

UniSport Crisis Management Guideline - UniRoos

1. Rationale

To ensure that UniSport Australia's (UniSport) employees, student-athletes, officials, members, and stakeholders have a unified and consistent approach to "crisis" situations that might impact UniSport travelling teams.

2. UniSport spokesperson

The UniSport CEO (CEO) will be the only person to provide comment relating to a crisis, unless otherwise determined and approved by the CEO. In only exceptional cases should one-on-one interviews be granted. If so granted, these will be conducted by the CEO.

3. Crisis management planning

3.1. Communication

- a. All key parties who will be affected by the crisis situation should be contacted (preferably face to face and if this is not possible then via video or teleconference) as early as possible to discuss strategy, and to ensure that all relevant parties are aware of the situation.
- b. Ensure key stakeholders to the crisis situation are kept up to date of all information.

3.2. Reporting/key contact point

- a. Clear lines of communication and responsibility must be established.
- b. Identify key people who need to be involved in the management of the crisis and the responsibilities of each and a key contact point. In determining key people consider legal, medical, sport governing body, government etc.
- c. A central contact point should be established as early as possible to field initial queries. In the case of UniSport this would be the CEO or their nominated representative.

3.3. Situation analysis

- a. In the event of a situation turning into a "crisis" it is crucial that all information be gathered and considered. As such, it is recommended that an analysis of the situation be undertaken in order to fully consider all aspects and determine the most appropriate action plan.
- b. In the event of a major incident such as death or serious injury to a player, or sexual harassment or a major financial crisis, it is recommended that all parties that are likely to be asked for comment, such as UniSport Members, National/ State Sporting organisations, be brought up to date as quickly as possible and strategy determined.

3.4. Action plan

- a. Decide on course of action to take once all the facts are known.
- b. Brief appropriate people as to what is going to be done.
- c. Discuss and determine approach to issues that will be raised from outside the organisation.

4. Crisis management plan

4.1. Key considerations

- a. Act quickly and consistently within the framework of the agreed plan
- b. Confirm spokesperson and secure this avenue for public comment
- c. Avoid any public signs of panic or alarm, but demonstrate concern
- d. Relate only known facts and do not allow or engage in speculation
- e. Portray a positive and open approach and resist seeking and laying blame
- f. Focus on outcomes and strategies that seek win-win solutions

4.2. Understanding

- a. Determine who are the affected stakeholders
- b. Consider the impacts on each stakeholder group and formulate strategies that meet their needs
- c. Understand the importance of the immediate message and its impact on the capacity of the 'story'. Determine the right message from the outset.

4.3. Plan development and implementation

- a. Confront, determine and assess crisis
 - Consider impacts on stakeholders
- b. Convene the management team
 - Gather information and facts, speak with those most closely involved for first-hand accounts
 - allocate roles e.g. initial point of contact, spokesperson
- c. Initial comments
 - Determine who needs to know and make contact accordingly
 - understand the media's need for an immediate response
 - avoid speculation, specifics, and blame
- d. Define the detail
 - Gather detailed information from all sources
 - seek advice from experts where necessary e.g. legal, medical
 - determine the full extent of the implications and repercussions
 - consult with appropriate stakeholders and keep them informed
- e. Determine strategies

- Should be mutually acceptable to all parties
 - Confirm acceptance of responsibility and ownership
 - Determine public statements that are process oriented
- f. Implement strategies
- Show decisive action is being taken
 - Support the action and the 'leadership' of the spokesperson
 - Release the public statement and brief media where necessary
 - Continue the flow of information as necessary
- g. Evaluate and monitor
- Management team to continue to monitor stakeholder reactions
 - Continue to define the detail, determine and implement strategies as required
- h. Consider change
- Consider what is required to avoid potential future incidents, what actions can change or prevent future outcomes

