S.15 Immediate Response Exercise – Facilitator Brief

**Exercise Aim**

The exercise aims to give participants a practical understanding of issues to be considered and problems encountered when managing a response to a critical incident involving staff.

**Scenario**

The exercise scenario is structured around a violent armed robbery that results in a fatality and injuries to staff members. The scenario can be adjusted to reflect more prominent security threats in the training location, if required.

Participants do not take on specific roles during the exercise but should discuss what actions a country-level Incident Management Team (IMT) might take in response to the situation involving staff.

**Adapting Scenarios**

To make the scenarios seem more plausible, actual location names and relevant stakeholders should be added to the scenarios. These are highlighted in yellow in the scenario handouts.

**Exercise Schedule**

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| **Activity** | **Time** | **Topics** |
| Introduction | 2 mins | * Explain the exercise * Split participants into groups * Distribute Scenario 1 |
| Scenario 1 | 10 mins | * Loss of contact * Critical incident or not? * Who to inform? * Planning next steps |
| Group Review | 8 mins | * Plenary feedback and discussion |
| Scenario 2 | 25 mins | * Establishing facts * Initiating IMT/logging decisions & actions * Immediate priorities – medical care/support, death notification, family support * Responding to sexual violence * Staff fatality – practical and legal requirements * IMT vs CMT responsibilities * Stakeholder identification and management * Incident coordination (other NGO staff involved) |
| Group Review | 15 mins | * Plenary feedback and discussion |
| Scenario 3 | 10 mins | * Victim support * Family support * Next of Kin vs emergency contacts * Information management - confidentiality * Internal comms * Dealing with media/social media * External support |
| Group Review | 10 mins | * Plenary feedback and discussion |

Timings are indicative only – facilitators should adapt timings as required.

**Key Discussion Points**

* Deciding when to escalate an incident – it is often better to escalate unnecessarily than to underestimate the gravity of a situation, even if just alerting people so they are ready to react.
* Establishing facts - sometimes you must make decisions on unconfirmed information.
* Prioritising actions – People first! Medical care/support.
* Clarifying communication between HQ and Country Level IMT - who is responsible for what, and who leads?
* Ensuring contact is made with all affected families in a timely manner – what happens if you cannot reach them? Differences between emergency contact and next of kin.
* Responding to sexual violence – immediate actions, emergency medical care, support and guidance, accompaniment, psychological support, confidentiality, survivor-centred approach.
* Dealing with staff death - family notification, body recovery, identification, funeral arrangements, official documentation, insurance.
* Responding to incidents involving staff from other organisations – who acts as lead agency? Who deals with which stakeholder? Coordinating communications.
* Developing clear communication strategy/media lines early. Anticipating media interest and preparing statements.
* Keeping other staff informed – during an incident response, internal communications can be as important as external.
* Sharing information with other organisations, balancing confidentiality with an obligation to share security information.
* Supporting IMT members – both during and post-incident.
* Closing down IMT, and After Action Review.