

**THE McMASTER UNIVERSITY  
CRISIS RESPONSE PLAN**



**May 2011**

**Revised December 1, 2011**

**Revised September, 2014**



---

**Patrick Deane**  
**President and Vice-Chancellor**

*9 May 2011*

---

**Date**

## Table of Contents

<b>TABLE OF CONTENTS</b> .....	<b>a</b>
<b>LIST OF APPENDICES</b> .....	<b>c</b>
<b>EXECUTIVE SUMMARY</b> .....	<b>i</b>
<b>ORGANIGRAM – CRISIS MANAGEMENT GROUP</b> .....	<b>ii</b>
<b>ORGANIGRAM – CRISIS RESPONSE PLAN</b> .....	<b>iii</b>
<b>ORGANIGRAM – ADVISORY &amp; SUPPORT TEAM</b> .....	<b>iv</b>
<b>1. INTRODUCTION</b> .....	<b>1</b>
<b>2. AIM</b> .....	<b>1</b>
<b>3. DEFINITION</b> .....	<b>1</b>
<b>4. LEGAL AUTHORITY</b> .....	<b>1</b>
<b>5. RISK POTENTIAL</b> .....	<b>1</b>
5.1 OVERVIEW .....	1
5.1.1. <i>Public Welfare Crisis</i> .....	1
5.1.2. <i>Health Sciences Centre</i> .....	2
5.1.3. <i>Nuclear Reactor</i> .....	2
<b>6. LIABILITY</b> .....	<b>2</b>
<b>7. DECISION MAKING</b> .....	<b>2</b>
<b>8. NOTIFICATION PROCEDURES</b> .....	<b>3</b>
<b>9. CRISIS MANAGEMENT GROUP (CMG)</b> .....	<b>3</b>
9.1 COMPOSITION .....	3
<b>10. CRISIS MANAGEMENT GROUP (CMG) - GROUP RESPONSIBILITIES</b> .....	<b>3</b>
<b>11. CRISIS MANAGEMENT GROUP (CMG) - INDIVIDUAL RESPONSIBILITIES</b> .....	<b>4</b>
11.1. VICE-PRESIDENT (ADMINISTRATION) .....	4
11.2. ASSOCIATE VICE-PRESIDENT (STUDENT AFFAIRS) .....	5
11.3. ASSOCIATE VICE-PRESIDENT (FACULTY) .....	5
11.4. ASSISTANT VICE-PRESIDENT, PUBLIC AND GOVERNMENT RELATIONS .....	6
11.5. CHIEF HUMAN RESOURCES OFFICER .....	6
11.6. ASSISTANT VICE-PRESIDENT (FACILITY SERVICES).....	7
11.7. SENIOR MANAGER, HEALTH & SAFETY AND RISK MANAGEMENT .....	7
11.8. DIRECTOR, SECURITY AND PARKING SERVICES .....	8
11.9. CHIEF INFORMATION OFFICER.....	8
11.10 MANAGER, PUBLIC RELATIONS (FACULTY OF HEALTH SCIENCES) .....	9
<b>12. ADVISORY &amp; SUPPORT (A&amp;S) TEAM</b> .....	<b>9</b>
12.1. COMPOSITION .....	9

<b>13. ADVISORY &amp; SUPPORT (A&amp;S) TEAM - INDIVIDUAL RESPONSIBILITIES.....</b>	<b>10</b>
13.1. SENIOR INTEGRATED COMMUNICATIONS MANAGER, UNIVERSITY TECHNOLOGY SERVICES .....	10
13.2. DIRECTOR, PUBLIC AND COMMUNITY RELATIONS.....	11
13.3. DIRECTOR, PURCHASING RESOURCES.....	11
13.4. DIRECTOR, ATHLETICS & RECREATION.....	11
13.5. DIRECTOR, HOUSING AND CONFERENCE SERVICES .....	12
13.6. DIRECTOR, HOSPITALITY SERVICES .....	12
13.7. DIRECTOR, STUDENT SERVICES.....	12
13.8. REPRESENTATIVE, UNIVERSITY/MUNICIPAL LIAISON.....	13
13.9. FACULTY REPRESENTATIVE (FACULTY OF HEALTH SCIENCES) .....	13
13.10. DEPARTMENT REPRESENTATIVE (NUCLEAR FACILITIES AND OPERATIONS) .....	14
13.11. PROJECT MANAGER (OFFICE OF VP ADMINISTRATION) .....	14
13.12. EXECUTIVE ASSISTANT (AVP STUDENT AFFAIRS) .....	15
<b>14. CRISIS OPERATIONS ROOM (COR).....</b>	<b>15</b>
<b>15. CRISIS OPERATIONS ROOM LOCATIONS.....</b>	<b>15</b>
<b>16. CRISIS OPERATIONS ROOM - ORGANIZATION &amp; OPERATION .....</b>	<b>16</b>
<b>17. PUBLIC RELATIONS.....</b>	<b>16</b>
17.1. RESPONSIBILITY .....	16
17.2. CRISIS COMMUNICATIONS UNIT.....	16
17.3. ORGANIZATION & OPERATION.....	16
<b>18. CRISIS EVACUATION PLAN.....</b>	<b>16</b>
18.1. PURPOSE OF THE PLAN .....	16
18.2. COORDINATION (ON-CAMPUS EVACUATION) .....	17
18.3. COORDINATION (OFF-CAMPUS EVACUATION).....	17
18.4. ORGANIZATION & OPERATION.....	17
<b>19. PLAN MAINTENANCE, REVIEW &amp; TESTING.....</b>	<b>17</b>
19.1. PLAN MAINTENANCE.....	17
19.2. REGULAR REVIEW.....	17
19.3. TESTING THE PLAN.....	17
19.4. TESTING THE CRISIS NOTIFICATION PROCEDURES .....	18
<b>20. TRAINING THE PARTICIPANTS .....</b>	<b>18</b>
<b>21. INTERNAL CRISIS RESPONSE PLANS &amp; PROCEDURES .....</b>	<b>18</b>

## List of Appendices

### **APPENDIX A - CRISIS NOTIFICATION PROCEDURES**

- Appendix A-1 Crisis Management Group Notification List
- Appendix A-2 Exercise "HELLO MCMASTER"
- Appendix A-3 "THIS IS REAL"

### **APPENDIX B - CRISIS OPERATIONS ROOM (COR)**

- Appendix B-1 Advisory & Support Team Notification List
- Appendix B-2 COR Operations Checklist
- Appendix B-3 COR Administrative Checklist
- Appendix B-4 Crisis Operations Event Log
- Appendix B-5 Primary Crisis Operations Room (COR) Schematic Diagram (GH-201, 202, 203)
- Appendix B-6 Crisis Operations Room (COR) Schematic Diagram (CSB-B109)
- Appendix B-7 Crisis Management Team Telephones
- Appendix B-8 Telecommunications – Crisis Management Telephones

### **APPENDIX C - CRISIS PUBLIC RELATIONS PLAN**

- Appendix C Crisis Public Relations Plan
- Appendix C-1 News Release (Sample)
- Appendix C-2 Backgrounder (Sample)
- Appendix C-3 Public Inquiry Centre (PIC) Schematic Diagram
- Appendix C-4 Media Centre Schematic Diagram
- Appendix C-5 News Conference Room Diagram

### **APPENDIX D - CRISIS TELECOMMUNICATIONS PLAN**

- Appendix D-1 COR Telephone Numbers
- Appendix D-2 Telephone Numbers - (Facility Services)
- Appendix D-3 Telephone Numbers - (Human Resources)
- Appendix D-4 Telephone Numbers - Associate Vice-President (Students and Learning)
- Appendix D-5 Telephone Numbers - Director, Public & Government Affairs
- Appendix D-6 Telephone Numbers - Environmental & Occupational Health Support Services
- Appendix D-7 Telephone Numbers - Security and Parking Services
- Appendix D-8 Telephone Numbers - Vice-President (Administration)
- Appendix D-9 Telephone Numbers - Provost and Vice-President (Academic)
- Appendix D-10 Telephone Numbers - Associate Vice-President (Faculty)
- Appendix D-11 Telephone Numbers - Senior Management Team (SMT)
- Appendix D-12 Telephone Numbers - Chief Information Officer
- Appendix D-13 Telephone Numbers - Faculty of Health Sciences

### **APPENDIX E - CRISIS EVACUATION PLAN**

- Appendix E Crisis Evacuation Plan
- Appendix E-1 On-campus Evacuation Checklist
- Appendix E-2 Campus Evacuation Route - Sector Map

### **UNDER SEPARATE COVER (Copies available in both Crisis Operations Rooms)**

- APPENDIX "X-AREB" McMaster University's Animal Research Ethic Board's Crisis Management Program
- APPENDIX "X-CANMET" Canmet Building Emergency Response Plan
- APPENDIX "X-FHS" Faculty of Health Sciences Emergency Response Plan
- APPENDIX "X-LIB" The McMaster Library Emergency Procedures and Salvage Recovery Manual
- APPENDIX "X-MIP" McMaster Innovation Park Emergency Preparation and Response Plan
- APPENDIX "X-NR" The McMaster Nuclear Reactor Emergency Preparedness Plan (EP 7000)
- APPENDIX "X-SA" Student Affairs Department, Crisis Response Plan

**The McMaster University Crisis Response Plan** (short title - **The University Crisis Plan**) has been endorsed by the Board of Governors and is issued under the authority and signature of the President of McMaster University. As such, it is a University Policy Document. The plan is an “all hazards” mitigation approach to any potential crisis including major incidents occurring off campus which involve students, staff or faculty. The plan will coordinate all resources of the University in a systematic and appropriate response.

The aim of The University Crisis Plan is to serve as a guideline for developing and implementing an effective, efficient and timely response to any crisis affecting the University Community.

A “Crisis” may be defined as a situation, or the threat of an impending situation, which abnormally affects the lives, health, safety and property of the members of the University Community or which may be expected to adversely impact the operation, reputation or normal activities of the University.

The major components of The University Crisis Plan include:

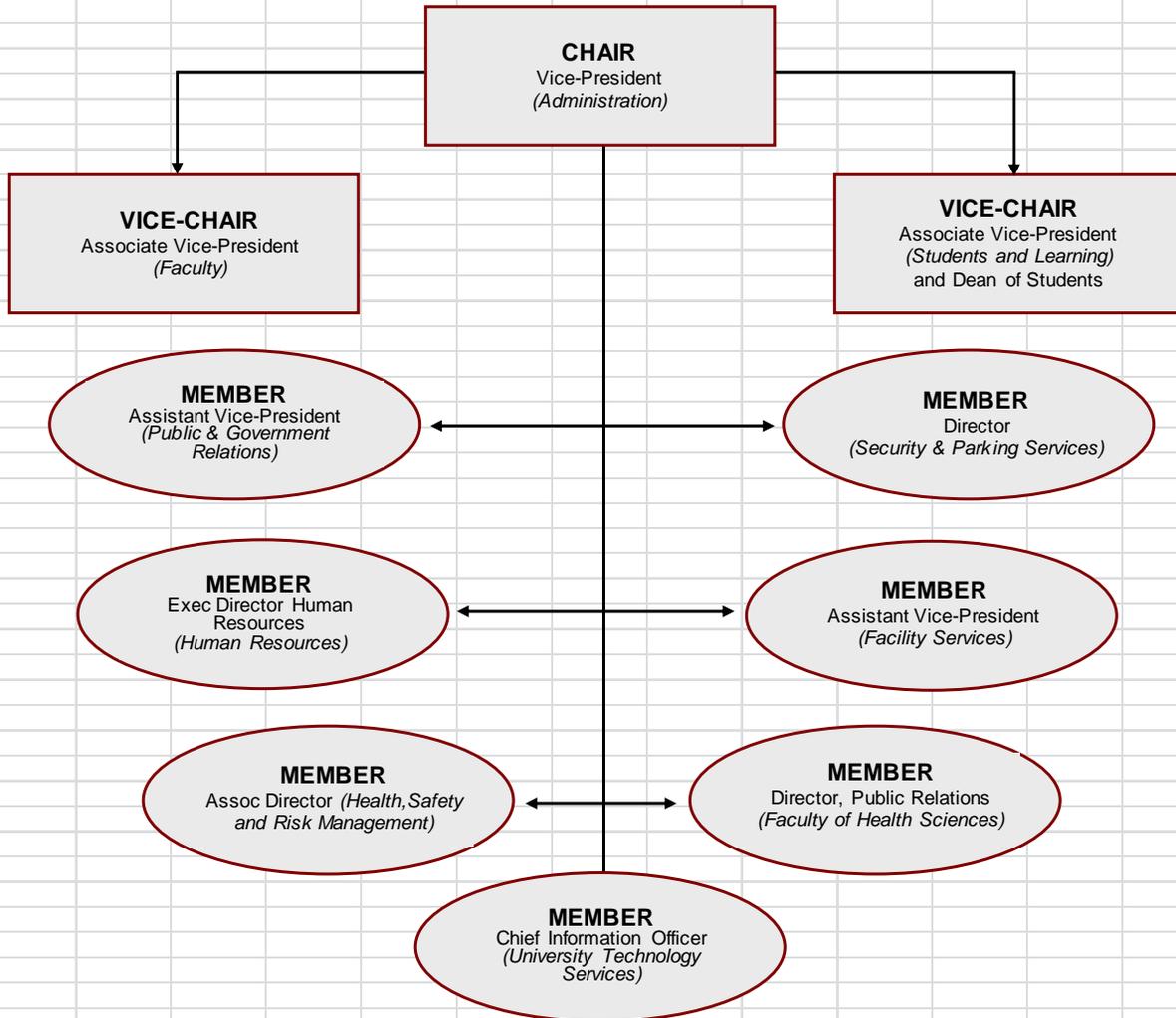
- ▶ *The Crisis Management Group (CMG)*, responsible for overall decision making and response planning
- ▶ *The Advisory & Support Team (A&S Team)*, responsible for advising and implementing the decisions of the Crisis Management Group, and
- ▶ *The Crisis Operations Room (COR)*, a focal point for planning and coordinating mitigation activities and direction.

The University Crisis Plan also contains annexes outlining Crisis Notification Procedures, The Crisis Operations Room, Public Relations in a Crisis, Telecommunications & Computer Support and University Evacuation Procedures. Each annex is an independent procedural guide but remains an integral part of The University Crisis Plan. Additional annexes may be developed as required.

The University Crisis Plan is a University policy document which will govern the future development and implementation of subordinate departmental crisis plans as recommended by the Chair of the Crisis Management Group. All subsequent plans must be consistent with the overall organization and direction of the primary University plan. To this end, as each departmental crisis plan is developed, it will be submitted to the Crisis Management Group for approval before being promulgated as part of the University crisis response procedures.

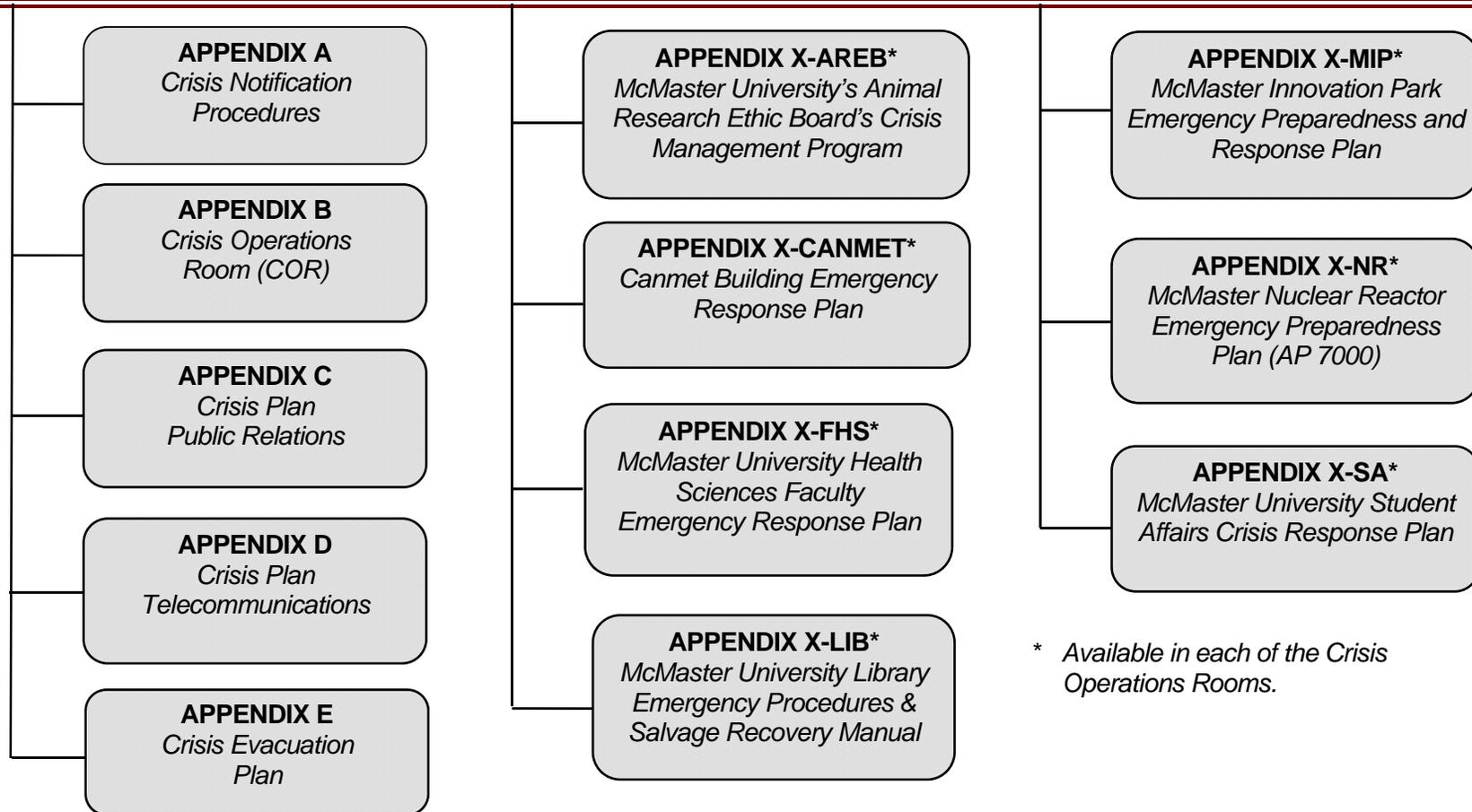
While The University Crisis Plan has been developed for use by and for the University, it is available as an adjunct emergency resource to the City of Hamilton and the neighbouring municipalities, on a reciprocal basis. It is anticipated that The University Crisis Plan will operate in support of any municipal emergency plan when both plans are simultaneously in effect.

# McMASTER UNIVERSITY CRISIS MANAGEMENT GROUP



Revised July 2014

## McMASTER UNIVERSITY CRISIS RESPONSE PLAN (The Crisis Plan)



# McMASTER UNIVERSITY ADVISORY & SUPPORT TEAM



# THE McMASTER UNIVERSITY CRISIS RESPONSE PLAN

## 1. Introduction

- 1.1 The McMaster University Crisis Response Plan (short title - The University Crisis Plan) has been endorsed by the Board of Governors and is issued under the authority and signature of the President of McMaster University. The Crisis Plan is an “all hazards” mitigation approach to any potential crisis including major incidents occurring off campus which involve students, staff or faculty. The plan will coordinate all resources of the University in a systematic and appropriate response.

## 2. Aim

- 2.1 The aim of The University Crisis Plan is to serve as a guideline for developing and implementing an effective, efficient and timely response to any crisis affecting the University community.

## 3. Definition

- 3.1 A “Crisis” may be defined as a situation, or the threat of an impending situation, which abnormally affects the lives, health, safety and property of the members of the University community or which may be expected to adversely impact the operation, reputation or normal activities of the University.

## 4. Legal Authority

- 4.1 The University Crisis Plan has been endorsed by the Board of Governors of McMaster University and is issued under the authority and signature of the President. It is, in all respects, a University policy document.

## 5. Risk Potential

### 5.1 Overview

Overall the risk potential for the University is considered to be moderate with some significant areas of special concern:

#### 5.1.1 Public Welfare Crisis

The University will respond directly to all Public Welfare Crises which may affect its own community or to appropriate requests for assistance from the Municipality of Hamilton. There are two types of Public Welfare Crises that could adversely affect the University community:

- 5.1.1.1. Natural Crises include, but are not limited to, winter storms, wind storms, tornadoes, hurricanes, floods, lightning strikes and earthquakes; and
- 5.1.1.2. Human Caused Crises include, but are not limited to, nuclear reactor accident/incident, serious criminal activity affecting the University community, fire in a residence, any vehicle accident with mass casualties, medical emergencies such as food poisoning or epidemic, student or labour unrest, utility explosion or loss of service.

## **5.1.2 Health Sciences Centre**

The Health Sciences Centre (HSC) is a medical teaching and research complex consisting of the McMaster Faculty of Health Sciences (FHS) and the Hamilton Health Sciences, (HHS) - McMaster University Medical Centre (MUMC) and McMaster Children's Hospital. University staff and students are integrated into MUMC daily activities for research, teaching and training through the Faculty of Health Sciences. The McMaster University Faculty of Health Sciences Emergency Response Plan is Appendix X-FHS to The Crisis Plan.

## **5.1.3 Nuclear Reactor**

The University has a nuclear reactor that is used for teaching and research. The McMaster Nuclear Reactor Emergency Preparedness Plan (AP7000) is Appendix X-NR to The Crisis Plan.

# **6. Liability**

- 6.1 Members of the CMG, when acting under the provisions of the University Crisis Plan, are deemed to be acting as agents of the University and are not individually responsible for decisions of the Group. The University accepts liability for the actions and decisions of the CMG provided that such actions or decisions are shown to be "prudent" and are made in "good faith."

# **7. Decision Making**

- 7.1 When assembled, the CMG is responsible for deciding on all appropriate measures to be taken in response to a University crisis. Decisions will normally be reached through the process of informed discussion and consensus of all members present. Where time precludes or consensus cannot be reached, the chair or acting chair of the CMG will take note of all points of view and will confirm a decision for the CMG. Written minutes of CMG meetings and all external discussions will reflect the practice of "cabinet solidarity." CMG members who are unable to accept this practice may resign from the CMG at any time "without prejudice."

## 8. Notification Procedures

- 8.1 Any member of the CMG may request that the Group convene to consider a possible, pending or actual crisis situation affecting the University. Notification will be done by the University Security Services dispatcher in accordance with the procedures set out in Appendix A. The meeting time and location will be provided to the Security Services dispatcher by the originator of the request.

## 9. Crisis Management Group (CMG)

### 9.1 Composition

The CMG is composed of ten appointed members of the University faculty and staff who have the responsibility of determining and implementing all appropriate measures to respond to any crisis which may affect the University. The CMG is chaired by the Vice-President (Administration), and when convened in response to an actual or perceived crisis, has total decision-making powers regarding the University response. A quorum for the CMG constitutes five members provided that one of the five is the Chair or one of the two Vice-Chairs. Each CMG member has a designated alternate who may serve in place of the primary member in the case of absence or illness.

University faculty or staff filling the following positions constitute the Crisis Management Group:

▶ Vice-President (Administration)	<i>Chair</i>
▶ Associate Vice-President (Students and Learning)	<i>Vice Chair</i>
▶ Associate Vice-President (Faculty)	<i>Vice Chair</i>
▶ Assistant Vice-President, Public and Government Relations	<i>Member</i>
▶ Senior Administrator, Human Resources	<i>Member</i>
▶ Assistant Vice-President and Chief Facilities Officer	<i>Member</i>
▶ Associate Director, Health & Safety and Risk Management	<i>Member</i>
▶ Director, Security and Parking Services	<i>Member</i>
▶ Chief Information Officer	<i>Member</i>
▶ Senior Administrator, Faculty of Health Sciences	<i>Member</i>

## 10. Crisis Management Group (CMG) - Group Responsibilities

- 10.1 The responsibilities of the CMG include, but are not limited to:

- 10.1.1. ensuring that The University Crisis Plan is current;  
10.1.2. confirming that a crisis exists within the University jurisdiction and declaring that the CMG is assuming responsibility for the coordinated response;

- 10.1.3. ensuring that actions taken to mitigate the crisis are not contrary to law;
- 10.1.4. ensuring that all resources of the University are available in a crisis response;
- 10.1.5. coordinating all crisis response activities of the University;
- 10.1.6. ensuring that adequate service provisions are provided to the University community outside of, and separate from, the crisis response;
- 10.1.7. discontinuing any service or utility where such service constitutes a hazard to crisis response operations or public safety;
- 10.1.8. collecting and disseminating accurate and timely information to the public, the University community and local authorities;
- 10.1.9. authorizing and coordinating the evacuation of part, or all, of the University;
- 10.1.10. authorizing extraordinary financial expenditures for crisis response;
- 10.1.11. requesting assistance from neighbouring municipalities or health agencies as/if required;
- 10.1.12. confirming that the crisis, within the University jurisdiction, is over and noting that the CMG is relinquishing their responsibility;
- 10.1.13. maintaining a record of all actions taken and decisions made by the CMG during the crisis; and
- 10.1.14. providing the President of the University with a Post-Crisis Report.

## 11. Crisis Management Group (CMG) - Individual Responsibilities

### 11.1. Vice-President (Administration)

- 11.1.1. maintain The University Crisis Plan overall, including regular revisions;
- 11.1.2. activate the University Crisis Notification System (Appendix A to The University Crisis Plan);
- 11.1.3. ensure provisions are in place for extraordinary financial expenditures required by a crisis at the University;
- 11.1.4. chair meetings of the Crisis Management Group;
- 11.1.5. keep the President informed regarding the crisis situation and the University response;
- 11.1.6. determine CMG consensus for the record;
- 11.1.7. ensure that the University community, the public and the media are kept aware of the crisis situation;
- 11.1.8. confirm the primary University spokesperson for the crisis;
- 11.1.8. monitor University Public Relations activities and approve all media releases;
- 11.1.9. monitor effectiveness of the University Telecommunications Plan (Appendix D to The Crisis Plan);
- 11.1.10. ensure effective integration with plans of other on-/off-campus departments;
- 11.1.11. coordinate the operational activities and administration of the Crisis Operations Room including the primary log and written CMG meeting minutes; and
- 11.1.12. provide the University President with a Post-Crisis Report.

## **11.2. Associate Vice-President (Students and Learning)**

- 11.2.1. maintain the University Evacuation Plan (Appendix E to The University Crisis Plan);
- 11.2.2. activate the University Crisis Notification System (Appendix A to The University Crisis Plan);
- 11.2.3. act as Vice-Chair of CMG meetings on a cyclical basis (every second year);
- 11.2.4. act as Chair of the CMG in the absence of the Chair;
- 11.2.5. develop and maintain one integrated Crisis Response Plan for all departments within Student Affairs (Appendix X-SA to The University Crisis Plan);
- 11.2.6. activate the Student Affairs Department internal Crisis Notification System;
- 11.2.7. coordinate the crisis response of all areas within the Student Affairs Department;
- 11.2.8. coordinate on campus evacuation activities when an evacuation is directed by the CMG; and
- 11.2.9. maintain a written log of all Student Affairs decisions, actions and communications

## **11.3. Associate Vice-President (Faculty)**

- 11.3.1. activate the University Crisis Notification System (Appendix A to The University Crisis Plan);
- 11.3.2. act as Vice-Chair of CMG meetings on a cyclical basis (every second year);
- 11.3.3. act as Chair of the CMG in the absence of the Chair;
- 11.3.4. activate the University Faculty internal Crisis Notification System, as required;
- 11.3.5. ensure the AVP and Dean of Graduate Studies, the Faculty Deans, the University Librarian, and appropriate faculty members are kept informed regarding the University crisis response operations;
- 11.3.6. coordinate the activities and input of faculty members and central academic offices (e.g., the School of Graduate Studies and the University Library) involved in the crisis;
- 11.3.7. coordinate the integration of established Faculty crisis plans as determined by the CMG;
- 11.3.8. act as primary liaison between the CMG and the School of Graduate Studies, the University Library, the Academic Faculties of the University; and
- 11.3.9. maintain a written log of all academic decisions, actions and communications.

#### **11.4. Assistant Vice-President, Public and Government Relations**

- 11.4.1. maintain the University Public Relations Plan (Appendix C to The University Crisis Plan);
- 11.4.2. activate the University Crisis Notification System (Appendix A to The Crisis Plan);
- 11.4.3. activate the Public Relations Department internal Crisis Notification System;
- 11.4.4. advise the CMG regarding University Public Relations policies and procedures;
- 11.4.5. coordinate communication information and strategy with police, fire and ambulance services;
- 11.4.6. utilize internal communication vehicles to ensure faculty, staff and students are informed;
- 11.4.7. liaise with appropriate government officials;
- 11.4.8. recommend the appropriate University spokesperson depending on the specific area, magnitude and sensitivity of the crisis;
- 11.4.9. monitor the electronic and print media and provide regular updates to the CMG;
- 11.4.10. prepare and issue news releases and background information for the media;
- 11.4.11. coordinate and conduct news conferences;
- 11.4.12. organize and direct the activities of the University Crisis Communications Unit including establishing a Public Inquiry Centre, a Media Centre and a Photography and Audio Visual Team;
- 11.4.13. in coordination with the Director, Security and Parking Services organize media tours and site visits; and
- 11.4.14. maintain a written log of Public Relations decisions, actions and communications.

#### **11.5. Senior Administrator, Human Resources**

- 11.5.1. activate the University Crisis Notification System (Appendix A to The University Crisis Plan);
- 11.5.2. activate the Human Resources Department internal Crisis Notification System;
- 11.5.3. advise the CMG regarding University Human Resources policies and procedures;
- 11.5.4. ensure appropriate University identification is available for all University permanent staff and faculty;
- 11.5.5. coordinate, prioritize and process requests for additional Human Resources;
- 11.5.6. coordinate offers of, and appeals for, volunteers at the direction of the CMG;
- 11.5.7. establish a "Volunteer Bureau" to accept, register, assess, employ and manage volunteers;
- 11.5.8. ensure appropriate University identification is issued to temporary staff and volunteers;

- 11.5.9. obtain specific Human Resources assistance from other universities and institutions, local government, public and private agencies and volunteer groups outside of the University, as required;
- 11.5.10. act as liaison with University labour organizations; and
- 11.5.11. maintain a written log of Human Resources decisions, actions and communications.

#### **11.6. Assistant Vice-President and Chief Facilities Officer**

- 11.6.1. activate the University Crisis Notification System (Appendix A to The University Crisis Plan);
- 11.6.2. activate the Facility Services internal Crisis Notification System;
- 11.6.3. advise the CMG regarding Facility Services resources of the University;
- 11.6.4. provide the CMG with all required campus maps, architectural drawings, diagrams, blueprints and other statistical information regarding university building structures, heating, electrical wiring and cooling systems;
- 11.6.5. provide and coordinate transportation of goods for University evacuation or other needs;
- 11.6.6. provide liaison between municipal Public Works agencies and the CMG;
- 11.6.7. provide qualified personnel to operate and maintain Facility Services of the University; and
- 11.6.8. maintain a written log of Facility Services decisions, actions and communications.

#### **11.7. Associate Director, Health & Safety and Risk Management**

- 11.7.1. maintain The University Crisis Plan overall including regular, training and exercises;
- 11.7.2. activate the University Crisis Notification System (Appendix A to The Crisis Plan);
- 11.7.3. activate the Environmental & Occupational Health Support Services internal Crisis Notification Procedures;
- 11.7.4. advise the CMG regarding prudent Environmental & Occupational Health Support Services procedures;
- 11.7.5. verify the conduct and completion of all regulatory reporting requirements;
- 11.7.6. liaise with appropriate government officials;
- 11.7.7. liaise with the Red Cross;
- 11.7.8. coordinate all legal issues for the CMG to include liaison with legal counsel;
- 11.7.9. coordinate all insurance issues for the CMG to include liaison with insurance providers; and
- 11.7.10. maintain a written log of Environmental & Occupational Health Support Services decisions, actions and communications.

## **11.8. Director, Security and Parking Services**

- 11.8.1. maintain the University Crisis Notification System (Appendix A to The University Crisis Plan);
- 11.8.2. ensure Crisis Notification procedures are understood and adhered to;
- 11.8.3. activate the University Crisis Notification System (Appendix A to The Crisis Plan);
- 11.8.4. activate the Security Services Department internal Crisis Notification System;
- 11.8.5. ensure the Crisis Operations Room (COR) is unlocked when the University Crisis Notification System is activated;
- 11.8.6. ensure designated telephones are immediately delivered to the Crisis Operations Room;
- 11.8.7. provide facility security, permitting only authorized access to the Crisis Operations Room;
- 11.8.8. advise the CMG regarding Security Services issues and procedures;
- 11.8.9. act as liaison between municipal police, fire and ambulance services and the university on a regular basis;
- 11.8.10. act as liaison between responding police, fire and ambulance services and the CMG in a crisis;
- 11.8.11. provide liaison between municipal and contracted transportation services and the CMG;
- 11.8.12. provide and coordinate transportation of people for University evacuation or other needs;
- 11.8.13. provide assistance in coordinating traffic control on University property;
- 11.8.14. provide security for personnel and property in an established evacuation centre on University property;
- 11.8.15. provide physical security for evacuated student accommodation on University property (residences); and
- 11.8.16. maintain a written log of Security Services decisions, actions and communications.

## **11.9. Chief Information Officer**

- 11.9.1. activate the University Technology Services internal Crisis Notification System;
- 11.9.2. where applicable, activate the Disaster Recovery Plan;
- 11.9.3. advise regarding UTS-managed Information Technology resources available to support the CMG;
- 11.9.4. coordinate, prioritize and process requests for additional UTS support;
- 11.9.5. obtain specific Information Technology assistance from other universities and institutions, local government, public and private agencies and volunteer groups outside of the University, as required ;
- 11.9.6. liaise with other university Information Technology operations (non UTS-managed) as required;
- 11.9.7. ensure coordination between CMG and Senior IT Manager, Enterprise Networks;

- 11.9.8. maintain, monitor, initiate or terminate UTS-managed Information Technology services as directed by the CMG;
- 11.9.9. maintain a record of all UTS decisions and actions;
- 11.9.10. ensure UTS-managed Information Technology resources, services and support are available as needed by the CMG

#### **11.10 Senior Administrator (Faculty of Health Sciences)**

- 11.10.1. maintain The Faculty of Health Sciences Emergency Response Plan (Appendix X-FHS to The Crisis Plan);
- 11.10.2. activate the Faculty of Health Sciences internal Emergency Notification System;
- 11.10.3. represent the Faculty of Health Sciences in meetings with the Crisis Management Group;
- 11.10.4. advise the Crisis Management Group regarding biosafety issues;
- 11.10.5. advise the Crisis Management Group regarding implementation of The Faculty of Health Sciences Emergency Response Plan;
- 11.10.6. act as liaison between the Crisis Management Group and the Faculty of Health Sciences;
- 11.10.7. act as liaison between the Crisis Management Group and Hamilton Health Sciences;
- 11.10.8. advise the Crisis Management Group regarding Hamilton Health Sciences' Emergency Response Plan and possible conflicts with The McMaster University Crisis Response Plan;
- 11.10.9. advise Hamilton Health Sciences regarding The McMaster University Crisis Response Plan and possible conflicts with Hamilton Health Sciences' Emergency Response Plan; and
- 11.10.10. maintain a record of all Faculty of Health Sciences crisis-related decisions and actions.

## **12. ADVISORY & SUPPORT (A&S) TEAM**

### **12.1. Composition**

The University Advisory & Support (A&S) Team is composed of departmental directors, selected faculty representatives and senior administrative support personnel. The purpose of the A&S Team is to provide specific advice and assistance to the Crisis Management Group and to implement the decisions made by the CMG. The Advisory & Support Team and other technical support personnel will join the CMG on an "as required" basis. Advisory personnel will be alerted according to their own internal departmental alerting procedure and not through the Security Services Crisis Notification Procedure (Appendix A). Designated Support Staff are responsible for maintaining the COR, operating the telephones, radios, faxes, computers and relaying information to and from key personnel outside the COR.

**Members of the A&S Team include, but are not limited to:**

- ▶ Senior IT Manager, Enterprise Networks
- ▶ Director, Public and Community Relations
- ▶ Director, Purchasing Resources
- ▶ Director, Athletics & Recreation Services
- ▶ Director, Housing & Conference Services
- ▶ Director, Hospitality Services
- ▶ Director, Student Services
- ▶ Representative, University/Municipal Liaison
- ▶ Representative, Faculty of Health Sciences
- ▶ Representative, Nuclear Facilities and Operations Department
- ▶ Project Manager, Office of Vice-President (Administration)
- ▶ Executive Assistant, Associate Vice-President (Students and Learning)

**13. ADVISORY & SUPPORT (A&S) TEAM - Individual Responsibilities**

**13.1. Senior IT Manager, Enterprise Networks**

- 13.1.1. establish communications to/from the designated Crisis Operations Room;
- 13.1.2. provide necessary training in the use of telecommunications equipment used by the CMG;
- 13.1.3. advise the CMG regarding location, relocation, installation and termination of telephone and associated services;
- 13.1.4. advise the CMG regarding telephones, cell phones, pagers and other related equipment;
- 13.1.5. maintain an inventory of all University telephone and associated equipment;
- 13.1.6. maintain a current directory of all University telephone numbers, extensions and outside lines including physical location (the Project Manager, Administration, also maintains a copy of the current directory);
- 13.1.7. act as liaison with contracted telephone companies and emergency call center; and
- 13.1.8. maintain a record of all crisis related Telecommunications Department decisions and actions.

## **13.2. Director, Public and Community Relations**

- 13.2.1. liaise with and take direction from the AVP Public Relations regarding communication
- 13.2.2. facilitate internal communication when required
- 13.2.3. liaise with external media
- 13.2.4. ensure appropriate channels of communication are deployed during an incident

## **13.3. Director, Purchasing Resources**

- 13.3.1. activate the Purchasing Resources Department internal Crisis Notification System;
- 13.3.2. advise the CMG regarding Purchasing Resources Department capabilities;
- 13.3.3. expedite additional purchases to support CMG crisis response decisions;
- 13.3.4. provide direction to customs brokers regarding expedited international shipments;
- 13.3.5. secure off-campus storage facilities if required;
- 13.3.6. coordinate with commercial suppliers regarding changes to commodities and hardware deliveries;
- 13.3.7. coordinate with Canada Post and commercial carriers regarding changes to mail and parcel delivery services;
- 13.3.8. coordinate with the external travel agency regarding changes or additional personnel travel requirements;
- 13.3.9. act as liaison with designated banks and financial institutions as required;
- 13.3.10. isolate specific purchasing costs to maintain a record of crisis-related expenditures; and
- 13.3.11. maintain a record of all Purchasing Resources Department crisis-related decisions and actions.

## **13.4. Director, Athletics & Recreation**

- 13.4.1. activate the Athletics & Recreation (A&R) internal Crisis Notification System;
- 13.4.2. ensure all Ivor Wynne Complex (IWC) facilities are available for an evacuation centre, if directed by the CMG;
- 13.4.3. advise the CMG regarding the most efficient use of areas in the IWC during an evacuation;
- 13.4.4. coordinate all IWC evacuation centre functions and activities;
- 13.4.5. provide special registration services for students coming into the evacuation centre;
- 13.4.6. provide medical facilities and trained personnel who operate within their scope of practice in the Sports Medical Centre;
- 13.4.7. provide additional transportation support through vehicle rental services;
- 13.4.8. provide additional computer and telecommunications resources; and
- 13.4.9. maintain a record of all A&R crisis-related decisions and actions.

### **13.5. Director, Housing and Conference Services**

- 13.5.1. activate the Housing and Conference Services (H&CS) internal Crisis Notification System;
- 13.5.2. advise the CMG regarding H&CS capabilities;
- 13.5.3. maintain a current data base of all personnel living in University residences;
- 13.5.4. develop, implement and maintain a building evacuation system for all University residences to include emergency communication with the residents;
- 13.5.5. coordinate with the Director, Security and Parking Services for sufficient transportation resources when residences are to be evacuated;
- 13.5.6. provide sufficient blankets, pillows, towels, facecloths, as may be required for up to 1000 personnel registered in an on-campus evacuation centre where the evacuation time is expected to exceed 12 hours;
- 13.5.7. coordinate with commercial linen and bedding suppliers for additional or reduced deliveries; and
- 13.5.8. maintain a record of all H&CS crisis-related decisions and actions.

### **13.6. Director, Hospitality Services**

- 13.6.1. activate the Hospitality Services Department internal Crisis Notification System;
- 13.6.2. advise the CMG regarding Hospitality Services Department capabilities;
- 13.6.3. maintain sufficient inventory to feed all registered students in residence during the academic year for a minimum of 72 hours;
- 13.6.4. coordinate with food and beverage suppliers for additional or reduced deliveries;
- 13.6.5. provide off-campus student feeding arrangements with commercial establishments;
- 13.6.6. provide on-campus mobile catering services as required;
- 13.6.7. coordinate and authorize extra staffing requirements for Hospitality Services; and
- 13.6.8. maintain a record of all Hospitality Services Department crisis-related decisions and actions.

### **13.7. Director, Student Services**

- 13.7.1. activate the Student Services Department internal Crisis Notification System;
- 13.7.2. advise the CMG regarding availability of Student Services;
- 13.7.3. provide medical health services from the Campus Health Centre;
- 13.7.4. provide mental health services from the Centre for Student Development;
- 13.7.5. provide stress and peer helper services as required; and

- 13.7.6. maintain a record of all Student Services Department crisis-related decisions and actions;
- 13.7.7. Coordinate Volunteer Resources (refer to Appendix D.4 of the Student Affairs Crisis Response Plan for full details):
  - a. Activate the Student Success Centre Internal Crisis Notification System
  - b. Advise the CMG regarding availability of SA Volunteers
  - c. Provide orientation/training activities for SA Volunteers
  - d. Maintain a record of all SA Volunteer Resources crisis related decisions/actions

### **13.8. Representative, University/Municipal Liaison**

- 13.8.1. advise the CMG regarding the interface between The University Crisis Plan and The City of Hamilton Emergency Plan;
- 13.8.2. act as liaison with City of Hamilton, Department of Social and Public Health;
- 13.8.3. coordinate University procedures for off-campus evacuation to municipal reception/evacuation facilities;
- 13.8.4. coordinate Regional Health and Community Services support requirements for on-campus evacuations;
- 13.8.5. act as University liaison for evacuations from the municipality into the University; and
- 13.8.6. maintain a record of all crisis-related decisions and actions.

### **13.9. Faculty Representative (Faculty of Health Sciences)**

- 13.9.1. maintain The Faculty of Health Sciences Emergency Response Plan (Appendix X-FHS to The Crisis Plan);
- 13.9.2. activate the Faculty of Health Sciences internal Emergency Notification System;
- 13.9.3. represent the Faculty of Health Sciences in meetings with the Crisis Management Group;
- 13.9.4. advise the Crisis Management Group regarding implementation of The Faculty of Health Sciences Emergency Response Plan;
- 13.9.5. advise the Crisis Management Group regarding biosafety issues;
- 13.9.6. act as liaison between the Crisis Management Group and the Faculty of Health Sciences;
- 13.9.7. act as liaison between the Crisis Management Group and Hamilton Health Sciences;
- 13.9.8. advise the Crisis Management Group regarding Hamilton Health Sciences' Emergency Response Plan and possible conflicts with The McMaster University Crisis Response Plan;
- 13.9.9. advise Hamilton Health Sciences regarding The McMaster University Crisis Response Plan and possible conflicts with Hamilton Health Sciences' Emergency Response Plan; and
- 13.9.10. maintain a record of all Faculty of Health Sciences crisis-related decisions and actions.

### **13.10. Department Representative (Nuclear Facilities and Operations)**

- 13.10.1. maintain The McMaster Nuclear Reactor Emergency Preparedness Plan (AP 7000) (Appendix X-NR to The Crisis Plan);
- 13.10.2. represent the Department of Nuclear Facilities and Operations in meetings with the Crisis Management Group;
- 13.10.3. advise the Crisis Management Group regarding implementation of The McMaster Nuclear Reactor Emergency Preparedness Plan;
- 13.10.4. advise the Crisis Management Group regarding nuclear safety issues;
- 13.10.5. act as liaison between the Crisis Management Group and the Department of Nuclear Facilities and Operations;
- 13.10.6. advise the Crisis Management Group regarding The McMaster Nuclear Reactor Emergency Preparedness Plan and possible conflicts with The McMaster University Crisis Response Plan;
- 13.10.7. advise the Department of Nuclear Facilities and Operations regarding The McMaster University Crisis Response Plan and possible conflicts with The McMaster Nuclear Reactor Emergency Preparedness Plan; and
- 13.10.8. maintain a record of all Nuclear Facilities and Operations crisis related decisions and actions.

### **13.11. Project Manager (Office of VP Administration)**

- 13.11.1. maintain the University Telecommunications Plan (Appendix D to The University Crisis Plan);
- 13.11.2. ensure that the Crisis Operations Room (COR) is immediately made available and kept available solely for the use of the CMG for the duration of the crisis;
- 13.11.3. ensure that the Crisis Operations Room is set up and operational in accordance with Appendix B to The Crisis Plan;
- 13.11.4. coordinate with Director, Security and Parking Services to ensure security is in place at all entrances to the area of the Crisis Operations Room;
- 13.11.5. activate crisis notification to alert pertinent members of the Advisory & Support Team, as directed by the CMG;
- 13.11.6. record, produce and distribute written minutes of all CMG meetings;
- 13.11.7. collect, coordinate and compile logs of all CMG members on a regular (daily) basis;
- 13.11.8. maintain and update designated maps and wall charts;
- 13.11.9. maintain a current directory of all University telephone numbers, extensions and outside lines including physical location;
- 13.11.10. monitor and operate telecommunications equipment to include telephones, faxes, cell phones, radios, etc.; and
- 13.11.11. coordinate delivery of food and beverages for the CMG and others involved in COR operations.

### **13.12. Executive Assistant (AVP Students and Learning)**

- 13.12.1. maintain the University Telecommunications Plan (Appendix D to The University Crisis Plan);
- 13.12.2. ensure that the Crisis Operations Room (COR) is immediately made available and kept available solely for the use of the CMG for the duration of the crisis;
- 13.12.3. ensure that the Crisis Operations Room is set up and operational in accordance with Appendix B to The Crisis Plan;
- 13.12.4. coordinate with Director, Security and Parking Services to ensure security is in place at all entrances to the area of the Crisis Operations Room;
- 13.12.5. activate crisis notification to alert pertinent members of the Advisory & Support Team, as directed by the CMG;
- 13.12.6. record, produce and distribute written minutes of all CMG meetings;
- 13.12.7. collect, coordinate and compile logs of all CMG members on a regular (daily) basis;
- 13.12.8. maintain and update designated maps and wall charts;
- 13.12.9. maintain a current directory of all University telephone numbers, extensions and outside lines including physical location;
- 13.12.10. monitor and operate telecommunications equipment to include telephones, faxes, cell phones, radios, etc.; and
- 13.12.11. coordinate delivery of food and beverages for the CMG and others involved in COR operations.

## **14. CRISIS OPERATIONS ROOM (COR)**

- 14.1. The Crisis Operations Room (COR) is where the Crisis Management Group assembles to share information, evaluate options, and make decisions regarding the University response to a crisis. Crisis Management Group meetings serve as the essential forum for group decision making and keeping all CMG members current regarding the actions of each department/faculty and the crisis situation as a whole. It is essential that the CMG members meet on a regular basis to share information, identify actions, set priorities, make decisions and resolve problems. All CMG members must be present or represented at each meeting to hear reports from, and to provide information to, other members of the CMG. The Chair of the CMG is responsible for coordinating all activities within the COR.

## **15. CRISIS OPERATIONS ROOM LOCATIONS**

- 15.1. It is possible that the Primary Crisis Operations Room could be directly affected by the crisis and be unusable. Therefore, an Alternate COR location has also been designated.

## 16. CRISIS OPERATIONS ROOM - ORGANIZATION & OPERATION

16.1. Organizational diagrams and operational procedures for the CORs are included in Appendix B to this plan.

## 17. PUBLIC RELATIONS

### 17.1. Responsibility

In the event of a crisis, the Assistant Vice-President, Public and Government Relations is directly responsible to the Crisis Management Group for the effective and efficient dissemination of accurate and timely information regarding the crisis response of the University.

### 17.2. Crisis Communications Unit

Only members of the Crisis Communications Unit and the appointed University spokesperson are authorized to provide information to the media. The Crisis Communications Unit is composed of:

- ▶ Assistant Vice-President, Public and Government Relations
- ▶ Director, Public and Community Relations
- ▶ Public Relations Manager(s), Media Relations
- ▶ Director, Public Relations, Faculty of Health Sciences
- ▶ Other members of Public Relations and Centralized Communications offices will be called upon as required

### 17.3. Organization & Operation

Responsibilities and operational procedures of the Crisis Communications Unit are included in Appendix C to The University Crisis Plan.

## 18. CRISIS EVACUATION PLAN

### 18.1. Purpose of the Plan

The purpose of the Crisis Evacuation Plan (Appendix E) is to coordinate all available resources of the University under the single direction of the Crisis Management Group in order to achieve a safe, timely and effective evacuation. The safety of the members of the University community is the overriding factor in determining any requirement for full or partial University evacuation. An evacuation order by the CMG is to be considered mandatory direction by all members of the University community.

## **18.2. Coordination (On-Campus Evacuation)**

When an evacuation on campus is ordered by the Crisis Management Group, the Associate Vice-President (Students and Learning) is responsible for the overall coordination of all requirements, activities and services necessary to carry out the direction of the CMG.

## **18.3. Coordination (Off-Campus Evacuation)**

An off-campus evacuation will be coordinated by the University/Municipal Liaison Representative with the support of the AVP (Students and Learning). Any directed evacuation of the local municipality which involves University resources will also be coordinated by the University/Municipal Liaison Representative with the support of the AVP Students and Learning.

## **18.4. Organization & Operation**

Responsibilities and operational procedures of the Crisis Evacuation Plan are included in Appendix E to The Crisis Plan.

# **19. PLAN MAINTENANCE, REVIEW & TESTING**

## **19.1. Plan Maintenance**

The Vice President (Administration) is responsible for The Crisis Plan. Each Operational Appendix will be maintained by a designated member of the Crisis Management Group. Updates are coordinated by the Project Manager, Office of the Vice-President Administration. .

## **19.2. Regular Review**

A regular review of The Crisis Plan will be coordinated by the Project Manager, Office of the Vice-President (Administration). Proposed changes to The Crisis Plan will be submitted to the Project Manager, Office of the Vice-President (Administration) in writing. Major changes will be presented to the Crisis Management Group with a recommendation for acceptance or otherwise. Minor changes will be noted, collected and submitted as a single agenda item. Revisions which are approved by the CMG will be effective immediately and incorporated into a formal amendment to The Crisis Plan. Amendments will be published and distributed to all plan holders within 60 days of approval.

## **19.3. Testing the Plan**

The Crisis Plan will be tested on a regular basis to ensure that both the contents and the participants remain current. A paper exercise will be carried out every second year coordinated by the Associate Director, Health & Safety and Risk Management. A written evaluation with recommendations will be produced for the

Crisis Management Group. More sophisticated exercises may be conducted on an “as required” basis, at the direction of the CMG.

#### **19.4. Testing the Crisis Notification Procedures**

The Crisis Notification Procedures will be tested at least once in each annual quarter using the exercise “HELLO McMASTER” attached as Appendix A-2 to this plan. The purpose of the notification exercise is to ensure that personal contact information is accurate and current. The Director, Security and Parking Services will provide a written report to the Associate Director, Health & Safety and Risk Management, subsequent to each notification exercise.

### **20. TRAINING THE PARTICIPANTS**

- 20.1. All members of the Crisis Management Group and the Advisory & Support Team will receive refresher training on an ad hoc basis at the direction of the CMG.

### **21. INTERNAL CRISIS RESPONSE PLANS & PROCEDURES**

- 21.1. All University departmental and faculty crisis response plans are subordinate to The Crisis Plan and will be developed under the overall direction of the Crisis Management Group. When completed, individual plans will be submitted to the Crisis Management Group for approval. When approved by the CMG, the departmental/faculty plan will become a designated Appendix of The Crisis Plan. The following departmental/faculty crisis response plans have been designated as Appendices:

- ▶ **Appendix “X-AREB”** – McMaster University’s Animal Research Ethic Board’s Crisis Management Program
- ▶ **Appendix “X-CANMET”** – Canmet Building Emergency Response Plan
- ▶ **Appendix “X-FHS”** – Faculty of Health Sciences Emergency Response Plan
- ▶ **Appendix “X-LIB”** – The McMaster Library Emergency Procedures and Salvage Recovery Manual
- ▶ **Appendix “X-MIP”** – McMaster Innovation Park Emergency Preparation and Response Plan
- ▶ **Appendix “X-NR”** – The McMaster Nuclear Reactor Emergency Preparedness Plan (EP 7000)
- ▶ **Appendix “X-SA”** – Student Affairs Department, Crisis Response Plan

Copies of these subordinate crisis plans are available in both Crisis Operations Rooms.