| **Trust versus No Trust Examples in Emergency Management****Edition 1.0 May 2025****June Isaacson Kailes, Disability Policy Consultant, jik.com** |
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| **Trust \*** | **No Trust \*** |
| **1] Transparency** * Clear, specific & factual, communication
* Terms are defined
* Honesty
* Openly sharing information about risks, plans, & decisions
* Timely & accurate Information
* Providing real-time, fact-based updates
 | **Secrecy*** Information is hard to find
* Withholding or weak & information
* Announce decisions with little or no explanation or details
* Lack of clear updates
* Misinformation or delays
* Incorrect information or responding too late
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| **2] Consistency in communication**  * Reliable actions & follow-through
* Regular updates through multiple & trusted channels
* Messaging customized to the community’s language, cultures, & multiple accessible & understandable formats
* Officials & agencies are present & accessible
 | **Inconsistent communication*** Conflicting or infrequent information
* Unpredictable behavior
* People need to adapt to the system
* Broken promises
* Lying, manipulating, or misleading
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| **3] Competence*** Visible & reliable leadership
* Acting ethically & fairly
* Officials & agencies are present & accessible
* Demonstrating skills & knowledge
 | **Incompetence** * Repeated mistakes or lack of expertise
* Over-promising
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| **4] Community Involvement*** Engagement is ongoing & meaningful (real influence) before, during, & after emergencies
* Reflects the diversity of the community
* Respect for local knowledge, expertise, & opinions
* Actively engaging community representatives in problem-solving & shaping preparedness, planning, response, & recovery
* Follow up is consistent, tracked, honored, & reported back with promised information
 | **Exclusion*** Minimal to no involvement
* Decisions made without public input
* Participants are usually the same “insiders & officials”
* Disrespecting & disregarding public input, ignoring concerns, or dismissing local experiences
* Ignoring or undermining others
* Making decisions without public input
* Reactive & isolated planning
* Making rushed decisions without coordination & information
* Complaints are viewed as disruptive
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| **5] Accountability** * Taking responsibility for actions & outcomes
 | **Blame-shifting*** Avoiding responsibility & making excuses mm
* Deflecting responsibility onto others
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| **6] Open Communication*** Encouraging dialogue, feedback, & participation
* Two-way communication
 | **Secrecy & Defensiveness** * Avoiding discussions
* Reacting negatively to feedback
* One-way communication
* Announcing decisions without public engagement
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| **7] Mutual Support*** Doing better together
* Agreement with community partners to force-multiply in planning, response, & recovery
 | **Self-Interest** – * Prioritizing personal gain over others' well-being
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| **8] Fairness** * Treating everyone justly
* Fair & equitable response
* Addressing the needs of diverse communities, including high-risk groups
 | **Bias & Unfairness** Favoritism or discrimination Prioritizing certain groups while others are underserved |
| **\* These categories don’t have clear, distinct boundaries and cannot be siloed. Many are interdependent.** |