



Your Champions During a Crisis

October 10, 2009
ICCC



Champions = Everybody

- Communications is 24/7/52
- Everyone is responsible
- Don't wait for a crisis to implement
- Do you have it right?



What's Important To Employees?

- Leadership
- Honesty
- Open and Constant Communication
- Maintaining a Positive Work Environment
- The Lessons Learned



The Incident

Economy



Housekeeping Department

- Total of 20 employees
- Different backgrounds, multi cultural
- Address concerns over layoffs, salary cut backs, loss of benefits
- Met as a group on their own and chose one representative to meet with management



Outcome

- Honest discussion between management and employee
- No hidden agenda
- Morale boosted within the department
- Open door policy in action
- Reinforced positive work culture



The Incident

Norwalk Virus



Norwalk Virus

- Thought to be a food incident (up to 200 people)
- Immediately, employees jumped to conclusions that outside caterer was at fault
- Public Health Authorities investigated
- Investigation showed it was the Norwalk virus (gastrointestinal)



Outcome

- Protocols were reviewed and updated
- Information on virus was posted throughout the facility
- Regular meetings/updates with staff
- Team building between Centre and supplier resulted in better ongoing communication
- Health & safety became more forefront



The Incident

Concert Closure



Concert Closure

- Our Security Policy for concerts states that there will be a checkpoint/wandering area
- All sharp objects are checked in with Security and given back afterwards
- Ceremonial hardware or weapon?
- Decision to close facility made due to safety concerns



Outcome

- Decisions made by front line staff were backed by management
- Constant communication
- Empowerment
- Reiteration of safety of clients & employees is #1
- Team pulled together



Conclusions

- Constant attention to internal communications is essential
- Communications program must link to corporate culture
- Managers must walk the talk
- Trust!



Thank You!

Heather Lundy
Director, Communications