



The crisis communication scorecard: A tool for crisis communication evaluation, P. Palttala and M. Vos

## **CRISIS COMMUNICATION SCORECARD**

Public authorities nowadays are required to pay much attention to crisis management; this in turn entails the ability to meet the challenge of communication in emergencies. The crisis communication scorecard is a strategy tool designed to improve the preparedness of public authorities to manage crises. It offers a framework for evaluating and improving crisis communication, and assists in communication planning.

The Crisis Communication Scorecard presents critical factors in the communication of public authorities with stakeholders such as citizens, news media, and other response organisations before, during and after emergencies. It also pays attention to the kind of cooperation in the crisis response network that is crucial in the successful management of complex crisis situations. The response organisation network includes public authorities such as rescue services, the police, health care, and various municipal and state officials.

The form of the Crisis Communication Scorecard is inspired by the 'balanced scorecard' of Kaplan and Norton, originally developed for business organisations. It concentrates on key success factors with the aim of revealing and reveals strong and weak points in performance, thereby enabling the prioritization of resource allocation. The approach of the scorecard is integrative as it connects the tasks of communication with crisis management and provides quality criteria for crisis communication.

The tool can be used in two ways. The first phase, Preparation, is suitable for assessing the crisis preparedness of the organisation and its communication plan. This pre-crisis evaluation takes place, e.g., alongside the annual strategy development process. The second and the third phases are used to evaluate a crisis exercise or to reflect on real-life performance after an emergency situation. The second phase concerns Warning and Crisis response when the situation is at its peak, whereas the last phase, Reconstruction and Evaluation, concerns actions when the situation has calmed down. The tool is divided in three phases for ease of use.

The assessment is conducted by scoring performance indicators, which describe the communication actions taken, on a scale. The electronic software provides an overview of the end results. The evaluation is done as a self-assessment by the organisation itself, preferably by engaging an external auditor.

The user guide further explains how to utilise the scorecard. Below each indicator is an academic explanation of why it is important, with reference to sources. The scorecard is based on theory and empirical research. The tool has been developed in an international research project funded by the EU and coordinated by the University of Jyväskylä, Finland<sup>1</sup>.

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STAKEHOLDER	COMMUNICATION TASK	PERFORMANCE INDICATOR	SCALE
PHASE 1. PREPARATION (PREDICTION, PREPAREDNESS AND MITIGATION)			
CITIZENS	1.1 Knowing the public groups and their media use	<p><b>1.1.1</b> The various public groups are identified according to how they seek and receive information about risks.</p> <p><i>Explanation: The relevant public groups are identified, and it is well known and analysed how they seek and receive risk information. People use different communication channels and react differently to information based on their experience of risks and crises and cultural background. Vulnerable groups should be listed, e.g. schools and homes for the elderly. Knowing the relevant) public groups and how they tend to seek information helps in making the right choice of media during a crisis.</i></p>	<p>1    2    3    4    5    0</p> <p>Open space for comments:</p>
		<p><b>1.1.2</b> It is known which sources and intermediaries the various public groups consider reliable.</p> <p><i>Explanation: People will trust some sources more than others and this influences the 'communication climate'. A message that is received from a trustworthy channel is accorded greater credibility. Trust in sources differs among public groups and can be affected by rumours, e.g. on the Internet.</i></p>	<p>1    2    3    4    5    0</p> <p>Open space for comments:</p>

	<p><b>1.2 Monitoring of risk perception and general public understanding of risks</b></p>	<p><b>1.2.1</b> Regularly, studies are arranged to analyse risk perception and the information needs of public groups.  <i>Explanation: Monitoring provides information on how groups of citizens see risks. Surveys can be conducted on a regular basis, and there can be a continuous monitoring of news media content along with online discussions to follow what kind of information needs people have. The results need to be interpreted and explained to others in the response organisation. Even if gathering these data is the task of another organisation, the responsibility nevertheless remains for internally disseminating the information and making sure that it is sufficient.</i></p>	<p>1    2    3    4    5    0</p> <p>Open space for comments:</p>
	<p><b>1.3 Contribution to the general public preparedness</b></p>	<p><b>1.3.1</b> Different means of communication are used to educate and instruct people how to be prepared for various types of risks.  <i>Explanation: For educational purposes a diversity of means and channels should be used, e.g. preparatory campaigns in the media and discussions in schools, e.g., the content of an emergency kit at home, when to close doors, windows and ventilation channels, how to act in the case of a fire, poor quality of drinking water, flooding or threat of terrorism.</i></p>	<p>1    2    3    4    5    0</p> <p>Open space for comments:</p>
		<p><b>1.3.2</b> Background information is given to further explain causes and consequences of risks.  <i>Explanation: Background information leads to better understanding and motivates people to act according to advice. For instance, how a vaccine works and what radiation is. A balance is needed as there should be enough and not too much information given actively, while more details can be made available online such as maps showing industrial and other risks in the area.</i></p>	<p>1    2    3    4    5    0</p> <p>Open space for comments:</p>
<p><b>NEWS MEDIA</b></p>	<p><b>1.4 Establishing cooperation with news media and journalists for crisis situations</b></p>	<p><b>1.4.1</b> The various news media and key journalists are known.  <i>Explanation: It is known which the main news media are, both locally and nationally. Names and specializations of journalists in public and commercial channels are listed. Relations with journalists are regular. An up-to-date media database is maintained along with email lists to enable the various categories of the media to be reached without delay.</i></p>	<p>1    2    3    4    5    0</p> <p>Open space for comments:</p>

		<p><b>1.4.2</b> Media coverage of risk information is stimulated throughout the year.  <i>Explanation: Discussion with journalists about risks, consequences and preparation takes place. The media are encouraged to provide information about risks and how to prepare for them by being given enough background information, e.g. in press briefings. Risks that are not likely to happen or are constantly present do not fit the news criteria well.</i></p>	<p>1    2    3    4    5    0</p> <p>Open space for comments:</p>
		<p><b>1.4.3</b> Media coverage on risks is followed and analysed.  <i>Explanation: Monitoring is done to discover and actively correct possible misperceptions in the media via the organization's own channels, but also to determine the needs of public groups as portrayed in the news.</i></p>	<p>1    2    3    4    5    0</p> <p>Open space for comments:</p>
		<p><b>1.4.4</b> Cooperation with the news media, focusing on the interests of citizens and protecting victim privacy, is initiated.  <i>Explanation: Guidelines for public notification are provided. The organisation also develops procedures to protect victims and families, in the event of a crisis, from overwhelming media attention. A dialogue with journalists is established regarding the organization's objective of finding a balance between the need to report the incident and the requirements of official investigations. Matters for discussion include, for instance, avoiding drawing attention to a criminal act that may lead to the copying by others of the same violent behaviour or publishing graphic pictures that could cause panic.</i></p>	<p>1    2    3    4    5    0</p> <p>Open space for comments:</p>
	<p><b>1.5 Improving preparedness in the organization and in the network of response organizations</b></p>	<p><b>1.5.1</b> The responsibilities and tasks of communication experts in relation to response management in the organisation and within the response network are clearly laid down.  <i>Explanation: The roles and competencies of communication experts are clarified with response managers. This requires: a communication expert in the crisis command centre who takes part in strategic crisis management, a competent team to operate and conduct crisis communication, and the possibility to build up a backup team for communication tasks when needed, e.g. for monitoring, and web updating during crises. Competence profiles can be established for communication experts working with journalists, the social media, web editors, call centre coordinators, etc.</i></p>	<p>1    2    3    4    5    0</p> <p>Open space for comments:</p>
<p><b>RESPONSE ORGANISATION AND NETWORK</b></p>			

		<p><b>1.5.2</b> Agreements are made regarding coordination in the network of response organisations, including responsibilities for communication.  <i>Explanation: In order to cooperate efficiently the communication responsibilities of the organisations involved should be transparent to others in the network. Also, 'up scaling procedures' should be clear, i.e. in situations where the coordination of communications moves up from the local to the regional and national levels. It should be established who are involved during the different crisis phases in coordinating communication, as this may change from the early to later phases. Agreements may also concern when specific crisis facilities will be used, such as a national crisis website and call centre.</i></p>	<p>1    2    3    4    5    0</p> <p>Open space for comments:</p>
		<p><b>1.5.3</b> Communication plans and strategies for various crisis scenarios are developed within individual organisations as well as with other participants in the response network.  <i>Explanation: Communication plans need to be developed for the organisation in question. However, it is not enough that individual organisations have crisis communication plans; such plans should be synchronized to match the plans of the other key participants in the network. Communication plans and strategies can be developed for several scenarios, e.g. a pandemic, power cut or terrorism attack. These, plans, including prepared warning messages and information campaigns, should be tested for effectiveness.</i></p>	<p>1    2    3    4    5    0</p> <p>Open space for comments:</p>
		<p><b>1.5.4</b> Local organizations, institutions and companies, are stimulated to draw up their own crisis communication plans and exercises.  <i>Explanation: the preparedness of other organisations outside of the response network, e.g. schools, homes for the elderly and companies, should be encouraged to the extent that they formulate their own crisis communication plans and exercises. Agreements on cooperation in a crisis situation should be discussed.</i></p>	<p>1    2    3    4    5    0</p> <p>Open space for comments:</p>

	<b>1.6 Improving facilities and the availability of manpower</b>	<p><b>1.6.1</b> Communication facilities to serve public groups and exchange information within the response network in a timely and effective manner are arranged.</p> <p><i>Explanation: For communication with different publics, facilities are arranged that include alert systems (e.g. sirens and cell broadcasts), group emails and social media interventions. The crisis website and call centre needs enough capacity to field the expected volume of inquiries from citizens and thus could be set up on the regional or national level. The Information and Communication System within the response network should be independent of public telephone systems, including mediated communication (e.g. via group email and phones) between the crisis command centre and the crisis site, as well as among the response network partners.</i></p>	1	2	3	4	5	0	Open space for comments:
		<p><b>1.6.2</b> The pooling of communication expertise is arranged and there is enough manpower for each communication task.</p> <p><i>Explanation: The pooling of communication expertise is needed in major crises, e.g. within a district. Also, it should be ensured that there is sufficient manpower for a three-shift 24-hour operation in the event of a long lasting emergency. In particular, a major and long-lasting crisis requires the pooling of manpower and expertise.</i></p>	1	2	3	4	5	0	Open space for comments:
	<b>1.7 Improving information exchange and training of crisis communication activities in the organisation and within the response network</b>	<p><b>1.7.1</b> Knowledge of the responsibilities of other parties, persons to be contacted, procedures and means for the exchange of information in the organisation and within the response network is established in advance.</p> <p><i>Explanation: Exchange of information should be arranged to gain familiarity with the organization's partners so that it is not only after a crisis has occurred that they meet each other for the first time. Procedures of information exchange are established so that everybody knows whom to contact and how in the case of a crisis, and how information will be shared, including between shifts, about decisions made and the reasons for them.</i></p>	1	2	3	4	5	0	Open space for comments:

		<p><b>1.7.2</b> Training for communication expertise and skills is offered for communication officers and response managers.</p> <p><i>Explanation: Continuous education for communication should be provided so that different competence profiles are developed both for communication experts and managers. Different competencies are needed for, e.g. spokespersons, website editors, call centre officers, and those who monitor the online and traditional media. Training may include certification, so that only certified personnel will be able to do certain tasks.</i></p>	<p>1    2    3    4    5    0</p> <p>Open space for comments:</p>
		<p><b>1.7.3</b> Crisis exercises emphasizing communication are conducted regularly.</p> <p><i>Explanation: Exercises in advance enable the practising of roles and tasks, as well as coordination of the communication within an individual organisation and between the response organisations. These exercises can be undertaken for the different crisis phases, and input by citizens and media should also be simulated. A thorough evaluation should be conducted.</i></p>	

		PHASE 2. WARNING						
CITIZENS	<b>2.1 Targeting and distribution of warning messages</b>	<p><b>2.1.1</b> Channels for public warning are selected carefully. This includes both news media (press and broadcasting) and direct channels of communication.</p> <p><i>Explanation: Procedures for public notification are followed, and warnings are sent to publics via different communication channels, reaching more public groups. People use and trust different information sources. In the choice of media, attention should also be paid to reaching vulnerable groups (e.g. handicapped), who should be listed. Special groups (e.g. speakers of minority languages) can be effectively addressed, for instance via intermediaries.</i></p>	1	2	3	4	5	0
		<p><b>2.1.2</b> The core content of the warning is the same for everyone while additional information is given to specific public groups.</p> <p><i>Explanation: Public information must be coherent. However, the diversity of the public groups can be addressed, for instance, by including additional information on the topic in the case of groups who are directly affected or who do not have previous experience of a crisis situation.</i></p>	1	2	3	4	5	0
		<p><b>2.1.3</b> Public groups can easily find more information about the warning online or by telephone.</p> <p><i>Explanation: For people seeking information actively, a website should be provided with a well known address and well linked through other related web pages. A phone number should also be available, for instance a crisis call centre number, where people can obtain more information. When the lines are busy a tape-recorded message should at least give the currently available information.</i></p>	1	2	3	4	5	0
			Open space for comments:					



	<p><b>2.2 Issuing instructions to public groups and monitoring reactions</b></p>	<p><b>2.2.1</b> Warning messages to civil public groups:</p> <ul style="list-style-type: none"> <li>– are provided in a timely manner and their content is well checked</li> <li>– stand out to attract attention</li> <li>– give clear instructions for action to reduce the likelihood of harm</li> <li>– include advice on how to find more information</li> <li>– encourage people to contact persons who might not know of the warning.</li> </ul> <p><i>Explanation: Warnings should be noticeable and clearly phrased as alerts. People should be able to take action according to the instructions given. Messages should be short and important instructions repeated, e.g. references to time and place. It should also be stated what to do rather than what not to do, unless taking the wrong action could harm people. It is also important to mention where more information can be found, e.g. on a webpage. As social networks are effective sources of information, people can be encouraged to communicate with neighbours and relatives. For some groups, e.g. foreigners, social networks might be the dominant source of information.</i></p>	<p>1    2    3    4    5    0</p> <p>Open space for comments:</p>
	<p><b>2.2.2</b> The effect of warning messages is checked.</p> <p><i>Explanation: It is important to monitor that all public groups have been reached, citizens' need for information is met, instructions are understood, and people act accordingly, e.g. they are able to evacuate, and find safe areas and necessary supplies. In situations in which the warning phase is relatively long, e.g. a foreseen evacuation in case of a flooded river, this can be done by observation in the field and monitoring of traditional and social media. When the warning phase is short the dissemination of the warning messages, and how people react to the warning should at least be checked.</i></p>	<p>1    2    3    4    5    0</p> <p>Open space for comments:</p>	

NEWS MEDIA	2.3 Informing the news media	<p><b>2.3.1</b> Warning messages to the news media:</p> <ul style="list-style-type: none"> <li>– are provided as soon as possible to the news media</li> <li>– provide clear information and instructions</li> <li>– give background information about the warning in a clear and open way.</li> </ul> <p><i>Explanation: Message content should be consistent with the information given directly to public groups and any instructions given should be clear. Essential features like place and time should be repeated, while it should also be stated and advice given on how and where to find more information. The purpose is to empower citizens so as to prevent further damage. Background information about the situation should also be transparent. This demonstrates that the response organisation is reliable in its motives and actions, and clear about its own responsibilities.</i></p>	1    2    3    4    5    0	Open space for comments:
		<p><b>2.3.2</b> Media coverage is monitored and analysed.</p> <p><i>Explanation: Monitoring should be done to discover possible misperceptions in the media and correct these in the response organization's own channels, and also to see what needs of public groups are described in the news.</i></p>	1    2    3    4    5    0	Open space for comments:
RESPONSE ORGANISATION AND NETWORK	2.4 Information exchange and coordination in the organisation and within the response network	<p><b>2.4.1</b> In the organisation and within the response network warnings and initial information about the organization's own activities are actively shared. Other participants in the response network are consulted when formulating key warning messages.</p> <p><i>Explanation: In the warning phase it is important to operationalize the network cooperation, so that there is an exchange of current activities. This ensures that the key warning messages of the different response organizations are consistent. Contradictory messages create confusion among the publics, hinder rescue operations and lessen trust towards response organisations.</i></p>	1    2    3    4    5    0	Open space for comments:

		PHASE 3. CRISIS RESPONSE (EMERGENCY)						
CITIZENS	<b>3.1 Instructions on how to prevent further damage</b>	<b>3.1.1</b> Instructions are given in a clear manner, including how and where to get more information. <i>Explanation: Instructions should be given as clearly as possible. They should be short, with repetition of important guidelines. Instructions should be issued separately from background information and emotional messages.</i>	1	2	3	4	5	0
		<b>3.1.2</b> The information targeted at citizens is updated continuously. <i>Explanation: Instructive information provided via call centres and web pages must be correct and up to date.</i>	1	2	3	4	5	0
		<b>3.1.3</b> All public groups, including vulnerable groups, have access to information. <i>Explanation: The diversity of public groups should be taken into account by using various channels of communication. Possible stress or anger on the part of certain involved groups should also be taken into consideration.</i>	1	2	3	4	5	0
		<b>3.1.4</b> Citizens are encouraged to use their social networks. <i>Explanation: Personal networks function as an effective information source, through which the response organisation's messages can also be distributed. Persons who might not be reached by the official information channels can then receive information via their social networks, families and friends.</i>	1	2	3	4	5	0
	<b>3.2 Clarifying the situation to help public groups to cope with the situation</b>	<b>3.2.1</b> Understanding of the crisis and its circumstances is increased. <i>Explanation: The situation should be clarified on the basis of the available information in order to increase general understanding about the situation, its duration, severity and likely consequences.</i>	1	2	3	4	5	0
		<b>3.2.2</b> Empathy with the public groups affected by the crisis is shown by official spokespeople. <i>Explanation: Empathy helps to overcome uncertainty in difficult situations, and assists psychological recovery.</i>	1	2	3	4	5	0

	<p><b>3.2.3</b> Special attention is given to provide information and support for those directly affected by the emergency.  <i>Explanation: A contact person should be named to serve victims and families. Professional support and post-trauma care should be offered where needed. This also applies to the crisis management employees, who should be protected from media attention and e.g. assisted in visiting the emergency location.</i></p>	<p>1    2    3    4    5    0</p> <p>Open space for comments:</p>
<p><b>3.3 Continuous monitoring of needs and perceptions of public groups</b></p>	<p><b>3.3.1</b> The needs and perceptions of public groups are monitored and analysed, which also involves following debate in the social media.  <i>Explanation: Monitoring should be done by analysing, e.g. questions asked at the crisis communication call centre, content of social media, results of fast surveys and so forth. Attention is also given to foreign language speakers and vulnerable groups, such as the handicapped or elderly.</i></p>	<p>1    2    3    4    5    0</p> <p>Open space for comments:</p>
	<p><b>3.3.2</b> Questions and misinterpretations are identified and addressed.  <i>Explanation: While conducting monitoring, questions and misunderstanding that exist should be listed to be answered via direct communication means or media relations. Incorrect rumours should also be listed and addressed, e.g. by participation in social media.</i></p>	<p>1    2    3    4    5    0</p> <p>Open space for comments:</p>
<p><b>3.4 Direct means of communication</b></p>	<p><b>3.4.1</b> Direct means are used to support the communication with diverse public groups, which include at least a website and call centre.  <i>Explanation: Information centres need to be built up immediately after a crisis erupts. Communication should not be a mere one-way distribution of messages but also facilitate individual information seeking. At least, a well-known and easy-to-find Internet website for crisis situations and a call centre for questions by the public are needed. Face-to-face meetings and communication via intermediaries, e.g. of minority groups, should also be considered. Depending on the situation, written or audiovisual material as well as social media can also be used.</i></p>	<p>1    2    3    4    5    0</p> <p>Open space for comments:</p>

		<p><b>3.4.2</b> Sufficient and competent manpower is allocated to provide information and respond to public distress.  <i>Explanation: Sufficient and well-trained staff should be arranged for direct communication tasks (answering requests in a call centre, updating website). Pooling of expertise, within the organisation or with similar organisations in the district, should be used to ensure the availability of enough communication expertise now that the need is at its peak.</i></p>	<p>1    2    3    4    5    0</p> <p>Open space for comments:</p>
NEWS MEDIA	3.5 Designated crisis agency spokespeople and services for journalists	<p><b>3.5.1</b> Emergency management activities are explained to journalists.  <i>Explanation: The response organisation should clarify the crisis situation and describe the crisis management operations (how the situation is being dealt with,) including who are in charge. This is done so that the news media gain a proper overall picture of the event in order to report on it. The way in which the organisation takes care of its media relations in this phase should have the aim of prioritizing saving lives and reducing harm.</i></p>	<p>1    2    3    4    5    0</p> <p>Open space for comments:</p>
		<p><b>3.5.2</b> The information provided is accurate and trustworthy.  <i>Explanation: The information should be thoroughly checked and verified when needed. It is important to relate what is known and not yet known; this gives a clearer picture of the crisis situation as a whole and increases understanding. To prevent further damage, the content should be consistent with the instructions given directly to citizens.</i></p>	<p>1    2    3    4    5    0</p> <p>Open space for comments:</p>
		<p><b>3.5.3</b> In contacts with the media, spokespeople clarify what happened and show empathy with those affected.  <i>Explanation: Spokespeople give meaning to what has happened by stating how they interpret the situation. Also they should show empathy with those affected.</i></p>	<p>1    2    3    4    5    0</p> <p>Open space for comments:</p>

		<p><b>3.5.4</b> A 24-hour media service and sufficient trained manpower are arranged to deal with questions from the press.  <i>Explanation: In crisis time a round-the-clock service is needed to answer press questions and inform journalists about the development of the situation. People dealing with the media should be trained to do so. Trained manpower should also be available at the crisis site. In the case of a criminal act, the requirements of official investigations should be met and, if needed, explained. Providing enough information about rescue activities may help in distracting attention away from violent acts that can lead to copy-cat behaviour by others.</i></p>	1	2	3	4	5	0	Open space for comments:
		<p><b>3.5.5</b> When providing media services near to the crisis site, the organisation tries to protect victims and family from intrusions on their privacy and overwhelming media attention.  <i>Explanation: Media officers at the crisis site should provide information and point out suitable sites for filming and photographing. They should give instructions (e.g. with the police) about where the media are allowed and where not, the aim being to ensure that while reporters are able to do their job the privacy of (family of) victims is not unnecessarily invaded and investigations and rescue work are not hindered.</i></p>	1	2	3	4	5	0	Open space for comments:
		<p><b>3.5.6</b> The media coverage is monitored and analysed.  <i>Explanation: Media reports should be scanned in order to spot and correct possible misperceptions and to see what needs of public groups are described in the media.</i></p>	1	2	3	4	5	0	Open space for comments:
<b>RESPONSE ORGANISATION AND NETWORK</b>	<b>3.6 Assist cooperation in the organisation and within the response network</b>	<p><b>3.6.1</b> Information is exchanged actively in the organisation, also between work shifts.  <i>Explanation: Information needs to be exchanged among all groups involved in the response activities. Where work is done in shifts, not just the decisions taken but also the reasons why and how they were communicated should be shared. An updated log of press relations and other communication activities should be kept.</i></p>	1	2	3	4	5	0	Open space for comments:

		<p><b>3.6.2</b> Information is exchanged actively within the response network, including how the communication tasks are handled.</p> <p><i>Explanation: It is very important that information be exchanged about actions taken so that the organizations within the response network can make informed decisions and know how their counterparts are proceeding in communicating with the media and citizens.</i></p>	<p>1    2    3    4    5    0</p> <p>Open space for comments:</p>
		<p><b>3.6.3</b> There is coordination in the response network for communication tasks.</p> <p><i>Explanation: Tasks for communication in the organisation and between other participants in the response network must be clear. Coordination serves consistency in communication. When the organisations in the network communicate along similar lines with the media and citizens, this prevents misunderstandings and balances resources. If problems in cooperation with other response organisations occur, action should be taken to improve this.</i></p>	<p>1    2    3    4    5    0</p> <p>Open space for comments:</p>

		PHASE 4. RECONSTRUCTION (RECOVERY)						
CITIZENS	<b>4.1 Instructions for recovery efforts</b>	<p><b>4.1.1</b> Clear instructions are provided which enable citizens to recover their own life, home and property. <i>Explanation: After the response phase one of the most important things in crisis communication is to help people regain control over their lives, e.g. by explaining how they can act to help themselves and their family in the post-emergency recovery.</i></p>	1	2	3	4	5	0
		<p>Open space for comments:</p>						
	<p><b>4.1.2</b> People are stimulated to contribute to the coordinated recovery efforts in the community by means of clear instructions. <i>Explanation: Collective efforts are needed for recovery, and many are willing to assist as a volunteer if they know how. This can be on the level of the individual household, neighbourhood, sector, region, and/or country. When a community, such as a school or company, has been disrupted by an emergency, it needs to get functioning again. This includes not only social activities but also e.g. rebuilding after a fire. When it takes a long time to recuperate from a crisis, it is important that the citizens and organisations involved stay motivated to support the reconstruction of e.g. their neighbourhood; this is a task that can be done by, for instance, the municipality.</i></p>	1	2	3	4	5	0	
	<p>Open space for comments:</p>							
<b>4.2 Stimulating a more accurate public understanding of the recovery and ongoing risks</b>	<p><b>4.2.1</b> The information provided about the recovery activities, and possibly ongoing danger, is accurate and transparent. <i>Explanation: Citizens are in this later phase entitled to accurate and honest information to better understand the consequences of the crisis, the recovery activities and ongoing risks, e.g. the possibility of new volcanic eruptions or earthquakes.</i></p>	1	2	3	4	5	0	
	<p>Open space for comments:</p>							
	<p><b>4.2.2</b> Communication about the crisis and its consequences is open and encourages participation in the decision-making about the plans for recovery. <i>Explanation: Citizens, local communities and organisations should have a broad understanding of the recovery options and be involved in decisions that have important consequences for them, e.g. plans about how a neighbourhood is to be rebuilt.</i></p>	1	2	3	4	5	0	
	<p>Open space for comments:</p>							



		<p><b>4.2.3</b> Information and care for those directly affected by the emergency is continued as long as they need it.  <i>Explanation: Care, including professional help for victims and families should continue, depending on how serious matters are; for example, organizing memorial events in cooperation with the families involved.</i></p>	<p>1    2    3    4    5    0</p> <p>Open space for comments:</p>
	<b>4.3 Ongoing monitoring of needs and perceptions of public groups</b>	<p><b>4.3.1</b> The information needs and perceptions of public groups are monitored and analysed.  <i>Explanation: Also in this phase, expectations should be met and questions addressed. Monitoring at this stage focuses on public support for the recovery activities of the response organisation and the active involvement of the public in the collective recovery effort. The monitoring includes reactions in the traditional and social media and e.g. the use of surveys.</i></p>	<p>1    2    3    4    5    0</p> <p>Open space for comments:</p>
NEWS MEDIA	<b>4.4 Ongoing media relations</b>	<p><b>4.4.1</b> The media are encouraged to report about and to motivate the recovery effort.  <i>Explanation: Although the news value of the activities in this phase is not as high as in the emergency phase, recovery initiatives and decisions are nevertheless newsworthy, since paying attention to the recovery process motivates individuals to contribute to it. Cases could be cited that inspire citizens and organisations to continue their recovery efforts.</i></p>	<p>1    2    3    4    5    0</p> <p>Open space for comments:</p>
		<p><b>4.4.2</b> Empathy for those involved is present in information given to the news media.  <i>Explanation: Spokespeople should continue to show empathy with those affected in order to support psychological recovery. This also demonstrates that those affected are not yet forgotten.</i></p>	<p>1    2    3    4    5    0</p> <p>Open space for comments:</p>
		<p><b>4.4.3</b> The organisation explains its role and responsibility regarding the recovery.  <i>Explanation: The organisation must accept its responsibility and communicate about it. Organisations that caused or contributed to the crisis will be held accountable, but other response organisations may also encounter criticism regarding their performance in the response and recovery process.</i></p>	<p>1    2    3    4    5    0</p> <p>Open space for comments:</p>

		<p><b>4.4.4</b> The media coverage on recovery is monitored and corrective information is provided when needed.</p> <p><i>Explanation: Monitoring of the organization's own communication channels should be undertaken to discover and correct possible misperceptions about recovery activities and to see what needs of what public groups in this phase are reported in the news.</i></p>	<p>1    2    3    4    5    0</p> <p>Open space for comments:</p>
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">RESPONSE ORGANISATION AND NETWORK</p>	<p><b>4.5 Stimulating cooperation and coordination in the organisation and within the response network</b></p>	<p><b>4.5.1</b> Information exchange and coordination of current tasks and issues to stimulate recovery is arranged in the organisation and within the response network.</p> <p><i>Explanation: Exchange of information on recovery efforts should be enhanced and coordinated. Although the composition of the response network, leadership and responsibilities changes during a crisis, the exchange of information must be ensured so that people remain committed to the recovery process. Coordination of communication prevents inconsistencies that damage public support. Moreover, the response organisations themselves need a shared understanding of the factors that could hamper the recovery. All key institutions defined as such should have participatory mechanisms to involve the general public, along with affected groups and organisations, in the recovery effort.</i></p>	<p>1    2    3    4    5    0</p> <p>Open space for comments:</p>
		<p><b>4.5.2</b> Contacts in the organisation and with other participants in the response network are evaluated throughout the process to improve these where needed.</p> <p><i>Explanation: If problems relating to cooperation within the organisation (between units) or with the other response organisations arise, remedial action should be taken.</i></p>	<p>1    2    3    4    5    0</p> <p>Open space for comments:</p>

		PHASE 5. EVALUATION						
CITIZENS	<b>5.1 Supporting reflection</b>	<p><b>5.1.1</b> Public knowledge about what happened is increased with the objective of helping public groups to better cope with similar situations in the future.</p> <p><i>Explanation: Although affected public groups may be eager to forget their recent difficulties, it is nevertheless important from a future perspective to look back on what has happened.</i></p>	1	2	3	4	5	0
NEWS MEDIA	<b>5.2 Evaluation and conclusions for the future via media and public debate</b>	<p><b>5.2.1</b> Public dialogue about the crisis situation its causes and consequences is promoted to limit damage in similar cases in the future.</p> <p><i>Explanation: Society needs to cope with similar crises in the future and a public debate about this helps in developing preparedness for these. This may involve discussion about measures to be taken to prevent or limit such risks in the future.</i></p>	1	2	3	4	5	0
		<p><b>5.2.2</b> Media relations are evaluated throughout the process to improve procedures where needed.</p> <p><i>Explanation: Where problems arise in cooperation between the organization and the media, remedial action should be taken,. Feedback must be noted, as the tone in which the media report the situation may indicate the state of the relations between the two parties.</i></p>	1	2	3	4	5	0
RESPONSE ORGANISATION AND NETWORK	<b>5.3 Supporting evaluation and learning about communication in the organisation and within the response network</b>	<p><b>5.3.1</b> Communication is evaluated in the individual organisation and with other participants in the response network. The lessons learned are well documented.</p> <p><i>Explanation: An evaluation of the communication is needed both at the organisational and network level, so that performance is assessed and learning facilitated. Lessons learned should be seen as windows of opportunity for improvement. Documentation enables learning from others as well.</i></p>	1	2	3	4	5	0
		<p><b>5.3.2</b> Actions are determined and initiated to improve the coordination of future crisis communication in the network.</p> <p><i>Explanation: Plans should be initiated that address concrete actions at certain phases of the crisis situation, e.g. setting up an improvement team with members of some organisations to prepare a joint exercise.</i></p>	1	2	3	4	5	0