
Community Relations

Before, During & After an Incident



AGENDA

- Introduction
 - Building the Foundation
 - Hazard & Outrage
 - Emergency Operations vs. Communication
 - Reducing Outrage
 - Before, During & After
 - Questions
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INTRODUCTION

- A recent experience
- Sources of Information
 - International Association for Public Participation
 - Dr. Edmund Burke
 - Dr. Peter M. Sandman

BUILDING THE FOUNDATION

- Like emergency response, planning is key
- Strong relationships create ambassadors
- Know the people, not just the data



WHAT DO YOU NEED TO KNOW?

- Explore beyond the required data
 - What is important to the community?
 - Who are the opinion leaders?
 - How does the community communicate with each other – formally and informally?
- This information will be useful in future



WHAT DO THEY WANT TO KNOW?

- Provide the information they want:
 - What to do in an emergency
 - Who to call
 - What you really do
 - That you are trained and prepared
 - That you care
- And provide it in a useful form



HAZARD & OUTRAGE

The risks that kill people and the risks that upset people are completely different. Peter Sandman

Risk = Hazard + Outrage

- Hazard – negative event; actual or potential
- Outrage – extreme emotion related to a perception of threat



FACTORS LEADING TO OUTRAGE

- Voluntary vs. Coerced
- Natural vs. Industrial
- Familiar vs. “Exotic”
- Not Memorable vs. Memorable
- Not Dreaded vs. Dreaded
- Chronic vs. Catastrophic
- Knowable vs. Unknowable



FACTORS LEADING TO OUTRAGE

- Individually Controlled vs. Controlled by Others
- Fair vs. Unfair
- Morally Irrelevant vs. Morally Relevant
- Trustworthy Source vs. Untrustworthy Source
- Responsive vs. Unresponsive



CRISIS OR OUTRAGE

HAZARD

High

**Precaution
Advocacy**

**Crisis
Communication**

Low

**Outrage
Management**

Low

High

Outrage

EMERGENCY OPERATIONS VS. COMMUNICATIONS

- Emergency response includes communication
 - In the absence of information rumours and misinformation will abound
 - Who is taking care of the people?
 - Who is the information source?
 - What are the information channels
 - Crisis Communication messages
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REDUCING OUTRAGE

- Facts won't work
 - Can't battle emotion with logic
- Allow for venting
- Provide a credible source
 - Third-party expert
- Talk less, listen more
- Be responsive
- Show empathy



SOME STRATEGIES

- Include both sides
- Acknowledge past mistakes
- Acknowledge current problems
- Give away credit for actions
- Share control and be accountable
- Pay attention to unvoiced concerns

BEFORE, DURING & AFTER

- Build relationships in advance
 - Ambassadors-in-waiting
- Keep in touch
 - Communicate, communicate, communicate
 - Don't be a stranger
- Mend the Fences
 - Say you're sorry
 - Clean up your mess



QUESTIONS?

IAP2 Certificate in Public Participation

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