



Critical Incident Management Handbook

Version 1.0

Approved: Vice-Chancellor's Advisory Committee

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CHARLES STURT UNIVERSITY

CRITICAL INCIDENT MANAGEMENT HANDBOOK

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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 below.

ALBURY- WODONGA CAMPUS - CONTACT NUMBERS

Internal:

Campus Security	19888
Campus Switchboard	Dial 9
Emergency Services (External)	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 6043 8820

Albury Base Hospital	02 6058 4444
Wodonga District Hospital	02 6024 1500

State Emergency Services, Albury/Hume	02 6043 2000
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Lifeline	02 6021 1311
NSW Rape Crisis Centre	www.nswrapecrisis.com.au
Sexual Assault Service	02 6058 1843

Poisons Information Centre	02 6058 4642 (ah)
St Vincent De Paul Society	13 11 26
Salvation Army	02 6021 2992
Red Cross Rural Support Link	1 300 363 992
	1 800 451 526

Medical Services

David Street	02 6021 5555
Dean Street	02 6021 5021
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: 1 800 451 138

For professional counselling other than for traumatic incidents or for crisis counselling, contact IPS Worldwide.

Phone: 1 300 366 789

BATHURST CAMPUS - CONTACT NUMBERS

Internal:

Campus Security	84999
Campus Switchboard/CSU Contact Centre	Dial 9
Emergency Services (External)	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 6330 5311
St Vincent's Hospital	02 6331 2555

State Emergency Services, Bathurst	02 6334 8668
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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	13 11 26
St Vincent De Paul Society	02 6331 5329
Salvation Army	02 6331 4956
St John Ambulance	02 6331 9691
Red Cross Rural Support Link	1 800 451 526

Local Medical Practitioners:

Westpoint Christian Medical Centre	02 6332 5500
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: 1 800 451 138

For professional counselling other than for traumatic incidents or for crisis counselling, contact IPS Worldwide.

Phone: 1 300 366 789

CANBERRA CAMPUS (ACCC) - CONTACT NUMBERS

Internal:

Campus Security	ADT 131 005
Campus Switchboard/CSU Contact Centre	02 6273 1572
Emergency Services (External)	000

External:

Campus Security	ADT 131 005
Canberra Police }	131 444
Ambulance } 000	02 6027 9980
Fire Brigade }	02 6207 8520

Canberra Base Hospital	02 6244 2222
John James Memorial Hospital	02 6281 8100
National Capital Private Hospital	02 6222 6750

State Emergency Services, ACT	02 6238 0222
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Community Help and Welfare Lifeline	02 6299 1111 131 114
Sexual Health/Hepatitis C Service	1 800 803 990
Poisons Information Centre	1 800 25 1525
St Vincent De Paul Society	02 6282 2722
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: 1 800 451 138

For professional counselling other than for traumatic incidents or for crisis counselling, contact IPS Worldwide.

Phone: 1 300 366 789

DUBBO CAMPUS - CONTACT NUMBERS

Internal:

Campus Security	02 6882 6855
Campus Switchboard/CSU Contact Centre	57305
Emergency Services (External)	000

External:

Campus Security	02 6882 6855 or 0418 219 170 0418 432 483
Dubbo Police }	02 6883 1599
Ambulance } 000	13 12 33
Fire Brigade }	13 34 73
Dubbo Base Hospital	02 6885 8666
Dubbo Private Hospital	02 6841 8800
State Emergency Services, Dubbo	02 6884 3532
Dubbo Neighbourhood Centre	02 6882 2100
Lifeline	13 11 14
NSW Rape Crisis Centre	www.nswrapecrisis.com.au
Sexual Health Services	02 6885 8999 02 6885 8632 (ah)
Poisons Information Centre	13 11 26
St Vincent De Paul Society	02 6882 2845
Salvation Army	02 6881 8280
St John Ambulance	1 300 360 455
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: 1 800 451 138

For professional counselling other than for traumatic incidents or for crisis counselling, contact IPS Worldwide.

Phone: 1 300 366 789

GOULBURN CAMPUS - CONTACT NUMBERS (NSW Police Academy)

Internal:

Campus Safety and Security	Dial 82576
Campus Switchboard/CSU Contact Centre	Dial 82525
Emergency Services (External)	000

External:

Campus Safety and Security	02 4823 2576 (24hrs/day)
Goulburn Police }	02 4824 0799
Ambulance } 000	13 12 33
Fire Brigade }	02 4822 1608

Goulburn Base Hospital	02 4827 3111
Southern Highlands Private Hospital	02 4862 9400

State Emergency Services, Goulburn	02 4828 5555
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Community Services Centre	02 4824 5500
Lifeline	13 11 14

NSW Rape Crisis Centre	www.nswrapecrisis.com.au
	1800 424 017

Sexual Health Services	02 4827 3148
Poisons Information Centre	1800 251 525
St Vincent De Paul Society	02 4828 6156
Salvation Army	02 4822 2115
St John Ambulance	02 4878 5196
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.

Phone: 1300 366 789

ORANGE CAMPUS - CONTACT NUMBERS

Internal:

Campus Security	Dial 57522
Campus Switchboard/CSU Contact Centre	Dial 9
Emergency Services (External)	000

External:

Campus Security	02 6365 7522
Orange Police }	02 6363 6399
Ambulance } 000	13 12 33
Fire Brigade }	02 6361 2205

Orange Base Hospital	02 6393 3000
Orange Private Hospital	02 6362 8122

State Emergency Services, Orange	02 6362 8256
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Community Information & Services Centre	02 6393 8600
Lifeline	13 11 14
NSW Rape Crisis Centre	www.nswrapecrisis.com.au

Sexual Health & HIV Information Line	02 6362 8085
Poisons Information Centre	13 11 26
St Vincent De Paul Society	02 6361 0371
Salvation Army	02 6362 1870
St John Ambulance	1300 360 455
Red Cross Rural Support Link	1 800 451 526
Red Cross Blood Bank	02 6361 2369
Domestic Violence Line	1 800 656 463

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: 1 800 451 138

For professional counselling other than for traumatic incidents or for crisis counselling, contact IPS Worldwide.

Phone: 1 300 366 789

WAGGA WAGGA CAMPUS - CONTACT NUMBERS

Internal:

Campus Security	Dial 32288
Campus Switchboard/CSU Contact Centre	Dial 9
Emergency Services (External)	000

External:

Campus Security	02 6933 2288
Wagga Police	02 6322 2599

Wagga Wagga Base Hospital	02 6938 6666
Calvary Hospital	02 6925 3055

State Emergency Services, Murrumbidgee	02 6932 9200
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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

Poisons Information Centre	02 6938 6666 (ah)
St Vincent De Paul Society	13 11 26
Salvation Army	02 6921 2381
The Smith Family	02 6921 7895
Red Cross Rural Support Link	02 6931 6046
	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: 1 800 451 138

For professional counselling other than for traumatic incidents or for crisis counselling, contact IPS Worldwide.

Phone: 1 300 366 789

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 affected by critical incidents.

10. GUIDANCE MATERIAL FOR CRITICAL INCIDENTS

Appendix Number	Title	Page Number
Appendix 1	<u>Dealing with Critical Incidents in the Workplace – CSU Manager’s Guide to Immediate Support</u>	22
Appendix 2	<u>Critical Incident (Emotional Trauma) Management</u>	24
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Appendix 1: 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

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 (eg 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

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.
- Realise you will have good days and not-so-good days - that is normal.
- 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.

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

Appendix 3: Incidents Involving International Students

The University is under specific obligations for International Students as required under the Commonwealth Education Services for Overseas Students Act.

The definition of “critical incident” takes a different definition when applying to International Students. Any circumstance that would prevent the international student from being able to attend classes, prolonged unexplained or unexpected absences, advice of criminal activities concerning or occurring to an international student are all to be considered “critical incidents” and referred to the Executive Director, Student Administration (or nominee) on behalf of the Vice Chancellor.

Examples of incidents that must be reported to Student Administration include: criminal assaults, car accidents (even if the student is not hurt), death, mental illness, illness requiring hospitalisation (within Australia) and stalking.

Any incidents involving international Students (whether they are injured or not) are to be reported via the Chief Warden

Appendix 4: Communication with WorkCover NSW

INCIDENT REPORTING AND THE MANAGEMENT OF INSPECTOR VISITS

The University has strict incident notification requirements placed upon it by the relevant regulatory bodies that govern occupational health and safety in the states and territories where the University has its campuses. Furthermore, as part of University's' injury management processes all staff incidents must be reported to our workers compensation insurer within specified timeframes. A failure to meet either of these notification timeframes can cause the University to incur financial penalties or in worse case scenarios a prosecution.

As such the University requires that **all** incident reports (staff, student and visitor) be completed as soon as practicable after an incident occurs and that completed incident reports are promptly forwarded to the Manager, OHS in the Division of Human Resources. Following are the incident reporting requirements for the University.

1. Reporting an Incident

All incidents (including near misses, that is, incidents where no injury results but may have in different circumstances) must be reported to your supervisor as soon as practicable after the incident occurs, irrespective of whether you have sustained an injury or not. Your supervisor should ensure that you complete the appropriate incident report form.

The current incident report form is available on the HR website or at this link - [Incident Report Form](#).

2. Submitting an Incident Report

Following an incident being reported to a supervisor, the supervisor must ensure that a completed CSU Incident Report Form is forwarded to the Manager, OHS in the Division of Human Resources within 24 hours of the supervisor first being notified of the incident. The completed Incident Report Form can be sent to the Manager, OHS via one of the following methods:

Faxed to + 61 2 633 84830; or scanned and emailed to ohs@csu.edu.au

3. Notifiable Incidents

The only exception to the above incident reporting timeframe will be in one of the following circumstances. Should the nature of the incident to be reported be any one of the following incident types, the incident should be IMMEDIATELY reported to the Manager, OHS or (should the Manager, OHS be un-contactable) to the Director, Workplace Relations and Policy or (should the Director, WRP be un-contactable) to the HR Service Centre on 02 6338 4884 or 1800 688 117.

Types of incidents to be reported to the Manager, OHS are:

- a) A 'serious incident' involving a staff member which results in a fatality or a serious injury or illness
- b) A 'serious incident' involving a non-worker (e.g. visitor, contractor, student, volunteer) which results in a fatality or a serious injury or illness
- c) An incident that is immediately life threatening, but does not result in injury or illness.

Examples of a '**serious incident**' include incidents:

- that resulted in a person being killed;
- an injury that results in the amputation of a limb;
- the placing of a person on a life-support system;
- any event or circumstance listed below that presents an immediate threat to life:
 - the loss of consciousness of a person caused by impact of physical force, exposure to hazardous substances, electric shock or lack of oxygen
 - major damage to any plant, equipment, building or structure
 - an uncontrolled (or imminent risk of) explosion or fire
 - an uncontrolled (or imminent risk of) escape of gas, dangerous goods or steam
 - entrapment of a person in a confined space or machinery
 - serious burns to a person.

For more information on the definition of a 'serious incident' and other information about notifiable incidents see the relevant OHS regulation in your jurisdiction.

Relevant Jurisdiction	Website	Relevant Link
WorkCover NSW	www.workcover.nsw.gov.au	Click here
ACT WorkCover	www.ors.act.gov.au/workcover	Click here

4. Non-disturbance of the scene following a serious incident

Following a serious incident occurring, the University (that is, the occupier of a place of work) must take measures to ensure that for the area at which the serious incident occurred:

- a) plant at that place is not used, moved or interfered with after it has been involved in a serious incident, and
- b) the area at the incident scene that is within 4 metres of the location of a serious incident is not disturbed.

In the case of a critical incident only, the securing of the incident scene in accordance with these non-disturbance requirements will be the responsibility of the Chief Warden. The Chief Warden may seek the assistance of other persons deemed necessary to ensure these non-disturbance provisions are actioned. On securing the incident scene, the Manager, OHS should be notified of the incident IMMEDIATELY and for further advice and assistance (e.g. duration for maintaining incident scene undisturbed, etc).

5. Communication with WorkCover NSW and other State or Territory regulatory bodies

The University's Manager, OHS on notification of one of the above listed incidents, will notify the relevant regulatory body and/or our insurer via established processes.

Furthermore and depending on the nature of an incident, a local Health and Safety Inspector may also attend a CSU workplace after an incident has occurred or as part of other roles Inspectors fulfil. It is vital that the Manager, OHS be contacted to deal with this or any ongoing contact with the Health and Safety Inspector. This approach is to ensure that appropriate and efficient communications are dealt with and recorded within

the University pending any further recourse that may occur in the future.

In the interim to an Inspector visiting a CSU workplace and the Manager, OHS being contacted, the Inspector may request to commence their inspection of a work premise. In these situations, it is important for CSU to have a campus contact to which an Inspector can be referred to on arrival. As such, the following information is provided to assist the CRG's to manage the arrival of an Inspector at a CSU workplace.

i. **Arrival of an Inspector (in relation to critical incidents only)**

Inspectors appointed under relevant legislation (e.g. NSW OHS Act 2000, ACT Work Safety Act 2008) are permitted to enter any premises believed to be a workplace (other than parts of the premises being used only as residential premises, unless otherwise authorised by a warrant).

An Inspector may enter premises (that is, the University) without notice, however the Inspector must notify the occupier of the premises of their presence as soon as reasonably practicable after entering the premises. An Inspector must show an occupier of premises their identity card when asked, while at premises they have entered. If they do not, they must leave. It should be noted that in the vast majority of cases a workplace visit by an Inspector should not be feared as the role of the Inspector will be to only provide advice and assistance.

On a CSU staff member becoming aware of the arrival of an Inspector in relation to a critical incident, the Inspector should be referred to the Chief Warden. After confirming the Inspectors approved photo identification, the Chief Warden should assist the Inspector with their visit and subsequent requests in the interim to the Manager, OHS* being contacted (who will then take responsibility for further management of the Inspectors visit).

*** Should the Manager, OHS be un-contactable, please contact the Director, Workplace Relations and Policy or (should the Director, WRP be un-contactable) the HR Service Centre on 02 6338 4884 or 1800 688 117.**

NB – should the Inspector's visit be unrelated to a Critical Incident, the Inspector should not be referred to Chief Warden, but instead to the Manager, OHS or (should the Manager, OHS be un-contactable) to the Director, Workplace Relations and Policy or (should the Director, WRP be un-contactable) to the HR Service Centre on 02 6338 4884 or 1800 688 117.

ii. **The role of the Chief Warden during an Inspector visit**

In the first instance, the role of the Chief Warden (in relation to a critical incident and a subsequent Inspector visit) is to meet the Inspector and confirm their status as an authorised Inspector. This is to be done via confirmation of the appropriate photo identification. On confirming their status as an Inspector, the Chief Warden in conjunction with the Inspector, should establish the purpose of their visit and intended course(s) of action.

During the Inspector's visit, they may request assistance from any person whom they believe to be capable of providing them the assistance necessary for them to satisfactorily complete their visit and its purpose

In some instances, the Chief Warden might not have the responsibility, accountability and/or knowledge required to satisfactorily assist an Inspector's requests. In these circumstances the Chief Warden's role is to only facilitate a process of contacting a more appropriate person who can then assist the Inspector

A person requested by an Inspector to assist during a workplace visit is required to accompany the Inspector and take all reasonable steps to assist the Inspector in the exercise of the Inspector's functions

iii. **The role of an Inspector**

An Inspector's primary role is to provide advice and assistance. At the same time, Inspectors are responsible for ensuring that all persons in organisations meet their OHS and workers compensation obligations.

Visits by Inspectors to workplaces or work sites can be random or part of a specific targeted program. They may be to investigate complaints or to investigate incidents that have resulted in injuries or death.

iv. **The powers of an Inspector**

Under the law, Inspectors have a range of powers including the power to:

- Enter and investigate any premises they have reason to believe is a place of work
- Conduct interviews and make inquiries
- Take photographs, recordings and measurements, or samples
- Gather information, examine or copy documents
- Issue directions
- Issue notices

If you have any questions or would like any of the above clarified, please don't hesitate to contact the Manager, Occupational Health & Safety.

Appendix 5: CSU Media resources (Division of Marketing)

The Division of Marketing's website contains a number very valuable resources. Each Critical Response group has a member from the Division or access to a member whose role is handle media and media information. Direct all media communication to this member or the University's senior media Officer, Office of the Vice Chancellor

All Critical Response Group members should avail themselves to this information as part of their membership preparation.

Division of Marketing media resources

<http://www.csu.edu.au/division/marketing/media/crisis-communication>