

# CRITICAL INCIDENT MANAGEMENT VENEZUELA IFRC OFFICE

## CRITICAL INCIDENT MANAGEMENT WITHIN FEDERATION OPERATIONS

### **Definition of a Critical Incident**

A situation that, threatens, or has impacted on, the safety / security of Federation personnel, assets or operations to the extent that there is the potential to be a significant disruption or even incapacity to continue to operate.

### **I. Immediate Response:**

The below is the basic procedure to be followed in response to a critical incident within the IFRC OFFICE in Venezuela.

- 1) Incident reported to Security focal point.
- 2) Security focal point calls (in order) until one is reached, who then informs the others on this list:
  - Acting Head of IFRC Country office (HoCO)
  - Regional Security Coordinator
  - Security Unit in Geneva

Optional, on the advice of the Security Focal Point / decision of the HoCO:

- Regional Director

*(Note: This allows to coordinate immediate support to the incident scene and inform others as per below.)*

- 3) Security delegate contacts local authorities in the area (police, fire brigade, etc.) and requests assistance.
- 4) Security delegate SMS Alert of incident to all to ensure no more staff are exposed to the danger.
- 5) Security delegate commences collecting information on the incident to advise the Acting HoC.
- 6) Finance and administration delegate inform Insurance Provider and family members (as applicable).

## CRITICAL INCIDENT MANAGEMENT VENEZUELA IFRC OFFICE

- 7) Acting HoC forms Critical Incident Management Team (CIMT – including staff members as outlined above), either chairing it himself/herself, or appointing a Critical Incident Manager (CIM), who directs resources as needed.

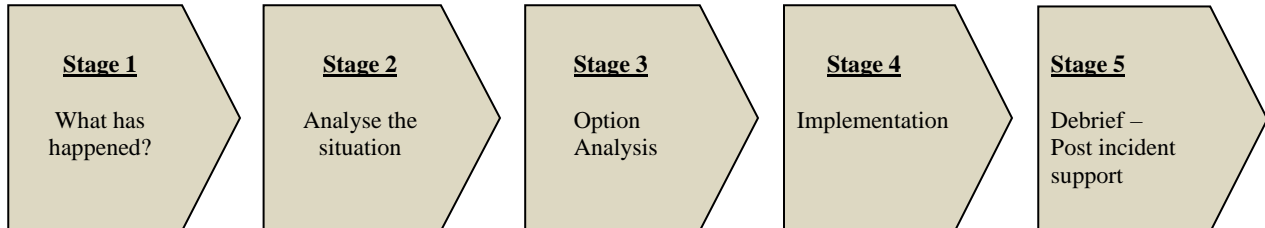
### Members to be appointed:

Acting Head of Country Office (Chair)	<b>Marissa Soberanis</b>	+58 424 2294760
Security Surge (Deputy Chair)	<b>Andres Echeverría</b>	+58 424 1529501
Administration Surge	<b>Alexander Ruiz</b>	+58 424 1527731
Programs (Secretary)	<b>Danielle Domersant</b>	+58 424 9716195
Venezuela Red Cross Secretary General	<b>Mario Santimoni</b>	+58 424 3204347
Venezuela Red Cross Ops Manager	<b>Hernan Bongioanni</b>	+58 412 6140650

- 8) The CIMT takes over all line and operational responsibilities of the incident (as per the process outlined below), report directly to the Acting HoC who retains overall authority.

## II. Critical Incident Management Process:

Usually includes five stages as per the diagram below:



### **Stage 1: Establishing What has Happened**

The first action must be to identify whether there *is any immediate action required to protect life – if so this must be taken.*

Verifiable information must be established outlining the details of the incident and an incident log is to be initiated. This is to record the chronology of events, log phone calls, record notes of all meetings and ensure all documents are recorded and filed.

### **Stage 2: Analyse the situation / Map the playing field**

The primary aim of this stage is to identify the problem and the parameters surrounding the problem:

## **CRITICAL INCIDENT MANAGEMENT VENEZUELA IFRC OFFICE**

- RC Movement actors involved (ICRC and NS) and current status (locations, operational agreements in force)
- Security issues
- External actors involved
- Country context – current situation (disaster, conflict etc), infrastructure (transport, medical, food and water, sanitation), capability of Government, status and capability of NS in country, status of Federation in country, limitations on ability to act
- Legal issues
- Medical issues
- Communications issues
- Media issues
- Determine the end-state objective (injured person evacuated, body repatriated, hostage released)

The CIMT must also decide:

- Whether due to risks to personnel, any programmatic activities should be suspended or whether personnel should be withdrawn to a more secure location.
- If additional support personnel should be deployed to any field location to assist.
- What information should be circulated internally and externally and identify any limitations or confidentiality issues.
- If any additional personnel or external specialists should be included in the CIMT.

CIMT members may be assigned specific roles/tasks and responsibilities for managing relations with specific stakeholders.

### **Stage 3: Option Analysis**

At the start of this stage two questions must be asked:

- Is this situation covered by existing contingency plans – if so, can they be implemented?
- Is the situation severe enough to warrant the activation of a business continuity plan?
- Does the Federation have the internal expertise to manage the incident – if not, where can this be accessed?

If there are no existing contingency plans or no existing continuity plans that can be adapted, then a response plan must be developed. This requires the identification and analysis of options to reach the end-state objective. During this stage the following should be considered:

- Only options and factors that contribute to the identified end-state should be discussed and analysed
- Options should have technical input from all members of the CIMT

## **CRITICAL INCIDENT MANAGEMENT VENEZUELA IFRC OFFICE**

- If technical input is required that is not available from CIMT then this must be obtained.
- Options tested against
  - Fundamental principles
  - Code of conduct
  - Limitations imposed by country context
  - Resources available to implement
- Preferred option is identified and presented to the Acting Head of Country, Regional Director, USG/Director or Secretary General as appropriate for executive decision.

When considering options and having identified the preferred option the CIMT must always consider the fluid nature of the situation and the potential implication this might have – the question ‘**What if?**’ (something changes or something new happens) should constantly be tabled.

### **Stage 4: Implementation**

Implementation of the preferred option should be in the form of a plan. This should:

- Clearly define the objective
- Assign roles
- Detail clear coordination aspects – timings, reporting requirements, interaction with other players – ICRC, NS, external
- Define clear command and control framework
- Information flow – the CIMT needs to ensure that Federation Media and External Communication Department, ICRC and NS are kept informed on the need for control over information to the press/media and information sharing with our stake holders. This might involve information black outs or preparing press lines, media statements and internal information sharing with NS.

The CIMT’s role is to monitor the implementation and be prepared to adjust things if required.

### **Stage 5: Follow Up/Debrief**

After the incident has been resolved a debriefing process is to be implemented. In the first instance the incident and situation surrounding the incident is to be fully investigated to determine why it occurred and whether it could have been prevented. Secondly the debrief is to examine how the incident or situation was managed to determine what can be learned and whether the manner in which it was managed could be improved. This process is to work through the incident from start to finish and examine actions taken at each stage.

- Confirm the incident log and sequence of events is accurate
- Were the actions taken appropriate?

## **CRITICAL INCIDENT MANAGEMENT VENEZUELA IFRC OFFICE**

- Were the existing procedures followed and are these procedures appropriate or do they need changing?
- Lessons should be identified and recorded
- Are there any follow-up requirements: e.g. counselling, legal, insurance related?

A post incident report is to be produced and forwarded to senior management.