



Faculty Board

Crisis Management and Contingency Plan for the Faculty of Social Sciences

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1. Introduction

The Faculty of Social Sciences' Crisis Management and Contingency Plan describes the organisation of crisis management work at faculty and departmental level, as well as crisis management work within the faculty office, library and research centres.

The plan is based on Lund University's overall Crisis Management and Contingency Plan (STYR 2023/789).

2. Purpose

The purpose of the faculty's Crisis Management and Contingency Plan is to ensure that the organisation has good crisis management capacity in the event of a crisis and serious incidents.

The plan is to ensure that a crisis management organisation is in place, staffed by people in key roles who have been appointed and trained in advance and that there are necessary procedures in place so that a crisis can be managed in a satisfactory way.

3. Templates and checklists

The plan is supplemented with support material such as templates and checklists. These can be used before, during and after a crisis.

[Templates and checklists in LU Box](#)

4. Definition of a crisis

A crisis can be described as a difficult situation that in most cases arises rapidly and is damaging to people, things or ethics and trust, or that entails an imminent risk of causing damage or injury. It might also be a difficult situation that develops gradually. The event requires immediate and coordinated measures with the aim of minimising the consequences for people, property, the environment and reputation.

To establish whether a situation is a crisis, the operational manager uses Template 04 – Checklist activation.

5. Crisis management work – three basic principles

Crisis management in the faculty and the University as a whole is based on the three principles set out by the Swedish Civil Contingencies Agency (MSB):

- *The principle of responsibility* – a person who is responsible for an organisational unit under normal circumstances also has a corresponding responsibility during a crisis. The principle of responsibility also entails a responsibility for each stakeholder to collaborate with others.

- *The principle of proximity* – a crisis is to be managed in the first instance where it occurs and by those who are most directly affected and have responsibility. Responsibility for crisis management can be gradually moved up the line if several units are affected.
- *The principle of similarity* – the organisational unit’s structure and localisation are, as far as possible, to be the same during crisis management as under normal circumstances and function in a similar way.

6. Crisis management organisation

Below is a diagram of the University’s crisis management organisation, showing the levels of the local crisis management organisations, central crisis management group (staff function) and process with line of responsibility and information and communication pathways.



Diagram of the crisis management organisation structure showing crisis management levels (solid-line boxes), staff function support (dotted-line box) and process with line of responsibility and relevant information and communication channels.

6.1 Crisis management organisation within the faculty and its units

The Faculty of Social Sciences has a crisis management group responsible for strategic management in the event of a serious incident such as a major and serious crisis that can or should not be managed by an individual department/unit. When the crisis management organisation is activated, the organisational manager steps into the role of crisis manager.

Crisis management groups are also to be present in each department/unit. Each crisis management group is to consist of a core staff as listed in the table below.

Depending on the nature of the crisis, as well as the core staff, the following functions are to be called in, e.g. building supervisor, health and safety representative, principal student health and safety representative and student representative. A secretary must be in place. This person can be someone appointed from within the crisis management group or someone else.

Faculty	Department / Research Centre	Faculty office staff	Libraries and divisions within the faculty office
Dean (crisis manager and convenor)	Head of department (crisis manager and convenor)	Head of faculty office (crisis manager and convenor) ¹	Library director, administrative manager (crisis manager and convenor) ²
Deputy dean	Deputy head of department		
Head of faculty office	Assistant head of department and/or director of studies		
Communications officer	Communications officer	Communications officer	Communications officer
HR	HR	HR	HR
Secretary	Secretary	Secretary	Secretary

¹If the head of faculty office is absent, the dean acts as crisis manager.

²If the library director or administrative manager are absent, the head of faculty office steps in as crisis manager.

6.2. Crisis management process

A crisis may arise at any time and is usually handled in the first instance locally within the organisational unit, at department or faculty level or equivalent. This is often sufficient, sometimes with support from central functions.

The basic principle is that the local crisis management organisation handles crises that solely affect its own organisational unit's area of responsibility (principles of responsibility and proximity).

The central crisis management groups (all levels) meets once per semester, in addition to meetings relating to actual crisis situations or exercises. The organisational manager is responsible for ensuring that this is undertaken.

6.3. Activation and shutdown of the crisis management organisation

Activation of the crisis management organisation

When a crisis management organisation is activated, the following elements and tasks are to be included in the crisis management work:

- Frame the situation and produce a situation analysis of what has happened.
- Produce a forecast of how the situation may develop.
- Decide on prioritised measures and log these as they are implemented.
- Assess the organisation's need for support and call in the staffing that is deemed necessary based on the nature of the crisis and who it affects.
- Inform the level above in the crisis management organisation.
- Allocate responsibility and tasks.
- Decide on communication measures, internal and external. See appendix 1.

Ongoing work in the crisis management group

- Continuously update the situation analysis.
- Log decisions and measures.
- Inform and collaborate with internal organisations and external stakeholders.
- Follow-up and assess the measures taken.

Shutdown of the crisis management organisation

When a decision is made to shut down a crisis management organisation's work and to return to the regular organisation, the following points are to be taken into consideration:

- The winding-up process is to be gradual (particularly when it comes to the crisis communication function).
- The transfer of staff to regular duties is to be preceded by a dialogue on the need for leave, information and/or crisis support.
- Logging of the event is to be concluded and documents relating to the case are to be registered and archived.
- The crisis management effort is to be evaluated.

7. Exercises for the crisis management organisation

All crisis management groups within the faculty are to be reviewed annually in order to best be able to lead operations in the event of a crisis.

Heads of organisational units who have a crisis management organisation linked to their organisational unit (crisis manager) are responsible for the crisis management organisation in question being staffed and trained according to the organisational unit's needs. The head of faculty office is to ensure that the exercise takes place once a year.

8. Revision of the crisis management plan

The head of faculty office is to ensure that the faculty's crisis management plan is reviewed once a year.

Appendix 1: Checklist for communication measures in the event of a crisis

This checklist lifts important questions and accessible channels for communication work in the event of a crisis. Communication measures vary according to the nature of the crisis and when the crisis management organisation is activated, communication should be planned according to the situation analysis that the crisis management group produces. In order to decide upon communication measures, we also need to take a position on the following:

- Which internal and external collaboration partners do we need to coordinate with?
- Which measures are required, internal and external?
- Which channels are relevant, at faculty and department levels?
- What are the core messages?
- Who is the main voice communicating about the crisis/acute situation?
- What needs to be translated to English?

Communication channels

Which communication channels are used depends upon the nature of the crisis and how urgent it is to reach the target audiences with information. The table lists available channels at faculty level. Each department/unit should produce an equivalent overview.

In faculty-wide crises, the faculty office also provides departments with materials that can be used to inform their staff and students.

Channels	Target audience	Person responsible
Email list for the crisis management group krissamordning@sam.lu.se	Crisis management group	The head of faculty office ensures that the list is kept up to date.
Email list for organisational managers verksamhetsansvariga@sam.lu.se	Heads of department and assistant heads of department, library director, faculty management, student union	Emails are sent primarily by the dean. The head of faculty office ensures that the list is kept up to date.
Email list for the entire faculty helafakulteten@sam.lu.se	All staff at the faculty	Dean and communications officers are authorised to send emails to this list.

		Updated automatically.
Internal websites Sam.lu.se/en/internal Sam.lu.se/internt	All staff at the faculty	Communications officers.
Microsoft Teams groups	Crisis management group Additional Microsoft Teams groups can be created quickly when necessary.	The head of faculty office ensures that the Microsoft Teams groups are kept up to date.
Global message in Canvas	Students	Communications officers.
External websites www.sam.lu.se and www.sam.lu.se/en	General public, others at LU, students	Communications officers.
Media	General public	Press relations manager