

# Managing Pandemics – Demands, Resources, and Effective Behaviors within Crisis Management Teams

## Appendix

**Table A.1**

Setting of COVID-19 Crisis Management Team (CMT)

	Interview (N=29)		Online (N=115)		Total (N=144)	
	<i>Count</i>	<i>Share</i>	<i>Count</i>	<i>Share</i>	<i>Count</i>	<i>Share</i>
CMT of a county / independent city	11	38%	43	37%	54	37%
CMT for extraordinary events in a municipality	0	0%	5	4%	5	3%
CMT of regional government	1	3%	6	5%	7	5%
Incident command of a county / independent city	0	0%	9	8%	9	6%
CMT of a different authority	4	14%	4	3%	8	6%
CMT of relief organization (e.g., German Red Cross)	0	0%	25	22%	25	17%
CMT of health care facilities (e.g., hospital)	3	10%	3	3%	6	4%
CMT of institution in the educational sector (e.g., University)	6	21%	2	2%	8	6%
CMT of a utility company (e.g., municipal utilities)	0	0%	1	1%	1	1%
CMT of another company / economic organization	2	7%	9	8%	11	8%
Others	2	7%	8	7%	10	7%

*Note.* All percentage values are rounded.

**Table A.2**

Characteristics of COVID-19 CMTs

	Interview (N=29)				Online (N=115)				Total (N=144)			
	<i>Mean</i>	<i>SD</i>	<i>Min.</i>	<i>Max.</i>	<i>Mean</i>	<i>SD</i>	<i>Min</i>	<i>Max</i>	<i>Mean</i>	<i>SD</i>	<i>Min</i>	<i>Max</i>
CMT size (members)	17.41	8.92	4	45	20.79	17.16	4	120	20.05	15.89	4	120
CMT meetings since beginning of pandemic	31.24	17.01	10	76	42.40	23.50	1	100	40.12	22.72	1	100
Membership in COVID-19 related CMT (in weeks)	12.14	3.42	7	21	9.67	3.15	3	25	10.17	3.33	3	25

*Note.* Data collection took part between April 27 and July 2, 2020.

**Table A.3**

Professional background of CMT members

	Interview (N=29)		Online (N=115)		Total (N=144)	
	<i>Count</i>	<i>Share</i>	<i>Count</i>	<i>Share</i>	<i>Count</i>	<i>Share</i>
Fire department official	8	28%	23	20%	31	21%
Non-police emergency response / civil protection	1	3%	13	11%	14	10%
Other civil servant	11	38%	22	19%	33	23%
Administration and commercial professions	1	3%	10	9%	11	8%
Medical staff	2	7%	4	3%	6	4%
Managing director	0	0%	6	5%	6	4%
Clerk	0	0%	4	3%	4	3%
Self-employed	0	0%	2	2%	2	1%
Technical professions	1	3%	12	11%	13	9%
Others	5	18%	19	17%	24	17%

*Note.* All percentage values are rounded.

**Table A.4**

Area of responsibility within CMT

	Interview (N=29)		Online (N=115)		Total (N=144)	
	<i>Count</i>	<i>Share</i>	<i>Count</i>	<i>Share</i>	<i>Count</i>	<i>Share</i>
S1 (personnel)	1	3%	9	8%	10	7%
S2 (situation)	2	7%	13	11%	15	10%
S3 (deployment)	1	3%	3	3%	4	3%
S4 (supply and logistics)	0	0%	4	3%	4	3%
S5 (press and publicity relations)	0	0%	3	3%	3	2%
S6 (information & communication system)	0	0%	1	1%	1	1%
Technical advisor & liaison officer	6	21%	14	12%	20	14%
Communication & coordination	7	24%	16	14%	23	16%
Leader	3	11%	16	14%	19	13%
Member of a civil crisis team	7	24%	25	21%	32	22%
Multiple areas of responsibility	0	0%	9	8%	9	6%
Others	2	7%	2	2%	4	3%

*Note.* All percentage values are rounded.