



The Human Impact of Disaster on First Responders: Introduction and Partial Framework for Analysis

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Resilience [Resiliency]:

- **definition:** readily recovering from shock, buoyant
- the term is derived from **rheology**, the science of the deformation of matter
- as with materials, so with society: aim for the optimum combination of ability to resist and absorb shocks
- resilience is an amalgam of attitude, preparedness and redundancy.

Resilience

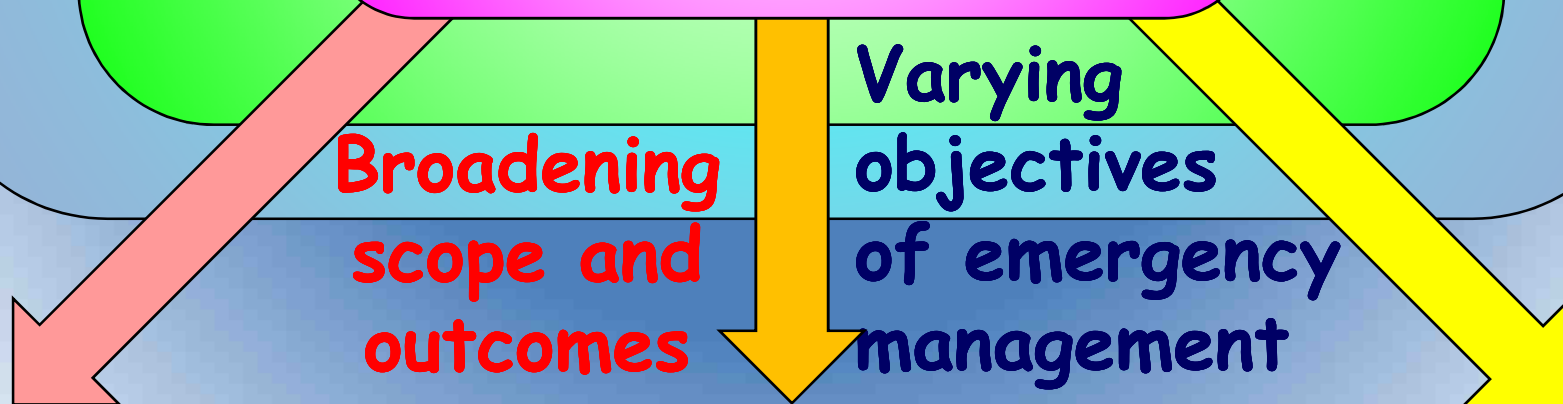
Civil Contingencies Management

Civil Protection

**Disaster
Management**

**Broadening
scope and
outcomes**

**Varying
objectives
of emergency
management**



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Policies/Ethics

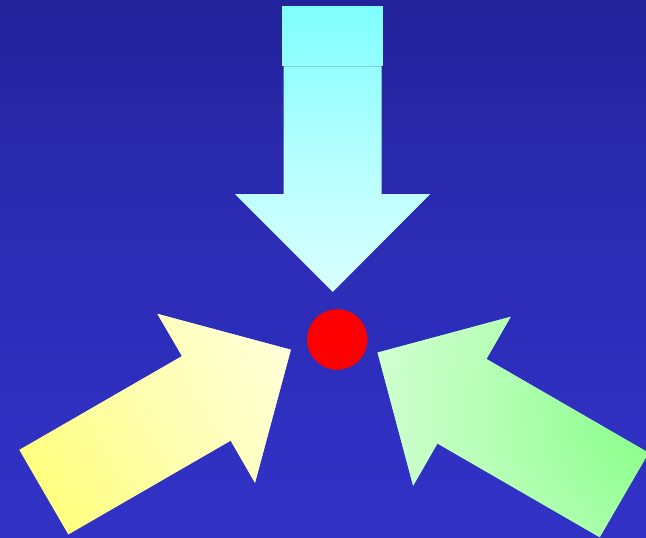
Strategies

Tactics

Operations

Results

Emergency and
technical services



Public administrators
and politicians

General
public

Emergency management: an evolutionary approach

Civil defence.....Civil protection

Proxy

Participatory

Command and control
Vertical chain
of command
Population excluded
Law and order
Secrecy

Collaboration
Task forces
Population consulted
and included
Problem solving
Openness

Regarding emergency volunteers....

- incidence of psychological problems has been observed to be high
- experience and training to cope with the problems has been found to be low
- volunteers seem to suffer greater psychological stress than professionals
- the causes of stress are experiential, psychological, environmental and social
- volunteers tend to defer psychological reactions until after the incident.

Optimisation of management in volunteer organisations

Complexity of problem	Support services needed	Management priorities	Strategy
Low	Information	Maintain capacity	Internal assessments
Medium	Services	Maintain capability	External assessments
High	Assistance and advocacy	Communication and representation	Community links and recognition
Grouping	Individual volunteers	Groups of volunteers	Whole organisation
Timescale	<1 year	1-2 years	2-20 years

After S. Reinholdt (2000) *Australian Journal of Emergency Management*

There is an overarching, fundamental lesson to be learnt from the response to the 7 July attacks, which underpins most of our findings and recommendations. The response on 7 July demonstrated that there is a lack of consideration of the individuals caught up in major or catastrophic incidents. Procedures tend to focus too much on incidents, rather than on individuals, and on processes rather than people. Emergency plans tend to cater for the needs of the emergency and other responding services, rather than explicitly addressing the needs and priorities of the people involved.

Report of the 7 July Review Committee

Report



Two models of organisation of civil protection services



Command function principle: allocating tasks according to level and objectives of decision-making (strategic, tactical, operational).

Support function principle: allocating tasks according to functional sector (e.g. communications, logistics, utilities).

Command function principle (PESTOR)

- command and control based
- clear division of responsibilities
- residual component of authoritarianism
- encourages hierarchical decision making
- possibly at variance with collaboration modes.

Support function principle



- network-based and non hierarchical
- encourages information flows and cascades
- easy to identify corresponding manager in other services and units
- difficult to apply command principles, which may remain poorly articulated
- difficult or impossible to integrate with command function architecture.

Emergency
preparedness

Contingency
planning

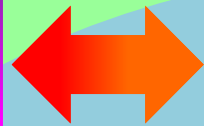
Standards:-

- what needs to be taught
- duration of courses
- quality management
- certification

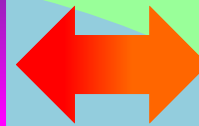
Crisis
management

Disaster risk
reduction

Common
culture



Common
objectives



Common
language

Broad-based emergency
management education



Field training and
professional experience



Discipline-based
education

Now let the hard work begin!

