### TSC Category
Business Continuity Management

### TSC
Crisis Management

### TSC Description
Provide guidance on developing return-to-normal procedures, direct crisis responses as well as establish parameters for contingency planning.

<table>
<thead>
<tr>
<th>TSC Proficiency Description</th>
<th>Level 1</th>
<th>Level 2</th>
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<td>RET-BCM-3003-1.1</td>
<td>RET-BCM-4003-1.1</td>
<td>RET-BCM-5003-1.1</td>
<td>RET-BCM-6003-1.1</td>
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<td>Execute crisis management plans which includes coordinating crisis response and recovery activities, executing individual roles during disruptive events and validating crisis management plans</td>
<td>Allocate resources to handle a crisis, identify crisis response and recovery activities to be implemented, document activities and implement return-to-normal procedures and communicate key messages to relevant stakeholders</td>
<td>Lead damage assessment, direct crisis response and recovery activities, facilitate involvement of cross functional teams, activate return-to-normal procedures, understand business impact and activate stand down procedures and facilitate communication during disruptive events</td>
<td>Lead organisation through crisis situations which includes activating and directing review of crisis response, recovery and stand down activities, managing crisis communication, reviewing impact of disruptive events on the organisation</td>
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#### Knowledge
- Crisis management plans, including crisis response and recovery activities
- Critical business functions
- Business continuity plans
- Emergency control exercises
- Operational roles and responsibilities of a manager handling a crisis
- Crisis response and recovery activities
- Documentation components for crisis response and recovery activities
- Resources required for crisis situations
- Communication plans for managing crises
- Damage assessment of disruptive events
- One’s role in management of crisis response and recovery activities
- Relevant stakeholders in a disruptive event
- Implications of business impact of the disruptive events on the organisation
- Communication processes with internal and external stakeholders
- Business impact of disruptive events on the organisation
- One’s role in communication with relevant stakeholders
- Communications to stakeholders during disruptive events

#### Abilities
- Assist in the coordination and integration of crisis response and recovery activities in accordance with recovery and business continuity plans to respond to disruptive events
- Execute individual roles within the crisis management plans to respond to disruptive events
- Participate in the organisation’s emergency
- Allocate resources to manage response-handling in accordance with crisis management plans
- Identify crisis response and recovery activities for implementation in accordance with recovery strategies and business continuity strategies to ensure alignment of activities
- Document crisis response and recovery activities
- Lead damage assessment in consultation with relevant stakeholders to determine the scale of impact
- Direct implementation of crisis response and recovery activities in accordance with recovery strategies and business continuity strategies to ensure alignment of activities
- Approve activation of the crisis response, recovery activities and stand down procedures to ensure alignment with business continuity strategies and crisis management plans
- Manage communication of disruptive events to relevant stakeholders to ensure alignment with crisis communication plans
- Review reports to determine business

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Effective date: August 2017, Version 1.1
| Control exercises to validate and make improvements to the crisis management plans to ensure organisational readiness | Data in accordance with information format requirements to facilitate follow-up actions |
| - Implement 'return-to-normal' procedures in accordance with crisis management plans to ensure alignment of activities |
| - Communicate organisational crisis management key messages to relevant stakeholders to provide updates |
| - Review crisis management processes to identify areas for improvement | Assist in crisis management |
| - Activate 'return-to-normal' procedures in accordance with crisis management plans to ensure alignment of activities |
| - Identify and determine the extent of the business impact of disruptive events on the organisation |
| - Activate stand down procedures in accordance with business continuity strategies and crisis management plans to ensure alignment of activities |
| - Facilitate communication processes during disruptive events to internal and external stakeholders in accordance with crisis communication plans to provide updates |
| - Review crisis management processes to identify areas for improvement | Impact arising from disruptive events on the organisation |
| - Direct review of crisis response, recovery activities and stand down procedures to make improvements for future activation during crisis situations |
| - Identify programmes for staff learning and development in crisis management to strengthen organisational capability in crisis management |