

# EGG INDUSTRY CRISIS COMMUNICATIONS

## Planning Manual

The following document is to help assist members in making informed decisions, manage events and address crisis situations effectively



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# Overview

## IEC Strategic Approach: Our Goal and Purpose

The following Crisis Communication Planning Manual provides guidelines and appropriate reference tools for IEC members to use. In our role as facilitator, we have applied the principles of crisis communication to provide an overarching framework, to help individual businesses, country associations and the egg industry as a whole, to prepare for events or situations that may unexpectedly disrupt business and otherwise have potentially negative consequences for the egg industry.

Our goal is to assist members in making informed decisions, manage events and address crisis situations effectively.

The IEC's role is to support its members; however we are not a media news service and are not responsible for communications directly addressed to consumers via any media channel. Individual country associations and member organisations are better placed to deal directly with national media following IEC prepared guidelines.

The purpose of this manual is to suggest a crisis communication plan by providing a unified structure, crisis management tools, and the communication resources necessary prior to a crisis occurring. By adopting and adhering to these protocols, you will be able to provide an accurate rapid response, establish accountability and minimize the impacts to your business and the industry.

Let us start by defining...

### **What is a crisis?**

A crisis is a situation which:

- is unexpected or unpredictable
- has elements of the unknown and escalating intensity
- causes acute difficulty or danger
- interrupts normal business operations
- impacts an organisations external reputation
- impacts company and/or industry financial performance
- requires difficult or important decision to be made

## **What is Crisis Communication?**

Crisis communication is a two-way exchange of information about threats, including health threats such as avian influenza or salmonella. The goals of crisis 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 crisis communication:

- 1) Information and education
- 2) Behaviour change and protective action
- 3) Disaster warning and emergency notification
- 4) Joint problem solving and conflict resolution

To communicate risks effectively, organisations should prepare a written communication plan in advance. Appendix A of this document provides the necessary forms that your team should complete in advance of any problematic situations arising.

## **Crisis Communication: Why is it important?**

We all have our day to day jobs to do. Few, if any of us are waiting for a crisis to happen. Therefore, it is wise to be prepared with a strategy that will help you tackle any emergency.

- Crisis communication is central to informed decision making.
- People under stress typically want to know that you care, before they care about what you know and have difficulty hearing, understanding, and remembering information.

We have generated these guidelines to help organisations present information and their messages clearly and effectively.

## **Parameter for Use / Trigger Points / Crisis Self-Audit**

Each crisis will have a unique set of circumstances and you will need to respond accordingly. This document provides a generalised structure to help you prepare core messages for a range of crises that you identify as potential Trigger Points. Consider what events are most likely to impact your business.

Undertaking a thorough self-audit will help you assess your company/association, recognising potential issues the industry can face and assist in starting to develop your crisis communication plan.

Specific resources should be obtained and incorporated into your plan as a situation unfolds. Your plan will evolve, so ensure that regular reviews are undertaken to keep information relevant and up to date.

*Complete 'Trigger Points' and 'Crisis Self-Audit' section in Appendix A - Crisis Planning Forms*

## Considerations

When initially addressing a difficult situation, it will be helpful to consider the following seven rules for effective crisis communication. Taking time to appraise your approach will help ensure a more successful outcome:

1. **Accept and involve the receiver of information as a legitimate partner:** People have the right to participate in decisions that affect their lives.
2. **Plan and tailor communication strategies:** Different goals, audiences and communication channels, as they require different communication strategies.
3. **Listen to your audience:** People are usually more concerned about psychological factors, such as uncertainty, ethics, responsiveness, fairness and compassion, rather than the technical details of a crisis. As the communicator you must be willing to listen carefully to and understand the audience.
4. **Be honest and open:** Trust and credibility are among your most valuable assets.
5. **Coordinate and collaborate with other credible sources:** Communication is 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 play a major role in transmitting information. It is critical to identify the key messages that you wish the media to deliver and to engage effectively with the appropriate media channels.
7. **Speak clearly and with compassion:** Technical language and jargon are major barriers to effective communication. Keep your communications as straightforward as possible so you do not alienate your audience.

# Crisis Preparation and Communication Checklist

## Preparation

### **Step One: Formulate a Crisis Communication Team and Plan**

- You need to define your team and designate a primary spokesperson to deal with a crisis
- This Planning Manual will take you through a step-by-step guide to developing a comprehensive crisis communication plan for your business

### **Step Two: Attend Crisis Communication Media Training**

- Training personnel before a crisis happens is essential for a rapid response

## Communication

### **Step Three: Understand the Crisis**

- Gather factual information of the event / situation along with contacts and generate an associated timeline
- Your objective is to determine the extent of the crisis and the corresponding response needed from your Crisis Communication Team

### **Step Four: Assess the Situation**

- Using all the information and sources gathered your team will then start to build a comprehensive overview of the situation to determine the next course of action

### **Step Five: Identify Actions**

- Define clear roles of responsibilities for the industry in responding to a crisis
- Address the need for third-party resources and specialists to help you convey / substantiate your messages

### **Step Six: Develop a Response**

- Steps to help you analyse the situation and develop appropriate messages and communications

### **Step Seven: Communicate with Audiences**

- Who do you need to inform?
- How are you going to reach them?
- What are you going to say?

### **Step Eight: Re-evaluate Conditions**

- As new information emerges it is vital to change your messages, outreach to different audiences and/or continuously evolve the industry's defined role

### **Step Nine: Define Recovery**

- Once the crisis is resolved, consider creating a plan that addresses the reason for the crisis and identifies any changes in procedures or protocols that are required

## Preparation

### Step One: Appoint a Crisis Communication Team

It is vital to develop a team of trained individuals within your organisation to manage a crisis when it occurs. Crises by their nature are unplanned so it is important to have key personnel in place ahead of time.

Identify the skills and responsibilities within the team:

- A decision maker – someone with authority to make key decisions
- A spokesperson – someone to handle the media
- A message developer – someone to prepare responses for different audiences
- Industry representative
- Food safety representative
- Law enforcement official
- Regulatory and emergency organisations
- Customer relations
- Legal advisor
- Possibly an outside communication consultant depending on the scale and severity of a situation

Establish work assignments, performance expectations and monitor performance so that you can provide feedback.

### Example Crisis Team Structure

#### **Role: Crisis Team Director**

##### Responsibilities

- Chairs meetings of the Crisis Team
- Confirms and provides authority for operational and communications responses
- Acts as spokesperson for the industry and public audiences
- Determines participation at Crisis Team meetings
- Determines frequency of Crisis Team meetings
- Takes issue-specific media training
- Notifies staff
- Notifies Chairman / Board Members / Executive Committee
- Takes immediate action if necessary to ensure human health and safety

#### **Role: Manager, Corporate and Public Affairs**

##### Responsibilities

- Gathers information and intelligence (who, what, where, when, how?)
- Provides notices to advise producers to enhance on-site security
- Negotiates public warning, recall notice or other public statements
- Drafts and updates key messages, statements, media releases
- Distributes media releases, organises press conferences
- Manages media monitors
- Notifies stakeholders as approved by Crisis Team Director
- Arranges media training for team
- Acts as spokesperson as confirmed by Crisis Team Director

**Role: Chief Operating Officer**

Responsibilities

- Outlines operational responses
- Activates operational responses as confirmed by Crisis Team Director

**Role: Manager, Marketing and Nutrition**

Responsibilities

- Conducts focus groups and quantitative consumer research
- Assesses impacts of current marketing programmes on crisis management
- Identifies and develops consumer communications including advertising and promotions
- Collects scientific data and information pertinent to the event
- Updates website as needed

*Complete the 'Crisis Communication Team' contact sheet in Appendix B – Directory of Contacts*

**Useful Third-party Resources**

As well as your internal team, it is also important to consider potential third-party resources. Identify any specialists that can help deliver your responses to a particular crisis.

Remember: Third parties can validate and support your position. Identify and contact those that might be able to substantiate your position and maintain your relationship with them throughout the crisis.

Ensure the company agrees to be referenced or quoted in your communications and are prepared to take direct lines of enquiry from the media.

Your list of third-party contacts could potentially include:

- Emergency services
- University consultants
- Government regulators and officials
- News media
- Employees
- Customers
- Trade associations / allied organisations
- Retailers, producers, shippers

*Complete the 'Third-party Resources' contact sheet in Appendix B – Directory of Contacts*

## **Step Two: Crisis Communication Media Training**

No matter how good your organisations structures, processes and plans are, at the end of the day, it is people who ultimately manage a crisis. It can be a sizable responsibility for anyone to undertake and requires adequate training. Equipping individuals with the relevant skills will enable them to respond to any crisis with confidence.

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, a 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 to develop a crisis communication plan, media message development and understanding the specific company/industry protocols that are in place.

There are a wide range of third-party providers that deliver this specialist service.

## **Communication**

### **Step 3: Understanding the Crisis**

The more you are able to consider in advance, the better prepared you will be to deal with any given situation, if and when it arises.

#### **First Warnings of a Crisis**

Once any of the following early warning signs are observed, it is time to initiate the opening procedures within your crisis communication plan:

- 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**

Once any of these early warning signs arise, it is time to start implementing your plan by asking the following questions.

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

*Complete the 'Crisis Scenario: Ask the Questions' section of Appendix A - Crisis Planning Forms*

Individuals who encounter a trigger which flags up a potential crisis for your organisation or industry should gather as much information and alert an authorised member of the crisis communication team.

## **Step Four: Assess the Situation**

As you move towards communication actions, it is time to focus your efforts on gathering additional facts and information to support your key messages. Use the following questions as a guide to find the most appropriate 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 the 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?
9. How will the company or industry make things right?
10. Will the company or industry change or stop what has led to the crisis? If not, why?
11. What are the steps that will be put in place to prevent future occurrences?

*Complete the 'Crisis Scenario: Assess the Situation' section of Appendix A - Crisis Planning Forms*

## Step Five: Identify Actions

### Define Roles and Assumptions

Defining the potential roles and assumptions that the industry plays during a particular crisis can help to define the consequential actions and key messages.

Consider the various roles that the industry will play in a particular crisis:

- Protector of the industry?
- Activist for the industry – providing advice?
- Spokesperson for the industry and individual producers?
- Clarifier of industry standards or performance?
- Facilitator or liaison within the industry and outside the industry?
- Gatherer and analyser of information?
- Communicator to the media and 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. Use the Action Matrix below to outline 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**
  - Have there been PAST events? What were the details and 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*)

<b>Action Matrix</b>				
<b>Crisis / Event</b>	<b>Timing</b>	<b>Trend</b>	<b>Impact</b>	<b>Process</b>

- 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

*Complete the 'Action Matrix' section in Appendix A - Crisis Planning Forms*

## Step Six: Develop Your Response

### Industry Talking Points

It can be beneficial to prepare a fact sheet for your company and information about the egg industry more generally. Use this 1 – 2 page summary to substantiate your position; these will serve as the basis for some of your core messages during a crisis. Consider answering the following questions.

1. What is the history of your company/ industry? What is the economic significance of your company or 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 about the commodity board and associations as well as university, industry and regulatory personnel).
4. What are the top 3 – 5 issues facing your industry and/or 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 the 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.

*Complete the 'Industry Talking Points' section in Appendix A - Crisis Planning Forms*

### Trigger Point Factsheets

Create factsheets on your identified trigger points for the egg industry using relevant facts and available research on a given crisis subject:

- Which products are affected?
- Which products are unaffected?
- What pathogen causes the illness?
- Link to relevant websites?
- What actions should consumers take?
- What are the economic implications?
- Documents / research available on (... a given trigger subject)

*Complete the 'Trigger Point Factsheet' section in Appendix A - Crisis Planning Forms*

### Create Additional Resources

Remember: A picture can say a thousand words. Collate a library of images, videos, graphics or illustrations that can visually support your risk communications.

## Key Situational Messages

Remember the 'Four Rs' of crisis communications, they may not be applicable to all situations.

<b>Regret</b>	Firstly, start by expressing concern that an issue has arisen – even if no one is at fault.
<b>Responsibility</b>	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.
<b>Reform</b>	Your various stakeholder audiences must know the organisation is taking steps to ensure the problem will not happen again.
<b>Restitution</b>	If appropriate, detail how you and the industry will help those who have been affected by the problem.

## A Five-Step Model for Preparing Messages

To ensure your communications are as effective as possible follow this simple five step model when planning your responses.

<b>Your answers should:</b>	<b>By:</b>
1. Express empathy	<ul style="list-style-type: none"> <li>• Use personal pronouns – I, we, our, us</li> <li>• Indicate through actions and words that you share concerns of those affected by events</li> <li>• Acknowledge the legitimacy of fear and emotion</li> <li>• Connect to key messages</li> </ul>
2. State the key messages	<ul style="list-style-type: none"> <li>• Limit the number of words used to a maximum of 27</li> <li>• Limit the length to no more than 9 seconds</li> <li>• Use positive, constructive and solution orientated language</li> <li>• Set messages apart with introductory words, pauses or inflections</li> </ul>
3. Provide supporting information	<ul style="list-style-type: none"> <li>• Use three additional facts</li> <li>• Use visuals, graphics, maps, video or photography</li> <li>• Use a personal story to illustrate the facts</li> <li>• Cite credible third parties or sources of information</li> </ul>
4. Repeat the key messages	<ul style="list-style-type: none"> <li>• Summarise or emphasise the key messages</li> </ul>
5. State future actions	<ul style="list-style-type: none"> <li>• List specific next steps</li> <li>• Provide contact information for obtaining additional information or advice</li> </ul>

Source: Hyer, Randall N. and Covello, Vincent. (2005). *Effective Media Communication during Public Health Emergencies, A World Health Organization Handbook*, World Health Organization and the Center for Risk Communication.

### Message Map Template

The Message Map below has several sections. Having a printed copy of the completed form to hand allows a spokesperson to 'check off' the talking points during a media 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.

*Example Message Maps can be located in Appendix D*

<b>Stakeholder:</b>		
<b>Question / Concern:</b>		
<b>Key Message 1</b>	<b>Key Message 2</b>	<b>Key Message 3</b>
<b>Supporting Information 1a</b>	<b>Supporting Information 2a</b>	<b>Supporting Information 3a</b>
<b>Supporting Information 1b</b>	<b>Supporting Information 2b</b>	<b>Supporting Information 3b</b>
<b>Supporting Information 1c</b>	<b>Supporting Information 2c</b>	<b>Supporting Information 3c</b>

*Complete the 'Message Map' section in Appendix A - Crisis Planning Forms*

Source: Hyer, Randall N. and Covello, Vincent. (2005). *Effective Media Communication during Public Health Emergencies, A World Health Organization Handbook, World Health Organization and the Center for Risk Communication.*

## Step Seven: Communicate with Audiences

### Who? How? What?

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

Who do you want to reach?	How are you going to communicate?	What are you going to say?
Employees	<ul style="list-style-type: none"> <li>• Email or newsletter</li> <li>• Personal contact</li> </ul>	<ul style="list-style-type: none"> <li>• What do they need to know about the problem?</li> <li>• How is the company resolving the situation?</li> <li>• What are the employees expected to do regarding the situation?</li> </ul>
Retailers / producers / processors	<ul style="list-style-type: none"> <li>• Information pack / letter</li> <li>• Personal contact</li> <li>• Email or newsletter</li> <li>• Free phone number</li> <li>• Website</li> <li>• Advisory board meeting</li> <li>• Media</li> </ul>	<ul style="list-style-type: none"> <li>• What do they need to know about the source of the problem?</li> <li>• What actions do they need to take to resolve the situation?</li> <li>• What information will they provide to their consumers, customers and/ or employees?</li> </ul>
Wholesalers	<ul style="list-style-type: none"> <li>• Free phone number</li> <li>• Phone calls</li> <li>• Website</li> <li>• Media</li> <li>• Electronic communications</li> </ul>	<ul style="list-style-type: none"> <li>• Does the incident involve a wholesaler?</li> <li>• Are there other companies that could have been impacted by the wholesaler?</li> <li>• Is the wholesaler prepared to communicate?</li> <li>• Does the situation create uncertainty in other wholesalers' minds?</li> </ul>
Industry associations	<ul style="list-style-type: none"> <li>• Conference calls</li> <li>• Personal meetings</li> <li>• Email</li> <li>• Website</li> <li>• Media</li> </ul>	<ul style="list-style-type: none"> <li>• Could the association be an ambassador for you?</li> <li>• Will the association help solicit testimony from experts on the issue?</li> </ul>
Regulatory agencies	<ul style="list-style-type: none"> <li>• Conference calls</li> <li>• Personal meetings</li> <li>• Email</li> <li>• Website</li> <li>• Media</li> </ul>	<ul style="list-style-type: none"> <li>• What actions are they taking regarding the situation?</li> <li>• What are the implications of their actions?</li> </ul>
Consumers	<ul style="list-style-type: none"> <li>• Website</li> <li>• Free phone number</li> <li>• Media</li> </ul>	<ul style="list-style-type: none"> <li>• How will consumers react?</li> <li>• To whom will they direct their questions?</li> <li>• What information have they already received?</li> <li>• Is it accurate?</li> </ul>

<p>Media (Local and national press / radio / TV / trade press)</p>	<ul style="list-style-type: none"> <li>• Initial response statement</li> <li>• News release</li> <li>• Website</li> <li>• External Q&amp;A</li> <li>• News conference / briefings</li> <li>• Advertising</li> <li>• Third-party groups</li> <li>• By-lined editorial</li> <li>• Email</li> </ul>	<ul style="list-style-type: none"> <li>• Will the news media receive information on the situation whether you give it to them or not?</li> <li>• Will the organisation's reputation be affected unless information is released through the media?</li> <li>• Is there a broader, national industry group that can more appropriately handle the situation?</li> <li>• Can this become an industry issue rather than an individual organisations issue?</li> </ul>
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*Create a Media List and Media Contact Log in Appendix B – Directory of Contacts*

### **Media Tips**

The best way to manage the media is to be prepared! Consider these steps before taking calls or responding to enquiries.

#### **Remember:**

- *The media's role is to objectively tell all sides of a story, even if views are unpopular*
- *Do not expect reporters to present only your perspective*
- *Never tell a reporter how to report a story*
- *Do not expect a reporter to make you look good; make yourself look good by providing clear, concise information*
  
- **Know who is calling**  
When a reporter calls, ask some questions to determine whom you are talking to and what they need. If you do not know a reporter, get his/her name, employer and phone number and clarify what information she/he is seeking from you.
  
- **Identify yourself**  
Do not assume a reporter knows who you are or what you do just because they have called. Provide your name, title, company or agency name and names of other people or programs you are discussing.
  
- **Respect deadline**  
Reporters live by unbending deadlines. If a reporter calls for immediate comment, try to help or point them to someone who can, but be aware of giving a quick 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 will not make the story disappear; it will just be reported without your perspective.

- **Tell the truth**  
Never lie. Always tell the truth. If you do not know or are not sure, say so and do not 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 do not want it reported, do not say it. Asking a reporter to go “off the record” is not appropriate and do not ask reporters not to print something after you say it.
- **Avoid no comment**  
“No comment” sounds suspicious. If you really cannot comment, explain why. *“We are gathering that information and will provide it when it is finalised.”* Or *“Our policy does not allow us to comment on personnel matters.”* It is OK to say you do not 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.
- **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 that everyone 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, as your key message can get lost in too much detail and technical information.
- **Talk slowly**  
Reporters will write furiously as you talk, and some may use tape recorders. Ensure you talk slowly and clearly and leave nothing to chance.
- **Short, sweet, stop**  
Keep your answers brief, as your main message may get 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.
- **Do not babble**  
Listen to questions and think about your answers before you start talking.
- **Do not ramble**  
It is 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 reporters mind.

- **Be proactive**

Answer the reporters' questions and volunteer information to make key points. Reporters may welcome another angle or idea but offer ideas as suggestions and not as directives. Reporters are not 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 you comment and 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 and do not let reporters put words in your mouth. Reporter: "So you are saying ..." You: "No, let me clarify ..." Do not repeat inaccuracies, even to correct them.

- **Feedback**

It is OK to tell reporters when they do a good job. If they make a mistake, explain what is at stake. If it is a major error in fact, tell the reporter or editor, but do not quibble over minor misunderstandings. Remember, you are building long-term relationships.

- **Do not assume reporter knowledge**

Do not 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.

*Source: CIT News and Publishing, Communications and Information Technology, Institute of Agriculture and Natural Resources, University of Nebraska-Lincoln*

### **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 factsheets and message maps that you've generated during this process.

*Please refer to Example Press Releases in the Appendix C*

## Step Eight: 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 your stakeholders and the media along as your process unfolds.

## Step 9: Define Recovery

Often the role of communications does not end when the crisis is over. In fact, it is worth remembering that every crisis gives you an opportunity to evaluate your plans and apply any lessons learnt. To do so, you need to determine what went well and what could have been done better?

Effective recovery after a crisis involves the restoration of the industry to its former or a better condition. With this in mind, 'defining recovery' is an invaluable stage in your crisis communication strategy, it will help your business and the wider industry return to normal and address any changes that might be needed to prevent any future incidents from occurring.

Ask the crisis communications team:

- Were the messages received and interpreted in the way the team intended?
- Did the communication channels work in the way the team expected?
- Was the crisis effectively monitored and was the response adapted as needed?

Refer to the 'Action Matrix' and 'A Five-Step Model for Preparing Messages' to help you address any recovery steps that are necessary. It is important to be honest in your evaluation and to update your plans.

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.

## Post Crisis Evaluation

The whole team should meet as soon as the crisis has subsided. The evaluation process should consist of three parts:

1. **Initial Debriefing** – The entire crisis team contributes their general comments regarding the crisis and specific areas that went well and where improvement in response is required.
2. **Plan Revision** – Specific comments will turn into plan revisions and be handled by appropriate members of the team. This should be completed within one month of the initial debrief.
3. **Plan Acceptance** – The entire team meets to review the amendments and sign off the revised plan. This should be completed within two months of the initial debrief.

**Appendix A:**

**Crisis Planning Forms**

## Crisis Management Plan Approval

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 or 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.

## Industry Talking Points

Consider generating factsheets based on the following:

- Company history
- Production volume and value
- Investment / employment
- Certification / awards / training
- Eggs nutritional value

## Trigger Points

Our organisation has defined the following events as trigger points, these scenarios will activate the use of this plan e.g. Outbreak of AI:

1	
2	
3	
4	
5	
6	
7	
8	

### Crisis Self-Audit (Answer each of these questions)

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

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

Completed on: (Date) \_\_\_\_\_

By: (Signature) \_\_\_\_\_

## **Crisis Scenario:**

### **Initial fact finding:**

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 learnt about 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)

---

---

### **Assess the situation as it develops:**

1. What is the cause of the problem?

---

---

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 or 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?

---

---

### Action Matrix

Crisis/Event	Timing	Trend	Impact	Process

### Industry Talk Points

1. What is the history of your company or industry? What is the economic significance of your company or 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 about the commodity board and associations as well as university, industry and regulatory personnel)

---

---

4. What are the top 3 – 5 issues facing your industry/ business that you are worried about? Why? (use examples 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 or members of the 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.

---



---

**Message Map**

<b>Stakeholder:</b>		
<b>Question / Concern:</b>		
<b>Key Message 1</b>	<b>Key Message 1</b>	<b>Key Message 1</b>
<b>Supporting Information 1a</b>	<b>Supporting Information 1a</b>	<b>Supporting Information 1a</b>
<b>Supporting Information 1b</b>	<b>Supporting Information 1b</b>	<b>Supporting Information 1b</b>
<b>Supporting Information 1c</b>	<b>Supporting Information 1c</b>	<b>Supporting Information 1c</b>

**Appendix B:**

**Directory of Contacts**

**Crisis Management Team  
Useful Third-party Resources  
Media List and Log**

## **Crisis Management Team**

Name:

Title:

Work phone:

Mobile phone:

Home phone:

Work E-mail:

Personal E-mail:

Assigned Responsibility:

Name:

Title:

Work phone:

Mobile phone:

Home phone:

Work E-mail:

Personal E-mail:

Assigned Responsibility:

Name:

Title:

Work phone:

Mobile 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.
- Gather contact information (using the same list as the core crisis team above) and develop quick view contact list.

### ***Emergency services***

Organisation:

Name:

Title:

Work phone:

Mobile phone:

Home phone:

Work E-mail:

Personal E-mail:

Assigned Responsibility:

### ***University/ consultants***

Organisation:

Name:

Title:

Work phone:

Mobile phone:

Home phone:

Work E-mail:

Personal E-mail:

Assigned Responsibility:

### ***Government***

Organisation:

Name:

Title:

Work phone:

Mobile phone:

Home phone:

Work E-mail:

Personal E-mail:

Assigned Responsibility:

### ***News media***

Organisation:

Name:

Title:

Work phone:

Mobile phone:

Home phone:

Work E-mail:

Personal E-mail:

Assigned Responsibility:

**Employees**

Organisation:

Name:

Title:

Work phone:

Mobile phone:

Home phone:

Work E-mail:

Personal E-mail:

Assigned Responsibility:

**Customers**

Organisation:

Name:

Title:

Work phone:

Mobile phone:

Home phone:

Work E-mail:

Personal E-mail:

Assigned Responsibility:

**Trade associations / allied organisations**

Organisation:

Name:

Title:

Work phone:

Mobile phone:

Home phone:

Work E-mail:

Personal E-mail:

Assigned Responsibility:

**Retailers, producers, shippers**

Organisation:

Name:

Title:

Work phone:

Mobile phone:

Home phone:

Work E-mail:

Personal E-mail:

Assigned Responsibility:

## Media Database

- Generate a comprehensive list of local / regional and national press, radio and TV

Media Organisation: \_\_\_\_\_

Name: \_\_\_\_\_

Title: \_\_\_\_\_

Address: \_\_\_\_\_

Phone/Mobile: \_\_\_\_\_

E-mail: \_\_\_\_\_

## Media Log

Always keep track of media enquiries and interviews. Add the contacts to your updated media list as this can prove to help with your recovery steps.

Date of Enquiry: \_\_\_\_\_

Time of Enquiry: \_\_\_\_\_

Reporter/Editor: \_\_\_\_\_

Media Outlet: \_\_\_\_\_

Phone Numbers: \_\_\_\_\_

E-mail Address: \_\_\_\_\_

Media Question(s): \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Media Deadline: \_\_\_\_\_

Date and Time of Response to Media: \_\_\_\_\_

## **Appendix C:**

### **Example Press Releases**

**Residues (Fipronil)  
Bacteriological (Salmonella)  
Product Recall (Tampering)  
Avian Influenza**

## Sample Media Release: Residues (Fipronil)

### Egg samples imported from XXX found with pesticide fipronil exceeding legal limit

The **XXX (Regional Food Safety Authority)** today announced that **XXX** has held and tested at import level a consignment of eggs imported from **XXX** and found that three samples from the same consignment contained the pesticide fipronil at levels exceeding the legal limit. The product concerned has been marked and sealed by the Centre and has not entered the market. The **XXX** is following up on the incident.

Details of the product are as follows:

Product: **XXXX**  
Place of origin: **XXXX**  
Importer: **XXXX**  
Use-by date: **XX/XX/XX**

In response to the earlier incident in which **XXX** eggs were detected with fipronil, the **XXX** has already stepped up holding poultry eggs and egg products from member states of the European Union for testing at import level and these products will only be released for sale to the market upon satisfactory test results. The **XXX** took the above-mentioned samples at import level for testing. The results showed that they contained fipronil at levels of 0.0XX parts per million (ppm), 0.0XX ppm and 0.0XX ppm, exceeding the maximum residue limit of 0.02 ppm as stipulated in the local legislation.

The importer concerned has imported a total of **XXX** cartons of the affected eggs. They have all been marked and sealed by the **XXX** under the hold and test arrangement and none have entered the market. The importer will either voluntarily surrender the affected products for disposal or have them returned to the country of origin. Prosecution will be initiated should there be sufficient evidence.

Any person who imports, manufactures or sells any food not in compliance with the requirements of the Pesticide Residues in Food Regulation (Cap 132CM), concerning pesticide residues commits an offence and is liable to a maximum fine of \$50,000 and imprisonment for up to six months upon conviction.  
**(AMEND AS APPROPRIATE)**

A spokesperson for **XXX** commented; "Safeguarding the public's health is our absolute priority. The **XXX** has informed **XXX** authorities and we continue to take appropriate follow up action with regards to the latest developments of the incident and hope to resolve the situation as quickly as possible, restoring consumer confidence in eggs."

Consumers may call the following number or visit the following websites for more information about this situation and about eggs in general: **(LIST NUMBERS AND URL)**

**ENDS**

#### **Notes to editors:**

For more information please contact...

***Also use this section to promote relevant egg benefits to support your press release***

## Sample Media Release: Bacteriological (Salmonella)

### Major egg recall following salmonella outbreak

**XXX** eggs have been recalled by a company in **XXX** following an outbreak of salmonella on one of its farms. The outbreak was traced to a farm in **XXX** owned by **XXX**.

Eggs from the farm had been distributed to the following regions: **XXX / XXX / XXX**. Additionally, **XXX (regional food safety body)** claim the eggs from the infected farm are likely to be connected to **XX** reported cases of salmonella infections. Last month's outbreak led **XXX** authorities to work with **XXX** to trace the source.

The affected farm has stopped its egg distribution and the company has voluntarily recalled more than **XXX** eggs. The **XXX** is urging consumers to check their purchases and avoid eating the eggs that might be contaminated. Eggs from the **XXX** farm were sold to restaurants and in supermarkets under multiple brand names, including **XXX, XXX, and XXX**.

The egg cartons affected by the recall should be labelled with the plant number **XXX**, with packing dates ranging from **XX/XX/XX** through to **XX/XX/XX**.

Healthy individuals infected with Salmonella Braenderup can experience fever, diarrhoea, nausea, vomiting and abdominal pain. In rare circumstances, infection with Salmonella Braenderup can result in the organism getting into the bloodstream and producing more severe illnesses such as arterial infections, endocarditis and arthritis. Young children, frail or elderly people, and those with weakened immune systems are particularly vulnerable. The organism can cause serious and sometimes fatal infections.

**XXX** of **XXX** commented: "With the highest regard for food safety, **XXX** is voluntarily recalling **XXX** eggs. The public's health is always our top priority and we will continue to work with the regional authorities as they progress their investigations. We have never before experienced a serious safety violation. The recall was conducted in full cooperation with **XXX** authorities."

**XXX** (producer) has around **XXX** egg-laying hens, producing about **XXX** eggs a day and has a **XXX** inspector on-site daily whilst investigations continue.

Consumers may call the following number or visit the following websites for more information about this situation and about eggs in general: **(LIST NUMBERS AND URL)**

**ENDS**

#### Notes to editors:

For more information please contact...

***Also use this section to promote relevant egg benefits to support your press release***

**Sample Media Release – Tampering Recall or Warning**  
**A) Potential / Definite Threat to Human Health**  
**B) Actual Human Illness / Loss of Life**

**STATEMENT BY XXXXX**

The primary concern of **XXX** egg industry is to protect the health and safety of consumers who choose our products. We are doing everything we can to ensure that only safe, high quality products are available for sale and consumption.

- A.** We have been informed that there is a **(potential)** threat to the safety of **XXX (BRAND OR TYPE OF PRODUCT)**. The **XXX** is advising the public not to consume these eggs. We are working closely with government regulators and police to identify the true nature of the situation. There have been no reported injuries or illness associated with this event. **(IF TRUE)**
  
- B.** We have been informed that there has been an **illness / death** following the tampering of eggs. **(IF DEATH ADD... 'We are deeply saddened and offer our sincere sympathies to the family and friends.)** We are treating this matter with utmost urgency and are working closely with government regulators and police to identify the true nature of the situation and to ensure that those responsible are brought to justice.

The full list of affected products may be found on the **XXX** website.

The **XXX** egg industry takes pride in the safe, high quality products we provide to consumers. We work closely with regulators, law enforcement officials, scientists and others to ensure that our products are always safe and high-quality.

The **XXX** egg industry is working with the police to ensure that those responsible are brought to justice. We are working closely with government authorities and retailers to ensure that every security precaution is being taken to provide consumers with complete confidence in the safety of eggs. Producing safe and high-quality products is our primary objective and a matter of pride.

**XXX** operate on-farm inspection programmes to monitor production practices guarding the safety and quality of food, access to barns and processing stations is controlled and retailers have secure premises.

Consumers may call the following number or visit the following websites for more information about this situation and about eggs in general: **(LIST NUMBERS AND URL)**

**ENDS**

**Notes to editors:**

For more information please contact...

***Also use this section to promote relevant egg benefits to support your press release***

## Sample Media Release: Avian Influenza

### **XXX notified of case of avian influenza in XXX**

The **XXX (national food safety body)** received notification of a case of avian influenza in **XXX** from the **XXX**. The outbreak has affected **XXX** birds, which has resulted in **XXX**.

Avian influenza's complexity and ability to change subtypes continues to present an ongoing challenge to poultry producers across the globe. The latest OIE report, released in **XX/XX/XX** puts the number of outbreaks so far this year at **XX** in domestic poultry throughout the world, primarily affecting Asia. Currently, there are numerous significant subtypes of the virus across the globe [update accordingly].

The virus is transmitted through wild birds, rodents, and via traffic including the movement of personnel and equipment. It is possible for humans to contract the avian influenza virus from birds. However, human-to-human contact is difficult without prolonged contact.

In response to this ongoing threat, international biosecurity surveillance, prevention and control measures have been developed to help reduce the risk of infection and prevent the spread of the disease. The rapid and rigorous implementation of biosecurity protocols have had significant success in recent outbreaks.

The International Egg Commission (IEC) continues to work closely with the World Health Organisation (WHO) and the World Organisation for Animal Health (OIE) to tackle this complex issue. The formation of an AI Global Expert Group has led to invaluable research into measures to help tackle the disease including reviewing the potential option of vaccination.

Further research is being undertaken before recommendations on effectiveness and practicability are presented to the relevant organisations.

The egg industry continues to seek better mechanisms to improve transparency and reduce risk with the ultimate goal of eradicating the disease from the commercial egg industry.

Consumers may visit the following websites for more information about this situation and about eggs in general: **(LIST NUMBERS AND URL)**

**ENDS**

#### **Notes to editors:**

For more information please contact...

***Also use this section to promote relevant egg benefits to support your press release***

## **Appendix C:**

### **Seventy-Seven 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 your 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?

## Appendix D:

### **Example Message Maps**

**Residues**  
**Bacteriological (Salmonella)**  
**Product Recall (Tampering)**  
**Egg Nutrition (Cholesterol & Heart Disease)**  
**Avian Influenza**  
**Newcastle Disease**

## Example Message Map – Residues

<b>Stakeholder:</b>		
<b>Question / Concern:</b>		
<b>Key Message 1</b>	<b>Key Message 2</b>	<b>Key Message 3</b>
Our primary concern is to protect the health and safety of consumers who choose to eat eggs and egg products.	The use of <b>(Xxx)</b> is illegal in the production of food for human consumption in <b>Xxx</b> .	We are working with government authorities, police and retailers to ensure that every security precaution is being taken to provide consumers with complete confidence in the safety of eggs.
<b>Supporting Information 1a</b>	<b>Supporting Information 2a</b>	<b>Supporting Information 3a</b>
We are doing everything we can to ensure that only safe high-quality products are available for sale and consumption.	The Maximum Residue Limit (MRL) of <b>(xxx)</b> in eggs is set at the detection limit of <b>(0.00X mg/kg)</b> within the <b>European Union. (XXX)</b> is classed as a <b>(WHO Class II moderately hazardous pesticide)</b> .  <b>(Adapt accordingly)</b>	There are no reported injuries or illnesses associated with this event.  <b>(Adapt accordingly)</b>
<b>Supporting Information 1b</b>	<b>Supporting Information 2b</b>	<b>Supporting Information 3b</b>
There are stringent production practices in place to ensure food safety and egg quality.	Levels exceeding the threshold of <b>0.XX mg/kg</b> could have possible negative health effects.	A criminal investigation has been initiated.
<b>Supporting Information 1c</b>	<b>Supporting Information 2c</b>	<b>Supporting Information 3c</b>
<b>Action to date – products recalled – customer advice*</b>	As technology advances it becomes ever easier to detect decreasing amounts of residues within products, making eggs safer by exposing the presence of potentially harmful substances.  <b>(Adapt accordingly)</b>	Following the outcome of the investigation we will make any necessary changes to our policies to further safeguard consumers.

*\*For additional recall information, please review the Product Recall – Tampering Message Map*

## Example Message Map – Bacteriological (e.g. Salmonella)

Other potential bacteriological threats that may arise include: E-coli / Listeria

<b>Stakeholder:</b>		
<b>Question / Concern:</b>		
<b>Key Message 1</b>	<b>Key Message 2</b>	<b>Key Message 3</b>
Our primary concern is to protect the health and safety of consumers who choose to eat eggs and egg products.	Since <b>2016</b> the <b>Advisory Committee on the Microbiological Safety of Food</b> have recognised the low-level risk presented by eggs produced under the <b>Lion Code</b> or equivalent schemes.  <b>(Enter your national quality assurance standard guidelines)</b>	Properly cooked eggs are completely safe to eat.
<b>Supporting Information 1a</b>	<b>Supporting Information 2a</b>	<b>Supporting Information 3a</b>
The batches of eggs that are possibly affected have been identified and removed from sale. *	Significant efforts have been undertaken to reduce Salmonella in laying flocks which has had a remarkable impact on reducing levels of infection in humans.	Salmonella is killed at temperatures in excess of 160°F / 71°C.
<b>Supporting Information 1b</b>	<b>Supporting Information 2b</b>	<b>Supporting Information 3b</b>
The potentially affected eggs make up only <b>XX%</b> of all eggs produced in <b>XXX</b> and have been voluntarily removed from store shelves.	At this time <b>XXX</b> people have reported symptoms of food borne illness including diarrhoea, fever and abdominal cramps.  <b>(update as necessary)</b>	At this time <b>XXX</b> national guidelines recommend consumers <b>XXX</b> with their eggs.
<b>Supporting Information 1c</b>	<b>Supporting Information 2c</b>	<b>Supporting Information 3c</b>
With prompt action we hope to minimise the risk to the public, anyone with concerns is advised to dispose of eggs purchased <b>XXX</b> and replace with fresh eggs.	In most cases, illness lasts 4–7 days and people recover without antibiotic treatment. Younger children and vulnerable adults are more at risk.	Following the outcome of the investigation we will make any necessary changes to our policies to further safeguard consumers.

**\*For additional recall information, please review the Product Recall – Tampering Message Map**

## Example Message Map – Product Recall (Tampering)

<b>Stakeholder:</b>		
<b>Question / Concern:</b>		
<b>Key Message 1</b>	<b>Key Message 2</b>	<b>Key Message 3</b>
Our primary concern is to protect the health and safety of consumers who choose our products.	We are doing everything we can to ensure that only safe, high quality products are available for sale and consumption.	We are working with government authorities, police and retailers ( <b>adapt as necessary</b> ) to ensure that every security precaution is being taken to provide complete confidence in the safety of our products.
<b>Supporting Information 1a</b>	<b>Supporting Information 2a</b>	<b>Supporting Information 3a</b>
<b>XXX</b> products have been affected with <b>XXX</b> . These have been recalled from retail shelves.	We have established a helpline / website containing more information about the affected products.	At this stage we believe the attack to have been motivated by <b>XXX</b> .
<b>Supporting Information 1b</b>	<b>Supporting Information 2b</b>	<b>Supporting Information 3b</b>
We make every effort to earn and build public confidence in our food supply – confidence the public deserves to have.	Our egg products are among the safest in the world and this is the <b>first time</b> there has been an incident of this kind.  ( <b>adapt as necessary</b> )	We are fully co-operating with the Police's investigation.
<b>Supporting Information 1c</b>	<b>Supporting Information 2c</b>	<b>Supporting Information 3c</b>
At this stage we advise consumers to be vigilant for product tampering and if you have any doubts please supply the product as potential evidence to the police.	Thankfully, there are no reported injuries or illnesses associated with this event.  ( <b>adapt as necessary</b> )	We will make further changes to our already stringent food security protocols if necessary, to further safeguard consumers.

## Example Message Map - Egg Nutrition: Cholesterol and Heart Disease

<b>Stakeholder:</b>		
<b>Question / Concern:</b>		
<b>Key Message 1</b>	<b>Key Message 2</b>	<b>Key Message 3</b>
The guidelines of the World Health Organisation has not placed an upper limit for cholesterol intake.	The World Health Organisation has called for accelerated action to tackle the world's leading killer – heart disease.	Eating eggs is a delicious, economical way for people to consume high-quality protein and nutrients associated with a range of health benefits.
<b>Supporting Information 1a</b>	<b>Supporting Information 2a</b>	<b>Supporting Information 3a</b>
This is consistent with recommendations of other expert groups like the American Heart Association and the American College of Cardiology.  <b>(insert relevant national authority guidelines)</b>	More than 40 years of research have demonstrated that healthy adults can enjoy eggs without significantly impacting their risk of heart disease.	Eggs are packed with 6g of protein, making them the most affordable source of high-quality protein.
<b>Supporting Information 1b</b>	<b>Supporting Information 2b</b>	<b>Supporting Information 3b</b>
Based on the totality of scientific evidence available there is no association between cholesterol intake and cardiovascular disease.	The risk of heart disease is reduced by a balanced and nutritious diet.	Eggs can contribute to increased protein intakes associated with lower blood pressure.
<b>Supporting Information 1c</b>	<b>Supporting Information 2c</b>	<b>Supporting Information 3c</b>
Evidence suggests egg consumption does not result in an increase in blood cholesterol levels, nor does it increase the risk of cardiovascular disease in healthy people.	Studies show that eggs are associated with a 12% reduction in the risk of a stroke.  <b>(amend as applicable to your location)</b>	Eggs have been shown to increase feelings of fullness during the day which can help people to eat less.

## Example Message Map – Avian Influenza

<b>Stakeholder:</b>		
<b>Question / Concern:</b>		
<b>Key Message 1</b>	<b>Key Message 2</b>	<b>Key Message 3</b>
Sadly, Avian Influenza continues to present a significant challenge to egg businesses.	Maintaining food security in endemically infected areas remains our primary objective.	AI is a complex issue and a 'one size fits all' solution does not exist.
<b>Supporting Information 1a</b>	<b>Supporting Information 2a</b>	<b>Supporting Information 3a</b>
This outbreak has affected <b>XXX (number of birds / farms / locations)</b> .	An AI Expert Group is delivering practical resources to the industry by working closely with international organisations including OIE and WHO to mitigate the threat of AI.	Despite its best efforts the disease has cost the industry <b>XXX</b> over the past <b>XXX</b> years and has resulted in the culling of <b>XX</b> million birds.
<b>Supporting Information 1b</b>	<b>Supporting Information 2b</b>	<b>Supporting Information 3b</b>
AI can be transmitted through wild birds, rodents and traffic, including the movement of personnel and equipment.	The AI Expert Group has created a range of tools including a Biosecurity Checklist, this provides practical guidelines for egg producers to reduce risks and helps prevent the spread of disease.	Vaccination is a possible option and is being reviewed further to assess its effectiveness and practicability.
<b>Supporting Information 1c</b>	<b>Supporting Information 2c</b>	<b>Supporting Information 3c</b>
Although it is possible for humans to contract the avian influenza virus from birds, human-to-human contact is more difficult without prolonged contact.	Regional adaptations and implementation of our biosecurity protocols have had significant success during recent outbreaks and helped to avoid further infection.	We continue to seek better mechanisms to improve transparency and reduce risk, with the ultimate goal of eradicating the disease from the commercial egg industry.

## Example Message Map – Newcastle Disease

<b>Stakeholder:</b>		
<b>Question / Concern:</b>		
<b>Key Message 1</b>	<b>Key Message 2</b>	<b>Key Message 3</b>
It is with regret that we have identified an outbreak of Newcastle Disease.	Eggs are safe to eat as the virus cannot be passed to humans through egg consumption.	We have been without Newcastle Disease in commercial poultry for <b>XX</b> years.
<b>Supporting Information 1a</b>	<b>Supporting Information 2a</b>	<b>Supporting Information 3a</b>
Newcastle disease is a contagious viral bird disease affecting many domestic and wild avian species; it is transmissible to humans.	The virus is transmitted to laying hens through wild birds, rodents, and traffic, including the movement of personnel and equipment.	Where vaccination programmes are in place, they have proved to be highly effective.
<b>Supporting Information 1b</b>	<b>Supporting Information 2b</b>	<b>Supporting Information 3b</b>
Exposure of humans to infected birds can cause mild conjunctivitis and influenza like symptoms, but otherwise poses no hazard to human health.	Stringent biosecurity measures can help egg producers minimise the spread of the disease through effective standards.	No treatment for Newcastle Disease exists, but the use of prophylactic vaccines and sanitary measures reduces the likelihood of outbreaks.
<b>Supporting Information 1c</b>	<b>Supporting Information 2c</b>	<b>Supporting Information 3c</b>
This outbreak has affected <b>XXX (number of birds / farms / locations)</b> and is now contained thanks to a rapid response.	The implementation of robust biosecurity protocols has had significant success in reducing the number of reported cases of the disease.	The industry is working closely with leading scientists to monitor and manage the virology to ensure the vaccines available remain effective.