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## **Risk Management and Communication of Issues**

**Skip Bonuccelli**

### **The problem**

- **Crisis planning has become an imperative for 21st century organizations.**
- **Surveys: Many organizations are not adequately prepared to deal with community issues**
- **24/7 news cycle**
- **Rumors and miscommunication**
- **Issues not dealt with in a timely manner**
- **Lack of trust in the organization**
- **Visible leadership**

### **Defining a Problem” or “Crisis**

**Problems: commonplace; predictable; quickly resolved; and may go unnoticed.**

**Crises: less predictable; time- consuming; costly; and bring unwanted public attention.**

### **Issues Management**

- Exxon -- Slow response and failure to communicate resulted in long-term problems.
- Johnson & Johnson -- Quick, candid, values-driven response resulted in CEO being seen as a hero.

### **A Crisis:**

- is a major event that has potentially negative results.
- may significantly damage an organization and its employees, products, services, financial condition, and reputation.

### **Four points of a disruption in operations**

- Warning Stage
- Point of No Return
- Clean Up Phase
- Things return to Normal

### **Step One:**

#### **Risk Assessment**

- Involves identification of threats.
- Seeks to eliminate or minimize those threats.
- Is where we first consider values.
- Can be done by a consultant or a Crisis Planning Team.

### **Step Two:**

#### **Developing The Plan**

- Develop a precise definition of what constitutes a crisis.
- Develop a Crisis Management Team (CMT).
- Identify the stakeholders.

### **Step Three:**

#### **Response**

- This is the stage in which the crisis plan is executed.
- Like any other plan, a crisis communications plan must be flexible.

### **Step Four:**

#### **Recovery**

- Were our actions consistent with our values?
- What aspects of the crisis did we anticipate?
- What aspects of the crisis did we fail to anticipate?
- How well did our employees perform?
- What are the lingering effects of the crisis?
- Have stakeholders' views of us changed?
- What actions should we take next?

### **Crisis Planning Ethics**

- Organizations have an ethical responsibility to plan for the worst.
- Solving the crisis isn't enough -- organizations must communicate with important publics during crises.

## PUBLIC COMPLAINTS

The district will develop and implement effective means of receiving concerns voiced by employees, students, parents and the public in order to reduce potential areas of complaints, and to establish and maintain recognized channels of communication.

A complaint is a concern, problem or difficulty related to the district educational process presented to the district by an employee, student, parent or a member of the public.

An individual properly presenting a concern or complaint shall be assured the opportunity for an orderly review of the concern or complaint without reprisal. The district supports the resolution of a complaint at the closest level possible.

The Board advises the public that the proper channeling of complaints involving instruction, discipline or learning materials is as follows:

1. Teacher or employee;
2. Principal or supervisor;
3. Appropriate central administrator;
4. Deputy Superintendent for Teaching and Learning or Deputy Superintendent for Operations and Support Services;
5. Superintendent;
6. School Board.

Complaints in these areas must be filed under the following:

1. Harassment: GBN/JBA, GBN/JBA-AR, GBNA, GBNA-AR, JFCF, JFCF-AR;
2. Instructional Resources/Instructional Materials; IIA, IIA-AR;
3. Compliance with Standards: LGA.

Although no community member will be denied the right to petition the Board for redress of a grievance, complaints will be referred through the proper administrative channels for solution before investigation or action by the Board. Exceptions are complaints that concern Board actions or Board operations.

Any complaint about school personnel other than the superintendent will be investigated by the administration before consideration and action by the Board. The Board will not hear charges against employees in open public meetings. If the Board deems it advisable, it may provide for a hearing of the complaint at an official meeting of the Board.

While speakers may offer objective criticism of operations and programs, the Board will not hear personal complaints concerning district personnel nor against any person connected with the school system. To do so could expose the Board to a charge of being party to slander and would prejudice any necessity to act as the final review of administrative recommendations regarding the matter. The Board chair will direct the visitor to the appropriate means for Board consideration and disposition of legitimate complaints involving individuals.

#### END OF POLICY

#### Legal References:

ORS 192.610 - 192.690

ORS 332.107

OAR 581-022-1940

Anderson v. Central Point School District No. 6, 554 F. Supp. 600 (D. Oregon 1982); aff'd in part, 746 F.2d 505 (9th Cir. 1984).

Connick v. Myers, 461 U.S. 138 (1983).

#### Cross Reference:

Policy KLD - Public Complaints About District Personnel

## The Gripe Sheet

After every flight, pilots fill out a form called a gripe sheet, which conveys to the mechanics any problem they had with the airplane during the flight. The mechanics read and correct the problem, and then explain in writing on the lower half of the form what remedial action was taken. The pilot reviews the gripe sheets before the next flight. Never let it be said that ground crews and engineers lack a sense of humor.

Here are some actual maintenance problems submitted by Qantas pilots and the solutions recorded by maintenance engineers. By the way, Qantas is the only major airline that has never had an accident.

(P: The problem logged by the pilot.)

(S : The solution and action taken by the engineer.)

P: Left inside main tyre almost needs replacement.

S: Almost replaced left inside main tyre.

P: Test flight OK, except auto-land very rough.

S: Auto-land not installed on this aircraft.

P: Something loose in cockpit.

S: Something tightened in cockpit.

P: Dead bugs on windshield.

S: Live bugs on back-order.

P: Autopilot in altitude-hold mode produces a 200 feet-per-minute descent.

S: Cannot reproduce problem on ground.

P: Evidence of leak on right main landing gear.

S: Evidence removed.

P: DME volume unbelievably loud.  
S: DME volume set to more believable level.

P: Friction locks cause throttle levers to stick.  
S: That's what they're there for.

P: IFF inoperative.  
S: IFF always inoperative in OFF mode.

P: Suspected crack in windshield.  
S: Suspect you're right.

P: Number 3 engine missing.  
S: Engine found on right wing after brief search.

P: Aircraft handles funny.  
S: Aircraft warned to straighten up, fly right, and be serious.

P: Target radar hums.  
S: Reprogrammed target radar with lyrics.

P: Mouse in cockpit.  
S: Cat installed.

P: Noise coming from under instrument panel. Sounds like a  
midget pounding on something with a hammer.  
S: Took hammer away from midget.