



Critical Incident Policy

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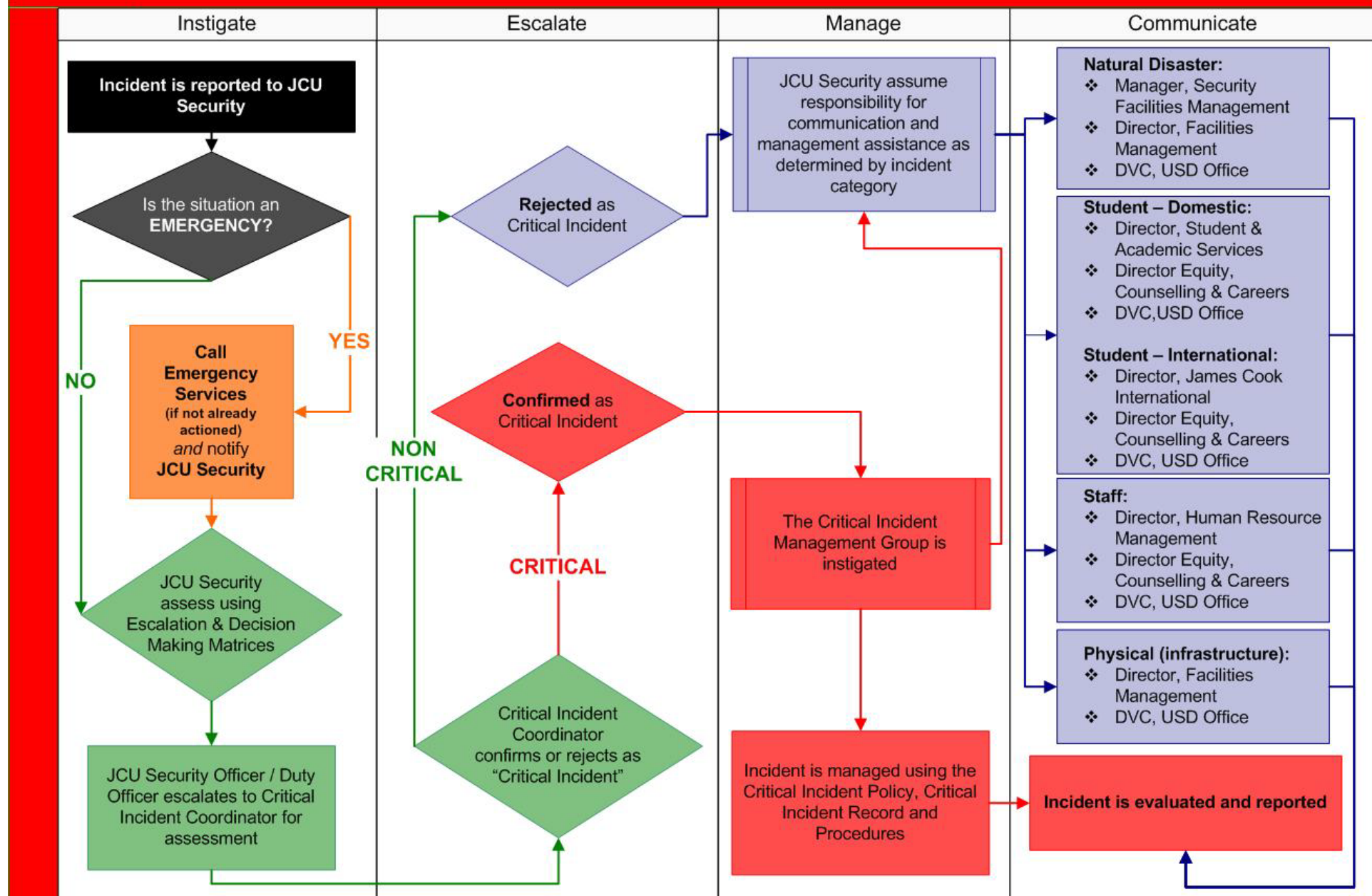
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Document Date: 14 September 2011

Critical Incident Policy

1st Response Assessment - Critical Incident Quick Reference Guide – CAIRNS AND TOWNSVILLE



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Critical Incident Policy

Intent

To establish a policy that specifies the University's response to, and management of, a Critical Incident.

Scope

This Policy covers all direct employees of James Cook University¹, students, community members, visitors, tenants and contractors at all University sites.

This document sets out the general framework for James Cook University's position on Critical Incident issues; however individual circumstances may present challenges which require interpretation of the Policy specifics and the procedures that follow. Staff should follow the provisions of this policy but also exercise common sense during emergencies or critical incidents.

A Critical Incident can only be declared by the Chief Coordinator or the Vice Chancellor.

Definitions

Incident

For the purpose of this Policy, an Incident is defined as a finite event to be managed by an Incident coordinator, using an Incident Plan or Standard Operating Procedure.

Critical Incident

For the purpose of this Policy, a Critical Incident is defined as any actual or threatened incident that requires on-going management, typically of an emergency nature, to be managed by the Critical Incident Management Group (CIMG). A Critical Incident may cause significant stress, injury to, or death of University staff, students (including international students), visitors, tenants or contractors where the event or threat of an event:

- Occurs on a University Site; *or* wherever it occurs, involves:
 - a student in the course of enrolment in, or attendance at the University;
 - a student or community member's participation in University activities (including non-academic activities);
 - University staff or contractors in the course of their duties on behalf of the University;
 - a tenant of, or a tenant's occupation of, premises owned, operated or controlled by the University
- In respect of the University's students, causes significant stress, injury or death, while resident in Australia; or
- Causes or may cause, serious damage or harm to University property or to personal property located at a University Site; or
- While not coming within the scope described above, the Chief Coordinator has elected to deal with under this Policy.

Examples of Critical Incidents include, but are not limited to:

¹ Affiliated or co-located organisations whose staff are *not* direct employees of James Cook University (for example, JCUB, ELC, CSIRO and JCUSA), may elect to adopt a version of this Policy document as their own thereby facilitating a coordinated approach to the management of staff in the event that they are affected by a Critical Incident.

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- Emergencies requiring on-going management by the CIMG
- Serious injury to or serious illness or death of a University student, staff member, visitor, tenant or contractor, or any threat of these;
- A missing student, where the student is:
 - living in University-managed accommodation on-campus or off-campus;
 - an international student; or
 - undertaking fieldwork off-campus;
- Severe distressing or disturbing behaviour;
- Physical assault, threats, or attack;
- Where a student, staff member, community member, visitor, tenant or contractor has witnessed a serious incident;
- Natural disaster e.g. cyclone, earthquake, tsunami, or flood
- Fire, riot, bomb-threat, explosion, gas, chemical hazard, or other environmental hazard;
- Major overseas events, such as earthquakes or political unrest;
- Pandemics and Epidemics

For further information on the verification of the existence of a Critical Incident, see Appendix 1: Escalation and Decision Matrices

Critical Incident Category

Given the broad definition of what constitutes a critical incident, four categories have been developed to help narrow the focus and allow for more specialised training and responses. These categories are as follows:

1. <i>Natural Disaster</i>	Natural disaster/event or deliberate act, for example Tropical Cyclone, bushfire or arson
2. <i>Staff, Contractors, Tenants & Visitors</i>	Serious incident or accident; Psychotic episode; Death on campus
3. <i>Students & Community</i> ²	
• Domestic	Serious incident or accident; Psychotic episode; Death on campus
• International	Serious incident or accident; Psychotic episode; Death on or off campus
4. <i>Physical (infrastructure)</i>	Threat or actual, with the potential to affect staff, students or University resources for example, powerlines down, road access cut.

Emergency

An emergency is defined as an incident which requires intervention by an appropriate person or organisation which may include Emergency Services. For example, if a tree falls down and blocks access it may be an emergency (to some), but emergency services would not be asked to respond. Similarly a power outage in a building may be an emergency (to some) but would be dealt with by JCU Electricians.

² This is the **only** C.I Category that takes in JCU Brisbane - the remaining 3 categories do **not** apply

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Emergency Services

Any or all of the Police, Fire and Rescue, Ambulance and State Emergency Services (as may be appropriate to the Incident) and any organisation which could reasonably be expected to assist in the Incident or to be notified of the Incident.

University Staff Member

A University Staff Member means the academic and general staff, directly employed by James Cook University, as those terms are defined in the James Cook University Act 1997.

University Student

A University Student means a student as the term is defined in the James Cook University Act 1997 and is inclusive of all JCU student categories.

University Site

For the purposes of this policy, each of the following locations is defined as a University site:

Douglas Campus, Townsville *and*:

Mackay Study Centre

Fletcherview Research Station

Orpheus Island Research Station

Paluma Research Station

Kirrama Field Station

Research Vessel James Kirby

Any other University site or approved worksite or JCU residential accommodation located in Australia, outside of Mt. Isa, Thursday Island, Cairns or the Atherton Tablelands

Smithfield Campus, Cairns *and*:

Australian Canopy Crane Research Facility

JC English Language Centre

Any other University site or approved worksite or JCU residential accommodation located within the Cairns, Mt. Isa, Thursday Island or Atherton Tablelands region

James Cook University Singapore Campus

Associate Organisation Campus:

James Cook University Brisbane³

³ Only where it relates to a student incident

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Critical Incident Management Framework

The Critical Incident Management Framework encompasses seven elements:

1. Avoidance and Mitigation
2. Reporting and Escalation
3. Control
4. Communication
5. Recovery & Support
6. Recording
7. Evaluation

1. Avoidance and Mitigation

The University will implement strategies to avoid and mitigate the impact of Critical Incidents through Critical Incident and safety awareness, education and training.

The University will provide training to Incident Coordinators, Campus Critical Incident Convenors and other front line personnel as required.

2. Reporting and Escalation

If a Critical Incident occurs or threatens to occur, it is reported as outlined in:

Appendix 1: Quick Reference Guides – 1st Response Assessment; Reporting of an Incident and Student in Crisis.

Appendix 2: Escalation and Decision Matrices and/or key information to report.

Appendix 4: Critical Incident Record

3. Control

Once an incident has been reported to JCU Security, reported to the Duty Officer, escalated to the Chief Coordinator, and subsequently declared as a Critical Incident, the Critical Incident Management Group (CIMG) is then instigated by the Chief Coordinator. The composition and responsibility of the CIMG is described in this section.

a) CIMG formation

The CIMG is the group of people convened by the Chief Coordinator to manage the University's response to a Critical Incident. The Chief Coordinator is the person acting to manage the University's response to a Critical Incident. The term includes the Primary Chief Coordinator and the Alternate Chief Coordinator (as the case may be). The Vice-Chancellor may also act as the Chief Coordinator.

The specific roles that comprise the Critical Incident Management Group are outlined in Appendix 4: The Critical Incident Management Group (CIMG) Terms of Reference and listed in the table on page 5.

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The Critical Incident Management Group (CIMG)

Mandatory	University Role⁴
Chief Coordinator	Deputy Vice-Chancellor, University Services & Head of Campus, Cairns
Incident Coordinator/s as deemed relevant	<i>Natural Disaster:</i> Manager, Security, Facilities Management
	<i>Student Domestic:</i> Director, Student & Academic Services
	<i>Student International:</i> Director, James Cook International
	<i>Staff:</i> Director, Human Resource Management
	<i>Physical Infrastructure:</i> Director, Facilities Management
Security Coordinator	Director, Facilities Management
Media & Communications Coordinator	Director, Media & Communications or nominee
Situational	University Role
Campus Critical Incident Convenor * Townsville, Cairns and Singapore * Brisbane - only as it relates to a student incident	<i>Townsville:</i> Executive Director, Finance & Resource Planning
	<i>Cairns:</i> Deputy Vice Chancellor, University Services & Head of Cairns Campus
	<i>Singapore:</i> Deputy Vice Chancellor & Head of Singapore Campus
	<i>Brisbane:</i> Chief Executive Officer, JCU Brisbane
Human Resource Representative	Director, Human Resource Management
Physical Infrastructure Representative	Director, Facilities Management
Information Technology Representative	Director, Information Technology & Resources

⁴ Or nominee as determined by the primary officer

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Residential Halls and Colleges
Representative

General Manager, JCU Halls of Residence

b) CIMG Authority

An Incident can only be declared as a <i>Critical Incident</i> by the Chief Coordinator and/or the Vice Chancellor.

The Chief Coordinator, assisted by the Incident Coordinator/s and Critical Incident Management Group, has full authority for management of a Critical Incident until formal notification by the Emergency Services that they have assumed control under an appropriate Act - e.g. the Public Safety Preservation Act 1986 (Qld), the Police Powers and Responsibility Act 2000 (QLD) or the Disaster Management Act 2003 (QLD).

- Under the Acts named above, or other appropriate Act, the Police or other Emergency Services may assume control of the incident, and in such a case, the Critical Incident Group will act in support of the Emergency Services until formal closure of the incident.
- Preservation of evidence. Where it is suspected that a crime has taken place, care shall be taken to preserve the scene of the incident and any related evidentiary items, provided that it is feasible to do so without adversely impacting on health and safety.

4. Communication

The Media & Communications Coordinator as a member of the CIMG is responsible for establishment of a Central Information Point, and if needed, the co-opting of staff, to receive and respond to enquiries from staff, students and others as required (particularly the media) and for coordination of communications during and after a Critical Incident.

Appendix 5: Communications Strategy informs this and covers:

- Internal communications among both the CIMG and across the broader JCU community
- External communications to outside agencies, including those located on campus, for example CSIRO, and inclusive of all communications directly with the media, press release development and web updates or provision of JCU's input to Police or other Emergency Services if they assume control of the situation management.
- Family, friends, next of kin and other personal communications.

Where a person has been adversely affected by a Critical Incident, the University will first obtain authorisation from that person, where it is feasible to do so, prior to contacting their family, friends and next of kin

Where one of the Emergency Services is in formal control of an incident, the University must first obtain authorisation from the Emergency Services prior to contacting family, friends and next of kin.

5. Recovery & Support

a) Physical Infrastructure Recovery

The Chief Coordinator, with the advice of the Physical Infrastructure Coordinator and/or the relevant Emergency Services having appropriate authority in the circumstances, will determine whether it is safe to re-enter buildings evacuated or damaged or to use equipment damaged as a result of the incident.

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The Chief Coordinator will provide advice to the Vice-Chancellor on reconstruction and/or other requirements to permit resumption of University operations.

b) Psychological Support – Students & Community

The Human Resource Representative will notify the Student Enquiries Centre or appropriate administrative centre, the Faculties, the Counselling Service and where relevant, the International Student Centre and the residential colleges, regarding students who are likely to be affected by the traumatic situation to ensure that personnel from those units are ready to provide proper support and that inappropriate contacts are not made.

The University's Counselling Service will monitor the ongoing need for, and provide, counselling as required.

- **Domestic**

The relevant Faculty Pro-Vice-Chancellor(s) or their delegates will coordinate support for domestic students, their family, friends and next of kin, which may include referral to the University's Counselling Service for psychological first aid and further counselling as needed.

- **International**

The Director, James Cook International or delegate, in consultation with the Campus Critical Incident Convenor (see Appendix 3: The Critical Incident Management Group (CIMG)) and, where the incident relates to a student, the relevant Faculty Pro-Vice-Chancellor, will coordinate support for international students or community members, their family, friends and next of kin.

If an International student or community member dies or sustains serious injury in Australia, the Chief Coordinator as advised by Director, James Cook International, will appoint a case manager and appropriate officers from James Cook International to perform many of the tasks which would normally be dealt with by family.

c) Psychological Support – Staff, Contractors & Visitors

The Director, Human Resource Management will liaise with Senior Staff at the University to monitor staff counselling requirements and coordinate provision of same through the University's Employee Assistance Provider.

The Director, Human Resource Management will coordinate support for Contractors, Visitors and members of staff, their family, friends and next of kin.

Appendix 6: Psychological First Aid Plan describes the Recovery and Support strategy, Procedure b) Death of a Student or Procedure c) Death of an Employee list the procedural steps taken to address Psychological Support.

6. Recording

In the event of a Critical Incident, the Chief Coordinator is responsible for appointing appropriate people to document and maintain accurate records of the incident and of decisions made or action taken by the Critical Incident Group.

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Appendix 4: Critical Incident Record informs the details of a Critical Incident for the purpose of reporting.

7. *Evaluation*

After a Critical Incident, the Chief Coordinator and Incident Coordinator(s) will evaluate the effectiveness of the Critical Incident Policy and any associated procedures in consultation with the CIMG and key people involved in the incident and recommend changes as required.

The evaluation process will incorporate feedback gathered from those present at the incident and other stakeholders. An evaluation report will be provided to the Vice-Chancellor.

Procedures

The University's Critical Incident Management procedural documentation outlines operational measures and how the University will respond in the event that a Critical Incident occurs or threatens to occur.

Procedural documentation will be maintained and updated in accordance with associated legislative and regulatory guidelines. In addition, each Incident Coordinator will conduct a thorough evaluation, revision and update process subsequent to any incident where the procedures are required to be instigated.

See Appendix 7: CI Document Maintenance & Distribution Schedule.

Procedural documentation includes but is not limited to:

- Emergency & Physical Critical Incident Management Procedures
- James Cook University Emergency and Critical Incident Website

Related documents, legislation or JCU Statutes

[National Code of Practice for Registration Authorities and Providers of Education and Training to Overseas Students 2007](#) - particularly Standard 6.4

[Public Safety Preservation Act 1986 \(Qld\)](#)

[Police Powers and Responsibility Act 2000 \(Qld\)](#)

[Disaster Management Act 2003 \(Qld\)](#)

[Environmental Protection Act 1994 \(Qld\)](#)

Behavioural Risk Assessment Policy

Approval Details

Policy sponsor:	Deputy Vice-Chancellor, University Services
Approval authority:	Vice Chancellor
Version no:	11-01
Date for next review:	1 September 2013

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Modification History

Version no.	Approval date	Implementation date	Details
08-01	09/10/2008	10/10/2008	Approved by Council
11-01	24/08/2011	01/09/2011	Endorsed by Council, Approved

Supporting Documents Register

Appendices

Appendix 1: Quick Reference Guides

- *1st Response Assessment – Incident Quick Reference Guide*
A top line visual reference guide demonstrating the sequence of events and information flow from incident reporting through to evaluation.
- *Reporting of an Incident – Quick Reference Guide*
A wall chart displaying primary contact numbers in the event of an emergency.
- *Student in Crisis Guide*
A wall chart displaying primary contact numbers in the event of a personal student crisis during both business and after hours.

Appendix 2: Escalation and Decision Matrices

- *Escalation and Decision Matrix*
A decision matrix for CIMG group member reference
- *Incident Escalation and Decision Matrix – JCU Security*
A detailed decision matrix for JCU Security and Duty Officers' reference

Appendix 3: *The Critical Incident Management Group (CIMG) Terms of Reference*

A document which outlines CIMG terms of reference, including composition, duties and accountabilities; and provides contact names and details for available senior JCU staff that may be called upon to act as a CIMG member.

Appendix 4: *Critical Incident Record*

The CI Record is a comprehensive checklist for recording information, events and activities from incident reporting through to evaluation. To be used as a recording tool from which a report is compiled and provided to the Vice Chancellor and the CIMG post incident.

Appendix 5: *Communications Strategy*

This document informs the Communications Strategy to be employed during and after a Critical Incident and covers internal, external and personal.

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Appendix 6: *Psychological First Aid Plan*

As part of Section 5 of the Critical Incident Policy, the Psychological First Aid Plan documents the guiding principles and imparts an evidence-based intervention approach in the immediate aftermath of a Critical Incident.

Appendix 7: *CI Document Maintenance & Distribution Schedule*

This document is a schedule which reports the Document Sponsor and the distribution appropriate to each Appendix title.

Appendix 8: *Security Contacts*

Contact details for JCU Security personnel.

Procedures

Procedure a) Emergency & Physical Critical Incident Management Procedures

- University Cyclone Response
- Evacuation Procedures
- External Disaster
- Fire
- Internal Emergency
- Medical Emergency
- Personal Safety
- Pandemic Guidelines

Procedure b) Death of a Student

Procedure c) Death of an Employee

Procedure d) Recovery & Support Plan