



UNIVERSITY OF
TORONTO

EMERGENCY PREPAREDNESS AND CRISIS MANAGEMENT PLAN

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Public Web Version

Getting Help Immediately

Any situation requiring immediate response from police, fire, or emergency medical services to preserve life or property should first be reported to 9-911 or 911.

1) As soon as you become aware of an emergency, first call 9-911 or 911.

2) Call the Campus Police at

416-978-2222. St George

905-569-4333 UTM

416-287-7333 UTSC

Campus Police will respond immediately, and

- attend on scene;
- bring in other municipal and campus emergency services as needed;
- advise the On Call Executive

3) Once the immediate response is underway, call your immediate superior and advise him/her of the situation. If your superior is not available, call the designated alternate. If the alternate is not available, call his/her superior.

4) In case of an emergency, make sure you are safe before assisting others. Check the U of T home page, watch the television or listen to the radio for information and instructions.

5) If you are the senior manager or administrator of the affected unit, contact Campus Police and provide them with your contact information.

Contents

- Introduction 1
- SECTION 1 Issues Management..... 3
- SECTION 2 Assessing an Incident 7
- SECTION 3 Organization of Emergency Preparedness and Crisis Management at the
University of Toronto – Team Roles and Responsibilities 9
- SECTION 4 Crisis Management Team..... 15
- SECTION 5 Head of Affected Division 21
- SECTION 6 Incidents in Student Residences..... 25

Introduction

Introduction

PURPOSE

The University of Toronto is committed to providing the safest possible environment for faculty, staff, students and visitors.

This guide has been designed to assist the Crisis Management Team (CMT) and Emergency Response Teams (ERT) across the University of Toronto in managing emergencies and crises. The guide outlines the responsibilities for communications and decision making issues in the first few critical hours and for the on-going management of the situation. The goal is to provide added protection to our people and assets, return to a state of normalcy as quickly as possible and help to protect not only the University's reputation during the crisis, but also our ability to maintain public and university community confidence in the future.

Crisis response at the University of Toronto is defined by Governing Council's approved Crisis Preparedness and Response Policy. Practices should be in keeping with this policy and consider the broader statutory and contractual agreements.

The purpose of the University of Toronto Emergency Preparedness and Crisis Management Plan is to define responsibilities and provide guidelines for the successful and professional management of incidents affecting the University, its students, its employees, their families, contractors and the public.

The plan has the specific objectives of:

- » Removing any threat to life
- » Minimizing disruption to the teaching, research and business enterprise
- » Minimizing physical and financial damage
- » Protecting the environment
- » Ensuring prompt, open and honest communication with those affected and with the

legitimate needs of the news media

- » Conducting all activities as a responsible corporate citizen
- » Restoring the University to normal operations, both rapidly and effectively
- » Preventing a recurrence of the incident
- » Improving future responses

This plan includes information on the following:

- » The U of T Policy on Crisis Preparedness and Response
- » What constitutes an emergency
- » What constitutes a crisis
- » Responsibilities and authority of senior University administrators and response teams
- » Resources and how to contact them
- » What to consider when determining a response and priorities for action
- » What to consider when responding to requests for information (e.g. media, police, family)
- » Privacy and release of personal information considerations
- » How to disseminate information about an event and response (e.g. to students, staff, faculty)
- » How to debrief and evaluate University response to a crisis

This plan is not intended to replace safety procedures currently in place. It supplements those procedures with a framework for a consistent, defined and effective response when a crisis occurs.

The plan is intended to assist senior administrators, crisis team members and those who must make immediate decisions in the event of an emergency or a crisis.

Section 1:

Issues Management

1. Issues Management

Preamble

The University of Toronto is a complex organization. Multiple issues, involving faculty, staff, students and members of the broader community, occur across the three campuses on a daily basis. Occasionally such issues have the potential to place individuals at risk or to place the reputation of the University at risk. The University deploys a variety of mechanisms to deal with situations where such risks may be present. On an individual level, confidential counseling and other supports are available. Often such involvement is sufficient to manage the situation and it does not become something that necessitates involvement of senior academic and other officers of the University. The Community Safety Office and Campus Community Police are available where community safety concerns are raised and they deal with such concerns regularly. The University has a formal Emergency and Crisis Plan for dealing with those situations that may be termed crises or emergencies within the meaning of that policy.

These Issues Management Guidelines are not intended to replace existing procedures applicable to the kinds of intervention and support described above. Instead, in any situation where a risk of harm to others or where risk to the safety of others is a distinct possibility, or where an activity or event involves a distinct possibility of significant reputational risk, these guidelines are to reinforce the principle that at least one senior member of the University must be alerted and to provide a mechanism for ensuring that a senior member is available for such purpose at all times.

Principle

Where a situation arises where there is a distinct possibility of harm to others or a risk to the safety of others, it must be reported immediately to Campus Police. Campus Police will take responsibility for notifying the On Call Executive. (NB. If the issue is an emergency, then the first call should be to 911)

Where there is a distinct possibility that an activity or event may give rise to significant reputational risk, (collectively, an "Issue") it must be reported, as soon as possible, to the "On Call Executive".

In these guidelines, "Issue" shall refer to either of the foregoing situations.

Process

The On Call Executive will determine which of the University's senior academic and administrative staff are to be alerted. The On Call Executive will assess whether the Issue is best managed through existing resources, the application of the Emergency and Crisis Plan, or a special ad hoc approach, and will take carriage of the situation until such time as it is either being managed through one of the foregoing approaches or is deemed to have been resolved. In the event that the Emergency and Crisis Plan is activated, the On Call Executive will assume the role of Crisis Team Leader, or will assign the role to another available member of the Executive team who can provide the necessary expertise for that situation.

On Call Executive Team

The On Call Executive Team will include the following Members

University /St George Campus- weekly rotation of

Vice-President and Provost

Vice-President, Business Affairs

Vice-President, University Relations

Vice President, Human Resources and Equity

Vice-Provost, Students

UTM

VP and Principal UTM

Vice-Principal Academic and Dean

Chief Administrative Officer

UTSC

VP and Principal UTSC

Vice Principal Academic

Chief Administrative Officer

Vice-President, Research

Federated Universities

President / Provost

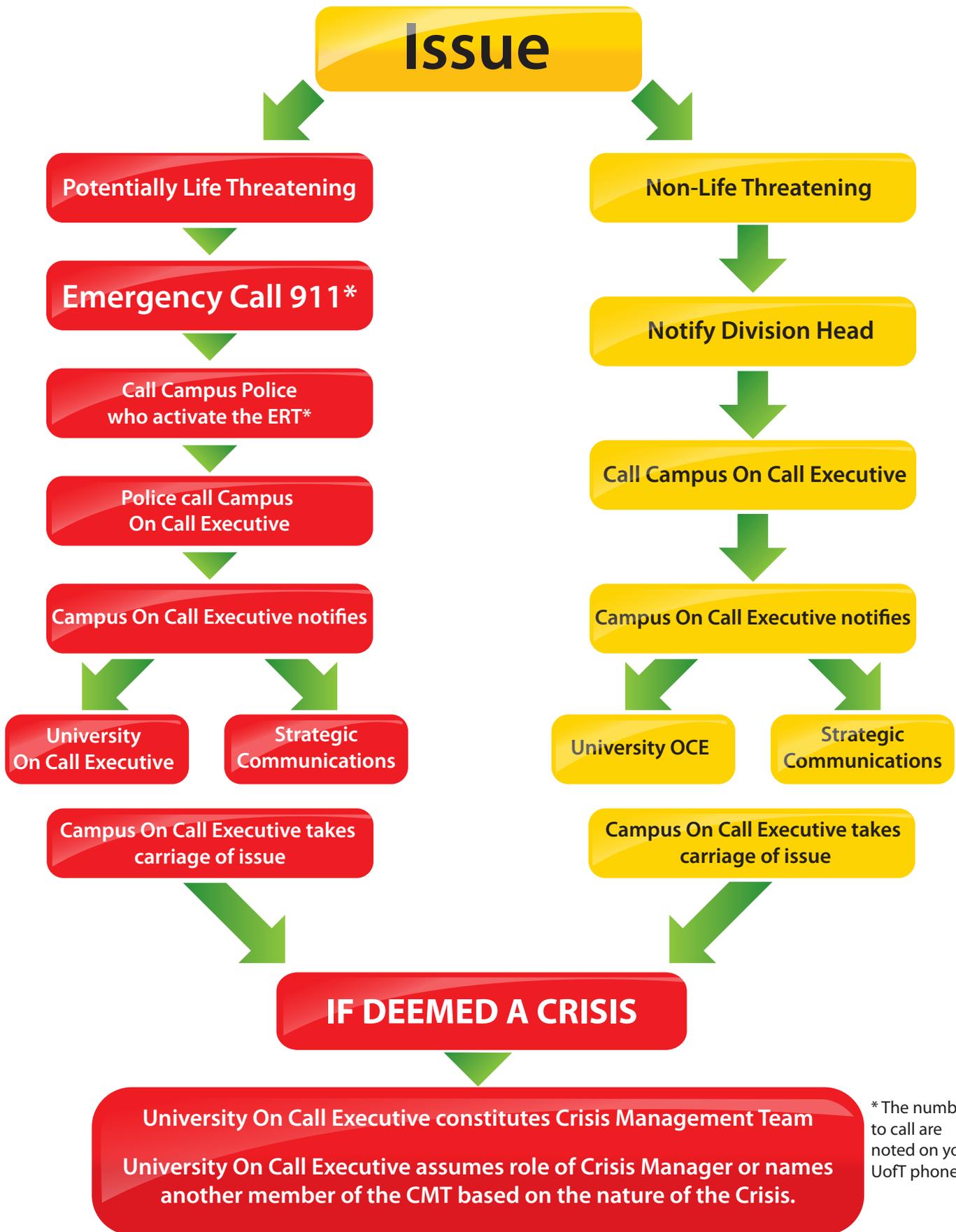
Principal / Vice Provost

or Designate

For issues involving UTM or UTSC, the campus OCE will also notify the On Call Executive for the University/St George. Similarly, for issues involving the Federated Universities, the Federated University OCE will notify the On Call Executive for the University / St. George Campus.

The Assistant Vice-President Strategic Communications and the Senior Legal Counsel are standing resources to the On Call Team on all three campuses and will be alerted by the On Call Executive. The University/ St. George On Call Executive will determine whether any other notifications are required (e.g. President, Secretary to Governing Council)

The Director, Police Services is a standing resource to the Team.



* The number to call are noted on you UofT phones.

SECTION 2:

Assessing an Incident

2. Assessing an Incident

It is important to distinguish between an Emergency and a Crisis. An emergency should be handled by local management at the campuses in accordance with their site-specific Emergency Response Plans. If a crisis is declared by the On Call Executive, campus Emergency Response Teams operate under the direction of the Crisis Management Team. A crisis requires involvement and action by the most senior levels of management of the University and the designated Crisis Team Leader.

EMERGENCY

Emergencies are situations that can be handled by campus Emergency Response Teams including management, police services, chemical spill response teams, community safety and support coordinators, etc. They may, in more serious cases, require assistance from outside resources such as police, fire and/or emergency medical services.

While emergencies must be reported to the On Call Executive, it is normally expected that the campus Emergency Response Team will resolve the emergency.

Emergency situations need to be monitored carefully by local management to assess whether they have the potential to progress to a crisis. If the Campus OCE determines that the situation is progressing to a crisis level – the University On Call Executive will activate the Crisis Management Team that assumes control for managing the crisis with the help of other campus resource personnel.

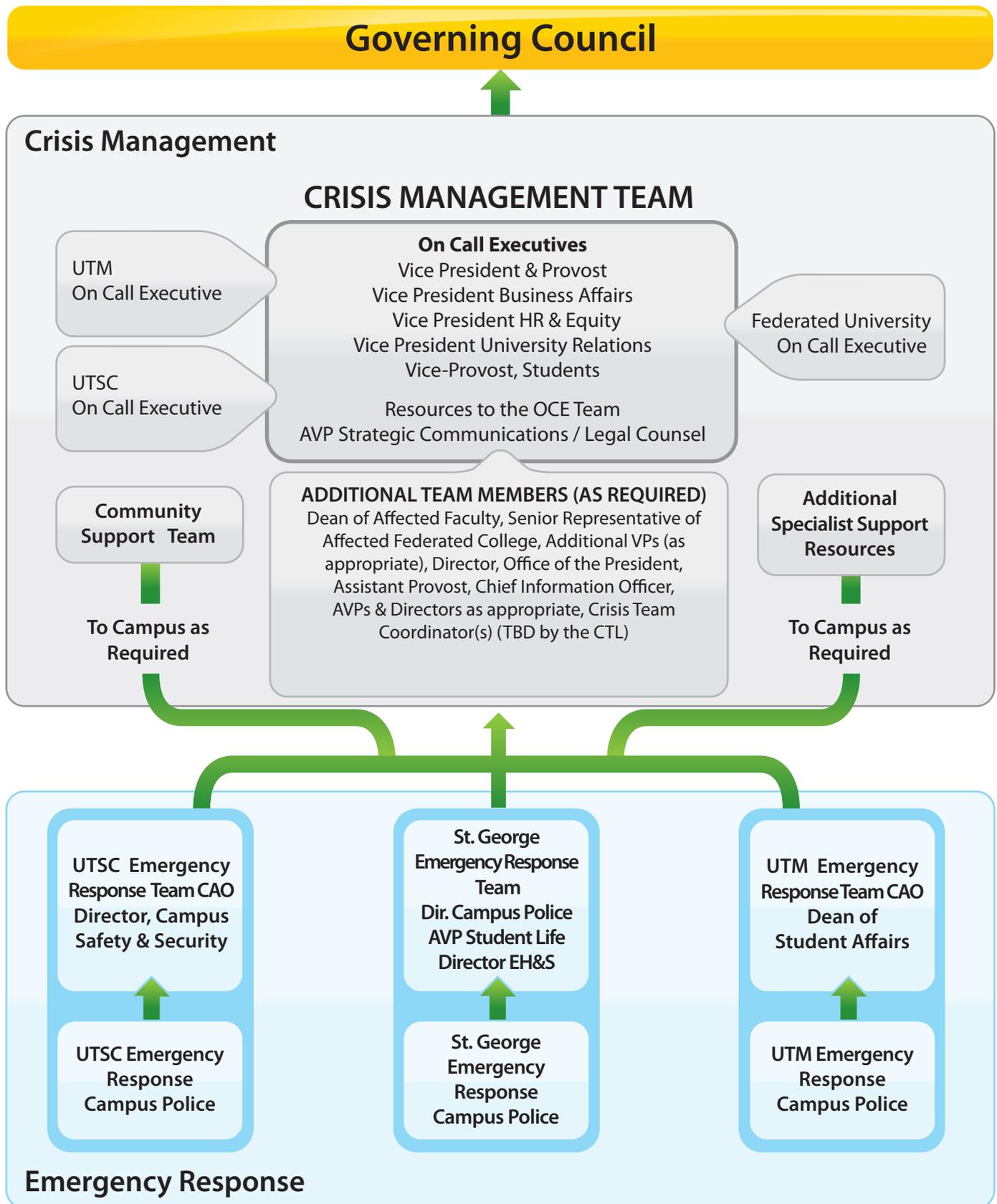
CRISIS

A “crisis” is a situation that may significantly affect the University’s ability to carry out its academic and business activities or damage its reputation. A crisis has wide spread impact that may extend beyond the institution and requires additional resources and coordination to support the ERT.

SECTION 3:

Organization for Crisis Management at the University of Toronto

U of T Crisis Management Organization



3. Organization for Crisis Management

The objective of the University during an emergency or crisis is to minimize disruption of normal activity and to begin the process of restoring order and mitigating the effects of the event as soon as practicable by ensuring the right resources are assigned to manage the situation. As articulated in the University of Toronto Policy on Crisis Preparedness and Response, communication between the various teams is essential and critically important pre-during-and post crisis.

When a serious situation occurs at the University of Toronto, several teams may be brought together. Serious incidents that threaten the overall functioning of the University – certain emergencies and all crises – are overseen by the Crisis Management Team.

THE STRUCTURE

The core of the Crisis Management Plan is the Crisis Management Team. The crisis management organization is designed to be flexible in order to deal effectively with incidents of varying types and severity and to allow effective response when key officers and managers are unavailable. The crisis and emergency management organization consists of the following elements, some or all of which may be mobilized to deal with a given situation depending on the severity and scope.

Team Roles and Responsibilities

Crisis Management Team (CMT)

The University has only one Crisis Management Team, as listed in the organization chart, responsible for managing crises. The Crisis Management Team manages the crisis with the help of the campus or division that may have been involved in managing the original emergency.

The Crisis Management Team is responsible (a) for ensuring an effective crisis response capability is in

place for the whole University (all campuses), (b) for establishing policy related to the management of crises, and (c) for ensuring that the impact on, and the implications of, the incident for the University as a whole are understood and addressed. The Crisis Management Team is responsible for resolving a crisis, should one develop, and for providing strategic direction to the Emergency Response Teams on each campus. The On Call Executive will determine which Executive will act as the Crisis Team Leader for each specific crisis.

The Governing Council has charged the Crisis Team Leader with full decision-making authority in the implementation of the University of Toronto Policy on Crisis Preparedness and Response.

In the event that a crisis is declared by the On Call Executive, Emergency Response Teams from all three campuses come under the control and direction of the Crisis Team Leader and the Crisis Management Team. The campus Emergency Response Teams will continue to work to deal with the local situation with ongoing communication and planning between the ERT leaders from the three campuses and the CMT.

Communication with the media is the responsibility of the Crisis Management Team. All media inquiries must be directed to the Crisis Management Team. Where a centralized resource exists, (e.g. Strategic Communications) staff from the parallel service or department on each campus will work with and under the direction of the centralized resource to ensure consistency and lack of duplication. Each emergency response team will identify a liaison person who will communicate information between the teams.

Emergency Response Team

The Emergency Response Team (ERT) is responsible

for the on-site management of emergency response activities under the leadership of the designated senior administrative officer at the campus. Local management at each campus is responsible for ensuring that a campus emergency response plan is in place to respond to incidents and emergencies reasonably anticipated to occur on Campus. The services at UTM and UTSC may be supported or expanded by the mobilization of specialized resources from St. George, depending on the emergency.

Typically the ERT will include the following:

- » Team Leader of the ERT
- » Local Communications Coordinator/ spokesperson
- » Local Manager of Campus Police
- » Student Life Director
- » Community Safety and Support Team members

The ERT may also draw upon

- » Regulatory Authority Contact, and
- » Emergency Response Teams, as necessary, to resolve the situation locally.

Most incidents and emergencies are quickly and effectively resolved by the Emergency Response Team. However, in the event that the situation cannot be readily resolved and/or it appears that the incident meets or may meet the definition of a crisis, or has the potential to progress to a crisis, then the On Call Executive must be informed by the Emergency Team Leader without delay. In such situations, the ERT Leader provides the initial and ongoing assessments of the incident and response being taken by the local ERT. The ERT continues to managing the local response to the emergency, in consultation with the OCE.

As soon as the situation is declared a crisis the CMT assumes leadership of the response and the ERT is under the direction of the CMT for issues of policy and strategy and for communication with the news media.

Specialized resources

Specialized resources will be made available to support the on-site management of a situation as required.

The CMT maintains a list of specialized personnel capable of dealing with specific situation. For example, if the crisis involves damage or disruption to the computer network, one or more technology recovery teams will be activated. If there is a bio-safety incident, a biohazard response team will be activated; if a major flood occurs in a library, the library recovery team will be activated. The ERT leaders will activate these specialized teams and invite the team leader(s) to join the ERT in these situations.

Separation of Roles

It is important to note the need for clear separation of responsibility for the management of Emergency Responses and for Crisis Management. This separation of roles and the understanding of the responsibilities of each of the teams is essential to prevent failure to carry out critical tasks, prevent duplication of effort and prevent confusion that can result in poor decision taking.

The Emergency Response Team is responsible for actions necessary to resolve the emergency situation. In a crisis, the Emergency Response team comes under the direction of the Crisis Management Team.

The Crisis Management Team, under the authority of the Team Leader, is responsible for strategic decisiontaking to minimize the impact of the crisis on the University, to bring the University and its Communities to a state of normalcy as quickly as possible and to safeguard the reputation of the University.

The Assistant Vice-President (AVP), Strategic Communications, as a member of the CMT will act as lead spokesperson while also assisting the president or designate to speak at the highest level. The AVP, liaising with the CMT and the Director, Media Relations and Stakeholder Communications will determine media strategy. The AVP, liaising with the CMT and the Director, Faculty and Staff Communications, will determine internal communication strategies.

Community Support Team (CST)

The Community Support Team is designed to address the immediate emotional and support issues of those individuals and groups affected by an emergency or crisis. The CST Coordinators assess the situation and activate appropriate resources to provide direct assistance as needed.

The CST Coordinators are the Community Safety Coordinator, and the Coordinator of Student Crisis Response Programmes.

The Emergency Response Team will request the activation of a CST or the need for support will be decided by the CMT.

The CST provides support for each of the campuses.

Disability Advisors

Every response team should either include a representative from Accessibility Services or ensure that informed discussion occurs at all times so as to ensure appropriate responses are provided for persons with disabilities.

Municipal Emergency Service Providers

Many incidents will involve external police, fire department, emergency medical services, and hospital staff. Although these services can often provide University staff with updated information about the situation, they will also have limits on the information they can or will release. In most cases the U of T Police will be the initial point of contact for the municipal emergency service providers. U of T Police shall provide immediate information to appropriate emergency response providers and regularly shall provide the Crisis Team Leader with an assessment of the situation. This assessment must be “person to person”, for example meeting or telephone conversation, not by e-mail, voice mail or fax.

SECTION 4:

Crisis Management Team

4. Crisis Management Team

CRISIS MANAGEMENT ROLES

- » The CMT is led by the Crisis Team Leader who is responsible for assembling the CMT, reviewing the situation and taking necessary action to resolve it, ensuring the documentation of CMT directions and decisions, and communicating with the Emergency Response Team on all issues related to the crisis.
- » The Crisis Management Team is comprised of small core of senior executives and others required to participate by the Crisis Team Leader (CTL).
- » The CMT will collectively have responsibility for all major actions taken before, during, and after the crisis situation has occurred.
- » The CMT will play an active role in all crises, and must be informed of all emergencies.

THE CRISIS MANAGEMENT TEAM MUST ENSURE THAT:

- » actions are first taken to ensure the safety of all employees, students and on-site visitors to the affected facility;
- » actions are taken or to be taken ensure the security and protection of the facility and all physical assets therein;
- » actions are taken or to be taken will result in the continuous availability of services or the resumption of services as soon as reasonably possible;
- » all stakeholders and interested parties are informed in a timely manner of the event and the actions being taken by the University; and,
- » all internal or external communications made are complete, factual, timely and are in keeping with the University's policies on confidentiality and privacy.
- » Determine University priorities for the continuity and resumption of teaching and research programs and other operations.

TEAM MEMBERSHIP AND DESIGNATED ALTERNATES

The Crisis Team Leader is either the On Call Executive or designated by the OCE from among the following positions: VP and Provost, VP Business Affairs, VP Human Resources & Equity, VP University Relations, Vice-Provost, Students

CMT Team Members

- » VP's as appropriate
- » AVP Strategic Communications
- » Principal or Dean of affected College/Faculty (or President or Provost of affected Federated College)
- » Legal counsel
- » Crisis Team Coordinators as assigned by the CTL
- » AVPs and Directors as appropriate

Each member of the Crisis Management Team will identify a designated backup who can serve on the team in his or her absence, have decision-making authority, and be a liaison to the affected division.

TEAM ROLES AND RESPONSIBILITIES

Crisis Management Team (CMT)

The Crisis Management Team has the following responsibilities:

Pre Incident

1. To oversee the development, implementation and maintenance of the University of Toronto Crisis Management Plan.
2. To ensure that necessary resources are in place to manage a crisis.
3. To ensure that Campuses, Faculties and Departments have Emergency Response Plans which are congruent with and are coordinated with the University Crisis Management Plan.

During a Crisis

1. Confirm the existence of a crisis affecting the university and declare that a state of crisis exists.
2. Identify the Crisis Team Leader

Crisis Team Leader

The Crisis Team Leader has the following responsibilities

During a Crisis

1. Select additional specialist resources to join the CMT or to advise the CMT during a crisis, depending on the nature of the crisis.
2. Call CMT meetings, as required, and ensure that all members of the CMT are fully briefed and updated on the incident.
3. Chair the proceedings of the CMT.
 - a. If the crisis situation is centred on the Mississauga or Scarborough Campuses, provide general oversight and direction to the Campus ERT working to resolve the emergency situation.
 - b. If the crisis situation is centred on the St. George's Campus, provide general oversight and direction to the ERT working to resolve the emergency situation.
4. Determine if there is a requirement for a mobilization of Specialized Resources such as the Community Support Team to the site of the incident.
5. Develop and communicate the operating mandate of the CMT to those with responsibility for on-scene activities.
6. Establish contact and communicate with appropriate government agencies.
7. Through discussions with the President, determine the need to involve the President of the University in communications or making statements to the public.
8. Brief other University senior managers as necessary.

Post Crisis

1. Declare that the crisis is over.
2. Ensure that a full debriefing and evaluation is conducted following the resolution of the crisis.

CMT Logistics and Support

The Director of Operations and Finance in the Office of the VP HR & Equity and the Senior Administrative Officer in the Office of the VP University Relations will provide logistical support to the CMT.

Pre Incident

1. Ensure that the Crisis Management Plan is reviewed at least once a year and amended as required.
2. Distribute the Crisis Management Plan and amendments to CMT members, alternates, and other management persons as appropriate.
3. Ensure that knowledge of the plan is disseminated to key employees and throughout the Campuses of the University.
4. Ensure that the CMT meets at least annually, to maintain awareness and training where appropriate.
5. Arrange suitable briefings and training for those persons involved in the CMT.
6. Prepare and maintain a CMT Control Center in a ready state.
7. Arrange scheduled crisis simulation training and evaluation exercises.
8. Ensure Campus Police assist the Campuses, Faculties and Departments with the development of emergency response plans that support the Crisis Management Plan.

During a Crisis

1. Facilitate the flow of information
2. Gather information following accountability documentation report in Appendix D.
3. Keep the CTL closely apprised of all developments and information.
4. Brief CMT members on developments not requiring a decision and, hence, relieve the CMT of the need for unnecessary meetings.
5. Act as a representative of the CMT at meetings of the ERT and act as a liaison between the ERT and the CMT.
6. Establish secure communications with Emergency Response Teams, the President and others who need to be kept apprised of developments.
7. Arrange the security of meeting rooms used by the CMT.
8. Ensure the proper handling and secure storage of material likely to be used as evidence by law enforcement agencies.

COMMUNICATIONS AND SPOKESPERSON:

The Assistant Vice-President (AVP) of Strategic Communications is responsible for internal and external communications and acts as Spokesperson. In his or her absence, the Director, Media Relations and Stakeholder Communications works with the Crisis Team Leader to designate a spokesperson.

The AVP, Strategic Communications, also oversees the Communications Coordinators: the Director, Media Relations and Stakeholder Communications and the Director, Faculty and Staff Communications. Both Communications Coordinators report to the Communications Leader and Spokesperson – they are not members of the CMT. Together they are responsible for the following:

Pre Incident: The Director, Media Relations and Stakeholder Communications will:

9. Identify systems and procedures to notify the media in the event of a crisis.
10. Identify potential locations that could be used as media briefing centres.
11. Prepare standard media messaging that could be used within the first hour of a crisis.
12. Develop and maintain a website for crisis communications.
13. Train staff to manage media centre.
14. Identify and keep a current list of key stakeholders, both within and outside the University, to be contacted in the event of a crisis.

Pre Incident: the Director, Faculty and Staff Communications will:

1. Identify systems and procedures to communicate with faculty, staff and students in the event of a crisis.
2. Prepare standard messaging that could be used within the first hour of a crisis.
3. Develop and maintain a website for crisis communications.

During a Crisis: the Director, Media Relations and Stakeholder Communications will:

1. Establish contact with the Assistant Vice-President, Strategic Communications and maintain close liaison.
2. Establish contact with Communications counterpart(s) in affected faculty/division.
3. Develop a crisis communication strategy specific to the crisis in consultation with the Assistant Vice-President, Strategic Communications, including location of media briefing centre.
4. Draft preliminary media statement for approval by the CMT and prepare appropriate background information material to distribute to the media.

5. Coordinate dissemination of statements to media, students, faculty and staff.
6. As far as practicable, control media access to students, faculty and staff and their families, particularly the families of any victims.

During a Crisis: the Director, Faculty and Staff Communications will:

1. Develop a crisis communication strategy specific to the crisis in consultation with the Assistant Vice-President, Strategic Communications.
2. Draft a statement for release to faculty, staff and students for approval by the CMT.
3. Coordinate dissemination of statements to students, faculty and staff.
4. Contact and communicate with key stakeholders.

HUMAN RESOURCES

The A.V.P. Human Resources is responsible for the following:

Pre Incident

1. Ensure divisional HR offices store up-to-date contact information for all faculty and staff.

During a Crisis

1. Provide regular briefings to the family of a victim(s) on the progress of the incident and to arrange the timing and content of such briefings.
2. Arrange the provision of assistance and welfare to the family of any victim.
3. Monitor employee morale and advise the CMT on employee communications.
4. Provide the CMT with relevant personal details of the victim and his/her family.
5. Review the security of the family of any victim and any others who may require it and to recommend increased measures for CMT approval.

LEGAL

Legal Counsel is responsible for the following:

Pre Incident

1. Identify legal resources that might be of assistance to the University in a crisis.
2. Identify legal requirements and constraints on action related to potential crises.

During a Crisis

1. Advise on legal aspects that need to be considered in the resolution of a crisis.
2. Discover legal responsibilities towards a victim and dependents.
3. Advise on the content of documentary records, the extent of permitted access to these records and their potential production in a court of law.
4. Arrange the secure storage of all documentary records.

FINANCE

The Chief Financial Officer is responsible for the following:

Pre Incident

1. Maintain adequate insurance coverage.
2. Establish the procedure to be used in accounting for money necessary to be disbursed in the resolution of the crisis.
3. Establish authorities for expenditure of University funds by Crisis Management Team and Emergency Response Team members during a crisis.

During a Crisis

1. Ensure that funds are available, as necessary for resolution of the crisis and for the operating expenses of emergency response teams.
2. Collect necessary information for preparation of an insurance claim.

CONFIDENTIAL SECRETARIAT

The Secretariat assigned to the CMT will be responsible for:

1. Establishing and maintaining a diary of events.
2. Providing logistical/administrative support for the CMT.

EMERGENCY RESPONSE TEAMS (ERT)

ERT Team Leader

The ERT Team Leader has the following responsibilities:

Pre Incident

1. In collaboration with the CMT, identify the nature, degree and probability of threats to facilities, operations and personnel.
2. Ensure that faculty, departmental and campus emergency plans are developed that are well integrated with the University of Toronto Crisis Management Plan.
3. Ensure sufficient resources are available to deal with reasonably anticipated types of emergencies.
4. Ensure adequate training for all persons with specific responsibilities in the crisis response plan.
5. Ensure an annual review and/or update of the plan.
6. Conduct an annual emergency simulation exercise as part of the plan update.
7. Establish liaison with appropriate government officials.

During a Crisis

1. Responsible for the response to the emergency at the local level and for keeping the CTL informed of all developments.
2. Verify that a crisis exists or has the potential to develop, and notify the CTL or alternate.
3. Begin a written diary of events.
4. Direct local emergency operations.

SECTION 5:

Head of Affected Division

5. Head of Affected Division

(Deans, Principals, Chairs and Directors including Professional/Managerial Directors)

ROLE

The Head of a Division has responsibility for the activity of the department(s), its employees and, if applicable, students. Therefore the Division Head should be involved in any decision-making that occurs during an emergency or crisis with regard to his/her area of responsibility. If the issue is occurring within a specific division and has been deemed a crisis, the Division Head will join the CMT as a team member. If, however, the situation does not require the activation of the full CMT, the Division Head will be contacted by the Emergency Response Team leaders to develop a coordinated response.

When a situation has been deemed a crisis, the head of the affected division or department must work with and under the authority of the Crisis Team Leader. The Crisis Management Team has expertise in responding to crises, department heads have the knowledge of a particular department or division. Working together will ensure that the most effective and sensitive response is developed to address the characteristics, membership and needs of the particular division.

The division head will direct the implementation of divisional continuity plans.

HEAD OF AFFECTED DIVISION CHECKLIST

ASSESSMENT

- If you become aware of an emergency or a crisis in which there is the distinct possibility of harm to others or a risk to the safety of others, contact Campus Police.
(Campus Police will take responsibility for notifying the On Call Executive.)
- If you become aware that an activity or event may give rise to significant reputational risk, report it to the On Call Executive as soon as possible.

INFORMATION

- Have you contacted Campus Police and provided your contact information, including work phone number, home phone number, cell phone number and e-mail address?
- Ensure that you have available information about the incident. Ordinarily this will be provided by the Campus Police in the form of an incident report, verbal or written, or directly by an individual in your division.
- Are there other individuals within your department or faculty who should be contacted?
- Have you provided all critical information to the ERT leader and/or the emergency personnel on the scene?
- Confirm with Campus Police or with the Emergency Response Team who your immediate contact is within ERT.
- Do you have the contact information for the appropriate University spokesperson?
- Does any action need to be taken to avoid further disruption (notice of cancelled classes, contacting professors expected to attend a lab, etc.)?

CONSULTATION

- Determine if you will be participating in the response as a member of the Crisis Management Team or the Emergency Response Team.
- Document facts, timelines and tasks of the incident and actions taken

ACTIVATION

- If determined necessary, attend the Crisis Management Team meeting or Emergency Response Team meeting for an initial briefing and planning session.
- Use the incident specific protocols provided in this guide to assist you in determining action plan.

FOLLOW UP

Review and revise Continuity Plan and Evacuation Procedures.

SECTION 6:

Incidents in Student Residences

6. Incidents In Student Residences

Incidents involving student residences will affect the occupants more than an office or teaching facility. Depending on the type and extent of the situation, the University may be required to make arrangements for the shelter, feeding, social and psychological welfare of the residents until the incident is resolved. For example, the loss of electric power, heat or water may necessitate the closing of the residence until those utilities can be restored. Severe damage to the structure may mean a temporary or permanent relocation to another site.

During any major emergency occurring in a student residence, the ERT will work closely with the Dean of Residence and the residence support staff to coordinate the response, evacuation, relocation and support of residents affected by the situation. In most cases, the Dean of Residence will be asked to be a member of the ERT. Depending on the type and extent of the situation, the Dean of Residence will identify individuals within the Dean' office and/or residence who will form a residence response team. This group of individuals will work with the Dean and the ERT to ensure a comprehensive response.

In any major emergency, the College Principal and the On Call Executive should be notified.

RESIDENCE MANAGER OR DEAN OF STUDENTS CHECKLIST

INFORMATION

- Ensure that you have assembled available information about the incident. Information may be provided to you by a number of different sources, including your residence life staff, residence administration and building maintenance staff, Facilities and Services, Campus Police, ERT leaders, etc.
- Be prepared to communicate information as clearly and accurately as possible about the incident and/or local conditions to the ERT leader(s) and other ERT members as required.

CONSULTATION

- Consult with residence life staff, residence administration and building maintenance staff, resident(s) if directly involved, ERT leaders, other University of Toronto staff, or external resources as part of the information gathering assessment, and strategy development processes.

ASSESSMENT

- The ERT leaders will decide if the situation warrants the involvement of the ERT, based on this manual's assessment framework and the particulars of the situation.
- If the event is considered an emergency, notification of the ERT is likely sufficient.
- The ERT leaders will be responsible for advising the On Call Executive of all incidents.

ACTIVATION

- Identify Residence Response Team (RRT) members for this incident, based on the relevance of their portfolio to the type of incident.
- Determine meeting location for the RRT.
- Call the RRT together for an initial briefing and planning session.
- Use incident specific residence protocols and the direction of the ERT leader to guide the work of the RRT.

IDENTIFICATION

- Identify affected constituents and stakeholders.
- Identify individuals and groups who will want/need information about this event.
- Identify individuals with disabilities who may require additional assistance.

DEFINE ISSUES AND CONSIDERATIONS

- What does this incident mean to the particular student, staff and other residence groups that have some connection to this event, and what might be the impact on the residence community in general.
- What are some of the possible implications/consequences of this event?

IDENTIFY CAMPUS AND COMMUNITY RESOURCES

- Who is available to assist those directly affected by the incident?
- Who can help the Residence Response Team in developing/implementing a local response? What kind of expertise is required?

DEVELOP COMMUNICATION STRATEGIES

- In consultation with the ERT Leaders, decide how best to communicate information about this event to those in the residence affected by it.
- Decide what media to use – e-mail, website, residence newsletter, seminars, information sessions, discussion groups – and identify who might be involved in providing information.

DETERMINE ADDITIONAL RESPONSE ACTIONS

- Is this an event that raises the need for action around particular issues of concern to the residence community?
- Is there a way in which residence community members might want to organize themselves to provide assistance to those affected by the incident?
- What kind of arrangements will ensure thorough follow-up with all those affected?

DEACTIVATION AND DEBRIEFING

- Once the response to the incident is complete, and/or there is no longer a need for the active participation of the ERT, participate as a team member in its debriefing and deactivation.
- Once the response to the incident is complete, and/or there is no longer a need for the active participation of the RRT, debrief and deactivate the team.
- Evaluate the effectiveness of the response, and note suggested changes for improving the response to future incidents.