

Looking Beyond Damage Control

Crisis Communications

Mitigating the damaging effects of corporate crises through effective communications techniques

Workshop Included: Strategic Crisis Communications Planning

"It was great to learn from experienced professionals; the examples and analysis will help us shape our plans."

"This course was beneficial and expanded on some of the principles of crisis communications that I know."

"Provided good best practices when developing a crisis communications plan."

"Strong insight on how to effectively handle/manage any type of crisis scenario."

participating organizations

City of Ottawa
Fasken Martineau DuMoulin LLP
Goodmans LLP
Halton Region Conservation Authority
Hill+Knowlton Strategies
National Search and Rescue Secretariat

Nordion Inc.
The Centre for Israel and Jewish Affairs
Toronto Transit Commission
Manulife Financial
Ontario Hospital Association
Towers Watson

who should attend

VPs, Directors & Managers of Corporate/Strategic Communications, Planning, Media Relations, Public Affairs/Relations, Government Relations, Employee Communications, Marketing, HR, Security, Change Management

course highlights

- Developing a strategic communication plan
- Managing media relations in a crisis
- Communicating with internal stakeholders during a crisis
- Implementing effective communications during an emergency
- Coaching the spokesperson in times of crisis
- Managing emerging issues strategically
- Measuring your communications approach

 Course Leader Susan Jones, City of Ottawa	 Course Leader Jane Shapiro, Hill+Knowlton Strategies
 Hassaan Basit, Halton Region Conservation Authority	 Virginia Butler- Alderman, Manulife Financial
 Tamra Benjamin, Nordion Inc.	 John A. Campion, Fasken Martineau DuMoulin LLP
 John Keefe, Goodmans LLP	 Jordan Kerbel, The Centre for Israel and Jewish Affairs
 Manon B. Langlois, National Search and Rescue Secretariat	 Brian M. Leck, Toronto Transit Commission
 Christopher McPherson, Ontario Hospital Association	 Kathryn Yates, Towers Watson

COURSE LEADERS

SUSAN JONES

Susan Jones is the General Manager of Emergency and Protective Services for the **City of Ottawa** and is responsible for overseeing the delivery of Fire, Paramedic, Corporate Security, Emergency Management, By-law, Parking and Licensing services as well as management of the City's By-ward and Parkdale Markets.

JANE SHAPIRO

Jane Shapiro is Senior Vice President at **Hill+Knowlton Strategies**.

VIRGINIA BUTLER-ALDERMAN

Virginia Butler-Alderman is Director, Communications, Group Retirement Solutions at **Manulife Financial** with more than 25 years' experience.

TAMRA BENJAMIN

Tamra Benjamin is Vice-President, Public and Government Relations for **Nordion Inc.** She is currently responsible for global communications including public relations, investor relations, crisis management, Government relations, employee communications and community engagement.

JOHN A. CAMPION

John Campion is a Senior Partner at **Fasken Martineau DuMoulin LLP**. He is former chair of the litigation department and of the firm and Past President of the Federation of Law Societies of Canada. He is a leading expert in a broad range of legal and issues management issues.

JOHN KEEFE

John Keefe is a Partner in the Litigation Group at **Goodmans LLP**. John practises commercial litigation with emphasis on commercial disputes, white collar crime and securities fraud, domestic and international arbitration, competition law and injunctions.

JORDAN KERBEL

Jordan Kerbel is Deputy Director, Communications and Advocacy Training with the **The Centre for Israel and Jewish Affairs**.

MANON B. LANGLOIS

Manon B. Langlois is Chief, Communications and Outreach at the **National Search and Rescue Secretariat (NSS)**, a portfolio organization within the Department of National Defence. Ms. Langlois is responsible for directing the communications, marketing and outreach activities of the NSS.

BRIAN M. LECK

Brian M. Leck is the General Counsel of the **Toronto Transit Commission**, Toronto Coach Terminal Inc. and Toronto Transit Consultants Limited.

CHRISTOPHER MCPHERSON

Christopher McPherson is Director of Public Affairs and Member Communications at the **Ontario Hospital Association**. He is responsible for advocacy planning, media relations, and government relations.

KATHRYN YATES

Kathryn Yates is the Communication and Change Management Global Practice Leader at **Towers Watson**. She has more than 25 years of experience in communication and operations management.

CO-LECTURERS

HASSAAN BASIT

Hassaan Basit is the Director of Communications and Marketing at the **Halton Region Conservation Authority** in Ontario. His team is responsible for marketing services, corporate communications and PR, services, digital media and community outreach.

COURSE PROGRAM

CRISIS COMMUNICATION READINESS & RESPONSE DEVELOPMENT

An organization's first response to a crisis situation often fails due to confusion over taking the very first response steps. This session will use recent crisis examples to help participants understand what they need to consider when developing their crisis communication readiness and response development plans.

- Who needs to be engaged in the planning, how to select a corporate spokesperson, and how to practice the plan?
- Putting together your crisis emergency response team
- Corporate crisis communication officer models
- Establishing help desks and internal hotlines

COMMUNICATING EFFECTIVELY DURING CRISIS SITUATIONS

Your choices about what and how to communicate in crisis situations can dramatically affect your company's reputation. This session presents the principles for efficient and timely communications during an emergency or crisis situation, and damage control to protect your reputation.

- Applying TECC: truth, empathy, context, clarity principles
- Identifying and addressing stakeholders
- What, how and when to communicate

SUPPLEMENTARY COURSE MATERIAL

Federated Press is now providing delegates with access to an innovative new database containing at least 25 interactive multimedia presentations by leading experts including approximately 20 hours of lectures on the topics covered by this course, including all slides and speakers' papers. See the list of presentations on page 4.



AV Proceedings

Audio/video segments clickable slide by slide
Papers and overheads also included
Print any of the material for your own use

COURSE PROGRAM

TAKING CONTROL OF THE ISSUE

The effective handling of a crisis owes its success to several actions aimed at taking control of the issue, ranging from mitigating the magnitude of the crisis to providing public disclosure of material information to the media and other key stakeholders. This session will examine these issues, the challenges they create and the actions that can be taken to handle them.

- Getting to the bottom of the crisis quickly – who, what, why, when, how?
- Putting immediate measures in place to stabilize the situation
- Consulting with key stakeholders and interest groups
- Clearly defining your message and reaching out to your target audience

COMMUNICATIONS AND REPUTATION MANAGEMENT

Communications and reputation management are vitally linked. Organizations know that a trusted reputation is earned over years of ethical, honest behaviour. They also know it can be lost very quickly and with devastating effects. Reputation management is a process and not a one-time event. In order to maintain a positive reputation, your organization must understand and manage its communication efforts along with its issues and risks. This session will help you:

- Identify ways to pro-actively manage reputation
- Develop effective issues identification and analysis
- Implement threat assessment and scenario planning with the goal of managing issues and avoiding devastating crises

ISSUES MANAGEMENT

Organizations that are unprepared to manage emerging issues can quickly see themselves at the centre of a crisis. As public and private sectors operate in increasingly complex environments with a 24-hour news cycle and a content vortex that demands new stories at a rapid rate – the best communicators can demonstrate significant value-add to their organization with strong issues management practices. This discussion will focus on issue management best practices.

- Identifying issues early and developing effective strategies to manage them
- How communications, public affairs, investor relations and community relations departments can work together
- Successfully managing issues

CRISIS COACHING: NEED-TO-KNOW COMMUNICATIONS

When a crisis erupts, you have limited time to establish your corporate credibility and take charge of the situation. Today's round-the-clock news environment demands that your media spokespeople possess a unique set of skills in order to communicate effectively during a crisis. This session will focus on what every corporate spokesperson must know about communicating credibly in a crisis.

- Shaping and delivering successful messages
- Facing hostility, anger and emotional questions
- Understanding and using media tactics

PREPARING FOR CRISIS COMMUNICATION DURING NATURAL DISASTERS, HEALTH SCARES, AND NEW "DISCOVERIES"

The stakes are high when presenting complex science and technical issues to the public. How can you avoid misinformation and confusion? Science is more about asking questions than providing definitive answers. Every discovery leads to more questions. Uncertainty is part of the scientific process, but it makes for poor PR! This discussion will detail practical tips to seek, interpret, and narrate complex and technical issues as part of crisis communication.

- Why is science difficult to communicate?
- Training subject matter experts to effectively participate in public presentations
- Creating clear, jargon-free messages to avoid misinterpretation
- Using context to craft a science narrative the public will understand

ROLE OF INTERNAL COMMUNICATIONS IN A CRISIS

Internal audiences are often overlooked during a crisis. But during a crisis, these audiences can be a key ingredient to effectively managing a successful outcome. This session will examine formulating key messages and internal communication processes during the crisis communication planning stages.

- Ensuring the messages reach the employees and major vendors
- Developing policies and procedures for coordination of internal and external communications
- Determining who will be in charge of communicating and distributing information internally
- Monitoring coverage of the situation internally and correcting misinformation before it gets out of hand

MANAGING MEDIA RELATIONS IN A CRISIS

In today's 24-hour media environment, reputation is everything. The effective management of crises in the public eye is integral to maintaining trust in your department or business. How do you respond quickly, concisely and strategically to the media and ensure cooperation while you are under pressure? This session details how to manage media relations.

- Getting the message out: key messages are not just for the media
- Limiting leaks, errors and unguarded comments
- Coaching internal stakeholders to ensure an image of control
- Coping when you lose media control of the message
- Correcting damaging errors or allegations in the media

WORKSHOP

STRATEGIC CRISIS COMMUNICATIONS PLANNING

Living through a crisis changes the way you think about crisis preparedness. As you have been hearing about in this course, crisis management is not something organizations should learn about in real time. The reality is that organizations are ultimately remembered more for the way in which they managed a crisis than for the incident itself. In urgent situations, quick and effective communication is essential in protecting brand and corporate reputation. Social media ups the ante, adding additional layers of intensity, scrutiny and vulnerability. Join your colleagues and participate in a simulated crisis exercise with escalations to stress test your crisis management abilities and put some of the best practices you are learning about into practice. Share ideas on what you would do to manage a crisis situation that replicates reality, including:

- Activating the team – who do you bring to the table and when?
- Immediate steps – what needs to be done?
- Key messages and communications – what is your organization going to say at the outset, to whom, by whom and how?

MULTIMEDIA

Your registration includes an interactive multimedia CD-ROM comprising the following presentations from recent Federated Press courses and conferences. They are presented in their entirety with complete audio and accompanying slides.

For an additional \$175 to the registration fee, you can receive the multimedia proceedings of this course on CD-ROM, containing all presentations given at this event. If not registered for the event, the cost of this CD, is \$599.

To receive the presentations described below as well as the presentations given at the event, the cost is \$799.00.

Strategic Crisis Communications Planning

David Rodier
Hill & Knowlton Canada

Managing Media Relations in a Crisis: Views From the Private Sector

Melanie Coates
Fairmont Hotels & Resorts, Central Canada

Developing & Implementing Effective Communications During an Emergency

Dan Donovan
NRG-FX Inc. and Ottawa Life Magazine

National Capital Commission Case Study: Taking Control of the Issue

Guy Laflamme
National Capital Commission

Measuring the Ability of Management to Communicate Effectively

Dan Donovan
NRG-FX Inc. and Ottawa Life Magazine

The Role of Internal Communications in Crisis Situations

Patricia J. den Boer
den Boer Associates

Crisis Communication Readiness & Response Development

Gregory MacDougall
Canadian Air Transport Security Authority

Managing Media Relations in a Crisis: Views From the Public Sector

Enrico del Castello
Citizenship and Immigration Canada

Crisis Coaching: Need-to-Know Communications Skills & Tactics

Dan Miles
University of Ontario Institute of Technology (UOIT)

Issues Management

Paul Monlezun
Fleishman-Hillard

Measuring the Effectiveness of Your Crisis Communication Approach

Teresa Neuman
Canadian Healthcare Association

Neutralizing a Crisis to Enhance Reputation

Michael FitzPatrick
City of Ottawa

Communications and Reputation Management

Andrew Casey
Forest Products Association of Canada

Down to the Wire: Critical Communication Systems at Hydro Ottawa

Nathan Benson
Hydro Ottawa Limited

911: A Case Study in Crisis Communication (Taking Charge When Disaster Strikes)

Katherine C. Vyse
Brascan Corporation

Developing & Implementing Effective Communications During an Emergency

Deborah E. Trouten
Dakota Communications Inc.

Communications and Reputation Management: Case Study - McDonald's and the BSE Crisis

Richard P. Ellis
McDonald's Restaurants of Canada Limited

The Scarborough Hospital/SARS Crisis Case Study

Betty Alexander
Xposure PR Inc.

Working Effectively with the Security Department

Margaret Percy
Office of the Superintendent of Financial Institutions Canada

Regaining Stakeholder Trust Following a Crisis

Gordon W. Dunn
GO Transit

Setting Up an Effective Communications Measurement Framework

John Corry
University of British Columbia

Communications as the Heartbeat of the Organization: Communications Evaluation Framework

Dyna Vink
The Canadian Research Knowledge Network

Crisis Communications

Madeline Zito
City of Vaughan

Crisis Management and Communications

Leanne E. Likness
ENMAX Corporation

Crisis Management Best Practices at MDS Nordion: Control, Confidence, Calm

Shelley Maclean
MDS Nordion

Registration: To reserve your place, call Federated Press toll-free at 1-800-363-0722. In Toronto, call (416) 665-6868 or fax to (416) 665-7733. Then mail your payment along with the registration form. Places are limited. Your reservation will be confirmed before the course.

Location: Novotel Toronto Centre Hotel, 45 The Esplanade, Toronto, ON, M5E 1W2

Conditions: Registration covers attendance for one person, the supplementary course material as described in this document, lunch on both days, morning coffee on both days and refreshments during all breaks. The proceedings of the course will be captured on audio or video. Multimedia proceedings with all slides and handouts can be purchased separately on a CD-ROM which will also include the course material.

Time: This course is a two-day event. Registration begins at 8:00 a.m. The morning sessions start promptly at 9:00. The second day ends at 5:00 p.m.

Cancellation: Please note that non-attendance at the course does not entitle the registrant to a refund. In the event that a registrant becomes unable to attend following the deadline for cancellation, a substitute attendee may be delegated. Please notify Federated Press of any changes as soon as possible. Federated Press assumes no liability for changes in program content or speakers. A full refund of the attendance fee will be provided upon cancellation in writing received prior to January 28, 2014. No refunds will be issued after this date.

Discounts: Federated Press has special team discounts. Groups of 3 or more from the same organization receive 15%. For larger groups please call.

Payment must be received prior to February 4, 2014

Phone: 1-800-363-0722

Toronto: (416) 665-6868

Fax: (416) 665-7733

TO REGISTER FOR 16TH CRISIS COMMUNICATIONS

Name _____

Title _____ Department _____

Approving Manager Name _____

Approving Manager Title _____

Organization _____

Address _____

City _____ Province _____ Postal Code _____

Telephone _____ Fax _____ e-mail _____

Please bill my credit card: AMEX VISA Mastercard

_____ Expiration date: _____ / _____

Signature : _____

Payment enclosed: Please invoice. PO Number: _____

REGISTRATION COSTS

NUMBER OF PARTICIPANTS:

COURSE: \$1975

COURSE + PROCEEDINGS CD-ROM:
\$1975 + \$175 = \$2150

PROCEEDINGS CD-ROM: \$599

PROCEEDINGS plus multimedia presentations:
\$799

NOTE: Please add 13% HST to all prices.

Proceedings CD-ROM will be available 30 days after the course takes place

Enclose your cheque payable to Federated Press in the amount of:

GST Reg. # R101755163
PBN#101755163PG0001

For additional delegates please duplicate this form and follow the normal registration process