

Specification of Competency Standards of the Insurance Industry

**Unit of Competency**

**Functional Area: Marketing**

Title	Manage crisis communications
Code	105550L5
Range	This unit of competency is applicable to those who are responsible for managing crisis communications. It involves planning for organizational response and handling all communications pertaining to a crisis.
Level	5
Credit	3 (for reference only)
Competency	<p>Performance Requirements</p> <ol style="list-style-type: none"> <li>1. Possess knowledge in crisis management <ul style="list-style-type: none"> <li>• Comprehend crisis management approaches</li> <li>• Comprehend media handling techniques</li> <li>• Comprehend organizational structure to obtain up-to-date operational details</li> </ul> </li> <li>2(a). Plan for crisis communications <ul style="list-style-type: none"> <li>• Develop crisis classification by impact to reputation risk level</li> <li>• Develop key messages for response</li> <li>• Identify supporting information</li> <li>• Identify spokesperson</li> <li>• Consult stakeholders on key messages</li> <li>• Obtain approval from management on key messages</li> <li>• Coordinate with other units to plan remedial actions</li> </ul> </li> <li>2(b). Handle crisis communications <ul style="list-style-type: none"> <li>• Determine media to broadcast response</li> <li>• Ensure spokesperson comprehend response details</li> <li>• Disseminate key messages to all supporting units within organization</li> <li>• Ensure follow-up communications are consistent with key messages</li> <li>• Set up internal and external channels for further communications, e.g. up-to-date crisis details, questions, feedback</li> <li>• Ensure overall communications convey intended image, e.g. commitment to solve problems, professionalism, caring</li> <li>• Ensure timeliness of communications</li> </ul> </li> <li>2(c). Review communication approach <ul style="list-style-type: none"> <li>• Review efficiencies and effectiveness of overall crisis communication approach</li> <li>• Identify critical success factors</li> <li>• Formulate improvement plans for future crisis communications.</li> </ul> </li> <li>3. Manage crisis communications effectively to uphold corporate image <ul style="list-style-type: none"> <li>• Formulate appropriate key response messages prior to communications to uphold corporate image</li> <li>• Broadcast responses in appropriate media timely</li> <li>• Provide follow-up communications that are consistent with key messages</li> <li>• Improve future crisis management approach based on evaluation on effectiveness of handling approaches.</li> </ul> </li> </ol>
Assessment Criteria	<p>The integrated outcome requirements of this unit of competency are:</p> <ul style="list-style-type: none"> <li>• Able to analyze crisis situation to develop appropriate responses from corporate perspectives</li> <li>• Able to develop an appropriate mix of communication methods to broadcast responses</li> <li>• Able to maintain efficient communication channels both internally and externally to facilitate information flow</li> <li>• Able to manage crisis communications process via appropriate communication methods and follow-up procedures</li> <li>• Able to evaluate effectiveness of the communication approaches and prepare for future crisis communications with improved approaches.</li> </ul>
Remark	This unit of competency is also applicable to general insurers, life insurers and broker.