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A Study of Seven Selected Chemical Engineering Facilities Crisis
Public Relations Plans

by
Heather D. O'Neill

A Thesis

Submitted in partial fulfillment of the requirements of the
Master of Arts Degree
of
The Graduate School
at
Rowan University
June 30, 2005

Approved by _____

Date Approved 6-30-05

ABSTRACT

Heather D. O'Neill

**A Study of Seven Selected Chemical Engineering Facilities
Crisis Public Relations Plans**

A study and evaluation of current crisis public relations standards practiced in chemical engineering facilities in the Philadelphia, PA area.

2005

Dr. Don Bagin

Master of Arts, Public Relations

The purpose of this thesis was to obtain what techniques are being used in the Philadelphia, PA area to handle crises in chemical engineering facilities. Related literature was reviewed to determine how others in the crisis public relations industry handle crisis.

The public relations contacts at 17 chemical engineering facilities were contacted to participate in the researcher's study, with seven completed responses. The seven participants completed questionnaires about the current public relations practices being used at their facilities. The information that they provided was useful in establishing commonalities among the different facilities.

This study will provide both public relations professionals and professionals in the chemical engineering field insight into the current practices being used to handle crises in the Philadelphia, PA.

With the findings from the study performed, professionals in public relations and chemical engineering can improve upon the current crisis public relations practices. Twenty eight percent of the organizations studied had a crisis public relations plan in place, 58% did not and 14% did not know.

MINI-ABSTRACT

Heather D. O'Neill

**A Study of Seven Selected Chemical Engineering Facilities
Crisis Public Relations Plans**

A study and evaluation of current crisis public relations standards practiced in chemical engineering facilities in the Philadelphia, PA area.

2005

Dr. Don Bagin

Master of Arts, Public Relations

This study identifies the specific practices being used to handle crises at chemical engineering facilities in Philadelphia, PA.

Every chemical engineering facility in Philadelphia, PA was surveyed and produced seven respondents. Their responses were compiled to reveal a need for crisis public relations training for chemical engineering professionals in the Philadelphia, PA area.

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Chapter One

BACKGROUND, NEED, PURPOSE, PROCEDURES, LIMITATIONS, AND DEFINITIONS

Background

A crisis public relations program is essential in all corporate settings. Chemical engineering facilities are no exception. They have a high risk of encountering crisis, a large chance of environmental repercussions and employee health threats. Even small situations can grow into circumstances that leave a company in an irreparable state.¹ It is especially important to these types of organizations to have an adequate crisis management plan.

Companies face two challenges in a crisis: tackling operational difficulties and getting communication right.² This study will concentrate on chemical engineering facilities in the Philadelphia area and their crisis public relations programs.

¹ Turner, Paul, "Emergency Groom," Utility Week 23 July 2004: 17+.

² Turner, "Emergency Groom"

Need

The need for this study focuses on three areas:

1. Chemical engineering facilities have a responsibility to their employees to keep them safe.
2. Chemical engineering facilities have a responsibility to the environment to keep it as preserved as possible.
3. Chemical engineering facilities are concerned with having a good public image and to be good citizens.

Crises can vary in nature, magnitude and intensity, but they all have in common results that may seriously hamper an organization's ability to function. They can seriously undermine its most valued assets - credibility and reputation.³

One of the most well known crises of a chemical engineering facility was the Exxon Valdez. The environment was disrupted and polluted and Exxon's public image was tarnished. Management's apparent disregard for the seriousness of the incident scarred Exxon's reputation. By the time the company responded to the situation in a responsible manner, it had to defend itself and its actions

³Tabris, Michael, "Crisis Management." Inside Public Relations. Ed. Chester Burger. (New York and London: Longman Inc., 1984.)

in addition to addressing the critical problem at hand. Just as the potential for crisis situations has escalated {with technology}, so has the potential for disastrous consequences from in inadequate crisis management.⁴

With this in mind, the public relations officials in chemical engineering facilities would be wise to anticipate crises and have prepared contingency plans.

Purpose

This study concentrated on selected facilities' crisis public relations programs. The researcher wanted to know if they have been used and if they were successful or unsuccessful. The researcher documented what they have in common and what is unique.

The purpose and need for this study are best summarized in a quote from George Mason, APR, who in 1989 was the vice president of Bradley/McAfee Public Relations in Alaska. Mason handled the Alyeska Pipeline Service Company account, the largest account Bradley/McAfee had for the prior 14 years. In 1989, Alyeska Pipeline Company (a consortium of several oil companies, including Exxon) was responsible for the initial response in the event of a

⁴ Tabris, p 59.

spill.

Mason was in charge of the public relations after the Exxon Valdez oil spill in 1989. After the crisis was under control, Mason said, "The lesson I learned from that crisis and have since applied to other crises is that once the crisis begins and the public hysteria begins, it is too late to worry about your PR. All you can really do is hang on, get on with the work and continue to do what you think is best and most honest. However, you must, immediately, plan for the future. Think to the midterm and long-term future to start necessary preparations for those arenas, areas where you can begin to exert some logical controls and protections. Try to get ahead of the curve of events."⁵

This study will also focus on the four stages of a crisis (prodromal, acute, chronic and resolution) and the most common way they are handled in the selected facilities.

Procedures

First, the researcher sent a questionnaire to the 17 chemical engineering facilities in Philadelphia, using the

⁵ Fern-Banks, Kathleen, Crisis Communications: A Casebook Approach (Mahwah, NJ: Lawrence Erlbaum Associates, 2002).

listings compiled from the public phone records for the years 2003-2004. The questionnaire included a cover letter (see Appendix A) asking for participation in the researcher's study.

Second, the questionnaires were returned and their answers were compiled and analyzed to create a comprehensive list of common crisis public relations practices currently being used (see Chapter IV).

Third, based on these findings, the researcher made recommendations that chemical engineering facilities can use to have improve their crisis public relations plan (see Chapter V).

Limitations

1. This study will involve only facilities in Philadelphia.
2. This study will report on chemical engineering facilities that responded to the researcher's questionnaire.
3. This study will only be about chemical engineering facilities.

4. The study was voluntary and not randomly chosen; therefore the results may not be generalized to the entire population.

Definitions

- a. Crisis: An unstable condition, as in political, social, or economic affairs, involving an impending abrupt or decisive change.
- b. Public relations: The art or science of establishing and promoting a favorable relationship with the public. Public relations is a planned and systematic two-way process of communication between an organization and its internal and external publics.⁶
- c. Public relations practitioner: The executive who provides a qualitative evaluation of social trends. He or she helps formulate policies that will enable a corporation to adapt to these trends. He or she communicates - both internally and externally - the reasons for these policies. The main objective of the public relations

⁶Litwin, M. Larry, The Public Relations Practitioner's Playbook (Dubuque, Iowa: Kendall/Hunt, 2003).

practitioner is to make sure that the organization performs as servants of the people.⁷

d. Chemical engineering: The branch of engineering that deals with the technology of large-scale chemical production and the manufacture of products through chemical processes.

⁷ Burson, Harold, "The Public Relations Function in the Socially Responsible Corporation," Melvin Anshen (ed.), Managing the Socially Responsible Corporation, (New York: Macmillan, 1974) pp. 224,227.

Chapter Two

REVIEW OF RELATED LITERATURE

This chapter reviews related literature that was located through Rowan University's Campbell Library. First the researcher used the electronic search system offered through the university's home database. This search included books and theses of the library. The words "crisis," "plan," "engineering," "management," "communication" and "public relations" were used as the keywords for this search.

The book from the Campbell Library used was Ongoing Crisis Communication, by Timothy Coombs. The thesis A Study of Eleven Selected Organizations' Crisis Communications Plan, by Michael Azzi, was unavailable to the researcher. It is missing from the library. The researcher spoke to the author from a contact phone number obtained from Rowan University's Alumni Office. Azzi did not have a copy of his thesis and was unable to help the researcher. The researcher also checked the graduate research room in Bozorth Hall at Rowan University, with no positive results.

The same search terms were used at the Camden County Library and the book used was: Experts in Action: Inside Public Relations, by Chester Burger. This book contains articles written by different public relations experts. Managing the Socially Responsible Corporation, by Melvin Anshen, was obtained from the Temple University Library. This book is a collection of the Paul Garrett lectures at Columbia University in 1972 - 1973.

The researcher also used the database LEXUS-NEXUS ACADEMIC available through the Campbell Library. This searches magazine and scholarly journal articles. The same search terms were used from the previous book search.

The magazine article that was used is Emergency Groom, by Paul Turner, from the magazine Utility Week. The scholarly journal article used, Teaching the Crisis Management/Communications Course, also by Timothy Coombs, is from Public Relations Review.

The researcher used a simple internet search of the previously selected terms to find helpful websites. The website that was used is from Bernstein Crisis Management, LLC. It is titled The Ten Steps of Crisis Communications.

Research materials were also provided from John Moscatelli, a professor in Crisis Public Relations at Rowan

University, and an award winning public relations practitioner at Anne Klein & Associates Public Relations Counselors in Mt. Laurel, NJ. The researcher used handouts from Moscatelli's course as well as direct advice through email.

In Coombs's book he explains how crisis management can prevent or reduce the threats of a crisis. He provides guidelines for how best to act and react in an emergency situation. Coombs draws on firsthand experience to explain how to prepare for, detect and prevent a crisis.

Coombs's book describes all the stages (prodromal, acute, chronic, resolution) including how to evaluate your crisis management efforts. Coombs' emphasis is saving lives, reputations and financial resources.

Anshen's book is a collection of Paul Garrett's lectures at Columbia University in 1972-1973. Anshen was a professor in the Graduate School of Business at Columbia University.

However, these lectures do not discuss crisis communications as a main subject. They focus on the responsibilities that a modern corporation has and modern business ethics. The most important information found in this book is the realization that public relations

practitioners serve as a conscience of the corporation. Public relations practitioners are servants to the community and need to keep the community's best interests in mind, especially when it comes to a crisis.

The article written by Paul Turner focuses specifically on crisis in the utility business. It quickly explains the need for crisis communication in every industry. A short step-by-step plan is proposed that a company of any size could follow. Companies face two major challenges when handling a crisis: tackling the operational difficulties and getting the communication right. Even the smallest situation can turn into a crisis.

Coombs's journal article focuses on the importance of teaching a crisis management/communication course. Crisis communications continues to be an area of growth in public relations although not specifically mentioned in the 1999 Public Relations Education Commission report.

Crisis management moves the public relations role to the managerial function and requires the development of many different skills. The skills that should be developed during a crisis public relations course include the management of information, management of communication,

strategic planning, problem solving, message production, and issues management.

The need for crisis management in the workplace increases each year as technology and stakeholders continue to create new crises. The pressure of how organizations should respond to crises also increases.

Jonathan Bernstein opened Bernstein Crisis Management, LLC in 1994. His agency focuses only on crisis public relations. Bernstein defines a crisis as: *any situation that is threatening or could threaten to harm people or property, seriously interrupt business, damage reputation and/or negatively impact share value.*

Bernstein is also a believer that some crises can be prevented with adequate public relations preparation and that sometimes there can be a positive outcome to a crisis.

Within the website there is an article that describes the ten steps of crisis communication. He points out that a marketing department is not usually equipped to handle a crisis. Marketing's routine function is to build the value of a business, but during a crisis, marketing's function is to preserve the value of the business.

Bernstein's article reflects the other readings; he states that an organization should be proactive, not

reactive, because very few crises are surprises. An organization should have a team already in place, and identify the spokesperson; there is only one. You should train your employees not to identify a crisis as "bad news," but simply as "very important to our company, act quickly."

The importance of knowing your audience, message and channel is stressed. He suggests that you have a communications "tree," and a clear message that everyone can understand or relate to.

Most importantly, Bernstein points out that most organizations have an "it can't happen here," attitude and that is what causes front-page crises. All organizations should have a crisis evaluation and a crisis plan that follows. Too many organizations take a "head in the sand" approach that is bad for the organization's reputation. It is better to prevent a crisis than react to one unprepared.

John Moscatelli's handouts reinforce the previously stated beliefs and rules of crisis management. Articles that evaluate real life crises were the most essential. Moscatelli's lectures pointed out that the three most significant steps to take during a crisis are: get the

facts, have one spokesperson and know your message/audience.

SUMMARY

The information compiled by the researcher points out the extreme importance of having a crisis public relations program in any organization. Anything can happen any given day. A smart organization will be prepared for it. A crisis can cause an organization to lose lives of employees, reputation of management, stakeholders and/or profits.

CHAPTER III

METHOD OF RESEARCH

A crisis public relations questionnaire was administered to a select group of public relations representatives.

PHASE I - THE QUESTIONNAIRE

The questionnaire was developed by the researcher and reviewed by an expert in the public relations field. The questionnaire is structured to determine the kind of public relations crisis plan that is in place and what is included in that plan.

PHASE II - SELECTING THE POPULATION TO BE TESTED

The researcher obtained a listing of all chemical engineering facilities in Philadelphia through public phone records. The research produced 17 facilities. Since the number of facilities was relatively small, the researcher included all of the results.

PHASE III - ADMINISTERING THE QUESTIONNAIRE

Seventeen facilities formed the study group. Each facility's public relations representative was contacted by phone to ask for cooperation in the research. Positive responses were received from each representative.

The 17 respondents were then sent the following:

- a cover letter (including instructions on how to answer the questionnaire),
- the questionnaire (a copy of the questionnaire can be found in Appendix A)
- and a self addressed stamped envelope (to return questionnaires).

Test participants were told that their names and organizations would be kept anonymous.

Participants were asked to respond completely and honestly and to return the questionnaire immediately. A copy of the questionnaire results was offered to the participants.

PHASE IV - TREATING THE DATA COLLECTED

Seven of the questionnaires were returned and scored. The data, connected with the responses on the questionnaire, is presented in Chapter IV.

Conclusions and recommendations based upon this information are presented in Chapter V.

CHAPTER IV
RESEARCH DATA

The researcher conducted a mail questionnaire to public relations contacts at 17 chemical engineering facilities. Seven questionnaires were completed and returned.

The questionnaire determined the crisis public relations plans at the selected facilities and what they included.

The questionnaire for this study comprised nine questions. Four of the questions were closed-ended, one used the Likert scale, one used ranking, one used semantic differential and two were open-ended.

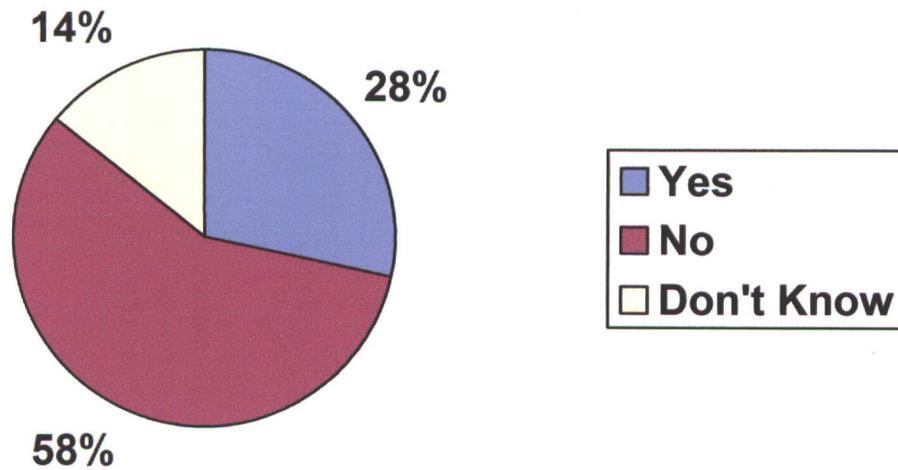
In this chapter the researcher presents the questionnaire results. She also presents a question-by-question breakdown and percentages of how the participants responded. The researcher also included graphs to easily illustrate responses by chemical engineering facilities' participants.

QUESTIONNAIRE RESPONSES

1. Does your organization have a crisis public relations plan?

Yes	28%
No	57%
Don't Know	14%

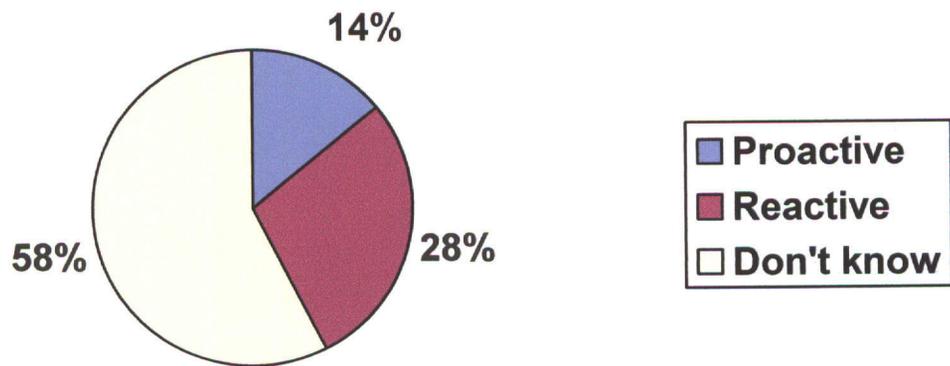
Does Your Organization Have A Crisis Public Relations Plan?



2. Is your public relations plan: proactive, reactive or don't know?

Proactive	14%
Reactive	28%
Don't know	57%

Is Your Crisis Public Relations Plan Proactive or Reactive?



3. Does your crisis public relations plan require any of the following to support the plan?

	Yes	No
Videotape	0%	100%
Manual	0%	100%
Computer software	0%	100%
Don't know/none of the above	100%	0%

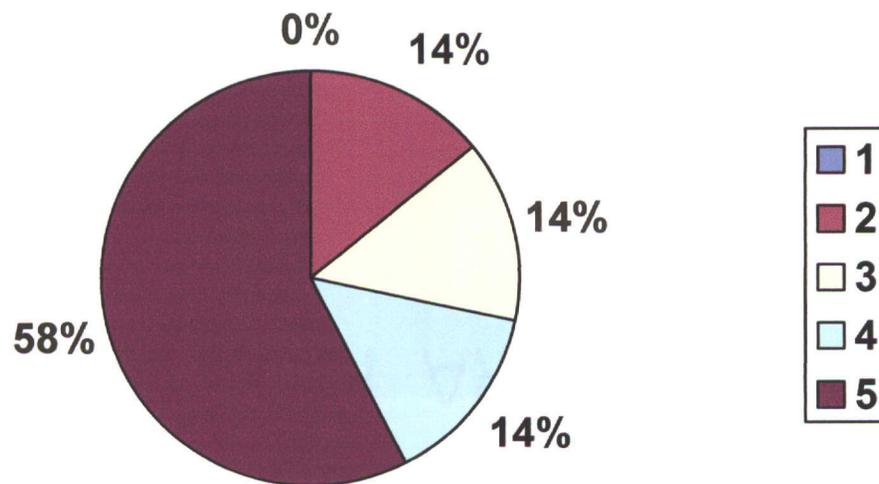
*There is no graph available due to the fact that 100% of the participants answered the same.

4. Do you feel that your organization's crisis public relations plan is:

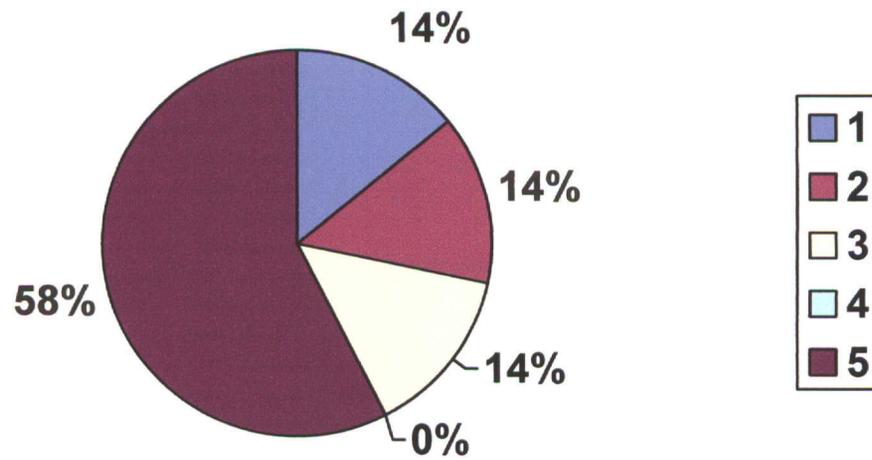
(the choices were as follows: 1 = strongly agree, 2 = agree, 3 = neutral, 4 = disagree or 5 = strongly disagree)

	1	2	3	4	5
Robust	0%	14%	14%	14%	57%
Resilient	14%	14%	14%	0%	57%
Flexible	14%	28%	0%	0%	57%
Up-to-date	0%	14%	28%	0%	57%

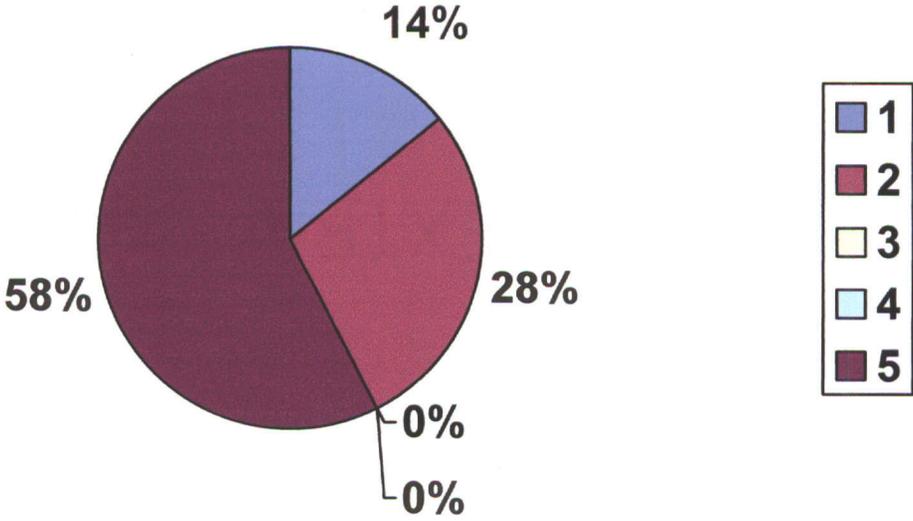
Robust Responses



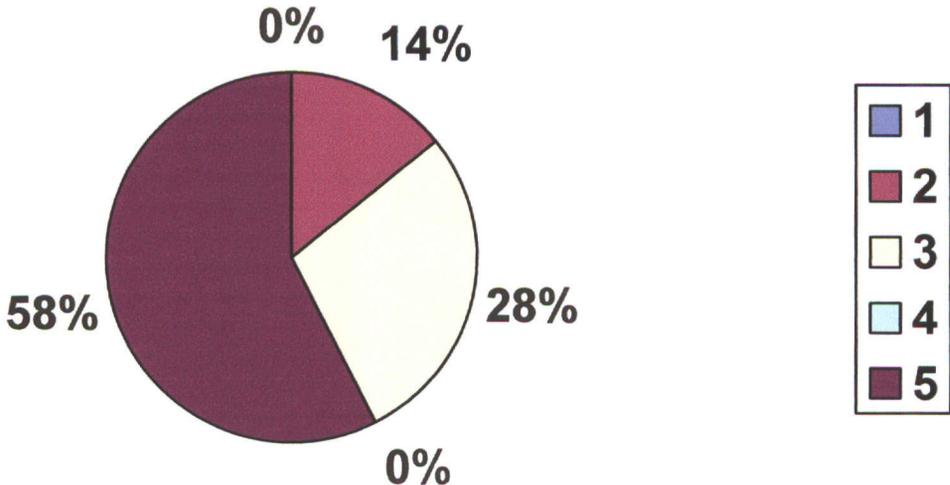
"Resilient" Responses Toward Current Crisis Public Relations Plan



"Flexible" Response Toward Current Crisis Public Relations Plan



"Up To Date" Responses Toward Current Crisis Public Relations Plan



5. If your organization had a crisis tomorrow morning, list the steps you would take before the evening news: Participants' responses varied from "don't know," to handle crisis and contact media.

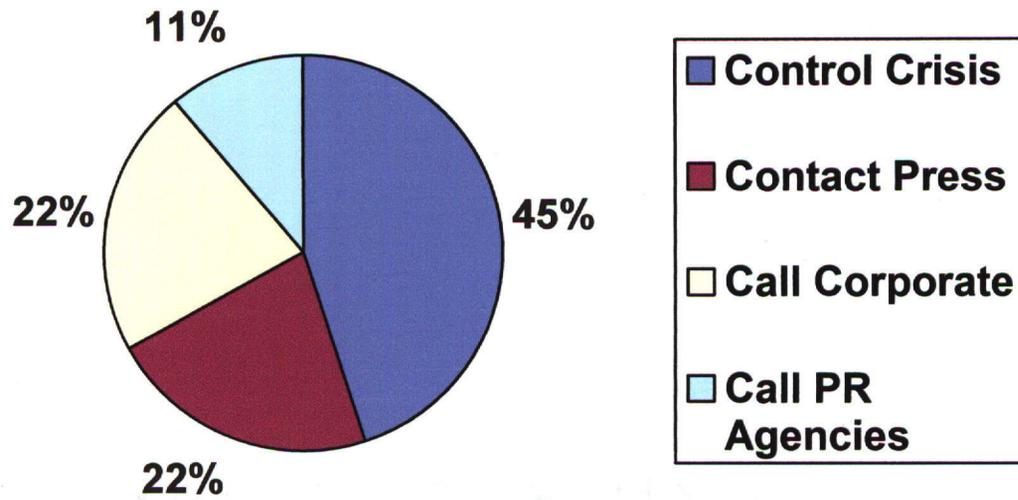
The complete list of responses is below: each participant had a different response (seven participants = seven responses). They are in no particular order:

1. don't know/no answer (two responses)
2. handle problem
3. contact press for statement, contact parent company for guidelines and legal counsel
4. fix problem, call media
5. handle crisis
6. address the situation immediately, protect and/or involve the community and employees, involve our corporate office and solicit input from outside agencies, prepare to disseminate honest and open information

If your organization had a crisis tomorrow morning, list the steps you would take before the evening news:

	Yes	No
Handle crisis	57%	42%
Contact press with statement	28%	71%
Call corporate office	28%	71%
Contact outside public relations agency	14%	85%

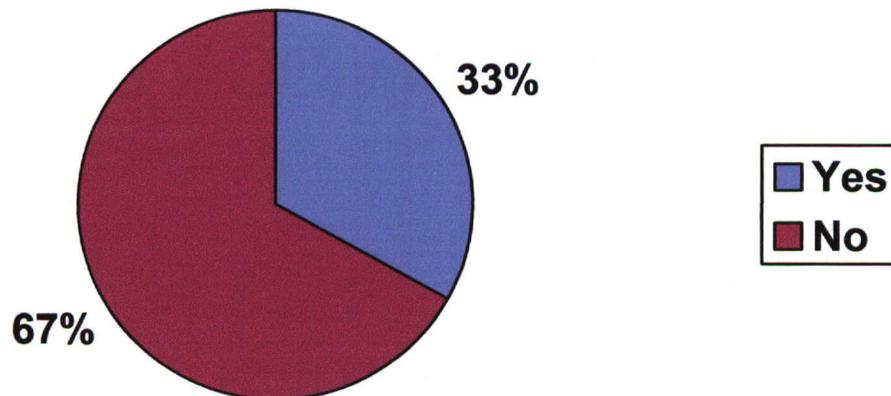
Steps to Handle A Crisis



6. When you joined your organization, did it have a crisis public relations plan?

Yes	28%
No	57%
Don't know	0%

**Did Your Organization Have A Crisis Public Relations Plan
When You Joined?**



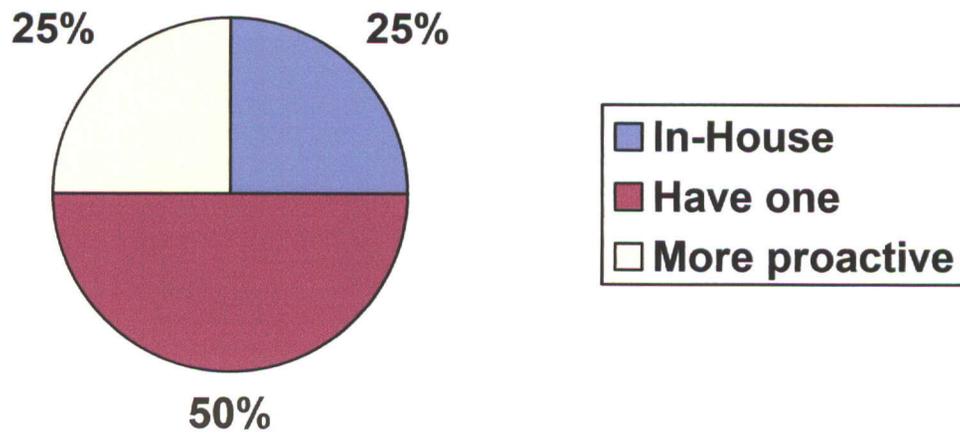
7. If there was one thing that you could change about your organizations crisis public relations plan, what would it be?

The answers varied to this open-ended question. A complete listing of responses is below. They are in no particular order:

1. I would bring more training "in-house," rather than send employees to our corporate office.
2. Have one so we would know what to do. (two responses)
3. N/A
4. ?
5. more proactive
6. N/A

In-house training	14%
Have a plan	28%
Be more proactive	14%

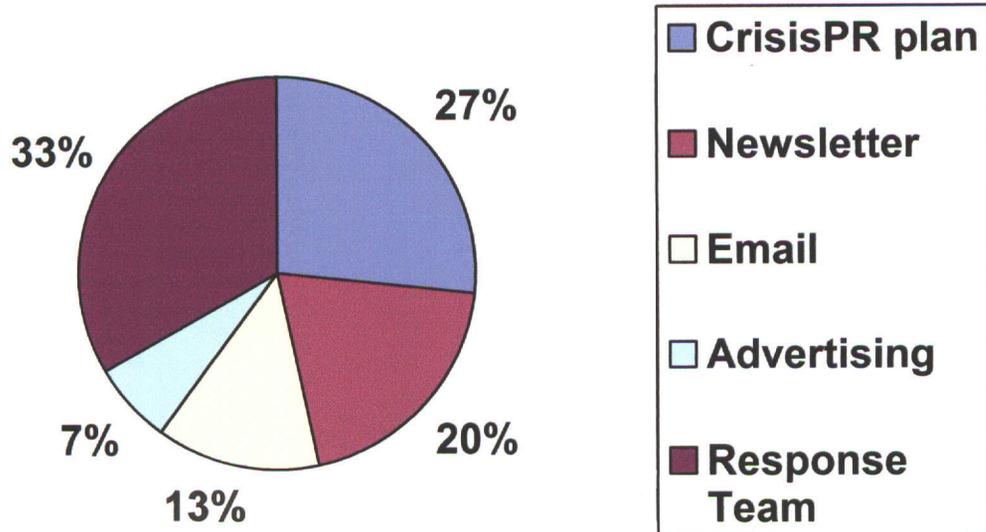
What Would You Change About Your Crisis Public Relations Plan?



8. Please rank the following in order of importance (1 being the most important, 5 being the least):

	1	2	3	4	5
Crisis public relations plan	0%	50%	33%	0%	16%
Company newsletter	16%	16%	33%	16%	16%
Company E-mail/Web site	0%	33%	16%	50%	0%
In-house advertising department	0%	0%	0%	33%	66%
A crisis response team	83%	0%	16%	0%	0%

Ranking of PR Tools in Order of Importance



9. Please mark an X in the space on the scale that best describes your feelings about crisis public relations:

The participants were given a semantic differential (a rating scale consisting of seven spaces between bipolar adjectives⁸). The opposite adjectives are as follows:

Effective : Ineffective

Trustworthy : Untrustworthy

Valuable : Worthless

Necessary : Unnecessary

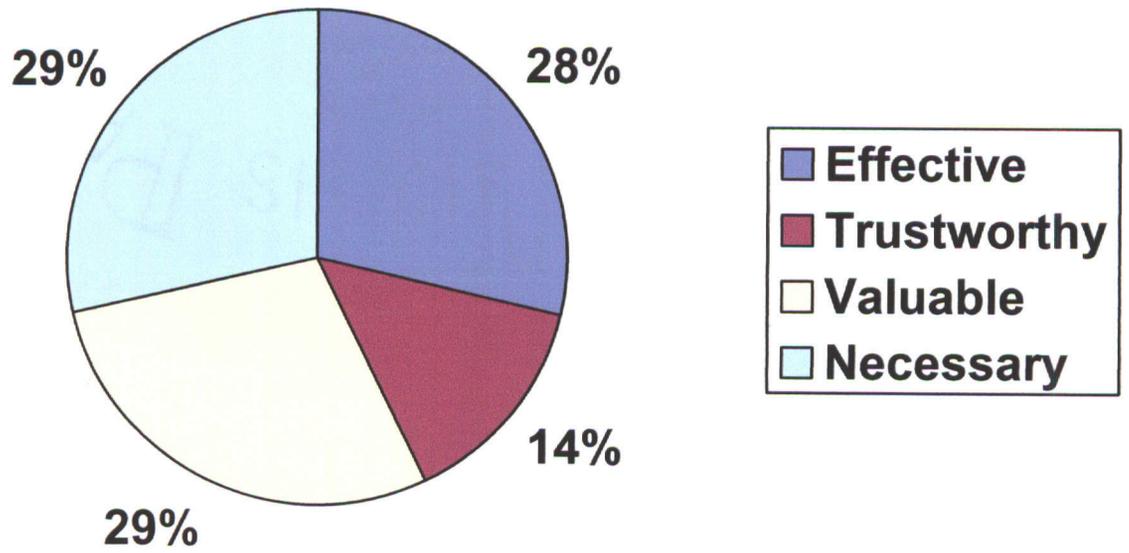
*For the following table and graph 1=strongly agree, 2=somewhat agree, 3=agree, 4=neutral, 5=disagree, 6=somewhat disagree and 7=strongly disagree.

	1	2	3	4	5	6	7
Effective	28%	0%	0%	71%	0%	0%	0%
Trustworthy	14%	0%	14%	71%	0%	0%	0%
Valuable	28%	0%	14%	57%	0%	0%	0%
Necessary	28%	0%	14%	57%	0%	0%	0%

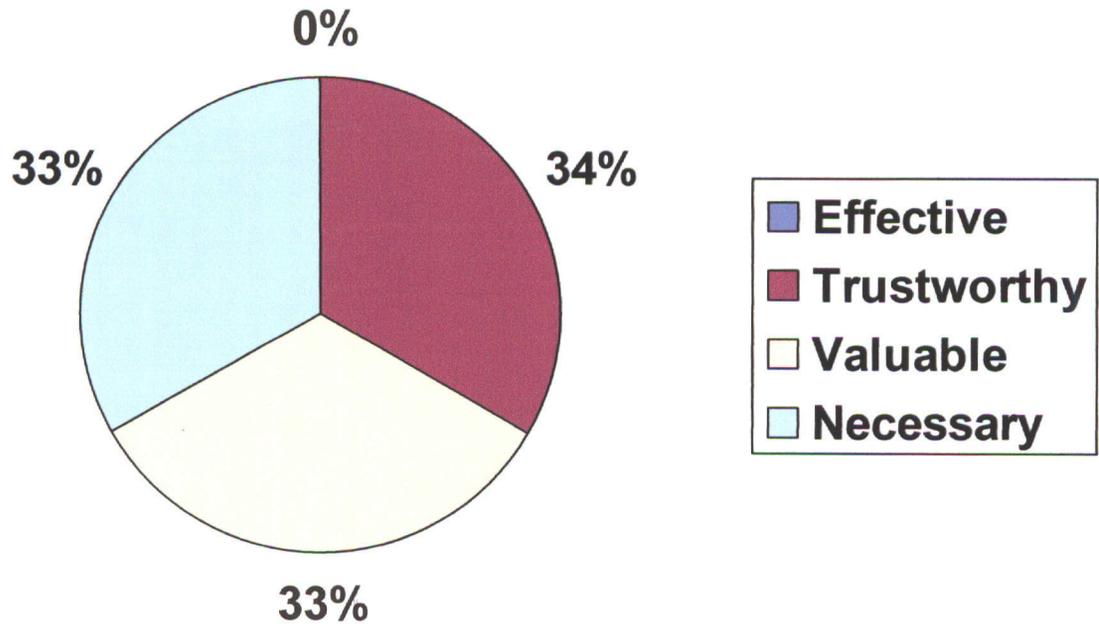
*Charts not available for "somewhat agree," "disagree," "somewhat disagree" nor "strongly disagree," responses because no data was collected.

⁸ Roger D. Wimmer & Joseph R. Dominick, *Mass Media Research: An Introduction* (Belmont, CA: Wadsworth/Thomson Learning, 2003), pg. 466.

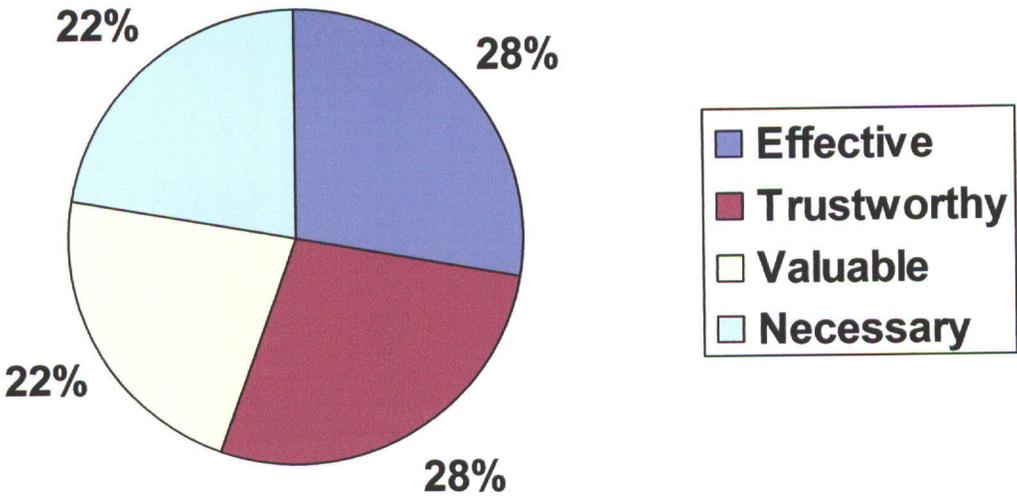
"Strongly Agree" Response Results



"Agree" Response Results



"Neutral" Response Results



RELEVANT FINDINGS OF THE QUESTIONNAIRE STUDY

- ✓ 100% of respondents had no supplemental equipment for their facility's crisis public relations plan
- ✓ The importance of having a crisis response team received 83% agreement
- ✓ 57% of respondents reported not having a crisis public relations plan
- ✓ 57% of the respondents were not aware if their organization was proactive or reactive in their approach to handling crisis
- ✓ 57% of respondents reported that "handling the crisis," was the first step in the crisis public relations plan
- ✓ When following the crisis public relations plan, "call corporate office," and "call press with a statement," tied with 28% each as the second step in the plan
- ✓ 28% of respondents would enact an official crisis public relations plan if they could change something about their organization

CHAPTER V

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

SUMMARY

The industry of chemical engineering involves using volatile substances and equipment, so it was the researcher's original thought that the organizations sampled would have a crisis public relations plan. However, the results of this study revealed that the majority of the respondents had no specific plan of action for responding to a crisis.

The questionnaire did reveal that of the organizations with no specific plan, they desired to have a plan in place. The majority of the respondents did not understand the importance of the media in the event of a crisis.

CONCLUSIONS

Based on the review of existing literature and the results of the questionnaire, the researcher has concluded the following:

1. Crisis public relations is not a topic of importance in Philadelphia chemical engineering facilities. Organizations assume that they can

just deal with a crisis as it happens, without being prepared for it.

2. Philadelphia chemical engineering facilities do not have an in-house public relations professional.
3. Philadelphia chemical engineering facilities do not understand the importance of having a relationship with the media.
4. Those in charge of handling crises in Philadelphia chemical engineering facilities do not receive enough professional training in crises public relations.

RECOMMENDATIONS

After reviewing the questionnaire results and the suggestions offered by respondents, the researcher recommends the following:

Implement crisis public relations training for all employees at Philadelphia chemical engineering facilities.

When a crisis occurs, it will likely affect every member of an organization. This is why it is important for all employees to know what to do in a crisis. If only one

member of the staff is trained in crisis public relations, what happens if they are not available? The entire staff needs to be ready to respond to the media and to the community.

For example, if there was a chemical spill at a facility, no one was hurt, but the road that the facility is located on needs to be shut down, the media will call the facility and most likely an administrative assistant will answer the phone. With the current practices surveyed, the administrative assistant would not know what to say, transfer the call to the wrong person or worst of all say, "No comment!"

If all the members of a staff were properly trained and a plan was in place, the crisis could be handled flawlessly and may not even receive news coverage.

Implement a crisis public relations plan with a crisis response team.

After an organization has had crisis public relations training, they should consult with either their corporate office or with a public relations agency to design a crisis public relations plan complete with a crisis response team. Since most chemical engineering facilities operate around

the clock, it would be a good idea to have different crisis response teams for different shifts (i.e. morning shift, swing shift and overnight shift).

This would ensure that everyone would know specifically what needs to be done and who is doing it during a crisis.

RECOMMENDATIONS FOR A FURTHER STUDY

Due to time and financial restraints, the researcher was limited to sampling only the Philadelphia area, and only one phone call and one mailing. A larger, randomly-selected sample would provide more statistically accurate results, which then could be generalized to the larger population.

The researcher also recommends a longitudinal study involving "before and after" testing. A study would be helpful if it tested chemical engineering facilities crisis public relations plans before evaluation (or implementation) and afterwards to prove the effectiveness of the changes.

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- Turner, Paul, "Emergency Groom," Utility Week 23 July 2004: 17+.

ADDENDUM

Note to the Reader: In the graphs in Chapter IV, from pages 19 - 32, 0% stands for no responses in the category.

APPENDIX A



Heather O'Neill
1001 Berwyck Court
Sicklerville, NJ 08081
(856)374-5957

RE: Thesis Questionnaire

Dear Plant Manager,

I am finishing my master's degree at Rowan University in Glassboro, New Jersey and have chosen to complete my thesis on chemical/oil plants and refineries in Philadelphia. I have chosen 17 plants to study and your organization is very important to my study.

Enclosed is a brief questionnaire about the public relations practices that are used in your organization. It should take less than 5 minutes to complete and the results will help me complete my study.

Your identity is completely anonymous and no one else will see the surveys except me.

Please take a few minutes to complete the enclosed questionnaire and send it back to me in the self addressed stamped envelope provided. Any questions, call me at the number above.

If you are interested, I will be happy to forward you the anonymous results of the questionnaires once they are compiled.

Thank you,

Heather O'Neill

P.S. Your help is very important to me; without you I cannot finish my study.

APPENDIX B

Heather O'Neill
Thesis Research
Spring 2005

1. Does your organization have a crisis public relations plan?

- a. Yes b. No

2. Is your crisis public relations plan (circle one):

- a. Proactive b. Reactive c. don't know

3. Does your crisis public relations plan require any of the following to support the plan (please check all that apply)?

- A videotape
- A manual
- Computer software
- Don't know/none of the above

4. Do you feel that your organization's crisis public relations plan is (please check the box that best describes your feelings):

	Strongly agree	agree	neutral	disagree	strongly disagree
Robust	<input type="checkbox"/>				
Resilient	<input type="checkbox"/>				
Flexible	<input type="checkbox"/>				
Up-to-date	<input type="checkbox"/>				

5. If your organization had a crisis tomorrow morning, list the steps would you take before the evening news:

1. _____
2. _____
3. _____
4. _____

6. When you joined you organization, did it have a crisis public relations plan (circle one)?

- a. yes b. no c. don't know

6. If there was one thing that you could change about your organization's crisis public relations plan, what would it be?

7. Please rank the following in order of importance (1 being most important, 5 being the least):

- ___ Crisis public relations plan
- ___ Company newsletter
- ___ Company E-mail/Web site
- ___ In-house advertising department
- ___ A crisis response team

8. Please mark an X in the space on the scale that best describes your feelings about crisis public relations:

		Crisis Public Relations							
		Strongly Agree	Somewhat Agree	Neutral	Somewhat Disagree	Strongly Disagree			
Effective	:	_____	:	_____	:	_____	:	_____	Ineffective
Trustworthy	:	_____	:	_____	:	_____	:	_____	Untrustworthy
Valuable	:	_____	:	_____	:	_____	:	_____	Worthless
Necessary	:	_____	:	_____	:	_____	:	_____	Unnecessary