Contents

1. Introduction
   (Principles and aims of the Critical Incident Management Policy)

2. Contact Telephone Numbers
   (By campus)

3. Definition
   (What is a critical incident?)

4. Critical Response Group
   (Its membership and role in managing both critical incidents and emergencies)

5. Prevention and Preparation
   (Safety and planning)

6. The Immediate Response
   (Guide to a coordinated and effective response)

7. Follow-up Action
   (Procedures after the incident)

8. Evaluation
   (Continuing policy development)

9. Other University Groups and Procedures
   (An introduction to their roles and procedures)

10. Guidance Material for Critical Incidents
    (Appendix to guidance material)
1. INTRODUCTION

The Charles Sturt University Critical Incident Management Policy was originally developed by a Working Party appointed by the Head of the Wagga Wagga Campus to develop procedures and management strategies for the Wagga Wagga Campus as part of the University network for an effective and co-ordinated response to critical incidents affecting staff and/or students. At the request of the Vice-Chancellor's Advisory Committee (VCAC), the policy has been further developed and expanded to become applicable throughout the University.

The original Working Party evaluated submissions from and had consultations with University staff and students, considered advice from experts in the fields of emergency response and stress management, and noted similar policies being prepared at other tertiary institutions. In expanding the document to have University-wide applications, the Heads of the then other two campuses have been consulted together with the then Occupational Health and Safety Committees, the then Campus Advisory Committees, and the then Director of the Staff Development and Training Unit.

The policy is designed as a guide to assist staff and students in responding appropriately to incidents that are likely to cause trauma to individuals and/or affect the campus as a whole. The policy establishes basic procedures and reporting systems to cover preventative measures, immediate responses, and follow-up actions to deal both with the immediate consequences and the longer term implications of a critical incident. Given that the needs of the individual campuses will vary and to allow for the individual abilities and judgement of staff, the policy is in broad terms and is designed to be amended to incorporate ongoing feedback which is essential to the management of all critical incidents.

A short statement explaining the nature of this document has been prepared, and is as follows:
"Charles Sturt University has a Critical Incident Management Policy and Handbook for use at each campus. Implementation of an appropriate response in accordance with this policy is the responsibility of the Chief Warden or Deputy in the event of the Chief Warden's absence. All suspicious or threatening incidents should be reported immediately to Campus Security, who will then take all necessary actions as required by the Critical Incident management Handbook. Emergency contact numbers are provided in Section 2 of the handbook."

It is the responsibility of the Human Resources Office on each campus to ensure that all staff receive a copy of this statement and are aware of the policy and basic guidelines that it contains. Copies should automatically be given to new employees when they report to the Human Resources Office on their first day. It is the responsibility of the Student Administration Office on each campus to ensure that on-campus students receive a copy of this statement together with their enrolment materials and are made aware of the policy and basic guidelines that it contains. In the case of distance education students, copies of the statement should be made available to them when they attend Residential Schools. Copies of the actual policy document will be made available to all faculties, divisions, and departments of the University.

While this handbook deals specifically with the management of critical incidents, it is not intended that it should stand alone but should be used in conjunction with other University manuals and administrative procedures especially Site Emergency Procedures. This policy does, however, establish a Critical Response Group on each campus, which is the core of the University's response. (Membership of the Critical Response Group may vary from campus to campus, in line with the needs of the campus as judged by the campus Head.) However, the core role of the Critical Response Group remains unchanged and is vital to the effective management of both emergencies and critical incidents. The areas of responsibility of the Critical Response Group are set out on page 7.
2. CONTACT TELEPHONE NUMBERS – ALBURY-WODONGA

CSU - Albury-Wodonga

Internal:

**Albury City Campus**
- Campus Security: 16888
- Campus Switchboard: Dial--9
- Emergency Services (External): 0--000

**Thurgoona Campus**
- Campus Security: 19888
- Campus Switchboard: Dial--9
- Emergency Services (External): 0--000

External:

- Campus Security: 02 6051 6888
- Albury Police: 02 6023 9299
- Ambulance (enquiries only): 13 1233
- Fire Brigade:
  - Albury: 02 6021 3174
  - Wodonga: 02 6024 2944
- Albury Base Hospital: 02 6058 4444
- Wodonga District Hospital: 02 6024 1500
- State Emergency Services, Albury/Hume: 02 6043 2000
- Lifeline: 02 6021 1311
- NSW Rape Crisis Centre: www.nswrapecrisis.com.au
- Sexual Assault Service: 02 6058 1843, 02 60584642 (ah)
- Poisons Information Centre: 1 800 251 525
- St Vincent De Paul Society: 02 6021 6993
- Salvation Army: 1 800 021 252
- Red Cross Rural Support Link: 1 800 451 526

Medical Services:
- David Street: 02 6021 5555
- Dean Street: 02 6021 3555
- Thurgoona: 02 6043 1699

In the case of traumatic incidents or for crisis counselling, 24 hour contact can be made with CSU’s nominated Employee Assistance Provider (IPS Worldwide) on the following number, by individuals or managers: **Phone: 1800 451 138**

For professional counselling other than for traumatic incidents or for crisis counselling, contact IPS Worldwide on: **Phone: 1300 366 789**
2. CONTACT TELEPHONE NUMBERS - BATHURST

CSU - Bathurst

Internal:
- Campus Security 84999
- Campus Switchboard Dial 9
- Emergency Services (External) 0--000

External:
- Campus Security 02 6338 4999
- Bathurst Police 02 6332 8699
- Ambulance 000 02 6313 1233
- Fire Brigade 02 6331 2076
- Bathurst Base Hospital 02 6339 5311
- St. Vincent's Hospital 02 6331 2555
- State Emergency Services, Bathurst 02 6332 1488
- Bathurst Information & Neighbourhood Centre 02 6332 4866
- Lifeline 131 114
- NSW Rape Crisis Centre www.nswrapecrisis.com.au
- Bathurst Sexual Assault Service 02 6339 5217
- Poisons Information Centre 1 800 25 1525
- St Vincent De Paul Society 02 6331 4094
- Salvation Army 02 6331 4956
- St John Ambulance 02 6331 9691
- Red Cross Rural Support Link 1 800 451 526

Local Medical Practitioners:
- Busby Medical Centre (Howick St) 02 6332 4266
- George St Medical Centre 02 6332 5355
- Loxley House Family Practice 02 6331 7077
- Russell St Medical Centre 02 6331 2266

In the case of traumatic incidents or for crisis counselling, 24 hour contact can be made with CSU’s nominated Employee Assistance Provider (IPS Worldwide) on the following number, by individuals or managers: Phone: 1800 451 138

For professional counselling other than for traumatic incidents or for crisis counselling, contact IPS Worldwide on: Phone: 1300 366 789
2. CONTACT TELEPHONE NUMBERS - CANBERRA

CSU - Canberra

Internal:

Campus Security               ADT 131 005
Campus Switchboard            02 6273 1572
Emergency Services (External) 0--000

External:

Campus Security               ADT 131 005
Canberra Police               131 444
Ambulance                     02 6207 9988 (Duty Manager)
Fire Brigade                   02 6207 8520

Canberra Hospital             02 6244 2222
John James Memorial Hospital  02 6281 8100
National Capital Private Hospital 02 6222 6666

State Emergency Services, ACT 02 6238 0222

Community Help and Welfare   02 6257 1111
Lifeline                      131 114
Sexual Health /Hepatitis C Service 02 6298 9233
Poisons Information Centre   1 800 25 1525
St Vincent De Paul Society    02 6239 5166
Salvation Army                02 6273 3055
St John Ambulance             02 6295 3777
Red Cross Rural Support Link  1 800 451 526
Caroline Chisholm Women’s Refuge 02 6286 2173

In the case of traumatic incidents or for crisis counselling, 24 hour contact can be made with CSU’s nominated Employee Assistance Provider (IPS Worldwide) on the following number, by individuals or managers:  Phone: 1800 451 138

For professional counselling other than for traumatic incidents or for crisis counselling, contact IPS Worldwide on:  Phone: 1300 366 789
2. CONTACT TELEPHONE NUMBERS - DUBBO

CSU - Dubbo
Internal:
  Campus Security  02 6882 6855  (no internal extension)
  Campus Front Desk  Dial x 57305
  Emergency Services (External)  0--000

External:
  Campus Security  02 6882 6855 or 0418 219 170 or 0418 432 483
  Dubbo Police } 02 6881 3299
  Ambulance } 000 02 6883 4333
  Fire Brigade } 02 6884 7447
  Dubbo Base Hospital  02 6884 9799
  Dubbo Private Hospital  02 6841 8800
  State Emergency Services, Dubbo  02 6884 3532
  Dubbo Neighbourhood Centre  02 6882 2100
  Lifeline  131114
  NSW Rape Crisis Centre  www.nswrapecrisis.com.au
  Sexual Health Services  02 6885 8999  02 6885 8632 (ah)
  Poisons Information Centre  1 800 25 1525
  St Vincent De Paul Society  02 6882 2845
  Salvation Army  02 6881 8280
  St John Ambulance  1300 360 455
  Red Cross Rural Support Link  1 800 451 526

In the case of traumatic incidents or for crisis counselling, 24 hour contact can be made with CSU's nominated Employee Assistance Provider (IPS Worldwide) on the following number, by individuals or managers:  Phone: 1800 451 138

For professional counselling other than for traumatic incidents or for crisis counselling, contact IPS Worldwide on:  Phone: 1300 366 789
2. CONTACT TELEPHONE NUMBERS - GOULBURN

CSU – Goulburn (NSW Police Academy)

Internal:
- Campus Safety & Security: Dial Ext 82576 (Goulburn campus only)
- Campus Switchboard: Dial Ext 82525 (Goulburn campus only)
- Emergency Services (External): 000

External:
- Campus Safety & Security: 02 4823 2576 (24hrs/day)
- Goulburn Police: 02 4824 0799
- Ambulance: 000
- Fire Brigade: 02 4822 1608
- Goulburn Base Hospital: 02 4827 3611
- Southern Highlands Private Hospital: 02 4862 9400
- State Emergency Services, Goulburn: 02 4821 8333
- Community Services Centre: 02 4824 0100
- Lifeline: 131 114
- NSW Rape Crisis Centre: www.nswrapecrisis.com.au
- Sexual Health Clinic: 02 4827 3148
- Poisons Information Centre: 1800 251 525
- St Vincent De Paul Society: 02 4821 4375
- Salvation Army: 02 4822 1513
- St John Ambulance: 02 4878 5196
- Red Cross Rural Support Link: 1800 451 526

In the case of traumatic incidents or for crisis counselling, 24 hour contact can be made with CSU’s nominated Employee Assistance Provider (IPS Worldwide) on the following number, by individuals or managers: **Phone: 1800 451 138**

For professional counselling other than for traumatic incidents or for crisis counselling, contact IPS Worldwide on: **Phone: 1300 366 789**
2. CONTACT TELEPHONE NUMBERS - ORANGE

CSU - Orange

Internal:
Campus Security       Ext 522
Campus Switchboard    Dial 3
Emergency Services (External)  0--000

External:
Campus Security       02 6360 5522
Orange Police         02 6361 5499
Ambulance             131 233
Fire Brigade          02 63612205
Orange Base Hospital  02 6393 3000
Orange Private Hospital 02 6362 8122

State Emergency Services, Orange 02 6362 8256
Community Information & Services Centre 02 6393 8600
Lifeline              131114
NSW Rape Crisis Centre www.nswrapecrisis.com.au
Sexual Health & HIV Information Line 02 6362 8085
Poisons Information Centre 1800 25 1525
St Vincent De Paul Society 02 6361 0371
Salvation Army        02 6362 1870
St John Ambulance     1300 360 455
Red Cross Rural Support Link 1800 451 526
Red Cross Blood Bank  02 6361 2369
Domestic Violence Line 1800 656 463

In the case of traumatic incidents or for crisis counselling, 24 hour contact can be made with CSU's nominated Employee Assistance Provider (IPS Worldwide) on the following number, by individuals or managers: Phone: 1800 451 138

For professional counselling other than for traumatic incidents or for crisis counselling, contact IPS Worldwide on: Phone: 1300 366 789
## 2. CONTACT TELEPHONE NUMBERS – WAGGA WAGGA

### CSU - Wagga Wagga

#### Internal:
- Campus Security: 32288
- Campus Switchboard: Dial--9
- Emergency Services (External): 0--000
- Critical Response Group Mobile Phone: 0412 139 007

#### External:
- Campus Security: 02 6933 2288
- Wagga Police: 02 6921 0544
- Wagga Base Hospital: 02 6938 6666
- Calvary Hospital: 02 6925 3055
- State Emergency Services, Murrumbidgee: 02 6931 4777
- Community Information Centre: 02 6921 1053
- Crisis Line: 02 6921 5343
- NSW Rape Crisis Centre: www.nswrapecrisis.com.au
- Sexual Assault Unit: 02 6938 6200 02 6938 6666 (ah)
- Poisons Information Centre: 1 800 251 525
- St Vincent De Paul Society: 02 6921 2381
- Salvation Army: 02 6921 7895
- The Smith Family: 02 6921 4874
- Red Cross Rural Support Link: 1 800 451 526

In the case of traumatic incidents or for crisis counselling, 24 hour contact can be made with CSU’s nominated Employee Assistance Provider (IPS Worldwide) on the following number, by individuals or managers: **Phone: 1800 451 138**

For professional counselling other than for traumatic incidents or for crisis counselling, contact IPS Worldwide on: **Phone: 1300 366 789**
3. DEFINITION OF A CRITICAL INCIDENT

3.1 In general terms, a critical incident is defined as a traumatic event which does or is likely to cause extreme physical and/or emotional distress to staff and/or students and may be regarded as outside the normal range of experience of the people affected. A critical incident may take place either on or off campus. In other words, this policy is not limited to handling only those incidents that might occur on campus.

3.2 Assessment of an incident must take into account both the reaction of the individual or individuals directly affected and the wider ranging effects on members of the University community at large. It should also be borne in mind that people react in different ways both in their immediate and in their longer term responses to events.

3.3 A critical incident should be regarded as any incident which may put the University community or any part of it under major stress. In assessing a critical incident, consideration must be given to the prevailing factors and mood of the staff and/or students at the time of the incident. For example, if a major incident such as vandalism or assault has occurred in a specific building and this is followed soon after by a minor incident such as petty theft in the same building, given the mood of those who have been affected by the first incident, the second minor incident may well produce additional stress for these people. In this case, the second incident should be regarded as a critical incident although normally petty theft would be regarded as minor.

3.4 Some examples of critical incidents:
- Any fatality, near fatality or incident likely to affect seriously a number of staff and/or students;
- Serious traffic accidents;
- Murder or suicide involving students/staff and their family members;
- Physical or sexual assault;
- Injury or death of a colleague;
- Fire, explosion, bomb threat;
- Hold-up or attempted robbery;
- Threats of violence to staff/students;
- Major theft or vandalism;
- Threat of HIV infection;
- Incidents involving pain or abuse of children;
- Incidents in which sights, sounds, or smells are distressing;
- Storms/natural disasters.

4. CRITICAL RESPONSE GROUP (CRG)

4.1 The Critical Response Group on each campus is designed to be the core of the University's response to an incident occurring on that specific campus. However, it is the responsibility of the Chief Warden on behalf of the Head of Campus (or nominated deputy, see Section 4 Item 4.2) to determine whether or not the incident is a critical incident as defined by Section 3 and, if so deemed, to put into operation the Critical Incident Management Policy.

4.2 The composition of the Critical Response Group will vary from campus to campus, but it is recommended that it should meet the criteria as follows:

Role of the Committee

Has the role on each campus of formulating and implementing specific crisis management plans to the standards set by the Emergency Planning Committee, that will provide for a coordinated response to crises that occur both on or off campus.

Terms of Reference

- Formulate, implement and amend the campus crisis management plan.
- Ensure a consistent approach to crisis management at the campus level.
- Coordinate and administer the resource allocation at the campus level.
• Measure the effectiveness of the crisis management plan against set performance indicators.
• Appoint and train personnel to all positions in the emergency control organisation.
• Arrange for the conduct of evacuations and critical incident exercises.
• Coordinate the promotion of crisis management at campus level.
• Foster and maintain a relationship with other appropriate external organisations.

Membership

Full Membership
• Chief Warden (Presiding Officer)
• Deputy Chief Warden (Alternate Presiding Officer)
• Head of Campus or nominee
• Human Resources Campus Director or nominee
• Manager Student Services, Student Services Counsellor or nominee
• Manager Residences and Catering or nominee
• Media Officer, Marketing and Communications
• Manager Student Administration or nominee
• Academic representative
• Student representative (executive committee member of Student Union)

Right of Audience and Debate
• Nominee from Division of Information Technology
• Nominee from Financial Services
• Nominee from Security
• Manager, Environment, Health and Safety Systems
• Nominees from the Emergency Services

4.3 An incident or potential incident should be reported to the Emergency Services immediately if there is an immediate risk to life or property. Where necessary, in such cases, evacuation procedures should be put in place before contacting Campus Security. If the incident does not appear to require the immediate despatch of Emergency Services, Campus Security should be notified immediately and given the full details of the situation including the exact location of the incident and the type of incident. It is then their responsibility to pass on the information to the Chief Warden (or nominated deputy) who will determine the gravity of the situation.

4.4 On arrival at the scene of a critical incident, the Chief Warden will be responsible for the assessment and coordination of responses to the incident, although other staff members may be co-opted as necessary to deal with specific incidents. For example, the resident tutors would be a most valuable resource in any incident that might involve students who are on-campus residents. Additionally, the international advisor on each campus should be contacted if the incident involves an international student or students.

4.5 The Chief Warden will appoint a coordinator for each incident whose responsibility it will be to ensure that the functions and procedures of the CRG and the Critical Management Policy are implemented. Although the coordinator will usually be a member of the CRG, the Head of Campus may elect to assume this role or may appoint a coordinator from outside the CRG. In this case, the appointee would normally be an officer from the area in which the incident occurs.

4.6 The coordinator will document events as they unfold for submission to the Head of Campus and evaluation by the CRG after the incident. It will also be the coordinator’s responsibility to assist with the completion of the Accident Control Report, if applicable, and to ensure that it is forwarded within two days of the incident to the campus Human Resources Office. The coordinator will assist with the initiation of any other relevant documentation required by the particular circumstances of the incident.

4.7 The functions of the CRG during a critical incident will include coordination, implementation, supervision, and liaison as outlined in Sections 6 and 7.
4.8 The CRG will meet at least twice a year to review procedures, etc., and provide advice to the Head of Campus on improvements which might be made to procedures in specific areas. However, following a critical incident, a meeting of the CRG should be called to go over the events and suggest improvements in the handling of the incident.

4.9 All three CRGs should meet together at least once a year to review procedures and share information. Where applicable, changes and amendments to this policy which arise as a result of these meetings, will be distributed through the CSU Web Pages.

4.10 The CRG will be responsible for developing a 24-hour on-call telephone roster to handle the reporting of critical incidents and the coordination of responses to the incidents. Copies of this roster should be given to all members of the CRG and the Campus Security staff.
5. PREVENTION AND PREPARATION

While it is impossible to foresee the events or factors that can lead to a critical incident, staff and students are encouraged to be aware of the importance of planning to mitigate the effects of a traumatic event that could follow such an incident. The following should be used as a guide to prevention and preparation:

5.1 Emergency telephone contact numbers for both the External Emergency Services (0-000) and Campus Security should be prominently displayed in all offices and public areas.

5.2 The contact telephone numbers listed under Section 2 should be made available to all members of the CRG who will be responsible for publishing any or all of them should this be deemed necessary.

5.3 The membership and role of the Critical Response Group (see Section 4) will be included in the short statement given to all staff and students.

5.4 The availability of appropriate resources and the development of safety measures will be monitored on a regular basis through the relevant divisions of the University and the Emergency Planning Committee (see Section 9). Staff should be encouraged to bring issues of safety to the attention of their immediate supervisors who should bring such issues to the attention of management. In the case of students, they should bring their concerns to the appropriate student organisation on each campus.

5.5 The Division of Facilities Management will undertake regular liaison with emergency services, including the provision of maps and updating information on new buildings, roads, etc.

5.6 The Office of the Vice-Chancellor (Corporate Communications and Media) will maintain regular liaison with local and regional media to provide contact numbers for the provision of information during emergency situations.

5.7 Networks involving internal and/or external providers of health, safety and support mechanisms should be maintained and updated as required by individual schools and divisions, with details provided to the CRG.

5.8 The Critical Response Group will be responsible for updating emergency telephone contact numbers and developing rosters for the establishment of a 24-hour on-call service details of which must be provided to the Campus Security staff.

5.9 The CRG shall assist in the preparation of handouts for people affected by the critical incident. This information should include key contacts and telephone numbers, particularly of people and organisations that can assist with alleviating the stress caused by the incident. (See Section 2, the list of Contact Telephone Numbers for each Campus. This list is available only to members of the CRG who will release numbers at their discretion.)

5.10 The Division of Human Resources (Staff Development and Training) will be approached to consider the provision of training programs for staff in topics of responding to emergency situations and stress management. It is vital that members of the CRG receive special training.

5.11 All staff and students are to be made aware of safety and evacuation policies as listed in Section 9.

5.12 Amendments to this policy will be circulated in the CSU Web Pages.
6. THE IMMEDIATE RESPONSE

The key to an effective and relevant response to a critical incident is **COORDINATION.** This will be achieved by following these important steps:

6.1 The initial response to a critical incident will be notification of the incident to, if necessary, the Emergency Services (externally), and then to Campus Security.

6.2 Notification should include the type of incident, the exact location and details of any person or persons who might be injured, in distress, or at risk.

6.3 Security will immediately contact the Chief Warden (or nominated deputy).

6.4 If people are at risk, they will be removed from the area and/or assistance will be rendered as necessary. The incident area will be sealed off if required.

6.5 Once a critical incident has been identified by the Chief Warden (or deputy), a member, or members, of the Critical Response Group may be asked to assist with an assessment of the immediate situation, to set priorities, and to begin initial responses according to the established guidelines. The other members of the CRG will be notified to place into action, resources as required.

**Action to be undertaken by the Chief Warden or nominated CRG member:**

6.6 **Identification** of people involved and the resources needed.

6.7 **Implementation** of response in terms of people and resources.

6.8 **Establishment of a central information point** to provide up-to-the-minute, accurate information to staff, students, families of those involved, helpers, and the media. A single spokesperson, normally the media officer, will be appointed to disseminate information and speak to the media and other persons involved with the incident.

6.9 **Appointment of contact person.** A senior officer of the University will be appointed to make personal contact with individuals including victims, other students and/or staff, family, and friends.

6.10 **Notification of counselling services.** Counselling services on the University campus and, if required, outside agencies will be notified and will make themselves available to assist all those affected by the incident.

6.11 **Provision of a quiet area.** A quiet area will be established for the use of victims and/or their families. This area shall be protected from intrusion by anyone not immediately affected in the incident.

6.12 **Supervision of property.** Steps will be taken to supervise property, both personal property and any buildings or structures which might be unsafe and in need of immediate repairs.
7. FOLLOW-UP ACTION

As soon as possible following a critical incident a meeting of the CRG will be called to brief members of the committee on the incident, responses and outcomes in accordance with Section 4 item 4.8 of this handbook.

A critical incident does not end with the immediate response. Important follow-up procedures must be implemented in the areas of counselling, information dissemination, and debriefing. These issues are the responsibility of the Critical Response Group which will:

7.1 **Disseminate information** to staff, students, and all those affected by the incident and to the media.

7.2 **Monitor the need for counselling** and maintain contact with those who may need ongoing support, often at times and in locations outside of the normal University routine. Consideration should be given to personal contact with victims and those affected by the incident outside of normal hours. In exceptional circumstances, the Critical Response Group will assess those affected by the incident and make referrals for counselling and/or advice to agencies outside of those normally provided by the University.

7.3 **Provide literature** to those affected by the incident on the possible short- and long-term effects.

7.4 **Notify student administration** and, where relevant, deans and/or resident tutors of students who are likely to be affected by the traumatic situation to ensure that proper support is given and that inappropriate contacts are not made. Where overseas students are involved, contact with the Overseas Student Advisor, Student Services Unit, and the International Office will be made so that the appropriate cultural responses may be put in place, interpreters may be provided, and overseas authorities, such as embassies and legations, notified.

7.5 **Conduct debriefing sessions** for everyone directly involved in the incident including, if necessary, the wider University community.
8. EVALUATION

Evaluation of the University’s response to a critical incident is essential to the on-going development and effectiveness of the Critical Incident Management Policy. The following guidelines should be noted:

8.1 Shortly after the incident, the Critical Response Group, in consultation with the Head of Campus, will evaluate the implementation of procedures and responses.

8.2 Procedures adopted in a particular incident will form the basis of improved responses to trauma management, with staff and students encouraged to provide their thoughts and experiences to the CRG in order to assist in the development process.

8.3 The CRG will conduct regular reviews of procedures and report back to the Head of Campus. In addition, the Critical Response Groups from the three campuses will meet together at least once a year to pool information and develop techniques for improving procedures. These will be incorporated into the Critical Incident Management Policy and Handbook. Such updates will be provided through the CSU Web Pages. The CRG, through the Head of Campus, will report to staff, students, and other committees on a regular basis on any changes to procedures and reporting mechanisms.

8.4 Ongoing consultations will be held with staff and students on critical response strategies.

8.5 Staff will be encouraged to undertake training relevant to the handling of a critical incident and post-trauma stress management. Staff Development Officers from the Division of Human Resources will be asked to include such training in its annual program.
9. OTHER UNIVERSITY GROUPS AND PROCEDURES

Guidelines and checklists in this policy should be considered in conjunction with other University committees and documented procedures.

**Occupational Health & Safety Committees**
The responsibility of these Committees is to oversee the University's Occupational Health and Safety and Welfare Policy, Objectives and Responsibilities to ensure, on each campus, a safe and healthy workplace for staff, students, and visitors. The Committees oversee regular safety audits of buildings, action plans to ensure safe working practices and a continuous consultative process on occupational health and safety matters. The Accident Control Report form, which is supplied to all sections of the University, is to be used to report all hazardous acts and/or conditions, which could result in illness or injury, as well as all accidents, injuries and cases of ill health which are directly related to a person's occupation.

**Emergency Planning Committee**
It is the responsibility of this committee to oversee the effective and efficient operation of both emergencies and critical incidents in line with the University's 'Emergency Control Organisation' policy.

**Biosafety Committee**
The responsibilities of this Committee include classifications for infectious agent risks to individuals and/or locations, overseeing standards of laboratories and reviewing applications for experiments involving recombinant DNA techniques.

**Radiation Safety Committee**
This Committee has responsibility for establishing guidelines, policies and procedures in the handling, storage, and disposal of radioactive substances; monitoring these procedures; maintaining a register of the location and use of all radioactive substances and irradiating apparatus.

**Campus Watch**
This group operates under the auspices of the campus OH&S Committee which coordinates the education program for the Campus Watch safety and security program for people and property on the campus, including display of the Campus Watch symbol and emergency telephone extensions throughout the campus.

**Division of Human Resources (Equal Opportunity)**
The responsibility of the Equal Opportunity staff is to provide information on anti-discrimination legislation, the University's policy on freedom from harassment, and general equity issues.

**Division of Human Resources (Environment, Health & Safety)**
Staff from this area will conduct audits of the readiness of Critical Response Groups, facilitate the training of key Critical Response Group personnel, and control the amendment of the CIM Handbook and its distribution on CSU Web pages.

**Employee Assistance Program**
The University has approved a contract with IPS Worldwide for the provision of employee counselling services to University staff and their families free of charge as part of an ongoing Employee Assistance Program. Details are available from the Division of Human Resources.

**Division of Facilities Management**
Site Emergency Procedures and Emergency Evacuation plans are available from the Division of Facilities Management. Information on after-hours access to teaching facilities by research workers and students is available in the University Security Manual lodged with Deans, Heads of Schools, Executive Directors and Directors as well as from the Division of Facilities Management.

**Division of Student Services**
Staff from this division will be responsible for facilitating pastoral care and counselling services for students involved or effected by critical incidents.
## 10. GUIDANCE MATERIAL FOR CRITICAL INCIDENTS

<table>
<thead>
<tr>
<th>Appendix Number</th>
<th>Title</th>
<th>Page Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Appendix 1</td>
<td>Dealing with Critical Incidents in the Workplace – CSU Manager’s Guide to Immediate Support</td>
<td>20</td>
</tr>
<tr>
<td>Appendix 2</td>
<td>Critical Incident (Emotional Trauma) Management</td>
<td>21</td>
</tr>
</tbody>
</table>
Dealing with Critical Incidents in the Workplace

CSU Managers Guide to Immediate Support

When an incident involving emotional trauma has occurred, the immediate tasks are to ensure:

- That staff members physical and emotional needs are met.
- The sense of safety and security are re-established with whatever sense of routine and normality is possible under the circumstances.
- The central stress factor of high arousal needs to be addressed to allow those involved to return to a more stable and normal level of activity.

In the period between the termination of the incident and the end of the work shift, a meeting should be held to assist staff to undertake the recovery process. This should be done by the line manager/supervisor.

It is important that managers react immediately after the incident and ensure all staff receive their support as soon as possible. It is important for staff to be assured that their current emotions are normal and to be expected. Staff should be given time to discuss their emotions and reactions.

NOTE: The trauma counselling number at the bottom of this page can be used by managers to receive advice on managing critical incidents and on trauma management services available from IPS Worldwide.

In cases of acute emotional trauma, prompt assessment by qualified counsellors is recommended to reduce the likelihood of post-incident stress related problems. Otherwise, it is normal for the need for professional debriefing to be assessed after a period of 24 to 48 hours by qualified counsellors. As an immediate response, Managers should adopt the following simple post incident management steps as part of a defusing process:

Step 1: Gather group together and summarise what has happened. State what you know and what you don’t know.

Step 2: Ask staff if they have any questions. This should lead to discussion, clarification and personal expression.

Step 3: Decide what will happen next in relation to the incident and make interim arrangements for work responsibilities.

Step 4: Present the support arrangements for staff until the next shift (this should include contact arrangements after hours if required)

Step 5: Provide information on reactions and assistance available. A CSU Critical Incident (Emotional Trauma) Management handout sheet is provided by the CRG team members.

Step 6: Assess staff members’ immediate needs for personal support and practical help.

Step 7: Give advice on what to do next and how staff can take care of themselves (use the information provided on the handout sheet – stress the ‘normal reaction to an abnormal event’ and expected reactions, and things to manage these reactions).

Line managers/ supervisors may arrange for a senior executive manager, respected by the staff involved in the incident, to address the group to show support and consideration.

In the case of traumatic incidents or for crisis counselling, 24 hour contact can be made with CSU’s nominated Employee Assistance Provider (IPS Worldwide) on the number below, by individuals or managers:

Phone: 1800 451 138
Critical Incident (Emotional Trauma) Management

Remember, what is happening to you is A NORMAL REACTION TO AN ABNORMAL EVENT

Traumatic Stress Reactions

Over the next few weeks, you may experience some of the following reactions to the incident you have been involved in. These reactions may include:

**Physical Reactions:**
- Change in sleep pattern
- Nightmares
- Being easily startled
- Fatigue and exhaustion
- Hyperactivity
- Underactivity
- Health problems (e.g., change in appetite, headaches, digestive problems)
- Change in sexual behaviour

**Thinking Reactions:**
- Flashbacks
- Difficulty with concentration and decision making
- Memory disturbance
- Inability to attach any importance to anything other than the incident

**Emotional Reactions:**
- Fear, anxiety, guilt, depression
- Emotional numbing, grief
- Feelings of helplessness
- Over-sensitivity
- Over-protection of self and family
- Mood swings
- Anger - which may be manifested by Scapegoating, Irritability, Frustration with bureaucracy, Violent fantasies
- Feeling isolated from or different from other

Dealing with your Reactions

These feelings, however painful, are a normal part of the healing process. However, there are things you can do to reduce their impact.

**Things to try:**
- Within the first 24-48 hours, periods of strenuous physical exercise, alternated with relaxation, will alleviate some of the physical reactions.
- Structure your time - keep busy - go out even if you do not really feel like it.
- Remember you are normal and having normal reactions - do not label yourself crazy.
- Talk to people - it is the best healing medicine.
- Be wary of numbing the pain with overuse of drugs and alcohol. This can just make the reactions worse.
- Drink plenty of water.
- Keep your life as normal as possible.
- Spend time with others.
- Help your co-workers as much as possible by checking out how they are doing.
- Keep a journal; write your way through those sleepless hours.
- Realise that those around you are also under stress, including family members.
- Eat nourishing, well-balanced meals.
- Do not attempt important life changes.
- Do make as many daily life decisions as possible.

IPS Worldwide Trauma Management maximises the normal recovery process that we all possess
For further assistance contact IPS Worldwide 24 Hour Trauma Management Service on 1800 451 138