| **Trust versus No Trust Examples in Emergency Management**  **Edition 1.0 May 2025**  **June Isaacson Kailes, Disability Policy Consultant, jik.com** | |
| --- | --- |
| **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 |
| **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 |
| **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 |
| **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 |
| **5] Accountability**   * Taking responsibility for actions & outcomes | **Blame-shifting**   * Avoiding responsibility & making excuses mm * Deflecting responsibility onto others |
| **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 |
| **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 |
| **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.** | |