“Far too many people are exposed to traumatic events at work, and the support that they receive will be critical for how the individuals, their peers and their employing organizations function in the future. There is now a formidable body of knowledge on the nature of workplace trauma support, and its effects. The chapters in this volume will provide a rich source of ideas for future research, and a comprehensive resource for practitioners on the frontline of workplace trauma.”

Julian Barling, PhD, Fellow of the Royal Society of Canada, Queen’s Research Chair School of Business, Kingston, Ontario

“The editors of this book are to be congratulated for having been able to inspire a number of international experts to present efficient models and techniques for dealing with workplace trauma, including prevention, management, rehabilitation and intervention, based on their own experiences and the most recent empirical research findings. This comprehensive review includes important practical tools for creating a healthier workplace of significant importance for employers, organizational and industrial leaders, health care personnel and all other groups concerned about occupational health.”

Ulf Lundberg, Professor of Psychology, Stockholm University, Sweden

“The issue of workplace trauma support has been a vexed one for many years. This new handbook provides a welcome addition to the knowledge base by pulling together the latest scientific evidence with the experiences of highly respected practitioners. It is essential reading for all who might have to deal with the consequences of trauma at work, whether in relation to an individual employee or major disasters.”

Dr Paul Litchfield, OBE, OStJ, FRCP, FFOM, BT Group Chief Medical Officer

Traumatic events, such as accidents, verbal abuse, violent attacks, sudden deaths, or suicides, in the workplace are certainly not common, but they do happen. An organization may also find itself caught up in wider scale events such as natural disasters or acts of terrorism. All of these changes to the status quo can create confusion and chaos, or potentially trigger organizational paralysis. The International Handbook of Workplace Trauma Support provides a comprehensive overview of contemporary standards and best practice techniques for organizations that draws from the latest research findings and experience of clinicians, academics, practitioners, and other leading authorities on trauma support from around the world. This global perspective allows for a far greater range of support and intervention options to meet unique scenarios and workplace resources.

Coverage includes such topics as the history of trauma support, legal and business imperatives to manage trauma, models of trauma support, the latest developments in the field, post-trauma support, and applications within organizations, including the military. A variety of practical tools, case studies, and checklists enhance the discussion of research and best practices. This is an invaluable reference and essential reading for those seeking to minimize the impact of trauma on individual associates and the greater workplace.

Rick Hughes is Lead Advisor: Workplace for the British Association for Counseling and Psychotherapy (BACP), the lead body for the therapeutic community in the UK. Hughes has supported individuals and organizations in a range of circumstances including post-9/11, the London bombings, and the Asian tsunami.

Andrew Kinder is a Chartered Counseling & Occupational Psychologist and Chief Psychologist with Atos Healthcare, a former Chair of the Workplace Division of the British Association for Counseling & Psychotherapy (BACP), and an Associate Fellow of the British Psychological Society. Kinder has published widely on issues relating to the management of stress and trauma within organizations.

Cary L. Cooper CBE, is Distinguished Professor of Organizational Psychology and Health at Lancaster University, President of the British Association for Counseling & Psychotherapy (BACP), President of RELATE, Chair of the Academy of Social Sciences, and Editor of Stress and Health.
International Handbook of Workplace Trauma Support
International Handbook of Workplace Trauma Support

Edited by Rick Hughes, Andrew Kinder, and Cary L. Cooper
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About the Editors

Rick Hughes is Lead Advisor, Workplace for the British Association for Counselling and Psychotherapy, the lead body for the therapeutic community in the United Kingdom with over 35,000 members. Rick campaigns for, supports, and champions best practice and effective employee support provision including trauma support. He has worked with most of the major UK employee assistance program (EAP) providers. Rick managed the trauma support for a group of UK train operators whilst employed as a specialist at a major EAP provider. He has supported individuals, teams, and organizations in a range of circumstances including after 9/11, the London bombings, and the Asian tsunami. Rick is a former Deputy Chair of the Association for Counselling at Work (ACW), now BACP Workplace, and has been their journal editor since 2003. His MPhil looked at the impact of emotions in the workplace and this led to his receiving an Honorary Research Fellowship from the University of Strathclyde, Glasgow.

Andrew Kinder is a Chartered Counselling and Chartered Occupational Psychologist, the Past Chair of the Workplace Division of the British Association for Counselling and Psychotherapy (BACP), and an Associate Fellow of the British Psychological Society and was recently made Fellow of the BACP for his contributions to counseling in the workplace. He has published widely and is particularly interested in the management of stress and trauma within an occupational health context. Andrew is currently Chief Psychologist for a large employee assistance and occupational health organization (Atos Healthcare, http://www.atoshealthcare.com) and specializes in delivering training, counseling, and coaching services to increase the psychological health of individuals and organizations. He has been instrumental in the introduction of early intervention programs in a number of large organizations relating to employee engagement and employee wellbeing. He has been active as a researcher and has collaborated with other leading organizations, including the British Occupational Health Research Foundation, which was gathering evidence for organizational interventions used following a work-related trauma. He co-edited Employee Wellbeing Support: A Workplace Resource, which was published in March 2008, with Cary Cooper and Rick Hughes. He has also co-written with Rick Hughes Guidelines for Counselling in the Workplace, which was
published by the BACP. He has also carried out numerous assessments for reality TV and provided advice on many high-profile shows. More information on him is available at http://www.andrewkinder.co.uk.

**Cary L. Cooper**, CBE, is the author of more than 100 books and is one of Britain’s most quoted business gurus. He is Distinguished Professor of Organizational Psychology and Health at Lancaster University Management School. He is a founding President of the British Academy of Management, a Companion of the Chartered Management Institute, and one of only five UK Fellows of the (American) Academy of Management. He was the Founding Editor of the *Journal of Organizational Behavior*, and is the Editor (with Professor Chris Argyris of Harvard Business School and Professor Bill Starbuck of New York University as Associate Editors) of the *Blackwell Encyclopedia of Management*. He has been an advisor to the World Health Organization, International Labour Organization, and European Union in the field of occupational health research and wellbeing, was Chair of the Global Agenda Council on Chronic Disease of the World Economic Forum, and is Chair of the Academy of Social Sciences (comprising 43 learned societies in the social sciences and over 87,000 members). He was awarded the CBE by the Queen in 2001 for his contributions to organizational health and safety.
Joyce A. Adkins, PhD, MPH, is an occupational health psychologist. Colonel Adkins has served in the US Air Force for more than 28 years in clinical and health psychology, organizational health and occupational stress, human factors, policy, and program development capacities. She received her PhD from Peabody College of Vanderbilt University and her MPH from the Harvard School of Public Health. She has served on the editorial review board of three journals and served as primary investigator for multisite, multi-agency research protocols. She deployed to Iraq and Afghanistan and served as Program Director for combat and operational stress programs for the US Department of Defense.

Mark Akerlund, LCSW, MSW, works as a psychotherapist and consultant in Houston, Texas, and also deploys with Kenyon International Emergency Services (KIES) as needed. Mark received his Master’s in Social Work (MSW) degree from the University of Houston in 1998. Mark also works as a Staffing Coordinator for Social Work prn. Mark has attended domestic and international disasters including 9/11, the Asian tsunami, and the Haiti earthquake, and has provided both onsite and call center mental health support for numerous aviation incidents.

William Andrews has a private therapy practice in Sheffield, United Kingdom. Following a 22-year career as a dentist, Bill resigned from active practice following a prolonged period of mental distress. He was diagnosed as bipolar in 1994, and this led him into an acute interest in the field of mental health service delivery. He trained as a human givens therapist, graduating with distinction in 2004, and since then has dedicated his time to the active encouragement of the use of service provider feedback in the delivery of psychological treatment. He is a senior associate with the International Centre for Clinical Excellence, a new worldwide initiative designed to explore empirical findings around excellence in the delivery of behavioral health (http://www.centerforclinicalexcellence.com). As well as providing independent consultancy and supervision in outcome-informed practice, he is an accredited supervisor with the Human Givens Institute and lectures internationally on the subject of feedback-informed treatment. He passionately believes in a movement toward a more pragmatic approach to treatment that de-emphasizes reliance on
specific models of therapeutic orientation. He has a special interest in treating psychological trauma.

**Vittoria Ardino** is the Director of the Trauma Research and Treatment Center at the Italian Red Cross. She is President of the Italian Society for Traumatic Stress Studies and a board member of ESTSS. She has extensive academic experience in the United Kingdom and Italy, and her research interests are in clinical and forensic psychology with a focus on cognitive aspects of post-traumatic stress disorder (PTSD). She edited two books on PTSD in children and adolescents and published several articles in international journals.

**Sylvie M. Boermans** is working on her PhD in organizational psychology at the University of Leuven, Belgium. Her PhD seeks to understand what enables soldiers to respond with resilience. She specifically focuses on the role of morale and leadership. In 2008 she received her MSc in social psychology (with honors) and was rewarded for her master’s thesis at the Vrij Universiteit in the Netherlands. She has recently presented a systematic literature review on “military resilience” at the European Work and Organizational Psychology Congress. Sylvie is currently working with TNO Defence, Security and Safety in the Netherlands on the development of a resilience model aimed at enhancing resilience in military organizations for the Netherlands Defense Force.

**Steven Boorman**, MBBS, MRCGP, FFOM, FRCP, FRCN, is an experienced specialist in occupational medicine, now leading Abermed’s UK Occupational Health Services. Prior to this, he had over 20 years of experience in Royal Mail, becoming Chief Medical Adviser and Director of Health and Safety. He is an honorary senior clinical lecturer to the University of Birmingham and an ex-President of the Royal Society of Medicine’s Section of Occupational Medicine. In 2009 he led the review of NHS Workforce Health and Wellbeing, demonstrating the linkage between good staff health and improved organizational and patient outcomes. His work in Royal Mail included a particular interest in developing improved post-trauma support.

**Rob B. Briner** is Professor of Organizational Psychology in the School of Management, University of Bath. He previously worked at Birkbeck College, University of London for 19 years after completing his PhD at the Social and Applied Psychology Unit (now the Institute of Work Psychology) at the University of Sheffield. His research interests including well-being, emotions, stress, ethnicity, the psychological contract, absence from work, motivation, and everyday behaviour at work. One of his current main interests is in evidence-based practice in organizational psychology, HRM and management more generally. He also has a strong interest in writing for practitioner and more popular publications and has published pieces in many HR magazines and newspapers and was a regular columnist for HR magazine *People Management*.

**Tony Buckley** is Manager of the Counselling and Trauma Service within the Occupational Health Department at Transport for London. In his role, Tony manages a team of Counselling and Trauma Practitioners in delivering therapeutic support services for company employees. This team also provides psycho-education, stress-reduction group work, and response support following critical incidents. His previous, 20-year
therapy career experience included supervision, private practice, and counseling management in both a university setting and an adolescent counseling service within the voluntary sector. Originally Gestalt trained, Tony is also a qualified sensorimotor psychotherapist and is on the teaching faculty of the sensorimotor psychotherapy Institute. He is chair of the UK Association of Sensorimotor Psychotherapists. He holds a BA Hons degree in Counselling and a Diploma in Supervision. Tony has a particular developing interest in somatic psychology and the application of knowledge from the fields of neurobiology and psychobiology to trauma theory and treatment interventions.

Tony Buon is a psychologist and an associate lecturer with the Aberdeen Business School at the Robert Gordon University in Scotland. Tony holds graduate and postgraduate degrees in Psychology, Behavioural Science, and Workplace Education. He is also a partner with the Buon Consultancy in the United Kingdom. Tony works extensively throughout Europe, the Middle East and Africa. He is also a qualified Mediator and runs accredited training for workplace mediators in Europe. Along with Xiaoping Zhu, he established one of the first EAPs in China in 1997. In 2008 he ran training programmes in the PRC for Psychologists providing trauma counselling to the survivors of the Wenchuan Earthquake.

Ronald J. Burke’s work has focused on the relationship between the work environment and individual and organizational health, and over the past 40 years he has written articles for numerous academic and professional journals. In addition to his research and teaching activities, Professor Burke was the Founding Editor of the Canadian Journal of Administrative Sciences. Burke has served on the editorial board of two dozen journals and has reviewed manuscripts for a dozen more journals. He has participated in research conferences in North and South America, the United Kingdom, Europe, Asia, and Australia. He is a Fellow of the Canadian Psychological Association.

Burke has published several journal articles and book chapters and presented numerous papers at academic conferences around the world. He has also edited or co-edited 39 books to date with McGraw-Hill, Kluwer, Blackwell, Routledge, the American Psychological Association, Sage, Edward Elgar, Cambridge University Press, Emerald, Gower, and Elsevier. In addition, he serves as co-editor of the Gower Publishers series on the psychological and behavioral aspects of risk in organizations.

Walter Busuttil is a consultant psychiatrist who was appointed Medical Director to the national charity Combat Stress in 1997. During his time at Combat Stress, he has worked to upgrade all clinical services for veterans throughout the United Kingdom. In 2011 his clinical services were awarded national specialized commissioning from the Department of Health for the delivery of intensive rehabilitation programs for sufferers of chronic PTSD presenting with co-morbid depression and alcohol problems. He served for 16 years in the Royal Air Force where he was instrumental in setting up mental health rehabilitation services for service members returning from the first Gulf War. He was also part of the clinical team that rehabilitated the released British Beirut hostages. After retiring from the RAF in 1997, for 10 years he worked setting up tertiary services for sufferers of complex PTSD in a general adult setting and within a medium-secure forensic women’s service. He has published and lectured internationally about