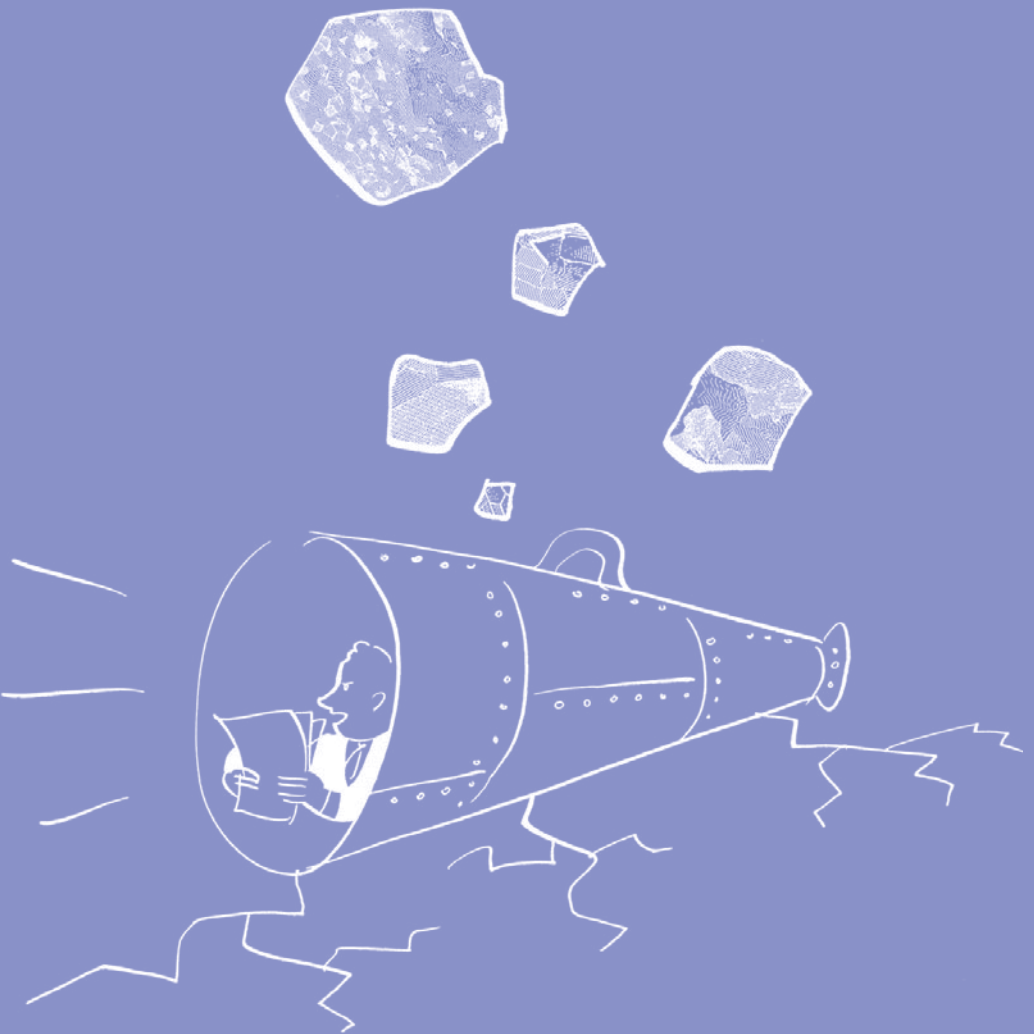


# Crisis communication in government



**One-week study programme**  
28 May to 1 June 2012



PAI is accredited by the  
British Accreditation Council (BAC)  
for Independent Further and Higher Education

### About the programme

A government that has no crisis communications strategy can all too easily be overwhelmed by events.

In an increasingly complex world, risks become magnified many times over: an incident in one country can rapidly become an international crisis fuelled by 24 hour news media coverage, and the proliferation of mass media. Social networks have become hugely powerful. Citizen journalists, unfettered by rules or ethical considerations, are able to gather, filter and distribute news as fast as established news organisations.

Governments are faced with exponential and unrelenting expansion of communications media. Planning ahead and protecting citizens from risk is becoming ever more demanding. Events that have buffeted governments worldwide include pandemics, floods and fires, power shutdowns and disruption of essential services. Earthquakes, tsunamis, volcanic eruptions and nuclear emergencies are but some of the unpredictable events that have left governments looking vulnerable and unprepared. The recent past has witnessed economic crises, failures of banking systems and popular uprisings in which instant communications between individuals have changed the face of politics for ever.

Events show how rapidly crises can develop and how important it is for governments to manage their communications efficiently and effectively, in order to avoid a collapse of trust in their ability to govern.

The programme will explore crisis management and the way in which communication can be used as a crisis management tool. Critical to this is the handling of risk and risk communication. It will also examine government communications and how those directly involved with an incident can engage with those who can influence or have an interest in an issue. The aim is to

ensure that participants will be better able to work with colleagues to develop and deliver straightforward, practical, strategic communication strategies for managing crises. It will also show how important it is to have a plan ready for when things go wrong.

### Who is it for?

The programme is designed for senior policy officials, managers responsible for operational planning, and public service communications specialists who are responsible for government/public service communications at times of risk and crisis.

### How participants will benefit

The study programme will

- Broaden participants' knowledge of the nature of risk and crises, and how the public perceive them
- Raise awareness of the importance of risk communication planning in the development of policy and operational strategies and provide practical experience of designing strategies both to pre-empt crises and deal with them when they happen
- Create an understanding of how the media reacts to risk, the influence this has on the public, and the importance of building good relationships with it
- Develop participants' skills to enable them to make the most appropriate decisions during the management of a crisis.

### What the programme will cover

This programme will concentrate on:

- Analysing risk and crises, and understanding public perceptions and needs, and the fear factors which may be driving people facing a looming or actual disaster
- Developing risk communication strategies, both as part of policy and operational planning, and to deal with situations as they arise
- Identifying and engaging stakeholders
- Reviewing traditional and new media outlets, including digital broadcasting, the internet, and social media
- Understanding the needs of the media; working with the media to achieve an accurate, speedy and consistent flow of information to key stakeholders and the public

- Gathering intelligence from research, websites and the media, to ensure that as full a picture of the developing situation as possible is maintained.

"Crisis Communication in Government" will include lectures, discussions and exercises, briefings by government spokesmen/women, editors and journalists, group visits to editorial offices, TV or radio stations. Participants are asked to bring an example of an incident/crisis of direct concern to them which will form the basis of group discussions. They will have the opportunity to discuss practical issues affecting their own professional life and to compare and contrast experience with counterparts from different countries.

## Programme outline

	AM	PM
Day 1	<p><b>Welcome and introduction</b></p> <ul style="list-style-type: none"> <li>– Setting the scene</li> <li>– Personal action plans</li> <li>– Introductory communications exercise</li> <li>– Participants’ presentations</li> </ul>	<p><b>Pre-empting crisis</b></p> <ul style="list-style-type: none"> <li>– What is risk?</li> <li>– How do the public perceive risk?</li> <li>– Risk analysis</li> <li>– How the media perceive risk</li> </ul>
Day 2	<p><b>Planning strategies</b></p> <ul style="list-style-type: none"> <li>– To deal with crisis</li> <li>– Presentation and discussion: an examination of a recent international crisis</li> <li>– The role of Central Government</li> </ul>	<p><b>Theory into practice</b></p> <ul style="list-style-type: none"> <li>– Presentation/exercises and self assessment</li> <li>– Theory into practice Exercise 1</li> <li>– Theory into practice Exercise 2</li> <li>– Facilitated analysis of participants’ case study</li> </ul>
Day 3	<p><b>The media</b></p> <ul style="list-style-type: none"> <li>– Theory into practice 3 – facilitated analysis of participants’ case study</li> <li>– How the written media see crisis</li> <li>– The media and press conferences – practical experiences from the disaster scene</li> </ul>	<p><b>Planning in action</b></p> <ul style="list-style-type: none"> <li>– <i>Visit to a major national utility Emergency Centre – discussion with senior press and communications personnel</i></li> </ul>
Day 4	<p><b>Putting theory into practice</b></p> <ul style="list-style-type: none"> <li>– Communication, crisis and co-operation. Presentation and discussion including social resilience and answering the difficult questions</li> <li>– Working with ‘New Media’</li> <li>– Facilitated analysis of participants’ case study</li> </ul>	<p><b>The media continued</b></p> <ul style="list-style-type: none"> <li>– <i>Visit to broadcaster – working together for the public good</i></li> </ul>
Day 5	<p><b>Exercise</b></p> <ul style="list-style-type: none"> <li>– Major table top exercise requiring participants to manage a complex and developing government crisis: interactive exercise based on recent international event developing the main issues raised during the event</li> <li>– Report back and completion of action plans</li> <li>– Discussion</li> </ul>	<p><b>Solving your problems</b></p> <ul style="list-style-type: none"> <li>– Outstanding issues raised by participants</li> <li>– Final plenary</li> <li>– Presentation of certificates of attendance</li> </ul>

We reserve the right to change the programme as necessary.

**Application form**

**Crisis communication in government**

**28 May to 1 June 2012**

Please complete this application form and post, fax or email to:

Clare Walters, Programme Manager  
Public Administration International  
10 Bayley Street, London WC1B 3HB UK  
T +44 (0)20 7580 3590 F +44 (0)20 7580 4746 pai@public-admin.co.uk

Applications can also be completed online. Please see our website for details.  
www.public-admin.co.uk

**Please print clearly in black ink and in capital letters**

**Personal details**

First name \_\_\_\_\_

Family name \_\_\_\_\_

Title (Prof. Dr. Mr. Mrs. Ms. etc.) \_\_\_\_\_

Nationality \_\_\_\_\_

Dietary requirements \_\_\_\_\_

Disabilities \_\_\_\_\_

Have you participated in a PAI study programme before? \_\_\_\_\_

If yes, which programme(s)? \_\_\_\_\_

Dates of programme(s)? \_\_\_\_\_

**Current position**

Title of post \_\_\_\_\_

Employer \_\_\_\_\_

Address \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Telephone \_\_\_\_\_

Fax \_\_\_\_\_

Email \_\_\_\_\_

Brief description of your main role and responsibilities \_\_\_\_\_

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\_\_\_\_\_

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**Education and professional training**

Please provide brief details of your education and professional qualifications and training

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## Language

The programme will be conducted in English. Participants will be expected to have a good working knowledge of the language.

## Fees and other costs

The fee for this one-week study programme will be £1,660. This includes tuition, travel to and from the airport in London, travel on scheduled visits<sup>1</sup>, printed material and other documentation. UK Value Added Tax (VAT) will not be charged if applicants can provide written confirmation from their government or its accredited representative that they are employed by their government in furtherance of its sovereign activities. In all other cases, VAT (currently 20%) will be charged in addition to the fee. Payment in full must be received by PAI no later than 28 May 2012. Cheques should be made payable to Public Administration International. Alternatively, PAI is able to invoice individuals or government agencies. Payment by bank transfer is also acceptable.

Airfares, accommodation costs, daily travel (other than on visits scheduled in the programme), meals and living expenses are not included. We suggest that approximately £120 per person per day should be allowed for a modest standard of accommodation, local travel in the UK, meals and other incidental expenses. Participants requiring a higher standard of accommodation (for example a 4 star hotel) will need to allow approximately £175 per person per day.

## Discount

We offer a 10% discount on the tuition fee if a funding organisation sponsors more than three participants in any one calendar year. Please ensure that when you book your fourth participant (in any one calendar year) you let us know so that we can apply the discount.

<sup>1</sup>Travel to and from the airport in London and travel on scheduled visits in the programme are provided at cost.

## Insurance

Participants are advised to arrange travel and health insurance cover before leaving their home country.

## Location and arrival arrangements

The study programme will be based in central London. On request, PAI can assist in finding suitable hotel accommodation and can arrange travel to and from the airport.

## Public Administration International (PAI)

PAI specialises in management consultancy and development services for organisations in and associated with the public sector. We provide advice and support for governments undergoing political, economic, structural and legislative change. Our extensive network of associates includes practitioners, academics and independent consultants. The promotion of good governance and best practice are our key objectives. This programme is one of a number of specialist UK-based study programmes designed to meet the needs of the public services worldwide.

## Programme Director

The Programme Director will be Ken Horner. He is a training consultant in all aspects of disaster, crisis, and emergency management. He is a former chief police officer and Course Director at the UK Government's Emergency Planning College. A former police press officer, he conducts specialised training in management of information and the media in a crisis and is recognised as one of the leading trainers and facilitators in this field. Ken trains senior managers and leaders from a wide range of organisations, agencies and governments, both in the UK and in other countries who recognise their vulnerability to crisis and disasters, either within their organisation, or as part of a co-ordinated response to civil emergencies. He was involved with the UK's national training initiatives concerned with inter-agency consequence management following the deliberate release of chemical, biological or radiological materials, and frequently runs seminars and exercises for local and national governments.

### How to apply

Please complete the attached Public Administration International application form and post or fax or email to:

Clare Walters  
Programme Manager  
Public Administration International  
10 Bayley Street  
London WC1B 3HB  
UK  
**T** +44 (0)20 7580 3590  
**F** +44 (0)20 7580 4746  
pai@public-admin.co.uk

Applications can also be completed online. Please see our website for details: [www.public-admin.co.uk](http://www.public-admin.co.uk)

If you would like to discuss this programme, any of our other international study programmes or our consultancy services, please contact:

Donald McGregor  
Director  
Public Administration International  
**T** +44 (0)20 7580 3590  
pai@public-admin.co.uk

We also have extensive experience of designing tailor-made programmes (from one day to two or three weeks) which can be run in your own country or in the UK to meet the specific needs of groups or individuals at all levels within your organisation. Please contact us if you would like further information.

Public Administration  
International

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