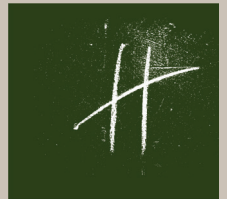


BACK TO WORK

Helping returning hostages back to the workplace

HOSTAGE INTERNATIONAL



HOSTAGE

HELPING RETURNING HOSTAGES BACK TO THE WORKPLACE

Having a staff member or contractor kidnapped is disruptive and challenging for any organisation. Not only will you have had to deal with the crisis response to the kidnap itself, you will have been supporting the hostage's family and colleagues. It can take an emotional and physical toll on everyone concerned.

The hard work does not end when the hostage returns home safely. They are likely to be suffering the impacts of their captivity; the initial release period may feel surreal for them, they may struggle to sleep, experience flashbacks and nightmares, they may be hyper-vigilant, feel angry, or have a heightened sense of emotions. They might want to avoid doing things that remind them of what has happened to them. These things are all normal, and most will pass over time.

As a result, many hostages find their return to work difficult. As an employer, you can make this process easier. This will enable the returning hostage to get back on their feet quickly and reduce the impact on colleagues and the organisation overall.

Based on Hostage International's extensive experience of supporting returning hostages, this guide offers simple advice for organisations to help make the reintegration process as positive and constructive as possible. Each individual is different so there is no one-size-fits-all approach, but there are a number of common elements that can be adopted in the workplace and adapted as necessary.

Hostage International also offers bespoke training for organisations who would like to learn more about reintegration into the workplace following traumatic incidents, as well as effective family support during a kidnapping.

For more information on training opportunities, please visit www.hostageinternational.org

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RETURNING HOME

The first days and weeks back home often represent a difficult time for hostages. They might be physically injured, exhausted and feel disconnected from the home life they left behind before they were kidnapped. Many feel overwhelmed, struggle to make even basic decisions, and minor everyday stresses become a source of major anxiety. This is a normal reaction to a traumatic experience.

Employers can make a positive contribution to a returning hostage's first phase back home by offering space and support, and being responsive to their needs.

ON THEIR IMMEDIATE RETURN HOME...

- Work with their family to make a release plan. Ensure they have a bag with clothes and essential items. Work out who will meet them when they are released, being careful not to overwhelm them. Ensure they have accommodation and transport. It is important that you allow the family to take the lead so they feel they are contributing to the safe return of their loved one.

- If the hostage is returning from abroad on their release, coordinate with the airport to ensure they are able to move through customs and baggage control with minimum stress or attention.

HELPING WITH PRACTICAL THINGS...

■ They may have immediate practical needs. You will remove unwelcome stress for them and their family by offering this support. They may need to replace lost or damaged items, such as phones or laptops. Ensure they have phone contracts and internet connections. Not only will this remove the stress of making these arrangements, it will also ensure they are able to stay connected to friends and family.

■ They might need interim accommodation, especially if they are trying to avoid unwanted media attention.

■ They might require help with paperwork, bills or suppliers. Some families might not have been able to stay on top of these things, or may not have been aware of everything that needed to be done. If they live alone, check they have gas and electricity supply and that their phone line is working.

PROVIDING A SINGLE POINT OF CONTACT...

- The returning hostage is likely to be overwhelmed and may struggle to retain information. You can help their immediate transition by offering them a single point of contact to simplify communication. As well as minimising stress for the individual, it will also help your organisation to better understand what they need and ensure they are receiving the necessary support as one person will have an overview.
- Make the individual aware of their situation in relation to salary and benefits. A lack of clarity will create uncertainty that could increase stress and worry further. As they may struggle to retain information, you might need to repeat this and other pieces of key information a number of times. Follow up in writing too.
- Some organisations might not be able to ensure these benefits indefinitely. If a formal end date of employment or return to work is approaching, have an open discussion in a personal way through the nominated point of contact. It will help to keep the timelines as open and long as possible.

LOOKING AFTER MEDICAL NEEDS AND WELLBEING...

■ It is essential that all hostages receive a full medical check up after their release, even if they have only been held for a short period of time. They may be suffering from malnutrition or muscle wastage, they may have picked up bugs or tropical diseases, and they may have been sexually assaulted. They should also see a dentist to deal with any dental problems. Many hostages neglect their health and leave it too late to get checked out. Arrange a medical examination and encourage them to see their local family doctor.

■ Some hostages may need assistance to cope with the psychological impacts of their captivity. You should arrange for them to have a consultation with a mental health professional a few days after their return and again one and three months later. Hostage International has access to experienced professionals who can also help.

■ While psychological assessments are important, do not assume that the hostage will need counselling or similar medical treatment. These consultations should be as much about briefing the individual about what to expect as they are about assessing them. Many people recover through self help or family and social support without any expert intervention.

■ Be clear about what ongoing medical care and counselling you are able to provide. Ensure you follow up with this information in writing.

■ While most people who require treatment respond well, some may need treatment for an extended period of time. Be responsive to the individual. Support should be offered for as long as it is needed.

HANDLING THE DEBRIEF PROCESS...

■ Most employers will want to carry out a debrief with the returning hostage, to understand what happened. It can also be useful for the returning hostage to take part in a debrief to help them understand what was done for them by the crisis management team and others. The debrief may also allow closure for family members.

■ The debrief process should be as friendly and informal as possible. The returning hostage should be given an opportunity to relay what happened and also to ask questions.

■ If there was a group of people directly involved in the incident, consider bringing together this group separately so they can talk together and share their experiences. Filling the information gaps can be very useful for those involved.

AHEAD OF THEIR RETURN TO WORK...

■ Try to shield the returning hostage from too many well-meaning senior staff and colleagues. Some hostages have talked about being inundated with messages and visits from senior executives, even while they were in hospital. This can be overwhelming and uncomfortable. It is important that the returning hostage makes decisions about who to see and when.

RETURNING TO WORK

For those returning from being held hostage, going back to work can be daunting. Some may want to return quickly, keen to get on with life. Others may need longer to adjust to their experiences. Others may struggle with the work environment, the commute to work or the nature of their role. Everyone is different and needs to take this at their own pace.

For many, returning to work can provide some normality and much needed routine. However, not all returning employees will go back to work. Older people may be able to stop work and retire. Some will have a 'change in outlook' as a result of their captivity. This might mean their priorities have changed and they decide to move country, change jobs, or change sector altogether.

HANDLING THE RETURN TO WORK...

- The designated single point of contact will play a critical role in ensuring a smooth return to work.

- While staff turnover may be unavoidable, it must be remembered that this will have an impact on a returning hostage who has built up a rapport with someone. Where it is inevitable, ensure there is time for an effective and detailed handover and communicate this in good time to the returning hostage.

- You will need to have a conversation with the individual about whether, or when, they want to return to work. Some will want to do this quickly, others may need more time. Do not assume one way or another and allow the employee time and space to make the right decision for them.

- Be ready to be flexible and patient. The individual might change their mind, struggle to make a decision, or feel a heightened sense of pressure. An arbitrary return date might add to their anxiety. This is a normal reaction to a traumatic incident.

BEING ADAPTABLE...

■ As a result of their experiences, the returning hostage might not be able to return to their previous position. It might have been an overseas assignment and they do not wish to return to the country where they were kidnapped. Or they might prefer to be closer to family and friends and not travel internationally. If they have been held for a prolonged period, their role might not exist anymore. They might struggle to return to a high pressure role.

■ As a result of their experiences, the individual is likely to struggle to concentrate and retain information. As a result, it might be necessary to manage their workload and reassign some elements of their role in the first instance.

■ It is important to have an open conversation with them about what it is possible for the organisation to accommodate in terms of changes and flexibility. In a large organisation, it might be possible to accommodate role changes. In a smaller organisation, this might be more difficult.

■ It might not always be possible to find a role that will work. If that is the case, consider providing specialised career counselling to help them find a new job. This can be done successfully and in those cases where it is necessary, it is a valuable type of support that the organisation can offer.

RETURNING TO THE OFFICE...

■ The office environment can pose challenges to a former hostage. There might be physical triggers in the office environment, such as sights, sounds and smells that remind them of their experiences. For example, if they have been kept isolated or in a dark space, they may struggle to work in a basement office. They may struggle with noisy offices after being kept in solitary confinement. They may find open or closed plan offices better or worse to cope with, depending on their experiences.

■ Many former hostages struggle with public transport, especially during the rush hour, as a result of the impacts of trauma. They might also be having trouble sleeping, making it difficult to keep fixed and traditional office hours. Try to offer as much flexibility as possible with working hours.

■ You need to be aware that these triggers and patterns can change over time. Be ready to review things on a regular basis and put in place changed arrangements as necessary.

■ It can be helpful to conduct a 'return to work interview'. This provides an opportunity to talk about the individual's needs, challenges you may need to manage together in relation to working hours or the office environment, and the nature of their role. This can then be turned into a return to work plan, which can be reviewed together on a regular basis.

HELPING COLLEAGUES TO BE SUPPORTIVE...

■ Peer support is vital for those returning to work after being held hostage. But colleagues often struggle to know what to say or do for the best. Everyone is different, so ask the returning hostage how they would prefer their colleagues to behave.

■ Brief colleagues before the individual's return to work. Provide staff with basic information about the hostage incident to help demystify the situation and help them to behave more naturally. Provide them with some basic understanding of the potential impacts of a traumatic event, so they can understand changed behaviour or sensitivity about certain situations or places. Where a person's job will be impacted by the returning hostage's changed role or work pattern, be sure to brief them so they understand and can support and accommodate the changes.

■ It is important to remind colleagues that, while physical scars are visible, the psychological impacts of trauma are invisible and can be long lasting. Just because you can't see these problems, it doesn't mean the individual isn't suffering.

■ Request that colleagues don't ask too many questions about the kidnapping as this can be intrusive. Encourage them to concentrate on being as supportive as possible, and provide them with concrete examples of what to say and how to behave. They may not understand how to do this without assistance.

■ Consider setting up a buddy system so the individual has someone to turn to and check in on them who is on their level.

■ Encourage staff to incorporate the returning hostage into social activities. This can be one of the first things that colleagues stop doing as they assume the individual won't want to come, or because they feel awkward socialising with them. This can increase the returning employee's sense of isolation.

HANDLING THE MEDIA

Many hostages return home with little or no media attention. When the case does generate media interest, this can be a source of stress for the hostage and their family and there is much that organisations can do to offer support.

■ If the returning hostage and their family decide they do not wish to comment in the media, you can help by shielding them from calls from journalists. Your media team can offer a very useful function to reduce the stress felt by the returning hostage and their family.

■ Where the hostage wishes to comment or a policy of 'no comment' is not possible, consider drafting a joint media strategy with the individual and their family. This might involve a press release or press conference. Having your media team field press calls and enquiries will reduce the stress on the returning hostage and their family.

■ Some former hostages choose to tell their story to the media. This is their decision. You can help them by offering

the support of your media team. This will help individuals to avoid unfortunate decisions or making statements they will later regret. By working together, you can also help the former hostage to understand your own position in relation to the media and how certain comments from them could be misunderstood. You should be honest about any concerns you might have from an organisational standpoint, for example about your reputation or impact on other staff.

■ Consider providing media training and support them in their preparation for interviews. Many former hostages have found this useful and will appreciate your efforts to support them in their decision to speak to the media rather than leaving them to do this alone.

Further advice about handling the media and social media can be found in our guide 'Handling the Media and Social Media' which you can find on our website www.hostageinternational.org

**SUPPORT FOR SUB-CONTRACTORS
AND FREELANCERS**

LEGAL VERSUS MORAL DUTIES...

■ Many organisations work more and more with sub-contractors and freelancers, especially for overseas assignments in countries where there is a risk of kidnapping and other security problems. Legally speaking, your responsibilities to these individuals might be different to those of staff.

■ Think about your moral duty to these individuals. Also consider the way in which your actions will be viewed by their colleagues, should you treat them in a less supportive way than staff. At times of organisational crisis, staff will be watching closely, looking for clues about how they would be treated if

they were in the hostage's place. This is a time when organisations can rise to the challenge and gain the trust and respect of their people and investors by doing - and being seen to do - the right thing by all people, whether they are employed by the organisation or are freelance consultants.

OTHER STAFF AFTERCARE

While your focus is rightfully on the returning hostage, don't forget others in the organisation that may have been affected by the event. This can be a close colleague, those working in the country where the kidnap occurred, or senior management dealing with the case.

- Members of the crisis management team handling the case are likely to have been through a difficult and stressful time. They should be considered for counselling and support. It can also be helpful to bring this team together for a lessons learned session. This can be beneficial to their recovery post event, as well as providing an opportunity to learn lessons and make recommendations for the future.

- The individuals supporting the hostage's family will also need support, as will the returning hostage's point of contact.

- It is important not to forget staff who work in the same environment as the hostage. Some may experience feelings of 'survivor guilt', that it could or should have been them that was abducted or caught up in the incident.



CONTACTS AND SOURCES OF INFORMATION

Hostage International has extensive experience in supporting hostages and their families, but we are always learning. We would appreciate your feedback on this guide so we can continue to improve the support and advice we provide.

Please send your comments and experiences to info@hostageinternational.org

Hostage International has a strict privacy policy; any information you provide will not be shared with anyone without your permission.

Hostage International offers training for organisations in how to support families and staff during a crisis and how to reintegrate employees back into the workplace. For more information about our training contact info@hostageinternational.org

For more information about Hostage International or to find out how we can help, please visit our website: www.hostageinternational.org

Hostage International 24/7 Helpline **0845 608 1360**

www.hostageinternational.org

Hostage International has a number of guides for those affected by kidnapping which can be found on our website www.hostageinternational.org

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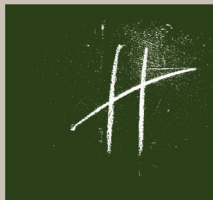
Having a family member or colleague kidnapped can be a frightening experience. You will need support, information and advice.

This guide offers practical pointers on how to cope and where to look for further information.

It is aimed to help organisations support the families of hostages abducted outside of their own country, but some things are relevant in other cases.

Each kidnap is different and each family's needs are unique.

There is no one-size-fits-all approach and this document is for guidance only.



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