
CRM-101

Crisis Response and Management Certification

2021

On-line Certification Training

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Course Description

It's something no organization or leader wishes to think about or indeed has time to contemplate. But in today's frenzied world it is likely that you and your organization will one day come face to face with a crisis of one kind or another. It's not a question of if; it's a question of when. A member of your staff or someone closely connected to you is arrested and charged with a serious offense. Or you are attacked online, verbally or even physically. A politician or public figure attacks you in a public way. An accusation or allegation is lobbied against your organization or staff/volunteer member. The media comes calling. What would you do? Are you ready to Plan to Protect®?

This course is designed for board members and senior leadership in organizations that work with or serve the vulnerable sector. We will address crisis response and management prior to the crisis, hearing about a crisis – the first 24 hours, when the media calls – in the eye of the storm, after the storm dies down and managing a crisis of vulnerable sector abuse and harassment. Through readings, video instruction and course assignments, participants will learn how to respond to and manage a crisis. Participants will receive downloadable resources, feedback and support. Let's raise the bar on protection!

Course Objectives

In the Crisis Response and Management Certification, course participants will learn how to respond and manage a crisis. As a result of this course you will be able to:

- Learn about preparing for a crisis and the role of the board and need-to-know individuals.
- Demonstrate an understanding of the value of navigating interactions with the media well and learn how to respond in a crisis when the media comes knocking.
- Understand the legal requirements for reporting and responding to abuse of children and vulnerable adults.
- Assist and support volunteers and staff in reporting and responding to abuse.
- Examine best practices for documenting a crisis.
- Identify and develop a strong crisis response plan.
- Analyze how crisis can be avoided in the first place and develop concrete policies for protection and prevention.
- Recognize the value of internal investigations while understanding when you should do them and begin identifying procedures for how your organization will do internal investigations.

Required Text

Plan to Protect® Manual, 2010 edition or newer.

Course Requirements

This course will be delivered entirely online through the course management system www.plantoprotectschool.com. Participants must have internet access and basic computer skills including word processing, PowerPoint and email.

Technical Support

Cedric Wai
onlinetraining@plantoprotect.com
1-877-455-3555 xt. 11

Office hours:

Monday – 9:00-5:00pm ET
Tuesday - 9:00-5:00pm ET
Wednesday - 9:00-5:00pm ET
Thursday - 9:00-5:00pm ET
Friday - 9:00-5:00pm ET

Assignment Support

Amber Tompkins
training@plantoprotect.com
1-877-455-3555 xt. 17

Office hours:

Monday – 9:00-5:00pm ET
Tuesday - 9:00-5:00pm ET
Wednesday - 9:00-5:00pm ET
Thursday - 9:00-5:00pm ET
Friday - 9:00-5:00pm ET

Prerequisites

There are no course prerequisites for this course. However, to qualify for this course you must be in a senior leadership position in your organization (for example directors, CEOs, Principals, board members, senior pastors etc.). Exceptions will be made if an individual is accompanied by someone within their organization who is in a senior leadership position or if someone in a senior leadership position with your organization has already successfully completed the course.

Course Requirements

Participation 10%

This course will be participation intensive. For each topic, you will participate in a group forum discussion board with other students. Participants will be marked on their contribution to the discussion, responses to other students and the value of their contribution. Forum discussion questions are included in the course calendar and posted throughout the course. Each topic will also include a reading assignment. For each reading assignment, you will demonstrate your understanding of the content through forum discussions, quizzes or the assignments listed below.

Mini Quiz on Terms and Conditions Required

After reviewing the Crisis Response and Management Terms and Conditions, you will complete a quiz to demonstrate your understanding. You must receive 100% to proceed to the next section of the course. Participants who do not receive the required grade to proceed will be able to retake the quiz.

Risk Assessment: S.W.O.T. 10%

You will complete a risk assessment S.W.O.T. (strengths, weaknesses, opportunities, treats) analysis of your organization using the template provided. By filing out this assessment as accurately as possible, you will be provided with a report that will identify areas of strength and areas where there is room for improvement and growth.

Case Study 10%

You will be provided with a series of case studies. Your assignment will be to analyze and identify the risks that these case studies would have on an organization and potential action steps. A template will be provided.

Crisis Response Drill..... 20%

You will book a time to have a crisis response drill with a Plan to Protect® staff member. They will call you posing as a reporter with a hypothetical crisis that you will be asked to respond to.

Resource Directory 20%

Submissions

All assignments should be submitted via the online course or emailed to training@plantoprotect.com. When you submit, please label each assignment with your first and last name, followed by a hyphen organization name, followed by another hyphen and the assignment (for example, Naomi Suggs – Sunrise Day Care – Recruitment and Screening Process Map).

Deadlines

All assignments must be completed and submitted within 12 weeks of beginning the course. If assignments are not completed, you will receive an incomplete and will not be considered a certified Crisis Response Manager.

Late Work

Work must be submitted on or before the final due date. Late work will NOT be accepted unless an extension has been granted by Plan to Protect® prior to the due date, in writing. Extensions are ONLY granted for serious emergencies – call or email for permission. No work will be accepted after the final due date.

You will compile a Resource directory of potential resources that will be needed if a crisis occurs. Resources will include contact information for personnel, suppliers, and partner organizations. A template will be provided.

Crisis Management Plan 30%

Using the knowledge gained from previous assignments, you will create a Crisis Management Plan for your organization. A template will be provided. This assignment will build off of the other assignments you have done throughout this course. A template will be provided.

Total: 1000 points

*Please note: you and your supervisor will receive a letter at the end of your course indicating your final grade and status.

Letter Grade

Final grades assigned for this course will be based on the percentage of total points earned and are assigned as follows:

Letter Grade	Percentage
A+	97-100%
A	94-96%
A-	90-93%
B+	86-89%
B	82-85%
B-	78-81%
C+	74-77%
C	70-73%
C-	66-69%
D	61-65%
F	<60%

Participants must receive a C- or above to pass the course. Participants who receive a D, will receive a conditional pass and may be required to resubmit assignments (some conditions may apply and some assignments may be subject to a resubmission fee).

Netiquette Guidelines

Netiquette is a set of rules for acceptable behaviour online. Your instructor and fellow students wish to foster a safe online learning environment. All opinions and experiences - no matter how different or controversial they may be perceived - must be respected in the tolerant spirit of academic discourse. You are encouraged to comment, question or critique an idea but you are not to attack an individual. Working as a community of learners, we can build a polite and respectful course community.

The following netiquette tips* will enhance the learning experience for everyone in the course:

- Do not dominate any discussion.
- Give other students the opportunity to join in the discussion.
- Do not use profane or offensive language. Present ideas appropriately.
- Be cautious in using Internet language. For example, do not capitalize all letters since this suggests shouting or use acronyms (ex. LOL, btw, etc.).
- Popular emoticons such as ☺ can be helpful to convey your tone but do not overdo it or overuse them.
- Avoid using vernacular and/or slang language. This could possibly lead to misinterpretation.

- Never make fun of someone's ability to read or write.
- Share tips with other students.
- Keep an 'open-mind' and be willing to express even your minority opinion. Minority opinions have to be respected.
- Think and edit before you push the 'send' button.
- Do not hesitate to ask for feedback.
- Using humor is acceptable.
- Please do not criticize participants' spelling, grammar, etc.

Please keep in mind the following items when participating in any and all Plan to Protect® discussion boards:

- Plan to Protect® provides the HIGHEST STANDARD of protection and abuse prevention. We will not recommend or endorse anything that contradicts this HIGHEST STANDARD of protection, conflicts with Human Rights or breaks legal requirements.
- Plan to Protect® clients represent a vast array of political and religious opinions – please be sensitive to this when leaving questions and comments.
- Plan to Protect® clients represent a vast array of organizations (churches, charities, schools, day cares, camps, sporting leagues, retirement homes, transportation companies, refugee sponsorship groups, etc.).
- Plan to Protect® clients work with a variety of vulnerable sectors (children, youth, vulnerable adults, refugees, etc).
- There is a high likelihood that participants in the course may be victims/survivors of abuse or know someone who is a victim/survivor. Please be sensitive and thoughtful when leaving comments, questions or feedback.
- Please note participants in the course may be from different countries as Plan to Protect® clients come from Canada, United State and globally.

*Adapted from:

- Mintu-Wimsatt, A., Kernek, C., & Lozada, H. R. (2010). *Netiquette: Make it part of your syllabus*. Journal of Online Learning and Teaching, 6(1). Retrieved from http://jolt.merlot.org/vol6no1/mintu-wimsatt_0310.htm
- Shea, V. (1994). Netiquette. Albion.com. Retrieved from: <http://www.albion.com/netiquette/book/>

Communication Guidelines

Students will receive weekly support emails with reminders and announcements. You are expected to check your email regularly. Because documents will be distributed electronically and downloaded from the Learning Management Services, you must inform us immediately if there is a problem retrieving or downloading them.

Course Calendar

Please carefully review the course calendar below. You can use the course calendar as a checklist to ensure all assignments are completed correctly and on time. You will notice that the course has been split into multiple modules. Each module includes some readings, a video presentation, a forum, and an assignment. We ask that you proceed through the course in chronological order because each module builds on what comes before.

You have 12 total weeks to complete the course and all assignments. Our recommendation is that you try to accomplish at least one module per week. This will give you 6 weeks for the course content and 6 weeks for the final assignment – which is customizing policies for your organization. While you have 6 weeks for the course and 6 weeks for the final assignment – you absolutely can work faster. We encourage you to work at a pace that is convenient for you but keep in mind you will need to save enough time for yourself to complete the final assignment which is a big task.

Course Calendar				
Week	Module	Topic	Tasks	Assignments
1	1	Introduction, Overview and Terms and Conditions	<ul style="list-style-type: none"> ● Introduction ● Download: <ul style="list-style-type: none"> ○ Course Syllabus ○ Terms and Conditions ● Read: <ul style="list-style-type: none"> ○ Course Syllabus ○ Terms and Conditions ● Participate: <ul style="list-style-type: none"> ○ Discussion Board: ‘What would you like to learn from this course?’ ● Watch: <ul style="list-style-type: none"> ○ Introduction, Overview and Terms and Conditions (Presenter – Melodie Bissell) ● Review: <ul style="list-style-type: none"> ○ Frequently Asked Questions ● Submit: <ul style="list-style-type: none"> ○ Sign electronic Terms and Conditions ○ Terms and Conditions Quiz 	<ul style="list-style-type: none"> ● Participate in forum ● Sign Terms and Conditions ● Quiz
2	2	Weather Report... Anticipating a Change	<ul style="list-style-type: none"> ● Introduction ● Download: <ul style="list-style-type: none"> ○ Weather Report PowerPoint Notes 	<ul style="list-style-type: none"> ● Participate in forum ● Complete assessment

			<ul style="list-style-type: none"> ● Read: <ul style="list-style-type: none"> ○ In the Plan to Protect® manual read the following sections: <ul style="list-style-type: none"> ■ Awareness Section ■ Reporting and Response Section ● Watch: <ul style="list-style-type: none"> ○ Weather Report...Anticipating A Change (Presenter – Melodie Bissell) ● Participate: <ul style="list-style-type: none"> ○ Discussion Board: How can you protect your organization from a crisis? What can you do to keep volunteers, staff, and your organization’s reputation out of the news cycle? ● Review: <ul style="list-style-type: none"> ○ Frequently Asked Questions ● Submit: <ul style="list-style-type: none"> ○ Risk Assessment S.W.O.T. 	
3	3	The Calm Before The Storm...Prior to the Crisis	<ul style="list-style-type: none"> ● Introduction ● Download: <ul style="list-style-type: none"> ○ The Calm Before the Storm PowerPoint Notes ○ Three Recent Crisis Management Case Studies That We Can Learn From by RockDove Solutions ○ Case Study: Coca-Cola PR Crisis Management by William Comcowich ● Read: <ul style="list-style-type: none"> ○ Three Recent Crisis Management Case Studies That We Can Learn From by RockDove Solutions 	<ul style="list-style-type: none"> ● Participate in forum ● Quiz

			<ul style="list-style-type: none"> ● Read: <ul style="list-style-type: none"> ○ Case Study: Coca-Cola PR Crisis Management by William Comcowich ● Watch: <ul style="list-style-type: none"> ○ The Calm Before the Storm (Presenter – Barrie Doyle) ● Participate: <ul style="list-style-type: none"> ○ Discussion Board: Why do you think it's important to develop a crisis plan for your organization? ● Review: <ul style="list-style-type: none"> ○ Frequently Asked Questions ● Submit: <ul style="list-style-type: none"> ○ Case Study Assignment 	
4	4	<p>In the Eye of the Storm... Hearing about a Crisis and the First 24 Hours</p>	<ul style="list-style-type: none"> ● Introduction ● Download: <ul style="list-style-type: none"> ○ In The Eye of the Storm PowerPoint Notes ○ Boeing's Response to the 737 Max Crisis by Sinead Baker ○ Boeing's 737 Max Defense Is a Textbook Mess by David Fickling ● Read <ul style="list-style-type: none"> ○ Boeing's Response to the 737 Max Crisis by Sinead Baker ○ Boeing's 737 Max Defense Is a Textbook Mess by David Fickling ● Watch: <ul style="list-style-type: none"> ○ In The Eye of the Storm (Presenter – Barrie Doyle) 	<ul style="list-style-type: none"> ● Participate in forum ● Recruitment and Screening Process map

			<ul style="list-style-type: none"> ● Participate: <ul style="list-style-type: none"> ○ Discussion Board: Describe an organization's response to a crisis that you thought did a good job of managing the media and the public opinion of them. ● Review: <ul style="list-style-type: none"> ○ Frequently Asked Questions ● Submit: <ul style="list-style-type: none"> ○ Crisis Response Drill 	
5	5	Weathering the Storm... When the Media Calls	<ul style="list-style-type: none"> ● Introduction ● Download: <ul style="list-style-type: none"> ○ Weathering the Storm PowerPoint Notes ○ Case Study: BP Oil Spill by Arthur W. Page Center BP: A Textbook Example Of How Not To Handle PR by Elizabeth Shogron ● Read: <ul style="list-style-type: none"> ○ Case Study: BP Oil Spill by Arthur W. Page Center ○ BP: A Textbook Example Of How Not To Handle PR by Elizabeth Shogron ● Watch: <ul style="list-style-type: none"> ○ Weathering The Storm (Presenter – Barrie Doyle) ● Review: <ul style="list-style-type: none"> ○ Frequently Asked Questions 	<ul style="list-style-type: none"> ● Participate in forum ● Case study discussion

			<ul style="list-style-type: none"> ● Participate: <ul style="list-style-type: none"> ○ Discussion Board: What challenges do you predict in assembling a Crisis Management team? How will you overcome these challenges? ● Submit: <ul style="list-style-type: none"> ○ Resource Directory 	
6	6	Aftermath of The Storm	<ul style="list-style-type: none"> ● Introduction ● Download <ul style="list-style-type: none"> ○ Aftermath of the Storm PowerPoint Notes ● Watch: <ul style="list-style-type: none"> ○ Aftermath of the Storm (Presenter – Barrie Doyle) ● Review: <ul style="list-style-type: none"> ○ Frequently Asked Questions ● Participate: <ul style="list-style-type: none"> ○ Discussion Board: How will you build a positive reputation for your organization before and after a crisis? 	<ul style="list-style-type: none"> ● Participate in forum ● Customizing Policies Worksheet
7-12		Work on Final Assignment	<ul style="list-style-type: none"> ● Download: <ul style="list-style-type: none"> ○ Crisis Management Plan Assignment and Evaluation ● Submit: <ul style="list-style-type: none"> ○ Crisis Management Plan ○ Feedback Survey 	<ul style="list-style-type: none"> ● Customized Policies