“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
the treatment and rehabilitation of chronic and complex presentations of post-traumatic stress disorder. He is the current Chair of the UK Trauma Group and is a board member of the UK Psychological Trauma Society.

Kate Calnan is a PhD student in industrial/organizational psychology and part-time professor of occupational health psychology at Saint Mary’s University, Halifax, NS, Canada. Kate has been awarded many research grants including a doctoral scholarship from the Social Sciences and Humanities Research Council. Kate is also a member of the CN Centre for Occupational Health and Safety where she maintains an active role in research and consulting projects. Her current research interests focus on organizational functioning and employee well-being, with a specialized focus on workplace violence, conflict, and positive occupational health psychology. Kate has presented her research at several conferences as well as contributed to several edited books.

Steven M. Crimando, MA, BCETS, is an internationally known consultant and educator specialized in the application of the behavioral sciences in homeland security, violence prevention, and crisis management. He is the Managing Director of Extreme Behavioral Risk Management (XBRM), a division of ALLSector Technology Group, Inc., a New York City–based consulting firm. Mr. Crimando is a Board-Certified Expert in Traumatic Stress (BCETS), and holds Diplomate status with the National Center for Crisis Management, the American Academy of Experts in Traumatic Stress, and the International College of the Behavioral Sciences, where he serves on the Board of Directors. He is a Certified Trauma Specialist (CTS) and holds Level-5 Certification in Homeland Security (CHS-V). Mr. Crimando served as a disaster field operations supervisor for mental health response to the September 11, 2001, World Trade Center attacks and coordinated onsite psychological operations at New Jersey’s Anthrax Screening Center, as well as at many instances of both interpersonal and mass violence in corporate, community, and campus settings.

Bryan Davidson, PhD, ABPP, is the Director of Psychological Health and Chief of the Traumatic Stress Response Team for Langley Air Force Base, VA, US. He received his PhD from Fuller Theological Seminary Graduate School of Psychology and is a Diplomate of the American Board of Professional Psychology in Clinical Health Psychology (CHP). His work as a psychologist in the USAF included full-time work in integrated primary care, directing a CHP service, and deployments to Iraq and Afghanistan. Presently, he is an officer in the US Public Health Service providing leadership in expanding initiatives that target organizational health.

Roos Delahaij, born in 1978, obtained her Master’s Degree in social psychology (with honors) at the University of Amsterdam in the Netherlands in 2004. From 2005 to 2009 she was employed by the Faculty of Social Sciences of Tilburg University in the Netherlands. She studied the relationship between individual characteristics and performance under acute stress in a military population. In addition, she studied the role of organizational culture in resilience development. This work resulted in a PhD degree in 2010. She has published in international scientific journals such as Personality and Individual Differences and the International Journal of Stress Management. Since 2009 she has been working as a researcher at TNO Defence, Security and Safety. She has been involved in studies investigating resilience in military organizations and in the
development of resilience-enhancing training programs for the Netherlands Defense Force. Roos is currently a member of the NATO Task Group “Mental Health Training.”

**Erik De Soir** graduated from the Royal Military Academy in 1988 with a Master’s Degree in Social and Military Sciences. After Infantry School, he was assigned to the Liberation Battalion of the 1st Mechanized Brigade as a platoon commander. In 1991, he was called back at the department of Behavioral Sciences of the Royal Military Academy, Chair of Psychology, to teach courses in general and social psychology. Major De Soir is currently the Commander of the Psychosocial Support Section at the Well-being Department of the Belgian Defence.

De Soir has a Special Master’s degree in disaster medicine & disaster management (Catholic University of Leuven [KU Leuven], 1991), a Master’s degree in clinical psychology (KU Leuven, 1995), a psychotherapy training in systemic marital, family and sex therapy (KU Leuven, 1998), a psychotherapy training in hypnotherapy (Scientific Flemish Hypnotherapy Association) and extensive training in psychotrauma therapy and counseling (creative arts therapy, EMDR, sensorimotor trauma therapy, cognitive therapy, etc.). He is studying for a PhD on the theme of peri-traumatic reactions and post-trauma memories under the guidance of Prof. Dr. Rolf Kleber (Utrecht University, the Netherlands), Prof. Dr. Onno Van der Hart (Utrecht University, the Netherlands) and Prof. Dr. Jacques Mylle (Royal Military Academy).

De Soir created the Belgian Model for Psychosocial Support for Peacekeeping Operations (for soldiers and their significant others) and elaborated basic principles for traumatic stress management in the military and rescue services. As a crisis psychologist, he regularly participated in peace support operations in Somalia, Rwanda, Croatia, and Bosnia to study the different problems of deployed soldiers and their significant others.

As a leading expert in fire and rescue psychology, De Soir is also a certified fire fighter and a paramedic and serves as a volunteer fire psychologist in the Regional Fire and Ambulance Brigade of Leopoldsburg. He created a European-wide counseling and support network for the management of traumatic stress in fire brigades, emergence medical services, and emergency departments of hospitals, currently known as Fire Stress Teams (FiST). In 2003, he created the European Association of Fire and Rescue Psychologists – Association Européenne des Psychologues Sapeurs-Pompiers (AEPSP).

De Soir is one of the founding members of the Belgian Society for Psychotraumatology (Société Belge de Psychotraumatologie) and the Revue Francophone du Stress et du Trauma. Between 2001 and 2010, he has been the Vice President of the Association de Langue Française pour l’Etude du Stress et du Traumatisme, Board Member of ESTSS and NtVP and he co-chaired the International Structure and Affiliations Committee within the International Society of Traumatic Stress Studies (ISTSS).

**Alison Dunn** is Head of Treatment Services in the Occupational Health Department at Transport for London, which provides a range of services for London Underground and the Transport for London group. In this role she oversees the management of the counselling and trauma service, the physiotherapy service, and the drug and alcohol assessment and treatment service. Alison’s background is in social work and then counselling – she was awarded a Master’s degree in psychological counselling and psychotherapy in 2000.
Alison has thorough experience of providing counseling in an organizational setting, managing a proactive workplace counseling service, and responding to critical incidents. She has coordinated the counseling team’s response to several incidents that have taken place during past years as well as the response to the events on July 7, 2005. Alison has previously written about a four-stage model for trauma aftercare in *Trauma: A Practitioner’s Guide to Counselling*, edited by Thom Spiers. She has also written about critical incident planning in *Employee Well-Being Support: A Workplace Resource*, edited by Andrew Kinder et al.

**Kathryne Dupré** is an associate professor of organizational behavior and human resource management in the Faculty of Business Administration at Memorial University of Newfoundland. She received her PhD in management from Queen’s University, her MSc in Industrial/Organizational Psychology from Saint Mary’s University, and her honors BA in psychology from Queen’s University. Kathryne’s research interests focus on employee well-being, with particular emphasis on workplace aggression, harassment and safety, leadership, occupational stress, and young employees’ experiences in the workplace. Kathryne has published her work in a number of journals including the *Journal of Applied Psychology*, *Human Resource Management*, and the *Journal of Occupational Health Psychology*. She has presented her research at numerous national and international conferences, and contributed chapters to several edited books.

**Atle Dyregrov**, PhD, Director of the Centre for Crisis Psychology, Bergen, Norway, is a clinical and research psychologist and the author of numerous publications and journal articles as well as more than 15 books. He has been closely involved in crisis support following many national and international events, including the 2011 tragedy in Norway. In addition, he has conducted research on various subjects relating to bereavement, trauma, and crisis situations. His clinical work has covered diverse areas such as grief reactions in parents, grief and trauma in children, and organizing psychosocial disaster assistance to victims, families, and first responders. He is one of the founding members of the European Society for Traumatic Stress Studies and the Children and War Foundation. He has worked extensively as a consultant to various UN organizations, especially UNICEF and UNHCR.

**Martin C. Euwema** is Full Professor in Organizational Psychology at the University of Leuven, Belgium, and chair of the research group Work, Organization and Personnel Psychology. Martin has been working for many years at Utrecht University, the Netherlands, teaching and investigating conflict management, peacekeeping, and human resources management. He has been involved in research and development and conducting training for deployment in operations other than war (OOTW) of military officers in the Netherlands, Finland, and Germany, and for nongovernmental organizations (NGOs) in crisis areas in Denmark, Germany, and the Netherlands. He has published in international scientific journals, such as the *Journal of Personality and Social Psychology*, the *Journal of Applied Psychology*, *Work and Stress*, the *Journal of Organizational Behavior*, *Group and Organization Management*, the *International Journal for Conflict Management*, and others, and has published several books (in Dutch) for conflict professionals and textbooks. Martin is President of the International
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Isabel Fernandez is a clinical psychologist, working in Milan. She has been trained in cognitive-behavioral therapy and has been in the faculty of the Italian School of Cognitive Behavior Therapy for 12 years, providing specialization training in psychotherapy. She has worked as a consultant psychologist at the psychiatric ward of Niguarda Hospital, conducting research projects in the clinical field. She is a lecturer at the Catholic University of Milan and Rome. At the present time, she is the Director of the Psychotraumatology Research Center of Milan and has published many papers, articles, and books on trauma, on EMDR, and on research projects in this field. She is an EMDR Europe-Approved trainer and Chair of the Italian Association of EMDR, and belongs to the Board of Directors of the Italian Federation of Scientific Psychological Societies. She is also a Board Member of the European Society for Traumatic Stress Studies (ESTSS) and of the Standing Committee of Disasters, Trauma and Crisis of the European Federation of Psychologists’ Association. She has directed and organized interventions of disaster psychology in natural and incidental disasters (e.g., the air crash on Milan’s Pirelli building and Molise’s earthquake) and has worked in cooperation with civil defense workers and fire fighters for debriefing and psychological support on stress in emergency workers. She has been training psychology graduates, post-graduates, and clinicians on trauma and crisis interventions.

Chris Freeman is a consultant psychiatrist and psychotherapist based in Edinburgh. He was the Director of the Rivers Centre for Traumatic Stress in Edinburgh until 2007. He is currently President of the UKPTS (United Kingdom Psychological Trauma Society), is on the ESTSS Board, and is leading an ESTSS task force on Trauma Informed Services. His current post is as Regional Consultant for Eating Disorders for the southeast of Scotland. He is Vice Chair for Ethics for the Royal College of Psychiatrists.

Merle Friedman, PhD, is a registered clinical psychologist. She has served on the board of the International Society for Traumatic Stress Studies for eight years and is currently on the board of Psychology Beyond Borders and Foundation for a Safe South Africa. Merle is a co-founder and director of the South African Institute for Traumatic Stress, and a founder of the Wits Trauma Clinic in South Africa. She was a member of the US National Institute of Mental Health Violence and Traumatic Stress Working Group, and of the ISTSS International Working Group on Traumatic Stress. She has been a member of TRT (To Reflect and Trust) since 1997, engaging in issues of conflict and distress between ethnic and racial groups.

Merle is also a corporate psychologist, and runs a consultancy, Psych-Action, working in the areas of leadership, stress, traumatic stress, resilience, team development, and strategic risk management. She is a contributing author of the KING III Report on Corporate Governance in South Africa (2009). The focus of her current interest and research is behavioral finance, the psychology of decision making. She is an executive coach, working at senior levels in organizations. She travels extensively nationally and internationally for speaking engagements, conference presentations, and lecture tours to Australia, Europe, Israel, and the United States, has published a
Kevin Friery is Clinical Director at Right Management. A graduate in psychology from Exeter University he has worked in the NHS, local government, the voluntary sector, and private industry. As a counsellor and psychotherapist he has worked for a number of years with people seeking answers to some of the questions life has thrown at them, and is a great believer in the concept that it is not events that change people so much as the sense they make of them.

As Clinical Director, he has worked with a large number of organizations helping to understand the factors that influence stress and well-being and thereby to develop a more resilient workforce. He has authored a number of papers on workplace wellness and for three years was Chair of BACP Workplace, the specialist workplace division of the British Association for Counselling and Psychotherapy. Kevin is frequently asked to speak at conferences and has chaired a number of major national events; he is also a regular contributor to professional workplace media.

Patricia Graham is a consultant clinical psychologist based in East Lothian, Scotland. She worked both clinically and in research at the Rivers Centre for Traumatic Stress in Edinburgh until 1999 before specializing in the treatment of severe eating disorders. Her current post is Head of Adult Mental Health Psychology in East Lothian. She is a member of the IPT Scotland Training Committee, and is a BABCP-accredited practitioner in both CBT and CBASP. She is also a member of the Joint Mental Health Planning Group for East Lothian CHP (Community Health Partnership).

Neil Greenberg is the Defence Professor of Mental Health at King’s College London and is a consultant psychiatrist. He has carried out research in a number of hostile environments including Afghanistan and Iraq. Greenberg studied medicine at Southampton University, graduating in 1993. He served as a doctor in a variety of warships and submarines, and with two Royal Marines Commando units. During his time with the Royal Marines, he achieved his arctic warfare qualification and completed the all-arms commando course, earning the coveted Green Beret.

Greenberg has specialized in psychiatry, completing a Master’s degree in clinical psychiatry and a doctorate in mental health, and is a Fellow of the Royal College of Psychiatrists. He is a specialist in general adult, forensic and liaison psychiatry. Since 1997 he has been part of the team at the forefront of developing Trauma Risk Management (TRiM). Greenberg has provided psychological input for Foreign Office personnel after the events of September 11, 2001, and in Bali after 12 October 2002, and a number of other significant incidents including assisting the London Ambulance Service in the wake of the London Bombings in 2005.

In 2008 he was awarded the Gilbert Blane Medal by the Royal Navy for his work in supporting the health of naval personnel through his research work. He has published more than 100 scientific papers and book chapters, and has presented to national and international audiences on matters concerning the psychological health of the UK Armed Forces, the organizational management of traumatic stress, and occupational mental health.
Annette Greenwood is an HPC-registered counselling psychologist who specializes in trauma and staff well-being. She has worked at the consultant level for the last 13 years in the NHS and now as the trauma advisor for St Andrews Healthcare. She has led psychological incident response at both international and national levels. At St Andrews she has set up and leads the trauma response service to support staff working in secure mental hospitals. Trauma, stress, and the impact of mindfulness on the well-being of healthcare professionals are her areas of clinical and research practice. More recently she was commissioned by the European Union (EU) to co-write the new psychosocial guidelines for psychological support following a CRBN major incident (Berlin, 2011). The ASSIST model described in Chapter 6 will form the training for volunteers at the new Trauma Centre in Milan, Italy.

E. Kevin Kelloway is the Canada Research Chair in Occupational Health Psychology and the Director of the CN Centre for Occupational Health and Safety at Saint Mary’s University, Halifax, NS, Canada. He also holds appointments as Professor of Psychology and Professor of Management at Saint Mary’s. A prolific researcher, Dr. Kelloway is a Fellow of the Association for Psychological Science, the Canadian Psychological Association, and the Society for Industrial/Organizational Psychology. He currently serves as Associate Editor of Work and Stress and as Section Editor for Stress and Health as well as serving on several editorial boards. He is past Chair of the Canadian Society for Industrial and Organizational Psychology. He has authored or edited 10 books, and authored over 100 research articles and chapters, on a wide range of topics in organizational psychology. His current research interests focus on the effects of organizational leadership on individual well-being, positive occupational health psychology, and the prediction and consequences of workplace violence. He also maintains an active consulting practice, working with a variety of public and private sector clients in these areas.

J.E. (Hans) Korteling is a research scientist at TNO Defence, Security and Safety. He received his MSc degrees in psychology from the University of Amsterdam, where his main interests included visual perception and neuropsychology. Until 1998, he worked as a research psychologist in the Traffic Behavior Group and as research group leader in the Vehicle Control Group of TNO Human Factors, the Netherlands. Hans received his PhD in the Psychological, Pedagogical, and Sociological Sciences in 1994 (with honors) at the University of Groningen. Hans has been in charge of the Simulation Research Group of TNO Human Factors which focused on the specification and validation of research- and training simulators. Since 2002 he has been program manager of training and instruction research for the Dutch Defense. From 2005 he has also been senior research scientist of the Training and Instruction Department of TNO Human Factors.

Mooli Lahad, PhD, is a senior medical and education psychologist, Professor of Psychology at Tel-Hai College, Tel Hai, Israel, and the Founder and President of the Community Stress Prevention Center (CSPC), established some 30 years ago. He is one of the world’s leading experts on the integration of the arts form therapies for psychotrauma and coping with disasters. Following the terrorist attacks on the United States in September 2001, he trained, in both New York and New Jersey, mental health staff and
medical care teams. He was the director of an international initiative to help Sri Lanka following the tsunami of 2004. He is also a former advisor to NATO and UNICEF.

Professor Lahad is the author and co-author of 30 books and many articles on the topics of the use of an integrative approach to treat PTSD and grief, communities under stress, and coping with life-threatening situations. He is the recipient of three professional prizes: the Israeli Psychology Association – Bonner Prize for outstanding contributions to education in Israel, the Adler Institute for the Welfare of the Child Prize, Tel Aviv University, and the Israeli Lottery Prize for innovations in medicine for developing a telepsychology services. For more information, please see http://www.icspc.org.

Rebekah Lwin, PhD, is a senior lecturer at the University of Chester, UK, where she teaches a master’s-level program on psychological trauma. She is also a consultant clinical psychologist at Alder Hey Children’s Hospital in Liverpool, UK, and previously at Great Ormond Street Hospital for Children and the Institute of Child Health, London, UK. She trained in Edinburgh, Scotland, and has worked in child and adolescent mental health throughout her career. Her clinical and research interests have explored the experiences of children and families within a context of chronic illness and acute physical trauma, and latterly she has developed a particular interest in the application of compassion-focused therapeutic approaches to building psychological resilience in young people. She joined the University of Chester in 2008 where she has helped, with colleagues Dr. Stuart McNab and Professor Gordon Turnbull, to establish the Centre for Research and Education in Psychological Trauma.

Alexander McFarlane, AO, MBBS (Hons), MD, FRANZCP, Dip Psychother, is the Head of the University of Adelaide Centre for Traumatic Stress Studies. He is an international expert in the field of psychological trauma and disasters and an active clinician. He is a past president of both the International Society for Traumatic Stress Studies and the Australasian Society for Traumatic Stress Studies. He has been the Senior Adviser in Psychiatry to the Australian Defence Force, and the Department of Veterans Affairs. He holds the rank of Group Captain in the RAAF specialist reserve.

His research has focused on the epidemiology and longitudinal course of post-traumatic stress disorder, as well as the neuroimaging of the cognitive deficits in this disorder. He has a particular interest in the impact of childhood trauma on adult adjustment. He has directed several major studies on the health of members of the entire Australian Defence Force that are currently being completed. He is the recipient of a number of honors and awards for his research and contributions to the field. He has had extensive experience as an expert witness in a range of jurisdictions in Australia and internationally. He has published over 300 articles and chapters in various refereed journals and has co-edited three books.

Stuart McNab is the Director of the Centre for Research and Education at the University of Chester. He is a chartered counselling psychologist and registered analytic psychotherapist who has worked clinically with trauma for over 20 years. Following his original training in the psychoanalytic approach, he trained in EMDR and trauma-focused cognitive-behavioral therapy (CBT). He has a particular interest in working with trauma through mindfulness and compassionate mind training, and has recently
brought his love of horses into his therapeutic work with riders who have experienced traumatic accidents. He designed and launched the first master’s program in psychological trauma in 1996. The program now recruits from a wide variety of occupations including psychologists, psychotherapists, social workers, general practitioners, police officers, and military personnel and is attracting students both nationally and internationally.

**Scott D. Miller**, PhD, is the founder of the International Center for Clinical Excellence, an international consortium of clinicians, researchers, and educators dedicated to promoting excellence in behavioral health services. Dr. Miller conducts workshops and training in the United States and abroad, helping hundreds of agencies and organizations, both public and private, to achieve superior results. He is one of a handful of “invited faculty” whose work, thinking, and research are featured at the prestigious Evolution of Psychotherapy Conference. His humorous and engaging presentation style and command of the research literature consistently inspire practitioners, administrators, and policy makers to make effective changes in service delivery. Scott is the author of numerous articles and books, including *Escape from Babel: Toward a Unifying Language for Psychotherapy Practice* (with Barry Duncan and Mark Hubble [1997]), *The Heart and Soul of Change* (with Mark Hubble and Barry Duncan [1999, 2010]), *The Heroic Client: A Revolutionary Way to Improve Effectiveness through Client-Directed, Outcome-Informed Therapy* (with Barry Duncan [2000] and Jacqueline Sparks [rev., 2004]), *Staying on Top and Keeping the Sand Out of Your Pants: The Surfer’s Guide to the Good Life* (with Mark Hubble and Seth Houdeshell [2003]), and the forthcoming * Achieving Clinical Excellence in Behavioral Health: Empirical Lessons from the Field’s Most Effective Practitioners* (with Mark Hubble and William Andrews).

**Roderick Ørner** is consultant clinical psychologist in private practice and Visiting Professor of Clinical Psychology at the University of Lincoln which awarded his PhD in 2005. His clinical experience comprises specialist assessment and therapy clinics for adult patients especially following exposure to traumatic events in the maritime industries (see http://www.ForceMajeureMaritime.com). He is a Fellow of the British Psychological Society, and his trauma-related research interests range from British Falklands War veterans, European war veterans, and the provision of psychological support services for emergency responder groups. Alone, he hosted the First European Conference on Traumatic Stress in Lincoln, UK, in 1988 and for a number of years maintained a leading role within the European Society for Traumatic Stress Studies of which he was President between 1997 and 1999. He is senior editor of *Reconstructing Early Intervention after Trauma* published in 2003 by Oxford University Press.

**Hash Patel**, BSc(Hons), PhD, was born in India and came to England when he was 7 years old. He started his career in the field of counseling in 1981. As Head of Teacher Education and Counselling Studies at Sandwell College in the West Midlands, he was responsible for developing and delivering an extensive range of training programs for counseling at various levels for different professional groups as well as developing a successful Student Counselling Service. Alongside his academic career, Hash has dedicated much time to working actively in the voluntary sector. From his innovative and visionary ideas, he secured private and public finding for the creation of a large,
multipurpose community center for the Gujarati community. His involvement in charitable work stems from the belief in helping others to fulfill their potential both individually and as a community group.

Hash is an accredited humanistic counselor with an extensive experience of the unique fusion of Eastern and Western counseling philosophies. His counseling interests and specialisms include PTSD, child abuse, family dynamics, and ethnicity. Hash is a supervisor and trainer as well as maintaining a private practice. He has been involved with a range of committees and work groups within BACP and was Chair of BACP’s Division for Independent Practitioners (then PRG) from 2000 to 2002. Hash is currently a lecturer at Birmingham Metropolitan College.

Pauline Rennie Peyton, D. Psych, is a chartered psychologist who runs a clinical practice in central London and an organizational consultancy country-wide. She is the author of *Dignity at Work – Eliminate Bullying and Create a Positive Working Environment* (2003), a book that was her response to the growing problem, and consequences, of workplace bullying. Pauline specializes in working with interpersonal and occupational relationships in which individuals need help in dealing with difficult relationships. Her focus with couples is about enabling them to bring out the best in each other and to abandon the behaviors that caused them to seek therapy in the first place. But the word “couples” can have a wider context: Pauline also works with mothers and daughters, fathers and sons, or various combinations of people in families or other structures, to encourage them to think in terms of role reversal and reach an understanding of the other’s point of view.

As a trained mediator with many years of experience, she works in organizations as a trainer and facilitator, giving people the skills to work together with dignity and respect. Another area of specialism for Pauline is the field of trauma, in which she counsels people who have been involved in traumatic incidents – whether as victim, witness, or even perpetrator.

Stephen Regel is Principal Psychotherapist/Co-director of the Centre for Trauma, Resilience and Growth, Nottinghamshire Healthcare NHS Trust, Special Associate Professor in the School of Sociology and Social Policy, Nottingham University, and a Senior Fellow of the Institute of Mental Health, Nottingham. Since 2002, he has been visiting therapist/consultant at the Family Trauma Centre in Belfast, Northern Ireland. His time is divided between clinical, teaching, and research activities. He consults and trains extensively with UK police forces on the provision of post-trauma peer support. He is also consultant/trainer to the International Committee of the Red Cross (ICRC) peer support initiative. He is a consultant to the International Federation of Red Cross and Red Crescent Societies (IFRC) Reference Centre for Psychosocial Support. Since 2005, he has been part of the British Red Cross Psychosocial Support Team, assisting UK nationals affected by incidents abroad.

Jo Rick, PhD, is a work and organisational psychologist with over 20 years experience of applied research and consultancy in work related mental health and well-being. Jo’s research interests include well-being, stress, absence, rehabilitation and organizational culture. Jo has led or been involved in a number of large scale evaluations of workplace and community mental health initiatives. She has authored many research reports for a
variety of audiences including organisations, Government departments, practitioners and academics. Jo is particularly interested in evidence based approaches and using evidence, she had undertaken evidence reviews to underpin national policy in the UK on areas such as rehabilitation/return to work and management standards for stress as well as to shape specific workplace practices.

Ruvie Rogel is Deputy CEO in charge of professional and international development at the Community Stress Prevention Center (CSPC), Tel Hai College, Israel. He is an international expert on emergency management and community resiliency. Dr. Rogel holds a PhD in Educational Leadership from Leicester University, UK, where he had also obtained his MSc in Management and Training. His first degree is in psychology (Tel Aviv University). He has a faculty appointment at Wright State University in Dayton, Ohio, and teaches in universities and colleges in Israel, as well as in workshops on resilience and psychosocial coping in emergency events.

His professional experience was gained in community emergency and preparedness work and interventions in Israel through government, public, business, and private sectors. During the 2005 evacuation of Israeli citizens from the Gaza strip, Dr. Rogel served as a special consultant to the Israeli Prime Minister’s Office, on the psychosocial aspects of the “Disengagement.” Dr. Rogel participated in international aid delegations in Sri Lanka, Mississippi, Haiti, Ethiopia, Uganda, and India, and is involved with international organizations’ projects. Dr. Rogel attends international conferences on emergency management as a speaker and as a participant and is a member of the International Association of Emergency Management (IAEM).

Carol Rooney is a registered mental nurse specializing in clinical risk and aggression management. She has worked at the senior management level in the NHS and in the independent sector, and is currently Head of Clinical Risk Management for St Andrews Healthcare, and is the professional lead for prevention and management of violence aggression strategy and training. Her area of research interest is in staff responses to disturbed behavior, and she has presented internationally and published on prosecution issues in mental health settings, staff experience of observations, and use and retention of breakaway skills.

Gail Rowntree studied at Kings College, London (Institute of Psychiatry), and currently splits her time between being a senior lecturer for Buckinghamshire New University, UK, lecturing in organizational psychology and disaster management and resilience to post-graduate students as well as being part of the first responders team for Kenyon International Emergency Services (KIES). Her research interests are around understanding the narrative of mass disasters for deploying teams; Gail is currently undertaking extensive research in this area, and she has published several articles on this subject. Gail has deployed to a variety of disasters from the Thailand Tsunami, airline crashes, and civil unrest to other natural disasters, all in the role of family assistance and team welfare.

Mandy Rutter is a qualified psychologist, counsellor, mediator, and trainer. She began her career working with teenagers and their families whose lives had been
disrupted by trauma. In 1994 she joined ICAS, an independent, international EAP provider and experienced a wide range of roles working in both the clinical and commercial departments. In 1999, Mandy joined the ICAS Crisiscall team where the main focus was assisting and guiding organizations through accidents, injuries, death, suicide, and distressing unexpected traumas. Mandy led the Crisiscall team in supporting customers after three major train crashes, the Bali bombings, and 7 July 2005 bombings in London. More recently, Mandy has broadened her role and now consults on the design and delivery of strategic employee-focused crisis management issues. She has been part of a national working group who published British Standard Guidelines on human aspects of business continuity, and she regularly contributes articles for professional journals. Mandy currently works alongside financial institutions, oil and gas companies, retail organizations, and government departments assisting in the development and facilitation of “psychological first aid” training programs. Mandy is also developing services to encourage personal and managerial resilience before and after trauma.

Sue Santi Ireson, BEd(Hons), MACouns, has been working in the counseling field since 1976 when she trained as a volunteer youth counselor. She was then appointed as Director of a Youth Counselling Service in Maidenhead, where she developed an extensive training program of ongoing counseling training and focused workshops. A major focus of her work is in the field of child sexual abuse and its long-term effects, and from this she developed an interest in PTSD and the long-term effects of unacknowledged trauma in the individual, the family, and the community. She has published various articles on these issues and continues to offer training in these fields. Her passionate commitment to enabling people to move on from traumatic past experiences has always informed her work.

Sue is deeply committed to developing and maintaining cross-cultural links. She made contact with Montfort College in South India in 2002 and subsequently became a consultant and trainer, developing a successful program for UK counseling trainers to offer short training programs to the college. In 2002 she was made a Fellow of BACP in recognition of this work. She has been involved with a range of committees and work groups within BACP and was Chair of BACP’s Division for Independent Practitioners (then PRG) from 1996 to 2000. As well as maintaining a small private practice, Sue currently works part-time as a counselor and trainer in two GP practices, and continues to offer supervision, counseling, and training both nationally and internationally.

Roger M. Solomon, PhD, is a clinical psychologist who specializes in treatment of trauma and grief. He is co-director of the Buffalo Center for Trauma and Loss in Buffalo, NY. He is on the Senior Faculty of the EMDR Institute and provides EMDR training internationally. Formally a police psychologist with the Colorado Springs Police Department and Washington State Patrol, he has consulted with the FBI, Secret Service, Bureau of Alcohol, Safety, and Firearms, US State Department, CIA, and other government agencies. Currently Dr. Solomon consults with NASA, the US Senate, the South Carolina Department of Public Safety, and Polizia di Stato (Italy).

Gordon Turnbull, a graduate of Edinburgh University in 1973, entered psychiatry at the Neuropsychiatric Centre, Royal Air Force Hospital Wroughton, in Wiltshire, UK,
in 1980. Previous post-graduate experience had been in general medicine, expedition medicine, and neurology. Appointed Consultant in 1986, his focus turned to psychological trauma after the Lockerbie Air Disaster in 1988 and active service in the Gulf War of 1991 as RAF psychiatric advisor in the field, and first-ever debriefings of British prisoners of war and released British hostages from Lebanon. He developed new treatment strategies for trauma in the RAF, and post-RAF has concentrated on trauma services for police officers, emergency service personnel, and military veterans. Currently, he is Consultant Psychiatrist in Trauma at Capio Nightingale Hospital, London, and the Ridgeway Hospital in Wiltshire, Adviser in Psychiatry to the Civil Aviation Authority (CAA), and Visiting Professor to the University of Chester, UK.

Onno van der Hart, PhD, Prof. Dr. Jacques Mylle is Honorary Professor of Psychopathology of Chronic Traumatization at the Department of Clinical and Health Psychology, Utrecht University, and a psychologist/psychotherapist at the Sinai Center for Mental Health, Amstelveen, the Netherlands. He specialized in the diagnostics and treatment of clients with complex trauma-related disorders, including the dissociative disorders. Both nationally and internationally, he is a clinical consultant and presenter on the diagnosis and treatment of complex trauma-related disorders. He is a past president of the International Society for Traumatic Stress Studies. Currently Vice President of the Institut Pierre Janet, Paris, he is a scholar in Pierre Janet studies. With colleagues Ellert Nijenhuis and Kathy Steele, he wrote The Haunted Self: Structural Dissociation and the Treatment of Chronic Traumatization (2006). A new book, Coping with Trauma-Related Dissociation: Skills Training for Patients and Therapists (co-authored with Suzette Boon and Kathy Steele), appeared in March 2011. His website, http://www.onnovdhart.nl, contains a number of articles that may be of further interest.

Gerrit C.B. van Wyk, MA (Clinical Psychology), is a clinical psychologist who has practiced in South Africa since 1975. His professional focus has been on the traumatic effects of high levels of violent crime in South African society. He is the founder and director of Traumaclinic Emergency Counselling Network, a national network of trauma practitioners offering early trauma intervention and support to occupational and civilian trauma victims in South Africa. The network has delivered consultative, intervention, and training services to a large number of companies and corporations in South Africa as well as medical aid schemes, NGOs, and government departments.

Gerrit is the recipient of the Merit Award of the SA Society for Clinical Psychology for Outstanding Service to Clinical Psychology. He has served as Affiliate Member for Africa on the Board of the International Society for Traumatic Stress Studies and of the European Society for Traumatic Stress Studies, and he is member of the Diversity Committee of ISTSS. He is also a founder member of the Continuous Trauma Interest Group in South Africa which focuses mainly on traumatic stress in marginalized, under-resourced communities.

He is the author and co-author of a number of book chapters and journal articles, and has presented a substantial number of papers and workshops at national and international conferences, mainly on the problems of early intervention and the Traumaclinic Trauma Support model developed in response to the high levels of violence in South Africa. With the objective of making information and training in the field of trauma
more easily and generally available, Gerrit has developed a website, http://www.traumatrainingonline.com, where course material can be freely downloaded.

**Xiao Lu Wang**, PhD (Industrial and Organizational Psychology), BSc (Psychology), is a Post-doctoral Research Fellow, Department of Social Work and Social Administration Honorary Research Associate, Centre on Behavioral Health of the Faculty of Social Sciences, University of Hong Kong. Dr. Wang’s expertise is in industrial and organizational psychology and organization behavior. Her main research interests are workplace wellness and third-sector management, focusing on leadership and management, work motivation and engagement, and staff well-being and development. Her work has been published in the fields of management, psychology, psychiatry, medicine, and social work. She has authored and co-authored 33 peer-reviewed academic publications including international journal articles, book chapters, and international conference papers and presentations, as well as another four under review or forthcoming. Dr. Wang actively participates in trainings and intervention research targeting workplace wellness and NGO management. She has also led and has been involved in various management and research consulting programs for local NGOs (e.g., Caritas, Hong Kong Christian Services, Sheng Kung Hui, Li Ka Shing Foundation, Harmony House, and Hong Kong Society of Rehabilitation) and government departments (e.g., Hong Kong’s Hospital Authority).

**Zhen Wang** is a psychiatrist at the Shanghai Mental Health Center and an Associate Professor of Psychiatry at the Shanghai Jiao Tong University School of Medicine. He established and is managing the Stress and Trauma Research Program in Shanghai.

**Marilyn Wignall (aka MacQueen)**, M Phil., BASOS (Police), Cert Prac NLP, LNCP, Cert.Ed., MIfL., works with the Devon and Cornwall police service as the Force TRiM Co-ordinator and with March on Stress as a TRiM instructor delivering TRiM training to other emergency services. A retired police officer, Wignall enjoyed a diverse police career before completing her service in 2006. During her service she completed two degrees, the latter in the area of stress management in the police. In 1990 she embarked upon a period of research, being awarded a Bramshill Fellowship which resulted in the force appointing Post Incident Colleague Supporters, in-house training, and force policy. In 2003 she trained in the Royal Marines model of Trauma Risk Management (TRiM) and persuaded Devon and Cornwall Constabulary to adopt it as their model of stress management. Since her retirement Wignall has helped to pioneer the use of TRiM in several UK police forces and other emergency services. She gives presentations to a variety of national audiences on TRiM-related matters and in April 2011 received a national award for the Force TRiM program, which was recognized by the Emergency Services Awards as outstanding in policing excellence and innovation.

**Xiaoping Zhu** is a Principle Consultant and President of China EAP Service Center. He also holds several positions as a Visiting Professor for universities in China, including Shanghai Institute of Foreign Trade, Shanghai Teacher’s University, and Graduate University of Chinese Academy of Science.
Part A

The Evolution and Development of Workplace Trauma Support