McGILL UNIVERSITY EMERGENCY RESPONSE PLAN (UERP)

Campus Public Safety

VERSION 6.0C
PUBLIC VERSION
November 2015
AMENDMENTS

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**Procedure for making amendments:**

- **UERP Version:** Insert the current version number/letter that you are making the changes to.
- **Sections Changed:** List the sections that you have made changes to.
- **Changes Made By:** List the author of the changes.
- **Date Changes Made:** Insert the date that the changes were made to the document.
- **Updated UERP Version:** According to the instruction below, update the UERP version number.

**Document Numbering**

- All changes will require a change of the version number.
  - Modifications to existing information: version number to increase by 0.1.
  - Deletion of old information and/or addition of new information: version number to increase by 1.0

The UERP will always be named as a “draft version” until changes have been approved by the University Emergency Response Plan Committee. The “draft version” will be converted to the “current version” by the Plan Coordinator following approval of UERP revisions which occur annually.

**Document Version Name**

- Draft version: Month yyyy, Version X.X D

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0 INTRODUCTION

Located in Montreal, Canada, McGill University has a diverse population consisting of over 39,000 students and 9,000 faculty members and staff. McGill has buildings across two main campuses and one nature conservation area: the Downtown Campus, in the heart of downtown Montreal; the Macdonald Campus, in Sainte-Anne-de-Bellevue, west of the city center; and the Gault Estate on Mont Saint-Hilaire, south of the city center. Like other institutions of its kind, McGill is vulnerable to natural hazards, human-caused events and technological and infrastructure disruptions.

The University Emergency Response Plan (UERP) provides the framework for coordinated response to emergencies at McGill University. It is supported by supplementary plans and procedures developed for specific hazards or large events such as ammonia leaks or convocation ceremonies.

Some members of the University community have been identified as belonging to a pool of resources that may be requested for specific emergency response functions in the event of an incident. These individuals must:

- Have the UERP readily accessible both in the office and at home.
- Read the UERP periodically, and be familiar with revisions and updates.
- Maintain any UERP paper copies they may have by updating them whenever section-specific revisions are released.
- Contact the Plan Coordinator for clarification on the contents of this document, or to provide feedback.

McGill University acknowledges the Justice Institute of British Columbia (JIBC) for the Incident Command System (ICS) training provided to McGill University staff. The collective knowledge generated during and following trainings lends the basis for the development of the present UERP. Three JIBC training manuals provide the ICS foundation for the UERP:

- CMD 120 Incident Command System Level 200
- CMD 130 Incident Command System Level 300
- EOC 120 Emergency Operations Centre Essentials

In addition, the UERP has been developed in consultation with the CSA-Z1600-14 Emergency and continuity management program standard published by the Canadian Standards Association.

Note: The masculine form is used in this document for descriptive purposes and to alleviate the text only.
1 **Scope**

The UERP is an all-hazards emergency preparedness tool for University emergency responders. The UERP outlines how the plan is developed and maintained; defines the steps needed to plan and execute an effective response to incidents; outlines roles and responsibilities; presents the various training and educational instruments that support the plan’s implementation; and offers scenario-based response guidelines for consideration.

In relation to incidents during which activities described in the UERP may be performed, the following general assumptions should be made:

- An incident may occur at any time of the day or night, weekend or holiday, and with little or no warning.
- The UERP is flexible and serves primarily as a guideline that may require modifications in the field.
- Though the University may be expected to rely on appropriate external agencies for support, it is probable in the event of a city and/or provincial emergency response that response delays may occur.

**Activation of the UERP**

The UERP may be activated at any period of time to facilitate the highest level of emergency response at McGill. As such, the UERP remains in a constant state of latent activation since it may be required unexpectedly or when Standard Operating Procedures (SOPs) need additional support.
2 POLICY & DEVELOPMENT

McGill University aims to take every reasonable precaution to protect the health and safety of its students, faculty, staff and visitors. The UERP establishes the University’s incident management system which, based on ICS methodology, structures emergency response operations for events that fall outside of SOPs. ICS methodology allows incidents to be managed in a timely and effective manner with the objective of minimizing their impact on the University community.

POLICY STATEMENT

Under its Health and Safety Policy and the general provisions of the Occupational Health and Safety Act of Quebec, McGill University is committed to taking every reasonable precaution to protect the health and safety of its students and employees. The University Emergency Response Plan (UERP) establishes the environment within which McGill will respond in the event of an emergency on its campuses. This is to ensure that incidents are managed in a timely and effective manner and that any impact to the University and its community is minimized. The UERP defines the organizational structure, the responsibilities and the procedures that will be employed in an emergency situation when expertise and necessary resources must be readily available.

PLAN COORDINATION

General
The UERP has been developed by the Emergency Management & Preparedness Office (EM&P) with input from members of the various safety units and other University stakeholders. The plan has been developed in consultation with applicable industry standards, legislative and regulatory requirements and best practices.

Authority
The Emergency Planning Officer acts as the University Plan Coordinator and is responsible for developing and administering a comprehensive and effective UERP under the guidance of the Director of Campus Public Safety. The University Emergency Response Plan Committee exercises authority to approve the plan and its revisions and updates.

Committees
SAFETY CORE WORK GROUP
The Safety Core Work Group is made up of individuals from the various safety units at McGill. The group’s leading objective in regards to the UERP is to identify and develop best practices in relation to SOPs and in agreement with ICS principles.

UNIVERSITY EMERGENCY RESPONSE PLAN COMMITTEE
The contents of the UERP are reviewed and approved by the University Emergency Response Plan Committee, with the following membership:

- Associate Vice-Principal, Facilities Management and Ancillary Services
- Director, Campus Public Safety
- Director, Building Operations, Facilities Management & Ancillary Services
- Director, Environmental Health and Safety
- Operations Manager, Fire Prevention
- Operations Manager, Security Services (Downtown Campus)
• Operations Manager, Security Services (Macdonald Campus)
• Operations Manager, Hazardous Waste Management
• Emergency Management & Preparedness Office

HAZARD IDENTIFICATION

The University is subject to a variety of potential threats from natural, technological and human-induced hazards. While the occurrence of these potential hazards and threats is often unpredictable, the impacts from the most probable incidents are analyzed and prepared for through the development of procedures and best practices to mitigate and facilitate successful incident response as needed. The UERP, adopting the framework of the ICS all-hazards approach, has been developed in order to ensure the highest levels of response to such threats is formally acknowledged, implemented and regularly reviewed.

PLAN OBJECTIVES

The UERP establishes the methods used to direct operations and staff assignments, procure and allocate resources, and take measures to restore standard services and operations. Responders engaged in emergency response activities that require the use of ICS are expected to use response directives as a guideline and complete the forms contained in this plan, as required.

Objectives

1. Implementing the University’s incident management system based on the Incident Command System (ICS) for emergencies falling outside of regular SOPs.
2. Describing the various functions within the UERP.
3. Defining processes in support of emergency response activities, including but not limited to establishing command, planning the response, organizing the site, managing resources and conducting recovery activities.
4. Ensuring that the UERP is periodically analyzed, updated and distributed by the EMP Office.

LEGISLATION AND INDUSTRY CODES OF PRACTICE

On behalf of McGill University, the EM&P office has created this UERP under the EHS Internal Responsibility System, EHS Health and Safety Mission statement and the general provisions of Quebec’s Act Respecting Occupational Health and Safety.
3 EMERGENCY RESPONSE STRUCTURE

DEFINING AN INCIDENT

McGill University’s adopts the following definition of an incident:

“An occurrence, either human caused or by natural phenomena, which requires action by response personnel to prevent or minimize injury, loss of life, damage to property and the environment, and reduce economic and social losses”.

At McGill, all incidents require a response. In most cases, Security Services, as the principal responder, have SOPs in place for effectively responding to incidents on campus. Generally, there are only few incidents that require a coordinated response requiring individuals from a combination of University departments. The distinction between incidents requiring primarily a preemptive response and those few incidents requiring a coordinated response is important. Incidents requiring a preemptive response are handled on a routine basis and are generally clearly spelled out in SOPs. Conversely, activities requiring a coordinated response will occur within unique circumstances and sequence of events, making response efforts more difficult to predict.

The UERP prescribes the Incident Command System (ICS) which is to be applied during coordinated responses. Considering that most incidents at McGill are of a preemptive nature, the majority of incidents will not require ICS. However, given the modular characteristics of the ICS system, which allow it to expand and contract depending on the needs of the incident, ICS can be used to manage preventative responses in preparation for the possibility that the incident becomes increasingly complex and results in a coordinated response.

The UERP prescribes that the responsibility to establish command during an incident remains at the discretion of the person or persons responding to the incident on behalf of McGill University.

ICS PRINCIPLES

McGill University’s emergency response operations are based on the ICS, a standardized incident management tool specifically designed to allow its users to adopt an integrated procedural system equal to the complexity and demands of an incident. See Appendix A for the ICS Organizational Structure. ICS classifies pre-defined functions into a flexible, modular organizational structure in order to effectively manage the various aspects of an emergency response including but not limited to establishing command, planning the response, organizing the site, managing resources and conducting recovery activities. As such, ICS provides a consolidated effort for incident response.

At McGill, ICS allows responders from various departments to work together towards common emergency response goals, even if during normal operations these departments’ activities seldom interact. In order to facilitate collaboration, the McGill ICS structure is founded upon five main principles:

1) Unity and Chain of Command
   Every individual dispatched on-site reports to a supervisor within the ICS structure. Importantly, this individual is very likely to report to someone who is not his habitual immediate supervisor during normal operations. Responders must respect the chain of command that prevails during the incident.
2) **Common Terminology**
   Establishing and respecting a common terminology allows emergency responders to communicate with each other effectively. Every effort must be made to ensure that the terms used in the UERP (such as organizational elements within the ICS structure, positions and resources) are adopted by all responders.

3) **Management by Objectives**
   Managing the incident by objectives ensures that all responders receive specific tasks from their supervisor within the ICS structure. Incident objectives are established by the Incident Commander and delegated to the appropriate functions and responders. Every effort must be made to communicate objectives and updates following the established ICS chain of command.

4) **Flexible and Modular Organization**
   ICS facilitates emergency response activities for incidents of any kind. Given that incidents vary in size, severity, impact and duration, the operational components needed to respond to any given incident can vary. As a result, the organization of an incident should reflect only what is required to meet response objectives for that specific incident. As such, functions and responsibilities within the ICS structure may be activated or deactivated and resources reassigned depending on the needs of the incident.

5) **Span of Control**
   Span of control pertains to the number of resources (personnel and equipment) that one supervisor can effectively manage. The optimum span of control is one supervisor for five subordinates, and the maximum is seven. If span of control for one supervisor is above seven, the group in question must be split in two, and supervisors assigned to each group as needed.
The ICS Structure

As shown below, the ICS structure is developed around five major functions. For some incidents, only a few of the functional elements may be required. However, if there is a need to expand the structure, additional positions exist within the ICS framework to meet virtually any need. ICS establishes lines of supervisory authority and formal reporting relationships. There is complete unity of command as each position and person within the system has a designated supervisor. Direction and supervision follows established organizational lines at all times.
Within the ICS structure, responders are to work in alignment with a prescribed set of standardized response goals:

**STANDARD RESPONSE GOALS**

1) Ensuring the safety and health of responders  
2) Saving lives  
3) Reducing suffering  
4) Protecting public health  
5) Protecting critical infrastructure  
6) Protecting property  
7) Protecting the environment  
8) Reducing economic and social loss
4 INCIDENT COMMAND

ACTIVATING ICS AT MCGILL

When a response falls outside of SOPs, ICS protocols, with relevant sections of the UERP, must be activated. As the decision to activate ICS may not always be clear, a certain amount of judgment is required on behalf of responders to recognize that an incident is growing and beginning to exceed SOPs. It is important to keep in mind that when establishing ICS:

- There must be a designated Incident Commander (most commonly assumed by the highest position in the chain of command from Security Services responding to the incident) who must communicate to the SOC and the Director of Campus Public Safety that they are assuming the Incident Commander role.

- There is mandatory use of the ICS terminology and tools that accompany the system.

Within McGill’s safety units, a significant amount of standard operating procedures involve responding to incidents on campus. Responders can and will benefit from managing events using ICS in their day to day operations. In these cases, the decision to use the ICS forms and tools provided is at the discretion of responders. Although not mandatory, using ICS is encouraged as it would proactively put responders in the Incident Command mindset and prepare them for ICS activation if the event were to become complex. Appendix B outlines a number of scenario based response guidelines that have been developed to assist and guide responders in establishing ICS.

INCIDENT COMMAND ROLES

See Appendix C for complete Incident Command Position Checklists

Incident Commander (IC)

Responsible for the overall management of incident operations, specifically the Incident Action Plan, for the duration of the emergency response effort. The IC has responsibility for all functions and may elect to perform all functions, or delegate authority to perform functions to other people in the organization. Delegation does not, however, relieve the IC from overall responsibility of the incident.

Information Officer

Responsible for the development and release of information regarding the incident to the media and the incident personnel.

Safety Officer

Monitors safety conditions at the incident site and develops measures for safeguarding the safety of all assigned personnel. Also ensures the correction of unsafe situations and may stop activities if anyone is in imminent danger.

Liaison Officer

Serves as the primary contact when multiple University departments and external agencies are involved in the emergency response. Provides an information link between (1) the incident command organization and assisting and cooperating agencies; and (2) the incident command organization and stakeholder groups.
Operations Section
Led by the Operations Section Chief, this section is responsible for the direction and coordination of all incident tactical operations. Initially, the Operations Section consists of those few resources first assigned to an incident. These resources will initially report directly to the Incident Commander. As additional resources are committed and the incident becomes more complex, the Operations Section may be established. The Operations Section continues to develop from the bottom up through Strike Teams, Task Forces and Single Resources, until these go beyond the acceptable span of control. If span of control is surpassed, Geographic Divisions and/or Functional Groups are established. In addition, the Operations Section may have a Staging Area, where resources are kept on standby until they are assigned. For a more thorough explanation of these terms, see Appendix J for definitions.

Operations Section Chief
Directs and coordinates all incident tactical operations. If an Operations Section Chief is not appointed, the Incident Commander directs this function.

Planning Section
Led by the Planning Section Chief, this section collects, evaluates, processes, tracks and disseminates incident documentation. The Planning Section provides support to IC with preparation of ICS Form 201 – Incident Briefing and ICS Form 202 – Incident Objectives, a critical document containing objectives reflecting overall incident strategy and specific tactical actions. The Planning Section consists of:

Planning Section Chief
Directs and coordinates activities related to the collection, evaluation, processing and dissemination of information for use at the incident. Dissemination can be in the form of formal briefings or through map and status board displays. Determines the need to activate or deactivate a Planning Section unit. If a unit is not activated, responsibility for that unit’s duties is assumed by the Planning Section Chief.

Resources Unit
Responsible for maintaining the status of all assigned resources pertaining to the incident. The Resources Unit Leader oversees check-in of all resources; maintains status-keeping system indicating current location and status of all resources; and maintains a master list of all resources (e.g. supervisory personnel, primary and support resources).

Situation Unit
Collects, processes and organizes all incident information. May prepare future projections of incident growth, maps and intelligence information.

Documentation Unit
Maintains accurate, up-to-date incident files, provides document duplication services, and stores incident documentation for legal, analytical and historical purposes.

Demobilization Unit
Develops the Incident Demobilization Plan detailing the specific responsibilities, release priorities and procedures.

Technical Specialists
Certain incidents or events may require the use of Technical Specialists who have specific knowledge and expertise. Technical Specialists may function within the Planning Section, or be assigned wherever their services are required. In the Planning Section, Technical Specialists may report to the Planning Section Chief or a designated Unit Leader.

**Logistics Section**
Led by the IC Logistics Section Chief, this section is responsible for providing services and support to the incident. Services and support are categorized as supplies, facilities, communications equipment, food for personnel and the provision of medical aid to responders.

**Logistics Section Chief**
Directs and coordinates activities related to the provision of services and support to the incident. Determines the need to activate or deactivate a unit. If a unit is not activated, responsibility for that unit’s duties is assumed by the Logistics Section Chief.

*Supply Unit*
Orders, receives, processes and stores all incident-related resources, including tactical and support resources (including personnel) and all expendable and non-expendable support supplies.

*Facilities Unit*
Responsible for set up, maintenance and demobilization of all incident support facilities except the Staging Area. The unit also provides physical security services to support incident facilities, as needed.

*Communications Unit*
Develops plans for the use, installation, testing distribution, troubleshooting and maintenance of incident communications equipment.

*Food Unit*
Supplies the food needs for the entire incident, across all incident locations, including providing food for personnel unable to leave tactical field assignments.

*Medical Unit*
Develops procedures for managing medical emergencies suffered by responders, provides medical aid, and assists the Finance/Admin Section with processing injury-related claims. Note that the provision of medical assistance to the public or victims of the emergency is an operational function, and would be done by the Operations Section, not by the Logistics Section Medical Unit.

**Finance/Admin Section**
Led by the IC Finance/Admin Section Chief, this section is responsible for managing all financial aspects of an incident, such as the tracking daily personnel time, managing vendor contracts and leases, handling compensation-for-injury requests and claims involving property damage and providing incident cost analysis.

**Finance/Admin Section Chief**
Directs and coordinates activities related to the management of all financial aspects of an incident. Determines the need to activate or deactivate a unit. If a unit is not activated, responsibility for that unit’s duties is assumed by the Finance/Admin Section Chief.

**Time Unit**
Ensures the accurate recording of daily personnel time in compliance with existing University and departmental work time policies.

**Procurement Unit**
Manages all matters pertaining to vendor contracts, leases and fiscal agreements, and maintains equipment time records (charges/credits for fuel, parts, service, etc.). Establishes local sources for equipment and supplies and processes all rental and supply fiscal billing invoices.

**Compensation/Claims Unit**
Oversees the completion of all forms required by workers’ compensation and local agencies. A file of injuries and illnesses related to the incident will also be maintained and all witness statements will be obtained in writing. Investigates all claims involving property associated with the incident.

**Cost Unit**
Provides incident cost analysis while ensuring property identification of all equipment and personnel requiring payment, records all cost data, analyzes and prepares estimates of incident costs, and maintains accurate records of incident costs.

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**The 8 Step Incident Response Process**

To manage an incident requiring ICS, the following eight-step incident response process:
1) Establishing initial command
2) Determining incident objectives
3) Organizing the site
4) Managing resources
5) Developing the appropriate organization
6) Review and modify the IAP
7) Manage Additional Facilities
8) Manage Additional Resources

1. Establishing Initial Command

Generally, the first trained responder on the scene will establish command. This responder will remain in command until command is transferred or until the incident is stabilized or terminated. See Appendix D for Incident Command Activation/Transfer of Command Flowchart. The Incident Commander is responsible for the overall management of incident operations. At their discretion, a Scribe may be appointed to assist with documentation requirements. Upon the appointment of a Scribe, the Incident Commander remains responsible for ensuring the accuracy and validity of all information to be documented for the duration of a Scribe's appointment and for completing the necessary ICS forms.

Upon assuming command, the following actions shall be performed:

- Sizing-up the situation.
- The Incident Commander will advise the involved responders, the Security Operations Centre and the Director, Campus Public Safety, that they will be assuming the role of Incident Commander.
- Determining the need to initiate mass notification systems.
- Selecting an appropriate stationary location for the Incident Command Post (ICP).
- Transferring command, as needed.

Transfer of Command

Incident Command shall be transferred under the following conditions:

- A more qualified person is appointed to command the incident response.
- The incident situation changes over time and it makes good management sense to make the transfer.
- A turnover of personnel is compulsory on long or extended incidents (+12 hours).
- The immediate Supervisor of the individual assuming command requests that transfer of command take place.
- The current Incident Commander is requesting to be replaced.

2. Determining Incident Objectives

The Incident Commander has the responsibility to determine the incident objectives. Objectives are statements of direction based on realistic expectations of what can be accomplished when resources have been assigned. Incident objectives must be achievable and measurable, yet flexible enough to allow for strategic and tactical alternatives to evolving situations. The ICS Form 201 Incident Briefing should be used as a record of the initial response and then used to brief incoming commanders. Responders have access to all response forms in their Quick Reference Guides.
3. Organizing the Site

Organizing the site involves setting up an ICP and a Staging Area as required, establishing a perimeter, treating and assisting the injured, setting up access/egress/safe routes, and issuing warnings as needed.

**Incident Command Post (ICP)**

The ICP provides a central coordination point from which Incident Command, (Incident Commander and Command Staff) will operate. Upon activation of ICS, an ICP must be established and its location communicated to the SOC. Considerations for establishing an ICP include:

- Position away from the general noise and confusion associated with the incident
- Position outside of the present and potential hazard zone
- Position within view of the incident whenever possible
- Have the ability to expand as the incident grows (pertaining to both area and personnel)
- Have the ability to secure and control access to the ICP as necessary
- Identify the ICP location with distinctive banner or sign whenever possible
- Announce ICP activation and location via radio and ensure all appropriate personnel are notified

**Staging Area**

A Staging Area is a temporary location at an incident where personnel and equipment are kept while waiting tactical assignments and shall be established as needed. Considerations for establishing a Staging Area include:

- Provides a safe location for available resources to await active assignments
- Allows resources to be formed into operational units such as Task Forces and Strike Teams
- Provides greater accountability by having available personnel and resources together in one location
- Prevents resources from freelancing (unauthorized deployment) or interfering with incident objectives
- Minimizes excessive communications of resources calling for assignments
- Controls and assists the check-in of personnel arriving at the incident
- Allows a safe location for witnesses to provide a personal statement of their account of the incident

**Responder Check-In**

All personnel responding or requested to respond to an incident at McGill are required to check-in at the ICP or Staging Area, prior to notifying their immediate supervisor in the chain of command of their presence. The responsibility to check-in and notify supervisors is assumed by the individual responder. If resources are unaware of the ICP or Staging Area locations, they may phone SOC for information.

**Isolating Incident Area**

As part of the initial response, the incident area may be isolated by:

- Establishing a perimeter
- Determining what personnel and equipment require access to the scene
- Deciding on the access and egress control points and notifying the SOC and other responders
- Sending available and potentially needed resources to the Staging Area

**Treating and Assisting the Injured**

If the incident causes any injuries, rescue and emergency medical personnel shall be notified. Urgent injuries must be prioritized for treatment.
Setting-up Access, Egress and Safe Routes
Access and egress control points shall be determined and staffed accordingly. Safe routes (i.e. routes for movement of response personnel within the isolated area, connecting the incident’s hot zone to the Staging Area and other locations) shall also be established.

Issuing Warnings
The risk to the community and response personnel should be evaluated and warnings issued, as needed. Such warnings may include issuing internal warnings of on-site risks to response personnel and external warnings such as evacuation orders.

4. Managing Resources
There are three ways of managing and using resources at an incident: Single Resources, Task Forces and Strike Teams. As the incident evolves and assigned resources threaten a manageable span of control, it is necessary to assign incident resources under Geographic Divisions or Functional Groups. Responders that have been assigned as Team Leaders (for Task Forces or Strike Teams) or Supervisors (for Geographic Divisions or Functional Groups) shall keep a status of the staff for which they are accountable using ICS Form 203 – Organization Assignment List.

5. Developing the Appropriate Organization
The Incident Commander has overall responsibility for the management of incident activity and shall activate ICS functions in support of the response as needed. Section Chiefs are responsible for activating teams and units within their appropriate sections. The Incident Commander performs the duties of those functions which have not been activated and shall use ICS Form 203 – Organization Assignment List and ICS Form 207 – Current Organization Chart in order to record the established ICS organization.

6. Review and Modify the IAP (Incident Action Plan)
After developing the appropriate organization, the Incident Commander, along with the Planning Officer are required to review and modify the Incident Action Plan. Written Incident Action Plans documenting planning decisions should be considered whenever a number of organizational elements have been activated. Written action plans provide a clear statement of objectives and actions, a basis for measuring work effectiveness and a basis for measuring work progress. The decision to prepare a written incident action plan will be made by the Incident Commander. The ICS Form 202 Incident Objectives is the first page of the Incident Action Plan and will provide valuable information to the oral or written planning process.

7. Manage Additional Facilities
The factors to take into consideration when establishing incident facilities are the needs of the incident, the length of time the facility will be used, the cost of establishing it and the environmental considerations. Managing facilities requires ensuring the ICP has adequate resources and protection from the incident and weather, maintaining or expanding perimeters, and the establishment of additional areas such as an incident base or camp.

8. Manage Additional Resources
Managing resources safely and effectively is one of the most important considerations at an incident. The incident resource management process includes several interactive activities; establishing resource
needs, resource ordering, responder check-in process, resource use and resources demobilization. Safety, personnel accountability, managerial control, adequate reserves, and cost are all key considerations that must be taken into account when managing incident resources.
5 Emergency Operations Centre

During an emergency on campus, the Emergency Operations Centre (EOC) may be activated in order to build capacity for consequence management. The EOC is a physical location (see Appendix E for designated EOC locations) where leadership gathers to support site responders in major decision making and strategic planning.

EOC Activation

In most cases, University emergency responders have the resources they need to effectively deal with the immediate needs of an incident. When required, emergency responders are also supported by their departments, and in most cases, this support is provided through the regular management process. However, incidents may escalate and an EOC may be required in order to build capacity for site support and consequence management.

EOC Activation Authority

Authority to activate the EOC rests on the Campus Public Safety leadership (See Appendix F for EOC Activation Flowchart). EOC activation may be requested by the Incident Commander or any one of the following individuals:

- Associate Vice-Principal, Facilities Management and Ancillary Services
- Director, Campus Public Safety
- Director, Building Operations, Facilities Operations & Development
- Director, Environmental Health and Safety
- Operations Managers, Campus Public Safety

Criteria for EOC Activation

The decision to activate the University EOC is not clear-cut. When deciding to activate the EOC, the University’s safety leadership relies on a combination of professional judgment and the activation criteria listed below. For a more detailed list of considerations for activating the EOC see Appendix G.

- Incident requires coordination of assisting or responding departments and external agencies
- Incident requires support in acquisition of resources
- Coordination or management of a large-scale or complex response is required
- A significant portion of the University community is impacted or at risk
- Response conditions are uncertain
- There is risk of rapid incident escalation
- A state of emergency affecting McGill University campuses has been declared by federal, provincial or municipal agencies
- Significant information management issues need to be addressed.

Scale of EOC Activation

The scale of EOC activation will vary according to the needs imposed by the particular incident in question. As with the criteria for EOC activation, professional judgment plays an important role in determining the staffing levels of the EOC upon activation. However, the general rule to be adopted is to determine the
appropriate initial scale of EOC activation based on the available information and activate additional functions as the event progresses.

The EOC does not replace the need for a sound command structure at the site level but rather complements it with further coordination, resource management, information management and overall site support.

**Responsibilities of the EOC**

The key responsibilities of the EOC are as follows:

- Determining and communicating policy and strategic direction for the incident
- Providing site support to meet the needs of on-site responders
- Managing the consequences of the incident
- Collecting, evaluating and distributing information about the incident
- Coordinating activities between various University departments and/or external agencies
- Providing resource management support to on-site responders
- Drafting and releasing internal and external communications

For assistance in organizing and planning within the EOC, EOC members have access to response forms in the EOC room as well as in their personal Quick Reference Guide.

**Initial Call-out**

Upon activation of the EOC, the acting EOC Director shall arrange to have those individuals to whom EOC functions will be delegated contacted. The initial contact will be brief consisting of a minor description of the incident and asking individuals to come into the EOC. Individuals will respond with their availability so the EOC Director can expect them or replace them as needed.

**Transfer of Command at the EOC**

Command at the EOC shall be transferred under the following conditions:

- A more qualified person is appointed to command the EOC
- The incident situation changes over time and it makes good management sense to make the transfer
- A turnover of personnel is compulsory on long or extended incidents (+12 hours)
- The immediate Supervisor of or someone of higher authority than the individual assuming command requests that transfer takes place
- The current EOC Director requests a transfer

**EOC Roles**

See [Appendix H](#) for a complete list of EOC Position Checklists.

**EOC Director**

The EOC Director has overall authority and responsibility for activities of the EOC, facilitates its organizational effectiveness, sets EOC priorities and objectives for each operational period and ensures they are achieved.
**Information Officer**
Establishes and maintains media contacts, prepares news releases and coordinates news conferences, interviews and media briefings. There is only one Information Officer per incident. If the EOC and the EOC Information Officer function are activated, the IC Information Officer on site may become the assistant to the EOC Information Officer.

**Risk Management Officer**
Monitors, assesses and recommends modifications to safety conditions in the EOC and halts unsafe operations, as necessary; maintains contact with Safety Officers at the incident site; and identifies liability and loss exposures to personnel and property.

**Liaison Officer**
Invites relevant University departments and external agencies to the EOC, as identified by the EOC Director; and maintains contact with University departments and external agencies as needed.

**EOC Operations Section**
Led by the EOC Operations Section Chief, the EOC Operations Section maintains direct contact with the site(s) and coordinates the overall site support response. Specifically, this section gathers current situation information from the ICP and shares this with EOC personnel; coordinates resource requests from the site; and directs deployment of all EOC-issued resources to the Incident Commander. The elements in the EOC Operations Section are structured around the organization’s operational activities and the needs of the incident. This structure can vary but will consist of one or more of the following elements: Departments/ Agencies, Functional Groups, and Geographical Divisions.

**Operations Section Chief**
Maintains a communication link between the Incident Command, the groups under the EOC Operations Section, and the EOC, for the purpose of coordinating the overall site support response, resource requests and event status information. If an EOC Operations Section Chief is not appointed, the EOC Director assumes this function.

**EOC Planning Section**
Led by the EOC Planning Section Chief, this section collects, processes, evaluates and displays situation information; tracks status of EOC-issued objectives and resources; maintains all EOC documentation; requests technical expertise for consultation with the EOC as required; plans for EOC demobilization; and facilitates transition to the recovery phase. The EOC Planning Section consists of:

**Planning Section Chief**
Determines the need to activate or deactivate a unit. If a unit is not activated, responsibility for that unit’s duties is assumed by the EOC Planning Section Chief. Collaborates with other Section Chiefs by ensuring that the objectives and the assignments identified by the EOC are achieved. If an EOC Planning Section Chief is not appointed, the EOC Director assumes this function.

**Situation Unit**
Liaises with Operations Section, collects, organizes and analyzes situation information, prepares situation reports and tracks incident objectives.
Resources Unit
Maintains resource status information and coordinates with Operations and Logistics Sections to centralize resource status information required for tracking purposes.

Documentation Unit
Collects, organizes, files and archives all completed EOC forms and other documentation relating to the activities of the EOC and provides document reproduction services.

Advance Planning Unit
Develops plans to address potential issues likely to occur beyond the next operational period and for longer term.

Demobilization Unit
Develops a Demobilization Plan for the EOC and monitors progress of EOC priorities and actions to identify EOC functions which are no longer required.

Recovery Unit
Assesses the need for recovery direction and assistance for the University, staff and other stakeholders.

Technical Specialists Unit
Obtains specialists to provide technical assessments and recommendations to the EOC.

EOC Logistics Section
Led by the EOC Logistics Section Chief, this section provides and acquires requested resources including personnel, facilities, equipment and supplies. This section also arranges access to technological and telecommunications resources and support for the EOC, and provides other support services such as arranging for food, lodging and transportation. The EOC Logistics Section consists of:

Logistics Section Chief
Determines the need to activate or deactivate a unit. If a unit is not activated, responsibility for that unit’s duties is assumed by the EOC Logistics Section Chief. Coordinates closely with the Operations Section Chief to establish priorities for resource allocation and ensures resources are allocated. If an EOC Logistics Section Chief is not appointed, the EOC Director assumes this function.

Information Technology Branch
Ensures necessary communications and computer systems for the EOC are provided, supported and maintained.

Support Branch
Ensures the EOC and other necessary facilities are supported with the required furnishings, food, refreshments and services, including clerical support.

Supply Unit
Oversees the acquisition and delivery of supplies, materials and equipment not otherwise available through routine channels.
**Personnel Unit**
Recruits, screens, assigns, tracks and supports personnel acquired through the EOC.

**Transportation Unit**
Acquires and arranges transportation for personnel, evacuees and goods, as required.

**EOC Finance/Admin Section**
Led by the EOC Finance/Admin Section Chief, this section monitors the expenditure process as well as response and recovery costs. This section also coordinates claims and compensation, contracts and procurement agreements, timekeeping and cost estimates and analysis. The EOC Finance/Admin Section consists of:

**Finance/Admin Section Chief**
Determines the need to activate or deactivate a unit. If a unit is not activated, responsibility for that unit’s duties is assumed by the EOC Finance/Admin Section Chief. Directs and coordinates activities related to the management of all financial aspects of an incident at the EOC level. If an EOC Finance/Admin Section Chief is not appointed, the EOC Director assumes this function.

**Time Unit**
Tracks, records and reports on regular time, overtime and estimated staffing costs.

**Compensation/Claims Unit**
Processes worker injury claims, and tracks, investigates and reports on organizational losses and damages.

**Cost Accounting Unit**
Calculates daily, total event cost estimates and tracks expenditures.
6 POLICY GROUP

The Policy Group is made up of members from McGill’s Senior Administration. Depending on the severity of the emergency, the Policy Group may be called upon to provide high-level strategic support and direction to the EOC, on behalf of the University. The Vice-Principal Administration & Finance acts as the liaison between the Policy Group and the EOC.

VICE-PRINCIPAL, ADMINISTRATION & FINANCE

Depending on the severity of the situation, the Vice-Principal, Administration and Finance may provide the EOC Director with high-level strategic support and direction independently and/or consult with the Policy Group. As such, some of the responsibilities of the Vice-Principal, Administration and Finance include providing overall policy direction, setting expenditure limits, approving higher level requests for assistance, providing direction on public information activities and acting as official spokesperson for the University.

PRINCIPAL & VICE-CHANCELLOR

The Principal and Vice-Chancellor is a member of the Policy Group.

In addition to providing direction and strategic support to the EOC, she will act as the liaison with the Chair of the Board of Governors.

As required, she may decide to act as the spokesperson of the institution depending on the nature of the emergency and its aftermath.
7 Supporting Emergency Response

In order to facilitate a successful response to incidents at McGill, there are various tools and resources that are outlined and can be accessed on an as needed basis for support.

Resources and Contact List

The EM&P office maintains an emergency contact list that includes members of the University community who have been identified as belonging to a pool of resources that may be requested for specific emergency response functions or who may need to be notified in the event of an incident. This resource list contains a vast group of individuals from across the University and is updated every three months.

Resources consist of all personnel and major items of equipment available or potentially available for assignment to incident response. At the site level, the Incident Commander has the authority to acquire and mobilize resources through communications or SOC dispatch.

Forms & Records

Throughout the incident, ICS forms are used and updated as needed to document the response effort and must be retained, along with any additional reports or records, for post-incident debriefs, investigations and/or legal requirements.

All documents created during emergency response at McGill must be retained. Within 24 hours of an emergency response to an incident on campus, responders will ensure all completed ICS and related documentation is sent to the Plan Coordinator for debrief, investigation and retention purposes.

Types of Records to Retain

A record of emergency response includes, but is not limited to: ICS Forms, photographs, video, notes and additional forms of media which can and may be used to enhance any subsequent debriefs, investigations and/or legal requirements resulting from an incident on campus.

Reasons for Record Retention

Retaining documents is required for due diligence, potential litigation, regulatory purposes and to support the completion of a comprehensive After Action Report following an emergency.

Mass Notification Systems

McGill | Attention! is the University’s diverse mass notification systems, able to communicate alerts to members of the community across both campuses. Tested and evaluated twice annually by the EM&P, this system includes the following methods:

- (SMS) Text & Voice Messaging
- Alertus (full-screen alert notification messages on desktops and laptops)
- McGill.ca (website banner alerts and event updates)
- McGill University Facebook and Twitter Accounts
- Alnote Email Messaging
- McGill App
For each of the above technologies, initiators have been selected and routinely trained in the procedures required to initiate an alert to the community in a timely manner. University departments responsible for initiating an alert notification include:

- Emergency Management & Preparedness
- Communications and External Relations Office
- Security Services

**Use of Mass Notification Systems**

Determining whether an incident warrants the distribution of a mass notification message may need to be decided before Incident Command is established, and possibly before on-site emergency response operations are initiated. Generally, Security Services, by virtue of their role, are likely to be the first ones to confirm the presence of a threat that needs to be communicated to the broader community. Consequently, Security Services has the capacity to initiate a mass notification message before Incident Command has been established. The responsibility to validate the accuracy of the message is assumed by the individual(s) writing the message.

Should it be determined at any time during an incident that a mass notification message needs to be sent, the Incident Commander shall delegate this responsibility.

For further information on communications during emergencies, consult the University’s Emergency Communications Plan through the McGill Communications and External Relations Office.

**MEDIA ROOMS**

A representative from McGill’s Office of Communications & External Relations shall determine the location for media rooms depending on the nature and location of the emergency (Appendix I outlines areas that have been identified as suitable Media Rooms on the Downtown and Macdonald campuses).

**TEMPORARY SHELTERS**

McGill University has designated four principle locations on the downtown campus, one within each geographical sector, and one site at Macdonald campus as short-term shelters for members of the McGill community displaced by an emergency on campus. Security Services is responsible for the coordination and activation of shelters, as deemed necessary by the Incident Commander or EOC Director.

**INFORMAL AID AGREEMENTS**

McGill University currently has no contractual mutual aid agreements with partner organizations in times of emergency. However, McGill has informal aid agreements with the following:

- Centres de santé et de services sociaux (CSSS)
- McGill Student Emergency Response Team (MSERT)

**PUBLIC EDUCATION AND INFORMATION**

**Community Outreach**

The various safety units at McGill participate in public information sessions throughout the year. Events and functions such as tabling events, awareness campaigns, orientation sessions and annual campus activities are attended by staff members in order to disseminate information to the public regarding
emergency procedures and health and safety best practices. Furthermore, the safety units gather together once per year to hold a Safety Week where various activities take place to promote safety at McGill.

*Fire Drills*
Fire drills and evacuation exercises are conducted on a yearly basis to ensure alarms and associated communications are identifiable and function when needed. This also aids in educating the community about what to do in the event of a fire alarm. All is tested in accordance with current regulations.

*Information Materials*
There is a wide selection of emergency management & preparedness information, security contact information, and health and safety procedural literature available to the McGill community. These documents are generally available in both hard copy at various locations across campus and online via each units’ designated web page.
8 POST INCIDENT MANAGEMENT

Once an incident is no longer posing immediate danger, no longer continuing to develop and response efforts have come to an end, there are various activities that need to take place in order to shift from response to recovery and manage any post incident consequences.

DEMOBILIZATION

INCIDENT COMMAND

Demobilization at the incident site is the responsibility of the IC Planning Section’s Demobilization Unit. If this unit is not activated, demobilization duties fall on the Planning Section Chief or Incident Commander, should the Planning Section not be activated. Demobilization ensures an orderly, safe and cost-effective movement of resources when they are no longer required for the incident. Whenever possible, a Demobilization Plan shall be initiated, in close collaboration with the following contributors:

- **Planning Section**: Has information on resources and incident objectives
- **Safety Officer**: Considers physical and mental condition of personnel, personal needs and adequacy of transportation
- **Logistics Section**: Handles transportation availability, communications, maintenance and continuing support
- **Operations Section**: Knows continuing needs for various kinds of tactical resources
- **Finance/Admin Section**: Processes claims, time records and costs of individual resources which may be a factor in determining release priorities

EMERGENCY OPERATIONS CENTRE

Demobilization at the EOC is the responsibility of the EOC Planning Section’s Demobilization Unit. If this unit is not activated, demobilization duties fall on the EOC Planning Section Chief, or EOC Director, should the Planning Section not be activated. A Demobilization Plan should be initiated and the EOC Director shall authorize demobilization when the incident no longer requires the support of an EOC. Each function, element and individual is responsible for implementing the demobilization activities assigned to them. Three primary aspects of demobilization must be considered demobilizing the EOC:

- **Individual**: Requires a standard process to ensure all personnel have returned borrowed equipment; completed required paperwork; and are able to get home safely.
- **Function**: Requires procedures or checklists to ensure all incident objectives applicable to the function; all resources under the control of the function are accounted for; and all documentation is forwarded to the Planning Section.
- **Facility**: Final conclusion requires confirmation that all functions have completed the appropriate demobilization procedures; documentation is complete; all resources and personnel have been accounted for; and outstanding actions or issues have been clearly communicated and passed on by the EOC Director to the next appropriate level of authority.

RECOVERY

In some cases, the EOC or IC may be required to transition into the recovery phase which may continue for weeks or months. Reports, documentation and financial records concerning the operational phase shall be available to those working on the recovery. At the discretion of the Incident Commander or the EOC Director, as the case may be, members of the University community may be called upon to prepare and assist in recovery efforts. A Recovery Group shall be set up under the direction of the Incident Commander or EOC Director and recovery efforts may include:
• Maintenance and restoration of utilities such as electricity, water, gas and heat
• Ongoing repairs including assessment of damage to building infrastructure, contents of buildings and grounds
• Reallocation of student, faculty and staff workspace and living quarters
• Provision of food services and housing for evacuees and disaster response individuals remaining on campus
• Coordination of medical and psychological support to address needs of casualties and trauma victims
• Community relief efforts

**DAMAGE ASSESSMENT**

A post-incident damage assessment will be conducted, as deemed applicable to the severity and consequences to the McGill community. Damage may include negative impacts to services, infrastructure and/or individuals (such as availability or emotional trauma). Reporting and following up on these effects is required.

**CLAIMS MANAGEMENT**

Claims assessments is the responsibility of the Compensation/Claims Unit or the Finance/Admin Section Chief to document, evaluate and prioritize. Claims assessments can refer to: response costs, insurance claims, business interruption, damage to or loss of McGill equipment and/or property, or from the public.

**CRITICAL INCIDENT STRESS MANAGEMENT**

Emergency responders and any individuals involved in an incident may require emotional and/or psychological intervention to limit negative effects related to post-event stress. At McGill, employees are eligible to the Employee Assistance Program (EAP), a confidential, professional short-term counseling program and referral service.

For students, the McGill Counselling Service is available to assist and support when required. Additionally, this service functions as consultant and professional resource for faculty, staff, parents and administrators related to issues of student psychological health and behavior.

Critical incident stress management responsibilities are assigned to the Safety Officer. In accordance with the ICS model, the Incident Commander assumes this responsibility if this function is not activated.

**REVIEW AND DEBRIEFING**

Dependent on the nature and complexity of an incident where ICS has been deployed, a formal debrief with all responders involved will be held. A debrief serves to provide responders with the opportunity to exchange observations and interpretations of the event, clear up any misconceptions regarding the events operations and acknowledge the accomplishments of the responders.

Generally, a debrief will review what went well and where improvements can be made. Most importantly, it ensures that lessons learned are shared amongst team members allowing for increased success in future responses.
The Emergency Management & Preparedness Office will begin the debrief process within 48 hours (two business days) of the demobilization of Incident Command and the EOC. All necessary ICS forms must be completed and shared with the EM&P Office before the debrief is held. Once the debrief is completed, an after action report will be distributed to outline the events’ operations, any lessons learned and key recommendations that may require action on behalf of responders.

In the event that ICS has not been deployed during an emergency response, the Director Campus Public Safety or the Associate Vice-Principal, Facilities Management & Ancillary Services may request that the response be reviewed by the Emergency Management & Preparedness Office. Any key findings and/or recommendations are to be shared with the Director and Associate Vice-Principal for information and distribution at their discretion.
9 UERP Administration

Updating

Changes to the UERP, including but not limited to additions, corrections, modifications, deletions and updates are made to the plan as needed by the EM&P office and approved by the Emergency Management Program Committee. At the discretion of the EM&P office, important changes may warrant the prompt distribution of a new version of the UERP. Otherwise, the plan is updated and distributed on an annual basis.

Distribution

The UERP will be distributed to members of the University community who have been identified to form a pool of resources that may be called upon to fill specific emergency response functions in the event of an incident.

Public Distribution

A public version of the UERP is available for dissemination. This version will exclude selected information, such as specific emergency response measures and tactics. Copies of the UERP can be obtained by contacting the Plan Coordinator and can be made available to authorized personnel upon request.

Audit

The UERP, either in its entirety or specific sections as related to an emergency response at McGill, is subject to an audit whenever IC is activated. Post-incident debriefing sessions will serve to enable this audit process. During incident debriefs, emergency responders provide feedback in regards to sections of the UERP which may need additional analysis as it pertains to future incident response. The Emergency Management & Preparedness Office will review these experiences and decide if modifications are required.

Additionally, the UERP is subject to audit as required by McGill University’s organizational policy and legislative requirements. The Emergency Management Program Committee is responsible for conducting a full audit of the existing UERP every five years.

Training & Exercise

The Emergency Management & Preparedness Office is responsible for providing the internal ICS training required to maintain a standardized, consistent emergency response effort at McGill.

The EM&P aims to facilitate training for responders trained at the ICS 300 level on a quarterly basis. Whether through workshops, presentations, table-top discussions and/or drills, these sessions are organized to ensure staff is prepared to respond to incidents on campus.

Full-scale simulations are scheduled to occur every three years. Designated University emergency responders are required to participate in these exercises to maintain a standardized level of response expertise. In addition, the EM&P office makes every effort to include any and all University staff who may be involved in an emergency response in their training sessions.