ORDER OF MALTA
AUSTRALIA

Australian Association of the Order of Malta Limited
Crisis Management Policy as approved at September 2020
(Policy Number: AAOML_P_008)

Effective Date: **25 September 2020**
Review Date: **30 September 2024**

1   Purpose

To protect the Order in Australia and New Zealand in the event of an issue that has an impact or the potential of an impact on the Order's reputation, operations, and the ability to conduct business as usual.

2   Implementation

Executive Council members and other relevant personnel will familiarise themselves with this policy and the eight-step Crisis Management Process.

They will attend an inaugural briefing and practice run after the approval of this policy and subsequently a refresher every six months. During the briefing and subsequent refreshers, likely near horizon issues potentially adverse to the Order's wellbeing are to be identified.

To soften the impact of a future crisis, Executive Council will build relationships and generate goodwill with key stakeholder groups; and "map" them in terms of priority.

3   Crisis Management Process

The Crisis Management Process (pp 2-5) is to be operated when a crisis issue hits or is about to hit. The eight-step process is deliberately not prescriptive but with sufficient direction to allow for agility and speed to address what is usually a fluid and dynamic situation. Its design is based on these principles[*]:

     a.   The issue is triaged before a team of relevant people is formed. The President of the Australian Association leads the triage and the formation of the team.
     b.   The team in its first meeting sets appropriate objectives, strategy, tone, and expectations to manage the crisis; defines roles and assigns actions.
     c.   Feedback loops are created to monitor and evolve the strategy during and after the life of the crisis.
     d.   A communications strategy is established with messages based on 4Cs – concern, control, commitment, and context.
     e.   Goodwill is generated with stakeholders in "peace time" to help soften impact during a crisis.
     f.   After the crisis passes, the team is stood down and a post-crisis review is conducted.

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[*]   These principles are based on information belonging to Teneo, a strategic communication firm.

4 Crisis Management Procedure

	Steps	Repsonsibility
1	Triage the issue	Executive Council
2	Build relevant Crisis Management Team (CMT)	Executive Council
3	Conduct the first meeting	CMT Lead
4	Monitor	CMT
5	Establish the communications strategy	Comms Lead
6	Message development	Comms Lead
7	Communicate and engage	President is default spokesperson during crisis.
8	Stand down	Comms Lead

Step 1: Triage the issue

Level 1	Level 2	Level 3
Affects specific region or location but is unlikely to affect wider stakeholders	Has an impact on the Order as a whole, but current level of impact on reputation, operations, and ability to conduct business as usual is limited.	Is affecting or has potential to seriously affect the Order's reputation, operations, and ability to conduct business as usual.
Response to be driven relatively autonomously by relevant regional lead but CMT Lead to be kept in the loop.	Response dictated by the CMT. Communications more likely to be reactive and / or confined to directly affected audiences.	Response dictated by the CMT. Communications more likely to be proactive and to need to provide greater levels of concern and reassurance.

Note:
Prudent overreaction: It is better to initially over-react, then stand-down resources as more information becomes available, rather than delay mobilisation and slow down the crisis response.
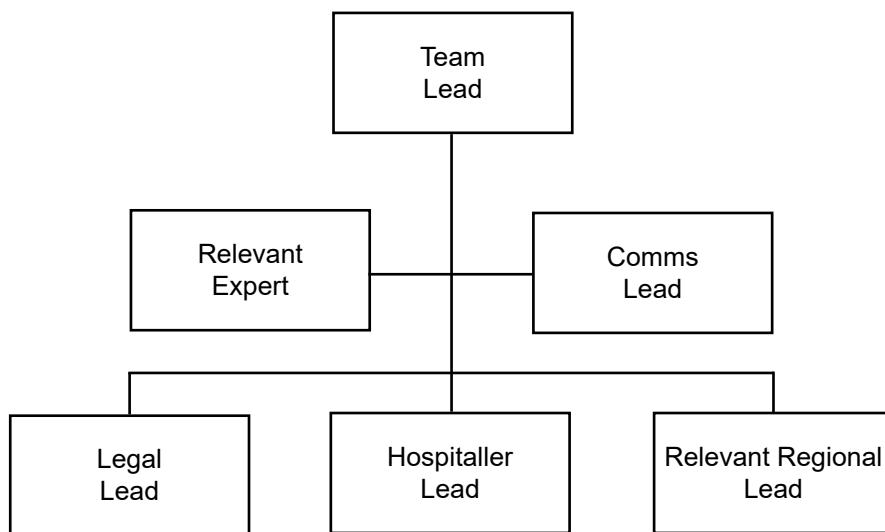
Step 2: Build relevant Crisis Management Team (CMT)

CMT Responsibility:
Make strategic decisions to inform and carry out what actions to protect the Order of Malta against the adverse effects of a potential issue or crisis.

Team composition varies according to the situation and to availability.

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                    ┌──────────────┐
                    │     Team     │
                    │     Lead     │
                    └──────┬───────┘
            ┌──────────────┴──────────────┐
    ┌───────┴──────┐              ┌────────┴─────┐
    │   Relevant   │              │    Comms     │
    │    Expert    │              │    Lead      │
    └──────────────┘              └──────────────┘
        ┌─────────────────┬─────────────────┐
┌───────┴──────┐  ┌───────┴──────┐  ┌────────┴────────┐
│    Legal     │  │  Hospitaller │  │ Relevant Regional│
│    Lead      │  │    Lead      │  │      Lead        │
└──────────────┘  └──────────────┘  └─────────────────┘
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Step 3. Conduct the first meeting

First CMT meeting to take place after the CMT Lead convenes CMT
by text / phone for an initial briefing.

Led by the CMT Lead to set:
a. Objectives
b. Strategy
c. Tone
d. Expectations
e. Roles
f. Key actions

Step 4: Monitor

Create effective feedback loops to help inform and evolve the Crisis Management strategy.

Step 5: Establish the communications strategy

Audiences
- Staff
- Members
- Volunteers
- Supporters
- Partners
- Grand Magistry
- Church
- Wider public
- Media

What considerations should inform the communications strategy?
a. What would this audience be worrying about?
b. Who should reach out to them and when? (In most cases, the president is the spokesperson.)
c. What considerations would you bear in mind before drafting any communications?
d. What channel would you use to communicate with them?

Step 6: Message development

Create messages using the 4Cs

Concern	Control	Commitment	Context
Show concern about what has happened and the impact on your stakeholders, including staff, members, volunteers, supporters, Grand Magistry, Church, wider public, partners, media and other influential groups.	Demonstrate that you have control of the situation.	Make clear your commitment to managing the incident effectively and finding out what went wrong.	Provide context to help stakeholders understand the bigger picture.

Step 7: Communicate and engage

Peace time	During a crisis	Post-crisis
Build relationships in advance with key stakeholder groups to generate goodwill. Have key stakeholder groups mapped and prioritised.	Systematically address each during a crisis with clear actions and assigned responsibilities	Have a post-crisis plan for engagement

Step 8: Stand down

CMT lead takes the decision for CMT to stand down after they are satisfied that:
   a. The objectives set out at the first CMT meeting have been met.
   b. The situation is under control, such that there is no longer any requirement for dedicated resource to manage it.
   c. All communications, whether internal or external, are in a satisfactory situation, i.e. can now be managed by the BAU (business as usual) communications function.
   d. The risk to reputation is such that the BAU communications function can manage this.
   e. There is no longer any requirement for dedicated resource to manage the situation.
   f. Schedule a post-crisis review.

5 Related Policies and Documents

1. Feedback and Complaints Policy
2. Whistleblower Policy

6 Policy Review

This Policy will be reviewed periodically and updated when required.

The Chancellor and Company Secretary is responsible for overseeing the review, and recommending changes to the National Executive Council.

This Policy is approved by the National Executive Council.