



Critical Incident Protocol

September 2007

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Section 1 – Introduction

Why do we need a Critical Incident Protocol?

The Institute (IADT) is a large organisation and many people depend on it for a wide range of facilities, services and resources. For example staff members rely on it for employment and students rely on it to provide their education. Each of us arrive everyday expecting the Institute to operate and function as it always does, and for most of the time this happens. However, issues may arise which can seriously disrupt and impact on the Institute's business. This could be as serious as a fire or collapse of one of our buildings. It could be as seemingly simple as the absence of a key staff member at a critical time for the Institute. In such circumstances our staff members and our students expect their routines to proceed as normal or at the very least to be provided with information as to what is going to happen to rectify the situation. The Institute, therefore needs to have procedures in place where facilities, services, resources are affected.

What is a Critical Incident?

A critical incident is any event that disrupts the normal day to day activity of the Institute. This covers a wide range of possibilities. However it is the scale of the disruption that makes an incident critical. There is an outline of examples attached to this Protocol, (Appendix 1) it is by no means complete but it should illustrate the range of incidents that could impact on the Institute. However, the following are always likely to be **Critical Incidents**:

- Death/serious injury (or the threat of) to a staff member, student or visitor to the Institute.
- Serious physical or environmental damage to the buildings of the Institute or their surroundings.
- Significant disruption of the business of the Institute.
- Serious threat to the Institute's public image.

Does this Protocol cover all potential events?

This Protocol combined with three other key Institute documents will cover all foreseeable events that could have an impact on the smooth operating of the Institute. The documents are:

- The Institute's Health and Safety Statement.
- The Institute's Business Continuity Plan.
- The Institute's Risk Register.

Many other documents and procedures exist in local offices to deal with crises that can occur and affect only that office. The appropriate staff members in each area are familiar with the procedures relating to their area or department.

There will be new and emerging threats to the functioning of the Institute, this Protocol outlines the principles to be followed in each case. It must be recognised that each Incident will be unique in nature.

What are the key priorities for the Institute in the event of an Incident?

Whenever there is a threat to the running of the Institute it will need to balance a wide range of priorities. Some of these priorities become key in the decision-making of the Executive of the Institute.

These are in order of priority:

- The immediate personal safety of all students, staff members and anyone else associated with the Institute.
- The future wellbeing of students and staff members of the Institute.
- The protection of the assets, infrastructure and fabric of the Institute.
- Compliance with all appropriate legislation.
- The ability of the Institute to continue to function.
- The reputation of the Institute.

How do people know what to do?

There are a number of ways in which the Institute can plan for eventualities and by which staff members can be aware of what to do.

Firstly, the Institute, through its rigorous recruitment process, appoints staff members to positions based on their demonstrated competencies, experience, skills and training. These staff members are aware of their responsibilities and their roles in the event of an incident. Staff members should have confidence in their line managers to deal with incidents in an appropriate manner up to and including the Director.

Secondly, the Institute's staff training and development process ensures that staff members are regularly up-skilled in the areas of relevance to themselves and their work area.

Thirdly, the Institute, through its Risk Register, identifies the main potential risk areas and has plans and procedures in place for their management. In addition the Institute keeps up to date regarding incidents and events in other Institutes and Colleges throughout the world and many other organisations. The Institute learns lessons from such incidents and from the responses made to them. Finally, the Institute and each area of the Institute plans for the types of incident that may arise in the relevant area.

The Institute's response to a critical incident will typically reflect the following stages:

- Immediate response and intervention: this involves an emergency response and reaction and a restoration of the functioning of the Institute.
- Secondary response: this involves any reconstruction of buildings, replacement of staff members or equipment; it may also involve investigation by external agencies.
- Post-incident response: this involves communication both internally and externally in relation to the event and the actions taken. It may also involve implementing support mechanisms for staff members, students and families affected by the incident.
- Review: every critical incident will be critically reviewed and analysed to determine whether the incident was handled appropriately and to identify any weaknesses in the Institute's systems and procedures to prevent any future occurrence.

While these responses will usually happen in sequence, it is likely that there will be overlaps when two or more of these responses occur at the same time.

Section 2 – How Does the Institute Cope?

Who is responsible for managing a response?

The Director is responsible for the proper running of the Institute. In the event of an incident, the Director has overall responsibility.

The Director manages the Institute through the Executive. Each member of the Executive is responsible for the proper management of their area of responsibility and has a collective responsibility for the management of the Institute as a whole.

The Registrar will assume responsibility in the event of an incident involving students. The Secretary/Financial Controller will assume responsibility in the event of an incident involving staff members.

In certain circumstances, e.g. the death or injury to individuals, the Emergency Services will assume control of the Institute Campus. In this instance the appropriate member of the Executive will be the direct point of contact with the Emergency Services.

What happens if any of the key personnel are not contactable?

This protocol is designed to be used by some key staff members of the Institute. However, for a variety of reasons one or more of these key staff members may be unavailable or not contactable. This may be as a result of the incident itself or the relevant staff member may be off campus or on leave. It is important that the Institute replaces these key staff members on a temporary basis to deal with the incident.

All members of the Executive are empowered to act in the absence of one or more of their members including the absence of the Director.

All members of the Institute Management Team are empowered to act in the absence of more senior personnel.

In the event of the absence of key members of the Executive and/or Management Teams, any remaining member of the Executive and/or the Management Teams may assume control and responsibility of the Institute and/or Campus for the purpose of restoring the Institute to its normal functions. As soon as possible on assuming responsibility the staff member should assemble as many members of the Executive and/or Management Teams as are available to implement an agreed plan of action. This assembly will return control of the Institute to any relevant key Executive members immediately on their return to availability.

What is the role of the Chairperson and the Governing Body in the event of an incident?

The Governing Body is responsible for the proper running of the Institute and its powers are set out in legislation. The Governing Body performs its functions through the Director.

In the event of a critical incident, the Director in conjunction with the Secretary/Financial Controller will determine the need to inform the Chairperson and the Governing Body. The Secretary/Financial Controller in consultation with the Director and/or the Chairperson will determine the need to convene a special meeting of the Governing Body.

All critical incidents will be reported to the Governing Body in the Director's Report at the next available Governing Body meeting.

What is the role of staff members of the Institute?

This is entirely dependent on the nature of the event. Some staff members will be actively engaged in managing the Institute's response to the event. These will be staff members experienced and trained for the circumstance.

All other staff members will be needed to maintain calm among the college community. This can be achieved in a number of ways. Staff members should continue with their normal routines where safe and possible to do so. This will ensure that a calm and stable environment is maintained.

Staff members should assist their colleagues who may be required to disengage from their normal routine by providing relief cover for them. This will enable those staff members to deal with the incident without the need to concern themselves with the normal running of the Institute. Staff members can assist in keeping unnecessary intrusion on to the scene of any accident, this will allow those directly involved in managing the incident to deal with the incident without the need to deal with interference.

Staff members are also important insofar as they are often among the first to hear about any incident, particularly an incident that occurs off campus or outside Institute operating times. In this case staff members need to ensure that the Institute is made formally aware of the incident. Immediate communication should be directed to any one of the following:

- Director's Office
- Registrar
- Secretary/Financial Controller

It is essential for the Institute to deal quickly with any incident. It is better to receive the same information many times than not to receive any information. All of the above can be contacted on their Institute e-mails or by mobile phone. These details are listed in (Appendix 2) attached to this protocol.

Staff members have a crucial role to play in maintaining the good reputation of the Institute. In the event of an incident, key external liaison people will be identified who will in turn liaise with the media and appropriate authorities.

What is the role of students of the Institute?

This is entirely dependent on the nature of the event and who is involved. Unfortunately it is likely that students will be close to the incident, either by direct involvement or where they are friendly with any students that are involved.

Any students' first priority is their own personal safety and welfare. In the event of any incident all students should ensure that they remove themselves from any danger or peril and that they follow the lawful instructions of emergency services personnel and/or staff members. Students should where possible give assistance and comfort to their fellow students.

Students are also very important insofar as they are likely to be the first to hear about any incident, particularly an incident that occurs off campus or outside Institute operating times. Students need to ensure that the Institute is made formally aware of the incident. Immediate communication should be directed to any one of the following:

- Registrar
- Students' Union President
- Academic Administration and Student Affairs Manager

The Students' Union President and Academic Affairs Manager will liaise with the Registrar. It is essential for the Institute to deal quickly with any incident. It is better to receive the same information many times than not to receive any information. All of the above can be contacted on their Institute e-mails or by mobile phone. These details are listed in (Appendix 3) attached to this protocol.

Students are likely to be more familiar with their lecturers or School Administration. Communication with any staff member in this area should ensure that the Institute receives the relevant information. Alternatively, students can make contact through the Students' Union. These details are listed in (Appendix 3) attached to this protocol.

In any case it is vitally important that communication is made with the Institute as soon as possible.

Students may be requested to assist in any recovery operation, subject to having the appropriate training and willingness to participate in the process. This will be determined on a case by case basis by the responsible staff member or the emergency services.

Students have a crucial role to play in maintaining the good reputation of the Institute. In the event of any incident, key external liaison people will be identified who will in turn liaise with the media and appropriate authorities.

If important services are unavailable what does the Institute do?

Every circumstance and every incident will present its own unique difficulties and problems. That is why a plan will need to be developed quickly to deal with each incident. These plans will deal with the services that are required and those that are not available in the Institute. The members of the Executive have contact details of a range of available services and their locations. These include Dun Laoghaire Rathdown County Council and the National Rehabilitation Hospital on Rochestown Avenue.

It should be remembered that all of IADT's ICT Systems and records are hosted off campus and are backed up regularly. This means that regardless of what happens on campus there will always be access to our data. A separate strategy is in place to deal with any failure to the external hosting of our ICT records.

Will other Institutes assist?

IADT is one of 13 Institutes of Technology and is a member of Institutes of Technology Ireland. All of the Institutes cooperate with each other in a variety of ways on a regular basis. In the event of a critical incident IADT will be supported in whatever way is required by the other Institutes. As IT Tallaght is the nearest Institute to IADT it is likely that most support will be provided either by IT Tallaght or in IT Tallaght. IADT also has close links with Dublin-based higher education institutes. As IADT would offer whatever assistance is required to any or all of these, it is expected that a wide range of assistance would be received from these Institutes. Members of the Executive have the contact details of their counterparts in all of these Colleges and Institutes and will call upon them when required.

Will there be a central point to manage the Incident?

Not all incidents will need a "command" centre to be established. Many incidents can be managed by the Executive and the Management of the Institute from their usual offices. However, there are some occasions when a "command" centre may be needed:

- where the scale of the incident means that the management of the Institute need to assemble to make decisions
- where some of the key locations in the Institute are unavailable.

A number of locations have been identified as being suitable for use as a "command" centre. These locations are listed below and have been chosen because of their proximity to computer, telephone and key MIS systems, the availability of meeting spaces, catering and other facilities:

- Róisín Hogan House: Executive Floor
- Carriglea: C017, C013, C039 & C041
- Atrium Building: A116, A118, A121 & A123
- Media Cube: Boardroom (M005), Gallery Room (M006), M009 & M010

Where the Institute establishes a "command" centre, the details will be notified to all relevant staff, students and any outside agencies involved. Unless this is unavailable, the Executive Floor of Róisín Hogan House will be the default "command" centre. Where an off-site "command" centre is considered necessary staff members and students will be notified of its location.

Will there be somewhere for staff members and students to assemble?

Assembly points will only be required where the evacuation of any part of the campus is needed. The primary assembly area is Car Park D, the student Car Park adjacent to the Carriglea Building.

Where students and/or staff members feel that they need to congregate to offer each other assistance during or following an incident a number of locations on campus have been identified as suitable. The most suitable locations are the offices or classrooms where staff members or students normally work or congregate. Where more central locations are needed the following locations may be designated as congregation spaces, where they are available:

- Student Canteen in the Atrium Building.
- Trevor Scott Hall and the Chapel in the Quadrangle and
- Rooms C034, C036, C038 & C040 in the Carriglea Building.

Where the entire campus is unavailable, the Institute will notify staff members and students of the assembly location.

Section 3 – How Do People Know What is Happening?

How does the Institute hear about Incidents?

It is very important that the Institute hears about any incident as soon as possible in order to take the appropriate action and to implement the necessary steps to protect students and staff members of the Institute.

If the incident occurs on campus, students should bring it to the attention of any staff member as quickly as possible. Staff members should notify the appropriate member of the Executive:

- Registrar if it involves a student.
- Secretary/Financial Controller if it involves a staff member or any of the campus facilities.
- If there are injuries or if the emergency services need to be called the Caretakers must be notified immediately on 4999. For major incidents it is likely that the fire alarms will sound.

Where an incident occurs off campus or out of hours, it is essential that the Institute is notified without delay. Students should contact the Students' Union or the Academic Administration and Student Affairs Manager. Contact details are listed in Appendix 3 of this protocol. Staff members should contact their immediate line Manager. Contact details for the Management Team are listed in Appendix 4 of this protocol.

Where a student or staff member hears reports of an incident regarding the Institute, and is contacted by the media for commentary, the Institute needs to be informed as soon as possible. In the event of any incident key external people will be identified who will liaise with the media and appropriate authorities. IADT will liaise with local media in the region where appropriate.

What information does the Institute need?

The Institute will check and verify any details given to it regarding any incident, however, it is important that as much factual detail as is available is given to the Institute as soon as it is available.

Specifically the Institute will need to know:

- Name of the student(s) and/or staff member(s) involved.
- Programme, title and year
- Office or department that they are associated with.
- Name and telephone number of the person reporting the incident.

This information will remain confidential to the Institute unless required by the Gardaí. The Institute needs to know who is reporting the incident in case the person reporting the incident also needs assistance.

How will the Institute inform all staff members and students?

The Institute will decide on the to keep people informed and on the relevant people that need the information. There are a number of methods of keeping people informed about incidents.

Staff members or students who work or study in close proximity to any victims or distressed colleagues should usually be told in person by their line manager or Programme Coordinator and they should usually be the first to be told. The remainder of staff members and student body will be informed by e-mail from the Director's Office. E-mails from other offices must be authorised by the appropriate member of the Executive. In certain cases it may be necessary to communicate with students and staff members as an emergency. In these cases the Institute, where relevant, will text staff members and students on their mobile phones. Where possible the Institute will endeavour to have common protocols in place to contact appropriate staff members and students.

In the event of an incident key internal people will be identified who will liaise with the media and appropriate authorities. IADT will communicate through the use of local media where appropriate.

What information does the Institute have to contact Staff members or Students?

The Institute maintains a number of Data Systems that contain the details of staff members and students. Staff members on appointment give the HR Office details of their address and phone numbers and details of their next of kin. Students give similar details annually on registration. This information is covered by the Data Protection Acts, 1988 and 2003 and is only used in accordance with the law. It is important that both staff members and students keep this information up to date, such as any changes to an address and/or phone number. When required in the event of an incident, the appropriate personnel in the Institute will access the records to get the necessary detail.

The Institute issues all staff members and all registered students with an Institute e-mail account. This e-mail can be accessed by staff members and students from any internet accessible computer through www.iadt.ie. This will be the preferred form of communication from the Institute during any incident.

In the event of an emergency it may be necessary to contact students by text message.

Who will deal with family members?

It is essential that communication to and from family members be handled sensitively and compassionately. The HR Manager is the primary contact from the Institute with the families of staff members and the Academic Administration and Student Affairs Manager is the primary contact with the families of students. Where staff members and/or students have close personal contact with the families of their colleagues, it is entirely appropriate for them to maintain their own personal contact, however other staff members are requested to respect the privacy of families that may be dealing with difficult circumstances.

Who will deal with media queries?

The Institute needs to manage media information and external communications to ensure that accurate and timely information is issued. In the event of an incident only designated personnel may communicate on behalf of the Institute with the media or issue formal announcements. This will usually be the Director, the Chairperson of the Governing Body, the appropriate Executive member who is dealing with the issue, the Communications Office (where designated), an external PR Agency appointed for the purpose or a specified staff member that has been designated to be the spokesperson for the Institute. No other staff member or student may communicate on behalf of the Institute without express

authority. It is advisable that all staff members and students refer all queries and requests for interview to the Institute in the first instance.

The Institute will take advice on the nature of any information it can release. It is likely that the Institute will confine itself to issuing statements of fact and will be limiting its commentary on speculation. Where the event involves the health or wellbeing of a staff member or student the Institute will have regard to the wishes of the victim's family in the content of any statements made. In general, the Institute will not comment on issues such as suicide, drug and/or alcohol related deaths or injuries, rape, sexually transmitted diseases or the cause of any arrest, detention or conviction.

Are there times when the Institute will comment?

The Institute will comply with all of its legal obligations and will report to the appropriate authorities where it is required to do so by law. These would normally be:

- HSE (Health Services Executive) in the case of outbreaks of a range of illnesses.
- HSA (Health and Safety Authority) in the case of work-related injuries.
- FSAI (Food Safety Authority of Ireland) in the case of outbreaks relating to food safety.
- EPA (Environmental Protection Agency) and/or the local authority in the event of the escape or leakage of certain toxic materials.
- Gardaí in the case of revelations of criminal activities or convictions.

The Institute may comment in cases where there is a risk to the health or wellbeing of staff members, students or the general public. Where appropriate it will issue formal public notification of the issue(s) involved. Such notification will be for information and advisory purposes only.

Section 4 – How will the Institute Help Students or Staff Members?

Will the Institute close?

The Institute will endeavour to remain open and to operate as normal in any crisis.

Clearly, where it is unsafe for staff members or students to remain on campus or in any part of the campus then either the entire campus or the relevant portion of the campus will be closed. This is likely to mean a disruption to classes and activities. Staff members and students will be notified in this event and will be notified of any alternative arrangements.

The Management of the Institute will determine on the basis of the incident, whether it would be appropriate to provide for a period of mourning. Where this is the case, staff members and students will be notified. The Institute will close in the event of a national day of mourning.

Attendance at funerals or memorial services is a matter of personal choice for each individual. The Manager for each area, in consultation with the relevant Executive member, will determine the necessity to close a School or Office for a period to allow attendance at services. Any potential impact on classes must be agreed with the Registrar. Where staff members wish to take annual leave to provide for additional attendance at services or memorials, the standard practice for ensuring a continuation of service for each Office and Department will apply.

What is the role of the Students' Union?

The Students' Union participates in a number of key roles in the Institute. The Students' Union has a key representative role and the views and opinions of students' representatives are important to the Institute when managing difficult issues.

The Students' Union may often be the first contact point in relation to students in difficulties or members of the Students' Union may often be the first to hear of an event. The Institute relies on the Students' Union and its Officers to ensure that the Institute is informed of incidents.

The Students' Union may often have more accurate and up-to-date information on student contacts and their personal circumstances and this may be key in making contact with students. The Students' Union through its Class Representative system may be in a position to make contact with students.

The Students' Union through the Student Assistance Fund and the system it has for disbursing monies to students may be in a position to assist students in a financial crisis following any incident.

What support will be put in place for staff members and students?

The Institute in dealing with any issue will consider the impact on staff members and students. However, the level of support that needs to be provided will depend on the specific details of the incident.

Will there be Counselling?

People react in different ways to traumas. The resulting stress may include emotional, physical, behavioural and cognitive reaction. The Institute recognises this and has made provision for staff members and students to respond in their own way. The Institute provides a student counselling service on campus in the Student Services Centre. This service may be extended for additional hours or by additional counsellors where this is considered necessary. The Institute provides an Employee Assistance Programme for all staff members and members of their families. This service may also be extended where it is considered necessary. The Institute may designate areas for students or staff members to use where necessary.

Will financial assistance be available?

The Institute is fully insured for all eventualities. It subscribes to a personal accident insurance policy for students. Students are entitled to claim for reimbursement of necessary medical expenses. Personal property lost or damaged during an incident and as a direct result of the incident is covered, unless the loss or damage is due to the carelessness of the owner. The Student Assistance Fund will consider any application for financial assistance where a student suffers financial hardship as a direct result of an incident.

How will the Institute notify staff member(s) or student(s) about a tragedy?

Staff members or students who work or study in close proximity to any victims or distressed colleagues should usually be told in person by their line manager or Programme Coordinator and they should usually be the first to be told. The ideal person to inform a group of students is someone who knows them well and has their trust. Where possible the staff member making the announcement should be accompanied by another staff member. This may be the student counsellor or a more senior member of the Institute's Management Team. Where any staff member indicates that they would be uncomfortable undertaking this task their view should be respected.

Indeed, where a member of staff feels, for whatever reason, that they are unable to be involved in the Institute's direct response to a serious trauma, they should be allowed to opt out readily. The Institute recognizes that members of the Executive and/or Management Team may themselves be directly affected by incidents or events. The Institute will endeavour to have common agreed statement before students or staff members are informed.

While each person will have their own way of relating to their group of staff or students, it would be useful for there to be an agreed script. Clear and unambiguous information (the facts as they are known) will reduce the spread of unnecessary rumour and misinformation. It is also important to recognise that not everyone needs to be given the full details of an event. Information should be provided on a need-to-know basis.

Where possible, all students and staff members should be told at the same time in class or office groups no larger than their normal size. Notice should be made of any absentees from the group in order that they can be appropriately informed. Details of a critical incident will obviously need to be communicated to any group of students or staff in a sensitive manner and those informing the group should check the list of those they are informing carefully and note if there are any individuals in the group who are likely to be more seriously affected by the information than others. Those informing students or staff of the details of the incident should spend a reasonable amount of time with the group to allow them to react to news of the incident.

Where news of the death of a student or staff member is being communicated it should be acknowledged that some people may find it difficult to cope with the news and that support is available through the student counselling and the Employee Assistance Programme. The statement should also highlight the support that will be available to staff members and students in respect of the incident in both the immediate and longer term.

Where a clear plan of action has been agreed in respect of the incident this plan should be conveyed. Where a plan is in the process of being prepared staff members and students should also be advised of this and of the time/date that they may expect to be advised of the details of such a plan.

The Institute should not normally comment on the causes of death or injury or on the events leading to an arrest or conviction. It is important to respect the privacy and sensitivity of the victim's family and friends.

How will the Institute notify family member(s) about a tragedy?

Notifying family members about an incident is a very important issue and must be managed carefully and sensitively. This will be done by the Registrar and the relevant Head of Department for students and the Secretary/Financial Controller and the relevant line manager for staff members. While it is recognised that different situations will call for different responses the following points should be considered:

- A clear statement should be prepared to assist those contacting the relatives of those who have been injured or affected by the incident.
- It is preferable to have a group of people i.e. the entire family involved so that all concerned are informed in or around the same time.
- Those contacting the most affected by the incident should check to see if the contacted persons are on their own and therefore in need of support.
- Those contacted should be offered as much practical help as possible e.g. transport, phone numbers, relevant contact persons and other resources.
- Ideally, the most seriously affected should be spoken to face to face rather than by phone.
- The communication should contain some element which allows the person conveying it to check that it has been fully understood.

What training will staff members or students have?

Staff members of the Institute are appointed to positions based on their demonstrated competencies, experience, skills and training. These staff members are experienced and qualified to deal with many of the issues that arise in their area of competence, including crises. Staff members are regularly up-skilled in the areas of relevance to themselves and their work area through the Institute's staff training and development process. The Institute further identifies skills that need to be available to a range of personnel through the Institute's staff training and development process and training in these areas is provided. Staff members may also request training in specific areas through the Institute's PMDS process.

Individual students may have some skills and competencies based on their external experiences and activities. The Institute will be pleased to include these students in the development and implementation of responses to critical events. This will be done through the Students' Union. Training for students who wish to develop skills in these areas can also be delivered through the Students' Union.

Section 5 – Does the Institute Learn from Critical Incidents?

Things have happened in other Institutes, does the Institute know how they coped?

The Institute is aware of and informed about incidents and events in other Institutes, colleges and centres for learning and a wide range of other organisations throughout the world. The Institute learns lessons from such incidents and from the responses made to them. Many of the Institute staff members have worked in other Institutes and organisations and are experienced in dealing with a range of critical incidents. There are also a range of networks of staff between the various Institutes where these matters are regularly discussed.

Will there be a review of this Protocol?

As with all policies and procedures in the Institute, this Protocol will be formally reviewed and updated every three years.

However, more importantly, whenever there is an incident that requires this Protocol to be implemented there will be a full review of the incident, its causes and the actions that were or were not taken by the Institute and its staff members. This review may highlight issues that require further action and potential recommendations for inclusion in this Protocol. Where this occurs these recommendations will be included in the revised Protocol.

Appendix 1 (September 2007)

Examples of a Critical Incident may include but are not limited to the following:

- Death of a student or staff member of the Institute.
- An accident on or off campus involving students or staff member.
- Serious injury or assault on a student or staff member.
- Serious trauma to a student or staff member.
- Disappearance of student or staff member.
- Serious illness of a student or staff member, particularly in the case of a contagious condition.
- Any of the above involving close relations of students or staff members.
- Damage to building(s) through flood, fire, vandalism, hazardous materials.
- Terrorist incident or threat.
- Protests and/or occupation of buildings and campus.
- Environmental damage, either on campus or in the vicinity.
- Criminal Activity.
- Actions by students or staff members that bring the Institute into disrepute.
- Arrest/detention or conviction of a student or staff member.
- Revelations of prior history of a student or staff member.
- Industrial action.
- Ethical issues in relation to research and business practices.
- Falsification of published data and/or information.
- Systems failures.
- Procedural failures.
- Legal Actions against the Institute or its staff members.

Appendix 2 (September 2007)

Contact details for staff member(s) to inform IADT that an incident(s) has occurred off campus or outside Institute operating times.

- Director's Office
- Registrar
- Secretary/Financial Controller

Appendix 3 (September 2007)

Contact details for Student(s) to inform IADT that an incident(s) has occurred off campus or outside Institute operating times.

- Registrar
- Students' Union President
- Academic Administration and Student Affairs Manager

Appendix 4 (September 2007)

Contact details for IADT Management Team

Appendix 5 (September 2007)

List of Organisations, NGO's that IADT may engage with