



## Emergency Management Plan

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<b>Approving authority</b>	Executive Group
<b>Approval date</b>	15 December 2017
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<b>Next scheduled review</b>	2020
<b>Document URL</b>	<a href="http://policies.griffith.edu.au/pdf/Emergency%20Management%20Plan.pdf">http://policies.griffith.edu.au/pdf/Emergency Management Plan.pdf</a>
<b>TRIM document</b>	2019/0000024

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### Related documents

[Crisis Management Plan](#)

Crisis Communication Management Plan

Residential Colleges Emergency Response Plan

Warden Handbook

GU Bushfire Emergency Procedures

Building Evacuation Plans

## DOCUMENT CONTROL

Document Reference	CLF-EM-PLN-001	
Document Title	Emergency Management Plan	
Version	1.2	
Date	December, 2017	
Element	Campus Life	
Electronic Reference		
Revision	(3yrs) December 2020	By: Director, Campus Life

## DOCUMENT HISTORY

Version	Description	Approved by Executive Group - Date
1.0	Issue 1	July 2016
1.1	Update to Document List	August 2017
1.2	Update to Section 5	December 2017

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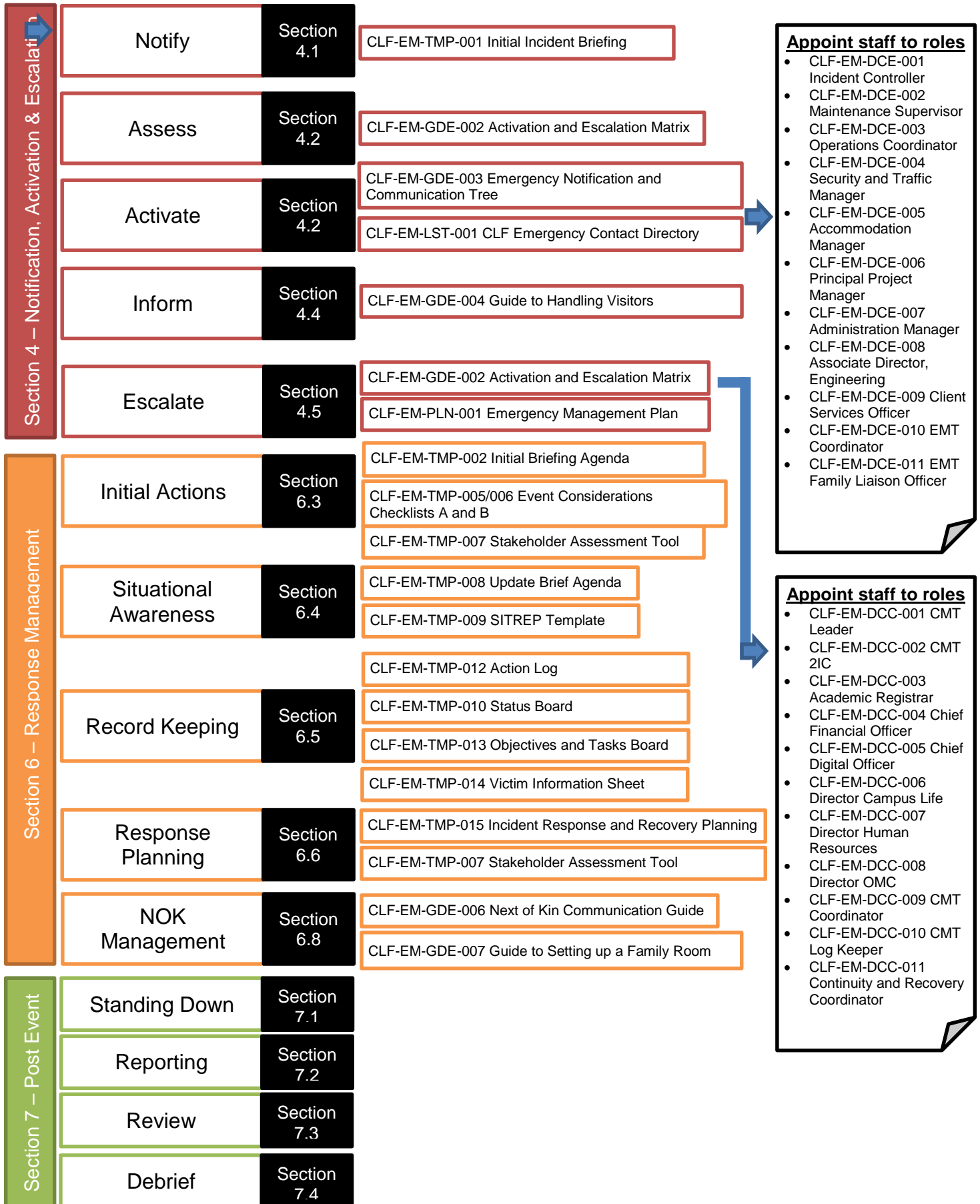
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Emergency Management Plan	
CLF-EM-PLN-001	Emergency Management Plan
CLF-EM-PLN-002	Colleges Emergency Response Plan
CLF-EM-GDE-001	University Response Framework
CLF-EM-REG-001	Emergency Events Risk Register
CLF-EM-SOP-001	Quick Reference Emergency Response Procedures
Notification, Activation and Escalation	
CLF-EM-TMP-001	Initial Incident Briefing
CLF-EM-GDE-002	Activation and Escalation Matrix
CLF-EM-GDE-003	Emergency Notification and Communication Tree
CLF-EM-LST-001	Emergency Contact Directory
CLF-EM-GDE-004	Guide to Handling Visitors
CLF-EM-GDE-005	EMT / CMT Room Set Up and Information Flow
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CLF-EM-TMP-002	Initial Briefing Agenda
CLF-EM-TMP-005	Event Considerations Checklist A (actions in the first 6 hours)
CLF-EM-TMP-006	Event Considerations Checklist B (actions after the first 6 hours)
CLF-EM-TMP-007	Stakeholder Assessment Tool
CLF-EM-TMP-008	Update Brief Agenda
CLF-EM-TMP-009	SITREP Template
CLF-EM-TMP-010	Status Board
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CLF-EM-TMP-012	Action Log
CLF-EM-TMP-013	Objectives and Tasks Board
CLF-EM-TMP-014	Victim Information Sheet
CLF-EM-TMP-015	Incident Response and Recovery Planning
CLF-EM-GDE-006	Next of Kin Communication Guide
CLF-EM-GDE-007	Guide to setting up a family room
Emergency Management Procedures and Guidelines	
CLF-EM-SOP-002	Griffith University Bushfire Emergency Procedures

CLF-EM-SOP-003	Power and Data Network Outage Procedure
CLF-EM-SOP-004	Emergency Lockdown Procedure
CLF-SEC-GDE-007	Unattended / Suspicious Items and Behaviour
CLF-EM-GDE-008	Hazardous Materials Spill / Release Guideline
CLF-EM-GDE-009	Sexual Assault - Care and Support Guideline
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<b>Emergency Management Templates</b>	
CLF-EM-TMP-016	CMT Team Structure
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CLF-EM-TMP-020	Emergency Timeline
CLF-EM-TMP-021	Shift Handover Checklist
CLF-EM-TMP-022	Site Movements Information Sheet
CLF-EM-TMP-023	Communications Board
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<b>Crisis Management Team (CMT)</b>	
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CLF-EM-DCC-002	CMT 2IC
CLF-EM-DCC-003	Academic Registrar
CLF-EM-DCC-004	Chief Financial Officer
CLF-EM-DCC-005	Chief Digital Officer
CLF-EM-DCC-006	Director Campus Life
CLF-EM-DCC-007	Director Human Resources
CLF-EM-DCC-008	Director OMC
CLF-EM-DCC-009	CMT Coordinator
CLF-EM-DCC-010	CMT Logkeeper
CLF-EM-DCC-011	Continuity and Recovery Coordinator
<b>Emergency Management Team (EMT)</b>	
CLF-EM-DCE-001	Incident Controller
CLF-EM-DCE-002	Maintenance Supervisor
CLF-EM-DCE-003	Operations Coordinator
CLF-EM-DCE-004	Security and Traffic Manager
CLF-EM-DCE-005	Accommodation Manager
CLF-EM-DCE-006	Principal Project Manager
CLF-EM-DCE-007	Administration Manager
CLF-EM-DCE-008	Associate Director Engineering
CLF-EM-DCE-009	Client Services Officer
CLF-EM-DCE-010	EMT Coordinator
CLF-EM-DCE-011	EMT Family Liaison Officer

**RESPONSE MANAGEMENT MAP**



## 1. INTRODUCTION

Griffith University has produced this Emergency Management Plan (EMP) as part of its commitment to both the safety and wellbeing of its people (staff, students, visitors, tenants and site users) and maintenance of operations, in the event that an emergency occurs on one or more of the University's campuses that requires a response.

This plan has been developed against the following principles of effective emergency management:

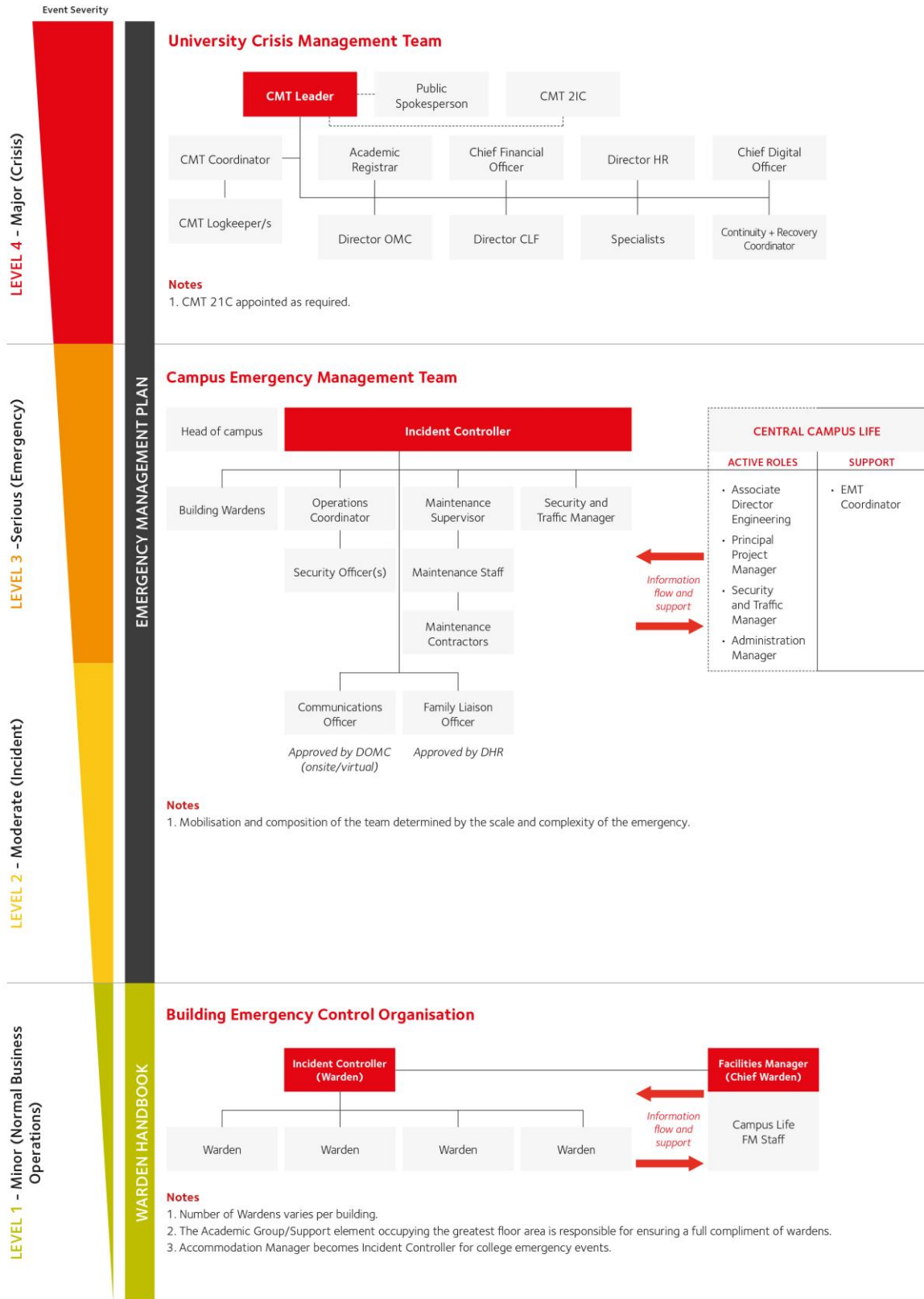
- Act immediately once an emergency event is identified;
- Concern for people first;
- Prevent further or continuing harm;
- Manage all stakeholders or groups affected by the emergency;
- Report and communicate accurately and honestly;
- Take the lead in protecting reputation; and
- Enable impacted activities to resume as quickly as possible.

This plan is part of our four level approach to managing all emergency events to enable the appropriate management of an emergency that has the potential to damage the University's people, operations, environment, and its long term prospects and/or reputation. It is supported by the Warden Handbook, which details the roles and responsibilities of the Building Emergency Control Organisation (BECO), the Colleges Emergency Response Manual which outlines the response to emergency events on college, the Bushfire Action Plan which outlines the response required in the event of a bushfire and the Crisis Communication Plan which provides guidance on the communications required to assist in supporting an emergency event.

The purpose of this plan is to provide the University the framework within which it can manage any physical emergency on any of the University's five campuses, and, if required, escalate the response in accordance with the requirements contained in this EMP.

The University Response Framework is provided in Figure 1 below.

# UNIVERSITY RESPONSE FRAMEWORK



July 2016

Version 1.0

Figure 1



In the event that the emergency escalates to a level 4 event, this plan details the procedures and tools that will assist Griffith University in responding effectively and consistently and to protect its reputation by ensuring:

- that Griffith University is prepared for the types of crises that may occur;
- a crisis management reporting structure and responsibilities are clearly defined;
- the consequences of crises are adequately assessed from an internal and external perspective, and appropriate resources are coordinated and provided;
- rapid, factual, and coordinated communications are established in the early stages of every crisis and maintained with internal and external audiences, with special emphasis on people's safety; and
- reputational damage is minimised.

### **1.1 Scope**

This plan details the requirements of the Campus Emergency Management Team (EMT) and their management of our response to all Level 2 and 3<sup>1</sup> events, and the Crisis Management Team (CMT) and their management response to a level 4 event that impact on the University's Campuses. The plan applies to all staff, students, visitors, assets and facilities within Griffith University.

### **1.2 Objectives**

The primary objectives of this plan are to provide the following for physical emergencies or incidents at the campus:

- Clearly defined roles, responsibilities, instructions, accountabilities and authority;
- Indicate the importance of notification of senior staff and the Office of Marketing and Communication;
- A coordinated response in the shortest possible time to minimise the loss of life and/or injury to persons and to minimise the damage to property;
- Common assessment framework to facilitate the activation and escalation of an appropriate response;
- Restoration of University operations to normal in a timely and orderly manner; and
- A clear demonstration to stakeholders that the University has an effective emergency management capability.

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<sup>1</sup> For Level 1 incidents refer to the Warden Handbook

### 1.3 Definitions

Term	Definition
Activation	Process whereby all or a portion of a plan is put into effect.
Building Emergency Control Organisation (BECO)	The team of wardens assembled to manage Level 1 physical emergencies in a building and is responsible to ensure the safety of building occupants during an emergency.
Business Continuity	A state of continued, uninterrupted operation of a business in all contexts.
Chief Warden (CW)	Campus Facilities Manager, who manages the initial University response to emergencies on campus.
Competent Person	A person who has acquired through training, education, qualification, experience, or a combination of these, the knowledge and skills to enable him/her to correctly perform the required task.
Contact Officer/s	Person or persons nominated by schools or elements as a point of contact for response to alarms or issues that affect schools or elements.
Crisis	An adverse event or series of events that have the potential to severely damage the University's people, operations, environment and its long-term prospects and/or reputation.
Crisis Management Centre (CMC)	The central room used by the Crisis Management Team to manage all incident/issue-related briefings and planning.
Crisis Management Team (CMT)	A team of senior University personnel assembled to manage Level 4 events and provide high level advice and management of critical elements of an emergency or crisis.
Emergency	An emergency, event or circumstance that impacts on the campus's people, operations, and environment which is of a size and complexity that requires a structured response to resolve the situation. Emergencies require the application of resources beyond that of the initial immediate response and pose higher levels of risk to the University.
Emergency Management Centre (EMC)	The central room used by the Emergency Management Team to manage all incident/issue-related briefings and planning.
Emergency Management Plan (EMP)	A plan that outlines the management response procedures and recovery arrangements for campus emergencies.

Term	Definition
Emergency Management Team (EMT)	<p>A team assembled to manage the response to Level 2 and 3 physical emergencies or incidents. Assembled and led by an Incident Controller nominated from Campus Life (Facilities Manager or an Associate Director, Campus Life).</p> <p>The ECO may, depending on the nature and complexity of the emergency, involve all or some of the following:</p> <ul style="list-style-type: none"> <li>• Incident Controller</li> <li>• Building Warden (s)</li> <li>• Security</li> <li>• Security and Traffic Manager</li> <li>• Head of Campus</li> <li>• Accommodation Manager</li> <li>• Maintenance Supervisor</li> <li>• Client Services Officer</li> <li>• Communications Officer</li> <li>• Family Liaison Officer</li> </ul> <p>QFES, QAS, QPS, other public response agencies.</p>
Forward Command Point (FCP)	The point where responding agencies assemble to receive and disseminate information and make operational decisions on response actions.
Emergency Planning Committee (EPC)	Persons responsible for the documentation and maintenance of an emergency management plan.
Incident Controller	A suitably accredited staff member, usually from within Campus Life, nominated by the Director, Campus Life and tasked with the implementation of appropriate responses to campus emergencies.
Information Centre (IC)	An area established to handle all enquiries from the public and media under the guidance of the Office of Marketing and Communications.
Lead Agency	The Emergency Services Agency which, because of its expertise and resources, is primarily responsible for dealing with a particular situation.
Next-of-kin (NOK)	The person nominated to be contacted in the case of a person sustaining injury or losing their life.
Public Response Agency	The State Agency responsible for on-scene management of an emergency situation. Agencies include the Queensland Police, Queensland Ambulance Service, Queensland Fire and Emergency Service, Queensland Health etc.
Queensland Ambulance Service (QAS)	The Public Response Agency responsible for on-scene medical treatment and transport to hospitals, as appropriate.
Queensland Fire and Emergency Service (QFES)	The Public Response Agency responsible for the management of fire, rescue, road accident and hazardous materials emergencies.
Queensland Police Service (QPS)	The Public Response Agency responsible for the overall management of incidents and declarations of "State of Emergency".
Recovery	Actions taken following the commencement of a disruptive event to return operations to routine management.
Response Agency Liaison Officer	The person appointed to liaise with the Public Response Agencies, generally the Security and Traffic Manager

Term	Definition
Risk Assessment	A Risk Assessment is a process used to: identify hazards, analyse or evaluate the risk associated with that hazard, and determine appropriate ways to eliminate or control the hazard.
University Element	A teaching or administrative unit within the University.
Warden	Person/s responsible for evacuating buildings during an emergency.

### 1.4 Training and testing

EMT and CMT members and those personnel who provide support to them are to be trained in this plan and its application. Training is to be conducted to ensure individuals who have a specific role within the EMT and CMT understand their responsibilities; how notification, assessment and activation will occur; what facilities and resources they will utilise; how the team will function and communicate during an event; what key decisions they may need to make, and the complexities associated with managing an emergency.

Refresher training is to be conducted annually. Training will include scenario-based activities relevant to university operations and consider the range of risks it may be exposed to.

### 1.5 Plan maintenance

The Emergency Planning Committee is responsible for the development and maintenance of this plan to ensure it meets safe workplace and risk management obligations with respect to current expectations and codes of practice.

The Committee comprises:

- Director, Campus Life;
- Associate Director, Facilities Management;
- Nominated building wardens
- Accommodation Manager; and
- Nominated Facility Managers.

It may also include representatives or input from University element representatives and the following emergency and local authorities as deemed necessary:

- Queensland Police Service (QPS);
- Queensland Fire and Emergency Services (QFES);
- Queensland Ambulance Service (QAS); and
- Local Government Authorities (Brisbane City Council, Gold Coast City Council and Logan City Council).

### 1.6 Review Process

The EMP shall be reviewed annually<sup>2</sup> and following an emergency event. This is to ensure that the Plan incorporates any learning gained from each event and that the training requirements are also reviewed.

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<sup>2</sup> AS3745-2010 Planning for emergencies in facilities.

## 2. RESPONSE FRAMEWORK

The University is a large organisation conducting operations in multiple buildings across five campuses. An emergency may be confined to a building or area of a campus, a campus, or the university as a whole.

To reflect this, the University has a four level response framework to provide the right response for each situation, enable fast, consistent and appropriate escalation, and ensure the right staff manage the response at each level.

### 2.1 Level 1: Minor

A Level 1 event is a contained situation on the campus that can be managed under normal business operations, with limited or no response required from Public Response Agencies and its impact is limited to a single building or area of the campus. There is no reputational risk associated with a Level 1 event.

The lead responsible team is the Building Emergency Control Organisation<sup>3</sup> (BECO) which is led by the relevant Building Warden who initiates the first response and assumes the role of the Incident Controller (IC). They are responsible for all coordination and response implementation until such times as the event is escalated to a level 2 event. The BECO IC reports to the Chief Warden.

The role of the BECO is to ensure the safety of building occupants during an emergency. Its responsibilities include:

- Fire and hazard prevention
- Safe and orderly evacuation of people from the building in an emergency
- Controlling an emergency until the arrival of Response Agencies
- Speedy resumption of duties once the emergency is brought under control.

#### Notes:

1. Within Residential Colleges, the Residential Advisors (Building Warden) and/or Senior Residential Advisor will generally lead the first response and assume the role of IC of the BECO.
2. The BECO and IC will be given support by the Campus FM team once notified.
3. The decision to escalate to a level 2 emergency is determined by the DCLF in consultation with the Facilities Manager.
4. The DCLF is responsible for notifying the VP(CS) and the Head of Campus.
5. The Office of Marketing and Communication are to be notified of the event on activation.

### 2.2 Level 2: Moderate (Incident)

A Level 2 event will require an immediate emergency response which will likely include Public Response Agencies, there is potential for threat or injury to staff or students and some impact on our reputation could occur.

The responsible team is the Campus Emergency Management Team (EMT) led by the Campus Chief Warden, normally the Campus Facilities Manager, who assumes the role of IC. For incidents seriously impacting on College Operations, the Accommodation Manager (or other Campus Life staff member) may be appointed as IC. The ECO IC reports to the Associate Director, Facilities Management.

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<sup>3</sup> Refer to Warden Handbook

In addition to the IC, the EMT will include the Building Wardens of impacted buildings and elements and other key staff as required such as the Security and Traffic Manager, and Accommodation Manager. Assistance from Campus Life Corporate Services and other campuses and contract staff will be provided as required. The IC may also appoint in consultation with the Associate Director Facilities Management a Response Agencies Liaison Officer (RALO) to manage communication with any responding Public Response Agencies. This appointment is generally the Security and Traffic Manager.

The IC will manage the incident until the point in time that the emergency is resolved, or the IC determines that the event needs to be escalated to Level 3, or, an authorised public authority commander from QPS or QFES takes over command.

**Notes:**

1. The decision to escalate to a level 3 emergency will be made by the DCLF in consultation with the Facilities Manager.
2. The DCLF is responsible for notifying the VP(CS) and the Head of Campus.
3. The Office of Marketing and Communication are to be notified of the event on activation.

### **2.3 Level 3: Serious (Emergency)**

A Level 3 event may include significant operational effects, impacts to the University's infrastructure and services, a serious threat or injury to staff or students and impact on the University's reputation is likely. One or more Public Response Agencies would be in attendance. For Level 3 events the responsible team is the Emergency Management Team (EMT), which is led by an IC, generally the Campus Life Facilities Manager.

The structure of the EMT will be determined by the IC and will include support staff from the Office of Human Resources and Marketing and Communications. The EMT IC reports to the Director Campus Life.

The IC will manage the incident until the point in time that the incident is resolved, or the IC determines that the event needs to be escalated to Level 4, or, where the Vice President (Corporate Services) or delegate will assume control and activate the Crisis Management Team (CMT).

**Notes:**

1. The decision to escalate to a level 4 emergency will be made by the VP(CS) in consultation with the DCLF.
2. The DCLF is responsible for notifying the VP(CS) and the Head of Campus.
3. The Office of Marketing and Communication are to be notified of the event on activation.

### **2.4 Level 4: Major (Crisis)**

A Level 4 event requires strategic management as it includes a high level of involvement of external agencies, causes a significant threat or injury to staff and students, severely disrupts our operations and will significantly impact on the University's reputation. For Level 4 events the responsible team is the CMT.

For a crisis related to a major or serious emergency, the decision to mobilise the CMT will be determined by the Vice President (Corporate Services) who will normally lead the team. The formation and composition of the CMT will depend on the nature, complexity and duration of the emergency and will change as the emergency requires. Members may be drawn from the University's Executive, Corporate Services, Academic Administration, Office of Digital Solutions (ODS) and the Office of Marketing and Communications (OMC). The CMT Leader reports to the Vice Chancellor.

### 3. ROLES AND RESPONSIBILITIES

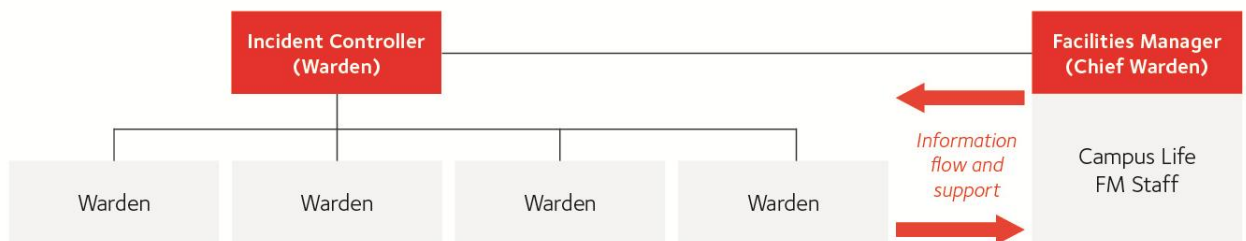
#### 3.1 Building Emergency Control Organisation

The BECO is responsible for the initial response to the emergency. Its responsibility is to:

- Ensure the safety of all persons in the area as a priority.
- Determine what has happened and what is needed to manage the situation.
- Notify and inform Security, Chief Warden, Public Response Agencies eg. QFES of the situation.
- Stop the situation from getting worse if it is safe to do so.
- Provide any support to the responding Public Response Agencies.
- Support the EMT if the situation is escalated to Level 2.

The structure of the Building Emergency Control Organisation is shown in Figure 2 below.

#### Building Emergency Control Organisation



#### Notes

1. Number of Wardens varies per building.
2. The Academic Group/Support element occupying the greatest floor area is responsible for ensuring a full compliment of wardens.
3. Accommodation Manager becomes Incident Controller for college emergency events.

Figure 2: Building Emergency Control Organisation

#### 3.2 Campus Emergency Management Team

The role of the EMT is to support activated BECO's and implement and coordinate the response to the emergency from a whole of campus perspective to protect the University's staff, students, assets and the environment. The EMT will manage the broader ramifications of the emergency including the welfare of staff and students and liaison with internal and external stakeholders and the local community.

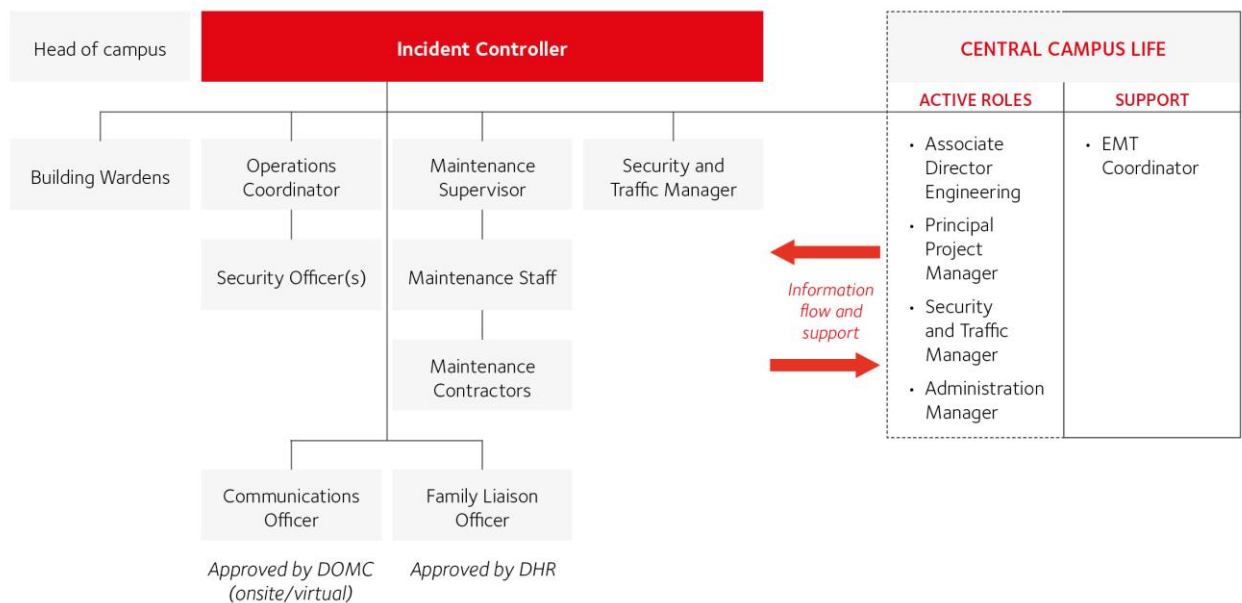
Its key responsibilities are to:

- Ensure the safety of all persons in the area as a priority.
- Understand and assess the impact of the event on the campus, students, staff, stakeholders (incl: tenants and external organisations on campus such as: Student Guild, Campus Living and QAHS) and reputation of GU;
- Prioritise and allocate campus resources to the response;
- Inform Director, Campus Life of impacts or potential impacts and the status of the response;
- Notify, DCLF and DOMC and inform key University personnel, Public Response Agencies and other relevant stakeholders of the situation.

- Prevent unnecessary access to the site of the emergency until Public Response Agencies take control.
- Stop the situation from getting worse if it is safe to do so.
- Provide any support to the responding Public Response Agencies.
- Consider new information and situation updates and making decisions as to the ongoing direction and priority of the response;
- Convey appropriate information to internal and external stakeholders as to the status of the situation; and
- Provide on-going support to the CMT if the situation is escalated to Level 4, ie. the EMT continues to operate in a level 4 event.

The structure of the EMT is shown in Figure 3 below. The EMT structure is designed to provide a flexible and scalable team, which can manage any type of incident. It is also designed to link to the CMT should it be activated in response to a Level 4 incident.

### Campus Emergency Management Team



**Notes**

1. Mobilisation and composition of the team determined by the scale and complexity of the emergency.

Figure 3: Campus Emergency Management Team

### 3.2.1 Emergency Management Team

**Incident Controller<sup>4</sup>.** The Campus Facilities Manager will normally lead the Level 2 - 3 response and assume the role of the IC. However, on assessment of the incident the Director, Campus Life may appoint an Associate Director to assume control. Based on the nature and scale of the incident, the IC will assign roles, commence briefings and tasking as IC.

<sup>4</sup> Refer to CLF-EM-DCE-001 Incident Controller



The IC will establish EMT support roles and delegate responsibilities for the control of the incident through the day-to-day functional roles including Maintenance Supervisor, Operations Coordinator and Client Services Officer. The team may also be supplemented by a Communication Officer appointed by the Office of Marketing and Communication and Family Liaison Officer appointed by Human Resources. Assistance is also provided by Campus Life either through specific or assigned roles, such as Associate Director, Engineering, Principal Project Manager and EMT 2IC. The extent to which additional support is required will generally be made on the scale/severity of the incident and the estimated duration including recovery.

**EMT 2IC.** The EMT 2IC coordinates work, manages the EMT's information management processes and ensures activities are executed in accordance with the IC's intent. The 2IC ensures that each of the EMT members continually liaises with other members or specialists advisors, so that work remains coordinated and aligned with the objectives established by the IC. If the IC is required to leave the Emergency Management Centre, the 2IC is to assume control until they return.

**Operation Coordinator**<sup>5</sup>. The role of the Operations Coordinator is assess the impact of the emergency on the general security of the campus and access within and around the campus, and determine the appropriate actions to be taken to manage the situation. The Operations Coordinator provides advice to the IC and EMT on what actions and assistance is required to manage the emergency and provide alternate strategies to enable the university to continue operations (where practical) during the emergency.

**Maintenance Supervisor**<sup>6</sup>. The role of the Maintenance Supervisor is to assess the impact of the event on the University's buildings and services infrastructure and the campus road networks from an immediate and future operations perspective. The Maintenance Supervisor, provides advice to the IC and EMT on what actions and assistance is required to manage the emergency and provide alternate strategies to enable the university to continue operations (where practical) during the emergency.

**Communication Officer.** The role of the Communication Officer is to manage the overall emergency communication response. This includes ensuring stakeholders are communicated with effectively and appropriately, and identifying and managing wider reputation issues. Communications with stakeholders will be promulgated through the Office of Marketing and Communications.

**EMT Family Liaison Officer**<sup>7</sup>. The role of the EMT Family Liaison Officer is to provide support to staff or student family and friends during an emergency. The Family Liaison Officer is appointed by the Director Human Resources and works closely with the Director Human Resources or Academic Registrar.

**EMT Coordinator**<sup>8</sup>. The EMT will require a level of administrative support to allow it to operate effectively during an Emergency. This includes the set-up of facilities and equipment once an Emergency has been declared and the management of team administration such as information management and catering. The EMT Coordinator's role is to provide the EMT with this administrative and operational support. This will include the set-up of the Emergency Management Centre, keeping the IC informed of new information or changes to the situation as they arise, and maintaining records that reflect the response. The EMT Coordinator will work with the EMT 2IC to ensure the efficient running of the EMT and IMC.

**Client Services Officer**<sup>9</sup>. The Client Services Officer reports to the EMT Coordinator and maintains accurate, up to date emergency documents. He/she collects, documents and displays information

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<sup>5</sup> Refer to CLF-EM-DCE-003 Operations Coordinator

<sup>6</sup> Refer to CLF-EM-DCE-002 Maintenance Supervisor

<sup>7</sup> Refer to CLF-EM-DCE-011 EMT Family Liaison Officer

<sup>8</sup> Refer to CLF-EM-DCE-010 EMT Coordinator

<sup>9</sup> Refer to CLF-EM-DCC-009 Client Services Officer

about the emergency, emergency response operations, environmental conditions and emergency resources.

**Accommodation Manager<sup>10</sup>.** The Accommodation Manager’s primary role in an emergency event is to provide support and advice to the IC on the emergency situation if it impacts on College Operations (Nathan and Mt Gravatt campus).

**Response Agency Liaison Officer<sup>11</sup>.** The Response Agency Liaison Officer (RALO) provides support to the IC and is the conduit between Griffith University staff and Response Agency personnel deployed to an emergency. The RALO should ensure that events are managed with appropriate consideration to continuity of Griffith University operations, ensuring that plans do not impact on normal business operations and are always managed and implemented in a manner that supports safe operations. The RALO may be required to attend the Forward Command Post or other central operating location for Response Agencies. This position is generally undertaken by the Security and Traffic Manager.

### 3.2.2 Emergency Management Centre

The Emergency Management Centre (EMC) immediately becomes the focal point of the EMT’s response. The EMT will therefore need to establish itself in a suitable location that can be used to efficiently and effectively manage the situation. The locations for the EMC are:

<b>South Bank</b> QCGU Primary QCA Primary	CLF Office (QCGU S01) CLF Office (QCA – S03)
<b>Nathan</b> Primary Secondary	CLF Office (N23) CLF Maintenance Office (N26)
<b>Mt Gravatt</b> Primary Secondary	CLF Office (M10) CLF Maintenance Office (M17)
<b>Logan</b> Primary Secondary	Security Office (L03) Head of Campus Meeting room (L03)
<b>Gold Coast</b> Primary Secondary	CLF Office (G19) Security Office (G01)

The selected EMC is equipped with essential IT systems, equipment and support tools, such as Activation Packs for each position, to support the EMT in making timely decisions and managing the implementation of their response strategy.

Upon activation (or notification) of the EMT, the EMT Coordinator will commence mobilising staff and setting up the selected EMC.

Throughout the period of the response, the EMC will need to be managed. The scope of these management duties may include preparation and coordination of briefings and meetings, administrative support including people, office equipment, catering, security of information and access.

<sup>10</sup> Refer to CLF-EM-DCE-005 Accommodation Manager

<sup>11</sup> Refer to CLF-EM-DCE-004 Security and Traffic Manager

On standing down of the EMT, the EMT Coordinator is to collect and collate all EMT documentation and logs and file them for follow-up activities such as a post-incident review or formal investigations. The EMT Coordinator is also responsible for arranging for the restoration of the utilised EMC to its normal state and refurbishing all pre-prepared materials for use in a future event.

### **3.3 Crisis Management Team**

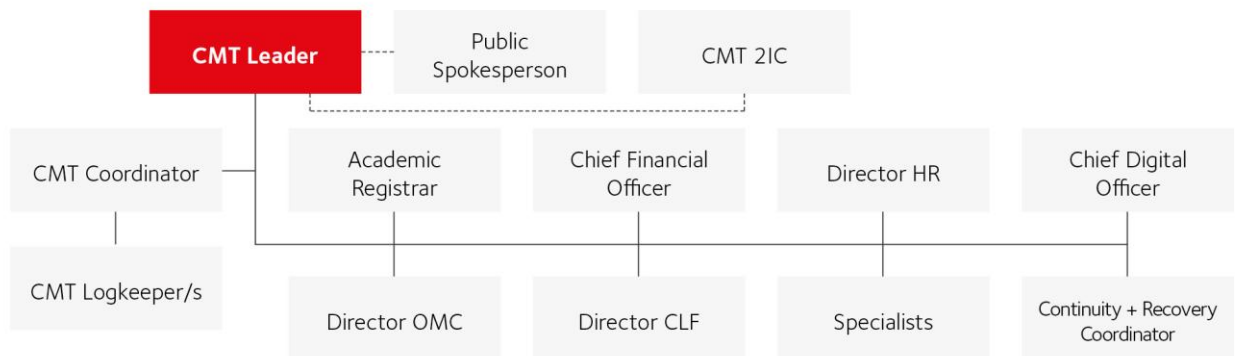
The role of the CMT is to provide managerial, operational and strategic leadership during a Level 4 event or crisis and address the broader strategic ramifications of the crisis including stakeholders, media and community relations, post-crisis welfare, legal ramifications, reputation, recovery planning and business continuity.

During a crisis the CMT is responsible for:

- a. Declaring a Campus or University wide emergency if the situation so warrants;
- b. Understanding and assessing the impact of the event on the University's operations, staff, students, stakeholders, reputation, and/or strategic/business goals;
- c. Prioritising and allocating Griffith University resources to response, continuity and recovery efforts;
- d. Ensuring that emergency response activities are carried in a safe, well-organised, legal and effective fashion;
- e. Ensuring the safety and welfare of all staff, students and other stakeholders;
- f. Keeping the Vice Chancellor informed of impacts or potential impacts across Griffith University and the status of response, continuity and recovery efforts;
- g. Approving the invocation of any Griffith University continuity plans;
- h. Recommending to the Vice Chancellor the strategic direction for crisis response, business continuity and disaster recovery activities;
- i. Ensuring the financial short term and longer term implications are handled;
- j. Considering new information and situation updates and making decisions as to the ongoing direction and priority of response, recovery and resumption efforts;
- k. Keeping the campus community and key personnel informed of the situation and coordinating the release of all official information to the public, and
- l. Maintaining where possible the university's operations through the emergency or recover them to normal levels as soon as possible.

The structure of the CMT is intended to ensure that there is essential functional expertise available, without requiring full disruption to the business-as-usual management of unaffected areas of the University. Figure 4 shows the structure of the CMT.

## University Crisis Management Team



### Notes

1. CMT 2IC appointed as required.

Figure 1: Crisis Management Team Structure

### 3.4 CMT Membership

The exact membership of the CMT will be determined by the nature, complexity and duration of the event. The CMT should therefore include the most senior people, with the best knowledge of the university, its values, ethics and strategic objectives, who can take a strategic overview, have the ability to assess the implications on other parts of the business, have the authority to take major decisions quickly and the authority to commit substantial resources, if required. The initial core composition of the CMT will normally be:

- Vice President (Corporate Services);
- Chief Financial Officer;
- Chief Digital Officer;
- Director, Human Resources;
- Director, Office of Marketing and Communications;
- Academic Registrar; and
- Director, Campus Life.

Administrative support will be provided from University Corporate Services administrative staff.

#### 3.4.1 Vice President (Corporate Services)

The Vice President (Corporate Services) is the Crisis Management Team Leader<sup>12</sup> and is responsible for the management and decision making of the Griffith University response. The CMT Leader provides guidance and direction to the CMT. The CMT Leader will be required to conduct briefings with Vice Chancellor and other key stakeholders, and is to ensure the team has clear direction for those periods they are unavailable.

If the Vice President (Corporate Services) is not available, the Vice Chancellor will appoint a suitable alternative to the role.

The following roles report to the CMT Leader.

<sup>12</sup> Refer to CLF-EM-DCC-001 CMT Leader

### **3.4.2 Academic Registrar <sup>13</sup>**

The Academic Registrar identifies and tracks students involved in the emergency. He/she coordinates and provides feedback to students, ensures that consistent messages are conveyed to students, advises on student related issues and ensures access to counselling services for students, as required.

### **3.4.3 Chief Financial Officer <sup>14</sup>**

The Chief Financial Officer (CFO) is responsible for managing the immediate consequential impacts of the emergency as it relates to the university's financial position.

### **3.4.4 Chief Digital Officer <sup>15</sup>**

The Chief Digital Officer (CDO) is responsible ensuring the university's phone and IT systems support the crisis and that in the event that the crisis is the failure of communication and or network systems an appropriate response is activated.

### **3.4.5 Director Human Resources <sup>16</sup>**

The Director Human Resources identifies and tracks all personnel involved in the emergency. He/she coordinates and provides feedback to staff, ensures that consistent messages are conveyed to staff, advises on union issues and provides counselling services for staff as required.

### **3.4.6 Director Office of Marketing and Communications <sup>17</sup>**

The Director Office of Marketing and Communications (OMC) leads the Communication Team and manages the overall emergency communication response. This includes ensuring stakeholders are communicated with effectively and appropriately, and identifying and managing wider reputation issues.

### **3.4.7 Director Campus Life <sup>18</sup>**

The Director Campus Life manages operations directly related to the emergency response. He/she activates, organises, assigns and directs all resources and activities to support activated EMT's and BECO's. He/she communicates frequently with the Emergency Management Team to keep them updated on the progress of the crisis response.

The Director Campus Life is also responsible for managing and conveying information to tenants and commercial entities.

### **3.4.8 Continuity and Recovery Coordinator <sup>19</sup>**

In the event of the CMT invoking any continuity or recovery plans, the Continuity and Recovery Coordinator is responsible for coordination between the CMT and the leader of each invoked plan. The Continuity and Recovery Coordinator reports to the CMT Leader on all business continuity related activities throughout the crisis. The selection of the Continuity and Recovery Coordinator depends on the nature of the recovery effort, eg. if the emergency resulted in the loss of a building(s) then the

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<sup>13</sup> Refer to CLF-EM-DCC-003 Academic Registrar

<sup>14</sup> Refer to CLF-EM-DCC-004 Chief Financial Officer

<sup>15</sup> Refer to CLF-EM-DCC-005 Chief Digital Officer

<sup>16</sup> Refer to CLF-EM-DCC-007 Director Human Resources

<sup>17</sup> Refer to CLF-EM-DCC-008 Director OMC

<sup>18</sup> Refer to CLF-EM-DCC-006 Director Campus Life

<sup>19</sup> Refer to CLF-EM-DCC-011 Continuity and Recovery Coordinator

person need to be one most capable of coordinating and planning (with the assistance of others) the delivery of services without this space, until temporary space is found and ultimately a new building is constructed.

#### **3.4.9 CMT 2IC<sup>20</sup>**

The CMT 2IC coordinates work, manages the CMT's information management processes and ensures activities are executed in accordance with the CMT leaders intent. The 2IC ensures that each of the CMT members continually liaises with other members or specialists advisors, so that work remains coordinated and aligned with the objectives established by the CMT Leader. If the CMT Leader is required to leave the Crisis Management Centre, the 2IC is to assume control until they return.

#### **3.4.10 CMT Coordinator<sup>21</sup>**

The CMT Coordinator will provide the CMT with administrative and operational support to allow it to operate effectively during the crisis. This includes the set-up of facilities and equipment once the crisis has been declared and the management of the teams administration such as information management and catering. The CMT Coordinator is to keep the CMT Leader informed of changes to the situation as they arise, and maintain records that reflect the response. The CMT Coordinator will work with the CMT 2IC (if appointed) to ensure the efficient running of the CMC.

#### **3.4.11 CMT Logkeeper<sup>22</sup>**

Log Keepers are responsible for recording information in the CMT central log and assisting the CMT Coordinator with the management of crisis response information.

#### **3.4.12 Specialists**

A number of functional and specialist skills may be required to assist the CMT in the response. Such support may be drawn from internal or external resources and will be identified during the CMT planning process. As these resources will provide their normal day-to-day skills to the CMT, no duty card is provided. This support for the CMT may include (but is not limited to):

- Legal;
- Griffith International;
- Counselling;
- Risk management; and
- Health, safety and environment.

#### **3.4.13 Crisis Management Centre**

The Crisis Management Centre (CMC) immediately becomes the focal point of the CMT's response. The CMT will therefore need to establish itself in a suitable location that can be used to efficiently and effectively manage the situation. The locations for the CMC are:

- Primary – N54 Chancellery offices, or N53 Willett Centre (Level 1, 1.23-1.24 inclusive)
- Secondary – G34 Chancellery (level 2 offices), or G52 International building (Level 4, 4.28, 4.40 – 4.43)

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<sup>20</sup> Refer to CLF-EM-DCC-002 CMT 2IC

<sup>21</sup> Refer to CLF-EM-DCC-009 CMT Coordinator

<sup>22</sup> Refer to CLF-EM-DCC-010 CMT Logkeeper

**Note:** *In the event that members of the CMT are unable for whatever reason to convene at a nominated CMC a virtual CMT will be activated.*

The selected CMC is equipped with essential IT systems, equipment and support tools, such as Activation Packs for each position, to support the CMT in making timely decisions and managing the implementation of their response strategy.

Upon activation (or notification) of the CMT, the CMT Coordinator will commence mobilising staff and setting up the selected CMC.

Throughout the period of the response, the CMC will need to be managed. The scope of these management duties may include preparation and coordination of briefings and meetings, administrative support including people, office equipment, catering, security of information and access.

On standing down of the CMT, the CMT Coordinator is to collect and collate all CMT documentation and logs and file them for follow-up activities such as a post-incident review or formal investigations. The CMT Coordinator is also responsible for arranging for the restoration of the utilised CMC to its normal state and refurbishing all pre-prepared materials for use in a future event.

#### **3.4.14 Multiple Campuses**

The University operates on multiple campuses. Section 5 of this EMP identifies how the response is managed using intercampus teams.

## 4. NOTIFICATION, ACTIVATION AND ESCALATION

### 4.1 Notification

Notification of an emergency will normally occur through the triggering of automatic alarms, a notification to the Security Office or through normal reporting lines. Each notification should be recorded using a SITREP Template<sup>23</sup> to capture key information on the situation.

If reported to the Security Office, security staff will activate the initial response, assess the incident and advise the Campus Facilities Manager. If reported through the normal reporting lines, staff are to ensure the Maintenance Supervisor, Operations Coordinator, Accommodation Manager (impacts on College Operations), Facilities Manager are made aware of the situation. The Facilities Manager/Accommodation Manager is responsible for advising the DCLF.

In addition to ensuring Campus Life staff are aware of the situation to effect a response it is imperative that the Office of Marketing and Communication are also notified to enable a quick and effective communication response to the University community and other stakeholders.

### 4.2 Assessment

An assessment of the event will then be undertaken by Campus Life (Facilities Manager /Accommodation Manager) using the Activation and Escalation Matrix<sup>24</sup> to determine the level of response required. This is a guide for categorisation and response level assessment. Emergencies are to be assessed against all sections. The section with the highest level of impact dictates the appropriate level of response.

It is prudent to err on the side of caution and scale up initially until the situation is clarified. It is easier to scale down the response should the situation be less serious than first assessed.

Once the assessment is completed, the activation of the correct response team is to be commenced and the appropriate notifications<sup>25</sup> made.

**Note:** When an event occurs the immediate action is to deal with the event. The first immediate action is to notify Security to ensure that the event is escalated appropriately and that all relevant Offices are duly notified.

### 4.3 Normal business activities

While it is important that the activation of the BECO or EMT requires the priority of effort to contain and control the situation, the continuity of normal day-to-day operations must be maintained to the fullest extent possible. BECO or EMT members activated for a response are to ensure they have, where possible, handed over their normal business activities to an alternate and have briefed them on the priority issues they may need to manage.

### 4.4 Frontline staff

The Office of Marketing and Communications is to arrange for informing frontline staff (switchboard and other areas as required) that the BECO or EMT has been mobilised as appropriate. The switchboard and staff required to communicate with stakeholders should be provided information<sup>26</sup>

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<sup>23</sup> Refer to CLF-EM-TMP-009 SITREP Template

<sup>24</sup> Refer to CLF-EM-GDE-002 Activation and Escalation Matrix

<sup>25</sup> Refer to CLF-EM-GDE-003 Emergency Notification and Communication Notification Tree and CLF-EM-LST-001 Emergency Contact Directory

<sup>26</sup> Refer to CLF-EM-GDE-004 Guide to Handling Visitors



on the management of phone calls and visitors until given other formal statements or alternative instructions.

#### **4.5 Escalation to Level 4**

In the event of a serious physical emergency (Level 4), the CMT<sup>27</sup> will be formed. The decision to mobilise the CMT will be determined by the Vice President (Corporate Services) or delegate.

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<sup>27</sup> Refer to Crisis Management Plan

## 5. MULTIPLE CAMPUSES

### 5.1 Managing Emergencies with intercampus teams

The University operates across multiple campuses that are geographically dispersed. An emergency event could occur on any one or more campuses. As identified the emergency response commences at building level and escalates to campus level, where it is managed by Campus Life.

An event that escalates to level 4 requires management and oversight by the CMT. For expediency in providing oversight and management of the crisis, events occurring on the Northern and Logan campuses will be managed from the Nathan campus. However the CMT Leader may, depending on the nature of the crisis determine that the CMT locate to another campus to manage the event.

A crisis event that occurs on the Gold Coast campus will be managed from the Gold Coast, where it will be managed by the Head of Campus, supported by the Vice President (Corporate Services).

Given the nature of University's business and the fact that senior staff operate on several campuses it is highly likely that members of the CMT and Head of Campus may not be on the "home" campus at the time the CMT is activated. On activation CMT members need to identify their location and with the CMT Leader or 2IC determine whether they are best placed to remain at their current location and operate virtually, relocate to the EMC or travel to the CMC.

To assist the campus EMT and the CMT with gaining an appreciation on the wider impacts of the crisis on the campus the Head of Campus will remain at or report to the campus. The Head of Campus will determine, based on the crisis, whether it is appropriate to locate with the EMT or their office. The Head of Campus will act as the conduit to the CMT providing vital information in relation to the situation on the ground and providing advice to the EMT, either directly or conveyed from the CMT.

## 6. RESPONSE MANAGEMENT

### 6.1 Managing during an emergency

During an emergency, the team will need to manage a range of issues under stressful conditions with limited time. As well as being trained in their roles and utilising the various tools supporting this plan, the team should remain cognisant of the need to:

- Maintain contact with the impacted areas on campus and provide support, guidance and information;
- Find out the facts of the situation as they impact on the Campus and University;
- Prioritise objectives and responses considering our people, education delivery, financial impacts, compliance requirements and the University's reputation;
- Identify all relevant stakeholders and keep them informed throughout; and
- Manage the BECO / EMT/ CMT to ensure the right skills are available for the situation as it evolves and that its members are managed to enable them to perform for the duration of the incident.

### 6.2 Response Agency Control

Where a Public Response Agency is called to an emergency event, the agency may take over control of the emergency event. Where they advise they are taking over control the IC is to relinquish control and provide the necessary support and information requested.

A RALO should be appointed to act as a conduit for information.

### **6.3 Initial actions**

Once the team has convened, an initial team brief will be chaired by the IC<sup>28</sup>. The initial team briefing will ensure information is shared, verified and as many questions are answered as possible. The IC / CMT Leader and the team will need to consider the situation and identify immediate and longer-term potential response actions<sup>29</sup>.

A priority for the team will be to assess which stakeholders<sup>30</sup> are affected by or need to be managed during the response. Once identified, lines of communication should be opened with key stakeholders (internal and external).

### **6.4 Situational awareness**

#### **6.4.1 Update briefings<sup>31</sup>**

A key element of the response is maintaining situational awareness. To ensure all team members are kept up-to-date with response and recovery efforts, regular update briefing sessions should be held. As a guide, update briefings will initially be held half hourly, but may be shorter depending on the situation. As the response effort continues, the IC / CMT Leader may alter the schedule of this timing, depending upon the circumstances or situation. It is important to note that the intent of the briefing is to keep people informed and enable the reassessment of objectives and tasks, therefore sufficient time is required between briefings to enable the relevant teams to undertake these tasks and report back.

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<sup>28</sup> Refer to CLF-EM-TMP-002 Initial Briefing Agenda

<sup>29</sup> Refer to CLF-EM-TMP-005 Event Consideration Checklist A (actions in the first 6 hours) and Refer to CLF-EM-TMP-006 Event Consideration Checklist B (actions after the first 6 hours)

<sup>30</sup> Refer to CLF-EM-TMP-007 Stakeholder Assessment Tool

<sup>31</sup> Refer to CLF-EM-TMP-008 Update Brief Agenda

### 6.4.2 Situation Reports

The IC should establish the frequency which a Situation Report (SITREP<sup>32</sup>) is provided from the BECO (e.g. every half hour on the hour and half-hour) and, if the CMT is activated, how often the EMT is required to provide a SITREP to the CMT.

### 6.4.3 Information

To effectively manage a response it is imperative that EMT has the necessary information, and this may take a number of forms including verbal (in person, over the phone, or via the media): written (emails, notes, documents, and plans) or visual (maps, diagrams, pictures, videos or photographs). It is important that the EMT gathers enough information to ensure they have good situational awareness that is current and provides an overall picture of the incident and everything that is happening associated with the incident.

## 6.5 Record keeping

### 6.5.1 Logs<sup>33</sup>

A central log of all Objectives/Tasks set and/or Actions arising **must** be maintained in the EMC / CMC. The EMT/ CMT Coordinator is responsible for ensuring the central log is maintained by a Log Keeper. It will record the key actions, decisions and situational information relevant to the EMT / CMT. The EMT / CMT Coordinator is to ensure the Log Keeper has sufficient support to maintain the log effectively and to regularly review the log to ensure accuracy and currency of information.

### 6.5.2 Status boards<sup>34</sup>

Status boards are used and maintained to accurately capture and record incident information. These are either located in the EMC / CMC or kept electronically as a shared document. A photograph image should be taken of the Status Board (Manual) each time it is updated.

## 6.6 Response Planning<sup>35</sup>

The success of a response will be determined by the way the team manages information, plans and responds under the direction of the IC / CMT Leader. The IC / CMT Leader is to ensure team members are given clear and unambiguous directions resulting from decisions made systematically and supported by all available information at the time.

The situation is then regularly reviewed and any changes to the situation are considered against the plan and, where necessary, the plan is amended to address the changed circumstances. By doing this, the IC / CMT Leader will ensure that the incident is controlled as quickly as possible and decision makers will be able to account for their decisions during any subsequent investigations.

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<sup>32</sup> Refer to CLF-EM-TMP-009 SITREP Template

<sup>33</sup> Refer to CLF-EM-TMP-012 Action Log

<sup>34</sup> Refer to CLF-EM-TMP-010 Status Board, CLF-EM-TMP-013 Objectives and Tasks Board and CLF-EM-TMP-014 Victim Information Sheet

<sup>35</sup> Refer to CLF-EM-TMP-015 Incident Response and Recovery Planning

## 6.7 Information management

The EMT / CMT will receive and send a large amount of information during an incident. It is important that all incoming information is collected, recorded, assessed and acted on as required. It is important to ensure any incoming information is validated for accuracy before it is considered in the response planning process.

The various tools supporting this plan should be used to capture and organise the information and to allow the team to access it and use it for their response activities. The EMT /CMC Coordinator will take a lead role in managing information and ensuring that the team log and other tools are kept up-to-date.

Information going out of the EMT / CMT, to either internal or external stakeholders, must be checked for clarity, alignment to key messages, and where necessary for legal risk. The Vice President (Corporate Services) or Director OMC will generally approve the release of information.

## 6.8 Next of Kin (NOK) management

Enquiries from family members regarding the status of a university staff member must be directed to the Director Human Resources; enquiries in relation to students must be directed to the Academic Registrar for all domestic students and the Vice President Global for international students. If there is any doubt as to whether a student is domestic or international direct the enquiry to the Academic Registrar.

Family may wish to attend GU to be on hand to receive the most up-to-date information as it happens. Steps should be taken to set-up a private family room<sup>36</sup>, away from the media, serviced with refreshments and having access to counselling. The Director Human Resources is responsible for ensuring the impacted campus(es) has established suitable private family room.

### 6.8.1 Death and injury notification<sup>37</sup>

When serious injuries occur, helping the family requires prompt, specific and empathetic action. Notification of injury is to occur as per NOK management above.

Where a death has occurred, care must be taken with communications that could identify a deceased person. Information that could identify that person must not be disclosed except to the authorities until authorised by the CMT Leader. This will follow police advice to the CMT Leader that positive identification has been made and relatives have been notified.

When the media provides unconfirmed reports of a death, even if the names and/or photographs of allegedly deceased persons appear as news reports in the media, GU staff have no authority to pre-empt official identification procedures which are the role of other authorities, such as the police, and protocols involving official notification to family members of the deceased.

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<sup>36</sup> Refer to CLF-EM-GDE-006 Guide to setting up a family room

<sup>37</sup> Refer to CLF-EM-GDE-008 Next of Kin Notification Guide

## **7. POST EVENT**

### **7.1 Standing down teams**

The response effort ends when the IC / CMT is satisfied that a coordinated response is no longer required. Only the IC, in consultation with Director CLF for a Level 2 response or the Vice President (Corporate Services) for a Level 3 and 4 response, can make the determination that response efforts should end.

The communication, which outlines that the event is over, will send an important message to all stakeholders and will result in post-emergency actions. The effect of prematurely announcing that an emergency is over may create the perception among stakeholders that Griffith University is being insensitive to, or unaware of, the broader issues, which may reflect poorly.

It is important to remember that while the emergency or incident may be over, it is likely that certain areas will remain sensitive for some time and may require careful consultation and management in order to return to pre-emergency status. Recovery may be able to start as soon as it is safe and practical to do so, and therefore the recovery may run in parallel with the response.

Once the decision to stand down the BECO / EMT or CMT is made, the IC / CMT Leader should:

1. Appoint a person to lead the analysis of the event and set a schedule to report back;
2. Coordinate notification to all relevant internal and external stakeholders;
3. Convene a post-emergency review after stand down to capture key lessons and follow-up actions with respect to people, assets, environment, business continuity, financial and legal liability, and reputation; and
4. Ensure all records and documentation are collated and filed for any post-emergency activity (investigations etc.).

### **7.2 Reporting, legal and accounting**

The IC / CMT Leader will advise all BECO / EMT / CMT members of the reporting and accounting requirements on stand down. This will include a detailed analysis of the situation, the response effort, and the relevant regulations. The IC / CMT Leader is responsible for allocating people their investigation responsibilities.

In the event that staff members are required to attend/respond to any formal investigation from authorities such as Workplace Health and Safety, or individual law suits, in relation to their response/actions in an emergency, the Vice President (Corporate Services) will determine if legal representation is required.

All accounting reporting requirements are in accordance with standard University financial reporting requirements and accounting processes and all necessary insurance activities have been undertaken.

### **7.3 Post-Emergency review**

A post-emergency review is to be conducted following any activation of the BECO / EMT or CMT. The review is to be conducted as soon as practicable after stand down to ensure information and actions are fresh in participants' minds.

The aim of the internal review is to capture the strengths and weaknesses of the response, with the sole aim of improving the University's response capability. For the post-incident review to be effective, participants must provide solutions to problems raised, and allocate responsibility for agreed actions.

After the review, the following actions must be completed:

- Secure the team log and all documentation produced during the response;
- List the lessons learned;
- Assess how the BECO or EMT would have responded if the situation had escalated (level 1,2 and 3 incidents);
- Decide on changes and/or improvements to the procedures;
- Implement a communication strategy to manage all relevant stakeholders to ensure any issues that threaten the reputation of GU are effectively managed and closed out;
- Ensure notification, reporting and investigation requirements are conducted;
- Identify training deficiencies and actions to remedy shortfalls;
- Identify equipment and technology deficiencies that could have been of assistance to the team; and
- Update this plan accordingly.

#### **7.4 Debriefing**

One-on-one debrief sessions are a key tool in assessing the effectiveness of the response and the performance of staff in their various functions. Debrief sessions provide team members with feedback on their performance during a stressful period and allow them to discuss any issues they may have encountered. Individual sessions should be held as soon as practicable after standing down.

Counselling is the provision of personal support and management to people who have been exposed to potentially stress-causing environments or situations. Counselling for Griffith University staff will be coordinated through the Director Human Resources. Counselling of students will be coordinated through the Academic Registrar.