

Emergency and Crisis Management Plan (ECMP)

Rev 0 – April 2016

Appendix B
CMT Roles & Responsibilities Checklist

Revision History

REVISION	DATE	DESCRIPTION	AUTHOR	REVIEWER	APPROVAL
A – E	2015/1016	Compilation & DP review	Jim Morrison (add energy)	DP GMO & PMG	
0	8 April 2016	Authorisation for issue	Jim Morrison (add energy)	DP GMO	DP CEO

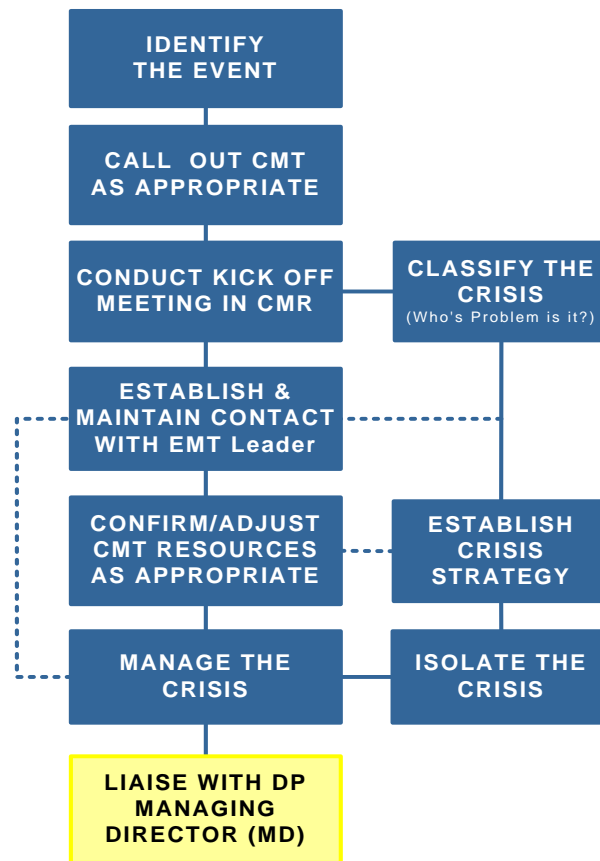
APPENDIX B – CMT ROLES & RESPONSIBILITIES CHECKLIST

DP CMT LEADER

Role Profile

- Consults and liaises with the **DP** Managing Director (MD) during any event, as required;
- Primary role is to lead the CMT in assessing, re-establishing and/or stabilising **DP** operations back to normal business as quickly as possible;
- Lead the CMT in managing an escalating emergency or crisis event from a corporate strategy perspective, while providing guidance and support to any EMT requiring CMT support;
- Classifies the crisis event.

Key Activities



Preparatory Actions

- 1) Be aware of the range and potential impacts of operational and/or corporate events that **DP** could be exposed to
- 2) Identify and implement appropriate risk reduction measures in areas in which potential recovery actions may be pre-planned
- 3) Maintain familiarisation with the **DP** ECMP and associated documents
- 4) Maintain a detailed understanding of your role and responsibilities as part of the CMT
- 5) Ensure your emergency contact details are kept current
- 6) Maintain awareness of current contact / call up procedures
- 7) Establish / maintain dialogue with all relevant contacts (i.e. Stakeholders, JVPs, Media)

CMT Leader - Initial Response Actions (1st Hour +/-)

- 1) Obtain/review initial situation report and verify facts – use *'Initial Mobilisation Checklist' (Appendix D.2)* to assist receipt of incident information from EMT Leader and/or person reporting incident
- 2) **IDENTIFY THE CRISIS EVENT**, including parameters and likely strategic requirements
- 3) Confirm/exchange contact details with EMT Leader and determine briefing schedule
- 4) Establish and maintain contact with the CMT Information Coordinator
- 5) Initiate CMT mobilisation (or elements of) and initial (CMT) kick-off briefing (by phone if necessary)
- 6) Conduct crisis event impact assessment based on CMT members' initial summaries/report
- 7) Ensure any **DP** Senior Management not directly involved in the crisis event are excluded from response activities (i.e. let them focus on normal business)
- 8) Identify any additional information that is required and initiate actions to obtain same
- 9) Assess status of strategic response to date, classify the incident, reclassify as required
- 10) Call out relevant CMT personnel; remind Members to initiate a Personal Response Log
- 11) Request Legal advice as appropriate, including review/comment on all media releases
- 12) Advise/update **DP** MD & any high priority stakeholders; determine ongoing briefing schedule
- 13) With CMT External Affairs, consider media and/or social media monitoring and implications
- 14) Consider initial Media 'Holding Statement' and Media strategy (with EMT Leader as appropriate)

Ongoing Actions

- 1) Determine **DP's** initial corporate position relative to the potential outcome of crisis events
- 2) Ensure contact information for Next-of-Kin (NOK) of any employee fatality or missing person is passed on to Police at the earliest opportunity to facilitate formal advice to the NOK
- 3) Protect EMT Leader from unnecessary interference (media, authorities, stakeholders etc.)
- 4) Identify impact minimisation options/long-term strategic responses; assign personnel
- 5) Advise CMT of any briefings and **DP** M/Director (MD) of any commercial response to the incident
- 6) Follow up on absent CMT members and re-allocate their responsibilities to others (if required)
- 7) Ensure notification or updates have been initiated for CMT members in-transit/traveling
- 8) Set time for Media Release schedule in consultation External Affairs (and with EMT if appropriate)
- 9) Obtain early advice from EMT re implications in relation to fatality (or potential for) or injury of workers, contractors or community members
- 10) Identify if area(s) of significant cultural interest to local communities are (or may be) impacted
- 11) Encourage regular discussions, lateral thinking and subject input from CMT Members
- 12) Keep CMT Members on track with response/communication/strategic objectives
- 13) Initiate trauma counsellor assistance for handling calls from NOK/affected personnel
- 14) For protracted incident, ensure scheduled relief/stand-down of CMT members + effective hand-over

Post Crisis Event Actions

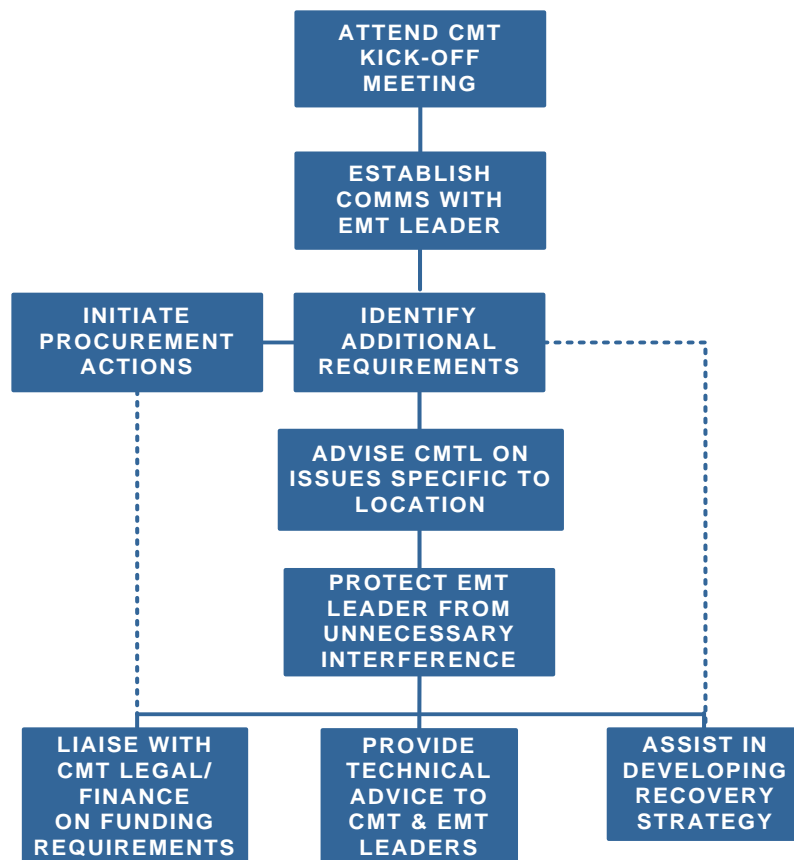
- 1) Chair CMT debriefing; provide Personal Response Log to CMT Information Coordinator
- 2) Develop a recovery strategy (in consultation with EMT if appropriate)
- 3) Request, and follow up on, full incident reports and recommendations
- 4) Conduct debrief with **DP** Managing Director (MD)

DP CMT Corporate Services

Role Profile

- Reports to **DP CMT Leader**;
- Primary role is to assist in coordinating CMT Members throughout a crisis event; provide guidance to CMT Members on their roles/responsibilities and maintain a strategic overview of the crisis event;
- Provide support and relief to the CMT Leader throughout a crisis event;
- Principal point of contact with/for the relevant EMT Leader; support the two-way flow of information;
- Advises (and assists) any relevant EMT requiring CMT support.

Key Activities



Preparatory Actions

- 1) Be aware of the range and potential impacts of operational and/or corporate events that **DP** could be exposed to
- 2) Maintain familiarisation with the overall **DP ECMP** and associated documents
- 3) Maintain a detailed understanding of your role and responsibilities as part of the CMT
- 4) Ensure your emergency contact details are kept current
- 5) Maintain awareness of current contact / mobilisation procedures

CMT Corporate Services - Initial Response Actions (1st Hours)

- 1) Obtain and review initial incident report/s and verify facts
- 2) Attend CMT kick-off meeting and determine likely requirements/support options
- 3) Assist CMT Leader to identify / address the actual crisis event issues, while supporting the EMT
- 4) Confirm/exchange contact details with EMT Leader; establish protocols for SITREP briefing schedule – i.e. between ERT/EMT and CMT – where possible, as a minimum, **every 30 minutes**
- 5) Start a Personal Response Log of key actions, decisions, taskings etc.
- 6) Confirm classification of crisis event (i.e. organisational / reputation / site or facility specific event)
- 7) Obtain current status of event, classification and consider potential impact or escalation factors
- 8) Determine who the likely stakeholders are, or that could be eventually involved
- 9) Obtain ongoing incident briefings from EMT Leader and likely support requirements
- 10) Advise CMT Leader on status of CMT members mobilisation (e.g. arrived, unavailable etc.); assess if composition is appropriate for crisis event requirements; re-allocate roles as necessary
- 11) Identify any additional information that is required and initiate actions to obtain
- 12) Liaise with EMT HSE/HR for support regarding HSE aspects, or evoking Security Plan (as required)

Ongoing Actions

- 1) Monitor operational activities; provide updates to CMT Leader, as received from the EMT
- 2) Advise CMT on issues specific to the location and/or background of the event
- 3) With the EMT/CMT Leaders, assist in development of operational strategy or potential BC impacts
- 4) Assist in developing a clear, documented CMT strategy; monitor decisions and assist in close-outs
- 5) Obtain latest Personnel Manifest / Head Count (from impacted sites/facilities) from EMT Leader
- 6) Protect EMT Leader from unnecessary interference (Stakeholders, NT Govt. Agencies etc.)
- 7) Provide cost estimates and internal records (with updates if an escalating incident)
- 8) Liaise with CMT Legal/Finance/Insurance to secure additional funding for response as required
- 9) Provide CMT with technical advice/update on likely technical specialists required
- 10) Continually update EMT Leader with status of response and/or available support options
- 11) Comply with and support established Media Response strategy and ensure Legal review/comment
- 12) Notify EMT/CMT Leader immediately of any significant change in the crisis event/incident status

Post Incident Actions

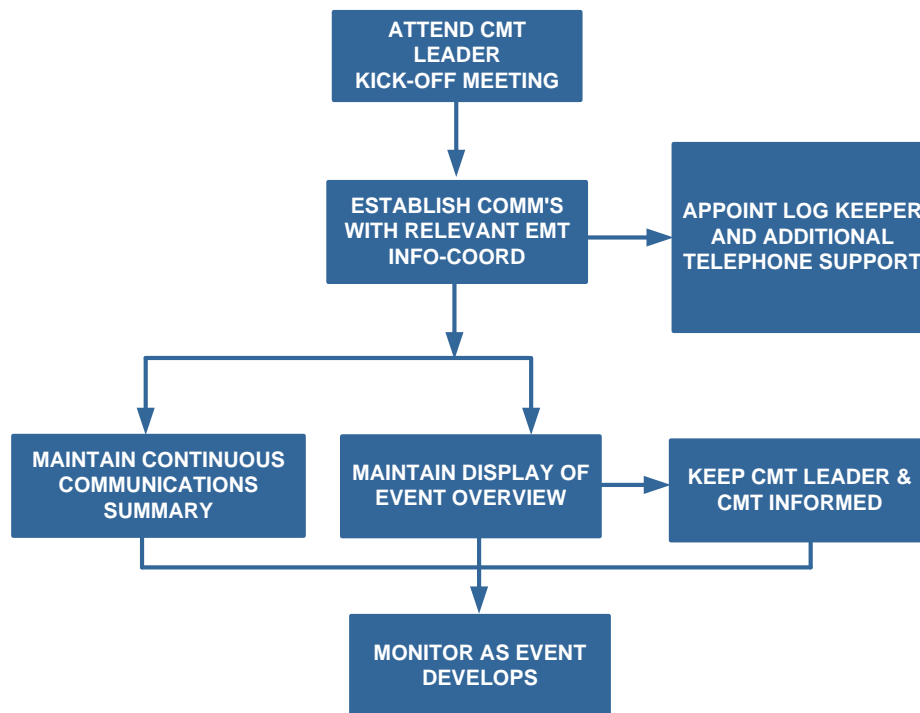
- 1) Advise CMT Leader when the crisis event response has stabilised and/or is under control
- 2) Assist in developing a recovery strategy (in consultation with EMT Leader if appropriate)
- 3) Provide Personal Response Log to CMT Information Coordinator
- 4) Attend and contribute to the CMT debriefing session
- 5) Request/compile incident reports and recommendations from EMT Leader
- 6) Assist CMT Leader to prepare for and conduct a debrief with **DP** Managing Director (MD)

DP CMT Information Coordinator

Role Profile

- Reports to the **DP CMT Leader**;
- Primary role is to maintain a chronological record of crisis event reports/responses (including key decisions/actions) for reference purposes during and subsequent to any response;
- Ensures information entering the Crisis Control Centre (CCC) is noted, validated and brought to the attention of all relevant CMT Members;
- Works with relevant EMT Information Coordinator to ensure all functional requirements of the major emergency or crisis event are being managed;
- Manages Log Keeper/s and (where required) Telephone Support Team.

Key Activities



Preparatory Actions

- 1) Maintain familiarisation with the overall **DP ECMP** and relevant site/facility ERPs
- 2) Maintain a detailed understanding of your role and responsibilities as part of the CMT
- 3) Ensure your emergency contact details are kept current
- 4) Maintain awareness of current contact / mobilisation procedures

CMT Information Coordinator - Initial Response Actions (1st Hours)

- 1) Attend CMT kick-off meeting
- 2) Start a Master Log and commence a chronological record of response reports and actions
- 3) Document full details of the crisis event, in terms of the hazard/risk/injury to people, environment, corporate impacts, property damage and actions taken and in hand
- 4) Brief **DP** switchboard / reception staff; monitor their workload (Incl. stress/endurance levels)
- 5) Mobilise relevant CMT support team personnel/Telephone Support Team members (as required)

Ongoing Actions

- 1) Ensure a recording secretary attends any CMT briefings and/or meetings
- 2) Ensure a chronological record of crisis event reports/responses (including key decisions/actions) are maintained and regularly validated for accuracy
- 3) Monitor the overall response to the event; liaise with other Information Coordinators (i.e. EMT) to ensure that all response functions/actions are being consistently addressed across all locations
- 4) Arrange with EMT HSE/HR for the establishment/maintenance of building security and access control for personnel who may be mobilised to supplement/support the CMT
- 5) Ensure switchboard staff follow ECMP protocols; establish and monitor maintenance/use of incident Telephone Log Sheets and do not release any information not authorised for release
- 6) Ensure effective 'flow' of hard copy communications is maintained and Master copies retained
- 7) Liaise with CMT Legal/Finance/Insurance regarding CCC information flow – refer as required
- 8) Arrange other administrative support to CMT Leader as required
- 9) Monitor information being received on crisis event notification forms
- 10) Stay alert for any anomalies/errors by CMT, regarding recording of chronology of incident events
- 11) Prepare and maintain an appropriate overview log of the event on the CCC whiteboard(s), and/or visually project within the CCC via projector
- 12) Establish an effective information gathering and distribution system, ensuring that:
 - a) CMT Members are kept informed of pertinent decisions made in their absence
 - b) predictable demands for information are catered for in advance
 - c) unpredictable demands are catered for in a (minimum) reasonable time frame
- 13) During a protracted incident, manage arrangements for the relief of support staff
- 14) Ensure effective hand over to suitable Alternate and that shifts are organised for support
- 15) Collect notes/Personal Response Logs of CMT members and retain for collation with Master Log
- 16) Comply with established Media Response strategy

Post Incident Actions

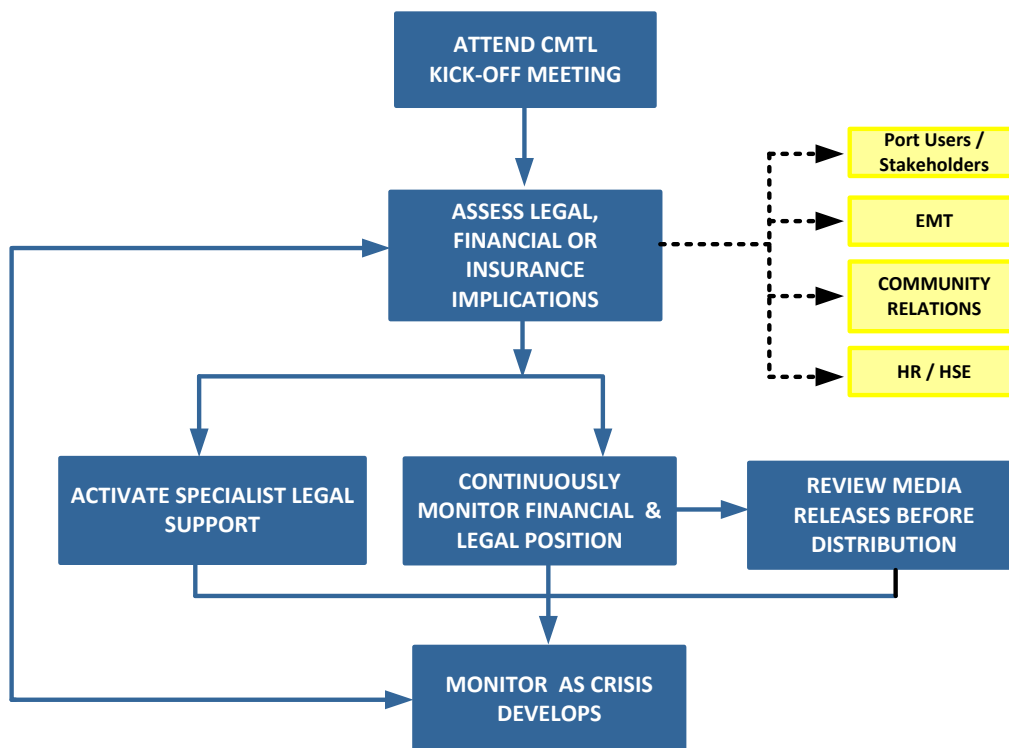
- 1) Collect/collate documentation and records relating to the incident including those generated by the EMT and incident site; ensure these are safely and securely stored; regulate access to file
- 2) Provide copies of all documentation to the CMTL for follow up investigation, potential compensation, insurance and litigation purposes and for regulatory or NT Govt. reporting requirements
- 3) Attend CMT debriefing session as recording secretary

DP CMT Legal, Finance / Insurance

CMT Role Profile

- Reports to the **DP CMT Leader**;
- Primary role is to ensure **DP's** legal, financial and/or insurance position is determined and maintained;
- Provides a legal, financial and/or insurance direction, ensuring the CMT (and EMT if appropriate) recognise actions which may have adverse governance impacts on **DP**;
- Ensures all applicable financial/legal notifications are conducted and that adequate funds are available to support the incident response;
- Provides legal, financial and/or insurance information/direction to the CMT Leader.

Key Activities



Preparatory Actions

- 1) Maintain familiarisation with the overall **DP ECMP**
- 2) Maintain a detailed understanding of your role and responsibilities as part of the CMT
- 3) Ensure your emergency contact details are kept current
- 4) Maintain awareness of current contact / CMT mobilisation procedures
- 5) Establish/maintain dialogue with all relevant legal/insurance/financial interfaces (brokers, clients, bankers etc.)

CMT Finance / Insurance – Initial Response Actions (1st Hours)

- 1) Attend CMT kick-off briefing meeting – establish incident facts / likely impacts / initial requirements
- 2) Determine any legal privilege/disclosure issues and advise CMT Leader
- 3) Determine any financial issues and advise CMT Leader
- 4) Commence and maintain a Personal Response Log – i.e. key actions, decisions and provided advice
- 5) Review any previously issued external reports / or media releases for (potential) legal implications
- 6) Consider need for instruction for internal investigation and implementation of strict information and document control
- 7) Take necessary steps to advise DP’s insurers of any impending claim against DP as and when details of the crisis event become known

Ongoing Actions

- 1) Review relevant details on the status of any injury / fatality
- 2) If fatalities involved (or likely), provide advice on legal / insurance position
- 3) Carry out early assessment, including DP’s financial position, in relation to the incident:
 - a) any failure to meet legal/insurance requirements that has occurred
 - b) potential responsibility / liability issues
 - c) safe legal / insurance position versus potential operational or outrage impacts
- 4) Mobilise additional legal / financial / insurance support staff as necessary
- 5) Ensure Port User, Stakeholder notifications (& updates) are maintained, as per requirements
- 6) Review press releases with CMT Leader; advise on legal ‘soundness’ (consider potential of negative public image/social media issues can occur if insensitive wording is used)
- 7) Provide legal advice/comment regarding ongoing communication with media, regulators etc.
- 8) Contribute legal / insurance / financial input to CMT strategic planning discussions
- 9) Determine potential legal / insurance / financial liabilities or injunctions
- 10) Review any pre-drafted standard clauses (i.e. legally safe “apology” etc.)
- 11) Prepare any useful phrases/clauses that you feel may be needed for media statements or meetings with Port Users, Stakeholders, Regulatory and/or NT Government Departments
- 12) Make and maintain contact with any Port User / Stakeholder legal / insurance / finance representatives
- 13) Assess the position of Port User / Stakeholder intend to take
- 14) Do not communicate with the Media without CMT Leader’s authorisation
- 15) As required, ensure effective hand-over to suitable Alternate for yourself and support staff

Post Impact Actions

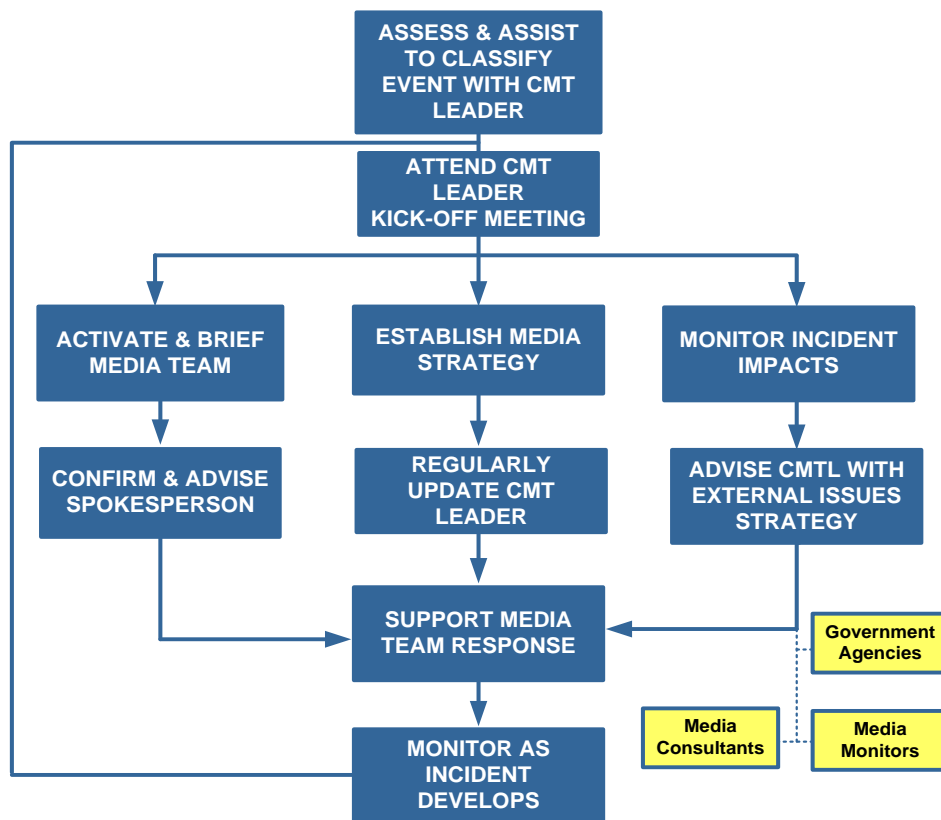
- 1) Provide advice on organisation, control and collection of all documentation relating to the incident, which might be required for an inquiry, claims or other legal process
- 2) Provide Personal Response Log of events, actions, decisions to CMT Information Coordinator
- 3) Attend and contribute to CMT debriefing session

DP CMT External Affairs

CMT Role Profile

- Reports to the **DP CMT Leader**;
- Primary role is to identify and evaluate the short and long term implications of the incident for corporate image, operability and impact on commercial position;
- Provides strategic communications advice to the CMT Leader;
- Develops the external affairs communication strategy for the media and senior representatives of key external parties for approval by the CMT Leader;
- Ensures all incident information released by **DP** is controlled in order to present consistent and factual information to best protect **DP's** interests.

Key Activities



Preparatory Actions

- 1) Maintain familiarisation with the overall **DP ECMP** and associated documents
- 2) Maintain a detailed understanding of your role and responsibilities as part of the CMT
- 3) Ensure your emergency contact details are current
- 4) Maintain awareness of current contact / CMT mobilisation procedures
- 5) Establish/maintain dialogue with relevant external affairs contacts (i.e. media, agencies, media monitors, Social Media analysts etc.)

CMT External Affairs - Initial Response Actions(1st Hours)

- 1) Attend CMT kick-off meeting – establish facts of crisis event and likely requirements
- 2) Obtain incident briefing – i.e. impact on any personnel, community, environment, assets, reputation
- 3) Establish media management team, develop initial media strategy and communicate protocols
- 4) Ensure all CMT, Port User/Stakeholder and contractors are briefed on media contact policy/protocols
- 5) Map and prioritise Port User / Stakeholders – commence preparation of communications strategy
- 6) Identify/evaluate strategic issues, implications for DP’s public image and operability
- 7) Ensure all CMT personnel, Port User/Stakeholder and contractors are suitably briefed on dealing with stakeholder enquires to ensure that all responses are consistent and appropriately managed
- 8) Mobilise additional External Affairs assistance/support and external consultants as necessary
- 9) Consider any Port User / Stakeholder, alliance or other stakeholder External Affairs involvement
- 10) Prepare Media ‘Holding Statement’ and submit for review/comment by Legal Team and approval

Ongoing Actions

- 1) Consider use of ‘Media Monitoring’ by contracted provider
- 2) Coordinate strategic planning, prioritising and management of External Affairs activities
- 3) Brief CMT Leader on approved media strategy (objective, security/access) – provide advice
- 4) Prepare (obtain CMT Leader approval for) and issue regular Media Releases per release protocols
- 5) Decide with CMT Leader who is to be the company Spokesperson(s) and prepare/brief accordingly
- 6) Consider need for external Media Consultant assistance and/or Spokesperson(s) on site
- 7) Establish suitably equipped Media Centre at appropriate location
- 8) Consider need for CMT observer/photographer at incident location
- 9) Liaise with EMT HSE/HR to ensure contact with relatives and other external parties is consistent and that unauthorised information is not being released
- 10) Review all media distribution lists and select appropriate distribution channels
- 11) Prepare ‘Key Messages’ and anticipated questions & answers
- 12) Establish news conference schedule as appropriate, prepare presentation material to be used – as approved by the CMT Leader
- 13) Conduct news conference(s) if Spokesperson role not assumed by another member
- 14) Ensure media attendees are ‘logged’ at news conferences by name, organisation etc.
- 15) In conjunction with Security, issue media access passes by name and organisation and maintain a list of pass holders including phone and fax numbers
- 16) Ensure all material distributed to media is logged and filed
- 17) Conduct a community impact assessment
- 18) Consider actions in regard to notifying effected parties
- 19) Establish employee information distribution channels and notify CMT Leader
- 20) Ensure Next Of Kin (NOK) have been formally notified before releasing any details about fatalities/injuries

Ongoing Actions (cont.)

- 21) Develop draft 'scripts' for different call scenarios (e.g. media groups, community etc.)
- 22) Develop contact program for any affected community and have sanctioned by CMT
- 23) With CMT Legal/Finance/Insurance, assess benefits of providing timely financial compensation to members of public/community immediately affected by the incident
- 24) Coordinate offers of assistance from outside groups
- 25) With EMT HSE/HR/Regulatory continually monitor which Government/regulatory authorities have already been notified by others and update schedules
- 26) Define/ensure Government/statutory requirements for notification and compliance
- 27) Consider which authorities should receive media releases
- 28) Advise CMT as authority contacts are completed
- 29) Develop/implement strategy for Regulatory progress reporting (CMT approved)

Stakeholder Communication

- 1) Identify, analyse and prioritise stakeholders (internal and external)
- 2) Develop incident communications strategy / reporting protocols
- 3) Provide regular media updates following review of content by DP's Legal Team
- 4) Monitor effectiveness of media / other components of strategy
- 5) Monitor impact on government and financial markets
- 6) Identify emerging opinions and modify strategy as appropriate

Post Incident Actions

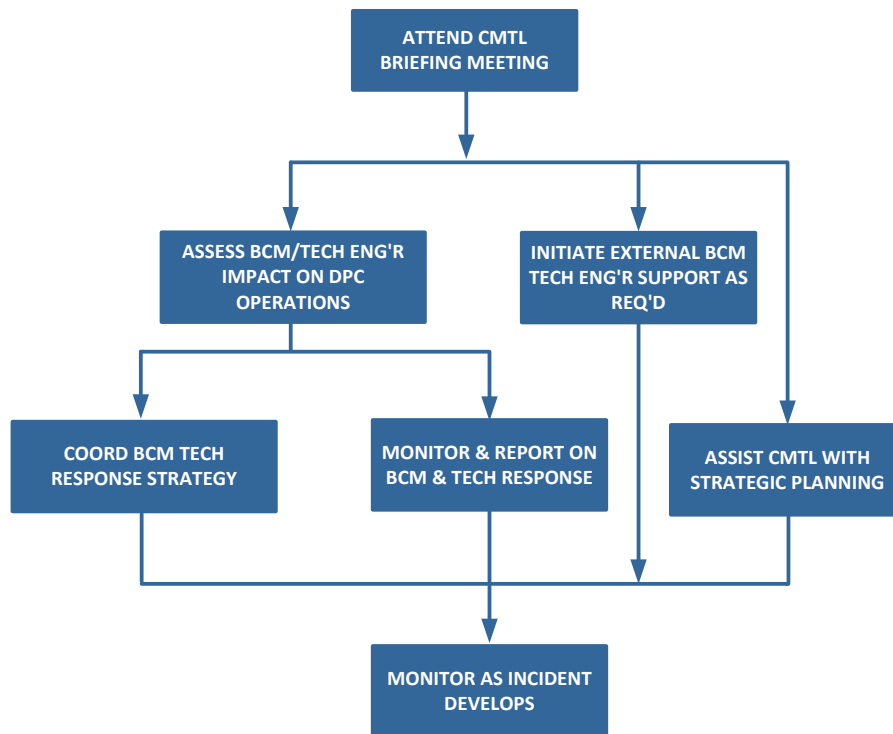
- 1) Attend CMT debriefing session
- 2) Provide a Personal Response Log of events, actions, messages and decisions and provide to the CMT Information Coordinator
- 3) At the end of a crisis event, ensure all necessary expressions of appreciation and regret have been communicated to Port Users/Stakeholders who were adversely affected, including:
 - a) employees and/or associated families
 - b) emergency services and associated agencies
 - c) relevant members of the public
 - d) community focus groups

DP CMT Business Continuity Management/Technical (BCM/Tech)

CMT Role Profile

- Reports to the **DP CMT Corporate Services** or **CMT Leader**;
- Role is activated as required, subject to the relevant event and support required;
- Primary role is to focus on the management of continuing business activities during and after an emergency/crisis event impacting **DP**
- Responsible for ensuring that critical business processes are recovered and maintained
- Assists with coordinating technical/engineering (Tech/Eng) related elements of a CMT response.

Key Activities



Preparatory Actions

- 1) Be aware of the range and potential BCM/Tech impacts of operational and/or corporate events that **DP** could be exposed to
- 2) Identify and implement appropriate risk reduction measures in areas in which potential recovery actions may be pre-planned
- 3) Maintain a detailed understanding of your role and responsibilities as part of the **DP ECMP**
- 4) Maintain a detailed understanding of the **DP Business Continuity Plan (BCP) / Strategy**
- 5) Ensure your emergency contact details are kept current
- 6) Maintain awareness of current contact / CMT mobilisation procedures
- 7) Maintain access to a customer profile list and appropriate contract and contact data
- 8) Establish/maintain dialogue with all relevant Business Continuity Management/technical (BCM/Tech) contacts

CMT BCM/T - Initial Response Actions (1st Hours)

- 1) As required, attend CMT briefing meeting, obtain details on BCM/Tech implications; with each CMT Member, identify any likely BCM/Tech requirements they may have
- 2) Liaise with CMT Corporate Services for BCM/Tech briefing, strategy development and likely requirements
- 3) Liaise with other **DP** Senior Management not involved in the crisis event response, as required
- 4) Establish and maintain liaison with affected **DP** site (including suppliers) and ascertain likely BCM/Tech requirements to ensure continuity of/return to normal business
- 5) Liaise with customers/clients/stakeholders likely to be impacted by product delivery delays
- 6) Start a Personal Response Log
- 7) Consider likely **DP** Asset Protection Strategies required

Ongoing Actions

- 1) Review likely **DP** requirements and initiate any BCM/Tech support resources/personnel
- 2) Take an active role in 'brainstorming' for development of proactive commercial responses, strategic planning and setting of recovery goals
- 3) Prepare initial Commercial Impact Assessment; provide strategy briefing to CMT Corp. Services.
- 4) Maintain BCM/Tech overview and likely effects on any other **DP** operations, infrastructure, critical processes, functions or key internal/external dependencies
- 5) Discuss with CMT Corporate Services possible financial impact/default on contracts, suppliers, external replacement purchases, immediate claims against **DP** or *force majeure* issues
- 6) Collect, assess and disseminate relevant BCM/Tech assessment information likely to affect/be affected by the event, maintain ongoing assessments as appropriate
- 7) Coordinate all external BCM/Tech resources on behalf of CMT Corporate Services and ensure adequate support is available and maintained
- 8) Work with the CMT External Affairs to enable prompt establishment and regular updating of **DP's** Internet site as a key communication medium for information concerning the crisis event/incident

Technical / Engineering Support

- 1) Gather relevant engineering/technical information (plans, diagrams etc.) for review
- 2) Coordinate engineering assessment of incident location regarding potential return to business activities and in developing technical/engineering strategies on critical issues
- 3) Advise technical engineering support specialists to standby for likely assistance
- 4) Determine BCM/Tech personnel required for engineering and integrity assessments of structures/equipment in recovery phase
- 5) Ensure effective hand-over to suitable Alternate for yourself and assigned support staff
- 6) Review, edit and input on any BCM/Tech information prior to media release

Post Impact Actions

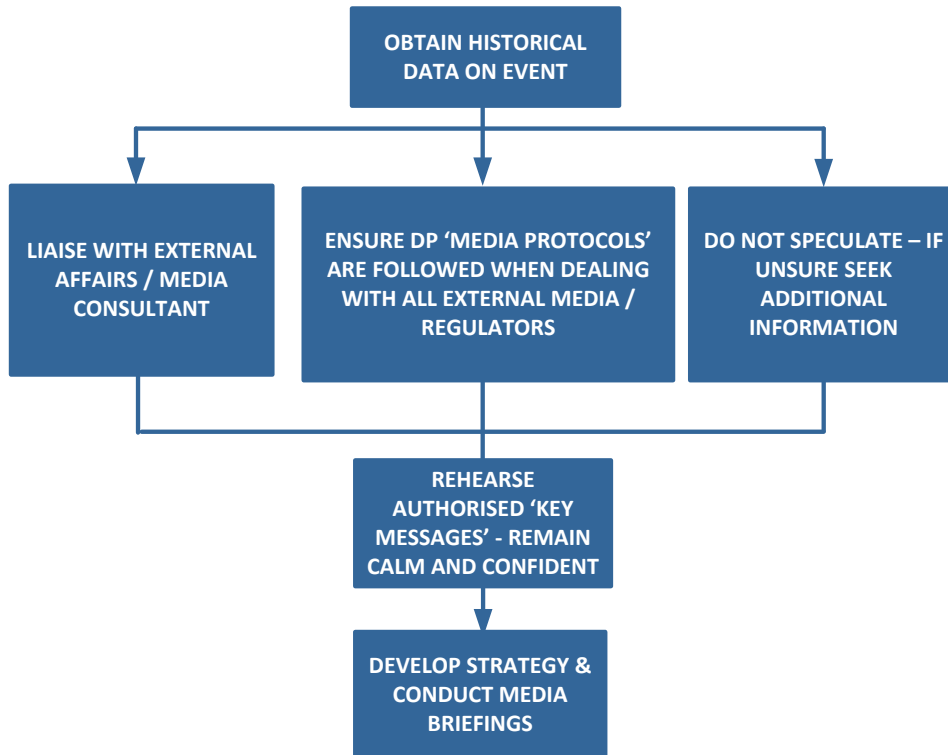
- 1) Attend CMT debriefing session
- 2) Provide CMT Corporate Services with all financial activity details (charge account numbers etc.) associated to BCM/Tech purchases
- 3) Review efficiency of BCM/Tech support and prepare report for CMT Corporate Services

DP CMT Spokesperson (as required)

CMT Role Profile

- Role is nominated and activated from within **DP CMT** as required;
- Reports to the CMT Leader and/or CMT External Affairs representative.

Key Activities



Preparatory Actions

- 1) Maintain familiarisation with the overall **DP ECMP**
- 2) Maintain a detailed understanding of your role and responsibilities as part of the CMT
- 3) Ensure your emergency contact details are kept current
- 4) Maintain awareness of current contact / CMT mobilisation procedures

CMT Spokesperson - Initial Response Actions

- 1) Liaise with CMT Leader and CMT External Affairs representative for briefing/likely requirements
- 2) Determine with CMT External Affairs on general approach to be taken when dealing with media
- 3) With CMT Leader/External Affairs (and/or Media Consultant), assist in establishing and implementing an effective media strategy
- 4) Liaise and advise strategy with Remote Spokesperson (if in place)
- 5) Review media monitoring key issues
- 6) Liaise with any external response agency and/or Contractor spokesperson(s); coordinate media release data and strategy; maintain liaison
- 7) Consult with CMT Information Coordinator for most current incident information
- 8) Review media conference material with CMT External Affairs / Media Consultant and DP Legal Team
- 9) Establish time of initial/next media conference; do not 'stall' past media deadlines

Ongoing Actions

- 1) Review and contribute to preparation of 'Key Messages' – always rehearse before media conference, interviews or releases; include Remote Spokesperson (if appropriate)
- 2) Always portray a positive company image during media conferences
- 3) Ensure visual conference aid material (charts, maps, plans etc.) and relevant technical support personnel are available
- 4) Debrief and assess effectiveness of each media conference with CMT External Affairs / Media Consultant
- 5) Ensure delivery on all 'promises' (authorised undertakings) made during media conferences
- 6) Regularly update CMT Information Coordinator of all key events and media items
- 7) Remember you are the official face and voice of DP:
 - a) prepare and rehearse 'Key Messages' – keep to the facts, never guess, and don't promise (undertake on) what you cannot deliver
 - b) keep answers short and to the point and continually deliver 'Key Messages' in every response
 - c) remember the public aren't impressed with endless technical details
 - d) don't blame others
 - e) be genuine and compassionate, show your concern, and stay cordial no matter what
- 8) As time permits, maintain log of events for collection at end of incident; provide to CMT Information Coordinator

Post Crisis Event Actions

- 1) Attend CMT debrief
- 2) Review Spokesperson response; provide recommendations for improvements or CMP updates
- 3) At the conclusion of any incident, prepare a complete report; provide to CMT Information Coordinator