Crisis Management

and

Communication Resource Guide
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Overview

Risk Communication: Principles, Tools, and Techniques

- Risk communication is central to informed decision-making.
- People under stress typically want to know that you care, before they care about what you know.
- People under stress typically have difficulty hearing, understanding, and remembering information.
- Guidelines exist to help organisations and providers present risk information clearly and effectively.

Background on Topic
Risk communication is the two-way exchange of information about threats, including health threats such as avian influenza, or salmonella. The goals of risk communication are to enhance knowledge and understanding, build trust and credibility, encourage dialogue, and influence attitudes, decisions, and behaviours. These goals apply to all four major types of risk communication: 1) information and education; 2) behaviour change and protective action; 3) disaster warning and emergency notification; and 4) joint problem-solving and conflict resolution. To communicate risks effectively, organisations should prepare a written communication plan in advance. Deciding ahead of time about many of the necessary communication decisions and activities allows for a quick and effective response during an emergency. Key elements include answering questions such as: What needs to be done? Who needs to know? Who is the spokesperson? Who needs to act?

Considerations
There are seven cardinal rules for effective risk communication:

1. **Accept and involve the receiver of risk information as a legitimate partner.**
   People have the right to participate in decisions that affect their lives.

2. **Plan and tailor risk communication strategies.**
   Different goals, audiences, and communication channels require different risk communication strategies.

3. **Listen to your audience.**
   People are usually more concerned about psychological factors, such as trust, credibility, control, dread, familiarity, uncertainty, ethics, responsiveness, fairness, caring and compassion, rather than about the technical details of a risk. To identify real concerns, a risk communicator must be willing to listen carefully to and understand the audience.

4. **Be honest, frank, and open.**
   Trust and credibility are among the most valuable assets of a risk communicator.

5. **Coordinate and collaborate with other credible sources.**
   Communications about risks are enhanced when accompanied by referrals to credible, neutral sources of information. Few things hurt credibility more than conflicts and disagreements among information sources.

6. **Plan for media influence.**
The media plays a major role in transmitting risk information. It is critical to know what messages the media delivers and how to deliver risk messages effectively through the media.

7. **Speak clearly and with compassion.**

Technical language and jargon are major barriers to effective risk communication. Abstract and unfeeling language often offends people. Acknowledging emotions, such as fear, anger, and helplessness, is typically far more effective.

**Goal & Purpose**

The goal of the Crisis Management Manual and Communication Resource Guide is to provide a template strategy for individual businesses, country associations and the egg industry as a whole, to help manage events or situations that are unexpected, disruptive to business, and otherwise have potentially negative consequences for the egg industry.

The purpose of this manual is to suggest a crisis communication plan that provides a unified structure, management, and communication resource necessary prior to a crisis in order to provide an accurate rapid response, establish accountability and minimize the impacts to the industry.

**Parameter for Use and Trigger Points**

Each crisis will be unique. The development of this document will serve as the generalised structure with core messages for any crisis. Specific resources should be obtained and incorporated into this plan as the situation unfolds and information becomes available. It is essential that the crisis communication team considers all circumstances and scenarios that provide the potential for negative exposure. These will activate or “trigger” the use of this plan.

**Your organisation has defined the following events as Trigger Points:**

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

This plan will contain checklists, contact information, draft contingency news releases and talking points, templates, and other reference materials that may be helpful in managing a crisis. The development of this plan will designate an authorised leader and individuals for a core crisis communication team. It will then be the responsibility of each company/association to be aware of these designated individuals and alert them to the potential crisis. This plan should be readily available to personnel to help with training and preparation.

This plan will be in effect from __(date)______ to ___(date)_____. This document represents a resource that will incorporate changes in content and contact information at least annually. Simulating a crisis exercise to test the efficiency of this plan is recommended.
**Crisis Self-Audit (Answer each of these questions)**

This self-audit will help you assess your company/association, recognise potential risks and issues facing the industry, and assist in starting your crisis communication plan.

<table>
<thead>
<tr>
<th>Question</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Are events/ situations that can be considered a crisis for your industry defined?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Is there a designated person or team authorised to implement and oversee a response?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. Are members of the team trained in all provisions of the response?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. Is there a legal counsel that represents your organisation?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5. Is there a crisis communication plan in place to provide the structure for a coordinated response?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>6. Are the commodity, university, regulatory emergency response personnel, local authorities and public health officials as well as media included in the plan?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>7. Are members of the team assigned with specific duties in the crisis plan?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>8. Are key messages developed from the priority issue(s)/trigger points defined?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>9. Are procedures for responding to actual incidents detailed in the plan?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>10. Is there a recovery strategy in the plan?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>11. Are templates of news releases and other media tools incorporated into the plan?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>12. Is the plan and content information periodically reviewed and updated?</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Completed on: ___(Date)_________________________________________________________
By: ___(Signature)____________________________________________________________
Crisis Preparation and Communication Checklist

Preparation

☐ **Step One: Attend Crisis Communication Media Training**
Training personnel before a crisis happens is essential for the rapid response that is necessary to limit negative impacts to your organisation. See Appendices for more details.

☐ **Step Two: Formulate a Crisis Communication Team and Plan**
Defining a qualified team and designation of a primary spokesperson to deal with a crisis is an essential first step. A crisis communication plan developed in advance of a crisis will provide the structure for the coordinated response and recovery of your organisation and the industry.

Communication

☐ **Step Three: Understand the Crisis**
Gathering as much of a factual summary of the event/situation along with contacts and an associated timeline will be vital to determining the extent of the crisis and the corresponding response needed from your crisis communication team.

☐ **Step Four: Activate Crisis Communication Team**
Once the key crisis personnel are contacted, the crisis communication team will follow the protocol outlined in the crisis communication plan.

☐ **Step Five: Assess the Situation**
Confirming all the information and sources gathered so far will be essential as the crisis progresses. Answers will be needed for general questions of who, what, when, where, and why, as well as specific questions about timelines, impacts, descriptions and inventory of facilities, and any vulnerabilities to consumers, markets, the environment, and state-specific or national effects.

☐ **Step Six: Identify Actions**
Defining clear roles of responsibilities for the industry in responding to a crisis will be helpful in determining the actions required. Addressing the need for 3rd party resources and specialists to this particular crisis will be important at this step.

☐ **Step Seven: Develop Response**
Determine procedures for your action plan – the steps of assembling a team, analyzing the situation, developing messages and reacting should be finalised within 24 to 48 hours. Formulating key messages that provide one clear message in a timely manner is central.

☐ **Step Eight: Communicate with Audiences**
Identify and communicate to key audiences honestly, openly, and in a timely fashion.

☐ **Step Nine: Re-evaluate Conditions**
As new information emerges, changes in your messages or outreach to different audiences and/or the industry’s defined role should be continuously re-evaluated and should evolve to reflect the most up-to-date information.

☐ **Step Ten: Define Recovery**
Once the crisis is resolved, a plan that addresses the reason for the crisis and any changes in procedures or protocol should be created and include communication outreach that was used during the crisis situation.
Understand the Crisis

Definition of a Crisis
A crisis is a situation that:
- Is unexpected
- Has elements of the unknown and escalating intensity
- Interrupts normal business operations
- Impacts an organisation’s external reputation
- Impacts an industry’s (as well as an individual company’s) financial performance

First Warnings of a Crisis
The crisis communication plan will allow for an established structure and procedure to be followed once any of the following early warning signs are observed:
- Contact from another producer or industry association
- Consumer complaints
- Notification of a legal issue
- Contact from a news media outlet
- Contact from a regulatory agency
- Contact from a customer (i.e. retailer, wholesaler, producer/processor)
- Publication or broadcast of a negative news report
- Increased internet discussions

Ask the Questions

1. What or who is involved? (Trigger points for activation of plan)

______________________________________________________________________________
______________________________________________________________________________

2. When did you first learn about the issue or how long has it been going on? (Timeline)

______________________________________________________________________________
______________________________________________________________________________

3. Who first learned of the problem? Who is involved? (Name and contact information)

______________________________________________________________________________
______________________________________________________________________________

4. Where is the event unfolding? Local, national or international issue? (Location)

______________________________________________________________________________
______________________________________________________________________________

5. Why are you being contacted? (Relevance to industry)

______________________________________________________________________________
______________________________________________________________________________
Crisis Communication Team and other helpful contacts

Individual(s) who are contacted with, or encounter an issue that could provide a potential crisis for the organisation/industry should gather as much information as possible to clearly define the issue and alert an authorised member of the crisis communication team.

Core Crisis Communication Team
- Develop a team of trained core individual contacts within your organisation to handle/manage the crisis.
- Identify responsibilities within this team as: authorised decision maker, a spokesperson, communication expert, industry representative, message developer, food safety representative, law enforcement, liaisons to regulatory and emergency officials, customer relations, a legal advisor and possibly an outside communication consultant.
- Develop a crisis contact sheet/card available in quick view. This sheet/card needs to have personal phone and e-mail accessibility so that contacts can be reached at any time.
- Establish work assignments and performance expectations, monitor performance, and provide feedback.

Name___________________________________________________________
Title_____________________________________________________________
Work phone_______________________________________________________
Cell phone________________________________________________________
Home phone______________________________________________________
Work E-mail_______________________________________________________
Personal E-mail___________________________________________________
Assigned Responsibility: ____________________________________________

Useful Third Party Resources
- Develop a list of constituents for those that can validate and support your position when a crisis strikes. A sample list is contained overleaf.
- Gather contact information (using the same list as the core crisis team above) and develop quick view contact list.
Emergency services

Name______________________________________________________________
Title_______________________________________________________________
Work phone________________________________________________________
Cell phone_________________________________________________________
Home phone________________________________________________________
Work E-mail________________________________________________________
Personal E-mail_____________________________________________________
Assigned Responsibility: _____________________________________________

University/consultants

Name______________________________________________________________
Title_______________________________________________________________
Work phone________________________________________________________
Cell phone_________________________________________________________
Home phone________________________________________________________
Work E-mail________________________________________________________
Personal E-mail_____________________________________________________
Assigned Responsibility: _____________________________________________

Government

Name______________________________________________________________
Title_______________________________________________________________
Work phone________________________________________________________
Cell phone_________________________________________________________
Home phone________________________________________________________
Work E-mail________________________________________________________
Personal E-mail

Assigned Responsibility:

*News media*

Name
Title
Work phone
Cell phone
Home phone
Work E-mail
Personal E-mail
Assigned Responsibility:

*Employees*

Name
Title
Work phone
Cell phone
Home phone
Work E-mail
Personal E-mail
Assigned Responsibility:

*Customers*

Name
Title
Work phone
Cell phone________________________________________________________
Home phone______________________________________________________
Work E-mail_______________________________________________________
Personal E-mail___________________________________________________
Assigned Responsibility: ____________________________________________

Trade associations/ allied organisations
Name_____________________________________________________________
Title_______________________________________________________________
Work phone_______________________________________________________
Cell phone________________________________________________________
Home phone______________________________________________________
Work E-mail_______________________________________________________
Personal E-mail___________________________________________________
Assigned Responsibility: ____________________________________________

Retailers, producers, shippers
Name_____________________________________________________________
Title_______________________________________________________________
Work phone_______________________________________________________
Cell phone________________________________________________________
Home phone______________________________________________________
Work E-mail_______________________________________________________
Personal E-mail___________________________________________________
Assigned Responsibility: ____________________________________________
**Media Enquiries Contact list**

- Identify 3-4 individuals from the above lists or other individuals from key organisations that can address the crisis issue and that media can contact. Suggestions are for industry representatives, producers, and regulatory agencies.
- Create a Crisis Contacts for Media Enquiries contact list that you can send out to media.

Name_________________________________________________________________________
Title_________________________________________________________________________
Industry/Producer/Regulator_________________________________________________________________________
Address_________________________________________________________________________
Phone/Cell_________________________________________________________________________
E-mail_________________________________________________________________________
Name_________________________________________________________________________
Title_________________________________________________________________________
Industry/Producer/Regulator_________________________________________________________________________
Address_________________________________________________________________________
Phone/Cell_________________________________________________________________________
E-mail_________________________________________________________________________
Assess the Situation
As you move towards communication actions, specifically gathering information to support your key messages, use these questions to guide you to finding answers:

1. What is the problem? What is its cause?
______________________________________________________________________________
______________________________________________________________________________

2. Do you have concerns over the incident for industry, environment, or customers?
______________________________________________________________________________

3. Has anyone been hospitalised, showing illness symptoms, or other adverse health effects?
______________________________________________________________________________

4. What is the date and time of problem (if applicable)?
______________________________________________________________________________
______________________________________________________________________________

5. How widespread is the issue?
______________________________________________________________________________
______________________________________________________________________________

6. What is your response to the problem?
______________________________________________________________________________
______________________________________________________________________________

7. Is there involvement of regulatory agencies?
______________________________________________________________________________
______________________________________________________________________________

8. What are the possible actions that can be taken to address the issue? How will the company/industry make things right?
______________________________________________________________________________
______________________________________________________________________________

9. Will the company/industry change or stop what has led to the crisis? If not, why?
______________________________________________________________________________
______________________________________________________________________________

10. What are the steps that will be put in place to prevent future occurrences?
______________________________________________________________________________
______________________________________________________________________________
Identify Actions

Define Roles and Assumptions
Defining the potential roles and assumptions that the industry plays in this particular crisis can help in defining the consequential actions and key messages that will need to be defined.

- **Check all the roles the industry will play in this particular crisis.**
  
  - Protector of the industry?
  - Activist for the industry – providing advice?
  - Spokesperson for industry? For individual producers?
  - Clarifier of industry standards or performance?
  - Facilitator or liaison within industry? Outside of industry?
  - Gatherer of information? Analyser of information?
  - Communicator to media? To government agencies?
  - Other roles?

Action Matrix
Having a systematic approach in place before a crisis occurs will help to ensure the best decisions are made and most suitable actions are taken; this will help to create the least negative consequences.

- Use the “Action Matrix” below, outlining the possible actions and measure each area using the following criteria, assigning a degree of concern or priority (H-high, M-medium, or L-low):

  **Timing**
  - How urgent is the crisis/event?
  - Is a deadline involved?
  - What will happen if nothing is done?

  **Trend**
  - Will the problem get worse?
  - Does the crisis/event have the potential for growth?

  **Impact**
  - How serious is the problem?
  - What are the effects on people, products, environment, organisation, etc.?

  **Process**
  - What are the PAST reasons/events or who was at fault? (Problem Analysis – Designate as PA).
  - How do you correct the PRESENT issue or situation? (Decision Analysis - Designate as DA).
  - How do you prevent future issues or situations? (Potential Problem Analysis – Designate as PPA)
Crisis/Event | Timing | Trend | Impact | Process
--- | --- | --- | --- | ---
Decide which areas of the crisis to work on first
- Set priorities by using PA, DA, and PPA designations
- Choose the best alternative solution
- Decide how to successfully implement the solution

You know it's a really bad day when...

<table>
<thead>
<tr>
<th>Action</th>
<th>Timing</th>
<th>Trend</th>
<th>Impact</th>
<th>Process</th>
</tr>
</thead>
<tbody>
<tr>
<td>Get dog off leg</td>
<td>H</td>
<td>H</td>
<td>H</td>
<td>DA</td>
</tr>
<tr>
<td>Repair car</td>
<td>L</td>
<td>L</td>
<td>M</td>
<td>PA</td>
</tr>
<tr>
<td>Put out fire</td>
<td>H</td>
<td>H</td>
<td>H</td>
<td>DA</td>
</tr>
<tr>
<td>Ensure papers in briefcase will not be destroyed</td>
<td>M</td>
<td>M</td>
<td>H</td>
<td>PPA</td>
</tr>
<tr>
<td>Prepare for tornado</td>
<td>M</td>
<td>H</td>
<td>H</td>
<td>DA</td>
</tr>
</tbody>
</table>

Source: Deciding the Course of Action.

Pareto Principle: It might be helpful to remember when dealing with more than one problem; the Pareto Principle states that 80% of the trouble comes from 20% of the problems.
**Develop Response**

*Talking Points* for company/industry

- Answer the following questions and gather other unique and pertinent information about your industry that will serve as core messages within any crisis.
- Create a 1-2 page factsheet with the answers to these questions.

1. What is the history of your company/industry? What is the economic significance of your company/industry to the country?

2. What is the current production volume and number of producers and workers that contribute to the economic significance of eggs?

3. Are there individuals in your industry that come to mind when speaking about a crisis? (Think commodity board/associations, university, industry and regulatory personnel).

4. What are the top three – five issues facing your industry/business that you are worried about? Why? (Pull from past crises in your industry and other examples that could include: foodborne illnesses/outbreaks, financial threats, legislation, natural disasters and secondary effects from products).

5. Which certifications, trainings and special acknowledgements do your company/members of industry have? (Think media training, HACCP, food security).

6. Where do you think the egg industry is most vulnerable?

7. What is the nutritional value of eggs in our diet? Explain any other beneficial attributes.
Factsheets

- Create factsheets on your identified trigger points for the egg industry. This information will allow for quick access to research and known facts about your identified trigger points. A factsheet template follows.

SUBJECT TITLE and Eggs

Tips for Talking with News Media on this Issue
In answering media questions, remember the following:
- Write down the reporters’ names, their media outlets and their phone numbers. This will help you know who to contact if you need to update the information you’ve given.
- Stick to what you know. Do not venture into information where you have no expertise, but refer media to other agents or specialists who may have the information (an experts list on this topic is listed below).
- Direct reporters to the experts and website for updates and regulatory information, and remember that regulatory information is not our area of expertise.
- For more assistance on this topic, please contact a member of our industries core crisis communication team at:

Talking Points on SUBJECT TITLE
WHICH PRODUCTS ARE AFFECTED: ____________________________________________
WHICH PRODUCTS ARE UNAFFECTED: ________________________________________
WHAT PATHOGEN CAUSES THE ILLNESS: ____________________________
LINK TO RELEVANT WEBSITES: _____________________________________________
WHAT ACTIONS SHOULD CONSUMERS TAKE: ______________________________

The following are not talking points for the news media but rather information (with helpful links) so that you can provide useful information to producers.
- Pull 2-3 Talking points from Factsheet generated

Economic Implications: _______________________________________________________

Documents Specific to crisis of SUBJECT TITLE in Eggs: _______________________

Experts Who Can Address This Issue: _________________________________________

For more information: _______________________________________________________

Additional Resources to Create

In advance of a crisis, creating these additional resources may be helpful:
☐ Create a “behind-the-scenes” website to house these talking points
☐ Media – pictures and video that can visually support the priority crisis areas for your industry
**Key Situational Messages**

Remember the “Four Rs” of crisis communications that may not be applicable in all situations as you draft your key messages:

<table>
<thead>
<tr>
<th><strong>Regret:</strong></th>
<th>The first thing you should do is express concern that a problem has developed – even if it was not the company/industry’s fault.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Responsibility:</strong></td>
<td>Whether the cause of the problem was the organisation’s fault or not, the organisation should be prepared to take responsibility for solving the problem. Your actions will reinforce your words and provide a credible demonstration of the organisation’s commitment to doing the right thing.</td>
</tr>
<tr>
<td><strong>Reform:</strong></td>
<td>Your various stakeholder audiences must know the organisation is taking steps to ensure the problem will not happen again.</td>
</tr>
<tr>
<td><strong>Restitution:</strong></td>
<td>If appropriate, detail how you and the industry will help those who have been affected by the problem.</td>
</tr>
</tbody>
</table>

The message map below has several parts (a printed copy allows a spokesperson to “check off” the talking points in an interview):

- **Stakeholders:** identify to whom the message is going to.
- **Question or concern:** stating the issue to address keeps the focus.
- **Key messages (1-3):** Message maps need to be concise (3 key messages), brief (9 seconds), and clear (27 words) use language that is simple, and easy for your audience to understand.
- **Supporting Information (1-3):** amplifies the key messages by providing additional facts or details. Supporting information can also take the form of visuals, analogies, personal stories or citations of credible information sources.

**An example of a completed stakeholder message map can be found in Appendix B.**
**Message Map Template**

<table>
<thead>
<tr>
<th>Stakeholder:</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Question or Concern:</strong></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Key Message 1</th>
<th>Key Message 2</th>
<th>Key Message 3</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
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</tbody>
</table>

Supporting Information 1-1  Supporting Information 2-1  Supporting Information 3-1

Supporting Information 1-2  Supporting Information 2-2  Supporting Information 3-2

Supporting Information 1-3  Supporting Information 2-3  Supporting Information 3-3

A Five-Step Model for Preparing Messages

Building on the above key messages developed is this five-step model for delivering the prepared messages.

<table>
<thead>
<tr>
<th>A Five-Step Model for Preparing Messages</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Answers should:</strong></td>
</tr>
</tbody>
</table>
| 1. Express empathy, listening, caring or compassion as a first statement. | ▪ Using personal pronouns, such as “I”, “we” “our” or “us”
▪ Indicating through actions, body language and words that you share the concerns of those affected by events
▪ Acknowledging the legitimacy of fear and emotion
▪ Using a personal story, if appropriate (for example, “My family . . .”), and
▪ Bridging to the key messages. |
| 2. State the key messages. | ▪ Limiting the total number of words to no more than 27;
▪ Limiting the total length to no more than 9 seconds;
▪ Using positive, constructive and solution-oriented words as appropriate; and
▪ Setting messages apart with introductory words, pauses, inflections. |
| 3. State supporting information. | ▪ Using three additional facts;
▪ Using well thought out and tested visual material, including graphics, maps, pictures, video clips, animation, photographs and analogies;
▪ Using a personal story;
▪ Citing credible third parties or other credible sources of information. |
| 4. Repeat the key messages. | ▪ Summarising or emphasising the key messages. |
| 5. State future actions. | ▪ Listing specific next steps; and
▪ Providing contact information for obtaining additional information, if appropriate. |

**Communicate with Audiences**

Consider which key audiences or stakeholders need to be targeted. Revisit this list of potential stakeholders as the crisis evolves to reflect changes in audiences as needed.

- Develop quick view contact list.

Determine possible “starting questions” that can be utilised to help quickly determine any misinformation that might be circulating and allow for targeted responses. Examples follow.

<table>
<thead>
<tr>
<th>Stakeholder</th>
<th>Potential Communication Vehicles</th>
<th>Threshold Questions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employees</td>
<td>E-mail or newsletter</td>
<td>What do they need to know about the source of the problem?</td>
</tr>
<tr>
<td></td>
<td>Personal contact</td>
<td>How is the company resolving the situation?</td>
</tr>
<tr>
<td></td>
<td></td>
<td>What are the employees expected to do regarding the situation?</td>
</tr>
<tr>
<td>Retailers and producers/processors</td>
<td>Information packet and/or letter</td>
<td>What do they need to know about the source of the problem?</td>
</tr>
<tr>
<td></td>
<td>Personal contact</td>
<td>What actions do they need to take to resolve the situation?</td>
</tr>
<tr>
<td></td>
<td>E-mail or e-newsletter</td>
<td>What information will they provide to their consumers, customers and/or employees?</td>
</tr>
<tr>
<td></td>
<td>800 number</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Website</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Advisory board meeting</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Media</td>
<td></td>
</tr>
<tr>
<td>Wholesalers</td>
<td>Free phone number</td>
<td>Does the incident involve a wholesaler?</td>
</tr>
<tr>
<td></td>
<td>Phone calls</td>
<td>Are there other companies that could have been impacted by the wholesaler?</td>
</tr>
<tr>
<td></td>
<td>Website</td>
<td>Is the wholesaler prepared to communicate?</td>
</tr>
<tr>
<td></td>
<td>Media</td>
<td>Does the situation create uncertainty in other wholesalers’ minds?</td>
</tr>
<tr>
<td></td>
<td>Electronic communications</td>
<td></td>
</tr>
<tr>
<td>Industry Associations</td>
<td>Conference calls</td>
<td>Could the association be an ambassador for you?</td>
</tr>
<tr>
<td></td>
<td>Personal meetings</td>
<td>Will the association help solicit testimony from experts on the issue?</td>
</tr>
<tr>
<td></td>
<td>Faxed statements</td>
<td></td>
</tr>
<tr>
<td></td>
<td>E-mail</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Website</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Media</td>
<td></td>
</tr>
<tr>
<td>Regulatory Agencies</td>
<td>Conference calls</td>
<td>What actions are they taking regarding the situation?</td>
</tr>
<tr>
<td></td>
<td>Personal meetings</td>
<td>What are the implications of their</td>
</tr>
<tr>
<td>Consumers</td>
<td></td>
<td>Media</td>
</tr>
<tr>
<td>-----------------</td>
<td>---</td>
<td>----------------------------------------------------------------------</td>
</tr>
<tr>
<td>Website</td>
<td></td>
<td>• Website</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Media, including social media</td>
</tr>
<tr>
<td>Free phone number</td>
<td></td>
<td>• How will consumers react?</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• To whom will they direct their questions?</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• What (mis)information have they already received?</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Initial response statement</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• News release</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Website</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• External Q&amp;A</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• News conference/briefings</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Advertising</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Third-party groups</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• By-lined editorial</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• E-mail</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Will the news media get information on the situation whether you give it to them or not?</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Will the organisation’s reputation be affected unless information is aggressively released through the news media?</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Is there a broader, national industry group that can more appropriately handle the situation?</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Can this become an industry issue rather than an individual organisation’s issue?</td>
</tr>
</tbody>
</table>

**Key Audience Contact List**

Name__________________________

Title__________________________

Work phone_____________________

Cell phone______________________

Home phone______________________

Work E-mail_____________________

Personal E-mail_________________

Responsibility:_________________
**Media Contact Log**

This log helps with keeping track of media enquiries and interviews. Adding these same contacts to your updated media list will be very important to your recovery steps.

Date of Enquiry______________________________________________________________

Time of Enquiry________________________________________________________________

Reporter/Editor_______________________________________________________________

Media Outlet_______________________________________________________________

Phone Numbers_____________________________________________________________

E-mail Address______________________________________________________________

Media Question(s)____________________________________________________________

____________________________________________________________________________

____________________________________________________________________________

____________________________________________________________________________

____________________________________________________________________________

Media Deadline_____________________________________________________________

Date & Time of Response to Media______________________________________________

**News Release Templates**

- Create your own company/industry media news release templates for the priorities for your industry before the crisis occurs. It is important to include basic information along with quotes, using the generated factsheets.

- Samples follow in the Appendix D, pages 33-36.
Re-evaluate Conditions

Using the original “Crisis Preparation and Communication Checklist”, re-evaluate where you are in the crisis structure and address any additional steps as more of the details unfold. Remember to bring the media along as your process unfolds too.

Define Recovery

Effective recovery after a crisis should be a restoration of the industry to a former or better condition. With this in mind, recovery should be included in any crisis communication strategy to help the industry return to work, but also to address any changes that might be needed to prevent any future incidents from occurring. Refer back to the “Action Matrix” and “A Five-Step Model for Preparing Messages” to help you address any recovery steps that are necessary. Investigation into the individual reasons and areas for industry-wide changes or concerns will be important. Equally important is to address larger issues of economic, social, and environmental concerns from a systems approach perspective.
Appendices

A. Crisis Communication Media Training

Personnel training should include the full spectrum of employees; from the farm, throughout the industry, to the authorised crisis communication team. Employee training should include defining situations that could be considered a crisis, handling media, the communication plan, and the individual’s responsibility in the event of a crisis. The crisis communication team should build upon this foundation, with more in-depth training for the development of a crisis communication plan, media message development and specific company/industry protocols that are in place.
### B. Examples of Message Maps

1 - Pre-Event Risk Communication Message Map for Pandemic Influenza

<table>
<thead>
<tr>
<th>Stakeholder: Public and Media</th>
<th>Question or Concern: How is pandemic influenza different from seasonal flu?</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Key Message 1</strong></td>
<td><strong>Key Message 2</strong></td>
</tr>
<tr>
<td>Pandemic influenza is caused by an influenza virus that is new to people.</td>
<td>The timing of an influenza pandemic is difficult to predict.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Supporting Information 1-1</strong></th>
<th><strong>Supporting Information 2-1</strong></th>
<th><strong>Supporting Information 3-1</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Seasonal flu is caused by viruses that are already among people.</td>
<td>Seasonal flu occurs every year, usually during winter.</td>
<td>Pandemic influenza is likely to affect more people than seasonal flu.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Supporting Information 1-2</strong></th>
<th><strong>Supporting Information 2-2</strong></th>
<th><strong>Supporting Information 3-2</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Pandemic influenza may begin with an existing influenza virus that has changed.</td>
<td>Pandemic influenza has happened about 30 times in recorded history.</td>
<td>Pandemic influenza could severely affect a broader set of the population, including young adults.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Supporting Information 1-3</strong></th>
<th><strong>Supporting Information 2-3</strong></th>
<th><strong>Supporting Information 3-3</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Fewer people would be immune to a new influenza virus.</td>
<td>An influenza pandemic could last longer than the typical flu season.</td>
<td>A severe pandemic could change daily life for a time, including limitations on travel and public gatherings.</td>
</tr>
</tbody>
</table>
**Message Map Template**

**Stakeholder:** News Media/Consumers

**Question or Concern:** North Carolina tomatoes have not been implicated in the recent salmonella outbreak, but the state’s tomato industry may be hurt by association. It’s important for consumers to understand what the FDA warning really means.

<table>
<thead>
<tr>
<th>Key Message 1</th>
<th>Key Message 2</th>
<th>Key Message 3</th>
</tr>
</thead>
<tbody>
<tr>
<td>North Carolina is not among the 19 states whose tomatoes have been associated with the outbreak.</td>
<td>Growers trained in Good Agricultural Practices can help minimize risks.</td>
<td>Tomato growers in North Carolina and other states outside the outbreak area can be hurt by this crisis.</td>
</tr>
</tbody>
</table>

**Supporting Information 1-1**

**Supporting Information 2-1**

**Supporting Information 3-1**

<table>
<thead>
<tr>
<th>Supporting Information 1-1</th>
<th>Supporting Information 2-1</th>
<th>Supporting Information 3-1</th>
</tr>
</thead>
<tbody>
<tr>
<td>North Carolina’s commercial tomatoes are still two weeks away from being ready for market.</td>
<td>Produce workers who handle fresh market are taught to wash hands after using the restroom.</td>
<td>All tomato growers suffer when major media advise consumers not to eat tomatoes.</td>
</tr>
</tbody>
</table>

**Supporting Information 1-2**

**Supporting Information 2-2**

**Supporting Information 3-2**

<table>
<thead>
<tr>
<th>Supporting Information 1-2</th>
<th>Supporting Information 2-2</th>
<th>Supporting Information 3-2</th>
</tr>
</thead>
<tbody>
<tr>
<td>Therefore, North Carolina’s commercial tomatoes have not been implicated in the outbreak by FDA.</td>
<td>Produce workers use alcohol-based hand sanitizer to kill germs when handling tomatoes.</td>
<td>When people see major restaurant chains leaving tomatoes off sandwiches, they may believe that tomatoes are unsafe.</td>
</tr>
</tbody>
</table>

**Supporting Information 1-3**

**Supporting Information 2-3**

**Supporting Information 3-3**

<table>
<thead>
<tr>
<th>Supporting Information 1-3</th>
<th>Supporting Information 2-3</th>
<th>Supporting Information 3-3</th>
</tr>
</thead>
<tbody>
<tr>
<td>The state’s tomato crop is expected to be safe and plentiful within the next one to two weeks.</td>
<td>Produce workers wear gloves and hairnets when touching the tomatoes.</td>
<td>If farms can’t sell their produce because of consumer concerns, workers may lose their jobs.</td>
</tr>
</tbody>
</table>

C. Media Tips and Resources

1. Media Basics- Review these steps before Media Calls!

Remember the media’s role is to objectively tell all sides of a story, even if views are unpopular. Don’t expect reporters to present only your perspective and never tell a reporter how to report a story. Don’t expect a reporter to make you look good; make yourself look good by providing clear, concise information.

- **Know who’s calling.** When a reporter calls, ask some questions to determine whom you’re talking to and what they need. If you don’t know a reporter, get his/her name, employer and phone number. Clarify what information she/he is seeking from you.

- **Identify yourself.** Don’t assume a reporter knows who you are or what you do just because they’ve called. Provide your name, title, company or agency name and names of other people or programs you’re discussing.

- **Respect deadlines.** Reporters live by unbending deadlines. If a reporter calls for immediate comment, try to help or point them to someone who can. But beware of giving a “quickie” response if you have inadequate information.

- **Respond promptly.** Return media calls promptly. If a reporter catches you unprepared, find out what he/she is looking for and offer to call back in a few minutes. Gather your thoughts, anticipate questions, plan your response and call back quickly. If you have an appointment for an interview, be there. Dodging a reporter won’t make the story disappear; it just will be reported without your perspective.

- **Tell the truth.** Never lie. Always tell the truth. If you don’t know or aren’t sure, say so and don’t guess. Your credibility is at stake. Being truthful does not mean telling all you know. Use good judgment.

- **For the record.** Anything you say to a reporter is fair game for a story. If you don’t want it reported, don’t say it. Asking a reporter to go “off the record” is not appropriate. Don’t ask reporters not to print something after you say it.

- **Avoid no comment.** “No comment” sounds suspicious. If you really can’t comment, explain why. “We’re gathering that information and will provide it when it’s finalised.” Or “Our policy doesn’t allow us to comment on personnel matters.” It’s OK to say you don’t know and offer to find out.

- **Use your key points.** Before interviews, identify the three main points you want to make. For each point, develop three responses that support or help communicate that point. Work on making key points in 20 seconds or less. Come up with a couple of 10-second or under responses.

- **Dump the jargon.** Technical terms and acronyms are confusing or meaningless to the public. Be a translator by using everyday language and examples. Relate your information in ways everyday folks can appreciate — why is this important and what does it mean to their lives, community, families or livelihoods?

- **Lead with the bottom line.** Remember to provide key facts or points first. Add details if time allows. Your key message can get lost in too much detail and technical information.

- **Talk slowly.** Reporters will write furiously as you talk. Some will use tape recorders. Talk slowly and be clear. Leave nothing to chance.
Short, sweet, stop. Keep your answers brief. Your main message gets lost unless you discipline yourself to provide concise answers. Radio or TV reporters often must tell an entire story in 20 seconds to a minute. Answer the question and stop talking. Don’t keep talking to fill the silence.

Don’t babble. Listen to questions and think about your answers before you start talking. Don’t ramble. It’s OK to pause briefly to gather your thoughts before answering.

Summarize thoughts. After discussing the subject, concisely summarise key points in everyday language. “My major points are: 1. ... 2. ...3. ...” This may plant the idea of a story outline in the reporter’s mind.

Be proactive. Answer reporters’ questions and volunteer information to make key points. Reporters may welcome another angle or idea, but offer ideas as suggestions, not directives. Reporters aren’t likely to let you see a story before it appears, but always invite them to call back for help or clarification.

Potential pitfalls. Always have the facts before commenting. Stick to what you know even if this disappoints a reporter. If you are unprepared or unqualified to answer, refer reporters to someone who can help. Avoid personal views or speculation. Don’t let reporters put words in your mouth. Reporter: “So you’re saying ...” You: “No, let me clarify ...” Do not repeat inaccuracies, even to correct them.

Feedback. It’s OK to tell reporters when they do a good job. If they make a mistake, weigh what’s at stake. If it’s a major error in fact, tell the reporter or editor, but don’t quibble over minor misunderstandings. Remember, you’re building long-term relationships.

Don’t assume reporter knowledge. Don’t assume that a reporter is knowledgeable just because he/she is covering the story. Most reporters are generalists who cover diverse topics and have little time to background themselves on breaking stories before reporting them. Provide simple information to help out.

Source: CIT News and Publishing, Communications and Information Technology, Institute of Agriculture and Natural Resources, University of Nebraska-Lincoln, Phone 402-472-3030; fax 402-472-3093; e-mail ianrnews@unlnotes.unl.edu

2. Questions the Crisis Team Must Ask Itself

1. What happened?
2. How do we know?
3. Who is responsible?
4. Why did it happen?
5. Who is affected?
6. What should we do?
7. Who can we trust?
8. Who needs to hear from us?
9. What should we say?
10. How should we say it?
3. 77 Questions Commonly Asked by Journalists during a Crisis

Journalists are likely to ask six questions in a crisis (who, what, where, when, why, how) that relate to three broad topics: (1) what happened; (2) What caused it to happen; (3) What does it mean.

Specific questions include:

1) What is your name and title?
2) What are you job responsibilities?
3) What are your qualifications?
4) Can you tell us what happened?
5) When did it happen?
6) Where did it happen?
7) Who was harmed?
8) How many people were harmed?
9) Are those that were harmed getting help?
10) How certain are you about this information?
11) How are those who were harmed getting help?
12) Is the situation under control?
13) How certain are you that the situation is under control?
14) Is there any immediate danger?
15) What is being done in response to what happened?
16) Who is in charge?
17) What can we expect next?
18) What are you advising people to do?
19) How long will it be before the situation returns to normal?
20) What help has been requested or offered from others?
21) What responses have you received?
22) Can you be specific about the types of harm that occurred?
23) What are the names of those that were harmed?
24) Can we talk to them?
25) How much damage occurred?
26) What other damage may have occurred?
27) How certain are you about damages?
28) How much damage do you expect?
29) What are you doing now?
30) Who else is involved in the response?
31) Why did this happen?
32) What was the cause?
33) Did you have any forewarning that this might happen?
34) Why wasn’t this prevented from happening?
35) What else can go wrong?
36) If you are not sure of the cause, what is your best guess?
37) Who caused this to happen?
38) Who is to blame?
39) Could this have been avoided?
40) Do you think those involved handled the situation well enough?
41) When did your response to this begin?
42) When were you notified that something had happened?
43) Who is conducting the investigation?
44) What are you going to do after the investigation?
45) What have you found out so far?
46) Why was more not done to prevent this from happening?
47) What is your personal opinion?
48) What are you telling your own family?
49) Are all those involved in agreement?
50) Are people over reacting?
51) Which laws are applicable?
52) Has anyone broken the law?
53) How certain are you about whether laws have been broken?
54) Has anyone made mistakes?
55) How certain are you that mistakes have not been made?
56) Have you told us everything you know?
57) What are you not telling us?
58) What effects will this have on the people involved?
59) What precautionary measures were taken?
60) Do you accept responsibility for what happened?
61) Has this ever happened before?
62) Can this happen elsewhere?
63) What is the worst case scenario?
64) What lessons were learned?
65) Were those lessons implemented? Are they being implemented now?
66) What can be done to prevent this from happening again?
67) What would you like to say to those who have been harmed and to their families?
68) Is there any continuing danger?
69) Are people out of danger? Are people safe? Will there be inconvenience to employees or to the public?
70) How much will all this cost?
71) Are you able and willing to pay the costs?
72) Who else will pay the costs?
73) When will we find out more?
74) What steps need to be taken to avoid a similar event?
75) Have these steps already been taken? If not, why not?
76) Why should we trust you?
77) What does this all mean?

(Reprinted from: Covello, V.T., Keeping Your Head In A Crisis: Responding To Communication Challenges Posed By Bio-terrorism And Emerging Infectious Diseases, Association of State and Territorial Health Officers (ASTHO), 2003)
D. **Sample News Releases**

*Sample #1- Foodborne Pathogen Outbreak*

For Immediate Release  
February 3, 2005  

Green Produce Company Responds to Salmonella Outbreak  
*FDA Says Company So Far Not Linked to Outbreak*

Salinas, CA (Date, 2005) — Officials from the Food & Drug Administration visited the Green Produce Company today and found no evidence to conclude that the company is linked to an outbreak of *Salmonella* that made 320 people ill in and around the San Diego vicinity.

Company President John Smith made the following statement:  
“Green Produce Company has been identified as one of the suppliers to Bob’s Restaurant in San Diego, where an outbreak of *Salmonella* has made 320 people ill. After two days of investigations, the California Health Department has not yet determined the source of the outbreak, but their investigation is ongoing. Local FDA officials have visited our facilities in Salinas and have found no evidence to conclude that Green Produce Company is a source of this unfortunate outbreak.

“We take any outbreak of foodborne illness very seriously and work very diligently to help ensure the safety of our products. Green Produce has a strong food safety program in place throughout our operations, including our warehouses, processing facility and distribution centres. Our food safety precautions include the following systems and procedures:

- Adherence to GAPs
- HACCP program
- “Three-a-day” handwashing rule
- Equipment disinfection system
- Sanitary practices monitoring program
- Employee education policies
- Etc. [List in bullet form all of company’s food safety systems.]

“As this investigation continues, we are cooperating fully with local and federal health officials to help find the source of this outbreak. Again, all indications are that Green Produce was not the source of the outbreak, but we will remain vigilant in helping to find the reason for the outbreak.”

For more information on the *Salmonella* outbreak associated with Bob’s Restaurant in San Diego, CA, contact:

List numbers of FDA, local and state health departments and your company media contact and Web site.

# # #

Sample #2: Product Recall

Austinuts of Dallas, Inc. Announces Voluntary Recall of Honey Mustard Pretzels

Contact:
Blair Bernier
214-739-6887

FOR IMMEDIATE RELEASE - Dallas, Texas - March 17, 2010 - Austinuts of Dallas, Inc. has issued a voluntary recall for Honey Mustard Pretzels, Lot number 61150/0280, because the product may be contaminated with Salmonella.

Salmonella is an organism which can cause serious and sometimes fatal infections in young children, frail or elderly people, and others with weakened immune systems. Healthy persons infected with Salmonella often experience fever, diarrhea (which may be bloody), nausea, vomiting and abdominal pain. In rare circumstances, infection with Salmonella can result in the organism getting into the bloodstream and producing more severe illnesses such as arterial infections (i.e., infected aneurysms), endocarditis and arthritis. For more information on Salmonella, please visit the Centers for Disease Control and Prevention’s Web site at http://www.cdc.gov.

The Austinuts Honey Mustard Pretzels were only distributed at Austinuts’ building in Dallas, Texas in 16 ounce clear zipper bags. Consumers having any of these products are urged to destroy them.

NO OTHER AUSTINUTS' PRODUCTS ARE PART OF THIS RECALL. No illnesses have been reported to date in connection with the above product. The pretzels were manufactured by National Pretzel Company of Lancaster, PA and were coated with a seasoning mix that included hydrolyzed vegetable protein recalled by Basic Food Flavors, Las Vegas, NV, because it may be contaminated with Salmonella.

Consumers with recall questions may contact Austinuts of Dallas, Inc. at 214-739-6887 during normal business hours, Monday through Saturday 10 a.m. to 6 p.m. Central Standard Time (CDT). Consumers with questions or concerns about their health should contact their doctor immediately.

For information on the U.S. Food and Drug Administration’s (FDA) ongoing investigation, visit FDA’s Web site at www.fda.gov.

###


Sample Template #3 – Announcement of News.
Cooperative Extension Hosts Risk Identification Workshop for Growers

(CITY), N.C. – *N.C. MarketReady Fresh Produce Safety – Field to Family* is a new N.C. Cooperative Extension program developed to educate fruit and vegetable growers about measures to minimize food safety risks. The training focuses on Good Agricultural Practices (GAPs) and managing risks from field to market. The training consists of nine modules, broken into Tier 1 and Tier 2, addressing specific areas of Good Agricultural Practices (GAPs) that together provide a comprehensive curriculum developed by leading researchers and Cooperative Extension specialists at N.C. State University and N.C. A&T State University.

(NAME, TITLE), will conduct the Tier 2 *N.C. MarketReady* training workshop at TIME, DATE, LOCATION (INCLUDING STREET ADDRESS). Building upon Tier 1, Tier 2 will address risk identification and management issues including transportation and traceability, product recalls, liability and insurance options, and developing a crisis strategy.

This workshop will benefit not only growers and packinghouse managers, but also wholesalers and transportation managers who all play an integral role in maintaining the safety of fresh produce as it moves from the field to the consumer. Currently, GAPs certification is voluntary for North Carolina farmers, though outbreaks of food-borne illness in other parts of the country have resulted in increased pressure for all farmers to become certified.

The development of the *N.C. MarketReady Fresh Produce Safety – Field to Family* curriculum was funded with grants from the N.C. Tobacco Trust Fund Commission, Sustainable Agriculture Research and Education (SARE) and USDA Risk Management Agency. N.C. Cooperative Extension faculty developed the curriculum as part of the N.C. Fresh Produce Safety Task Force. For more information contact YOUR NAME at CONTACT INFO. Learn more at [www.ncmarketready.org](http://www.ncmarketready.org).
**N.C. Cooperative Extension** is an educational outreach of N.C. State University and N.C. A&T State University. It has programs in all 100 counties and the Cherokee Reservation. Learn more at [www.ces.ncsu.edu](http://www.ces.ncsu.edu).

# # #

References