

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

Online Supplement: Interview Guide (English)

Procedure of the telephone vs. online interviews [Translated from German to English, original interviews were in German]

Telephone Interview	Online Questionnaire
INTRODUCTION	
<p>- Welcome and thanks for participation</p> <p>- <u>Aim of the interview:</u></p> <ul style="list-style-type: none">• Inquiry of critical success factors, special demands and changes, which result from the corona crisis in the area of crisis management <p>- <u>Length of the interview</u></p> <ul style="list-style-type: none">• approx. 45 minutes <p>- Obtaining approval for the use of the collected data according to GDPR and for the recording of the interview [Participant information including informed consent for use of data was sent to participants and returned signed in advance]</p> <p>From here: Start of the recording</p>	<p>Dear reader,</p> <p>the corona crisis calls for crisis management teams on a scale never seen before. The aim of our research is to accompany this development. We would like to derive improvement potentials for future crisis management work and crisis management team training.</p> <p>The following survey takes on average about 17 to 24 minutes and addresses members of corona crisis management teams. With your participation you make an important contribution to our research! Participation in this study is voluntary and your data will be treated anonymously. If you wish, you can request a general results report at the end of the study.</p> <p>Thank you very much for your support!</p> <p>Prof. Dr. Meinald Thielsch, Julia Kirsch, Stefan Röseler und Prof. Dr. Guido Hertel <i>Organization and Business Psychology, University of Münster</i></p> <p>Dr. Christoph Lamers & Dr. Jörn Ruschenburg <i>Department K2: Crisis management and research, State Fire Service Institute NRW</i></p>

Informed Consent

- Brief reaffirmation of the confidentiality of the interview, explanation of the use of the data: Categorization of the answers over different participants in order to extract critical changes in the crisis management team's work, and evaluation only on group level.
- Note on preserving anonymity: Request not to mention any names of specific persons, places or institutions in the interview
- Request for honest, unbiased answers
- Clarification of open questions

Further notes:

You can participate in this survey online or you are very welcome to conduct a personal interview. **If you prefer a personal interview, this would be particularly supportive for us - just write to Julia Kirsch [[Mail linked](#)] to arrange a telephone appointment.**

The online survey includes four steps:

1. Short query of information regarding yourself and your experience in the crisis management team work.
2. Evaluation of your current work in the crisis management team and how you experience it.
3. Collection of critical situations for success in crisis team work to cope with the corona situation.
4. Learning experiences and success factors from your perspective.

Participation in the study is voluntary. You can revoke your consent to participate in this study at any time and without giving reasons and without any disadvantages. For more details, please refer to the complete information for participants. [[linked here](#)].

I hereby give my voluntary consent to the collection and processing of my personal data. I have been informed about the extent and purpose of the data collection and data processing as well as my right of withdrawal and have understood everything. I had enough time to make a decision. I was able to download / save a copy of the complete participant information on my computer.

I hereby give my agreement.

I do not want to give my agreement.

[Screen out if no consent]

Thank you for your interest, this survey is finished!

If you have any questions, please contact:

Julia Kirsch [*Mail linked*] (*Organization and Business Psychology, University of Münster*)

Demographics

In the first part of the survey we would like to ask you to provide some personal information

1) How old are you?

2) Gender

male

female

diverse

not specified

3) What is the highest general education level you have achieved?

no school leaving certificate

Hauptschulabschluss [*Secondary School Certificate*]

Mittlere Reife / Realschule / Abschluss der Polytechnischen Oberschule [*Secondary School Certificate*]

Fachhochschulreife [*advanced technical college entrance qualification*]

Abitur [*high school graduation*]

other school leaving certificate

4) What is your current profession?

5) Are you working in a corona crisis management team?

yes

no

[Screen out if no CMT membership]

Thank you for your interest, this survey is finished!

If you have any questions, please contact:

Julia Kirsch [*Mail linked*] (*Organization and Business Psychology, University of Münster*)

Crisis Team Experience, Role in the CCT, Type of the CCT

- | | |
|--|---|
| <p>1) Did you participate in a crisis management team training?</p> <ul style="list-style-type: none">▪ <i>[If so:]</i> In which year and at which institution did you complete your crisis management team training? <i>[If not at the State Fire Service Institute NRW, please ask for an explanation of the type and extent of the training].</i> <p>2) In how many actual crisis management incidents have you been part of the crisis management team so far?</p> <p>3) If corona crisis management team is not the first incident: How many years have you been working in crisis management teams before?</p> <p>4) In what kind of crisis management team are you currently active? <i>[Please give examples if necessary: crisis management team of a district, a district government, an institution in the educational sector, ...].</i></p> <p>5) What is your role in the crisis management team?</p> | <p>1) In which year did you complete your crisis management team training?
[] year:
[] I have not completed any crisis management team training</p> <p>2) How many actual crisis management team incidents have you participated in so far?
[] <i>[absolute frequency]</i>
[] this corona crisis management team is my first crisis management team incident</p> <p>3) How many years have you been working in crisis management teams?
[] years:</p> <p>4) At which institution / organization did you do your crisis management team training?</p> |
|--|---|

Further Characteristics of the CMT

- 5) In what kind of crisis management team are you currently active?
If you are active in several crisis management teams: For this survey, please refer to only one of them, ideally, the one you work in most during the current crisis, thank you!
- [] Crisis management team of a county / independent city
 - [] Crisis management team for extraordinary events in a municipality
 - [] Crisis management team of regional government
 - [] Incident command of a county / independent city
 - [] Crisis management team of a different authority
 - [] Crisis management team of different relief organization (e.g. aid organization such as the German Red Cross)
 - [] Crisis management team of health care facilities (e.g. hospital)
 - [] Crisis management team of an institution in the field of education

(e.g. university)

Crisis management team of a utility company (e.g. municipal utilities)

Crisis management team of another company / economic organization

other:

6) How many members does your crisis management team have?

7) How often has your crisis management team met since the beginning of the corona crisis?

8) How long have you been active in the corona crisis management team?

9) What is your role in the crisis management team?

1) WORKING CONDITIONS

We now come to the first thematic part, the evaluation of your current work in the crisis management team and how you experience it.

6) [in case participant has previous experiences, otherwise continue with question 7] What is different in the current situation in terms of crisis management team work compared to other situations?

7) What are the special requirements for you as a member of the crisis team in the current corona situation?

[Examples can be given on request: Physical (e.g. working late at night), emotional (e.g. frequent confrontation with tragic fates), mental (e.g. coordination of crisis management team and "normal" job),...]

8) What helps you to meet these requirements? Where do you draw strength from?

9) What do you personally experience as a particular demand on crisis management teams at the moment?

a. All in all, how stressed do you feel personally?

[1] not stressed at all

[2] somewhat stressed

[3] moderately stressed

[4] very stressed

[5] extremely stressed

10) What motivates you personally in your crisis management team work?

We now come to the first thematic part, the evaluation of your current work in the crisis management team and how you experience it.

1) What is different in the current corona situation in terms of crisis management team work compared to other situations?

2) What are the special requirements for you as a member of the crisis management team in the current situation?

3) What helps you meeting these requirements? Where do you draw strength from?

4) What do you personally experience as a particular demand on crisis management team work at the moment?

a. All in all, how stressed do you feel personally?

[1] not stressed at all

[2] somewhat stressed

[3] moderately stressed

[4] very stressed

[5] extremely stressed

5) What motivates you personally in your crisis management team work?

2) WORK BEHAVIOUR

Positive Critical Incident

We now get to the second thematic part of the survey. Please recall a situation in the current crisis management team work in which you have worked especially **effectively and successfully**. Please describe the situation you have chosen, and your behavior as detailed as possible.

[if necessary, give time for reflection]

[Note on maintaining anonymity: Please do not mention the names of specific persons, places or institutions, thank you!]

Optional questions (if not already mentioned):

- Describe your **precise behavior**. What was particularly effective about this behavior?
- What were the **circumstances / background conditions** that led to this behavior?
 - How did this situation **happen?** / What was the **chronological order** of events? / Were there other people involved in the situation?
 - **How and why** did you act this way?
 - What did you **think/feel?** What were the **consequences** of your behavior?
- How **important** is the situation you have described for the successful and efficient performance in the crisis management team?
 - [1] Very unimportant
 - [2] Rather unimportant
 - [3] Part-part
 - [4] Rather important
 - [5] Very important
- How often has the situation you described occurred since the Corona crisis management team started working?
 - [1] At least one time during the entire period
 - [2] At least once a month
 - [3] At least once a week
 - [4] Several times a week
 - [5] Minimum once per day
 - [6] Several times a day

We now get to the second thematic part of the survey. Please recall a situation in the current crisis management team work in which you have worked especially **effectively and successfully**. Please describe the situation you have chosen, and your **behavior** as detailed as possible.

Possible supporting questions: How did this situation happen? What was especially effective about your behavior? What were the consequences of your behavior?

Maintaining anonymity: Please do not mention the names of specific persons, places or institutions, thank you!

- How **important** is the situation you have described for the successful and efficient performance in the crisis management team on the following 5-point scale?
 - [1] Very unimportant
 - [2] Rather unimportant
 - [3] Part-part
 - [4] Rather important
 - [5] Very important
- How often has the situation you described occurred since the Corona crisis management team started working?
 - [1] At least one time during the entire period
 - [2] At least once a month
 - [3] At least once a week
 - [4] Several times a week
 - [5] Minimum once per day
 - [6] Several times a day

Is there another situation you would like to describe in which you have worked especially effectively and successfully in your current crisis management team?

yes

no

Is there another situation you would like to describe in which you have worked especially effectively and successfully in your current crisis management team?

yes

no

Negative Critical Incident

Please recall a situation in the current crisis management team work that you perceived as **inefficient or in need of improvement**. Please describe the situation you have chosen and your **behavior** as detailed as possible.

[if necessary, give time for reflection]

[Note on maintaining anonymity: Please do not give the names of specific persons, places or institutions, thank you!]

Optional questions (if not already mentioned):

- Describe your **precise behavior**. What was particularly ineffective or in need of improvement in this behavior
- What were the **circumstances / background conditions** that led to this behavior?
 - How did this situation occur? / What was the **chronological order** of events? / Were there other people involved in the situation?
 - How and why did you act in this way?
 - What did you think/feel?
- What were the **consequences** of your behavior?
- What would have been **alternative behaviors** that would have led to more **effectiveness / success** in the situation?
- How **important** is it for the successful and efficient performance that this situation **does not** occur?
 - [1] Very unimportant
 - [2] Rather unimportant
 - [3] Partly
 - [4] Rather important
 - [5] Extremely important

Please recall a situation in the current crisis management team work that you perceived as **inefficient or in need of improvement**. Please describe the situation you have chosen and your **behavior** as detailed as possible.

Possible supporting questions: How did this situation occur? What was ineffective or in need of improvement? What were the consequences of your behavior? What would have been alternative behaviors that would have led to more effectiveness / success in the situation?

Maintaining anonymity: Please do not give the names of specific persons, places or institutions, thank you!

- How **important** is it for the successful and efficient performance that this situation **does not** occur?
 - [1] Very unimportant
 - [2] Rather unimportant
 - [3] Partly
 - [4] Rather important
 - [5] Extremely important
- **How often** has the situation you described occurred since the corona crisis team started working?
[absolute frequency]

- **How often** has the situation you described occurred since the corona crisis team started working?
[absolute frequency]

Is there another situation you would like to describe that you perceived as **inefficient and in need of improvement**?

- yes
 no

Is there another situation that you would like to describe that you found particularly **inefficient and in need of improvement**?

- yes
 no

4) PERSONAL CONCLUSION

We have reached the last thematical part. Finally, we would like to ask you to provide four general statements:

- 1) Which **factors** are central to **successful crisis team work** in the corona crisis?
- 2) Would you like **additional resources**, and if so, which ones?
- 3) In the course of your work in the corona crisis team, were there any **changes** in the way your crisis team works?
- 4) What should **be changed** or **given special consideration** in the training or organization of crisis teams **in the future**?

We have reached the last thematical part. Finally, we would like to ask you to provide four general statements:

- 1) Which **factors** are central to **successful crisis team work** in the corona crisis?
- 2) Would you like **additional resources**, and if so, which ones?
- 3) In the course of your work in the corona crisis team, were there any **changes** in the way your crisis team works? And if so, which ones?
- 4) What **should be changed** or **given special consideration** in the training or organization of crisis teams **in the future**?

Overall Evaluation

All in all, I am....

- With my own work in the crisis management team
 - [1] Not satisfied at all
 - [2] Not satisfied
 - [3] Rather not satisfied
 - [4] Neutral
 - [5] Rather satisfied
 - [6] Satisfied
 - [7] Completely satisfied
- The performance of my crisis management team *[see scale above]*

Please indicate to what extent you agree with the following statements

- Through this work in the corona crisis management team I better know my personal limits.

[1] Do not agree at all

[2] Do not agree

[3] Rather not agree

[4] Neutral

[5] Rather agree

[6] Agree

[7] Totally agree

- Due to my experience in the current situation, I am more confident to stay calm in stressful situations.

[see scale above]

- In the current situation, I have learned to better communicate the information relevant to my colleagues.

[see scale above]

- My current experience in crisis team work makes it easier for me to make decisions in critical situations.

[see scale above]

- I feel very well prepared for my next assignment, which I will carry out as a staff member.

[see scale above]

- I can apply what I have learned to my future use on the crisis team.

[see scale above]

- I have learned a lot in my current crisis team work.

[see scale above]

Informed consent

Again, **request for consent for data storage/evaluation:**

- Thank you very much! You have answered all interview questions. Just to be sure: now that you know the content of our questions - does your permission for us to evaluate your data still apply?

yes

no

- Submission and information on the **link** to the **online survey** with the 13 quantitative questions (*see below*) and request to answer them briefly, preferably straight away after the interview.

You have answered content-related questions. Many thanks for your support!

Please answer the following question and then click "continue".

Can we use your data in anonymous form for scientific purposes and publications?

Yes, I have answered all questions truthfully.

No, I just wanted to "take a look", participate again or do not want my data to be analyzed.

Invitation T2

Explanation that the interview will be repeated after the corona crisis to re-evaluate the situation in a retrospective. In case of interest: separate collection of contact data (only email address).

[Note that the data is not directly linked to the person =person remains anonymous at all times]

- Within the framework of our research project, we would be very interested to hear your opinion and perception of the current crisis management team work in retrospect after the Corona crisis. May we contact you again after the crisis has been overcome?

[If so, please note your e-mail address]

We would be very pleased if you would be willing to take part in another short survey after the corona crisis.

Within the framework of our research project, we would be very interested to hear your opinion and perception of the current crisis management team work in retrospect after the corona crisis. From this review we hope to gain further valuable insights for the optimization of crisis management team work and crisis team training.

If we may invite you to participate in this follow-up survey, please enter your e-mail address here in this separate survey *[Survey linked]*.

Alternatively, simply send a short e-mail to Julia Kirsch *[Mail linked]*.

Results Report

- Would you like to receive a report of the results of our research? This report will probably not be available until winter...
[If so, please note your e-mail address]

If you are interested in a result report (which will probably not be available until winter), please enter your e-mail address here in this separate survey as well.
[Survey linked].

Alternatively, please also send a short e-mail to Julia Kirsch *[Mail linked]*.

Note on data protection:

Your e-mail address will only be saved in order to send you a report on the results (if desired) or to invite you to a follow-up survey (if desired). Your e-mail address will not be saved together with the survey data. Immediately after sending the results report or the final follow-up survey, the e-mail address will be deleted. The e-mail address will not be passed on to third parties.

End

- Do you have any **further questions**?
- **Thanks again** for participating in the interview

Farewell of the participant!

Are there any general comments you would like to make about this survey?

[free text input]

Please click on "continue" to save your entries.

Thank you very much for your support of our research!

Prof. Dr. Meinald Thielsch, Julia Kirsch, Stefan Röseler and Prof. Dr. Guido Hertel
Organization and Business Psychology,
University of Münster

Dr. Christoph Lamers & Jörn
Ruschenburg
Department K2: Crisis Management and
Research, Institute of the Fire Brigade
NRW

You can now close this website.

Online Questionnaire

[Was sent right after the interview, with the request to answer it directly]

Introduction

Dear reader,

Thank you very much for participating in the personal interview!

Here we would like to ask you for additional information for the general description of the interview group. Participation in this part of the study is of course also voluntary and your data will be treated anonymously. Answering the questions here will take about 3 to 5 minutes.

Thank you very much for your support!

Prof. Dr. Meinald Thielsch, Julia Kirsch, Stefan Röseler and Prof. Dr. Guido Hertel
Organization and Business Psychology, University of Münster

Dr. Christoph Lamers & Jörn Ruschenburg

Department K2: Crisis management and research, State Fire Service Institute NRW

Demographics

First of all we would like to ask you for some personal information.

1) **How old are you?**

2) **Gender**

male

female

diverse

not specified

3) **What is the highest general education level you have achieved?**

no school leaving certificate

Hauptschulabschluss [*Secondary School Certificate*]

Mittlere Reife / Realschule / Abschluss der Polytechnischen Oberschule
[*Secondary School Certificate*]

Fachhochschulreife [*advanced technical college entrance qualification*]

Abitur [*high school graduation*]

other school leaving certificate

4) **What is your current profession?**

Further Characteristics of the CMT

In the following we would like to ask you for some information about your corona crisis team.

5) In what kind of crisis management team are you currently active?

- Crisis management team of a county / independent city
- Crisis management team for extraordinary events in a municipality
- Crisis management team of regional government
- Incident command of a county / independent city
- Crisis management team of a different authority
- Crisis management team of different relief organization (e.g. aid organization such as the German Red Cross)
- Crisis management team of health care facilities (e.g. hospital)
- Crisis management team of an institution in the field of education (e.g. university)
- Crisis management team of a utility company (e.g. municipal utilities)
- Crisis management team of another company / economic organization
- other:

6) How many members does your corona crisis management team have?

7) How often has your corona crisis management team met since the beginning of the crisis?

8) How long have you been active in the corona crisis management team?

Overall Evaluation

Finally, we would like to ask you to give us a brief opinion on your crisis management team's work:

All in all, I am ...

- with my own work in the crisis management

- [1] Not satisfied at all
- [2] Not satisfied
- [3] Rather not satisfied
- [4] Neutral
- [5] Rather satisfied
- [6] Satisfied
- [7] Completely satisfied

- With the performance of my crisis management team

[see scale above]

Please indicate to what extent you agree with the following statements

- Through this work in the Corona Crisis management I better know my personal limits.

- [1] Do not agree at all
- [2] Do not agree
- [3] Rather not agree
- [4] Neutral
- [5] Rather agree
- [6] Agree
- [7] Totally agree

- Due to my experience in the current situation, I am more confident to stay calm in stressful situations. *[see scale above]*
- In the current situation, I have learned to better communicate the information relevant to my colleagues. *[see scale above]*
- My current experience in crisis team work makes it easier for me to make decisions in critical situations. *[see scale above]*
- I feel very well prepared for my next assignment, which I will carry out as a crisis management member. *[see scale above]*
- I can apply what I have learned to my future work in the crisis management team. *[see scale above]*
- I have learned a lot working in the current crisis management team. *[see scale above]*

Informed consent

You have answered all thematical questions.

Many thanks for your effort!

Please answer the following question and then click on "continue".

Can we use your data in anonymous form for scientific purposes and publications?

Yes, I have answered all questions truthfully.

No, I just wanted to "take a look", participate again or do not want my data to be analyzed.

End

Are there any general comments you would like to make about this survey?

[free text input]

Please click on "continue" to save your entries.

Thank you very much for your support of our research!

Prof. Dr. Meinald Thielsch, Julia Kirsch, Stefan Röseler and Prof. Dr. Guido Hertel
Organization and Business Psychology, University of Münster

Dr. Christoph Lamers & Jörn Ruschenburg
Department K2: Crisis Management and Research, Institute of the Fire Brigade
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You can now close this website.