Presenting a Model for Crisis Public Relations in Iranian Red Crescent society

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Abstract

BACKGROUND: This study was done considering the role of the Red Crescent society in crisis management. In other words, this study aimed to depict a model to determine the function of public relations unit of Iranian Red Crescent society in critical conditions.

METHODS: In a study with qualitative method, basic and in-depth interviews were used to gather the viewpoints of experts and specialists in communications, media and crisis management. The participants were selected via convenience sampling. As a qualitative research ends after reaching theoretical saturation of the data, research sample reached to 27.

RESULTS: The collected data were summarized and presented in the form of a 23-steps model.

CONCLUSION: Our findings give some indications of a more specialized model of public relations duties as an aid unit compared to some other studies in Iran and foreign countries. First, as there are no direct studies on public relations duties among the researches done on crisis management in Iran; and second, despite numerous studies on crisis management and the role of public relations in other countries, most of the presented models have up to 10 steps which are similar and highly overlapped. In fact, our presented 23-step model in addition to containing all the results of previous studies includes more detailed and specialized points about the duties of a public relation unit of an aid organization.

Keywords: Model; Crisis Public Relations; Information Management in Crisis

Introduction

Critical conditions may arise in different forms and stem from different changes. The origin of the crisis can be a sudden attack, initiation of war, coup d'état, fall of a government, possibility of unrest and rebel uprising, violent street demonstrations, social uprisings, assassination of high-profile political persons, broad scale economic problems, the falling of an airplane or sinking of a ship, pollution caused by nuclear energy, environmental catastrophes, flood, earthquake, tsunami, famine, and similar conditions.

Iran may also experience crisis situations such as earthquake, drought, air pollution and political, economic, and social unrest, but the rate of its vulnerability toward natural hazards is very considerable.

Crisis management in Iran is the duty of the country's Crisis Management Organization. However, the role, importance, and effect of the Red Crescent Society in the cycle of crisis management for natural and man-made catastrophes as a specialized group of the Crisis Management Organization are commonly recognized. Based on the terms of the constitution of the Red Crescent, this organization has duties such as providing aid services at times of accidents and natural catastrophes, such as earthquake, flood, and etc., inside and outside the country, providing aid in unexpected accidents through aid workers, planning and taking measures to prepare for the

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management of accidents and catastrophes. In fact, in crises that require aid services, the first organization that enters the crisis management cycle is the Red Crescent Society.

In the theoretical discussion of this study and the scientific review section it has been discussed that despite researches performed in the field of crisis journalism in Iran, no study has been undertaken in the field of crisis public relations in the form that is considered in this study. In this section, the Coombs pattern which was updated in 2014 and relevant foreign papers are discussed.

Coombs begins his argument with the introduction that basically organization crises are a kind of threat to the performance of organizations and notes the threats of each crisis. Then, regarding crisis management, he states: “here by crises we mean considerable threat for performance and fame which if not controlled appropriately, negative consequences will follow. In crisis management, threat means the loss and potential damage that crisis can have on organization, shareholders, and industry” (1).

Moreover, the 10 step model of Jonathan Bernstein is considered in the theoretical discussion of this study. He, like Coombs, proposes a 10 step model for better management of crisis communications which consists of crisis prediction, crisis communication team identification, speakers identification, speaker training, alarm and oversight systems establishment, audience identification and understanding, instant messages designing, crisis status evaluation, main message finalization and selection, and post-crisis analysis (2).

The precise aim of the present study was the assessment of the role of the Red Crescent Society during crisis management.

Based on the above points, the main purpose of this study was the determination of the performance the Red Crescent Society should have in times of crisis and the organization model it should use to aid its organization in crisis management. In other words, the study attempted to draw a pattern which determines the performance of public relations of the Red Crescent Society in sensitive and critical conditions. However, it is essential to note that the focus of this study was natural accidents and crises which occurred outside the Red Crescent Society and the society was responsible for their management. The focus is not on intra-organization crises which may occur for any organization or unit.

### Materials and Methods

In this qualitative study, in-depth interviews were used to collect data. A qualitative study is any type of study that provides results which are obtained by methods other than statistical methods or any quantitative methods (3).

Qualitative studies are performed using different methods such as basic theory, discussion analysis, ethnography, narrative analysis, and etc. Basic theory is a study method which was used for the first time in the 1960s by Strauss and Gleezer, and then, its use became popular. The researchers began the present study without any presumptions or a theory; this method starts with observation and gives opportunity to the appearance of data. Based on basic theory method for data collection, the in-depth interview technique was used. In-depth discussion is the most essential foundation for basic theory and provides the interviewee with more freedom for steering the flow of the discussion (4).

The advantages of the interview method, compared to other methods, are that it usually has a higher validity and reliability and provides the possibility of statistical recalculation. This technique can be one of the most reliable and beneficial research techniques in social sciences when the required conditions are met and the limitations and problems are addressed (4).

Interviews can be conducted orally, face-to-face, over the telephone, and in written form. In this study, face-to-face and telephone interview methods were executed.

Analysis in basic theories is in fact attempting at interpretation and explanation which is done through theoretical coding. Theoretical coding is performed through the 3 different methods of open coding, pivotal coding, and selective coding.

It is necessary to point out that each type of coding is not done in a separate step and in one step the researcher may unconsciously switch from one coding method to another. However, it can be said that, in ideal conditions, the analysis process starts with open coding and ends with selective coding. Nevertheless, the important point is that during coding the data is slowly distanced from empiricism and approaches abstraction. Convenience sampling method was used for sample selection. The statistical
population in this study included 3 groups of professors in the fields of communications and crisis management, and experts in crisis management in Iran who had scientific and experiential reputation within the academic and scientific community.

Based on the mentioned topics, for this study 27 individuals were chosen from among the professors and experts for interviews. In this study, the research ended when theoretical saturation was reached. At this point the initial data are repeated, and thus, it is assumed that it is possible to end data collection (5).

Results

The following 23-step model was obtained for duties of public relations before, during, and after a crisis.

Duties of public relations before crisis

In this step, public relations should have a specific plan and team, and this team should have the minimum training for crisis communication.

1) Preparing the emergency operating center (EOC) emergency operational plan

The first step in planning crisis public relations in an aiding organization such as the Red Crescent Society is preparing and planning an emergency operational plan. In this step, the operational plan is devised through group collaboration and in presence of crisis management consultants. To devise the framework of the plan, the group must consider that an accident has occurred which has had some consequences.

In the next step, the measures that must be taken by public relations should be determined according to the consequences (number of dead, misplaced persons, and etc.). In fact, the EOC plan determines what actions should be done, by whom, at what time interval, where, and by what method and tools. From the point of view of 6 professors of crisis management, preparing an emergency operational plan is the most important task of public relations before the occurrence of a crisis.

From the point of view of professors of crisis management, the preliminary steps of planning the emergency operational plan are the 3 levels of making strategies (point of view, and etc.), determining the plan of action and interaction (manual, and etc.), and making the plan operational.

2) Forming a crisis public relations team

The 3 organizations of Aid and Rescue, Youth, and Volunteers of the Red Crescent Society have interaction with news coverage crews after the occurrence of accidents and catastrophes. Thus, there should be a common language between organizations and different deputees of subdivisions of the Red Crescent Society in order to create coordination and intra-organizational interactions. Participation of public relations staff of the affiliated organizations in common training-preparation courses, operations of Aid and Rescue organization, maneuvers and preparation trainings, and etc. help create this common language.

In this regard, Dr. Mehrab Sharifi Sedeh, teacher of crisis and specialist physician in health in catastrophes, said: "It is necessary that a crisis management team, who are prepared, trained, and equipped, be ready to be sent to a crisis area at any time."

Definition of code 2 for members of the crisis public relations team: Based on this code, it is necessary that a specific duty at the time of crisis be determined for all members of public relations in the emergency operational plan.

3) Speaker selection

One of the important duties of public relations in order to control media in the step before occurrence of a crisis is speaker selection. Speaker selection and concentration of interviews in the field and headquarters is a topic that should be considered in the public relations of aiding organizations and organization that respond to crises.

Regarding the importance of speaker selection, Dr. Hamidreza Eskash, PhD of management and teacher of crisis management, said: "To prevent the media crew from being left on the scene of the accident and interviewing non-responsible persons, and for intelligent control of the media, a speaker should be selected." He believes that the best speaker is the head of the public relations who is the main channel of information.

In this regard, Dr. Sharifi stated: "Do not permit journalists to enter the scene of the catastrophe during the first 2 or 3 days of the accident. During this time, the journalists should refer to the EOC for the speaker’s comments. In all crisis management structures, one person is in charge of speaking. In Bam, journalists spoke with drivers, aid workers, and etc., and this itself created chaos."

Conditions and traits of the speaker

- Familiarity with the topic in terms of the type
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of accident and geographic location of the damaged area
- Good ability of expression and acceptable appearance
- Informed and proficient in interaction with the media

4) Installing alarm systems
Installing alarm systems before the occurrence of crises provides the possibility of quick access to administrators of the society, aid workers, and etc.

For example, Dr. Seyed Mojtaba Ahmadi, manager and teacher of crisis and CEO of Khorasan Razavi Red Crescent Society, said: "IT-based software should be designed to inform, warn, evaluate the crisis and the process of crises, and record people’s complaints, videos, and film."

On the importance of using a text messaging system, Pouya Hajian, crisis expert and former head of public relations and communication of the Red Crescent Society said: "Accident and notification text messages should be sent to mobile phone numbers of managers and members of the crisis management team of public relations, since one of the important points during any crisis is the availability of the speaker and other managers."

Dr. Ahmad Sadeghi, crisis manager and the head of the Prevention and Crisis Management Organization of Tehran City (Iran), said: "In the municipality, we are defining an alarm system which upon any accident in Tehran lights a point on the map. This system is needed by public relations of an aiding organization such as the Red Crescent Society as a powerful information bank for analysis."

5) Creating an information bank
Creating a strong information bank is a requirement for public relations of an aiding organization. The information of this bank include excerpts from journals, information regarding safe places, hospitals, address, telephone, email, fax, information about recent earthquakes, floods, and etc., and in general accidents that have posed or are posing threats to the area.

Before a crisis, one of the responsibilities of public relations of the Red Crescent Society is helping to create this information bank in the provincial center and its subdivisions. Each province should be able to obtain information about probable accidents and catastrophes in its province, and after creating an information bank, make it available to the headquarters. The headquarters is located in Tehran and is charged with collecting all available information about Tehran Province and creating a national information bank.

In addition to the above points, the information of the bank includes telephone numbers, emails, fax numbers, and etc. of managers, heads of organizations, and etc., and information about journalists and etc.

6) Formation of a crisis journalist team
Among the interviewees, 8 individuals noted the necessity of formation and training of crisis public relations teams. In this respect, Hajian said: "In the year 2010, the plan for the formation of these teams was undertaken unsuccessfully because training funds and etc. were not available. It was a good idea, and I think that this idea should be implemented in public relations. The journalists in the field should be familiarized with concepts of crisis, information transfer at time of crisis, method of contact with people at time of crisis, and etc."

7) Training
Professors of crisis management believe that managing media in critical conditions requires journalists’ complete knowledge of crises and critical conditions. In this section, the journalists and members of the crisis management team of public relations should have received the necessary trainings. The journalists in the field should be aware of the limitations of aid organizations. Moreover, in addition to passing rescue and first aid courses which are necessary for their presence at the scene of accidents, they should be aware of the duties and performance of the Red Crescent Society.

On the topic of operation, there are a range of operational personnel, all of whom should have a basic level of information. They should know the traffic rules in the operation area, and be familiar with global positioning system (GPS) so that they do not get lost in the area or they can respond if someone asks them the address.

From the point of view of professors of crisis management, training needs assessment should be conducted regarding the required general training of the crisis team for public relations. Some basic knowledge is a necessity for all members of the crisis team, and general team and specialist training is required for a certain group of members. For example, rescue and first aid courses are among the necessary information and
training for members of the public relations. On the other hand, professors of crisis management and communications believe that passing social psychology and sociology trainings is a necessity for members of the team who are responsible for communication and face-to-face communication with people.

Specialist trainings regarding journalism and public relations such as preparing news, reports, photos, and etc. are necessary for responsible (managing) members.

Regarding the benefits of training journalists, Moradipour (former manager of coordination and operation control center of the Aid and Rescue Organization) states: "Journalists should receive preliminary training for aid and rescue operations. This has two benefits. First, the journalists will see the difficulties and delicacy of aid and rescue work for preparing reports. Second, these are people who enter the operation site and may enter the accident site; therefore, they should receive preliminary aid and rescue training in order to protect themselves and perhaps help the injured."

Based on the responses of interviewees, the relevant trainings in the field of training, public relations, and crisis journalism includes training of personnel of government organizations, and etc., specialist public relations training for volunteers, training courses for management of public opinion during crisis, training of social psychology and crisis sociology, training courses for news writing and photography in crises, and relevant training for managers.

8) Preparation of short training texts about possible accidents for publication and awareness during crisis

9) Organizing preparation drills and maneuvers

One of the duties of the crisis public relations team is elucidating the critical situation through preparation maneuvers before crisis. Members of the crisis public relations team should evaluate plans, personnel, trainings, equipment, and etc. through these maneuvers so that they can recognize the capabilities, strong and weak points, and limitations. These exercises should be performed in the presence of crisis journalists, public relations of aid organizations, media, public relations of affiliated organizations of the Red Crescent Society, and etc.

In this regard, Moradipour said: "One of the preparation topics in the section of training is exercise and maneuver. We have different demonstrations, but do not have round-table information giving maneuver. The public relations should define round-table processes once, should organize maneuvers in the presence of journalists, and etc. We need the execution of exercise and maneuver. The public relations must practice a news topic and journalists should write reports and the weak and strong points will be revealed."

Samzadeh, deputy of aid and rescue of the Red Crescent Society of Kerman Province (Iran) during the occurrence of Bam earthquake, believes that one of the duties of crisis public relations is exercise and maneuver and simulation of accidents based on designed intra-organization and extra-organization scenarios.

Eskash noted that the presence of crisis public relations members in maneuvers and different drills, and on natural disaster scenes in other countries such as the crisis of Nepal earthquake, Pakistan flood, and etc. is necessary for their training and exercise. Moreover, he believed that the public relations team should be present at the scene of natural and real disaster so that they are not surprised at the time of a disaster by the volume and type of work.

10) Selection of link to the security team

The public relations should have strong ties with the security team. Choosing a link with security is important because public relations should not give out information that does not have security clearance and information should not be overlooked. The security team is very important in the exchanging of information. The security team is in contact with its superiors and national security. The link with superiors prevents the public relations from making promises and giving information that create unheeded expectations in people and providing information and news that disappoint people.

11) Organizing preparation maneuvers for public relations

In this section, round-table maneuvers and real maneuvers are performed for public relations of the group, public relations for crisis management workgroups of the country, and the media. This section is an exercise conducted in the presence of aid workers to assess the capabilities, limitations, and skills. The members of the crisis public relations team in these maneuvers practice the duty of information giving and other duties of
crisis public relations. Moreover, journalists become more aware of limitations, duties, problems, and etc. of the Red Crescent Society in crises.

12) Formation of local teams of public relations and organization of readiness maneuvers

Sharifi was among 5 interviewees who noted the necessity of formation of local public relations teams at the time of crisis and said: "For example, in 8 provinces in the north-west zone, one team should be formed. In Isfahan, also a team of 4 provinces should be formed so that members of local teams can cover any future accidents and the same should be done for other areas."

Eskash also talks about preparing an emergency operational plan and presence of public relations forces of certain provinces at the time of crisis at the location of the crisis in order to provide public relations human resources.

Other interviewees mentioned the necessity of organizing preparation maneuvers for these teams for the sake of preparation in case of crisis.

13) Creating a crisis information center with the contribution of representatives and speakers of crisis management workgroups

Professors and experts of crisis management and communications believed that the vital issue in crisis public relations is that the news should be channelized. News policies are implemented to avoid further problems and creation of crisis within the occurred crisis due to propagation of false news. For example, there should be no contradictions in the presentation of statistics of the deceased, injured, and etc. On the other hand, propagation of frightening news without regard for the present atmosphere of the location of the catastrophe and among people who have sustained the crises may create a more complicated crisis. Therefore, it is necessary to create a special center for crisis information. The proposal of the respondents of the study was that by organizing briefing sessions, the representatives of public relations and speakers of other organizations which are members of crisis management workgroup of the country should also become members of this center so that journalists in each field can receive correct and channelized news based on the conditions and duties of each organization. In this center, the representatives of organizations can communicate with operational managers, receive information, and provide the media with information. The information center can become operational through holding many meetings with members of the crisis management workgroup of the country.

14) Launching a system for receiving information about accidents

The crisis management organization of Tehran Municipality is launching a system that can show any natural catastrophe that occurs in the country as a point on a map. Existence of such a system in public relations speeds up the receiving and sending of correct information, and prevents propagation of rumors and negative news about the organization and public relations.

15) Providing necessary equipment

A- Physical equipment: Using volunteer forces for activities during crisis and making contact with volunteer forces (that is, identification, summons, selection, organizing, and training of the volunteer forces) and their presence in exercises and maneuvers is among the physical equipment that each aid organization requires. Due to the wide range of activities and services at the time of crisis, the planning for physical equipping of the crisis team to ensure their greater preparedness at the time of occurrence of a crisis is an issue that should be considered before the crisis.

B- Personal equipment: The required personal equipment consist of aid tent, rest area, scanner, camera, printer, satellite phones, laptop, pen, journalist voice recorder, and stable internet tool.

C- Necessary equipment for transportation of journalists to the accident area: This equipment must be considered by public relations since at the time of crisis there is no opportunity for decision making and selection of journalists who should be transported to the accident area and their transportation means.

D- General equipment: These consist of the equipment necessary for launching a local radio.

Duties of public relations during crises

The first seconds of a catastrophe are shocking. At these instances, people are shocked and stunned. People who have experienced the accident visit the Red Crescent Society. They are angry and make demands while crying or in disbelief. On the other hand, the high ranking officials and military persons of the country come to the scene. The media use every opportunity to enter the location of accident and other organizations are also in shock. During these first hours after the occurrence of the catastrophe and time of chaos, the most important
issue is controlling public opinion.

When a person sees a wild lion ten feet away, he cannot make a correct division. People who have a plan and have prepared in advance for these circumstance activate their plan from the first second. Public communications is among plans that should be rearranged before crises. In this section, due to the necessity of providing the public with accurate information, information packages should be prepared in advance; for example, information about level 1 earthquakes, level 2 earthquakes, and etc., and similarly for other accidents.

Furthermore, as was mentioned in the training section and according to the beliefs of the crisis management and communications professors, the public relations crisis team should have undergone psychological trainings so that they are able to communicate correctly with people who have experienced crisis.

16) Announcement of a telephone number for communication with people

As mentioned in the first section, a number of interviewees said that 112 is the number used at times of crisis and to request the allocation of aid workers to the crisis location, but it does not have the ability to answer to some of the demands of the injured during crisis. In this study, a number of respondents believed that a telephone number other than the national number (112) should be selected for communications with people at times of crisis and be introduced and publicized to the public through suitable cultural efforts. In addition, they believed that crisis public relations team members who have had the necessary trainings should be responsible for answering this phone number and for addressing the needs of people who have experienced crisis.

Moradipour mentioned the necessity of announcing a separate phone number for communications with people and a center for answering calls. He also stated: "The number 112 responds to calls for request of aid from people, but the issues of evaluation, criticism, and proposals need a separate center."

17) Launching a public communications headquarters at the location of the crisis

Morteza Salimi, present CEO of the Red Crescent Society of Markazi Province (Iran) and professor of crisis, believes that: "Planning is necessary for public communications, and if necessary, a specific phone number should be devoted to public communications with the society. The next step that can be taken in the operational field is creating a public communications headquarters at the location of the crisis. In this public relations headquarters, people who have experienced crisis can register for receiving certain services, addresses of service providing centers, and etc."

Haghi, a PhD of communications and professor of communications at Allame Tabatabaei University, was among those who mentioned the necessity of launching a public communication headquarters at time of crisis. He stated: "The establishment of a public relations unit in the Red Crescent Society headquarters at the location of the crisis can increase public awareness regarding the actions and services of, and commodities distributed by the society."

18) Notifying and managing the media

At the time of crisis, the necessary information is given to people and the public opinion and reaction should be heard by officials. The public relations team has a significant role in conveying news to the injured population. Aid organizations have not been created for these tasks, and do not consider themselves responsible. At the time of crisis, due to the great need for information among injured families and ordinary people, the rate of rumor creation increases. Propagation of news at the time of crisis should have the qualities of speed, clarity, and honesty; like the proverb of say quickly, say accurately, and say the truth.

Monitoring media, managing journalists, preparing news, reports and interviews, and communication with media are among measures that help the management of media during crises. This topic was discussed in the first section and in response to research questions.

19) Planning and managing the presence of guests and officials at the location of the crisis

Superior figures and country and military officials visiting the location of the crisis can itself cause another crisis because the officials are forced to abandon their posts and responsibilities and appear at the location of the crisis with these important persons. At these times, the expectations of people who have experienced the crisis increases, and thus, their control and management become problematical.

Public relations should determine the level of high ranking officials at the time of their arrival.
Presenting a model for crisis public relations

(high ranking, middle, and etc.), then, provide them with news and also control the content of the interviews and discussions of these people with the media and the reactions to these discussions.

20) Poll
Public relations should be able to convey necessary information to managers. In fact, the public relations team is the consulting arm of operation managers. Polling during crises actually helps the public relations to receive information about demands and needs of those who have experienced the accident and convey them to managers, and therefore, it assists crisis management. Polling about the degree of satisfaction of the injured people with services of the Red Crescent, speed and method of aid, possible present problems, and etc. can decrease damages and losses in future crises.

In addition, polling is not limited to the injured. Polling from operational forces and eliminating deficiencies and limitations of work and resolving issues can be instrumental both during the stages of crisis and also for gaining necessary experiences for future crisis management. For instance, there is always a minimum of extra working hours for aid workers, which can be eliminated during crises to reduce pressure on them. Polling from aid workers in this regard during a crisis can also provide senior managers with appropriate information.

Duties of public relations after crisis
21) Issuing statement for conclusion of crisis and services given during crisis
After the stages of a crisis, a statement can be issued or a press conference be held to give a full summary of the services provided during the crisis. Based on the proposals of respondents, this task is important for obtaining the trust of the media and people towards the performance of the Red Crescent society.

22) Documentation
The bulk of the public relations work is undertaken after a crisis which is overlooked. One of the important duties of public relations is preparing a report after the crisis or documenting the crisis. In this section, it is the duty of the public relations team to determine the nature of the crisis and the consequences of the crisis, evaluate response to the crisis, conduct a poll among people during the crisis, determine the lessons learned from the crisis, and provide suggestions for increasing the performance of the organization. In this report, photos taken during the crisis, interviews, written texts, and etc. can be converted into a 2-hour educational film, 1-hour session, and a half-hour conference film. After presentation to senior officials, this program and its points are attached to the pre-written program for crisis.

Maneuvers, educational workshops, and etc. should be correctly documented and archived and be accessible.

In this section, oral history method can be used as per the proposals of professors of crisis management. Oral history method is used in large-scale accidents. People are not concerned with paper and pen and voice recording during the accident. Thus, after the crisis, qualitative interviews are conducted with officials about that which they experienced and its report is prepared based on special standards and used in documentation.

23) Appraisal of active media personnel

Discussion
The main aim of this research was the determination of the performance of public relations of the Red Crescent society during critical situations, and the model based on which is should help its organization in crisis management. The results of this study included a 23-step model which determines the duties of public relations of an aid organization such as the Red Crescent Organization in three steps of before, during, and after crisis. The findings of this research, which were the result of in-depth interviews with 27 professors in the fields of communication and crisis management, and experts in crisis management, were a more specialized model of public relations duties of an aid organization compared to foreign researches in the field. This is due to two points. First, the duties of public relations in the cycle of crisis management have not been directly considered in researches and studies conducted in Iran on crisis management. Most studies performed in Iran in the past few years were in the field of media and crisis; how to provide news coverage of crisis situations (by methods of content analysis) and their role in crisis management.

Second, communications during crises and
public relations performance in crisis management are among researches found in large quantities in foreign texts. However, the results of these studies include several step models and more than 10-step crisis management models which have high similarity and overlap. In fact, the 23-step model presented in this study, in addition to including all results of foreign models and verifying them, includes more detailed points which determine the public relations duties of an aid organization in a more specialized way.

Bernstein proposes a 10-step model for better management of crisis communications which includes two stages of before and after the crisis.

A) Before crisis:
1- Predicting crisis
2- Identifying the crisis communications team
3- Identifying speakers
4- Training speakers
5- Launching an alarm and oversight system
6- Identifying and understanding the audience
7- Designing instant messages

B) After the crisis
1- Evaluating the crisis situation
2- Finalizing and selecting the main message
3- Analysis after crisis (2)

The steps of crisis communication found in previous foreign researchers and the 23-step model of the crisis public relations in the Red Crescent Society are presented in the present text. However, because the present study followed the topic of public relations duties of the Red Crescent Society during crises by means of in-depth discussions and in a more specialized manner, it includes more detailed and specialized content. Points such as creating an information bank, forming a crisis journalists team, training, preparing short educational texts, selection of link with the security team, organizing preparation maneuvers in public relations, forming local teams of public relations and organizing preparation maneuvers, creating a crisis information center with the help of representatives and speakers of crisis management workgroup, announcing a special telephone number for communication with people, establishment of headquarters for communications with people in the crisis area, giving information and managing the media, planning and managing the presence of senior officials in the crisis area and appraisals of active media personnel are among the findings of this research which were obtained and explained in a more detailed form compared to foreign studies. Hence, it can be concluded that the findings of this research are a good starting point for public relations of aid organizations to respond to ongoing problems in the best and most suitable way based on the model presented in this research. However, based on the data of this study, it is suggested that, in order to obtain good experience, case studies of large-scale accidents and crises of the world be conducted in terms of type and approach of public relations and media management. Moreover, the physical presence of public relations members of aid organizations at national and international crises scenes leads to increased readiness against probable crises. Because the duties of crisis public relations in Iran has been overlooked so far, limited resources were available for study in this research. Furthermore, despite the attention given to the subject of crisis journalism by researchers, the topic of crisis public relations in natural and extra-organizational crises has not been the subject of attention of researchers in Iran. Therefore, many organizations do not possess suitable information about this topic.

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Conflict of Interests

Authors have no conflict of interests.

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