Emergency Management Plan

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This document is available in alternative formats upon request. Please contact Campus Security and Emergency Services at 613-533-6733 or campus.security@queensu.ca.

Revision Control

Date	Revision
August 2012	Updating Chain of Command and related text to incorporate Provost.
June 2014	Change of Information Officer position to match new VP (University Relations) position.
May 2019	Revision of the Emergency Management Plan
August 2020	Approval of Revised Plan by Senior Leadership Team

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1.0 Introduction

Queen's University recognizes the importance of protecting the safety and wellbeing of its student, staff, faculty and visitors to campus and safeguarding the university's assets. The Emergency Management Plan (EMP) establishes the framework to ensure that the university is prepared to deal with an emergency when it arises. This plan utilizes the standardized Incident Management System (IMS) as a framework to guide the university to mobilize its resources in the event of an emergency with the purpose of restoring the university back to normal operations.

The EMP is designed to ensure that all involved parties are aware of their roles and responsibilities during an emergency.

2.0 Objective

The objective of the EMP is to establish the framework necessary to plan, initiate and execute an effective response to an emergency so that negative impact to the university and Queen's community is avoided or minimized.

The EMP provides a process with consistent but flexible structure to coordinate the safety and security of the students, staff, faculty, visitors and property of the university during an emergency through effective management of resources, dissemination of information and the utilization of external sources of assistance. The EMP also enables coordination and cooperation with the City of Kingston where an emergency arises that affects both the university and the City of Kingston.

The EMP will:

- Establish a mechanism for the overall control of emergency operations.
- Coordinate between emergency providers and departments with the primary goal of safety of faculty, staff, students and the public.
- Provide prompt, factual information to internal departments, stakeholders, external agencies and the general public as required.
- Identify internal and external sources of assistance available including tracking of resources and demobilization and return of equipment. It is preferable to establish memorandums of understandings or letters of agreement between Queen's and assisting agencies.

The EMP will also further describe the concept and operations of the Emergency Operations Centre (EOC), the responsibilities of the roles under the Incident Management System (IMS) and the notification procedures to activate this plan in whole or in part.

3.0 Strategic Direction

The EMP is primarily an operational document utilized to manage an emergency incident. For all incidents whether simple or complex (refer to section 7.0), the requisite senior leadership member responsible for the area affected must be informed. Senior leaders are in turn expected to immediately inform the Principal's Office for all incidents that required a level 2 or 3 response (refer to section 8.1). Some incidents that would normally be managed with a level one response (refer to section 8.3) may be escalated to a higher-level response if at initial intake it is determined there is a significant reputational

risk and/or university wide impact to be considered. Notification, therefore, of incidents to the Principal's Office at the earliest stage is essential.

Not all level 1 incidents require coordination through the Principal's office but the criteria for making the decision to inform the Principal's office includes but is not limited to:

- Potential for negative reputational impact to the university
- Potential for impact to student wellness, health and safety
- Potential for legal action against the university
- Incidents involving breach of compliance with regulation

Should it be deemed necessary, a selected group from the Senior Leadership Team (SLT) will be assembled to determine the oversight required to manage the specific incident.

4.0 Scope

Queen's University EMP applies to emergencies or incidents that occur on Queen's University Property. It can therefore apply to unanticipated emergencies (for example, shooter on campus, student protest, health pandemic), or to incidents that require coordinated planning and management (for example, large scale event such as a large concert).

These situations can threaten the university community's safety, health, environment, property, critical infrastructure or the economic stability of the university. The EMP incorporates an all-hazards risk-based approach, which identifies the immediate risks to the campus and assigns priorities and resources to reduce the risk of further damage. By focusing on capacities and capabilities to address the situation both natural and human-induced emergencies can be addressed systematically.

Wherever possible, the university shall ensure the response efforts are consistent with those of the wider Kingston community. Accessing the emergency response services offered by municipal, provincial, and federal government institutions is only obtained when the mayor of a municipality declares a local state of emergency, regardless of a provincial declaration of a state of an emergency has been declared. When a state of emergency is declared the municipality receives and distributes funding and supplies.

Potential risks that may be faced by Queen's University are listed below in four broad categories:

- **Human Health Emergency** – example: flu, pandemic
- **Natural Disasters** – example: severe weather
- **Technological Disasters –** example: cyber attack, coordinated social media action
- **Human Caused** – example: fire, chemical spill, terrorist attack, and mass casualty incident(s).

Established policies, procedures and/or protocols are to be followed to deal with an incident until the activation of the EMP. The EMP is activated when resources and decision making beyond those provided by established policies, procedures and/or protocols are required.

The EMP provides a framework so that any emergency sub-plans across the university will be consistent, i.e., the definitions/designation of emergency, command structures, responsibilities, etc. The University may have established emergency sub-plans, i.e. Pandemic plan, Residence Evacuation plan, Labour Disruption plan, Communication plan, Research Continuation plan, etc. and academic and administrative

units may require additional plans in case of an emergency, which must be in alignment and consistent with the University EMP. This maintains a consistent systematic approach to managing the incident including the transfer of command in extended incidents. The Dean or unit head should consider the following for the development of their unit/issue specific sub-plans:

- The necessary precautions to protect people, critical research, animals, irreplaceable records, archives, valuable materials and equipment within their areas;
- The maintenance of appropriate emergency contact information and lists for all personnel within their areas;
- The need during an emergency to provide critical information to, Incident Commander (IC) or responding Campus Response Team (CRT) so that coordinated action may be taken if deemed appropriate;
- Establishing Business Continuity Plans for maintaining or restoring essential business functions during the demobilization stage,

As each faculty or departmental emergency sub-plan is developed, it shall be submitted to the Director of Campus Security and Emergency Services for review to ensure they are consistent with the EMP. These plans will be reviewed annually or more frequently when required.

5.0 Authority

This statement is made in recognition that Queen's University officially endorses the Ontario Incident Management System (IMS) as the established system for incident management.

This endorsement is made in recognition that:

The Ontario Incident Management System provides standardized organizational structures, functions, processes and terminology for use at all levels of emergency response in Ontario.

The goal of the incident management system is to provide an efficacious, flexible, and consistent structure and process that is scalable to manage.

Approved/adopted this 4th day of August, in the year 2020 by the Senior Leadership Team.

6.0 Definitions

Base

A Base is the location from which primary logistics and administrative functions are coordinated and administered. There is only one Base per incident; however, it should be designed to be able to support operations at multiple sites, if the incident is complex. The Base is established and managed by the Logistics Section. Resources in the Base are always uncommitted ('out-of-service').

Camp

A Camp is a temporary, separate facility from the Base. Camps provide certain essential auxiliary forms of support, such as food, sleeping areas, and sanitation, and may also provide minor maintenance and servicing of equipment. Multiple camps may be used, and they may be relocated to meet changing

operational requirements. Each Camp will have a Camp Manager assigned. However, not all incidents will necessarily need to have camps.

Campus Response Teams (CRT)

Response personnel who are normally the first to respond to an emergency or incident. These include members of Campus Security and Emergency Services, Environmental Heal & Safety, Facilities.

Chain of Command

A series of command, control, executive, or management positions in hierarchical order of authority.

Command

The act of directing, ordering, or controlling by virtue of explicit statutory, regulatory, or delegated authority.

Command Post

A command post can be a vehicle, building or other structure, where you can actively manage the scene.

Emergency

As defined by Emergency Management Ontario, an emergency is defined as a situation or an impending situation that constitutes a danger of major proportions that could result in serious harm to persons or substantial damage to property and that is caused by the forces of nature, a disease or health risk, an accident or an act whether intentional or otherwise. An Emergency may also be referenced as an incident in this plan.

Emergency Information or Emergency Communications

Refers to both targeted and wider information about an emergency that is communicated for consumption by public, media, and other partners and stakeholders.

Emergency Information Centre

A facility specifically designated, and properly equipped should be identified for emergency information use, where possible. Typically, a community will establish an Emergency Information Centre (EIC) from which to coordinate emergency information activities such as: press releases, receiving public queries, media briefings, and monitoring. The EIC shall be located away from the incident but within a controlled access point.

Emergency Operations Centre

An EOC is a facility from which incident management support to a SIC/IC is coordinated. It must have the appropriate technological and telecommunications systems to ensure effective communication in an emergency.

Queen's University has established an EOC at the Campus Security and Emergency Services Conference Room (Rm. 211). Should this location be inaccessible for any reason, the alternative location for the EOC will be at Duncan McArthur Hall on West Campus at the Faculty Conference Room (Rm. A115).

Event

A planned, non-emergency activity. IMS can be used as the management system for a wide range of events, e.g., parades, concerts, or sporting events.

Hazard

An event or physical condition that has the potential to cause fatalities, injuries, property damage, infrastructure damage, agricultural loss, damage to the environment, interruption of business, or other types of harm or loss.

Hot Zone

(also referred to as the exclusion zone)

Is the area where contamination may occur. The primary activities performed in this area are hazard assessment, control of the release or hazard and rescue. Personnel working in the Hot Zone wear high-level personal protective equipment required for that site.

Incident Command Post

The Incident Command Post (ICP) is the location from which SIC/UIC oversees incident management. An ICP is only established when an incident occurs or is planned. There is only one ICP for each incident or event; however, this facility may change locations during the incident. The ICP is usually close to the incident but not in the Hot Zone.

Incident

See Emergency

Incident Action Plan

A plan containing general objectives that reflect the overall strategy for managing an incident. It may include the identification of operational resources and assignments as well as attachments that provide direction and important information for management of the incident.

University Incident Commander (UIC)

The entity / individual responsible for all incident activities during a Level Three Response, including the development of strategies and tactics and the ordering and the release of resources. The UIC has overall authority and responsibility for conducting incident operations and is responsible for the management of all incident operations. The UIC's primary location shall be in the Emergency Operations Centre (EOC).

Incident Management System

A standardized command and control approach to emergency management encompassing personnel, facilities, equipment, procedures, and communications operating within a common organizational structure.

Operational Period

The time scheduled for executing a given set of operation actions, as specified in the Incident Action Plan. Operational periods can be of various lengths, although usually not over 24 hours.

Resource

Resources are personnel and major items of equipment, supplies, and facilities available or potentially available for assignment to incident operations and for which status is maintained. Resources are described by kind and type and may be used in operational or support capacities

Response

Activities that address the short-term, direct effects of an incident. Response includes immediate actions to save lives, protect property, and meet basic human needs. Response also includes the execution of emergency operations plans and of mitigation activities designed to limit the loss of life, personal injury, property damage, and other unfavourable outcomes.

Scene Incident Commander (SIC)

The entity / individual responsible for all Level One or Two Response activities, including the development of strategies and tactics and the ordering and the release of resources. The SIC has overall authority and responsibility for conducting incident operations and is responsible for the management of all incident operations.

Section

The organizational level having responsibility for a major functional area of incident management, e.g. Operations, Planning, Logistics, Finance/Administration, and Intelligence (if established).

Section Chief

The IMS title for individuals responsible for management of functional sections: Operations, Planning, Logistics, Finance/Administration, and Intelligence (if established as a separate section).

Staging Area

A Staging Area is a temporary location where personnel and equipment wait for tactical assignments. It may include feeding, fueling, and sanitation services for personnel being deployed. Staging Areas should be located close enough to the incident for a timely response (normally within five minutes travel time to the area of expected need), but far enough away to be out of the immediate Hot Zone. Only resources having a status of 'available' (i.e., for immediate tactical assignment) are held in a Staging Area.

Threat

An indication of possible violence, harm, or danger.

7.0 Incident Categories

An incident is an occurrence or event that requires an emergency response to protect life, property, or the environment, or an incident or event requiring a coordinated response and/or planning.

7.1 Simple Incidents

Incidents requiring minimal allocation of resources to respond to an emergency through activation of the EMP. Simple incidents have some or all of the following characteristics:

- Incidents that occur frequently and are handled routinely
- Tend to require few resources
- Have a limited command structure
- Relatively short in duration,
- Require no special arrangements, do not over-task the resources of the responding department
- Require the use of tactics within the training and knowledge scope of those regularly involved with response

7.2 Complex Incidents

Incidents requiring higher level of resources to respond to an emergency through activation of the EMP. Complex incidents have some or all of the following characteristics:

- Involves multiple departments internally and external agencies.
- Requires special knowledge and/or training to resolve
- Poses a significant risk to the responders or the community as a whole
- Have the potential to cause widespread damage or loss of life/injury
- Requires a more complex organizational structure
- Necessitates formal planning
- Prolonged duration that will require major changes in personnel who may be required to perform various duties outside of the normal scope of their portfolio and/or rotate in and out of various roles that involve successive operational periods
- Large in scale, requiring a number of resources
- Pose a significant reputational risk to the university
- Establishment of a Scene Incident Command Post, Hot Zone perimeter with access and egress points, Emergency Information Facilities, Staging Area, Base and Camp, or other areas deemed appropriate by the Scene Incident Commander (SIC) or University Incident Commander (UIC) depending on activation level.

8.0 Emergency Response Levels

Response to incidents or emergencies under this plan are categorized under three levels with an increasing level of resources required to mitigate the incident.

8.1 Level One Response

Response to an incident that represents a danger to the university and warrants close attention but can be resolved with resources existing within the department or by a responding internal or external service unit. The appropriate department or external service units will respond to the incident immediately to assess and identify a person as the Scene Incident Commander (SIC). A simple incident would typically require a level one response.

Example Level One Conditions/Response:

- **Evacuation** – Limited, small number of people and for a short duration;
- **Threat to life/loss of life** – no obvious threat to or loss of life;
- **Essential Services** – Impact is short in duration and can be addressed internally;
- **Infrastructure –** minimal disruption to infrastructure e.g., secondary roadways closed for a short duration;
- **Emergency Service Response/Support –** limited to one or two departments/agencies with short duration response;
- **Scene Incident Command (SIC**) – Activation limited to the IMS Command structure with assigned roles and responsibilities and expanded where necessary to address a localized emergency;
- **Reputational Risk**– Minimal to no reputational risk to the university;
- **Notification** –In all instances the appropriate department within Risk and Safety Services (e.g. Campus Security and Emergency Services [CSES] Environmental Health and Safety [EHS], Insurance Services, or Executive Director, Risk and Safety Services will be advised by the Campus Response Team [CRT] or a representative of a Department/Faculty which is directly affected by the emergency. It is expected that the Scene Incident Commander [or their supervisor] will notify the Dean or Senior Leadership member responsible for the area affected. These senior leadership members will determine if the Principal's Office should be alerted [refer to Section 3.0]).

8.2 Level Two Response

Response to an incident requires involvement at an operational level from a Campus Response Team (CRT) (Campus Security and Emergency Services [CSES], Environmental Health and Safety [EH&S], Facilities, etc.) and/or assistance from outside emergency response agencies. Internal and external departments and agencies will be requested to respond to resolve the emergency as approved by the Scene Incident Commander (SIC).   Typically, activation of Scene Incident Command and establishment of a Command Post, Emergency Information Officer, and communications post. A complex incident would minimally require a level two response.

Example Level 2 Conditions/Response:

- **Evacuation –** Localized to a specific area, which may require setup of a reception centre or other extraordinary measures to support displaced persons;
- **Threat to life/Loss of Life –** Threat to public may be substantial if not addressed and mitigated by responders;

- **Infrastructure –** major transportation routes or facilities impacted;
- **Essential Services –** Impact is extended in duration and may require additional resources to return to normal operations.
- **Emergency Service Response/Support –** Required; however, can be managed without a great impact to the provision of municipal services.
- **Scene Incident Commander (SIC) –** Activation limited to the IMS Command structure with assigned roles and responsibilities and expanded where necessary to address a localized emergency;
- **Reputational Risk:** Poses moderate risk to the university's reputation
- **Notification –** The Executive Director of Risk and Safety Services is aware and coordination of strategic response and ongoing monitoring is underway with the SLT and its designated leads. SLT designated leads are provided regular updates by the Executive Director of Risk and Safety Services or designate through a situational awareness briefing report (SITREP).

If the incident escalates to a Level 3 response, an Emergency Operations Centre (EOC) is established.

8.3 Level Three Response

Response required for an imminent or ongoing event that impacts/disrupts or has the potential to impact/disrupt a sizable portion of the campus and/or the surrounding community. The EOC will be activated and appropriately staffed as necessary to carry out assessments of the incident, to initiate response activities and ensure coordination with the City of Kingston (where necessary). Appropriate contacts and organizations will be notified and called upon, as required. All incidents where the EOC is activated are complex incidents.

Example Level 3 Conditions/Response:

- **Evacuation –** Large scale evacuation;
- **Threat to Life/Loss of Life –** major loss of life or threat to life for a large number of people;
- **Infrastructure –** all or most roads closed/loss of major municipal facilities, reducing or eliminating essential service;
- **Essential Services –** disasters can destroy university assets such as buildings, equipment and impact human capital which affects the ability to sustain viability. This may be detrimental to the Queen's community's ability to recover to a "pre-disaster" normal operation;
- **Emergency Service Response/Support –** all or most emergency services involved, responding to the incident, and routine operations suspended;
- **High Reputational Risk –** significant focus by internal and external stakeholders on a incident or event that poses significant reputational risk to the institution (note that reputational risks might also involve other types of incidents that could be captured under Level 1, 2 or 3 conditions/responses.
- **Scene Incident Commander –**Scene Incident Command post remains in place and the SIC reports to University Incident Commander (UIC) in the EOC command post.
- **EOC –** Activated by the Office of the Principal as recommended by the SIC or management responsible for the area, Dean impacted by the emergency.

- **University Incident Commander (UIC)** – Activated in the EOC to coordinate activities in support of the emergency including operations of the entire University.
- **City of Kingston –** The City of Kingston Emergency Response Plan may be activated.

Important Note: It is always possible that an emergency resulting in a Level One or Level Two response will escalate beyond departmental and external agencies resource capabilities. The decision to recommend to the Office of the Principal initiation of the EOC and escalation to Level 3 response is the responsibility of the SIC attempting to resolve the emergency in consultation with the management responsible for the area, Dean and/or member(s) of the SLT.
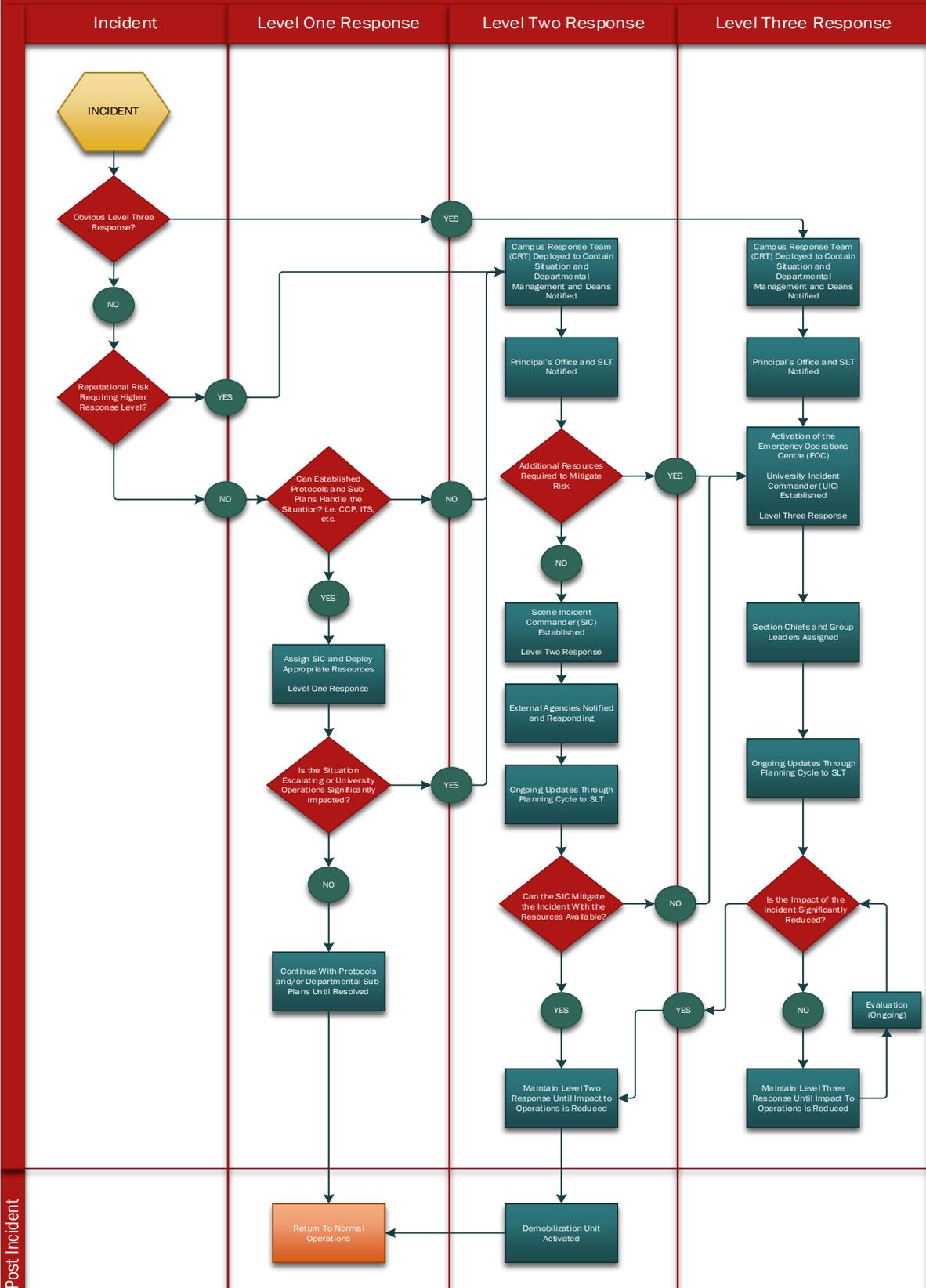
8.4 Utilizing the Emergency Management Plan

Emergency Response

All incidents, whether simple or complex (refer to section 7.0), require immediate notification to the responsible Dean or senior VP responsible. The Dean or member of SLT should alert the Principal's Office if deemed necessary so coordination at the senior level may be undertaken.

Queen's employees, students, faculty and visitors should advise the Emergency Report Centre (ERC) at 613-533-6111 as quickly as is feasible, if they are involved in an emergency. The ERC will dispatch the appropriate Campus Response Team members (Campus Security and Emergency Services, Environmental Health & Safety, Facilities) who will assume control and overall management of the site until relieved by a Scene Incident Commander (SIC).   If not already undertaken, the management responsible for the area, Dean or SLT member shall be alerted by the ERC.

If additional resources are required to manage a complex incident the Scene Incident Commander and/or the management responsible for the area, Dean or SLT member will notify the Office of the Principal and recommend activation of the Emergency Operations Centre (EOC).

Emergency Management Plan Activation Process

Incident	Level One Response	Level Two Response	Level Three Response

INCIDENT

Obvious Level Three Response? — YES

NO

Reputational Risk Requiring Higher Response Level? — YES

NO

Can Established Protocols and Sub-Plans Handle the Situation? i.e. CCP, ITS, etc. — NO

YES

Campus Response Team (CRT) Deployed to Contain Situation and Departmental Management and Deans Notified

Principal's Office and SLT Notified

Additional Resources Required to Mitigate Risk — YES

NO

Campus Response Team (CRT) Deployed to Contain Situation and Departmental Management and Deans Notified

Principal's Office and SLT Notified

Activation of the Emergency Operations Centre (EOC)
University Incident Commander (UIC) Established
Level Three Response

Assign SIC and Deploy Appropriate Resources
Level One Response

Scene Incident Commander (SIC) Established
Level Two Response

Section Chiefs and Group Leaders Assigned

External Agencies Notified and Responding

Is the Situation Escalating or University Operations Significantly Impacted? — YES

NO

Ongoing Updates Through Planning Cycle to SLT

Ongoing Updates Through Planning Cycle to SLT

Continue With Protocols and/or Departmental Sub-Plans Until Resolved

Can the SIC Mitigate the Incident With the Resources Available? — NO

YES

Is the Impact of the Incident Significantly Reduced? — NO

YES

Evaluation (Ongoing)

Maintain Level Two Response Until Impact to Operations is Reduced

Maintain Level Three Response Until Impact To Operations is Reduced

Post Incident

Return To Normal Operations

Demobilization Unit Activated

9.0 Emergency Information Management

In the event of an emergency, the **Emergency Communications Plan** (ECP) may be initiated.

The **Crisis Communication Plan (CCP)** is the primary reference tool for the University Relations-led cross-campus **Emergency Communications Team (ECT)**, and outlines the procedures for coordinating and communicating emergency information to affected publics in the event of a crisis or emergency that impacts the Queen's community. Execution of the **ECP** is led by the **Emergency Information Officer (EIO)**.

"Emergency information" or "emergency communications" refers to both targeted and wider information about an emergency that is communicated for consumption by public, media, and other partners and stakeholders.

The key purpose of Emergency Information Management is to:

- Disseminate information in support of operational responses where public safety could be compromised; and,
- Maintain stakeholder confidence in Queen's University and protect its reputation by:
    - Coordinating message development and dissemination to stakeholders in a decentralized multi-stakeholder environment;
    - Ensure stakeholder communications are approved quickly by the appropriate individuals; and,
    - Establish Queen's as a credible source of information as quickly as possible.

It is Queen's University's goal to communicate with everyone who may be significantly affected in any emergency situation – faculty and staff, students, families, alumni, visitors to campus and the public – and to work with response agencies and with the media to ensure effective and forthright communication across all channels and platforms.

All persons must be taken into consideration, including those with special needs, such as (but not limited to):

- Those with disabilities
- Those with special language needs
- Foreign Nationals
- Those with a special interest in the emergency (e.g. relatives and friends of those deceased or missing)
- Those with pets / service / working animals
- Any other vulnerable persons

10.0 Structure and Functions

10.1 Introduction

This section provides the organizational management structure Queen's University will follow during emergencies. Queen's University has adopted the Incident Management System (IMS). The IMS is a standardized approach to emergency management encompassing personnel, facilities, equipment, procedures, and communications operating within an established organizational structure. IMS is predicated on the understanding that in every incident, there are certain management functions that must be carried out, which can be performed by the same individual depending on the scope of the emergency. It is designed to be scalable (expanded or retracted) depending on the level of operational response needed.

IMS is function based and every Incident, regardless of size or complexity, requires that certain management functions be performed. The approach to resolving an emergency is based on the five IMS Management Functions:

- Command
- Operations
- Planning
- Logistics
- Finance & Administration

10.2 Role and Function of the Principal and Principal's Office

The Principal determines whether the EOC is to be activated. Once that determination is made, the Principal or delegate will fulfill the following roles:

- Provide strategic direction and mentorship to the SIC or UIC considering the overall impact to the university.
- Where required assigning the roles of SIC, UIC, and Section Chief's with internal and external experts to manage the emergency incident.
- Spokesperson for the university when necessary to provide an overall message supporting the activities of the EOC during the emergency or upon the resolution of the emergency.
- Liaison between the university and the City of Kingston. The Principal will report to the City of Kingston EOC and will act in an advisory capacity through briefs provided by the Queen's UIC on a regular basis.
- Responsible for briefing the Board of Trustees and the Senate on the emergency and the progress being made in responding to the emergency.

10.3 Incident Management System Command Team Structure

Example of the Incident Management System Command Team for Queen's University Level one and Two Responses. At these levels the incident is managed by the Scene Incident Commander and is scalable with multiple roles being performed by the same individual. Note that the structure of the IMS Command Team will depend on the emergency level or organizational needs of the emergency
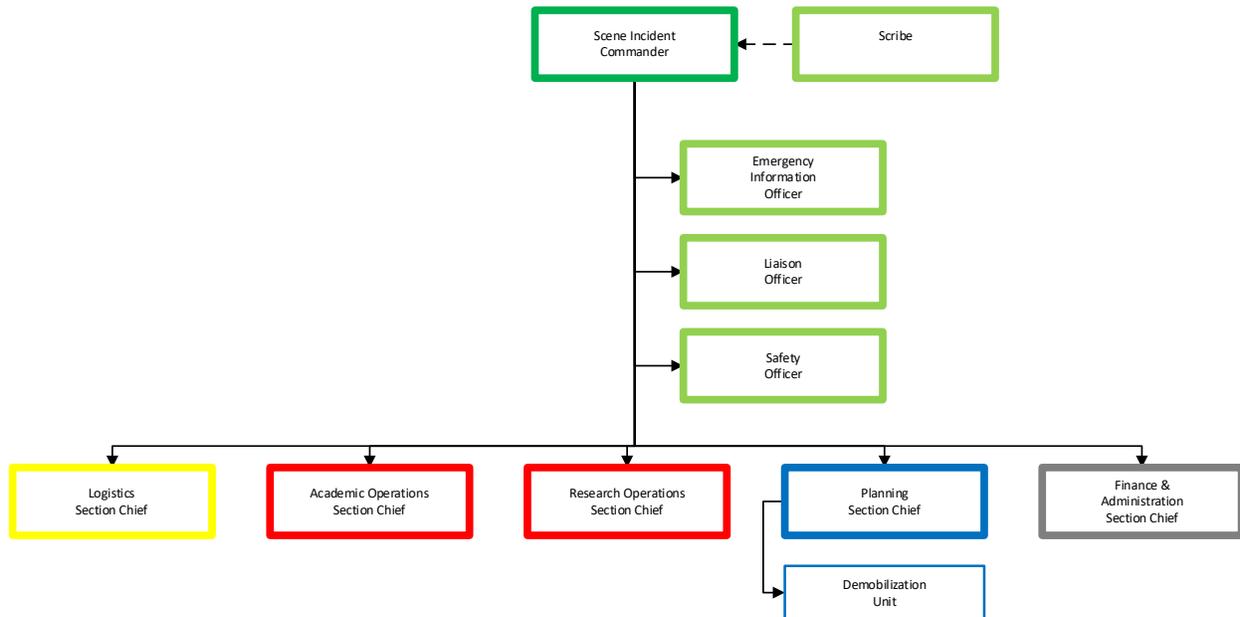
Figure 1.0 – Standard Incident Management System Command Team Structure for Level one and Two Response

10.3.1 Incident Command

Incident Commander (IC) is the first and primary organization component of the IMS structure. It has overall authority and is responsible for managing all responses to an incident and is the organizational component to which all other functions report. The Incident Commander reports to the scene or incident command post to manage the emergency. The IC is responsible for ensuring that appropriate notifications have been made. The Incident Commander can be either a Scene Incident Commander or University Incident Commander as defined below.

10.3.1.1 Scene Incident Command

At a Simple Incident or a level 1 or 2 Response, the Incident Command may be provided by the **Scene Incident Command (SIC).** The SIC is to be the first and primary organizational component of the IMS structure at the scene of the incident and will oversee that all operational responses are carried out during Level One or Level Two Responses.

The SIC may range from a Campus Response Team member, to a Departmental Director, to a Faculty Dean and may be required to perform outside the scope of their normal duties. Selection of the SIC is based on their experience, training and knowledge and is not based on positional authority.

A Scene Incident Commander (SIC) is always required to manage the emergency incident at the scene. The SIC shall maintain regular communications with the senior leadership member responsible, i.e. the Dean (if appropriate) or SLT member and/or Principal to provide updates on the progress of operations and receive strategic advice and direction.

The primary purpose in mitigating an emergency is to isolate a threat to an established area known as the Hot Zone, establishing perimeters and access and egress routes to ensure safety for the emergency responders and the general public.

10.3.1.2 University Incident Command

For more complex incidents, Incident Command may be transferred to **the University Incident Commander (UIC)**. Activation of the EOC and assigning a University Incident Commander depends on the scale and scope of the emergency. In the event that the severity of the emergency escalates to activation of the Queen's Emergency Operations Centre (EOC), the SIC will remain at the site of an emergency and serve as advisor to the University Incident Commander. The UIC and SIC can establish additional Liaisons and Technical Specialists to assist in managing the incident.

Table 1

Command	
Function	**General Responsibilities**
University Incident Commander (UIC)	- Overall management of the Emergency Operations Centre. - Responsible to manage multiple incidents, or to oversee large incidents which may include several Incident Management Teams. - Provide regular updates to the Principal and SLT. - Provides executive decision-making and coordinating off-site support for Incident Command teams. Set overall strategy and priorities; allocate critical resources between incidents according to priorities; ensure all incidents are properly managed; ensuring incident objectives are met and strategies followed. Maintain essential services for the University including areas impacted by the incident. - Performs Scene Incident Commander responsibilities when assigned.
Function	**General Responsibilities**
Scene Incident Commander (SIC)	- The first and primary organizational component of the IMS structure. - Provide regular updates to the Principal, UIC and SLT.

	• Responsible for the overall management of the incident, including the establishment of incident objectives strategies and the overall coordination of incident activities. Assigns Section Chiefs and Group Leaders as required listed in (Figure 2.0) • Establishes Planning cycles and institutes scheduled meetings. • Isolates the threat within a hot zone by establishing perimeters with access and egress points. • Approves all emergency information for release by the Emergency Information Officer (EIO).

The Command Staff	
Function	General Responsibilities
Emergency Management Coordinator (EMC)	• Coordinates flow of information and documents tasks assigned and completed including request for equipment, supplies, and external agencies to handle the emergency. • Coordinates the preparation and administration of the Emergency Operation Centre (EOC).
Scribe	• Develops a concise, accurate and chronological written record of events pertaining to the overall incident command process.
Emergency Information Officer (EIO)	• Coordinate with the Emergency Communication Team, In accordance with the Crisis Communication Plan. • Coordinates the development of emergency information regarding the incident and its release to the public. • Coordination with the public and media or with other agencies with incident-related information requirements.
Safety Officer	• Coordinates the evaluation and prioritization of response operations relative to hazardous situations, fire risk, health and environmental risks for the entire incident.

	• Provides direction to Scene Safety Officers and monitors safety conditions and develops measures for assuring the safety of all assigned personnel.
Liaison Officer	• Coordinates contact of supporting external organizations assisting at the incident. • Advises the SIC of issues related to the outside assistance, including current or potential interorganizational operational needs.

10.3.1.3 Section Chiefs

The Section Chiefs support the SIC or UIC, providing leadership for each critical operation of the university during the emergency. The management functional sections are: Academic Operations, Research Operations, Planning, Logistics, and Finance/Administration. Section Chiefs are necessary to manage complex emergency situations, assign tasks to Group Leaders and staff as necessary and update the SIC or UIC during the Operational Planning Cycle.

Not all IMS positions need to be activated for every incident. Depending on the complexity of the incident, individuals can assume more than one position.

The Section Chiefs	
Function	General Responsibilities
Logistics Section Chief	• Orders, obtains, maintains, distributes and accounts for essential personnel, equipment and supplies, beyond those immediately accessible to Operations. • Coordinates resources and other services to support incident management. • Coordinates the acquisition of supplies for staff to seamlessly resolve an incident. • Develops the telecommunications plan, • Provides telecommunications/IT services and resources, • Establishes food services, • Sets up and maintains incident facilities, • Provides support transportation, • Coordinates medical services to incident personnel. • Provides direction and supervision to Logistics Section staff.

Academic Operations Section Chief	• Coordinates overall supervision and leadership to the Academic Operations. • Coordinates of the collection, collation, evaluation and dissemination of information pertaining to the impact of the incident on the academic function of the university. • Coordinates the implementation of directions received from the SIC or UIC, as well as the coordination and assignment of all operations resources. • Coordinates and provides housing and food services, information to families of students, and medical and counseling services to students. • Provides direction and supervision to Academic Operations Section staff.
Research Operations Section Chief	• Coordinates overall supervision and leadership to the Research Services Section. • Coordinates of the collection, collation, evaluation and dissemination of information pertaining to the impact of the incident on the research functions of the university. • Coordinates the implementation of directions received from the SIC or UIC, as well as the coordination and assignment of all operations resources. • Coordinates animal care services, including the protecting, feeding, rescue and relocation, if necessary, of research animals in all campus facilities. • Develops the assessment and evaluation of the impact to the research functions of the university including developing mitigation plans to minimize the risk. • Provides direction and supervision to Research Services Section staff.
Planning Section Chief	• Coordinates the development of action plans for each operational period. • Coordinates the collection, collation, evaluation, analysis and dissemination of incident information during the planning cycle.

	• Manages the planning process, including preparing and documenting the IAP for each operational period. • Develops an analysis to forecast future emergencies in order to mitigate the potential impact through the development of contingency plans. • Maintains incident documentation and tracking resources assigned to the incident. • Manages the activities of technical specialists. • Provides direction and supervision to Planning Section staff. • Develops plans for demobilization.

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Finance & Administration Section Chief	• Coordinates financial and administrative support to an incident, including:
	    ○ all business processes,
	    ○ cost analysis,
	    ○ compliance with financial policies and procedures.
	• Tracks timesheets for incident personnel and equipment,
	• Contract negotiation and monitoring,
	• Reimburses expenses (individual and organization/department),
	• Cost estimates for alternative response strategies,
	• Monitors sources of funding,
	• Tracks and reports the financial usage rate.
	• Provides direction and supervision to Finance & Administration Section staff.

10.4 Role and Function of the Emergency Operation Centre University Incident Commander (UIC)

The EOC is activated in the event of a Level Three Response, or if an incident grows beyond the capabilities of the SIC and more resources are required to assist. On rare occasion the university may use the EOC structure for unique, preplanned large-scale events requiring a coordinated response (e.g. use of our facilities for a large concert or international sporting event). The EOC is the first and primary organizational component of the IMS structure and the UIC will oversee that all operational responses are carried out during an emergency while the EOC is operational.

The UIC is supported through other incident command functions, the SIC and Section Chiefs that will provide information specific to the emergency or location while also providing strategic thinking through their expertise and training in a specific area, during Planning Cycle Meetings (see role descriptions and responsibilities in Table 1).

The Principal, usually in consultation with other members of SLT, will assign an individual to the role of UIC. This decision is based on the individual's training and relevant experience regardless of position. There may be the need to transfer command to an outside agency or the City of Kingston should the emergency escalate beyond the capabilities of the university's resources.

The UIC will be responsible for regular communications with the Principal to provide updates on progress of operations and receive strategic advice and direction.
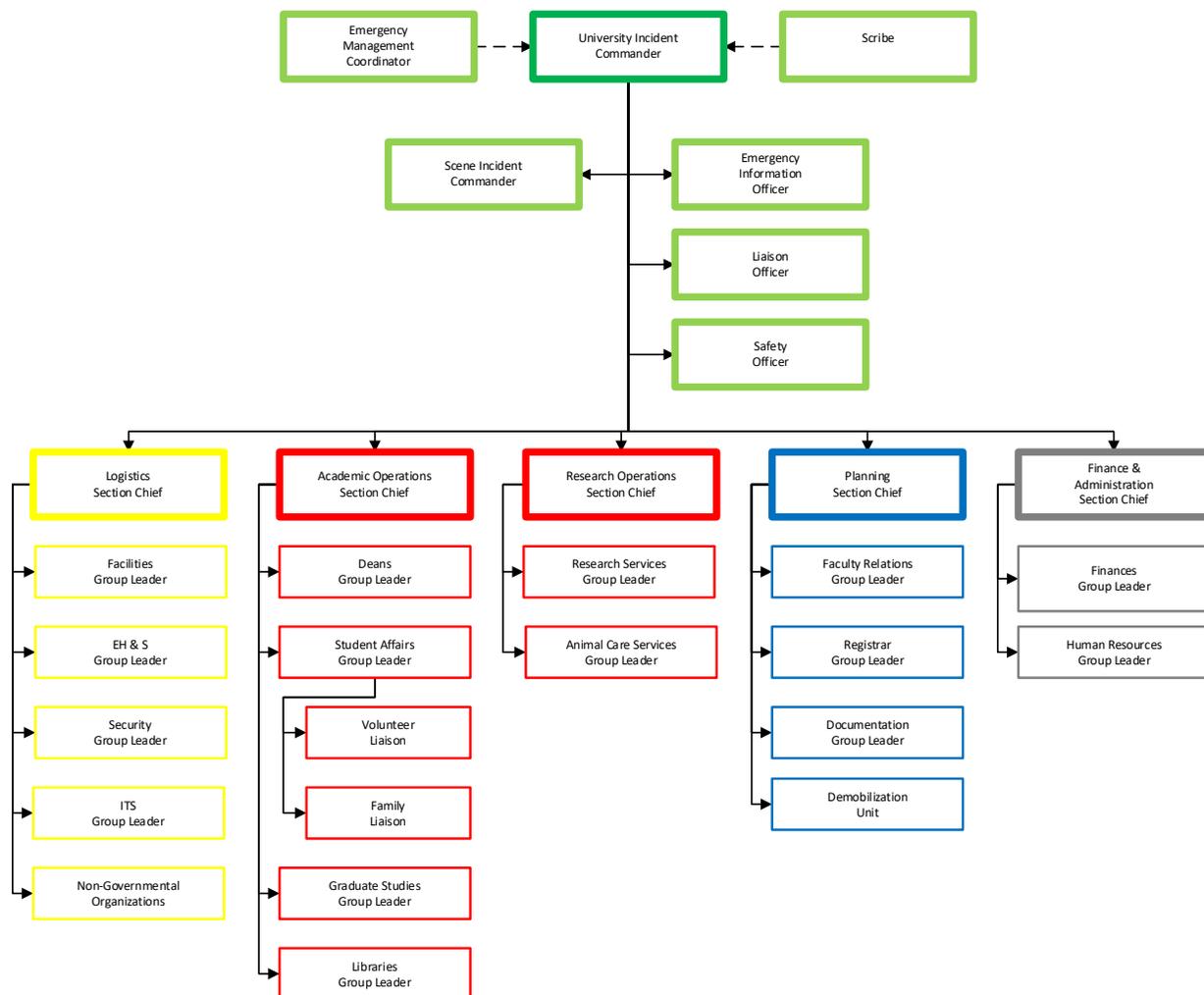
Figure 2.0 – *Emergency Operations Centre Incident Command organizational structure with expanded Group Leaders. Level Three Response.*

10.5 Role and Function of Group Leaders

Depending on the nature of the emergency and the impact that the incident is having on the university, additional response Group Leaders can be activated. Figure 2.0 outlines some of the additional response

groups that could be activated under the various functional areas. For a full list and description of group leaders refer to Appendix A.

The role of a Group Leader is to act in support of the UIC by taking on roles outside the scope of their normal duties. The Group Leaders will acquire and manage resources needed to mitigate the emergency and provide updates to the Section Chiefs and EOC during the Planning Cycle. The Group Leaders will also provide decision options to the Section Chiefs and relay orders to personnel under their command. The group leaders will provide updates to the Section Chiefs to brief the SIC or UIC in the planning meetings.

10.6 City of Kingston

The EMP is designed to incorporate the City of Kingston Emergency Response Plan where a Unified Command or a Transfer of Command may be required. In the event that the emergency evolves to the point beyond the capabilities of the Queen's University EMP, then the City's plan shall take over.

10.7 Transferring Incident Command

Although there is only one Incident Commander per incident, that function may transfer from one SIC or UIC to another. Similarly, an IMS Command position can transfer to another individual. The transfer of IC should be documented. This transfer of command may be triggered by:

- An expansion or evolution of the incident beyond the authority of the in-place person/team/level
- A contraction of the incident such that it is within the capability of another person/team/level
- Length of the incident requiring relief of the SIC or UIC and all members of the IMS command/team

Example: The City of Kingston Emergency Response Plan has been activated due to the evolution of the emergency and the Queen's EOC must transfer command to the City of Kingston IC (i.e. Kingston Fire and Rescue, Kingston Police).

The formal transfer of IC always requires that there be a full briefing for the incoming IC (SIC, UIC, or transfer to another entity), and notification to all personnel that a change in command is taking place. Such a transfer of command should take place face to face.

The briefing should include a thorough update that includes:

- Present incident status;
- Current Incident Action Plan (IAP);
- Objectives and progress towards achieving goals;
- Resource commitments;
- Forecasts and trends;
- and recommendations.

10.8 Terminating Command

Command must remain in place until the incident is completely demobilized for simple and complex incidents. Incident Command should always be appropriately terminated by providing necessary briefings and de-briefings, completing the necessary reports, and demobilizing all resources that are no longer required. Terminating Command applies to the entire incident.

11.0 Operational Period and Incident Action Planning (IAP)

Every incident whether simple or complex must have an Incident Action Plan (IAP). The IAP may be verbal (as is often the case with a simple incident) or written. It provides all incident supervisory personnel with directions for actions to be implemented. The IAP is the working document that drives the operation.

The IAP is completed through the process of the Planning Cycle (refer to Section 11.2). It is completed by the Planning Section and must be approved by the Scene Incident Commander (SIC) or University Incident Commander (UIC) prior to distribution.

The time frame covered by the IAP is know as the Operational Period**,** which is the time scheduled for executing a given set of operational plans, as specified in the IAP. Operational periods can vary in length, although they are not usually over 24 hours and may be modified or revised if the IAP is altered as circumstances change. Each IAP covers one Operational Period.

11.1 Developing an Incident Action Plan

At a minimum, the initial IAP should outline objectives to be achieved, strategies to be used, and tactics required to implement strategies.

Five Steps to developing the IAP:

1. *Assess the Situation* – the goal of this stage is to determine what is the problem.
2. *Establish incident objectives* – measurable and attainable statements of what must be achieved to correct the problem. This must be consistent with the overall strategic direction.
3. *Develop the Plan*
    a. Develop the tactics for how the strategy will be carried out
    b. Develop an incident organization structure
    c. Develop supporting plans as required
4. *Implement the Plan* through orders or directives
5. *Evaluate* – Command must constantly assess and re-evaluate objectives, strategy and tactics. Ongoing evaluation ensures maximum effectiveness of the IAP.

11.2 Planning Cycle

The Incident Action Plan is completed through a series of meetings through the Planning Cycle as depicted in figure 3.0

Embedded within this process is meetings of the Section Chief's (Logistics, Academic Operations, Research Operations, Planning, Finance and Administration) with their designated team leaders, if established, to determine the required strategies for their section to complete the objectives outlined in the IAP:

1. Determine their priorities for each objective
2. Document their IAP actions on specific forms
3. Request in advance resources to complete actions
4. Measure success of their actions
5. Provide results and make recommendations to the SIC/UIC at the next planning meeting.

Once an IAP for the current operational period is in place, the Planning Cycle immediately begins for the next period under the supervision of the Planning Section Chief. Therefore, each successive IAP is always working one cycle ahead. It is critical that planning be done far enough in advance to ensure that requested resources are available when the Operational Period begins.
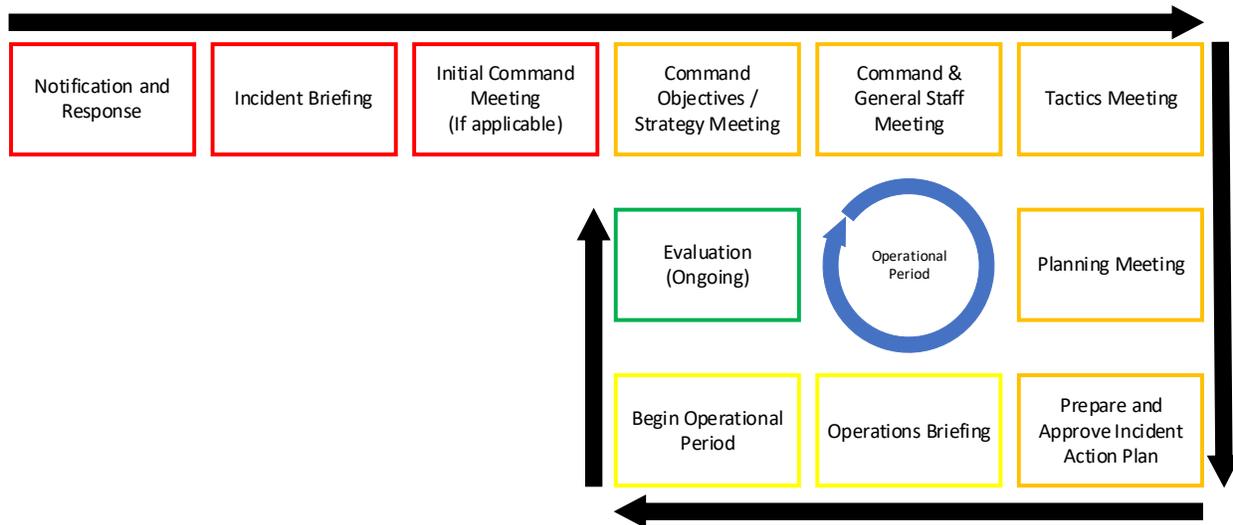

Figure 3.0 – *Planning Cycle*

- Incident Briefing – to brief all incoming staff on the incident
- Initial Command Meeting – to establish the command structure and determine who is in Command)
- Objectives/Strategy Meeting – for Command to establish objectives/strategies
- Tactics Meeting - Tactics explain *how* the strategy will be carried out. This involves detailing how resources will be deployed to achieve the objectives based on the incident strategy. For simple incidents, tactics are typically developed for the entire incident. In any event, tactical aims should be achievable within a single operational period.
- Planning Meeting – to review/finalize the Incident Action Plan, with Section Chiefs reporting on how they will complete assigned tasks, and planning for the next IAP.
- Operations Briefing – to brief staff on the IAP for the next operational period

12.0 Demobilization

Demobilization shall be considered from the early stages of an incident since keeping resources attached to an incident is not only costly, but also keeps them unavailable to be used in other incidents. The restoration of normal operations shall begin with the systematic and safe release of resources from an incident. The SIC or UIC depending on response level will determine when to:

- Deescalate the Emergency status;

- Return command to SIC;
- Commence Demobilization efforts

For complex incidents, it may be incumbent upon the Planning Section to initiate a Demobilization Unit to identify resources for demobilization paying particular attention to safety and cost. The Demobilization Unit will also need to develop and implement the Demobilization Check-Out Plan in order to track all resources from each section have been debriefed and released with the following objectives in mind:

- **Supplies:** Restocked and inventory control.
- **Facilities:** Cleaned and repaired as necessary prior to the return to their original function.
- **Equipment:** Return of equipment provided by the incident organization (i.e. radios, phones, computers, etc.)
- Address or assign responsibility for any items relating to the emergency incident that remain outstanding.
- Securing of all attached personnel and equipment.
- Paying of invoices.

13.0 Post Incident

Following the cessation of an emergency, a post incident review will be initiated by Risk and safety Services and a report provided to the Senior Leadership Team. The review shall include but not restricted to:

- Consolidation of all relevant documentation generated during the emergency response. This is collected and collated by the Scribes.
- Survey of the UIC/SIC, Campus Response Teams, affected departments and the Queen's community.
- Survey of the external stakeholders that responded to the emergency.
- Debrief of the incident, when the incident is completely resolved.

The objectives of the post incident review include:

- Prepare a post incident report identifying areas where the Queen's University EMP may require modification as a result of the emergency experience and make recommendations for any modifications that may be required.
- To review and update training and procedures and to determine if the acquisition of additional resources or equipment is required to prevent or mitigate future emergencies.

14.0 Training/Testing

The Queen's University EMP will be tested annually generally utilizing one of the following approaches:

- Educational workshops explaining the EMP to departments and units.
- Creation of training videos for specific simple and complex emergencies, i.e. active shooter, Residences evacuation drills.

- Updating the emergency contact lists annually during Emergency Management Week (May)
- Tabletop exercises of the Emergency Operations Centre (EOC) and Scene Incident Command (SIC) conducted focusing on a specific department and/or faculty;
- Live exercises of an emergency can be carried out focusing on a specific department and/or faculty;
- Participation in a Kingston Police, Kingston and Frontenac Fire and Rescue or City of Kingston Emergency Response exercise on Queen's University property.

15.0 Review and Maintenance

Each on-campus Department, unit or group is responsible for updating their emergency contact lists at a minimum annually each May.

The Queen's University EMP will be reviewed on an annual basis to ensure that it is appropriately aligned with the IMS as delivered by Emergency Management Ontario, roles and responsibilities are updated

Any proposed major revisions of the EMP will be submitted to the SLT through the Executive Director of Risk and Safety Services, with consultation from applicable departments for final approval.

Acronyms

CRT   Campus Response Team

EIC   Emergency Information Centre

EIO   Emergency Information Officer

EMP   Emergency Management Plan

ERC   Emergency Report Centre

EOC   Emergency Operations Centre

IC   Incident Command

ICP   Incident Command Post

IMS   Incident Management System

SIC   Scene Incident Commander

UIC   University Incident Commander

Appendix A: Group Leaders

Group Leaders

Logistics	
Function	General Responsibilities
Facilities Group Leader	• Coordinates resources and other services to support incident management. • Acquisition of supplies for staff. • Coordinates access to building plans, critical infrastructure plans, and mechanical operations of facilities.
EH&S Group Leader	• Coordinates the evaluation and prioritization of response operations relative to hazardous situations, fire risk, health and environmental risks at the specific scene. • Provides updates to the EOC Safety Officer if established or monitors safety conditions at the scene and develops measures for assuring the safety of all assigned personnel.
Security Group Leader	• Coordinates all security related matters relating to the emergency. This includes access control, facility closure, evacuations, evacuation assembly sites, and temporary housing. • Responsible for the security of the Emergency Operation Centre (EOC). • Primary contact for supporting external organizations assisting at the incident.
ITS Group Leader	• Provides technological resources and other services to support incident management. • Provides for the smooth and seamless operation of IT related equipment to support the incident. • Provides strategic thinking and advice in relation to cyber attack incidents.
Non-Governmental Organizations	• An entity with an association that is based on the interests of its members, individuals, or institutions and that is not created by a government. (i.e. Red Cross, St. John's Ambulance) • Coordinates with Group Leaders and other stakeholders to provide necessary services,

facilities and equipment to assist in the response to or mitigation of the emergency.

Academic Operations	
Function	General Responsibilities
Deans Group Leader	• Provide resources and strategic thinking to reduce the impact of an emergency to the academic and administrative functions of specific faculties. • Provide specific information about site and site hazards.
Student Affairs Group Leader	• Coordinate resources to reduce the impact of the incident to the students. • May activate Volunteer and Family Liaisons to help coordinate resources to assist students during an emergency response and recovery. • Coordinates and provides housing and food services, information to families of students, and medical and counseling services to students.
Volunteer Liaison	• Coordinate and assign tasks as needed to volunteers.
Family Liaison	• Coordinate and provide resources and information as needed to the families of those affected by the incident.
Graduate Studies Group Leader	• Provide resources and strategic thinking to reduce the impact of an emergency to all areas of Graduate Studies.
Libraries Group Leader	• Provide guidance and strategic thinking to ensure the protection of Library assets, special collections and resumption of services.

Research Operations	
Function	General Responsibilities
Research Services Group Leader	• Coordinates the collection, collation, evaluation and dissemination of information pertaining to the incident's impact on the research at the university.

Animal Care Services Group Leader	• Coordinate and provide resources for animal care services, including protecting, feeding, rescue and relocation, if necessary, of research animals in all campus facilities.

Planning	
Function	General Responsibilities
Faculty Relations Group Leader	• Provide resources and strategic thinking during an emergency to ensure the administrative needs of Faculty are maintained during the course of an emergency.
Registrar Group Leader	• Provide resources and strategic thinking during an emergency to support the academic mission of the university is maintained in the event enrolment management is impacted by the emergency. Will also be able to provide critical information in areas of student information and records.

Finance & Administration	
Function	General Responsibilities
Finances Group Leader	• Track the financial and cost aspects of an incident.
Human Resources Group Leader	• Ensuring that action plans fall within the parameters of university HR policies and procedures. • Provide strategic direction and information when developing action plans that could affect payroll, hiring, staffing requirements, etc. • Provide guidance, direction and recommendations where special circumstances warrant.