
















Session 15	Critical Incident Management	 Duration: 135 mins
<p>Session Summary</p> <p>This session explores how to respond to a critical incident involving staff and, through the examination of a plausible incident scenario, identifies the various roles and functions, immediate actions, and stakeholder management issues involved in managing these situations.</p>		
<p>Session Objectives</p> <p> <ul style="list-style-type: none"> • Discuss the challenges in responding to critical incidents involving staff. • Outline the structure, roles and responsibilities of an Incident Management Team. • Raise awareness of the principles, actions and support needs involved in responding to critical incidents. </p>		
<p>Learning Outcomes</p> <p>By the end of this session participants should be able to:</p> <p> <ul style="list-style-type: none"> • State the structures and stakeholders involved in managing critical incidents, and identify various immediate actions and support needs. </p>		
<p>Supporting Material</p> <ul style="list-style-type: none"> • GISF Security Risk Management: a basic guide for smaller NGOs. • GISF Crisis Management of Critical Incidents. • GISF Family First: Liaison and support during a crisis. • GISF Managing the Message: Communication and media management in a security crisis. <p></p>		
Time	Suggested Activities	Resources
2 mins	<p>Introduction</p> <p>Introduce the session and provide an overview of what this session will cover.</p>	<ul style="list-style-type: none"> • S.15 Critical Incident Management Presentation - Slide 1
8 mins	<p>Managing Incidents</p> <p>Highlight that while most incidents are managed through routine line management, a critical incident is an exceptional situation. It often requires out of the ordinary resource and focus to manage and resolve, and therefore falls outside of normal management arrangements. Emphasise why preparedness is vital in responding to a critical incident.</p> <p> Ask participants: <i>Why are critical incidents difficult to manage?</i></p> <p>Expand on their observations and discuss some of the common characteristics of a critical incidents and why this makes it challenging to respond to and manage.</p>	<ul style="list-style-type: none"> • Slides 2-3
10 mins	<p>What is a Critical Incident?</p> <p> Ask participants: <i>What is a critical incident?</i></p>	<ul style="list-style-type: none"> • Slides 4-5

	<p>Introduce and explain the 'Rings of Doom'. Draw attention to the relationship between the severity of the incident, the level of responsibility the organisation has, and the degree of media attention involved. Emphasise that the more an incident involves these overlapping elements, the more critical it becomes.</p> <p>Read out the definition of a critical incident. Explain that some organisations may use the term 'crisis' to mean the same thing, while others may make a distinction between a critical incident and an organisational crisis.</p> <p> Ask participants: <i>What are some examples of critical incidents affecting people, operations or reputation?</i></p> <p> <ul style="list-style-type: none"> • People – violent attack/murder or abduction of a staff member; mass casualty event (bombing) affecting staff. • Operations – government shutdown of activities and offices; major natural disaster. • Reputation – allegation of malpractice or corruption; damaging media reports. </p> <p>Explain the importance of clear triggers when activating an organisation's incident management mechanism and identifying who decides.</p> <p> Effective incident management starts with the early identification of a critical incident. It is often advisable to declare a critical incident and activate a response to be on the front foot. It is far easier to stand down an Incident Management Team (IMT) that is not needed, than to activate one when things have already escalated.</p> <p>Highlight that for some organisations, less severe incidents may still be considered critical due to the limited capacity, experience and resources the organisation can draw upon to respond.</p>	
10 mins	<p>Critical Incident Management</p> <p>Discuss the key principles of critical incident management and ensuring that minimising further harm and supporting staff directly affected, and their families, should remain the key priorities in any response.</p> <p> People first – minimise further harm and ensure the security, safety and well-being of victim(s) and other staff, and provide support to affected family members.</p> <p>Explain the different levels in an organisation who will be involved in a critical incident, and how these structures work together and their specific roles.</p> <p> In general, the aim is to manage an incident closest to the incident location as possible, but to enable the flow of information to the highest level so that appropriate support and resources can be provided.</p> <p>Outline the core functions involved in the IMT and their responsibilities.</p>	<ul style="list-style-type: none"> • Slides 6-10

	<p>Draw attention to the need for an Incident Management Plan and explain how the plan enables staff to respond more quickly and appropriately should a critical incident occur.</p>	
80 mins	<p>ACTIVITY: Immediate Response Exercise</p> <p>Explain that participants are going to examine a scenario and consider how they would respond. Clarify that this is not a simulation, just a scenario to facilitate discussion. Participants are not taking on the roles of the incident management team but will be discussing the actions an incident management team might take in response to the situation.</p> <p>The critical incident scenario is based on a violent armed robbery that results in a fatality and injuries to staff members. The facilitator's brief provides additional information on key issues to ensure they are discussed.</p> <p>To make the scenario seem more plausible, actual location names and relevant stakeholders should be added to the initial scenario and further updates. The scenario can also be adapted to reflect a more prominent security threat in that location, if required.</p> <p>Divide participants into groups of five or six. Distribute copies of the <i>S.15 Immediate Response Exercise - Scenario 1</i> to each group. Ask them to read the scenario and answer the questions in their groups.</p> <p>Give the groups 10 minutes to answer the questions, and then bring them back together as a large group to discuss their responses. Have one group provide their response to questions, and then ask the other groups to comment and highlight any differences. Draw attention to any significant issues missed by the participants.</p> <p>Provide groups with the <i>S.15 Immediate Response Exercise - Scenario 2</i> and ask them to answer the questions. After 25 minutes, bring groups back together as a large group to discuss their responses. This time ask a different group to feedback and highlight any significant issues missed by the participants.</p> <p>Finally, issue the groups with the <i>S.15 Immediate Response Exercise - Scenario 3</i>. Give them a further 10 minutes to discuss and answer the questions, then bring them back as a larger group for feedback and further discussion.</p>	<ul style="list-style-type: none"> • S.15 Immediate Response Exercise – Facilitator Brief • S.15 Immediate Response Exercise – Scenarios
10 mins	<p>Critical Incident Response</p> <p>Outline the key stages in a life cycle of a critical incident. Emphasise that the initial hours are often the most critical, therefore it is important to establish priorities and focus for that initial response to ensure that all key areas are addressed. Discuss the importance of an easy-to-access checklist and how these can help staff focus during a period of confusion and high emotion.</p> <div style="background-color: #e0f0e0; padding: 10px;"> <p> IMT's initial priorities are:</p> <ul style="list-style-type: none"> • Confirming roles and responsibilities and assessing whether any additional support is needed. • Establishing the facts. • Informing and supporting the family. </div>	<ul style="list-style-type: none"> • Slides 11 - 12

	<ul style="list-style-type: none"> • Logging all communication and decisions. • Preparing for the worst, best and most likely scenarios. • Mapping the various stakeholders involved and identifying who deals with them. • Monitoring media coverage and agreeing internal and external communications. 	
5 mins	<p>Family Support</p> <p>Explain that providing support to the family members of affected staff is often the most important and most challenging aspect of any critical incident. Run through the different aspects to consider when engaging and supporting family members.</p> <p>Emphasise that family support is primarily a role of information sharing (keeping families informed) and information gathering (learning about the victim and understanding the families' support needs). Stress the need to maintain their trust throughout the management of an incident. Also highlight that families are not straightforward, therefore it is important to ascertain the key individuals and relationships, and to understand the family dynamics.</p> <p> Building and maintaining a relationship of trust between the family and the organisation is key. Without trust, relationships with the family can quickly break down, and this will start to affect attempts to manage or resolve the incident itself.</p>	<ul style="list-style-type: none"> • Slide 13
5 mins	<p>Managing Communications</p> <p>Discuss the importance of managing both internal and external communications during a critical incident, and the need to develop clear communication strategies for the different stakeholders. Explain the key considerations when managing communications.</p> <p>Stress the need to monitor and proactively engage with the media when managing an incident.</p> <p> The media shape the perceptions of other stakeholders, and in some cases the perpetrators, and so they are a vital channel in communicating with different audiences.</p> <p>Highlight the need to consider all forms of media when managing communications, and discuss the role that social media increasingly plays in managing a critical incident.</p>	<ul style="list-style-type: none"> • Slide 14
5 mins	<p>Post-incident & After Action Review</p> <p>Discuss the various support actions that should take place after a critical incident has been resolved, for the victims, their family, and staff members who were involved in managing the incident.</p> <p>Emphasise the need to learn lessons after any critical incident, both to prevent similar incidents but also to improve the organisation's critical incident response.</p>	<ul style="list-style-type: none"> • Slide 15



All critical incidents must be fully investigated as part of an After Action Review to determine why an incident occurred and whether it could have been prevented or managed more effectively.