



CRISIS MANAGEMENT POLICY

Preamble

The Board of Directors of the Québec Golf Federation (“Golf Québec”) recognizes that most crises arise from incidents that have not been contained or resolved and that they may occur at any time. Accordingly, it wishes to be better prepared to protect its teams, volunteers, participants, and business partners, and to preserve the continuity of Golf Québec’s operations.

Definition

“Crisis” means any adverse or unforeseen event that causes major disruption and uncertainty and may result in significant harm to Golf Québec or individuals.

Such an event may take various forms, including an epidemic, a disaster, financial instability, a cyberattack, reputational harm or any other incident that threatens the safety, assets, reputation or very survival of Golf Québec.

Objectives and Scope

The *Crisis Management Policy* is intended to ensure that crises are managed appropriately and as quickly as possible, with minimal adverse consequences for Golf Québec and the golf community. More specifically, it establishes a crisis management framework and supports the Executive Director.

In an anticipated or actual crisis, it is essential to act quickly and demonstrate strong leadership. The Executive Director must maintain control of crisis management and its logistics in accordance with the following guiding principles:

- a) Ensure the safety of individuals.
- b) Preserve the integrity of Golf Québec’s property and infrastructure.
- c) Ensure the continuity of Golf Québec’s operations.
- d) Preserve Golf Québec’s reputation.

The Executive Director is responsible for implementing this policy. It must be reviewed every four (4) years, or sooner as required.

Crisis Management Structure

Crisis management must remain simple and consist of only two (2) decision-making levels: the Crisis Management Team (“CMT”) and the Crisis Response Team (“CRT”).

During a crisis, these teams replace Golf Québec’s regular administrative and decision-making structure so they can act quickly and shape the course of events rather than merely react to them. They may be supported by communications and logistics specialists.

Together, the CMT and CRT must demonstrate:

- a) Speed in decision-making.
- b) Flexibility and adaptability in their actions as the situation evolves.
- c) Effectiveness in communicating with all stakeholders.

When a crisis is declared, the Executive Director is responsible for mobilizing and coordinating the CMT and acts as liaison with the CRT.

Composition, Role, and Responsibilities

Crisis Management Team (“CMT”)

The CMT consists of the President of the Board of Directors, the Executive Director, and the Communications Director.

The CMT assesses whether an adverse or unforeseen event constitutes a crisis. If so, the CMT is responsible for declaring the crisis and activating the relevant management processes.

The CMT directs the overall crisis management strategy and maintains essential communication channels with internal and external strategic stakeholders (the Board of Directors, all employees, business partners, the media, etc.). It makes and implements decisions quickly during a crisis.

The CMT is responsible for developing the communications strategy and coordinating communications with the CRT in carrying out the crisis management strategy. In accordance with the *Spokesperson Policy*, the President or the Executive Director will act as Golf Québec’s spokesperson for the duration of the crisis, depending on its nature.

The CMT is authorized to propose the use of emergency funds that are not necessarily included in the regular operating budget.

The CMT must also:

- a) Periodically include crisis management on the agenda of the Board of Directors.
- b) Incorporate crisis management activities into Golf Québec's plans and priorities and into the job descriptions of the Executive Director and Communications Director.
- c) Work with employees to discuss identified areas of concern.
- d) Work with employees to prepare the Crisis Management Plan ("CMP").

Composition, Role, and Responsibilities Crisis Response Team ("CRT")

When a crisis is declared, and depending on its nature, the Executive Director will appoint a person to lead the CRT. This person will mobilize and coordinate the CRT and act as liaison between the CRT and the CMT. They will identify at least two (2) other people who are willing to be actively involved and available to help resolve the crisis, if necessary.

The CRT operates at the operational level. It manages on-site activities, works with external responders involved in the response, and implements the CMT's decisions to bring the crisis to an end and secure people or assets. It compiles and forwards all relevant information to the CMT.

Crisis Management Plan ("CMP")

Through the CMT, Golf Québec will establish a CMP that may include:

- a) Potential issues, alert levels, and the threshold for initiating the first actions when a crisis occurs.
- b) An overview of the roles and responsibilities of the CMT, the CRT, employees, and volunteers during a crisis.
- c) Possible and relevant measures to be taken quickly, depending on the situation.
- d) An inventory of essential functions and services that must be maintained as a priority.
- e) Identification of the key clients who must be kept informed of crisis developments or impacts, and the suppliers essential to maintaining operations.
- f) A business recovery plan to be implemented once the crisis is under control to mitigate its aftermath.
- g) A post-crisis review mechanism to ensure that corrective measures are implemented, if necessary.

The CMP must include:

- a) Golf Québec's guiding principles, mission, values and philosophy.
- b) Administrative measures.
- c) Criteria for selecting the CRT lead and members.
- d) Examples of emergency response plans.
- e) Communications plans.

As with the *Crisis Management Policy*, the CMP will be reviewed on a four (4)-year cycle, unless a crisis occurs and the post-crisis review identifies changes that must be made to the CMP sooner.

Communications Strategy

The crisis communications strategy will protect Golf Québec's reputation and credibility by emphasizing transparent, consistent information, and facilitating implementation of the CMP through frequent and clear communications.

It will consider external stakeholders, including member and non-member clients, business partners and the media, as well as internal stakeholders, namely the Board of Directors, volunteers, and employees.

The objectives of the communications strategy will be to:

- a) Reassure all stakeholders, address concerns and reduce the impact of rumours,
- b) Provide information on the nature of the crisis, the services being maintained or interrupted, the measures implemented to restore normal operations, and progress made,
- c) Mobilize those who can contribute to managing the crisis by promoting a unified vision and providing a clear process and instructions.

Recovery and Evaluation

Once the situation has returned to normal, all decisions made during the crisis and the relevant information supporting them must be recorded in detail in an incident log. In addition, the Executive Director must conduct a comprehensive post-crisis review in collaboration with the CMT and CRT.

This process must include:

- a) A post-crisis review: An inventory of the issues encountered, actions taken, and results achieved during the management of the crisis.

- b) An assessment of issues: Identification of weaknesses, coordination gaps, response delays, and failures in internal and external communications.
- c) Proposed improvements: Development of recommendations to improve Golf Québec's future response capacity, including potential changes to existing protocols and the CMP, additional employee training needs, and technological improvements.
- d) A final report: The post-crisis review must be compiled in a detailed report and presented to the Board of Directors for review and to guide future revisions of the *Crisis Management Policy*.