

# Methodology of soft target coordination for the aftermath of a major incident

or how to cope with the situation



# 2<sup>nd</sup> revised edition

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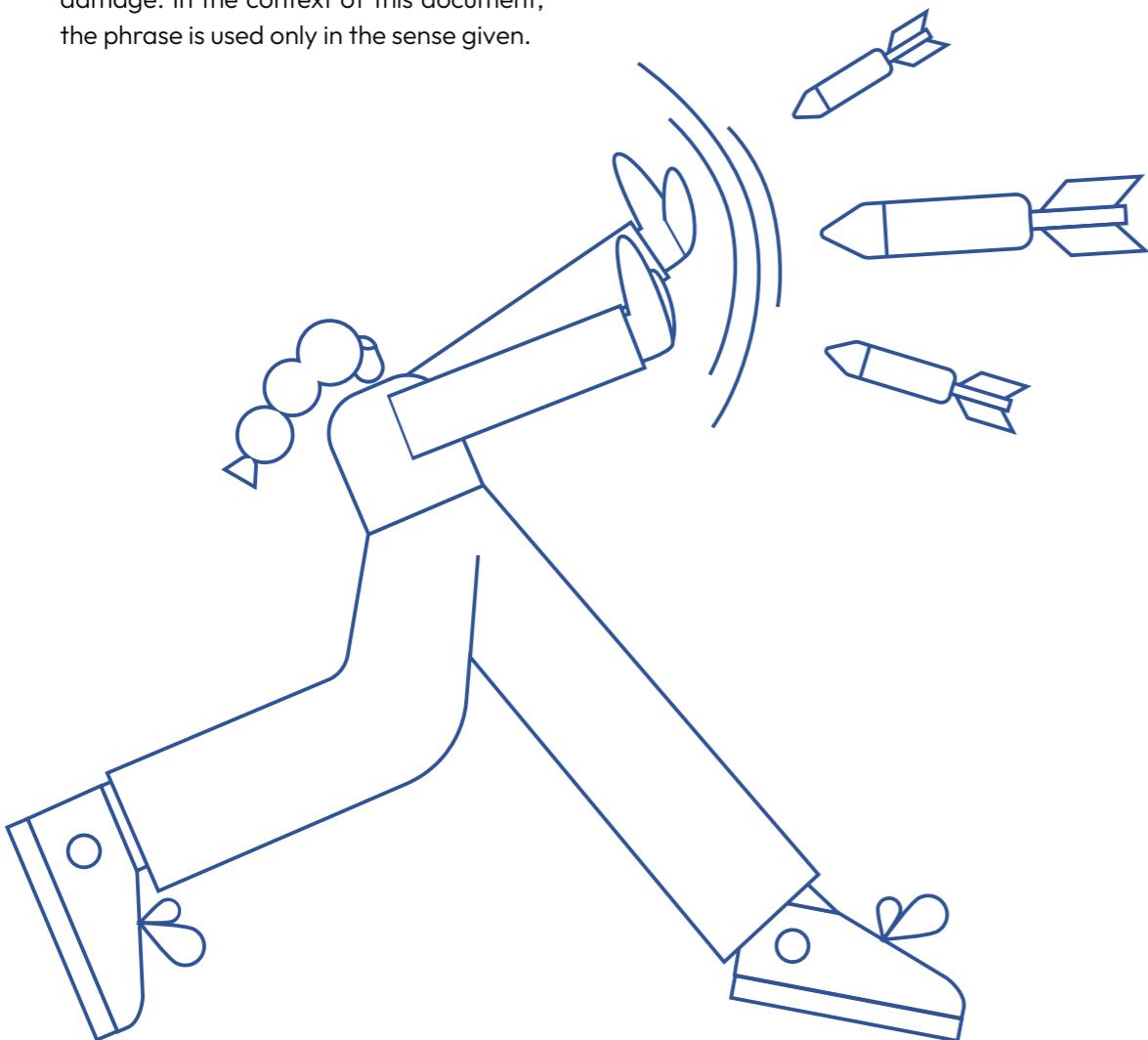
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# Clarification of terms for the purposes of this document

A **major situation** is a situation that occurs immediately after a major incident and significantly affects the operation of a soft target. A severe situation is a condition that cannot be handled by routine measures. The objective of the soft target in a severe situation is to return the organisation back to routine operations as quickly as possible and to prevent further damage. In the context of this document, the phrase is used only in the sense given.

A **major incident** is the designation of an event that by its nature threatens the life, health, property or reputation of the soft target. It cannot be resolved as part of a routine regime and requires a special response. Following an incident, a crisis situation occurs and is dealt with by the Co-ordination Team.



## Introduction

Terrorist attacks on soft targets<sup>1</sup> in Europe have intensified in recent years and pose a continuing threat to Europe.<sup>2</sup> With the increasing intensity of threats and risks in the world today, there is a growing demand for proactive measures that can voluntarily be adopted by individual soft targets to raise the standard of their own security.

A large part of security measures aims to be used as a means of preventing security incidents or deterring an attacker. In practice, however, it appears that it is not always possible to prevent all threats, despite our best efforts. In any case, preventive security measures, professional security guards, trained personnel and general security awareness will help to minimise the risk of attacks of all kinds. However, we cannot suspend our daily activities and completely isolate ourselves from the outside world in underground bunkers with the vision of absolute security. This is especially true for major violent attacks on soft targets.

Therefore, this methodology has been developed to help soft targets<sup>3</sup> to cope with

the situation AFTER a major violent attack or other similar major situation.

This methodology is designed for soft targets and is therefore primarily concerned with dealing with major violent attacks, but the measures outlined here will help a soft target increase its ability to cope with the consequences of a range of other major incidents of various kinds.

What does the situation typically look like after a major violent incident? What are its usual characteristics?

Usually it's a situation,

1. that poses a significant threat to the life, health, property or reputation of the organisation;
2. which often occurs unexpectedly and quickly, with insufficient time to prepare a solution;
3. which requires special measures and procedures on the part of the organisation, i.e. a departure from the daily routine;
4. which is characterised by a high degree of uncertainty and lack of accurate information.

Typically, these will be violent acts (attack with a cold weapon or firearm) inside the premises of the organisation (e.g. in the school building etc.) or outside the premises (e.g. at Christmas markets etc.), explosives

<sup>1</sup> Definition of soft targets according to the Ministry of the Interior of the Czech Republic: <https://www.mvcr.cz/cthh/clanek/terorismus-web-dokumenty-dokumenty.aspx>. Soft targets can be classified according to this key as: Education facilities, colleges, canteens, libraries, religious monuments and places of worship, shopping malls, marketplaces and shopping centres, cinemas, theatres, concert halls, entertainment centres, demonstrations, bars, clubs, discos, restaurants and hotels, parks and squares, tourist sites and places of interest, museums, galleries, sports halls and stadiums, major transport hubs, train and bus stations, airport terminals, hospitals, clinics and other health facilities, public meetings, parades, pilgrimages, cultural, sporting, religious and other events, community centres. Ing. Zdeněk Kalvach, Fundamentals of Soft Target Protection Methodology, Prague 2016.

<sup>2</sup> For more information on attacks in EU Member States, see: <https://www.europol.europa.eu/tesat-report>.

<sup>3</sup> The term „soft target“ refers in particular to

an organisation or company whose activities meet the definition of soft targets. The Coordination Plan is primarily focused on the activities of the members of the organisation or company, but ultimately also contributes to the protection of the organisation's buildings, assets and reputation.

# It's worth being well-prepared for major situations.

Thus, in addition to major violent attacks, a soft target may also face other unexpected situations beyond its control. These and other situations are brought about by life itself, and it is clear that good preventive measures can reduce the risk of their occurrence, but they can never be entirely prevented. For this reason, it is essential to be well prepared for unexpected situations and incidents and to know what to do in the event that a major, especially violent, incident actually occurs, despite all efforts to ensure adequate security. The tools presented in this methodology are designed to do just that.

placed inside or outside the premises, or the kidnapping of an employee, member of the organisation, student, blackmail, hostage-taking, gas explosion in or near the premises etc. Due to the lack of information, it is usually not clear at first whether it is an accident or a deliberate attack. The tools of this methodology are also useful for dealing with situations such as a serious traffic accident with a large number of injured employees or students, violent demonstrations taking place in the vicinity of the facility (in the area), or a situation where a state of crisis is declared in the region where the organisation is based and the situation is of concern etc.

The purpose of the methodology you have received is to present the basic idea and general guidance on how to prepare a follow-up procedure in case of an unexpected situation and how to go through it with the least possible loss of life, health, property, as well as other aspects of the organization's functioning, including its reputation.

It must be stressed here that any organisation can suffer existentially from the consequences of a mismanaged incident (e.g. loss of reputation in the market, with consumers, or political reputation).<sup>4</sup> Any organisation that is the target of a violent crime will seek to return to routine operations as quickly as possible. This is also the aim of this methodology. With a Coordination Plan (CP) in place, the organisation is not only safer, but also more confident and self-assured because its leadership is prepared to deal with unexpected incidents. An organisation with a very good CP can even score positive points with its staff and clients, or the wider public, in a post-incident situation. Leaders of such an organisation have the opportunity to demonstrate their abilities and also to share openly their values, which are to work through the non-standard situations and to build on the previous state of affairs as smoothly as possible and to maintain a sense of security with the public. This methodology is well suited to preparedness against unexpected events of generally all so-called soft targets, i.e. educational facilities, commercial entities, tourist sites, religious community centres, hospitals, as well as one-off cultural, sports and political events.

<sup>4</sup> An example is the legendary American airline Pan Am. The company's lack of ability to respond properly to a series of terrorist attacks and other incidents, most famously the 1988 Lockerbie attack in Scotland, led to the public losing confidence in the carrier. Also the rapid decline in sales led to the company's collapse in 1991.

## Objective of the procedure according to this methodology:

1. minimize loss of life and damage to health;
2. minimize damage;
3. ensure communication with the Integrated Rescue System (hereinafter referred to as „IRS“) and other institutions and persons;
4. to provide for basic needs and services (e.g. employees, students, parents, museum visitors, clients in the shopping centre etc.);
5. gather in one place the necessary information on the basis of which decisions will be made by the designated leaders;
6. a secondary effect of preparing and practicing the CP is a greater security awareness of managers, a clear acceptance of responsibility and control when a major incident occurs, which, according to practical experience, greatly influences the negative impact of an incident.

The essence of the response to violent attacks and other unexpected situations according to this methodology is the pre-prepared soft target approach based on the CP. The methodology is built on three basic pillars of preparedness that each soft target can address during the preparation period:

### 1. Coordination plan (CP)

It is a document defining the procedures, especially for the management of the or-



ganisation in the event of an incident, each organisation creates it individually. It is also recommended to consult the CP with the relevant regional directorate of the Police of the Czech Republic (hereinafter referred to as „PČR“),<sup>5</sup> the regional directorate of the Fire and Rescue Service (hereinafter referred to as the „Fire and Rescue Service“), the municipal or regional authority, the municipality and, where appropriate, other local entities so that its procedures follow the procedures of their partners.

### 2. Coordination team (CT)

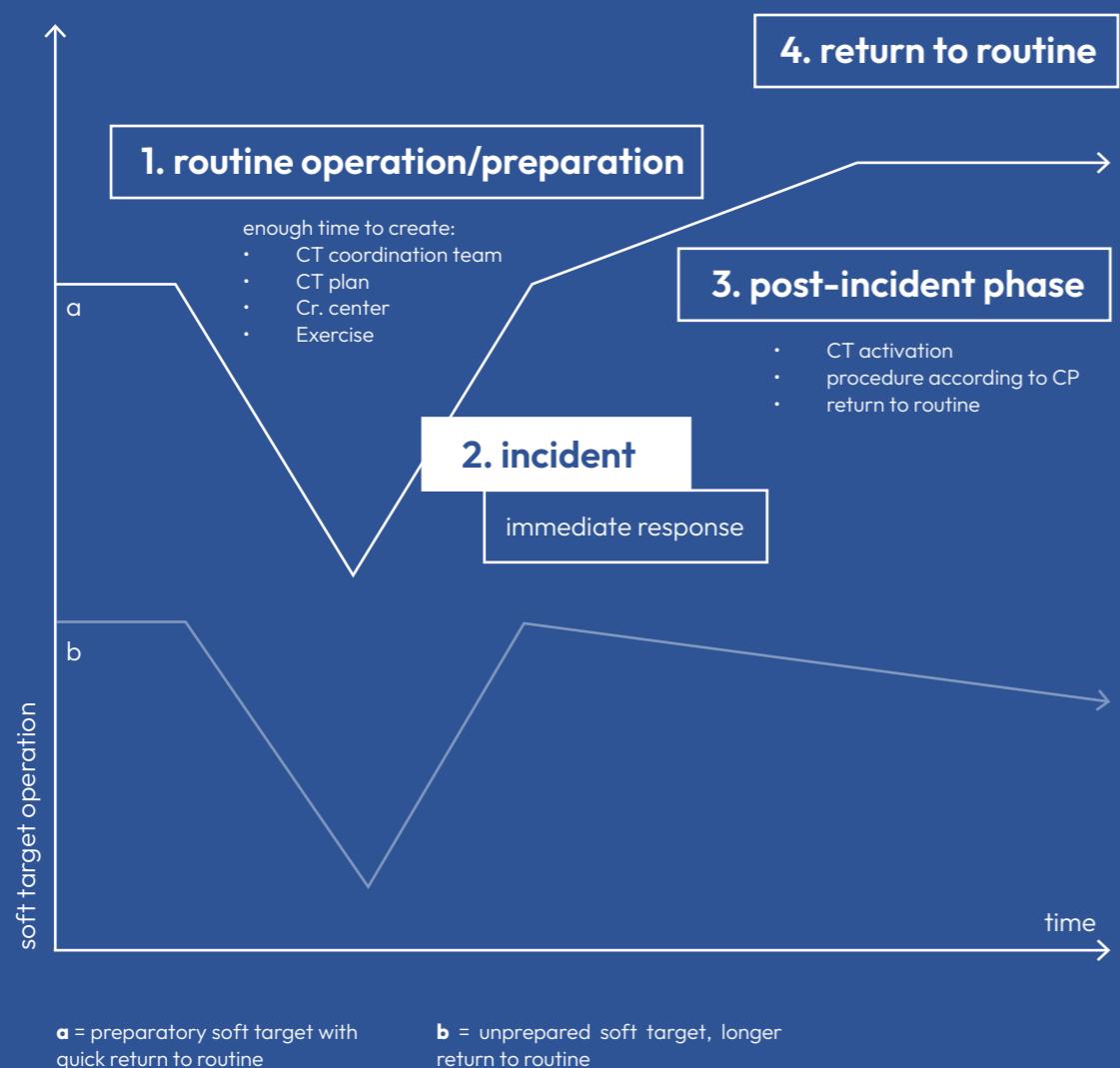
A team consisting of staff, volunteers, community members etc. who will address the incident and participate in the preparation and drills for the CP.

### 3. Coordination Centre (CC)

The location from which the CT (or other organization management) will operate in the event of CT activation.

<sup>5</sup> It is also possible to use the police HOTLINE for soft targets 800 255 255.

# Dynamics of soft target quality of operation



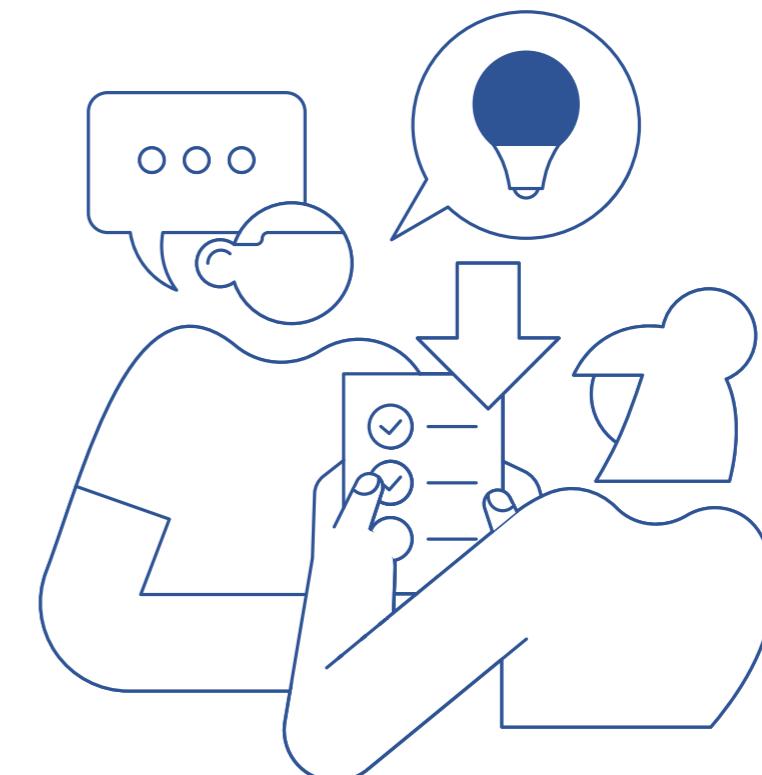
**Description:** A prepared procedure for a (usually) unexpected event can significantly reduce the response time and the impact rate on the soft target, as well as the time required to restore the soft target to its original state of operation. The overall quality of functioning of the soft target organisation may even increase in a well-managed post-incident situation.

## Coordination plan for the aftermath of a major incident of a soft target

It is a document that an organisation (soft target) voluntarily produces for its own use in the context of its own security concerns. The CP serves as a guide for management action in a situation following a major incident or other incident. It defines the course of action in the first minutes to days following the incident.

We recommend that the developed CP be consulted with the IRS, especially with the Czech Police and Fire Brigade. The organisation will thus receive professional consultation and, in addition, will establish contact with representatives of the IRS. The CP can take various forms and is always tailor-made for a specific organisation. Generic plans do not work in the vast majority of cases and there is a danger that you will forget important points or, on the contrary, you will fill in items that will not help you in any particular way.

The CP can be produced by anyone in the organisation or event. It is important that he/she knows the general working procedures of the staff. It can take several weeks or months of work to develop a CP. The document itself is an essential prerequisite for better security preparedness. However, if you do not master the given procedures during regular drills, update members' contacts, and ensure that the equipment is taken care of, the plan itself will not help much in the event of an incident. Although we refer to a written document, the key to the whole plan is the people, their perception of the situation and their readiness to intervene in a proactive and coordinated manner. The methodology gives you a full range of what the CP can contain. It is entirely up to you whether or not you will opt to condense your plan.



## Coordination plan versus crisis preparedness plan, emergency plan or fire documentation

To those who are familiar with the issues of crisis management and fire protection, the soft target coordination plan may to some extent remind of the crisis preparedness plan pursuant to § 29(1), § 29b of Act No. 240/2000 Coll., on crisis management or the fire protection documentation pursuant to § 15 of Act No. 133/1985 Coll., on fire protection, or the internal and external emergency plan pursuant to § 23 and § 26 of Act No. 224/2015 Coll., on prevention of major accidents.

What are the differences compared to these documents? Crisis preparedness plan, fire protection documentation or emergency plans are prepared on an obligatory basis only by entities as defined in the law. On the other hand, the CP can be prepared voluntarily by any organisation (in our case mainly by soft targets).

The crisis preparedness plan, emergency plan and fire protection documentation (if prepared) take precedence over the CP in practical application where they are based on the law. However, if these documents are prepared, the CP can always be used alongside them, provided that it does not conflict with the documentation. Therefore, the creation of the CP and its subsequent activation does not change any of the obligations imposed by the aforementioned legislation and possibly elaborated in the aforementioned types of safety documentation.

There is also a difference in the fact that the CP can be used by the organisation to deal with any situation for which the activation of the procedure under the CP may be beneficial, while the procedure under

the fire protection documentation, emergency plan or crisis preparedness plan is possible only in situations for which the documents were created in compliance with the law. However, the majority of entities do not fall into any of the categories that would be required by law to prepare other specific documentation in addition to the fire protection documentation. The majority of these are soft targets, which are frequent targets of violent attacks.

## Legal plans take precedence over the Coordination Plan in practical application.

Thus, whether or not a certain type of documentation is followed or not, depending on the type of major incident or major situation, the CP can always serve well at least for the internal measures and organisation of the response of the soft target itself after an incident.

The advantage of the CP is that its benefits can be used by any organisation that feels it would help them. Whereas the legally mandated documentation mentioned above can or must be prepared only by those to whom it is legally mandated, and only for situations defined by law.

## What should the CP contain:

The CP should be primarily practical. Whoever opens the plan would find the necessary information under which to start acting. Do not describe the theory in the plan, it will hold you back in practice or discourage you from using the plan altogether.

### 1. Introduction and definitions of terms

They are particularly relevant for new and future members of the CT. A very brief section explaining the basic purpose of the CP and key concepts.

### 2. List of all potential incidents relevant to the entity that may result in the activation of the CP

a. Based on the vulnerability assessment<sup>6</sup> develop a list of threats and scenarios of possible violent attacks that could affect your organisation. In addition to violent attacks, there may be other scenarios that are relevant to you (kidnapping, public disorder, fire, flood etc.).

b. Consult the list with the IRS, especially with the Police (there are trained specialists at the regional headquarters) and the Fire Department (Department of Population Protection and Crisis Management of the regional headquarters of the Fire Department), as their analysis of the situation may help to reveal unexpected connections.

c. Develop immediate post-incident re-

sponse plans for each type of threat identified above. Consult the plans with the emergency services, in particular with the Czech Police (there are trained specialists at the regional headquarters) and the Fire Brigade (Department of Population Protection and Crisis Management of the Regional Fire Brigade Headquarters).<sup>7</sup>

d. The list of threats or incidents is then included in the CP. The procedures for individual incidents are then included in the CP as an annex. If you have developed a Security Plan, these procedures are already part of it.<sup>8</sup>

You will need some time for this process. Start working on other parts of the CP in parallel. There is no need to wait until you have finished this part, you can proceed with the drafting in parallel.

### 3. Coordination Team (CT)

A coordination team is a group of people from your organisation who will help deal with the aftermath of a major incident. The IRS components will ensure the situation is handled, but they will not ensure your internal needs and a smooth return to routine. For this reason, it is important to establish a CT and describe it in your CP. The CT is described in detail below.

The CP should contain in particular the following information about the members of the CT:

<sup>7</sup> If contact has not been established at the previous stage of the CP processing, it is again recommended to first send a written request for consultation to the mailbox or data box.

<sup>8</sup> Soft Target Security Plan, MVČR 2019, available at: <https://www.mvcr.cz/ctth/clanek/terorismus-web-dokumenty-dokumenty.aspx>

- a. List of members and their contact data.
- b. List of positions and basic responsibilities of each member.
- c. An elaborate list of procedures (for each member). In the CP, ideally elaborate a list of tasks for each position from the moment information comes to light that an incident has occurred. The procedure must make it clear what each member is doing. Although it may seem trivial, in unexpected stressful situations our brains switch to an alternative mode. We cannot think completely rationally, we are in an altered state of consciousness and process information in a different way. The following list of procedures will help you not to forget anything, not to freeze up or, on the contrary, not to panic. It is ideal to have this list of procedures written on a card and kept in a place that is always accessible – in your wallet, purse etc. A copy of the procedure for each member should also be kept in the CC in hard copy so that it can be used immediately on arrival.



#### 4. Way of CT activation

You can find out how the CT is activated and convened in the chapter below.

#### 5. Information on CC

This is the location from which CT will handle the situation after the incident and where the necessary equipment will be stored. You can learn more about it in the chapter below.

#### 6. Stages of the CP procedure

- a. What are the team's priorities in the first minutes after a major incident and what are the priorities in the following phases?
- b. When activating the CC, these phases will help you to correctly direct the efforts of the whole team and to orient yourself in the situation.

# Stages of the CP process and priority of CT tasks

## 1. stage (0 - 15 min.\*)

### Priority tasks for CT at a given stage

- response at the scene of the incident
- ensuring own safety
- calling IRS
- assistance at the incident site, first rescue work, medical and psychological assistance in the first minutes
- ensuring the safety of other objects/events/soft target locations, preventing further damage.
- activation of CT

## 2. stage (15 min. - 3 hrs.\*)

### Priority tasks for CT at a given stage

- communication with the IRS on site
- gathering information about the injured and their hospitalization
- securing all other activities of the organisation
- passing basic information and instructions inside the organisation and to the immediate circle of those affected
- activate the CC
- psychological assistance

## 3. stage (3 - 6 hrs.\*)

### Priority tasks for CT at a given stage

- CT fully informed of the situation, control of the situation
- the condition of the wounded is known
- communication internal and external – media, public
- regular sharing of information with IRS
- CT regular briefings
- psychological assistance

## 4. stage (next)

### Priority tasks for CT at a given stage

- control of the situation
- all available information is collected and available in the CC
- media and communication
- what will happen tomorrow?

\*The durations are only approximate, and the length of each phase depends on the specific situation and the preparedness of the soft target.

# Actions in the first minutes can save your organisation.

## Coordination team

The term 'Golden Hour' was first used by R. Adams Cowley, a physician at Maryland Hospital. Based on his observations of World War II wounded, Cowley found that the sooner wounded patients are given professional help in hospital, especially if the help is given within 60 minutes of the injury, the chances of recovery increase significantly. The same 'Golden Hour' rule applies to your organisation after an incident. It has been proven many times that

the steps you can take in the first minutes or hours after an incident can save your organisation's future. In order to get these steps right, you will need a team of trained people who know exactly what needs to be done, i.e. CT.

The structure of each CT is guided by certain principles, but the final form may vary from organisation to organisation. The composition of the team should match the structure of your organisation. It is certainly not the aim to create another separate organisational unit in the middle of an existing organisation. The CT should function as a pillar made up of key capable staff or volunteers who are only activated in the event of a major situation.

**The basic structure of CT is divided into two levels:**

### CT management – Decision-making team

It is composed of members of management, the leadership of the organization. Its members have the right (and duty) to decide on the actions that are taken in the organization.

For example, in the case of a school, there will be the principal and possibly his/her deputy, in the case of a sports event, the director of the organizing company, in the case of a religious community, its president etc. It may also be that you decide to share this authority with more people within the organisation, or alternatively you may nominate someone from the lower management team who does not have the authority to make decisions in routine operations, but you grant them the authority for the post-incident situation. There may be several members of this team.

## 7. Annexes:

- a. Procedures for individual major incidents – operation cards.
- b. Detailed contact information for all CT members, as well as any other staff, students, parents, community members, if applicable. Ideally in secure form, electronically.
- c. A list of CC equipment.
- d. Passwords, procedures for activating crisis phones, activation of special website, passwords for social media accounts etc.
- e. Text of pre-prepared press releases and public communications messages.
- f. Site maps and building plans.
- g. Table of basic data for effective coordination with the State.

The nomination of representatives applies optimally to all positions in the CT, but especially to the executive teams. Each team member should have a representative who is able to cover their role in the event that a team member is unavailable at the time of a major incident or unable to attend the designated location to address the situation.

### Executive Teams

Executive teams are in charge of carrying out the necessary tasks. The best way to set their agenda is to describe all the tasks (even small and unimportant ones) that you will need to perform in the post-incident phase.

**Example:** arrange for the transport of the injured to the hospital, provide information about the injured if possible, find out the condition of members of the organisation and staff, ensure the safety of the incident site and other premises of the organisation, coordinate activities until the arrival of the IRS, write a press release for the media, arrange transport for the CT chairman, buy food for CT members etc.

You can then assign these tasks to individual teams or individuals. Below you will find instructions on which task areas to assign to each team. However, you can always adapt the structure to your staffing capabilities. Don't be afraid to modify it to serve you well. Not all of the executive teams and positions described below need necessarily be represented in every CT. It depends on your needs and capabilities which executive teams you assemble and how many members you nominate to each. When assembling the teams, refer back to your list of potential incidents that

may occur. Imagine how the situation would likely play out and determine how many members each team deserves accordingly. In many cases, especially with small organizations and communities, only one person fills the role of an executive team. This can also be a good solution, especially if you can find a representative.

## 1. CT management

- a. Decides on the steps to be taken.
- b. Collects individual information from the CT executive teams, evaluates it and then puts it into an overall picture of the situation.
- c. Is the formal head of CT.
- d. Is the face of CT for the media (unless another team member is appointed).
- e. Activates the CT and decides which situation is and is not relevant for team activation.
- f. Addresses topics throughout the aftermath of the major incident:
  - » Safety of all facilities and activities of the organization.
  - » Which members of the CT should be at the site of the incident and who should be in the CC.
  - » Operations in the immediate aftermath of the major incident.
  - » What assistance (material, psychological, legal, financial etc.) to provide to employees, members, clients, visitors, students etc. affected by the major incident.
  - » What information to share with the rest of the organization.
  - » First public media appearance. We recommend to consult with the spokesperson of the Czech Police, or with other IRS units.
  - » What will happen tomorrow?

## 2. Crisis manager

He is a key figure in the CT, in charge of smooth communication and information sharing between the management and executive teams. He virtually organizes the organization's response to the situation. He has an overview of the situation as a whole, convenes briefings, checks the dynamics and alerts the chairman to important actions. Checks that all CT members are fulfilling their tasks. If you don't have enough members, you don't need to create this position, you can do without it, but the responsibility for fulfilling this role will have to be held by the CT leadership.

## 3. Internal Communications Team

It receives information about the organisation's members and employees. Communicates in a pre-arranged manner with members of the organization about decisions and actions taken by management. This position is key and its form depends on the nature and size of the soft target. In a smaller organisation, communication may be in person, other times it may be better to use the phone, email, messaging apps such as WhatsApp, or other apps specifically designed for communication in major situations.

## 4. External public and media communications team

It is responsible for receiving information (IN communication) as well as disseminating it and giving instructions (OUT communication) to the public and the media. Specific post-incident communication methods and tools are described below. Prepares messages in advance (in the preparation phase) that can be used immediately in the event of an emergency. Responds to phone calls in the event of CP activation. Prepares press releases. Media releases are recommen-

ded to be coordinated with the press departments of the intervening government agencies. The team also monitors information that appears in the media about the major incident or the organization. It prepares a list of journalists and media outlets that the soft target/organization will communicate with in the event of a major incident. A possible communication strategy in the post-incident phase is to appoint a CT spokesperson.

# Assign contact person for emergency commander.

## 5. Security team

- a. It is responsible for ensuring the security of the facility or other facilities belonging to the organisation. Regularly informs the management about the security situation.
- b. Moves in the field, coordinates and performs rescue work with other team members at the major incident site in the first minutes, until the arrival of the IRS. Upon arrival of the IRS, he/she follows their instructions.
- c. It is formed by members of the Security Service of the organization.
- d. If possible, identify a contact person for the IRS emergency Commander. This person awaits the arrival of the IRS commander at the site of the incident and informs him/her of the current situation. He/she is always close to the EMERCOM and coordinates activities as requested by the emer-

gency commander and keeps the management informed about the security situation.

## 6. Health, psychological and social assistance team (or medical assistance)

- a. Immediately after the major incident, the team is responsible for immediate intervention in order to prevent as much as possible any psychological consequences – post-traumatic stress disorder, anxiety etc.
- b. The team identifies who will need help and how it will be needed in the longer term.
- c. Follows up the transport of the injured to the hospital from the major incident site, and accompanies them if necessary. Informs the CC of their condition on a regular basis.
- d. Works closely with the communications team – how to answer questions from stakeholders, how to communicate within the team.
- e. Supervises the physical and mental condition in the CC, may suggest change, rest etc.
- f. The medical team helps with rescue work, monitors the condition of the injured even after transfer to the hospital.

## 7. Financial and legal expertise team

It is composed of members who have an overview of and access to the organisation's accounts and contracts, or have a specialised expertise, such as legal know-how. They have an overview of insurances and their terms and conditions. They deal with, for example, unexpected expenses in the aftermath of the major

incident, staff payouts, insurance, possible media cases, legal matters with victims, lawsuits etc. If these tasks are handled for you by external colleagues, it is also no problem to invite them to join the team.

## 8. Logistics and IT team

- a. The team is in charge of the CC equipment both in the pre and post incident phase, IT equipment of the CC passwords, activation of crisis websites or other media, crisis phones etc.
- b. Provides food, transportation of people by own vehicles, transportation by hired vehicles.
- c. Translation and interpretation (if the situation requires it), photocopies, purchase of necessary items.

# The position of the note taker is surprisingly one of the most important.

## 9. Note taker

- a. Keeps a record during the whole period of CT operation/during the whole period of CP activation.
- b. Note taker records everything important that happens in the CC in a simple spreadsheet. This serves as an overview of the situation and the tasks performed or not performed.
  - » Ideally, this spreadsheet can be

shared with all team members either online, or perhaps via screen or wall projection in the CC. The goal is to get an overview of what each team member is doing, what steps they forgot to do, and what tasks are pending.

- » This spreadsheet can also be used later for writing a report, tracking down important information, debriefing, etc. But first of all, it is a tool to manage the coordination of the situation among different members of the CT.

Surprisingly, the position of note-taker is one of the most important. Don't neglect it, it will help you gain control of the situation.

## 10. Team for communication with national authorities

Person(s) who already communicate with the relevant public administration units in the preparatory phase and act as a communication channel with these units at the time of activation of the CT. This includes contacts, for example, with the Police, Fire Brigade, City Hall or a relevant representative office, or with the ambulance service, municipal police and other relevant units that would help to resolve the major incident.

This position can also be held, for example, by the head of security, the CT chairman, the director, or you can appoint a special member of the CT.

## 11. Religious, cultural, linguistic, local, or other specific aspect

Introduce this position if the CT is established by a specific community or organization that may have different needs than the majority society (e.g. a specific ethnic or religious organization, an organization of persons with disabilities etc.)

## 12. Response team at the site of the incident

It is not a special team, it is those members of other teams who are working at the major incident site (or elsewhere in the field, e.g. in the hospital with staff etc.)

It consists of members of the CC who intervene at the site of the major incident and inform the CC. It depends very much on the nature of the soft target's activity and routine and also on the nature of the major incident. In some cases it is desirable for the Chair or someone in the management to visit the site, in other instances it is not necessary or possible. Indicate the responsibility to intervene at the scene in the individual members' task lists so that it is clear to all if they are to attend the CC when the CT is activated or, conversely, go to the major incident site. Instructions can also be given during the activation call. However, you must always make an ad hoc decision and issue instructions accordingly if necessary.

### **The following members may assist at the scene of a major incident:**

- a. Health-psychological and social team.
- b. Security team.
- c. The media and public relations team.
- d. CT Management.
- e. Crisis Manager.

Be sure to assign one of the members to coordinate at the major incident site. This person will be a partner for the IRS intervention commander.

# Possible structure of a large Soft Target Coordination Team

## Leadership – decision-making team

CT Chairman

Assistant

Representative

Advisor

## Crisis Manager

## Executive teams

Security Team

Internal Communication Team

External Communication and Media team

Financial and administrative expertise team

Response team at the incident site

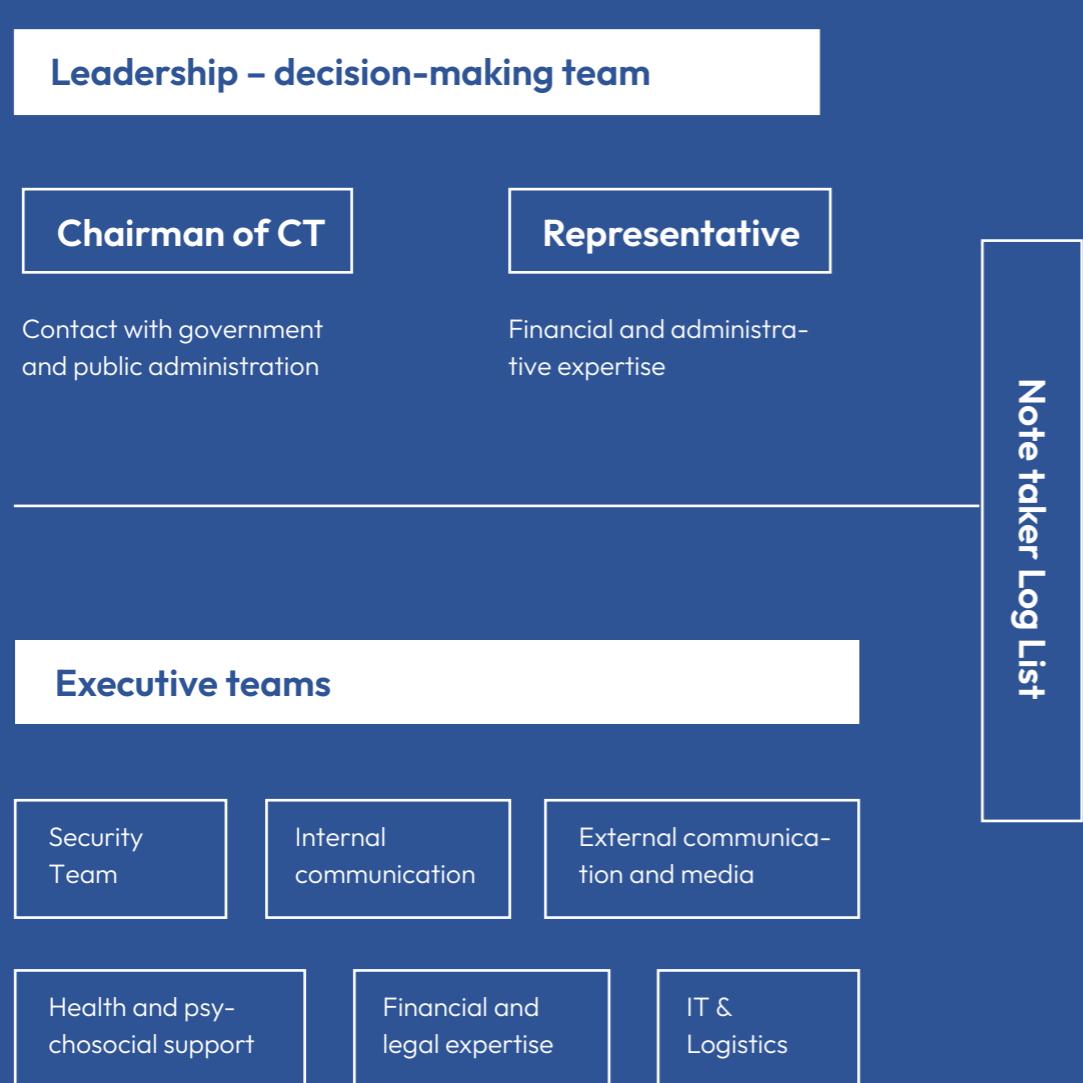
IT and Logistics Team

Health, Psychological and Social Assistance Team

Contact with government and public administration

Note taker Log List

# Possible structure of a small Soft Target Coordination Team (e.g., a school)



## Process of CT activation

Although it seems that situations requiring CT activation can be clearly defined, most of them start subtly and almost innocently. In most cases, the management of the organisation does not have enough information,

so they prefer to wait for bad news to be confirmed or refuted. For example, a situation where there has been a display of aggression with a threat of physical confrontation, but all employees are fine and everyone is relieved.

Is it a good idea to activate CT or is it unnecessary? The situation may appear to be closed or, on the contrary, not serious or we cannot imagine how we should actually deal with it. After a few hours or days, when management has enough information to activate the CT and take action, it is often too late. A lot of time has gone by, proactive people have taken charge, the organization is not in control of the situation, and perhaps false information is leaked to the media or social media because someone is simply providing it. The organisation involved has remained silent until now, so all those who have demanded information have turned elsewhere.

CP and regular practice of its application will help guide to a semi-automatic response. If information comes to management that something unusual is happening or has happened, it is worth considering the possibility of activating the CT and following the plan developed. The maximum loss the organization risks is a few minutes or hours of CT members' time. They can either soon agree that the crisis is averted and the organisation returns to routine operations, or they can resolve the situation in CP mode.

The pivotal moment in the first phase after a major incident is the decision to activate the CT. This decision is the responsibility of the CT chairperson (company manager, plant manager or other senior executive as agreed beforehand) or his/her deputy or another member of the management. Any decision, even a bad one, can be changed, modified or completely reversed later. The worst decision that cannot be corrected in the future is not to make a decision at all.

## CT activation and sequence of events in the event of a major incident

The incident itself can occur either unexpectedly in a matter of seconds (e.g. a shooting or explosion), or within hours (fire) or days or weeks (large-scale lawlessness – riots etc.). Each situation has its own character, sometimes you will be directly involved in the major incident, you will be able to report what happened, other times you may be called to deal with a situation you have no knowledge of.

## General procedure in case of incident and CT activation

Some organisations or events have permanent guard security, others do not. In a real situation, anyone can be the first witness to an incident, not just a security guard or CT. It is a good idea for all members of your organization or staff to know what to generally do if they find themselves at the site of a major incident when there is no organizational security representative

# CT Activation Process

or police on site to manage the situation. It will help to remember and follow this general procedure:

1. Calm down, take a few breaths and find out what happened.
2. Ensure your own safety (e.g. if there is an armed attacker in the building, do not enter it and hide). If you are injured at this point, not only will you no longer provide help to others, but you will become another injured person yourself.
3. Inform the Czech Police, the Fire Brigade or other emergency services.
4. Provide first aid to those who need it.
5. Ask for help from colleagues, passers-by.
6. Inform your own security guards.
7. Inform the CT leadership (your management, director etc.) about what happened.
8. Management activates the entire CT and immediately begins their rehearsed activity. Proceed according to the developed CP.

This initial general procedure will provide the basic activities to resolve the situation. You can instruct others involved to help you. This procedure is universal and can be given to all staff, community members, be posted in prominent places etc.

## Communication

crisis communication is a comprehensive discipline and art in its own right, and one

that is best mastered with frequent training and by making CP a routine part of your organizational culture. For the purposes of post-incident management, you can broadly divide communication into two basic groups:

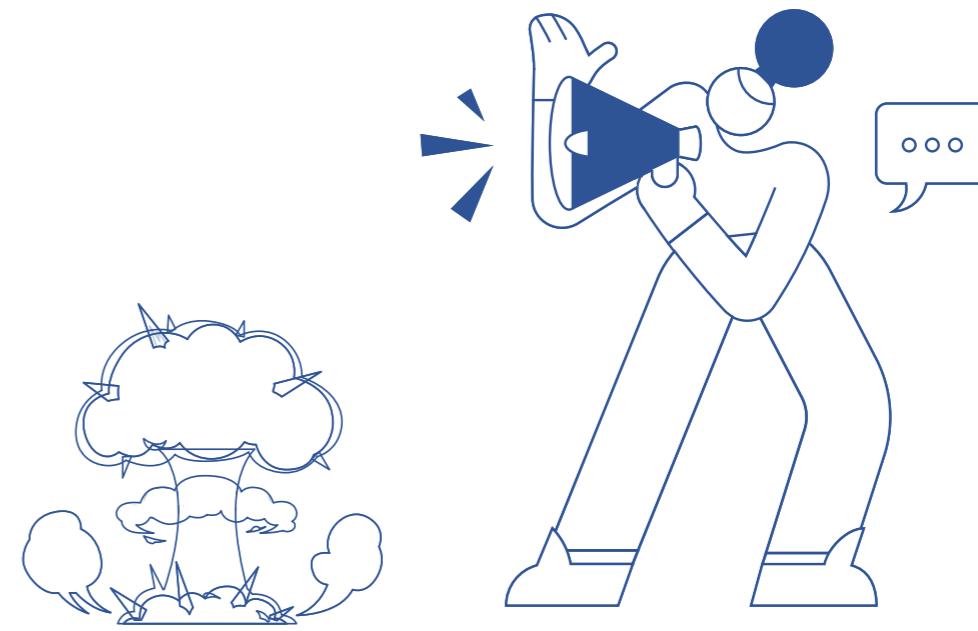
Communicate internally with your CT and other employees and members of your organization.

External communication with the public and the media.

### Internal communication: How to convene a CT and communication in the CT

Always designate at least 2, but ideally 3 or more, members within the CT who have the right to decide on the activation of the CT in consultation with others. This power usually rests with the members of the leadership, but this may not always be the case.

Within the CT, one member (and his/her deputy) is responsible for the actual convening of the entire team when instructed to do so. The management should not be concerned with convening all members at the moment the CT is activated (this may take some time). This should be delegated to one member who is responsible for ensuring that all involved receive the information.



## Tools

There are several ways to convene the CT in the event of an activation. The easiest situation seems to be when the members are all in one place (in one building, on the premises) and it is possible to be convened in person, by megaphone or by radio in the building. If these alternatives are not an option, there are countless apps on the market that can be downloaded to phones for free or for a fee. The idea of a fully automated technological solution for communication during a major situation is certainly appealing. However, keep in mind that any applications and technological tools you choose to implement are merely supplements to your preparedness for major situations and require your care and attention.

For convening a few people into the CT, you certainly do not need a specialized app. Instead, you can make use of existing apps that you already use for other purposes, or those that your employees and team members have on their personal phones already (such as WhatsApp, etc.)

A short, brief old-fashioned phone call on a mobile or landline phone still proves to be the safest way to convene a CT.

A WhatsApp (or similar) message is a good alternative, however, it can easily happen that some people will not attach importance to your message or will not notice it because they are used to constant notifications of incoming messages during the

day. WhatsApp is therefore recommended to be used rather in the later stages of dealing with a major incident, sharing videos and pictures, photos or documents. You can create workgroups or Broadcast lists in advance,<sup>9</sup> that allow you to communicate with a large number of people without giving them the opportunity to start an extensive discussion.

If you have a communication app that you already use in your organization, it can definitely serve well for the purpose of convening a CT and subsequent communication in the post-incident phase. You probably already have the necessary contacts stored in it, you just need to adapt the structure. If you use a VOIP phone gateway, it can also be a good tool for convening and communicating after incidents.

**Some tips for activating CT and subsequent internal communication after incidents:**

1. Be clear in advance how you will convene in the event of a CT activation and who specifically is responsible for convening all members. This can be almost any member of the team, or the position can be a floating one where, for example, each month someone carries an emergency phone and is responsible for making sure that if the KT chair informs them, the phone will ring and they will hear it and call the other members together.
2. Be concise when activating the KT,
3. don't waste details, there will be time for them later, you need the team in one place now.
4. Choose a communication tool that is reliable, you know how to use and you are confident that the KT members will hear your call or message.
5. Establish a complementary method of communication - for example, a phone call and a WhatsApp message, a phone call and an email, a phone call and a text message, etc..
6. Always consider the easiest communication options, for example, calling employees into a conference room and informing them directly of the next steps can often be a better solution than sending an email or making a phone call.
7. For internal communication, be sure to establish a method of communication with those who are your employees or members but are not part of the CT. Also let them know in advance how you as an organization will proceed in the aftermath of a major incident and what kind of communication they can expect.
8. Consider your specific communication tools that you use routinely - school radio, community radio, company newspaper etc. They will serve you well for giving instructions and information in particular.

<sup>9</sup> WhatsApp allows you to create groups, but also so-called Broadcast lists. These are a great help in the event of an unexpected event, allowing you to create a list of people you want to communicate with and send them information and instructions en masse. Unlike WhatsApp groups, however, participants do not have the possibility to comment on anything in the group.

**CT can be activated by the headmaster, their deputy, or the head of security, with at least two people required to have activation authority.**



## CT activation – example

The CT chairman, his deputy and the head of soft target security have the right to activate the CT. In case of a school, it will be, for example, the school principal and his/her deputy.

Imagine a situation where two primary school classes are on a week-long stay in South Bohemia.

One of the teachers who is with the students in the country residential school has just telephoned the vice-principal to inform him that there has been a shooting in the building where the students are accommodated. At this moment the shooter is already outside the building and the IRS units have just arrived at the site. There are several wounded at the site, we do not know how seriously and whether there are school children among them. The students are in shock and so is the teacher. He wouldn't give any more information and would hang up. The vice-principal tries to contact other teachers who should be on site, but he has no luck.

## The team verifies information, decides CT activation.

Procedure: the vice-principal telephones the school principal (CT chair) and informs him/her of the situation. He also telephones the Head of Security and they set up an emergency meeting.

In a few minutes, they verify the information they have at the moment and make a clear decision on whether the CT will be activated. They inform the team member responsible for convening the whole team, which meets in the designated CC. Some teachers stay with the students as determined by their CP. From the moment the call to activate the CP is received, all members are following their developed procedures that they have on hand. The CT immediately decides if and who will go to the incident site, tasks are set. All members follow their personal procedures, which they have on hand or stored in the CC.

### External communication with the public and the media

For communication with the public and the media (i.e. outside the CT and outside your organisation), be sure to be clear about how you want to receive information (IN communication) and how you want to share and inform (OUT communication). Out communication should be done in cooperation with the IRS units and, in the investigation phase, especially with law enforcement authorities to avoid disruption.

In preparation for a post-incident response, you may wish to invest in crisis mobile phones or landlines to act as an emergency hotline. Your private phones are likely to be overloaded with a flood of enquiries from colleagues as well as family and friends. You need to pre-load important contacts into the memory of the phones you want to use in the aftermath of an incident and update this phone list ideally once every six months.

## Communication IN and OUT

### Communication out -informing the public:

- Verbally in personal meeting
- Telephone
- SMS (mass)
- Whatsapp and other apps
- Web page
- Radio, newspapers, TV
- Press conference



### Communication in – receipt of information:

- Telephone,
- Emergency hot line
- Web page
- Social media
- Personal meetings

### Some tips for external communication with the public and the media:

1. When organising communication with the public, be clear about how you want to receive information (IN communication) and how you want to inform the public (OUT communication).
2. If you choose to use an emergency line to receive information, make sure you have enough operators and a system for recording calls. Also remember to choose a way of getting the phone number to the public - e.g. social networks, friendly media etc.
3. Always be mindful of the social media and use their power and outreach to your own advantage. Try to avoid the spread of hoax and fake news that can harm you. In the aftermath of a major incident, they will certainly be part of the situation and public space.
4. In order to communicate with the public, always prepare the texts of messages in advance for different types of incidents, where you will only add specific information. This will save time and avoid possible communication errors.
5. Choose either a special line or a contact person for communication with the media.
6. Prepare in advance several versions of a generic text message for the first media release by a spokesperson or management representative (with regard to your media strategy). In the aftermath of a major incident, just add specific details.

### Coordination center

the CC is the point of pre-designation by the soft target representative responsible for preparing the Coordination for the aftermath of a major incident as the central point of the CC in the event of an incident.

CC serves as:

- a safe and calm meeting place for the entire CT in the event of an incident;
- a gathering place for all information from different places and sources;
- telephone and online contact with the public, government agencies etc.;
- a place where the leadership of the coordination team makes decisions based on the information gathered;
- a place from which central information and instructions are given;
- a place where the necessary equipment for CT activities is stored.

## The coordination center is a safe and calm meeting place for the entire team.

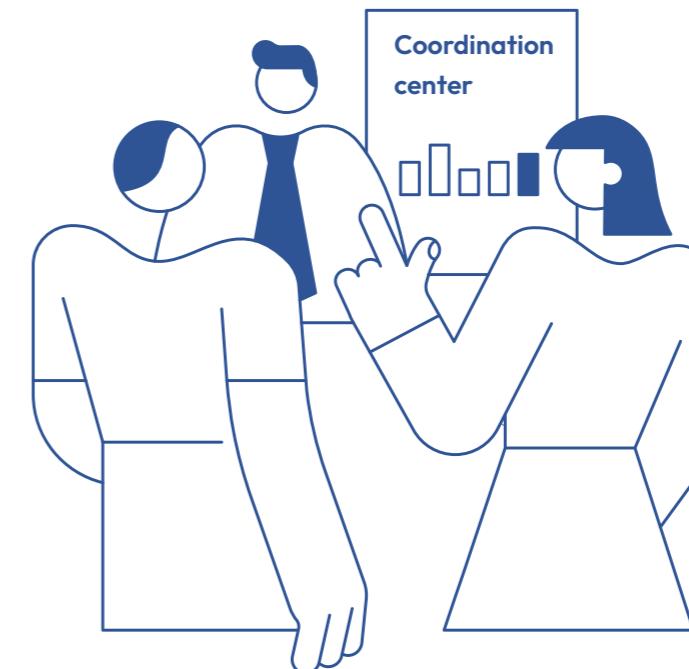
Suitable options are: offices outside your headquarters, apartments, in the case of a school, the headmaster's office or one of the offices, a hotel suite, etc. The ideal location is close to your headquarters, but

not directly in it. If you have no other option, you can use a room in your headquarters (headmaster's office). Then count on another alternative of a mobile KC. This can be a large bag or backpack with the necessary equipment to take with you when the CT is activated. There are several reasons for setting up a CT outside your headquarters:

1. When dealing with a major incident you will need peace and quiet and therefore a place where you will not be disturbed.
2. The media will not be able to put direct pressure on you.
3. In the event of a major incident at your residence, the whole area is likely to be cordoned off. If your CC is inside the mansion, then the police will not let you in.
4. In the event of a terrorist attack in your area, there is a risk of further attacks. It will be safer for you to operate from a location that is not in the crosshairs as a possible target.

The CC should optimally consist of a room serving as an operations center and one quiet room where the CC leadership can hold meetings. In addition, a toilet, a place to rest, a source or supply of water, or a shower. If you do not have such a space, consider a possible compromise. You may work in the CC for a few hours or even a few days. You should prepare for three days of work (even with 24-hour operation). A full list of equipment for the CC is provided in the annex to this methodology. A good complementary solution is also the so-called mobile CC. That is, the equipment needed to deal with the situation packed and ready in a large bag. This is useful in case you need to respond to a major situation outside the pre-designed CC.

In the CC, **always keep the CP safely stored both electronically and in hard copy**. The paper version is important in case of a power outage, loss of your access password, server failure, forgotten office keys, or any other situation where you are unable to use the electronic version.



# Conclusion

The drawing up of the CP is sometimes postponed in order not to spread panic. The management of the organisation often wants to protect its employees from reality. They fear that if they inform about the preparation for the aftermath of a major incident, the atmosphere of fear will spread and the imaginations of the employees will write horror scenarios about an impending disaster about which you have secret information and so on. You can prevent this wave of suspicion and fear by communicating properly why you are creating the plan now and what you expect from it.

If your organization has a response in place for a major incident, that's great news. But remember, this is only the first part of the process. It is only by regularly rehearsing the various procedures for the aftermath of a major incident that you will achieve quality preparedness for your entire organization. You can practice just some of the sub-activities listed in the CP or a comprehensive procedure for how to respond in

the aftermath of a major incident to one of your chosen situations. A plan stored in a drawer will do you no good unless you practice and update it regularly.

The national authorities are at your service for expert advice. Your CP is the material you create primarily for yourself and to ensure your own continuity and quick return to routine. However, you will need to ensure that your procedures are consistent with the existing system. The easiest way to do this is to consult in person with the relevant Regional Police Headquarters, the Population Protection and Crisis Management Department of the Regional Fire and Rescue Directorate and, if you choose, the Regional Emergency Medical Service. It is also possible to use the police HOTLINE for soft targets 800 255 255. This will ensure that you are informed about your overall preparedness.

Good luck on your road.

# Annexes

## Annex 1: CC equipment

The equipment is either stored in the CC or prepared in a bag or backpack so that the team can use the equipment at any time in an impromptu location away from headquarters.

High Visibility Vests	For the recognition of CT members during the intervention of the IRS and other units
Standby mobile phones, spare batteries Possibly landlines in CC	For better organisation of communication
Computer, laptop or tablet. Projector or screen	Share the log sheet in CC so that everyone can see what is happening. It's also important to keep up with the latest news
Photocopier, scanner, printer	
Megaphone	
Lock box, safe	For storing CP, contacts and any sensitive information, or credit card or cash
Crisis credit card or Relevant cash	In case you are cut off from standard sources of finance for a certain time
Whistles	Organisation at the incident site
Flashlight	Organisation at the incident site
Pocket knife	
Thermo foil	For evacuation to cold areas
Office supplies	Writing boards, markers, papers, pencils, cardboard etc.
Refreshment	Water, Chocolate, Durable food
First Aid Pharmacy	Fully equipped and regularly checked
List of contacts in both electronic and printed form	Employees, students, parents, government contacts, media etc.
Management Coordination Plan – electronic and hard copy	All procedures, addresses etc.
Generic press releases and public relations messages Generic texts for the first media release of the management or spokesperson	Once completed, you can quickly send the messages you have prepared via WhatsApp, sms, web, social networks etc.
Wall map of the city	
Power banks	

## Annex 2: Outline of the CP

When developing the CP, be guided primarily by your own experience. Always adapt the content to your possibilities and conditions. The aim of developing a CP is not to write a comprehensive document and store it in a drawer, but to have a written procedure for an effective response to an unexpected situation ready for immediate use.

### 1. Outline of the CP

Introduction and definition of terms.

- Post-incident stage;
- Coordination team;
- Unexpected situation, major incident;
- CC; etc.

### 2. Coordination team

- A brief table with each member's name, position within management, stand-by position and contact details.
- Add details of family members you can possibly inform of the situation. It is possible that CT members may not be available to their families and loved ones for some time in the event of a CT activation.

### 3. List of possible incidents

### 4. Important locations

- CC address;
- description of access, password, place where keys are stored etc.

### 5. Stages

- table with the different stages of the post-incident situation;
- a simple schedule for each position – where it is at any given moment.

### 6. CT activation process

- Who is entitled to activate CT
- How the CT is convened

### 7. Task list for each position

- schedule of positions and specific responsibilities of each team member;
- a detailed step-by-step process breakdown;
- from the first minute of receiving information about a major event until the CT is dissolved.

### 8. Passwords and accesses

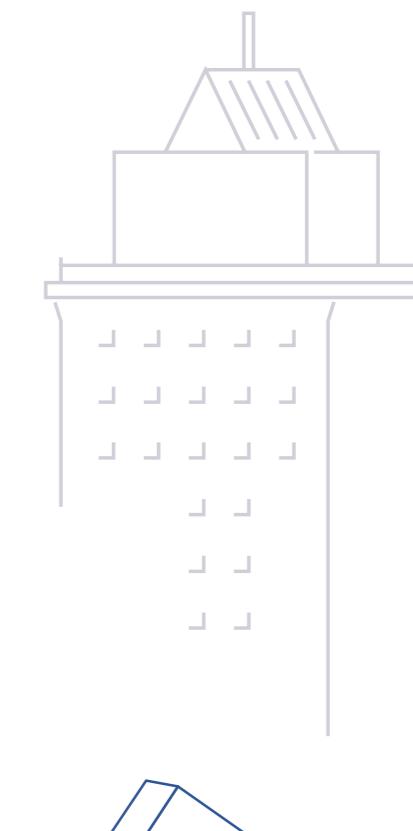
- Important passwords and procedures for activating, for example, a crisis website or social media accounts.

## Annexes:

- a. Procedures for individual incidents consulted with the IRS.
- b. Detailed contact information for all CT members, as well as any other staff, students, parents, community members, if applicable. Ideally in secure form, electronically.
- c. List of CC equipment.

- d. Passwords, procedures for activating crisis phones, website activation, passwords for social media accounts.
- e. The text of pre-prepared press releases and any other emergency messages (e.g., communication with parents, students, community members etc.) These messages can be pre-prepared for different types of incidents.
- f. Site maps and building plans.

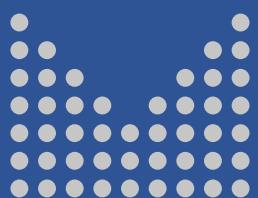
The CP contains sensitive information and therefore needs to be handled with adequate caution. It is a good idea to keep it safely stored electronically, but also always in a hard copy in the CC, in case of a power failure or other malfunction or damage where the electronic version cannot be used.



**Annex 3:**  
**Table with basic data for the Czech Police and Fire Brigade**

Please fill in this table with the basic data of your organisation and we recommend sending it to the email address of the relevant regional directorate of the Police of the Czech Republic for sending coordination plans. See Annex 4.

Name of soft target	
Type of target	Object/Action
Soft target category	Choice of options (hospitality, cultural institutions, schools, transport infrastructure, religious sites, one-off/recurring open air events etc.)
Address	
Soft target description	brief description of the object/action
CT chairman and telephone number/email	
CT representative and phone no. /email	
Additional emergency contact person and phone number/email	
CC address	
Information describing the readiness level of the soft target	<p>In this section, please indicate what security documentation and other security measures your organisation has or has adopted:</p> <ul style="list-style-type: none"> <li>• Risk assessment (external and internal risks, risk analysis and assessment, vulnerability assessment).</li> <li>• Risk treatment (security documentation - action card, organisational measures - evacuation, shelter; information transfer - internal/external „crisis“ communication, „crisis“ communication plan; material security - existing assets, OOB kit, security plan, safe haven).</li> <li>• Training of authorized personnel (professional/non-professional).</li> <li>• Cooperation and interaction with the IRS units.</li> </ul>
Contact person of the national unit	Who is the contact person on the Government side and has helped develop the CP.



MINISTRY OF THE INTERIOR  
OF THE CZECH REPUBLIC

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or how to cope with the situation

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