

ROTARY OCEANIA CRISIS MANAGEMENT PLAN

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1. PREAMBLE

This plan is based on the Rotary International template and the guide and the template can be downloaded from this URL:

<https://my.rotary.org/en/document/developing-crisis-management-plan>

2. PURPOSE

The health, safety and security of our volunteers and program participants is our highest priority. As such, this document has been developed to serve as an important procedural resource to assist District 9920 (hereby referred to as **the district**) volunteers and participants respond effectively when a crisis occurs in order to minimize risk and help ensure the safety of all, to the greatest extent possible.

3. PREPARATION AND CRISIS PREVENTION

3.1. Development

The district's crisis management plan includes a comprehensive assessment of the local risks, in collaboration with the following external agencies:

Note: List any consultants, including law enforcement agencies, local or national health agencies, mental health professionals, etc. that may have contributed to your plan.

3.2. Training Schedule

The district will implement the following training schedule for all individuals involved in the program:

Example: Students shall receive in-person training at inbound orientation once per year.

Outline your district training schedule, frequency, and method for your Crisis Management Team (CMT), students, volunteers, etc.

3.3. Planned and Unplanned Simulations

For the purpose of testing for readiness in the event of a crisis, the District Governor may initiate a planned or unplanned simulation of a crisis. The following guidelines will be followed during both a planned and unplanned simulation:

It will be clearly identified that the crisis is a simulation and there is no immediate risk to young

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people or volunteers.

A crisis simulation shall not be conducted during an active crisis or immediately following a resolved crisis.

A crisis simulation shall not be conducted during a scheduled conference, training event, planned group travel, or other event so as to avoid confusion.

The district governor will confirm when the crisis simulation has ended.

The Crisis Management Team will immediately conduct a debriefing session as outlined in the section below titled CRISIS RESOLUTION .

Note: A plan is only as good your ability to enact it successfully, therefore it is encouraged that the district governor or the Core CMT do at least one simulation per year, either planned or unplanned. Include other considerations for conducting simulations according to your local circumstances.

4. CRISIS MANAGEMENT TEAM

The district's Crisis Management Team (**CMT**) will constitute the following members and include the outlined responsibilities. In the event of a vacancy, temporary leave of absence, or incapacitation of any member of the Core or Additional CMT, the district governor shall designate a trained replacement.

4.1. The Core Crisis Management Team:

District Governor: Responsible for overseeing all aspects of crisis response, convenes meetings, and delegates tasks as necessary. Represents the district and serves as the appointed spokesperson when answering media inquiries. Has ultimate decision-making authority when determining the level of a crisis (upon consultation with the CMT) and actions to take in response to a crisis according to the response protocols. A trained alternate should also be available in case the governor is impacted by the crisis or otherwise unable to perform their crisis management duties.

District Youth Protection Officer: Assists with overseeing crisis response and serves as a consultant (when appropriate) or consults with local experts for guidance when necessary, monitors developments of the situation, and coordinates communication within the district and its clubs and with Rotary International. This person does not need to be an active member of a club to serve in this role.

District Youth Exchange Chair: Serves as the main point-of-contact for students and families

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involved in Rotary Youth Exchange, coordinating communication with them. Responsible for ensuring all students are safe and accounted for in the event of a crisis. Responsible for reporting updates to all members of the CMT.

District Interact Chair: Serves as the point-of-contact for youth and families involved in Interact, coordinating communication with them. Responsible for ensuring all students are safe and accounted for in the event of a crisis. Responsible for reporting updates to all members of the CMT.

District RYLA Chair: Serves as the point-of-contact for youth and families involved in Rotary Youth Leadership Awards, coordinating communication with them. Responsible for ensuring all students are safe and accounted for in the event of a crisis. Responsible for reporting updates to all members of the CMT.

Additional Crisis Management Team:

Example: Jane Doe, member of the Rotary Club of XX, member of the district Youth Exchange committee: responsible for ensuring all CMT members, parents, and families are subscribed to automated alerts from their respective government agencies, health agencies, or emergency notification systems. Regularly monitors any emergency notifications and reports potential or actual emergencies to the Core CMT.

Note: In order to ensure effective coordination, it is essential that those managing and following this plan understand their roles and responsibilities in carrying out a response. In this section, list everyone on this team, their role, and a description of their responsibilities.

5. CRISIS SITUATIONS & RESPONSE PROTOCOLS

Each section below outlines crisis situations by type and the appropriate protocols to be followed depending on the Level.

The Core CMT and ultimately the district governor decides the level of a crisis and when to escalate or de-escalate a crisis.

Note: Below are two examples of a response protocol based on three crisis levels.

Develop a set of response protocols based on each type of crisis as noted in the table of contents or include additional types according to your local circumstances. Because each type of crisis requires a different response, it is important to have clearly defined definitions for each level and the response protocols for each. Also consider developing checklists for each type of crisis as noted in the best practices section.

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5.1. Accidents

5.1.1. Level I – Minor Injury/Accident:

The emergency (or perceived emergency) does not currently present a significant health or safety risk and does not appear to require medical intervention and involves only one or two people.

- (a) Immediately alert the on-site or responsible health, safety, or medical personnel to assess the injury/accident
- (b) Have a qualified/trained volunteer administer first aid to the injured person(s) and safely transport them to the designated area of refuge if needed
- (c) Continue to monitor the affected person(s) and contact emergency medical assistance if necessary (escalate to Level II)
- (d) Contact the parent/guardian within 24 hours of the injury/accident
- (e) Report the injury/accident to the District Youth Protection Officer and Rotary International within 72 hours of the injury/accident

If more than two people are affected by a minor injury/accident, follow the response protocol for Level II.

5.1.2. Level II – Serious Injury/Accident:

The emergency (or perceived emergency) may present a significant health or safety risk and requires medical intervention for one or more person or more than two people are affected by a minor injury/accident:

- (a) Immediately alert the on-site or responsible health, safety, or medical personnel to assess the injury/accident
- (b) Immediately contact emergency medical services
- (c) Have a qualified/trained volunteer administer first aid to the injured person(s) and safely transport them to the designated area of refuge if needed
- (d) Ensure that other youth program participants are being supervised while attending to
- (e) the needs of the injured person(s)
- (f) As soon as emergency medical services arrive, contact the parent/guardian and District Youth Protection Officer

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- (g) If the person(s) are required to be transported to a hospital or emergency medical facility, designate an adult volunteer to accompany them and other adult volunteers to supervise remaining youth program participants
- (h) Contact the designated person responsible for insurance-related questions or claims to determine what steps may be required to report to insurance provider(s)
- (i) Determine if there will or may be any media coverage and activate your media crisis response protocols
- (j) Report the injury/accident to the District Youth Protection Officer and Rotary International within 72 hours of the injury/accident.

5.1.3. Level III – Critical Injury/Accident:

The emergency (or perceived emergency) presents a significant or critical health or safety risk and requires immediate medical intervention or life-saving procedure:

- (a) Immediately alert the on-site or responsible health, safety, or medical personnel to assess the injury/accident
- (b) Immediately contact emergency medical services
- (c) Have a qualified/trained volunteer administer first aid to the injured person(s) and safely transport them to the designated area of refuge if needed
- (d) Ensure that other youth program participants are being supervised while attending to the needs of the injured person(s)
- (e) As soon emergency medical services arrive, contact the parent/guardian and District Youth Protection Officer
- (f) Designate an adult volunteer to accompany the person(s) to a hospital or emergency medical facility and designate other adult volunteers to supervise remaining youth program participants
- (g) Contact the designated person responsible for insurance-related questions or claims to determine what steps may be required to report to insurance provider(s)
- (h) Determine if there will or may be any media coverage and activate your media crisis response protocols
- (i) Report the injury/accident to the District Youth Protection Officer and Rotary International within 72 hours of the injury/accident .

Note: Create additional levels or protocols depending on your local circumstances.

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5.2. Physical Health Emergencies

5.2.1. Level I – Monitor:

The emergency (or perceived emergency) does not currently directly impact students or volunteers, and is perceived to be a contained/isolated situation:

- (a) Distribute or communicate information to volunteers, students and their parents, and RI related to how the emergency is impacting/has impacted nearby cities, countries, etc., to create awareness and educate stakeholders on how to protect themselves, and to assure them that the situation is being monitored by your crisis management team.
- (b) Continue to monitor developments, including any alerts and updates issued by federal, state and local government agencies for further guidance.

5.2.2. Level II – Plan:

The situation does not yet directly impact students or volunteers but has developed or progressed/spread to other areas and is no longer isolated or contained:

- (a) Activate crisis team to monitor developments, prepare for and plan for next level of severity
- (b) Prepare formal communication to individuals who express concerns about the developments, as well as a proactive, informational communication to all stakeholders (volunteers, students and parents)
- (c) Identify the criteria that would require activities, such as in-person gatherings or travel to be postponed or cancelled
- (d) Identify the criteria that would require program participants to self-isolate, quarantine, seek medical treatment, or be repatriated
- (e) Develop a specific plan based on the criteria identified should the emergency spread to or directly impact your region, including students and volunteers, and communicate this plan to all. The plan should include specific dates that actions will be taken if the situation does not improve or worsens
- (f) Contact the designated person responsible for insurance-related questions or claims to determine what steps may be required to report to insurance provider(s) and to access any resources the carrier may have available .

5.2.3. Level III – Act:

The emergency directly affects your district/region, students and volunteers:

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1. Implement actions steps identify in Level II to prevent risk to students or volunteers (e.g. cancelling activities, events, or travel)
2. Communicate emergency and contingency procedures to students, volunteers and parents
3. Communicate emergency and contingency procedures to all relevant local, national, or international government or health agencies as necessary to coordinate repatriation or safe travel
4. Contact the designated person responsible for insurance-related questions or claims to determine what steps may be required to report to insurance provider(s) and to access any resources the carrier may have available
5. Issue refunds or notice of cancellation for all pre-paid or registered events, trips, or other program-related costs
6. Notify RI within 72 hours of any emergency medical treatment, hospitalization, or repatriation of program participants related to a health emergency
7. Continue to monitor and adapt procedures as situation develops

Note: Create additional levels or response protocols according to your local circumstances. For example, “Level III – Act” may include specific action steps per program, such as what to do in the event of quarantine measures or travel restrictions related to an infectious disease outbreak and what factors would require a decision to cancel in-person events like RYLAs or require all currently hosted Rotary Youth Exchange students to return to their home country if safe and possible to do so. Include all the action steps required in order to safely and effectively implement those actions steps.

6. CRISIS RESOLUTION

6.1. De-escalating and Declaring a Crisis Resolved:

The District Governor shall be responsible for de-escalating a crisis (moving a crisis from a higher level to a lower level) and declaring a crisis resolved according to the following:

6.1.1. De-escalating a crisis:

A crisis level will be moved from a higher level to a lower level,

when appropriate, when the all steps in the response protocols have been followed, but there is

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still a need to maintain a level of crisis awareness or response, and that response is more appropriate to the protocols described by a lower level. The District Governor will communicate with the Core CMT in the event of a de-escalation of a crisis and activate the notification protocols as necessary.

6.1.2. Declaring a crisis resolved:

A crisis will be deemed resolved when the all steps in the response protocols have been followed, there is no immediate risk to young people and volunteers, and there is no need to maintain a level of crisis awareness or response. The District Governor will communicate with the Core CMT in the event of a resolution of a crisis and activate the notification protocols as necessary.

Note: Outline additional criteria for de-escalating or resolving a crisis and response protocols for each as according to your local circumstances.

6.2. Debriefing:

Immediately following a resolved crisis, a crisis simulation, or a narrowly avoided crisis, the Core CMT shall conduct a debriefing. Members of the Additional CMT may also be included, as necessary. The purpose of the debriefing is to ensure the response protocols were followed, if there are any action steps needed as a result of a crisis resolution, including, but not limited to, making updates to the crisis management plan and conducting emergency trainings.

A copy of the debriefing questionnaire (Appendix B) shall be included with any formal records and the district governor shall be responsible for ensuring that any actions recommended as a result of the debriefing are implemented.

Note: Debriefings can be formal or informal, but should always include a thorough and honest assessment of the crisis response so that improvements can be made.

6.3. Updating the CMP & Emergency Training:

6.3.1. Review of the CMP – Crisis Management Plan

It is important to review the crisis management plan regularly.

This plan shall be updated as follows:

- (a) Annually prior to the start of the new Rotary year at the first meeting of the District Board in July of each year.
- (b) Following any changes to leadership or other youth protection policies.

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- (c) As a result of recommendations from a debriefing following a resolved crisis, a crisis simulation, or a narrowly avoided crisis.

6.3.2. Emergency (unscheduled) trainings

Emergency (unscheduled) trainings shall be conducted as follows:

- (a) Immediately following a resolved crisis when the results of a debriefing reveal a need to do so.
- (b) If a crisis or emergency that involves young people is narrowly avoided, especially when the results of a debriefing reveal that youth protection policies or response protocols were not followed.

Note: These may not be the only circumstances that warrant an update to your crisis management plan or that may require additional training. Outline additional requirements according to your local circumstances.

7. OTHER IMPORTANT CONSIDERATIONS

7.1. Supporting Young People During a Crisis

Young people may require additional support, mental health counselling, or medical

attention during or immediately following a crisis. It is important to check-in with young people who have experienced a crisis themselves as well as others who may have been present during an in-person emergency or who may also be indirectly impacted (friends, family, or others close to someone who experienced a crisis).

The following procedures should be followed during a crisis and immediately following a crisis:

- Assess the physical, mental, and emotional state of young people directly or indirectly impacted by a crisis
- Be supportive but also respect the young person's right to privacy or confidentiality if there is no reporting requirement
- Schedule a follow-up with anyone directly or indirectly impacted by a crisis with an appropriate person (Club counselor, district Youth Protection officer, etc.)
- Offer additional support services as follows. Notify by email to notify@rotarydistrict9920.org when additional support services are required

Service type

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Provider

Telephone

Email

Ex. Mental Health

ABC Counselling

+1-123-555-5555

ABC@email.com

Note: Outline additional types of support that your district can offer according to your local circumstances or what types of professional services your district has contracted or has access to as part of your youth protection policies.

7.2. Administrative Protocols

7.2.1. Reporting:

All required reporting (district-level, local, state/provincial, national, international, and RI) shall be completed within the designated required time-frame.

7.2.2. Record-keeping:

An official record of a crisis response, including the corresponding completed debriefing questionnaire, along with any other relevant materials (press/media releases, media coverage, insurance claim application forms, official letters, email correspondence, police reports, etc.) shall be filed along with other private and confidential reports, accessible to only those with a need to review the record.

Note: Outline the specific required reporting time-frames either in this section or reference where they might be noted in your district youth protection policies. Outline additional record-keeping requirements according to your local circumstances.

7.3. Insurance and Expenses

Insurance: The district maintains liability insurance which can include coverage for bodily injury and/or property damage incurred in an emergency/crisis. Review the policy coverage/limits for additional information and policy reporting guidelines. All insurance-related questions or requests to submit a claim must be referred to the District Insurance Liaison Officer c/o secretary@rotarydistrict9920.org

Note: A student's travel insurance should provide medical, repatriation, and evacuation

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coverages. Know the policy requirements, and the process for activating coverage, reporting a loss, and submitting a claim

7.4. Expenses:

The district maintains an emergency crisis management fund in the event that there are expenses incurred that require immediate payment to provide for the safety and well-being of youth and volunteers, including expenses that may be later reimbursed by a liability insurance provider and those that may not be reimbursed. To the extent possible, all expenses must be approved in advance by the District Treasurer at treasurer@rotarydistrict9920.org and all receipts must be submitted for reimbursement and record-keeping.

Note: Reference the name and contact information for your insurance provider or note where to find coverage and policy information, and designate a main point of contact for insurance-related questions or claims. Crises can be expensive, especially when there may be costs not covered by insurance. Consult with your district finance committee and insurance provider to determine how much you should budget for an emergency crisis management fund and how those funds will be kept, audited, and managed. Outline any additional procedural considerations according to your local circumstances.

7.5. Media Crisis Guidelines

In the event of a media inquiry, request for comment, interview, or other details related to a crisis, the designated media spokesperson shall be the District Governor, unless otherwise noted. Any request by the media should be directed to dgtrain@rotarydistrict9920.org. All volunteers should be instructed as part of their crisis training to not respond to or otherwise comment on a crisis situation and rather refer all inquiries to the designated spokesperson. All volunteers should refrain from commenting on or otherwise sharing published content involving a crisis and refer the content to the designated spokesperson.

Note: Outline additional guidance, procedural considerations, and responsible people according to your local circumstances. Refer to [Rotary's Media Crisis Guidelines](#) for additional guidance when developing your district media crisis guidelines.

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APPENDIX A

DISTRICT CONTACT LIST

AND CRISIS NOTIFICATION PROTOCOLS

This contact list should be updated annually or anytime a change is made in district leadership. This list should be distributed to everyone listed below and anyone who may need to contact those on this list in the event of an emergency (students, parents, host families, on-site medical personnel, etc.) by email to:

dgtrain@rotarydistrict9920.org

youthprotection@rotarydistrict9920.org

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APPENDIX B

SAMPLE DEBRIEFING

QUESTIONNAIRE

This questionnaire should be customized according to your local circumstances and include clear instructions, designate a responsible person, and indicate a realistic timeline for follow-up:

Section 1 – Crisis Overview

Crisis Type:

Crisis Level:

Brief description:

Date(s) occurred:

Section 2 – Crisis Response Check-list

Yes No

1. Were the crisis type and level appropriately identified?

Yes No

2. Was the crisis level appropriately escalated/deescalated?

Yes No

3. Were the response protocols followed according to the crisis type/level?

Yes No

4. Were the notification protocols followed appropriately?

Yes No

5. Were the reporting requirements followed appropriately?

Yes No

6. *If reporting required:* Was a report submitted to RI within 72 hours?

Yes No

7. Was an insurance carrier notified?

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Yes No

8. Was the crisis resolved appropriately?

If any answer is marked “No” describe below for all instances:

Example: 1. At first we thought the crisis was only a Level 1, but after reviewing it again we determined it was actually a Level 2.

Section 3 – Crisis Management Plan Updates and Emergency Training

Yes No

1. Does the Crisis Management Plan need to be updated?

If yes, describe what updates are required and include details in Section 3:

Example: The crisis definitions for each type of crisis will be updated with more detail to make it easier to identify the type and level of each crisis.

Yes No

2. Is an emergency training required?

If yes, describe what updates are required and include details in Section 3:

Example: The Core CMT will conduct a 30-minute virtual meeting with entire Crisis Response Team after the crisis definitions and levels are updated to make sure everyone is updated.

Section 4 – Crisis Resolution Follow-up

Outline all follow-up steps required, the responsible person for each, and a timeline to complete the action steps:

Follow-up

Responsible person

Timeline

Example

Update the Crisis Management Plan

DG, Core CMT

4 weeks or by

(insert date)

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Ex. Conduct online Zoom training to share the updated Crisis Management Plan

District Youth Protection

Officer, Core CMT

6 weeks or by

(insert date)

Section 5 – Acknowledgements

The underwritten acknowledge that they have participated in the crisis debriefing and agree to any follow-up actions described in Section 4.

Print name

Date

Print name

Date