Creating a Resilience Management Action Plan: Handout 5

Crisis Management: How Prepared is your NHRI?
Preliminary Assessment of Your NHRI - Short Form for NHRI Leaders

Instructions:

In Part A, use the questions below to consider the current arrangements for crisis planning and response in your NHRI and identify gaps by answering yes or no to the following questions. Then in Part B, identify who is/should be on your crisis management team.

Factor	Questions to Ask	Your Assessment		Indicators of Success
Crisis Planning & Response	1. Does your NHRI have a formal written crisis management plan or business continuity plan?	Yes	No	There are crisis management plans in place that are reviewed every 6-12 months. Regular crisis and scenario simulations are conducted with key decision makers across departments and functions.
	2. Does your NHRI have people who perform the following roles? - Risk management - Crisis management - Business continuity	 Yes Yes Yes	 No No No	Designated individuals have responsibility for risk and crisis management, as well as business continuity.

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Crisis Planning & Response	3. Is authority clearly delegated to enable a crisis response?	Yes	No	There are specific decision criteria for executing the crisis/emergency or business continuity plan, which designates key personnel needed during emergencies, with detailed assignments, clear roles and responsibilities.
	4. Is your NHRI able to shift rapidly from business as usual to responding to crises?	Yes	No	Staff have received the relevant training and development. There is an organizational chart that outlines roles and responsibilities, and all staff members have copies of this chart.
	5. Is decision-making power shared to the extent that responses are not delayed?	Yes	No	Roles and responsibilities are clearly set out, and a manager is always 'on call'.
	6. Is there an understanding of the relationships and resources your NHRI might need and/or might need to access from other organizations during a crisis, and the planning and management to ensure this?	Yes	No	There is a 'continuity of operations' plan which includes specific information about the characteristics and needs of each individual during a crisis. Each individual has a list of key contacts, which is stored remotely or electronically. A stakeholder mobilization plan is in place.
	7. Are staff encouraged to be vigilant about the organization, its performance, and potential vulnerabilities and threats?	Yes	No	Staff are recognized and rewarded for sharing potential risks, including early warning signals, and these are quickly reported to leaders.
	8. Is the organization's leadership able to provide direction and decision-making during times of crisis?	Yes	No	The behaviours of leaders support proactive resilience thinking. Leaders set a good example by leading scenario-based team discussions about how the team could respond to different threats. Leaders think and act strategically to ensure that the NHRI is always ready for a crisis.
	9. Does the way that your NHRI has planned for the unexpected take into account the importance of key stakeholders?	Yes	No	Plans and strategies have been developed to manage vulnerabilities in relation to the NHRI environment and its stakeholders.

Your Crisis Management Response Team

Instructions:

Use the table below to make a quick assessment of the critical members of your crisis response team. Might those individuals require any additional capacity-building in crisis management and response?

Team Member (Name or position if currently vacant.)	Responsibility (What role will they have in the crisis response team?)	Capacity-building needs (What additional training might they require, if any?)

Please note: Each member of this team must have someone who can substitute for them. Develop an organizational chart of roles and responsibilities for threats/crisis management situations. Consider what will happen if one of those responsible becomes unavailable as a result of the threats (e.g., due to personal attacks). Build in redundancies. Ensure that each team member receives relevant training and development to enhance their crisis management skills. Think about who is best placed to act and whether you need sub-teams (e.g., for communications)

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