The accident is currently under investigation, so we don't have any details at this time.

I will not be answering questions at this time, but our spokesman_____ will be onsite at _____.

He/she will have an updated statement at that time, and you can direct any questions to him/her.

Now, I must get back to work. Thank you."

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