

Appendix 1 – Proposed Crisis Management Structure at Charles Sturt University

- 6.1 A **crisis** can be any emergency or critical incident that is beyond the capacity or the delegated authority of the Critical Incident Response Group (CIRG) to successfully manage; or a series of internal or external events that have the potential to seriously damage an organisation's people, operations or reputation. **Crisis Management** is the development of a system to minimise the impact of a crisis on an organisation's people, operations and reputation and to assist an organisation to recover from such an extreme event.
- 6.2 At present there exists a range of policies and processes that covers many aspects of the Prevention, Preparedness, Response and Recovery phases of emergency and disaster management. These processes include but are not limited to: risk and threat assessment, risk mitigation, emergency preparation and response, and business continuity planning. Over recent times the Emergency Planning Committee has put forward a recommendation to combine these existing University processes to create an integrated crisis management system that would be governed by one high level overarching Crisis Management Committee (CMC).
- 6.3 The proposed Crisis Management Committee would consist of senior managers from each of the prevention, preparedness, response and recovery management disciplines as well as representatives from the SEC to ensure this critical process is managed holistically rather than the individual insular processes that presently exist and lack any defined interaction or formal coordination.
- 6.4 The Crisis Management Committee would also be convened to develop a measured response to extreme events that may be outside the capacity of the assigned CIRG, or by the nature of the event, requires corporate level intervention to ensure the organisation's reputation is protected. This is particularly important during the response and recovery phases of a severe event. In fact the event may be of such magnitude or the subject matter so important that it may bypass the Critical Incident Response Group process and go directly to the Crisis Management Committee to manage.
- 6.5 **What is the difference between an emergency, critical incident and a crisis?**
An **emergency** is a sudden, unexpected event that requires an immediate response from internal and external emergency services. Emergency management is the development of effective incident response systems focused on controlling the event.
- 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 on a campus, a University premise or at some other location that involves the University or its operations.
- A **crisis** can be any emergency or critical incident that is beyond the capacity or the delegated authority of the assigned CIRG to successfully manage; or series of events that have the potential to seriously damage an organisation's people, operations or reputation.
- 6.6 Not all emergencies necessarily constitute a critical incident or a crisis. It depends on the *impact and the scale* of the emergency event. Similarly, not all critical incidents or crises are necessarily triggered by a sudden event requiring an immediate response from emergency services personnel. A Crisis Management Response Team (CMRT) may be called from members of the CMC, EPC, CIRG's or other areas of the organisation when the risk or threat is deemed significant enough to proclaim a crisis and requires a corporate response.

(Reference: Monash University Security, crisis management and recovery programs)

6.7 Crisis Management Model

A crisis management process is established by an organisation to create 'resilience' through a comprehensive and integrated emergency management framework. The following diagram represents the full cycle of emergency management which is comprised of four major phases, namely **Prevention, Preparedness, Response & Recovery**.

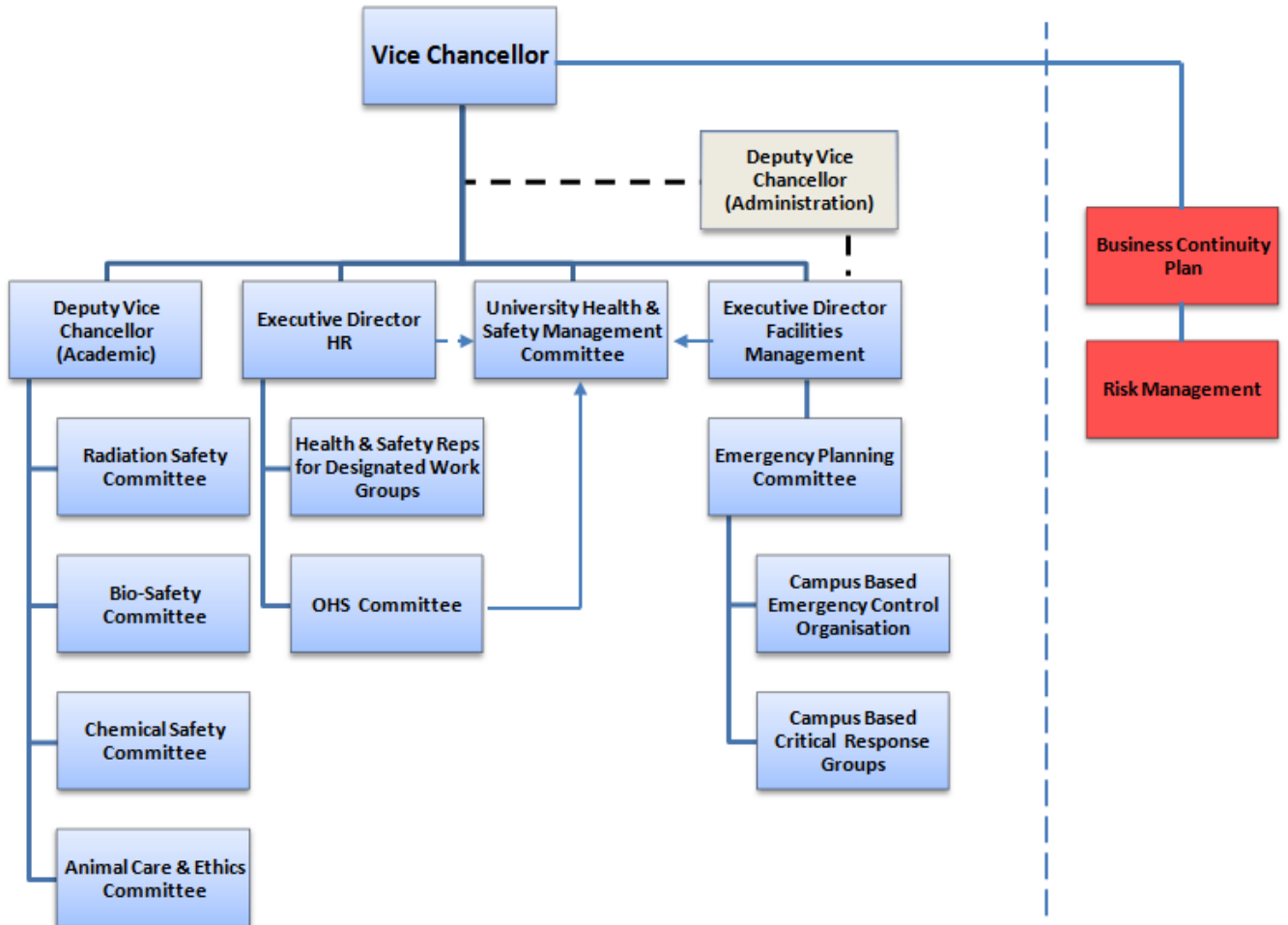


- 6.8 An overarching Crisis Management Team that would oversee the integration of all phases of the emergency management framework and is founded on strong leadership, robust, well rehearsed processes and a collaborative one-university network would result in significant improvements to the existing management processes, enhanced levels of protection for our students and staff and protection of our organisation's good reputation.
- 6.9 The outcome of integrated emergency, critical incident and crisis management processes will result in organisational resilience that will empower CSU to not only successfully respond and recover from an extreme event but to flourish as a result of a well planned and managed recovery phase.
- 6.10 The type of extreme event described above could include; natural disaster, technological failure or human malice and would result in an immediate and significant impact on staff, student and visitor welfare, could include significant loss or damage of property and impact on business continuity and organisational reputation.
- 6.11 In crisis management terms 'organisational resilience' is measured by an organisation's preparedness to respond to and recover from a significant event through the deployment of a robust management framework with an integrated approach to;
- Risk management
 - Emergency response
 - Business continuity, and also:
 - Leadership
 - Strategic direction
 - Organisational culture
- 6.12 The management of University related emergencies and critical incidents that can occur on a campus, a University premise or at some other location that involves the University or its operations; requires an understanding of the often complex issues of functional control as well as the efficient use of resources. It is clear that University staff faced with the need to manage a response to an emergency or critical incident (CI) may be working in an environment that is highly stressful and well outside their normal sphere of experience. The creation of this procedure and rehearsal of scenarios within the Critical Incident Response Groups (CIRG) for the inevitability of a real event is a structured manner in which to provide support to the Emergency Control Organisation (ECO) membership.

6.13 Safety Management Structure at CSU

The following chart summarises the existing management committee structures that exist at CSU. The important disciplines that are missing from this integrated safety framework are; Risk & Threat Management and Business Continuity Planning which are presently isolated within the organisations divisional structure.

6.14 It could be argued that risk management is an inherent part of all processes and that viewpoint would be correct. However, it is how those important processes are developed, implemented and managed holistically and then integrated to inform the strategic and operational processes of all the disciplines of a crisis management framework that is missing.



To stimulate debate in this matter the following chart has been developed to represent the processes and committee structure required to support the development of an integrated crisis management framework that would build a resilient organisation.

PROPOSED UNIVERSITY CRISIS MANAGEMENT FRAMEWORK

