Emergency Management Plan

February 2022

SECTION 1: GENERAL FRAMEWORK

1.1 INTRODUCTION

The Emergency Management Plan was developed as a general framework for the institutional response to major emergencies and/or disasters. The plan is based on the principles of the Canadian Emergency Management Framework, *http://www.publicsafety.gc.ca*, recognized best-practices in Emergency Management, and the University of Saskatchewan Assessment of Crisis Prevention and Response Report.

The foundation of emergency management is based on four components. These components are interdependent and aim to support continuous improvement of policies and procedures, through a collaborated effort.

Mitigation/Prevention: *The actions taken to eliminate or reduce risk within the university.*

The University of Saskatchewan utilizes several mitigation/prevention strategies to maintain a safe environment for work and study.

Preparedness: *The planning and readiness to effectively respond to and recover from emergencies and/or disasters.*

The Crisis Operations Team (COT) is responsible for planning, development, and maintenance of the Emergency Management Plan, in addition to assisting colleges/units in developing and maintaining local Emergency Response Plans.

Response: *The coordinated effort taken to address the effects of the emergency or disaster to minimize impact on staff, students, and faculty.*

Protective Services is the primary department responsible for command and control of an Emergency Site.

Recovery: *The ability to restore normal operations within the university.*

The Enterprise Risk Management Program provides a framework and process to identify and understand the principal risks facing the organization that currently threaten the achievement of the University's vision and supporting Strategic Directions.

The Crisis Operations Team (COT) is committed to planning, development, and maintenance of Business Continuity Plans, in consultation with Colleges/Departments.

1.2   OBJECTIVES

The University of Saskatchewan is committed to the following objectives:

- Health and Safety of First Responders
- Preservation of Life
- Reduce Suffering
- Protect Public Health
- Protect Critical Infrastructure and Property
- Protect Environment
- Reduce Social/Economic Losses
- Protect University Reputation
- Restore Normal Operations

1.3   EMERGENCY DEFINITIONS

a. **Local Emergency** – an abnormal situation which, in order to limit damage to persons, property, or the environment, requires prompt action beyond normal procedures. Colleges/units are required to develop local Emergency Response Plans (ERP).

b. **Major Emergency** – "*a present or imminent event that requires prompt (institutional) coordination of actions concerning persons or property to protect the health, safety or welfare of people, or to limit damage to property or the environment*" (Public Safety Canada, 2007b). Although the impact may be significant, it remains within the capabilities of the university. Specific external resources may be required. A major emergency will require activation of the Emergency Organizational Structure (Section 1.5).

c. **Disaster** – an event that is "*essentially a social phenomenon that results when a hazard intersects with a vulnerable community in a way that exceeds or overwhelms the community's ability to cope and may cause serious harm to the safety, health, welfare, property, or environment of people*" (Public Safety Canada, 2007b). During a disaster, the university will require additional resources from local/regional organizations.

Emergencies include situations that may not always be hazardous to persons, infrastructure, or environment but have significant reputational risk. These situations are unique but still fit with the Emergency Management Plan.
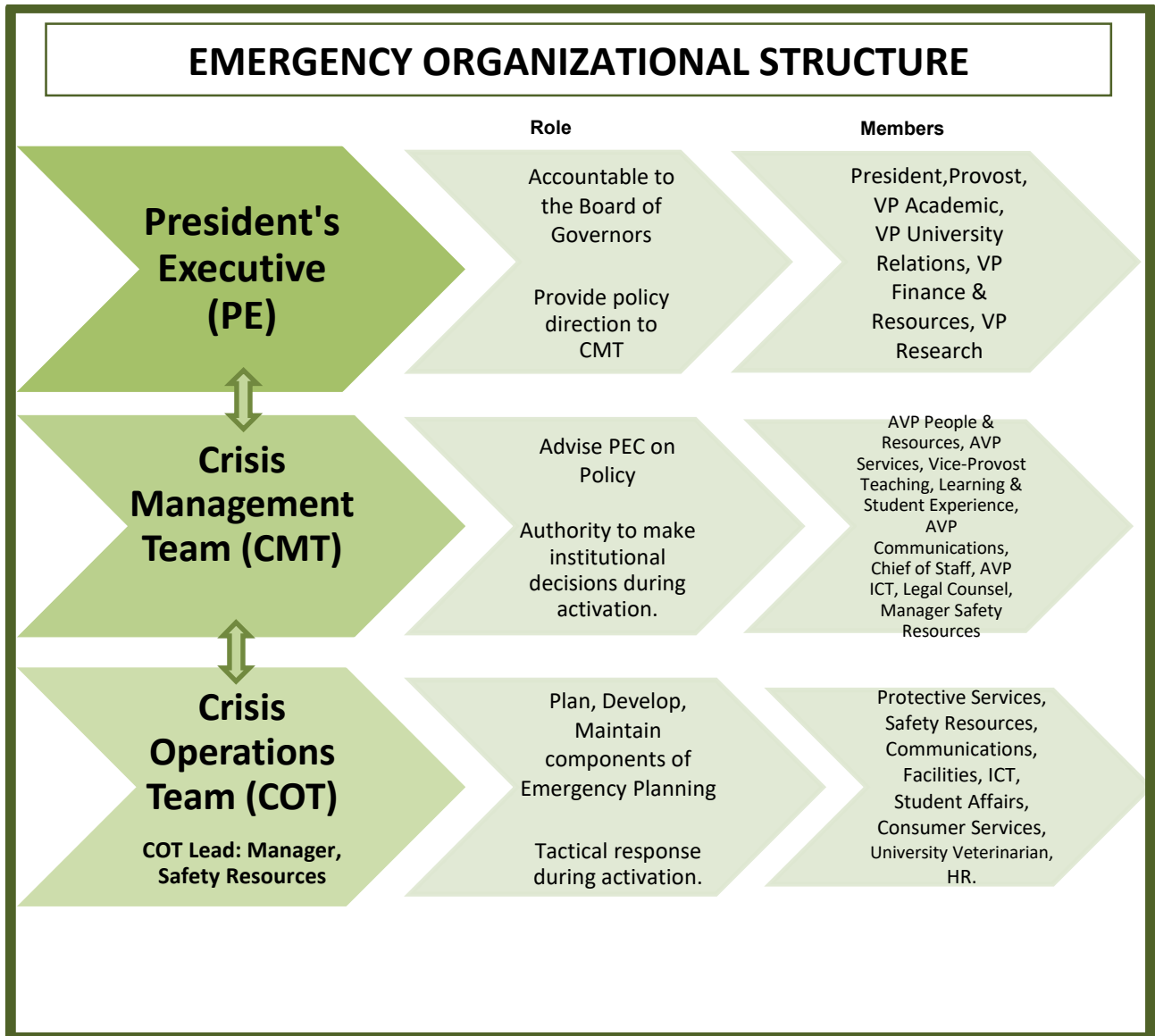
1.4   EMERGENCY ACTIVATION PROCESS

The Emergency Activation flowchart outlines the initial action plan to ensure appropriate personnel are capable of making timely decisions.
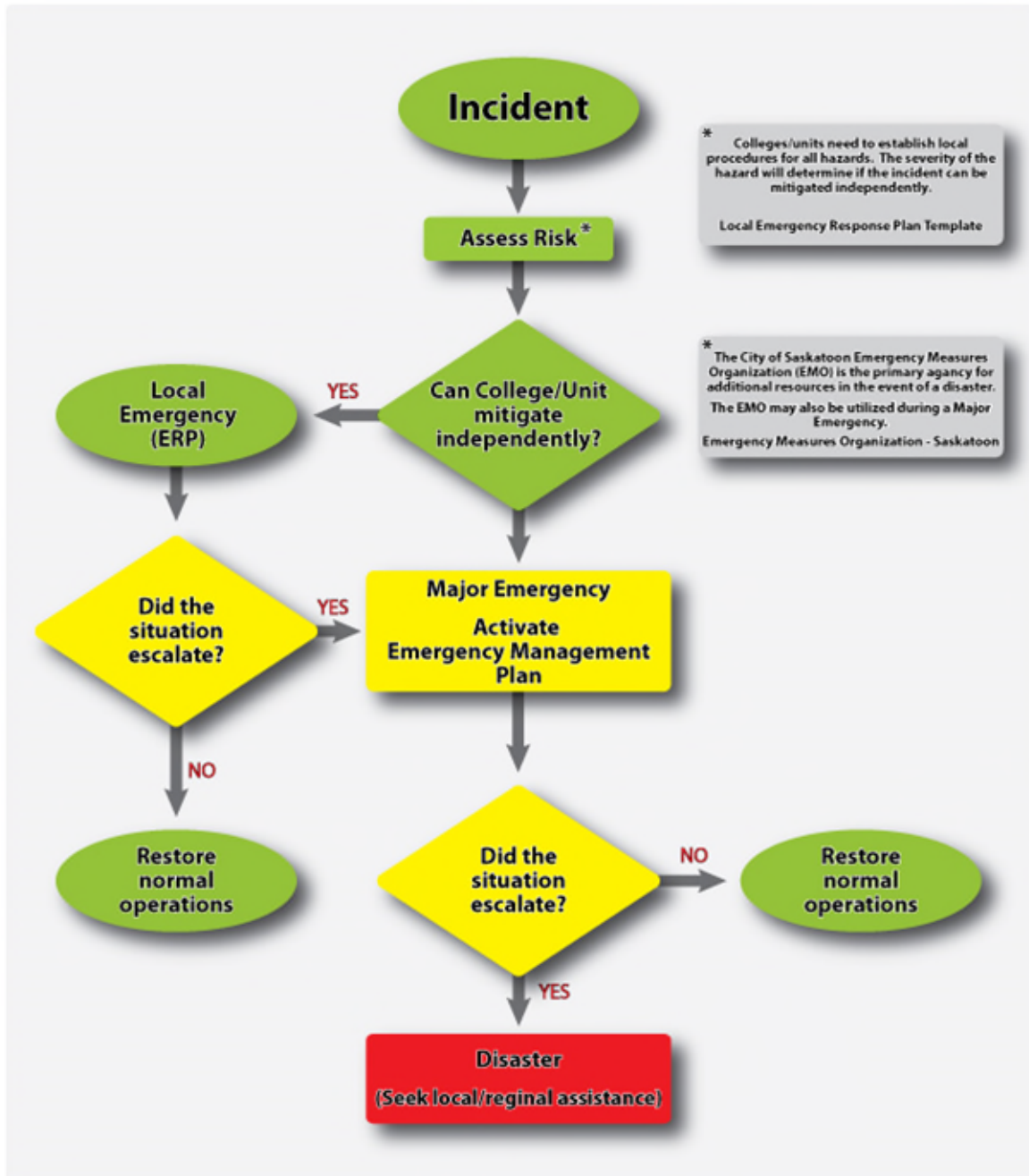
1.5   EMERGENCY ORGANIZATIONAL STRUCTURE

The emergency organizational structure represents the line of authority during a major emergency or disaster.

Upon activation of the Emergency Management Plan, the CMT Lead (or designate) will assume command and control of the incident, while the tactical/operational response will be managed by the COT. The person in the CMT Lead positions can vary based on the nature of the emergency and can change with the situation being addressed. In addition, CMT and COT team member can evolve in response to the nature, response demands, timelines, and personnel available.

EMERGENCY ORGANIZATIONAL STRUCTURE

	Role	Members
President's Executive (PE)	Accountable to the Board of Governors Provide policy direction to CMT	President, Provost, VP Academic, VP University Relations, VP Finance & Resources, VP Research
Crisis Management Team (CMT)	Advise PEC on Policy Authority to make institutional decisions during activation.	AVP People & Resources, AVP Services, Vice-Provost Teaching, Learning & Student Experience, AVP Communications, Chief of Staff, AVP ICT, Legal Counsel, Manager Safety Resources
Crisis Operations Team (COT) **COT Lead: Manager, Safety Resources**	Plan, Develop, Maintain components of Emergency Planning Tactical response during activation.	Protective Services, Safety Resources, Communications, Facilities, ICT, Student Affairs, Consumer Services, University Veterinarian, HR.

SECTION 2:   HAZARD ANALYSIS

2.1   THREAT ASSESSMENT

The University of Saskatchewan is susceptible to many threats. While it is important for colleges/units to ensure they maintain a thorough mitigation/preparation strategy (through the development of local emergency response plans), this plan recognizes the importance of creating an 'all hazard' approach to mitigate, prepare for, respond to, and recover from an emergency, or disaster.

2.2   ALL-HAZARD APPROACH

The all hazard approach is a systematic method for identifying, analyzing and estimating all natural, accidental and malicious threats. The core methodology of the approach emphasizes the following elements:

a. likelihood the hazard may occur;
b. the consequences of the hazard; and
c. level of preparedness.

2.3   COLLEGE/ADMINISTRATION UNIT RESPONSIBILITIES:

Each College/unit should develop and maintain a local emergency response plan and standard operating procedures, based on the all-hazard methodology. In addition, Deans/Directors maintain the following responsibilities related to an emergency or disaster:

a. Provide assistance to first responders and CMT/COT should their college/unit be affected;
b. Mitigation, preparation, response, and recovery awareness within their college/unit; and
c. Appoint a primary (and alternate) emergency contact person.

SECTION 3:   THE EMERGENCY OPERATIONS CENTER (EOC)

3.1   INTRODUCTION

In the event of a major emergency or disaster, the Emergency Operations Center (EOC) will be activated by the COT Lead. The primary EOC is the Animal Science Conference Room. Upon activation of the EOC, COT members should attend the primary location when notified.

3.2   EMERGENCY STRATEGIES

In the event of a major emergency or disaster, the COT Lead will activate the Emergency Management Plan. Emergency management is based on the principle of Management by Objective. This process establishes Objectives 'What needs to be accomplished' (Section 1, para 1.2) through specific emergency functions/strategies 'How to accomplish objectives'. The core emergency strategies are:

a. communications (Public Warning, Mass Notification, Emergency Information);
b. coordination and control;
c. damage assessment;
d. emergency social services;
e. logistics (Supply, Transportation, Equipment, and Resource Management); and
f. business continuity.

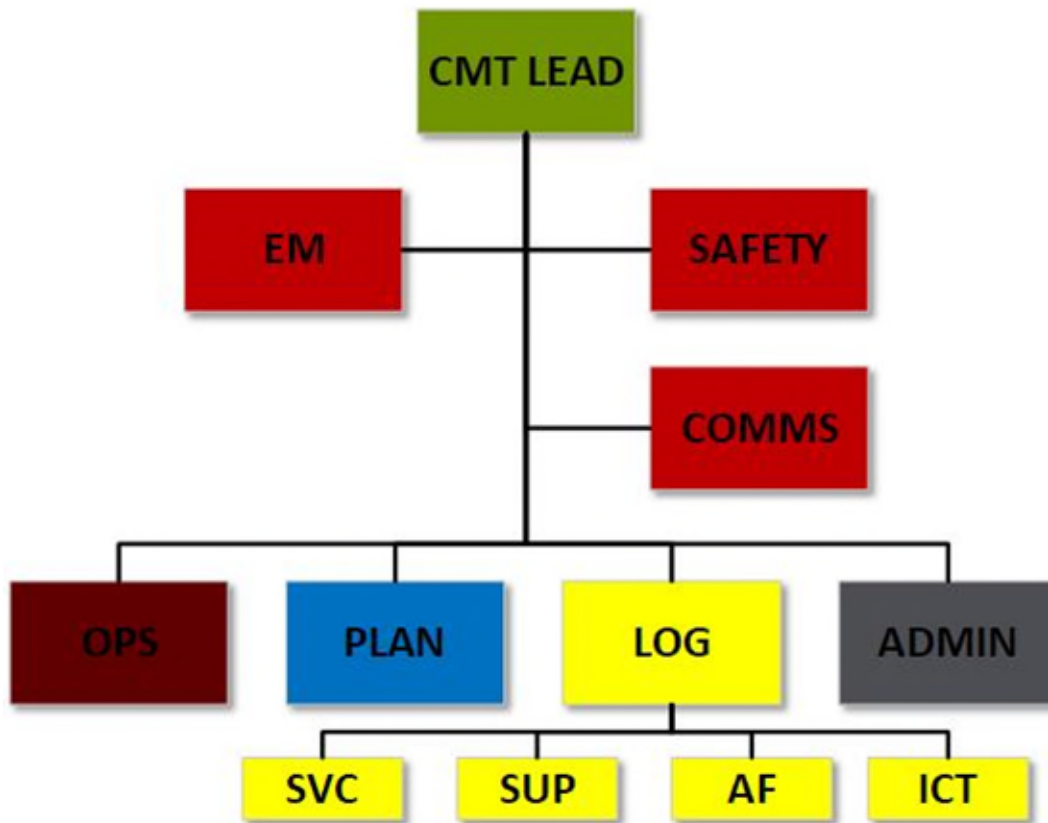## 3.3   PURPOSE OF THE Emergency Operations Center (EOC)

The purpose of the EOC is to provide a physical location for the CMT Lead to command, control, and coordinate the institutional response. Upon activation of the EOC, the COT Lead will be required to assign primary management functions, based on the Incident Command Model.

3.4   PRIMARY MANAGEMENT FUNCTIONS – ROLES AND RESPONSIBILITIES

An efficient response to a major emergency or disaster relies upon five primary management functions. The organizational structure of the EOC will ensure all roles/responsibilities are identified.

Emergency Operations Centre

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Legend:

CMT LEAD: Crisis Management Team Lead
EM: Emergency Manager
SAFETY: Safety Resources Lead
COMMS: Communications Lead
OPS: Operations Lead
PLAN: Planning Lead
LOG – SVC: Logistics Lead (Service)
LOG – SUP: Logistics Lead (Support)
LOG – AF: Logistics Lead (Animal Facilities)
LOG – ICT: Logistics Lead (ICT)
ADMIN: Administration Lead

PRIMARY MANAGEMENT FUNCTIONS

COMMAND

- ☐ The CMT Lead assumes overall command.
- ☐ Designated from CMT membership.
- ☐ Command Support positions:
    - ☐ Safety Resources Lead
    - ☐ Communications Lead
    - ☐ Emergency Manager

OPERATIONS LEAD

- ☐ Directs Operations (liaison between COT and emergency/disaster site).
- ☐ Appointed by COT Lead (Based on specific hazard):
    - ☐ Protective Services (emergency scene)
    - ☐ Communications (no emergency scene)

PLANNING LEAD

- ☐ Allocation of resources and coordination of information.
- ☐ Appointed by COT Lead (Based on complexity of the hazard):

LOGISTICS LEAD

- ☐ Acquisition of resources and service/support.
- ☐ Appointed by COT Lead:
    - ☐ Consumer Services (Support role)
    - ☐ Facilities Management (Service role)
    - ☐ University Veterinarian (Animal Facilities)

ADMINISTRATION

- ☐ Monitoring of personnel, property, and equipment damage.
- ☐ Evaluate University-wide risks.

3.5   ACTIVATION LEVELS

Three activation levels will be utilized to respond to a major emergency or disaster. These activation levels maintain flexibility and efficiency of the emergency organization structure.   Any member outlined in this structure may activate this plan.

The three activation levels are based on the following assumptions:

a. colleges/units have developed a local emergency response plan to mitigate, prepare for, and respond to a minor emergency; and

b. colleges/units maintain a degree of self-sufficiency for up to 1 hour, in order to activate the EOC.

3.6 LEVEL 1 – VIRTUAL ACTIVATION MODE

In the event a potential hazard is imminent (most likely a natural hazard), a Level 1 (virtual activation) may be initiated.

LEVEL 1 – VIRTUAL ACTIVATION MODE

- Core members of COT notified of potential hazard.
- Colleges/unit to be advised (if impact affects their normal operations).
- Regular Situation Assessments provided to CMT Lead until the alert is rescinded.

3.7 LEVEL 2 – STANDBY MODE

In the event a local emergency has potential to escalate, or a major emergency/disaster occurs, a Level 2 (Standby Mode) may be initiated.

LEVEL 2 – STANDBY MODE*

- Core members of COT notified to attend EOC.
- Colleges/unit to be advised (if impact affects their normal operations).
- CMT Lead to receive initial action plan.
- Regular Situation Reports provided until the alert is rescinded.
- Submit Form 401a (Situation Assessment) to Saskatoon EMO (as deemed necessary).

* Short duration event which does not require written action plans and scheduling of personnel.

3.8 LEVEL 3 – FULL ACTIVATION MODE

In the event a major emergency or disaster occurs, a Level 3 (Full Activation Mode) will be initiated.

LEVEL 3 – FULL ACTIVATION MODE*

- Core members of COT notified to attend EOC.
- Additional members of COT notified to attend EOC (as required).
- All colleges/units to be advised.
- CMT Lead to receive initial action plan.
- Regular Situation Reports provided until the alert is rescinded.
- Submit Form 401a (Situation Assessment) to Saskatoon EMO.

* Complex/lengthy event which require written action plans, and scheduling of personnel.

3.9   EOC DOCUMENTATION

The completion of documents in a timely manner is essential to maintaining operational effectiveness. During the activation of the EOC, Initial Incident Briefing Forms will be utilized to assist in the coordination from the Emergency Site and the EOC. This form is completed by Protective Services.

3.10   FORM 401a (SITUATION ASSESSMENT)

Form 401a (Situation Assessment) shall be completed by the Planning Lead. This form will be completed as follows:

LEVEL 1 (VIRTUAL ACTIVATION MODE): No requirement.

LEVEL 2 (STANDBY MODE): As required.

LEVEL 3 (FULL ACTIVATION MODE): Submitted to City of Saskatoon EOC.

Form 401a (Situation Assessment) provides the City of Saskatoon EOC the requisite information to provide the level of assistance required in the event of a major emergency/disaster. The form is located in Appendix 1.0 (Forms and Checklists).

SECTION 4 – POST EMERGENCY ACTION

4.1   POST EMERGENCY

Upon termination of an emergency or disaster response, it is important to complete a post emergency report. The Post Emergency Report should be presented to the CMT Lead for onward transmission to the PEC (as required). The contents of this report shall include:

a.   Description of the major emergency or disaster;
b.   Chronological summary of events;
c.   A review of all objectives and strategies utilized during the response;
d.   Strengths/weaknesses at emergency site, EOC, and ancillary points; and
e.   Assessment from external stakeholders, participating in the major emergency or disaster.

The Emergency Manager will generate the Post Emergency Report.

SECTION 5: EXERCISE AND TRAINING

5.1   EXERCISE OBJECTIVES

The objectives of exercising the Emergency Management Plan are essential to ensure the validity of the plan. The emphasis of exercising and training should focus on; testing emergency objectives and strategies, implementation of emergency procedures, and effective command, control, and coordination between the Emergency Site and EOC. The exercise program will enable individuals to practice their roles/responsibilities and gain experience within a controlled environment.

5.2   EXERCISE DEVELOPMENT AND DESIGN

An exercise design team should be established to develop exercise(s). The structure of the design team remains dependent on the complexity of the exercise and should include (as a minimum) the following positions:

5.3   EXERCISE DESIGN TEAM

The exercise design team is responsible for the coordination of all exercise planning activities, under the guidance of the Director of Protective Services. Additional responsibilities of the design team are outlined below:

Controller: The controller is responsible for orchestrating all exercise activities, plans, and training. The controller should have requisite training and experience in the development and simulation of exercises.

Evaluator: The evaluator is responsible for monitoring and evaluating the development and progress of exercise design. An evaluation plan should be adopted for all exercises.

Players: Players will be directly involved in the exercise.   All players should be conversant with the Emergency Management Plan, in addition to their respective local emergency response plans.

Observer: Observers do not have an official role; however, may be integrated within the exercise design team to gain experience to become players, controllers, evaluators, or fulfill roles within the emergency organizational structure.

5.4   COMPREHENSIVE EXERCISE PROGRAM

A comprehensive exercise program involves an increasingly complex series of scenario-based activities. A building block approach will ensure participants increase their individual confidence and knowledge, while improving group cohesion. The five distinct activities are:

Orientation – Informal discussions designed to familiarize individuals with roles/responsibilities within the Emergency Management Plan.

Drills -   A Drill involves testing an emergency strategy. The complexity of the drill is discretionary and may serve as a method of training new participants and/or identifying new procedures.

Tabletop Exercise – A Tabletop exercise involves the exercise design team developing an emergency scenario in an informal environment. Participation in a tabletop exercise will involve individuals within the emergency organizational structure to simulate command, control, and coordination.

Functional Exercise -   A functional exercise involves the exercise design team developing an emergency scenario in a simulated interactive environment. Several emergency strategies will be tested in unison to increase the complexity. The exercise will be in 'real time' and permit group interaction to resolve problems in a simulated emergency environment.

Full Scale Exercise – A full scale exercise involves maximum participation from all stakeholders to simulate an emergency within a realistic setting. The exercise will test numerous emergency strategies and incorporate all necessary equipment, based on a realistic hazard.

5.5   TRAINING CALENDAR

In order to ensure individuals maintain a high level of competence and knowledge, training sessions should include (as a minimum) the following topics:

a. Emergency Management Plan Orientation. (This training will consist of a familiarization of key elements of this plan);

b. Emergency Organizational Structure (This training will outline basic principles of Incident Command to ensure individuals understand the command, control, and coordination relationship);

c. Emergency Operations Centre Fundamentals. (This training will focus on the Emergency Organizational Structure and the relationship between first responders at the emergency/disaster site). Individuals will participate in discussion-based exercises to gain an understanding of the role of the Emergency Operations Centre within a controlled environment; and

d. CMT Lead Training. (This training will focus on leading during a major emergency or disaster).