RHODES UNIVERSITY

Where leaders learn

EMERGENCY

MANAGEMENT

PLAN

Working Draft

May 2013

Rhodes University Emergency Management Plan

Approval and Implementation

This Emergency Management Plan is hereby approved for implementation. Reference should also be made to the relevant Standard Operating Procedures (SOPs) in implementing this Plan.

…………………………
Date

……………………………………..
Signed: Chair
 Management Team

Record of Changes

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Statement by the Chair, Management Team

<mark>To be updated</mark>

Rhodes University, Grahamstown, is committed to providing a safe campus environment. However, Rhodes University realises that critical incidents or disasters may occur within the University community, and an effective and timely response is crucial to mitigate the effects of such incidents.

Rhodes University has a Management Team consisting of members of Senior Management and Academic Leadership Forum, to respond to the needs of the University community during and after the occurrence of a critical situation.

Each student and employee is ultimately responsible for his or her own personal safety; but by working together to understand and practice appropriate safety procedures in times of critical incidences, Rhodes University will become a safer place to work at, study at, and enjoy.

Name Surname
Designation
Date

1. INTRODUCTION

Rhodes University is legally responsible for ensuring that necessary and appropriate actions are taken to protect people and property from the consequences of emergencies and disasters that may take place suddenly or develop slowly. This Emergency Management Plan (EMP) serves as an executive document for responding to emergency situations that are of such magnitude as to cause a significant disruption to normal operations in all areas or portions of campus.

1.1 Purpose

In developing this Emergency Management Plan (EMP), Rhodes University aims to act in the interests of safety and security needs of all staff and students, protecting lives and property through effective use of University and community resources. This EMP is intended to serve as a framework for coordinating efforts by senior management and operational staff who are the primary responders in the event of any emergency. The relevant staff should have a clear understanding of what they are supposed to do and what others will be doing.

Emergency management generally addresses four areas of concern, namely: (i) reducing risks and hazards, (ii) preparing resources to respond to any emergency, (iii) responding to the actual emergency event, such as dealing with damage caused by the hazard and limiting further damage, and (iv) returning to its original functional state (or as close as possible to this state) before the incident.

The EMP thus plays an important role in supporting organisational resilience – the ability to deal with uncertainty and respond effectively to unexpected events whilst retaining core properties or functions. The University's resilience is informed by its ability to reduce the size and frequency of emergencies (vulnerability) and also improve its ability to manage emergency situations effectively, and to recover quickly (adaptive capacity).

Each emergency situation requires specific responses in terms of required resources and appropriate procedures. For this reason, the document provides comprehensive instructions and information for responding to a variety of critical incidents. It should not be confused with a simple set of standing instructions issued to members of the wider University community outlining *What to do in an Emergency* (see Appendices – A).

1.2 Authority

The Rhodes University Emergency Management Plan (EMP)**,** developed by the Management Team (Senior Management and Academic Leadership Forum) is promulgated under the authority of the senior management of Rhodes University. This plan shall not be construed in a manner that limits the use of prudent judgement and common sense in matters not covered by the elements of this EMP. Procedures laid out in this document should be seen as flexible in order to accommodate contingencies of various types and magnitudes.

1.3 Nature of Emergencies

Incidents or emergencies may be considered in two broad categories, which sometimes overlap, namely, 'crises of person' and 'crises of property'. A number of examples are provided on the next page. Incidents or emergencies may also be considered in terms of their extent, namely, isolated or major incidents / disasters. In the case of major incidents / disasters, outside emergency services as well as major efforts by the Emergency Response Group would be

required, and the Management Team (Senior Management and Academic Leadership Forum) would activate major policy considerations and decisions.

Crises of Person	Crises of Property
Injury or death	Fire
Assault / mugging (crime of person)	Flood
Rape	Bombs
Sexual harassment	Loss of water, power, sewage or IT services
Suicide	Unsafe buildings
Epidemics (infectious diseases)	Theft (crime of property)
Shooting	Vandalism
Hostage situation	Labour unrest

An isolated incident may not require Management intervention, but would involve selected members of the Emergency Response Group, as required. A few examples are provided below.

Isolated Incident	Major Incident / Disaster
An event that impacts a small part of the community or physical property, not affecting its overall functioning capacity.	*An event that causes extensive damage and seriously impairs or disrupts overall functioning capacity*
Violent crime	Major fire
Small localised fire	Severe storm
Isolated power outage	Civil disturbance
Small localised hazardous material spill	Widespread power outage

The list of examples above is not exhaustive, and there may be some incidents that do not require a significant level of response. Note also that although an isolated incident may be considered small or insignificant, it is by no means to be taken lightly. Immediate attention must be given to mitigate the situation as quickly as possible. The first priority is the safety of all individuals involved, including the safety of individuals directly affected by the incident and the safety of individuals within the area.

The following assumptions are made regarding emergencies, and are used as general guidelines:

- An emergency or disaster may occur at any time of the day, night, weekend, or holiday, with little or no warning.

- The succession of events in an emergency or disaster is not predictable; therefore, published operational plans, such as this manual, should serve only as a guide and a checklist, and may require field modifications in order to meet the requirements of the emergency.

- A major emergency / disaster may be declared if the information indicates that such conditions are developing or probable.

- Community-wide disasters may affect the entire city of Grahamstown and regional emergency services may not be available to assist, particularly for the first day or two. The worse the disaster, the more Rhodes University / Grahamstown will be left on its own. Ideally, therefore, the University must be prepared to be totally self-sufficient in the event of an emergency or disaster.

1.4 University Overview

Rhodes University is located in Grahamstown, the heart of The Eastern Cape region, in South Africa. The campus is situated in the western half Grahamstown. The city has a population of about 120,000 people, and the University has approximately 6,500 students and nearly 1,200 faculty and staff.

The main campus encompasses 240 hectares, 25% of which is covered by buildings. The University has 205 buildings, including approximately 50 occupied residences in 11 halls, and 14 occupied student family apartments, as well as 37 transit accommodation facilities. Major thoroughfares provide access to the University's main campus. These include Drostdy Arch, Somerset Street, Prince Alfred Street, Lucas Avenue, African Street, and various other areas.

The nearest industrial facilities are restricted to a small area to the west of campus. It is considered unlikely that the University would be directly affected by an incident occurring at these industrial plants. Only under extreme conditions would the University be required to evacuate or conduct shelter-in-place procedures.

City Map with Expanded Campus Map
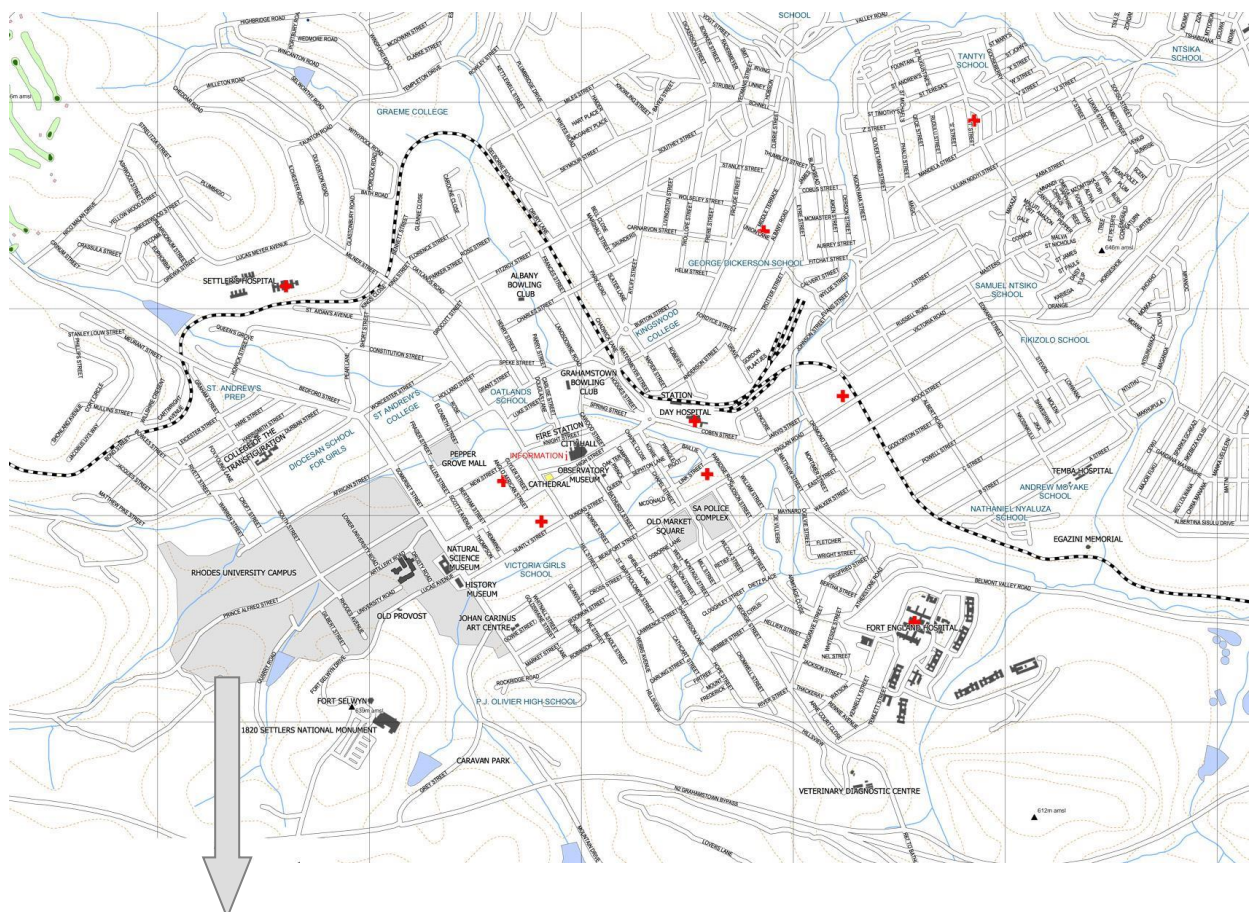
Expanded map of campus on next page
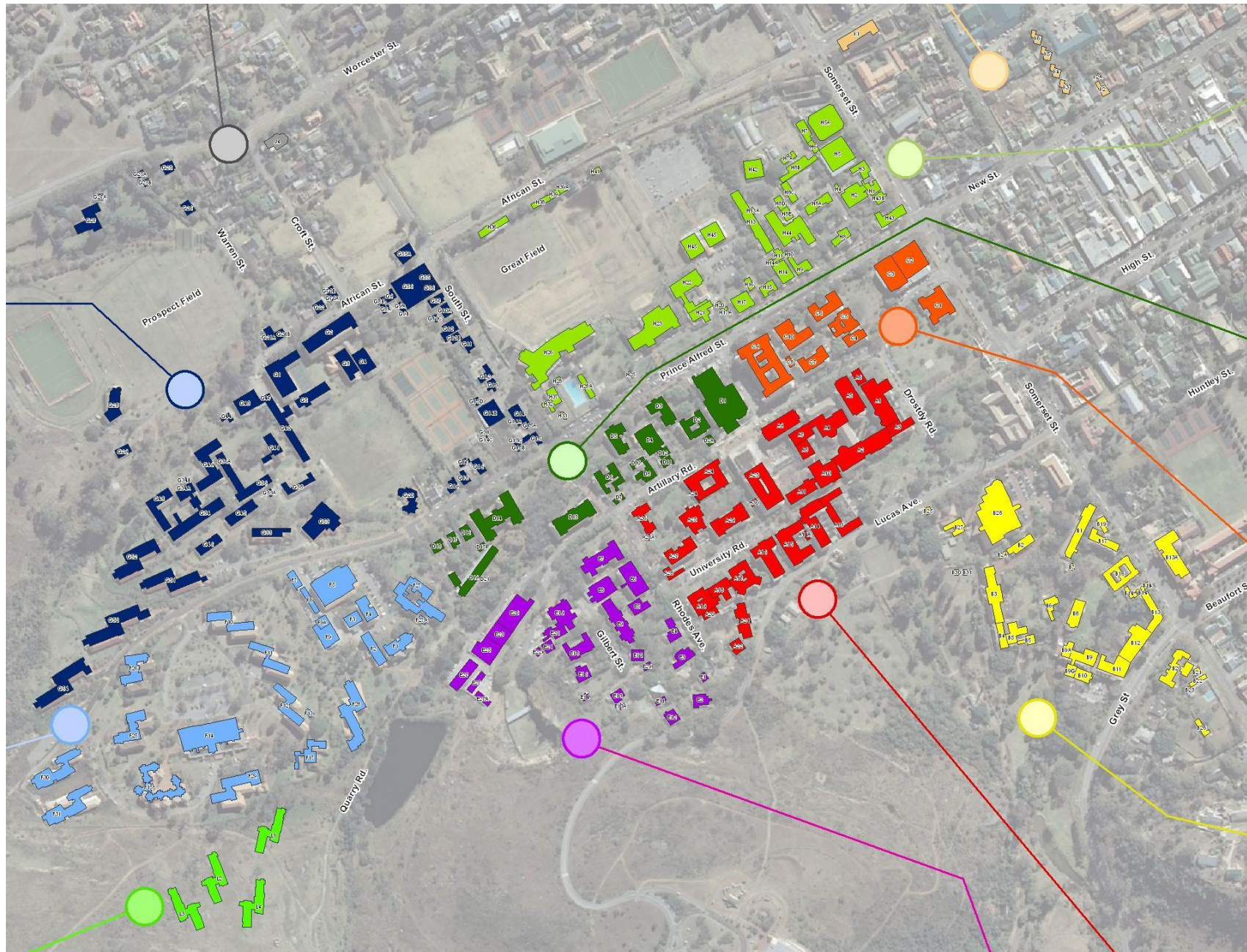
2.   EMERGENCY MANAGEMENT

In this section, consideration is given to the responsibilities of the executive arm, the Management Team (Senior Management and Academic Leadership Forum). The responsibilities of the operational arm, the Emergency Response Group, are discussed in section 3 (Emergency Response).

2.1 Declaration of Emergency

In the event of an emergency coming to the attention of the Campus Protection Unit, the CPU shift supervisor shall follow CPU standard operating procedures. If the emergency warrants, the shift supervisor shall communicate immediately with the CPU duty officer. Depending on the magnitude of the incident, the duty officer would contact the CPU manager or designee, who would then communicate with the Executive Director of Infrastructure and Operations, or designee. The Executive Director of Infrastructure Operations and Finance will, if necessary, declare an emergency, and notify all members of the Management Team.

The purpose of this communication process is to ensure that the information reaches all relevant decision makers, and also all affected employees and students, external stakeholders and the media. See *Emergency Management and Response Network* (2.3.1).

2.2 Management Team

It is essential that members of the University's senior management recognise their ultimate responsibility with regard to planning the University's response to incidents and providing appropriate guidance and support to members of the University community during and after emergency situations, in order to protect their safety and security needs. The Management Team (Senior Management and Academic Leadership Forum) is formed for this purpose, and should meet at least once a year to review procedures and update this Emergency Management Plan where necessary. The team should also conduct post-incident meetings to evaluate the effectiveness of the emergency management procedures.

It is important that the same team of people is responsible for handling any incidents that may arise at Rhodes University. This means that the University deals consistently and procedurally with incidents and that as little pressure as possible is placed on people who are dealing with the emergency – particularly those who have not previously dealt with these types of emergency situations. The Management Team (Senior Management and Academic Leadership Forum) includes but is not limited to:

- Vice-Chancellor
- Deputy Vice-Chancellors
- Executive Director: Infrastructure and Operations
- Director: Communications and Marketing Division
- Director: Information Technology
- Deputy Director: Residential Operations
- Deputy Director: Administration, Finances and Procurement
- Deputy Director: Facilities Servicing
- Deputy Director: Infrastructure and Operations Systems
- Director: Human Resources
- Manager, Campus Protection Unit

- Dean of Students
- Deans of Faculties

2.2.1 <u>Office of the Vice-Chancellor</u>

As the Chief Executive Officer for Rhodes University, the Vice-Chancellor or, in his/her absence, the Deputy Vice-Chancellor has the responsibility for the overall management of the institution. It is thus important that they are notified of all incidents.

2.2.2 <u>Executive Director of Infrastructure Operations and Finance</u>

As the most senior operations staff member bearing ultimate responsibility for the University's physical infrastructure and assets, including water and electricity supply, fire safety and the like, the Executive Director of Infrastructure Operations and Finance or his/her designee has overall responsibility for damage control, with the following responsibilities in the event of an emergency:

1. Serves as ?Chair of the Management Team (Senior Management and Academic Leadership Forum).

2. Declares the level of emergency based on reports from the Campus Protection Unit and other experts.

3. Serves as Emergency Manager in charge of the Emergency Response Group.

4. Authorises University campus evacuation orders.

5. Directs and coordinates specific campus-wide response activities and campus support operations for isolated incidents involving students.

6. Appoints Emergency Response Personnel within the Division of Infrastructure Operations and Finance to serve on the Emergency Response Group which performs shutdown procedures, controls hazardous areas, supplies barricades, assists Building Emergency Coordinators with evacuation procedures and supports Management as required.

7. Provides vehicles, equipment, and operators for movement of personnel and supplies, and assigns vehicles for emergency use as required by the Emergency Response Group and other key Rhodes University administrators.

8. Appoints and leads the Damage Assessment Team, with the assistance of appropriate agencies (see 3.6 on Damage Assessment), to assess damages from the emergency, prepare the University's specific responses and reports the findings to the Vice-Chancellor / Deputy Vice-Chancellor.

2.2.3 <u>Manager of Campus Protection Unit</u>

As the person responsible for the University's safety and security, the Manager of the Campus Protection Unit has the following responsibilities:

1. Serves as a member of the Management Team.

2. Initiates contact with the Chair of the Management Team, or designee, and begins assessment of the emergency condition.

3. Establishes a central Emergency Control Centre at the CPU if necessary, and checks all lines of communications. Assumes the role of Emergency Manager if designated.

4. Maintains the University CPU in a state of constant readiness.

5. Serves as a member of the Damage Assessment Team.

6. Notifies and conducts liaison activities with the SA Police Services, Makana Municipality Fire Department, and other appropriate governmental agencies.

7. Maintains communications with representatives of these agencies throughout the duration of the emergency.

2.2.4   Director of Communications and Marketing Division

The Director of Communications and Marketing, or an approved designated staff member from the Division, are solely responsible for engaging with the media. S/he is responsible for ensuring that communication to stakeholders and the media is in accordance with policy, that the media and stakeholders are updated regularly, and issues emanating from the emergency are promptly and adequately addressed. The Director has the following responsibilities:

1. Serves as a member of the Management Team.

2. Ensures all the necessary communication procedures are in place and ready for deployment

3. Prepares appropriate communication material such as core messages, briefing documents, updates, media releases, internal and external stakeholders as well as the media list; prepares the dissemination of communication collateral material to key stakeholders and media through the appropriate channels.

4. Prepares appropriate up-to-date *Emergency Communication File* materials for all University personnel. This will include various communication materials such as Management Team contact information and *Emergency Management and Response Network* (see 2.3.1), and a Wallet Card containing concise information on what to do in an emergency for all staff and students (to be carried at all times).

5. Activates the Communication Team and ensures appropriate communication materials are disseminated to key stakeholders and media through the appropriate channels.

6. Anticipates and prepares to manage possible negative issues and media play-out, and activates an issues management plan should the need for this arise.

7. Liaises with the Information Technology Division to establish what forms of electronic communication are viable at the time.

8. Dispatches communications to internal stakeholders, external stakeholders and the media once a decision has been taken by the Management Team and as directed by the Vice-Chancellor.

9. Monitors the media coverage and identifies issues that will need to be addressed and responded to.

10. Provides ongoing updates and actively manages issues as and when the situation requires.

2.2.5   Director Information Technology

As the person with overall responsibility for the University's information telecommunications and Internet, the Director of Information Technology or an approved designated staff member from the IT Division, has the following responsibilities:

1. Serves as a member of the Management Team.

2. Ensures all the necessary emergency communication infrastructure is in place and ready for deployment in the event of emergency communication procedures.

3. Ensures that such infrastructure is tested in all parts of campus on a regular basis.

4. Liaises with the Director of Communications and Marketing regarding what forms of electronic communication are viable at the time.

5. In the absence of clear directives from the VC or DVC, staff of the IT Division may be in a position to facilitate emergency communications, using material provided by the Director of Communications and Marketing.

6. Monitor levels of web-based traffic in order to determine the necessity to transfer traffic from the University's normal website to the University's emergency web page hosted in Germany (**http://crisis.ru.ac.za/**).

2.2.6 Director of Human Resources

As the person with overall responsibility for the University's employees and HR support matters, the Director of Human Resources has the following responsibilities:

1. Serves as a member of the Management Team.

2. Ensures that the Human Resources support system is suitably prepared to respond to an emergency situation.

3. Upon receiving notification of an emergency which may lead to media coverage, liaise with the employee's manager / head of department to provide relevant information to the Communications and Marketing Division who will summarise the facts in a public statement.

4. Ensures that employee support is provided in the aftermath of an emergency situation.

2.2.7 Dean of Students

As the person with overall responsibility for the University's students and student affairs, it is vital that s/he is informed and kept up to date about incidents, particularly those concerning students. The Dean of Students has the following responsibilities:

1. Serves as a member of the Management Team.

2. Ensures that the student support system is suitably prepared to respond to an emergency situation.

3. Upon receiving notification of an emergency which may lead to media coverage, liaise with Senior Management and provide relevant information to the Communications and Marketing Division who will summarise the facts in a public statement.

4. Dependent upon the circumstances of the emergency, s/he may choose to also involve the SRC and/or Student Disciplinary Officer.

2.2.8 Deans of Faculties

The responsibilities of deans of faculties are as follows:

1. Serve as a member of the Management Team.

2. Collaborating with all heads of departments in their respective faculties to ensure that appropriate steps have been taken for emergency preparedness and response.

   Details of HOD responsibilities are covered in Section 3.3.1.

2.3 Stakeholder and Media Communication Management

A primary objective of the EMP is to arrange opportunities for the University to present complete statements of fact about an emergency and to be decisive, responsive and proactive in doing so. It is equally important for the University to avoid the appearance of being ineffective and to avoid being placed on the defensive. In accordance with the authority of this EMP, the Director of the Communications and Marketing Division is responsible for managing and implementing all communications related to an emergency and issues arising from such an emergency that could negatively affect stakeholder and media perception or reputation of Rhodes University. The Director should thus be notified of any emergency immediately, in accordance with the University's *Emergency Management and Response Network* (see 2.3.1).

Negative issues include crimes against students, faculty or staff; suicides; student demonstrations; inappropriate conduct by faculty, staff or students; academic freedom issues; fiscal irregularities; and personnel issues. Both the stakeholders' legitimate right to know the essential facts and privacy concerns – especially those related to individual rights, personal security and legal liability – must be determined and considered before any public statements are made. It is, however, inevitable that incidents, and most particularly incidents that involve students or staff members, will attract a great deal of interest from stakeholders and the media.

In order to ensure that appropriate messages are communicated and that individual rights and institutional reputation are protected, it is very important that all messages and communication collateral material are prepared and dispatched by the Emergency Communication Team working under the leadership of the Director of the Communications and Marketing Division – who is Rhodes University's officially designated spokesperson.

2.3.1 ☏ Emergency Management and Response Network ♪

Management Team **Chair: ?Executive Director of Infrastructure Operations and Finance**

Emergency Control Centre **Campus Protection Unit**

Emergency Manager ?

Vice Chancellor

or

DVC

(if necessary)

Chancellor

Communications & Marketing

Information Technology

Media & key stakeholders

Residential Operations

Outside service providers

Human Resources

Deans

Dean of Faculties

Dean of Students

Managers

Heads of Dept

Students

Employees Visitors

(as required)

Emergency Services:
- Fire Dept
- Police
- Ambulance

(as required)

Area Police Commissioner

Elementary fire fighters

Emergency Response Support

Building Emergency Coordinators

(as required)

First Aiders

Emergency Response Personnel

(as required)

Outside service providers

(as required)

Counselling Centre

Health Care Centre

If any Rhodes staff member is contacted by the media s/he is not to comment or offer any information. The media should be immediately referred to the Communications and Marketing Division or its Director. If the media insist that they can't get hold of the spokespersons, suggest that they leave a message with someone else in the Communications and Marketing Division.

Staff members should not be bullied into making a comment. A single spokesperson of the Communication Team or Communications and Marketing Division will manage communication and the flow information as well as managing issues so as to minimise the likelihood of conflicting public statements. It is important to speak with one voice and disseminate a single core and consistent message to stakeholders and the media.

If a journalist tells you that the University's spokespersons declined to comment, it does not mean you should offer a comment. Spokespersons are trained to deal with the media, and if they decline to comment, it is because they have not yet gathered all the facts and do not wish to offer incomplete information.

Remember, the Communications and Marketing Division is represented on the Management Team, receives regular updates, and will be able to provide full and factual information. The intention is not to stifle opinion but merely to ensure information is accurate and appropriate and that victims/survivors and the institution as a whole are protected.

If a news briefing is called, all appropriate spokespersons should be thoroughly briefed beforehand on confining remarks to the information in briefing document and fact sheet and on how to respond to particular questions. The Director of Communications and Marketing will direct all news briefings. Appropriate background information also may be distributed to the media after the start of the news briefing. Internal stakeholders and, where appropriate, key stakeholders should always be briefed before the media is briefed to avoid staff and students first hearing important information via the media.

Some situations may require the University to initiate communications with the news media about an emergency. In these instances, the Office of Communications and Marketing will distribute information to the media based on the situation fact sheet.

The University should strive to always be ready to provide stakeholders and the media with updates, and these should be placed on the intranet and Internet as they become available. It is important to note that communicating proactively with stakeholders and the media will set the communication agenda on the (emergency) issue, and by definition, prevent speculation and rumour, and media misrepresentation.

3. EMERGENCY RESPONSE

In the previous section, the responsibilities of the executive arm, the Management Team, were discussed. In this section, consideration is given to the responsibilities of the operational arm, the Emergency Response Group. This provides detailed information on response operations, and should not be confused with a simple set of standing instructions issued to members of the wider University community outlining *What to do in an Emergency* (see Appendices – A).

3.1 Emergency Control Centre

The Campus Protection Unit serves as the Emergency Control Centre – the emergency management "headquarters" for the Rhodes University Emergency Response Group. Members of the Management Team should maintain contact with this control centre. Should circumstances require that the Emergency Control Centre needs to be located elsewhere, this decision should be made by the Emergency Manager, and communicated accordingly.

3.2 Emergency Response Group

The Emergency Response Group, as the operational arm linked to the Management Team, responds to the needs of the University community during and after emergency situations. Members of the group also play a practical role in emergency preparedness, supporting emergency evacuation exercises, providing and/or maintaining emergency resources and equipment, and assisting in the implementation of standard operating procedures relevant to any emergency situation.

The Emergency Response Group is comprised primarily of Infrastructure and Operations Department staff, and also specific individuals in various University buildings. This includes but is not limited to:

- Campus Protection Unit
- Building Maintenance
- Building plans and campus space management
- Electrical section
- Engineering section
- Grounds & Gardens
- Information Technology

3.2.1 Emergency Manager

The Emergency Manager will direct and coordinate the specific campus-wide response activities and campus support operations during a Major Emergency or Disaster. In his/her absence, the Manager of CPU will serve as Emergency Manager. Depending upon the type of emergency or disaster, the Emergency Manager will direct appropriate Rhodes University employees to assist the SA Police Services, Makana Municipality Fire Department, and St John Ambulance during and/or after the emergency or disaster.

3.2.2 Key Emergency Response Personnel

As members of the Emergency Response Group, individuals in the Information Technology Division, managers of the CPU, Electrical, Building Maintenance, Engineering, and Grounds and Gardens sections, and other key role-players, report to the Emergency Manager and assist outside emergency response services as follows:

1. Provide practical assistance and direction at the scene of the emergency.

2. Provide technical information regarding management of University buildings and facilities.

3. Provide technical knowledge about University infrastructure, e.g. blueprint information, HVAC (High-voltage alternating current) information, wiring information.

4. Provide access to floor plans that indicate the location of passages, exits, windows, fire extinguishers, alarms, sprinklers, smoke detectors and water mains, as well as controls for electricity, water, heating, ventilation, etc.

   Floor plans should also provide information about the location of hazardous chemicals and flammable materials.

3.2.3   Safety, Health and Environmental Officer

The responsibilities of the SHE Officer are as follows:

1. Maintain an up-to-date list of names, titles and phone numbers of designated Building Emergency Coordinators and Assistants for Emergency Response Group and notifying them of any changes that occur subsequent to their designation.

2. Provide support, as required, to the Emergency Response Group.

3. Ensure that any major incident is reported to a Department of Labour inspector within 7 days, in accordance with section 24 of the OHS Act.

3.3 Emergency Response Support

A number of University personnel also play a role as the support arm of the Emergency Response Group, including:

- Managers / Heads of Departments
- Building Emergency Coordinators
- Building Emergency Coordinator assistants (also known as a 'floor marshals', 'floor monitors' or 'incident officers')
- Elementary fire fighters
- First aiders
- Health Care Centre staff
- Counselling Centre staff
- Communications and Marketing Division

3.3.1   Managers / Heads of Departments

Every HOD, in collaboration with or on behalf of their respective Dean, has the following general responsibilities:

EMERGENCY PREPAREDNESS:

1. Appoint a Building Emergency Coordinator for every building in which his/her department has an activity, and Building Emergency Coordinator assistants (also known as a 'floor marshals', 'floor monitors' or 'incident officers') for each floor or area of the building.

2. Work with the Building Emergency Coordinator in developing building-specific evacuation guidelines (drawing on the **FIRE-GEAR** evacuation template, section 3.5.3) and designated primary and alternative Emergency Assembly Points.

3. Provide the Safety, Health & Environmental Officer with the names, titles and phone numbers of their designated Emergency Response Support personnel (Building Emergency Coordinators and assistants; first aiders; elementary fire fighters), and also notifying him/her of any changes that occur subsequent to their designation.

4. Ensure that these personnel receive appropriate on-the-job-training during normal working hours. This training is the responsibility of relevant members of the Emergency Response Group and includes, but is not limited to, the teaching of emergency techniques (such as use of fire extinguisher and standpipe fire hoses), fire drills and use of emergency exits.

5. Ensure that employees and/or students in his/her department or area of responsibility are provided with general information concerning Rhodes University emergency procedures, as well as particular information such as building-specific evacuation procedures and Emergency Assembly Points.

EMERGENCY CONDITIONS:

Every HOD, in collaboration with their respective Emergency Response Support personnel, has the following general responsibilities in the event of an emergency:

1. Informs all personnel under his or her direction of the emergency situation

2. Informs staff and/or students in his/her department / area of responsibility of an emergency and, if appropriate, initiates emergency procedures.

3. Assists students, staff, and other faculties in responding correctly to building evacuation guidelines and directs them to report to their designated Emergency Assembly Point.

3.3.2   **Building Emergency Coordinator**

All buildings should have a Building Emergency Coordinator, and large buildings should also have Building Emergency Coordinator assistants (also known as a 'floor marshals', 'floor monitors' or 'incident officers'). Their responsibilities are as follows:

EMERGENCY PREPAREDNESS:

1. Maintain the emergency kit contents (see Appendices – B) for his/her building or area.

2. Work with his/her manager / head of department in developing building-specific evacuation guidelines (drawing on the **FIRE-GEAR** evacuation template, see 3.5.3) and designated primary and alternative Emergency Assembly Points.

3. Keep an up-to-date list of all personnel working in his/her building or area, to facilitate roll call after an emergency evacuation.

4. Keep a roster of all employees in his/her building or area who have First Aid training.

5. Complete training in emergency techniques, such as fire extinguisher usage and building evacuation plan and procedures.

6. Identify and keep an up-to-date roll of all individuals with mobility, hearing or sight challenges or other unique conditions in his/her building or area. Instruct these individuals, and colleagues or peers who would assist, in appropriate evacuation procedures.

7. Serve as the communication link or contact for his/her building or area with University administration in all matters concerning emergency preparedness.

EMERGENCY CONDITIONS:

Emergency Response Support personnel, in collaboration with their respective managers or heads of department, have the following general responsibilities in the event of an emergency:

1. When appropriate, take immediate action to contain emergency.

2. Wear a reflective bib (kept in the emergency kit) for easy identification.

3. Inform all employees of emergency condition.

4. Where appropriate, distribute items in emergency kit (see [Appendices](#) – B).

5. Where appropriate, direct qualified first aiders to persons in need.

6. When a building is evacuated, take roll at the designated Emergency Assembly Point to check if all occupants have exited the building.

7. From the emergency site, maintain radio or telephone contact with the Emergency Control Centre.

8. Continues to disseminate status of emergency conditions to departmental personnel.

3.3.3   First Aiders

All areas of campus should have qualified first aiders. Their responsibilities are as follows:

EMERGENCY PREPAREDNESS:

1. In collaboration with the University Safety, Health and Environmental Officer and their respective managers / heads of department, undergo training at an accredited training provider (usually St John Ambulance Centre).

2. Be familiar with the location of a first aid kit in their building or area, in collaboration with their respective managers / heads of department.

3. Ensure that their on-campus contact details are current and correct (see www.ru.ac.za /safety/firstaid/rufirstaiders).

EMERGENCY CONDITIONS:

1. Respond to first aid emergencies as and where possible, following correct first aid procedures.

2. Remain with the casualty until qualified medical personnel arrive on the scene.

3.3.4   Health Care Centre

The Health Care Centre has the following general responsibilities in the event of an emergency:

1. Provide health care to staff or students, as needed.

2. Liaise with the Dean of Students (w.r.t. students) or manager / head of department (w.r.t. employees).

3. Liaise with the Counselling Centre for psychological support services, and with outside service providers for advanced medical treatment, if required.

3.3.5   Counselling Centre

The Counselling Centre has the following general responsibilities in the event of an emergency:

1. Provide counselling to staff or students, as needed.

2. Liaise with the Dean of Students (w.r.t. students) or manager / head of department (w.r.t. employees).

3. Set up further counselling sessions (with outside service providers), if required.

3.3.6 University Personnel

All Rhodes University personnel, staff and students, have the following general responsibilities in the event of an emergency:

1. Always carry your Wallet Card (prepared by the Communications and Marketing Division) containing concise information on what to do in an emergency.

2. Review simple set of standing instructions issued to members of the wider University community outlining *What to do in an Emergency* (see Appendices – A).

3. Be familiar with specific information regarding safety in your building, especially building location of fire alarm system devices, alarms, and evacuation routes from your workstation.

Note: Copies of a building's emergency evacuation procedures, including a diagram of the building evacuation routes, should be visible in all areas/floors of each building to ensure that occupants can evacuate as quickly and safely as possible in the event of a fire. This is the responsibility of managers / heads, in collaboration with their Building Emergency Coordinators.

4. Always bear in mind that the safety of **people** should be your first consideration; the safety of the building and its contents is secondary.

3.4 Communication in Emergencies

The ability to communicate instructions during an emergency situation is key to the effectiveness of executing the Emergency Management Plan – as per the *Emergency Management and Response Network* (see 2.3.1). Communicating accurate and sufficiently detailed information is a challenge. In general, alarms should alert everyone to conduct an evacuation. Although detailed information (fire, bomb threat, etc.) cannot be communicated, the basic advice to evacuate is communicated.

3.4.1 Office of Communications and Marketing

Upon receiving notification of an emergency which may lead to media coverage, the Director of Communications and Marketing or designee will meet with all applicable University personnel to:

1. Identify the emergency; try to determine as quickly as possible the seriousness of the situation.

   Keep in mind that rapidly changing situations, e.g. natural disasters or fires, may require frequent reassessments.

2. Prepare an initial fact sheet and core messages as soon as sufficient details are available.

   The fact sheet will be prepared in consultation with those closest to the situation and should be analysed to balance the public's right to know with privacy and security concerns.

3. Working from the fact sheet, prepare core messages, a brief statement (and briefing document) that can be distributed to administrators, faculty, staff and offices that are likely to receive phone calls from stakeholders before more detailed information is available. Media enquiries should be directed to Communication Team and/or Director of Communications and Marketing.

   Even if the statement says very little, it serves two purposes:

   - Those answering calls will be more comfortable with a script to follow; and
   - It conveys that the University is on top of the situation.

4. Proactively distribute statements (and briefing documents) to administrators, faculty and staff, especially in offices that are likely to receive phone calls (see 3.4.5).

   Those answering the telephones should be instructed to obtain each caller's name, news media affiliation and telephone number and to note the time of each call. Calls generally will be returned in the order they are received.

5. Identify key audiences.

   When feasible, faculty, staff and students will be addressed first, beginning with those closest to the occurrence. Immediate attention also may be required for persons related to those involved in the occurrence, such as parents or spouses. The news media and other external audiences should be considered next.

6. Determine the best method of communication.

   A statement is prepared from the basic fact sheet with appropriate procedural and other information included for each audience.

3.4.2   Information Technology Division

The IT Division is responsible for the University's information telecommunications and Internet. It has 12 distribution points across campus servicing 7 sectors. The IT Division has the following responsibilities with regard to emergencies which may lead to impacts on the University's communications channels:

EMERGENCY PREPAREDNESS:

1. Maintaining the batteries of 'campus sector distribution facilities' UPS equipment – which provide backup power for approximately 2-3 hours.

2. Maintain standby generators (linked to AMM and Struben buildings) – which supply redundancy to core facilities, namely, the University website and telephones (in CPU and other key offices).

3. Maintain content of the University's emergency web page (**http://crisis.ru.ac.za/**).

EMERGENCY CONDITIONS:

1. Assess nature of emergency and manage standby generator load balancing, refuelling, etc, as required. Note: a full tank of diesel will last for 36 hours; these can be refuelled while in operation.

2. Switch across to the University's emergency web page (**http://crisis.ru.ac.za/**), based on decision by Director of IT Division.

3.4.3   Methods of Communication in an Emergency

There are generally two main methods of communication in an emergency:

a) Primary Communication Channels:

The role of primary communications methods is the dissemination of important and up-to-date information to the majority of University stakeholders. It could take the form of campus radio station broadcasts and, where possible, also include telephone systems and web pages. Primary communications channels should be well-known in advance and thus, by necessity, broadcast. These include:

- CPU Emergency line: **046-603.8999** or 8146/7

- Radio: **RMR (89.7FM)** and/or **Radio Grahamstown** or, if no signal, **SAFM (96.7FM)**

- Rhodes University emergency web page: **http://crisis.ru.ac.za/**

b) Secondary Communication Channels:

Secondary communications methods are used to make people aware that a crisis exists and that they should pay attention to the primary communications channel for information. This includes any technology available: e-mail, telephony, mobile / cell phones (official / personal), SMS, vuvuzelas, word of mouth, etc. Ideally, some type of siren or intercom system is needed to alert everyone to a critical situation that affects the whole of campus, for example, a hostile intruder or release of hazardous material (accidental or intentional).

Secondary channels may also be used to answer questions, but this should be the exception rather than the norm in an emergency situation. The technologies can be unreliable, but this risk can be mitigated by:

(i)   Involving a number of different technologies,
(ii)   Keeping the message simple,
(iii) Referring the person on to a primary communication method, and
(iv)   Bearing in mind that people may already know about both the crisis and the primary channels.

Two mailing lists that serve as secondary communications channels (or primary channels, if the situation is not time-critical) are:

- Toplist@lists.ru.ac.za - moderated by the Communications Division; all staff are subscribed by default, but can choose to unsubscribe; it is a general announcement list, but has wide reach.

- Emergency@lists.ru.ac.za - moderated by the Vice Chancellor and/or two DVCs; all students are automatically subscribed, and cannot unsubscribe. As its name suggests, it is only for emergency communications.

In both cases, the IT Division can perform moderation actions if the moderators are unavailable and the situation demands it.

3.4.4   Outgoing Emergency Calls

The new Rhodes University PBX system treats the following as emergency numbers – these numbers are not barred, and can be dialled from any phone on campus:

On-campus emergencies:	
046-603.8999 or 8146 / 7	Any emergency on campus (CPU can contact other emergency services, etc)
National emergency call centres:	
112	National emergency call centre (still to be implemented, goes to CPU for now)
1022	Telkom's emergency call centre
Police:	
10111	National police emergency number
086 001 0111	Crime Stop
Fire:	
046 622 4444	Makana fire brigade
080 111 4444	Makana fire brigade (toll free)
Ambulance:	
10177	National ambulance service emergency number
082 911	NetCare 911 (also National Sea Rescue Institute)
Poison Information Centres:	
021 689 5227	Red Cross Hospital poison centre
021 931 6129	Tygerberg Hospital poison centre
0800 333 444	Unitas Hospital poison centre
LifeLine:	
0861 322 322	LifeLine national counselling line (sharecall)

Source: www.ru.ac.za/phoneproject/help/emergencynumbers

Numbers identified as 'emergency numbers' can be dialled from any phone, even if the phone instrument is logged out or if calls might be otherwise barred. In particular, the caller cannot hang up an emergency call; the called party needs to hang up. If the phone has a speaker-phone capability, emergency calls will automatically go to speaker-phone if the caller attempts to hang up.

3.4.5   Incoming Telephone Calls

Several University offices are likely to receive calls enquiring about the status of an emergency on campus. These are listed in the table below.

These offices should be made aware of the Emergency Management Plan and familiarised with any updates. They should also be informed in the event of any emergency, and proactively be sent copies of any communications or statements from the Director of Communications and Marketing (see 3.4.1).

Office	**Number**	**Internal**		**External**		**Office Hours**	**After Hours**
		Staff	Students	Parents	Media		
CPU Emergencies	046-603.**8999** or 8146 / 7	☑	☑	☑		☑	☑
CPU Office	046-603.8146	☑	☑			☑	
RU switchboard	046-603.8111	☑	☑	☑	☑	☑	
Communications and Marketing	046-603.7022	☑	☑	☑	☑	☑	

Office	Number	Internal		External		Office Hours	After Hours
		Staff	Students	Parents	Media		
IT Help Desk	046-603.8288	☑	☑			☑	
VC's Office	046-603.8148	☑	☑			☑	
DoS Crisis Counselling	082-803.0177		☑			☑	☑

The CPU Emergency line **046-603.8999** can handle approximately 120 simultaneous calls, and is thus in a position to provide recorded updates. The Information Technology Division can facilitate the setting up of such voicemail message boxes, in cooperation with Communications and Marketing – which provides a copy of the statement. In general, if telephones are no longer being manned, University office voicemail messages should refer the caller on to a primary communication method. It should state the following:

"It is recommended that you switch on a radio and tune into local radio stations **RMR (89.7FM)** and/or **Radio Grahamstown** or, if no signal, **SAFM (96.7FM)** as it is possible that announcements may be made about the emergency".

3.5 Evacuation Procedures

Two categories of evacuation are considered: building evacuation procedures and campus evacuation.

3.5.1 Building Evacuation

Building evacuation is required when it is no longer safe or potentially unsafe to remain inside a building. The procedure would be based on the **FIRE-GEAR** evacuation template below (3.5.3), and would take place as follows:

1. An evacuation will occur when the fire alarm sounds and/or notification is received by the CPU, the relevant Building Emergency Coordinator, Makana Municipality Fire Department, or the SA Police Services.

2. Building occupants must leave the building by the nearest marked exit and alert others to do the same.

3. Individuals with mobility, hearing or sight challenges should be assisted in exiting the building.

4. Elevators should not be used to evacuate the building.

Diagrams showing evacuation routes should be mounted on the passage walls on each floor.

5. Once outside the building, individuals should proceed to the designated Emergency Assembly Point.

   Streets, fire lanes, hydrants, and walkways should be kept clear for emergency vehicles and personnel.

6. The relevant Building Emergency Coordinator will take roll at the designated Emergency Assembly Point to check if all occupants have exited the building.

7. Occupants should not return to the building until directed to do so by CPU (via the HOD / Manager / Building Emergency Coordinator).

3.5.2   Campus Evacuation

1. Announcement of a campus-wide evacuation would come from the Emergency Manager or the Chair of the Management Team.

2. Occupants must leave the building by the nearest marked exit and alert others to do the same.

3. Move off campus.

    A detailed plan is not required for campus evacuation due to its small size and the ease of evacuation. Consideration is thus only given to the development of specific plans for building evacuation.

4. After community and RU officials have declared the emergency has passed, occupants shall be recalled; they will be asked to return to their place of work and await further instructions.

If all communications are disabled, members of the Emergency Response Group are asked to return to their place of work once their family needs are satisfied. All other personnel should remain at home until communications can be established.

3.5.3   FIRE-GEAR Evacuation Template

Managers or heads in all building on campus should work with their Building Emergency Coordinators in making use of the **FIRE-GEAR** evacuation template (see overleaf) to develop a ***building-specific emergency evacuation procedure***, which should be on all notice boards.

Details of the Building Emergency Coordinator and assistants should be placed on all notice boards. See example below:

Emergency Coordinator: Name Surname - RU ext 0000 or cell 000 000 0000			
Building floor / area:	**Floor marshal/monitor/ incident officer:**	**Deputy:**	**Assembly Point: (1. Primary, 2. Secondary)**
Ground Floor	Joe Soap - RU ext. 0000 or cell 000-000.000	Jeff Marshall - RU ext. 0000 or cell 000-000.000	**1. Barratt car park** 2. Barratt lawns
Computer Lab	Lungile Themba - RU ext. 0000 or cell 000-000.000	Jane Green - RU ext. 0000 or cell 000-000.000	**1. Great field** 2. Kaif lawns
First Floor	Sue Brown - RU ext. 0000 or cell 000-000.000	Sipho Manzi - RU ext. 0000 or cell 000-000.000	**1. Kaif lawns** 2. Squash court lawns.

It is advisable (not compulsory) to list all fire-fighting equipment in the building. The advantage of doing this is that management is better able to monitor any theft or misuse of equipment. See example below:

Location of fire-fighting equipment

Area/Floor	Location	Type
First floor	Glass case (106) opposite laboratory door	Fire hose
First floor	Outside Room 110	Powder extinguisher
Ground	Passage opposite Room 1	CO_2 extinguisher
Ground	Outside Room 11	Fire hose

Escapes routes should be shown on a simple floor plan – provided by a draughtsman or drawn by hand or on computer. See example below:

EMERGENCY ASSEMBLY POINT

ALTERNATIVE ASSEMBLY POINT

South Street

EXIT

| 1. Director | 2. Secretary | 3. Space Manager |
| 5. Admin Office | 6. Finance Office | 4. Boardroom |

EXIT

North side

Store

Plan Room

Ablution

| 7. Operations Manager | 8. SHE Office | 11. Power Manager |
| 9. Draughtsman | 10. Rest room | Kitchen |

Ablution

EXIT

BUILDING FLOOR PLAN
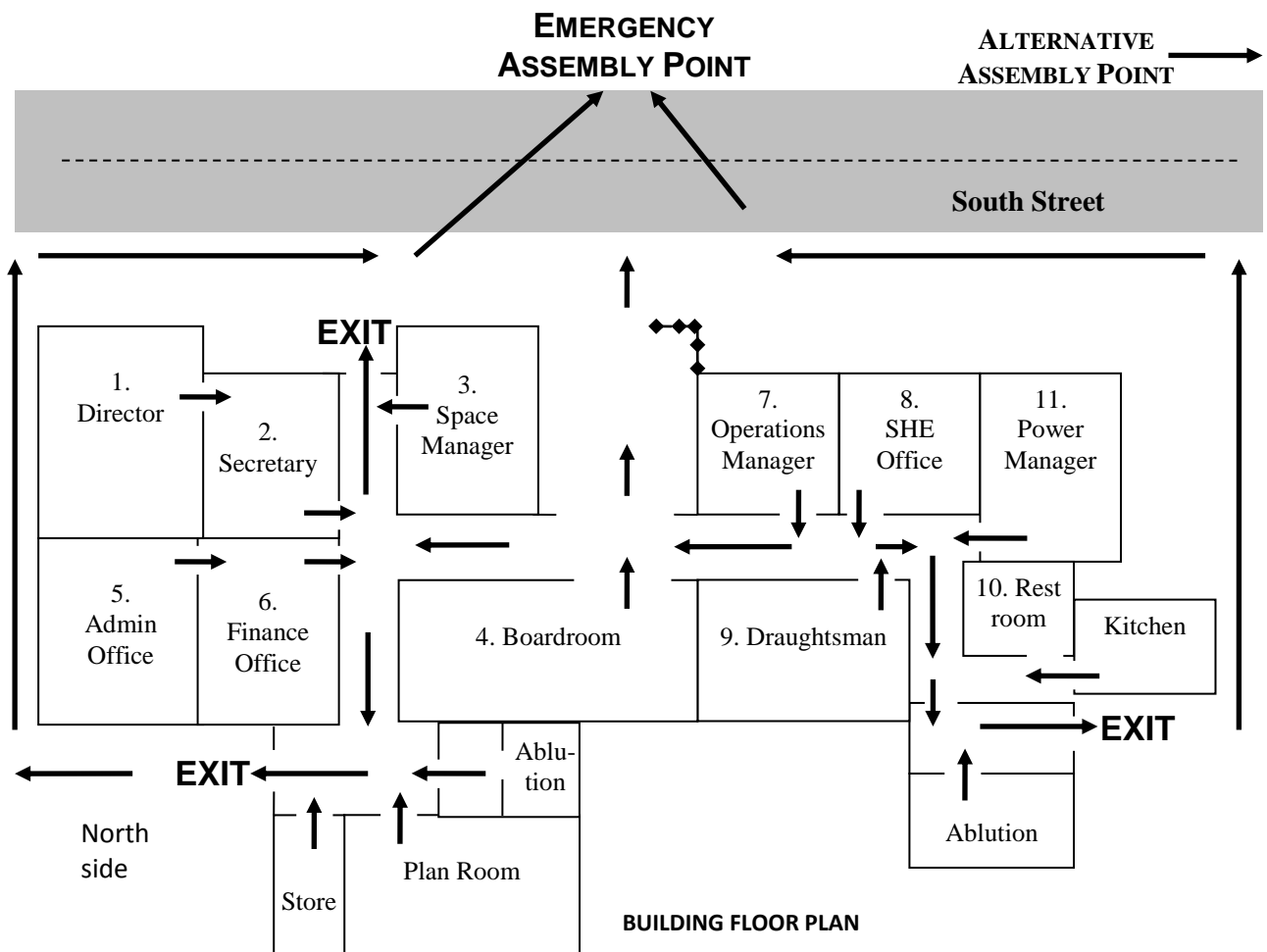
F

FIND the fire

WHAT TO DO IN AN EMERGENCY / FIRE

1. If you see or smell smoke, immediately find out <u>where</u> it is.

I

INFORM users

2. <u>Warn</u> occupants as soon as possible.
   - Alarm may be automatic / manual / repeated blasts of whistle

R

REPORT to emergency services

3. Call **CPU EMERGENCY ext 8999** (or 8146) as soon as possible.
   - Provide the following info:
     Building + Department / floor where the fire is + your name
   - CPU will contact Makana Fire and Rescue Services.
   - Call your Building Emergency Coordinator if possible

   NEVER TRY to CONTROL a FIRE BEFORE ALERTING CPU.

E

EXTINGUISH fire if safe to do so

4. Use fire fighting equipment to control the fire, ONLY if:
   - It is small enough to be contained, and
   - You know how to operate the extinguisher (pull out the pin!)

   AVOID BEING TRAPPED: place yourself between the fire and an EXIT.

G

GET GOING

5. Even if a fire extinguisher is being used, make sure everyone starts evacuating.
   IF the FIRE CANNOT be CONTROLLED SAFELY, LEAVE IMMEDIATELY.

6. Evacuate the building in an orderly manner. DO NOT PANIC:
   - Check that all occupants leave the building.
   - Assist anyone with mobility / hearing / sight challenges.
   - Follow EXIT signs and alert others to do the same.

E

EVACUATE

   If there is THICK SMOKE, keep AS LOW AS POSSIBLE, or CRAWL.

A

ASSEMBLE outside

7. Get all occupants to go the Assembly Point on the lawn in front of the Drostdy Barracks:
   - Keep clear of the building
   - Building Emergency Coordinator take roll call

   DO NOT OBSTRUCT emergency vehicles and personnel

R

RETURN only when instructed

8. Only return to the building once directed to do so by the Makana Fire Officer

3.6 Damage Assessment

The Chair of the Management Team will be in charge of the Damage Assessment Team. The team will consist of the following:

- Deputy Director: Residential Operations
- Deputy Director: Administration, Finances and Procurement
- Deputy Director: Facilities Servicing
- Deputy Director: Infrastructure and Operations Systems
- Manager: Campus Protection Unit
- Manager: Building Maintenance
- Manager: Electrical section
- Manager: Engineering section
- Manager: Grounds & Gardens
- Others as deemed appropriate

The Damage Assessment Team would be assisted by community agencies (e.g. Makana Municipality Fire Department, any regional services agencies, St John Ambulance) in conducting post emergency / disaster surveys to ascertain the damage. The Chair of the Management Team will report the findings to the Vice-Chancellor.

In the chapters that follow, responses to various possible emergencies are considered in detail.

4. FIRE EMERGENCY

Emergency response procedures in case of fire or explosion are divided into several categories. The risk posed by fire on campus is considered to be very high, and regular fire drills are thus considered to be an essential part of emergency preparedness. The Makana Municipality Fire and Rescue Services runs elementary fire fighting courses and works closely with the University to ensure that fire safety is given high priority. In the event of a fire, the first point of contact is the CPU.

<div style="border:1px solid black; text-align:center;">

CALL CPU IMMEDIATELY!

On campus: dial 8999

Off campus: dial 046-603.8999

</div>

4.1 Emergency Response Group Procedures

4.1.1   Campus Protection Unit

The CPU has the following responsibilities in the event of a fire emergency:

EMERGENCY PREPAREDNESS:

1. Provide fire safety talks to all residences, as well as departments, divisions and institutes.

2. Be available to residences, departments, divisions and institutes to oversee fire evacuation drills.

EMERGENCY CONDITIONS:

1. Upon notification, the CPU shift supervisor should immediately notify the CPU duty officer who will telephone the Makana Municipality Fire Department and notify the CPU manager.

2. CPU personnel should be dispatched to the scene to:

    *   Verify the situation and maintain radio communications with CPU office.
    *   Assist in evacuating any personnel from the building (if staff are available).
    *   Provide directions for Fire Department personnel entering the building.
    *   Direct traffic and provide crowd control.
    *   Ensure that fire lanes are accessible for fire trucks.
    *   If there are any casualties, call an ambulance.

3. The Manager of CPU or his/her deputy should contact Building Emergency Coordinators in nearby buildings, so that they are fully prepared to evacuate if the fire appears to threaten their own buildings.

4. The Manager of CPU or his/her deputy should liaise with the Emergency Manager, who should contact the Chair of the Management Team to activate the *Emergency Management and Response Network* (see 2.3.1)

4.1.2   Infrastructure & Operations Department

In a fire emergency, the Emergency Manager has the following responsibilities:

1. Dispatch members of the Emergency Response Group to assist CPU with traffic and crowd control.

2. Prepare members of the Emergency Response Group to disconnect utilities to the affected building(s) if necessary.

3. Send TopList message indicating fire emergency, what areas of campus are affected, and the action that should be taken.

4.1.3   Electrical Section

The Manager of the Electrical section has the following responsibilities in the event of a fire emergency.

EMERGENCY PREPAREDNESS:

1. Install fire alarms in all larger buildings on campus, according to fire safety requirements.

2. Organise for regular inspection and servicing of fire alarms in all buildings on campus, according to fire safety requirements.

3. Replace damaged or missing fire alarms in all buildings on campus.

EMERGENCY CONDITIONS:

1. Upon notification, the Manager of the Electrical section should go to the emergency scene to ensure that the power supply is switched off.

2. Renew power supply once it is safe to do so.

4.1.4   Engineering Section

The Manager of the Engineering section has the following responsibilities in the event of a fire emergency.

EMERGENCY PREPAREDNESS:

1. Install fire fighting equipment in all buildings on campus, according to fire safety requirements.

2. Organise for regular inspection and servicing of fire fighting equipment in all buildings on campus, according to fire safety requirements.

3. Replace damaged or missing fire fighting equipment in all buildings on campus.

EMERGENCY CONDITIONS:

1. Upon notification, the Manager of the Engineering section should go to the emergency scene to move any flammable gas bottles or other engineering equipment away from the site, if safe to do so.

2. Return equipment to the site once it is safe to do so.

4.1.5   Building Maintenance Section

The Manager of the Building Maintenance section has the following responsibilities in the event of a fire emergency.

EMERGENCY PREPAREDNESS:

1. Ensure that break glass boxes with keys to emergency exit doors are in place wherever required, according to fire safety requirements.

2. Repair or replace damaged or missing break glass boxes in all buildings on campus.

EMERGENCY CONDITIONS:

1. Upon notification, the Manager of the Building Maintenance section should send personnel to the emergency scene to attend to locked doors or any other building infrastructure which may impede evacuation of personnel.

2. Repair or replace damaged doors, locks and break glass boxes that may have been damaged during the fire emergency.

4.1.6 Grounds and Gardens

The Manager of the Grounds and Gardens section has the following responsibilities in the event of a fire emergency.

EMERGENCY PREPAREDNESS:

1. Prepare tractors and tankers for dispatching water to the site of a fire emergency.

2. Organise for regular inspection and servicing of water tanks on campus.

EMERGENCY CONDITIONS:

1. Upon notification, the Manager of the Grounds and Gardens section should dispatch tractor and tanker to the site of a fire emergency as backup support for the municipal Fire and Rescue efforts.

2. Refill tanker immediately.

4.1.7 Safety, Health and Environmental Officer

The Safety, Health and Environmental Office has the following responsibilities in the event of a fire emergency:

EMERGENCY PREPAREDNESS:

1. Liaise with the CPU, Engineering section, Electrical section, and local municipal Fire and Rescue Services with regard to fire safety on campus.

2. Assist the Manager of CPU in coordinating fire evacuation drills in large buildings shared by more than one department, division or institute.

3. Organise first aid training (with St John Ambulance Centre) and fire fighting training (with Makana Fire and Rescue Services), as required, for university personnel.

EMERGENCY CONDITIONS:

1. Provide support, as required, to the Emergency Response Group.

2. Liaise with the CPU and affected staff regarding details of the incident.

3. Ensure that the incident is reported to a Department of Labour inspector within 7 days, in accordance with section 24(1)(b) of the OHS Act.

4.1.8 Building Emergency Coordinator

Building Emergency Coordinators should wear a reflective bib that is provided in the emergency kit (see Appendices – B) for easy identification. Upon the activation of a fire alarm, Building Emergency Coordinators should follow the University's **FIRE-GEAR** evacuation template (see 3.5.3) and carry out the following procedures.

EMERGENCY CONDITIONS:

1. Contact the CPU.

2. Raise the alarm to alert all occupants about the emergency condition.

3. If safe to do so, take immediate action to contain the emergency.

4. Assist in evacuating personnel from the building. Ensure that lifts/elevators are <u>not</u> used.

5. When building is evacuated, take roll at the designated Emergency Assembly Point to check if all occupants have exited the building.

6. Where appropriate, distribute first aid kits and direct trained first aiders to persons in need.

7. Notify CPU personnel at the scene of emergency if there are any casualties.

8. When notified by the Fire Department that it is safe to do so, inform building occupants that they may re-enter the building.

4.1.9   Elementary Fire Fighters

Rhodes University staff who have completed an Elementary Fire Fighting Course should wear a reflective bib that is provided in the emergency kit (see <u>Appendices</u> – B) for easy identification. In the event of a fire, elementary fire fighters have the following responsibilities:

EMERGENCY CONDITIONS:

1. <u>Only</u> fight the fire if it is safe to do so. If it cannot be contained, follow your building-specific **FIRE-GEAR** evacuation procedure.

2. Assist the Building Emergency Coordinator as required.

3. Consider the safety of **people first**.

4.1.10   University Personnel

In the event of a fire emergency, affected University staff and students should:

1. Follow simple set of standing instructions issued to members of the wider University community outlining *What to do in an Emergency* (see <u>Appendices</u> – A).

2. Follow your building-specific **FIRE-GEAR** evacuation procedure (as per 3.5.3).

3. Assist the Building Emergency Coordinator as required.

4. Consider the safety of **people first**.

4.2 Management Team Procedures

In the event of a fire emergency, the Chair of the Management Team has the following responsibilities:

1. If necessary, declare an emergency and notify all members of the Management Team.

2. Liaise with the Emergency Manager to monitor the situation, and provide assistance as necessary.

3. Keep the Vice-Chancellor or designee informed.

5. WATER OUTAGES and WATER QUALITY ISSUES

Water outages and water quality issues are commonplace in Grahamstown due to various factors, including: ageing infrastructure, operational issues, unreliable rainfall patterns and intermittent droughts. The high lying areas of Rhodes University campus are expected to have problems with water service delivery due to lack of water pressure.

Makana Municipality has hopefully designated the University as one of its top priorities, in the event of a fault from their side, for the return of services. The Emergency Manager should be kept informed in order to determine the University's priorities.

OFFICE HOURS	AFTER HOURS
CALL Building Maintenance IMMEDIATELY!	**CALL CPU IMMEDIATELY!**
Dial 8421	**Dial 8999**

5.1 Water Emergency Infrastructure

A number of backup water facilities are available on campus to provide water in the event of a municipal outage or water quality issue. For details, contact the Division of Infrastructure and Operations.

5.2 Emergency Response Group Procedures

5.2.1   Campus Protection Unit

On receiving notification of a water outage or water quality issue, the CPU has the following responsibilities:

AFTER HOURS:

1. Upon notification, the CPU shift supervisor should immediately notify the CPU duty officer who will notify the CPU manager to call out standby plumbers to ascertain the nature of problem.

2. Advise the head of Building Maintenance (BM) of the outage or water quality issue.

3. In the event of a major outage or water quality issue inform the Chair of the Management Team.

5.2.2   Infrastructure & Operations Department

The Emergency Manager has the following responsibilities in the event of a water outage or water quality issue:

EMERGENCY CONDITIONS – OFFICE HOURS:

1. Contact the manager of the Building Maintenance section and advise accordingly, who should then take the necessary action.

2. Send TopList message indicating a water outage or water quality issue, what areas of campus are affected, and the action that should be taken.

MAJOR (GENERAL) OUTAGE OR WATER QUALITY ISSUE:

1. Provide regular status updates via TopList at least twice daily (morning and afternoon) or more frequently when the situation is changing rapidly.

2. Send TopList message once outage or water quality issue has been rectified and situation has returned to normal.

3. Ensure arrangements are made for alternative ablution / drinking water facilities for building occupants.

MINOR (LOCAL) OUTAGE OR WATER QUALITY ISSUE:

1. Contact the manager of the Building Maintenance section and advise accordingly, who should then take the necessary action.

2. Send TopList message to inform stakeholders of water outage or water quality issue.

3. Send TopList message once outage or water quality issue has been rectified and situation has returned to normal.

4. Ensure arrangements are made for alternative ablution/ drinking water facilities for building occupants, if required.

EMERGENCY CONDITIONS – AFTER HOURS:

1. Decide if Hall wardens should be advised before daybreak in order to conserve water.

2. Instruct standby plumbers to switch over to borehole water lines where these are available.

3. Send TopList message at 08h00 indicating a water outage or water quality issue and what areas of campus are affected.

5.2.3 Building Maintenance

On receiving notification of a water outage or water quality issue, the Building Maintenance section has the following responsibilities:

EMERGENCY CONDITIONS – OFFICE HOURS:

1. Ensure that Grounds and Gardens and CPU have been notified of the outage or water quality issue.

2. Manager to dispatch plumbers to ascertain nature of problem.

3. Plumbers to establish whether outage or water quality issue is minor/local or major/general, on university or municipal property.

MAJOR (GENERAL) OUTAGE OR WATER QUALITY ISSUE:

1. Once the plumbers have identified the problem as being municipal, notify Makana Municipality to attend to the situation.

2. Manager to get updates from the municipality on the status of the outage or water quality issue.

3. Manager to ascertain as soon as possible whether or not:

   - Plumbers should switch all relevant valves in buildings to borehole supply (where available).
   - Grounds and Gardens should be called to cart additional water to water tanks, as required

MINOR (LOCAL) OUTAGE OR WATER QUALITY ISSUE:

1. Manager to delegate responsibilities to plumbers (office hours) / standby plumbers (after hours).

2. Manager to notify Deputy Director of Facilities Servicing or his/her appointee.

3. Manager to ascertain whether or not:

   - Plumbers should switch all relevant valves in buildings to borehole supply (where available).
   - Grounds and Gardens should be called to supply water tanks.

EMERGENCY CONDITIONS – AFTER HOURS:

1. Once standby plumbers have identified the problem as being municipal, notify Makana Municipality to attend to the situation.

2. Standby plumbers inform Manager of Building Maintenance about the outage or water quality issue.

3. Standby plumbers communicate with Makana Municipality about the status of the outage or water quality issue.

5.2.4   Grounds and Gardens

On receiving notification of a water outage or water quality issue, the Grounds and Gardens section has the following responsibilities:

EMERGENCY PREPAREDNESS:

1. Service rainwater and water tanks on a regular basis.

EMERGENCY CONDITIONS – OFFICE HOURS:

1. Clarify whether Building Maintenance has been notified of the outage or water quality issue.

2. Prepare tractors and tankers for dispatching water to water tanks at predetermined locations (10 major kitchens and other identified buildings – see *Water Emergency Infrastructure* above).

MINOR (LOCAL) OUTAGE OR WATER QUALITY ISSUE:

1. Dispatch water as soon as possible to water tanks at predetermined location - based on location of outage or water quality issue.

MAJOR (GENERAL) OUTAGE OR WATER QUALITY ISSUE:

1. Dispatch water as soon as possible to water tanks at predetermined location - based on location of outage or water quality issue.

5.2.5   Residential Operations

The Residential Operations division has the following responsibilities in the event of a water outage or water quality issue:

EMERGENCY PREPAREDNESS:

1. Ensure that Building Maintenance has been notified immediately of the outage or water quality issue.

2. Housekeeping staff to check that all taps are turned off (in the event of water supply being restored).

3. In residences, Wardens communicate with sub-wardens, who communicate with residents, about the status of the outage or water quality issue and the steps that have been put in place.

EMERGENCY CONDITIONS:

1. Deputy Director of Residential Operations or his/her appointee communicates with Emergency Manager regarding arrangement of alternative ablution/ drinking water facilities for building occupants, if required.

5.2.6   Safety, Health and Environmental Officer

The Safety, Health and Environmental Office has the following responsibilities in the event of a water outage or water quality issue:

EMERGENCY CONDITIONS:

1. Liaise with the Infrastructure & Operations Department with regard to the nature of the water outage or water quality issue.

2. Provide support, as required, to the Emergency Response Group, and respond to any queries regarding any health and safety risks associated with the water outage or water quality issue.

5.2.7   Building Emergency Coordinator

On receiving notification of a water outage or water quality issue, the Building Emergency Coordinators have the following responsibilities:

1. Ensure that Building Maintenance and Grounds and Gardens (oh), or CPU (ah), have been notified immediately of the outage or water quality issue.

2. Ensure building occupants observe steps that are put into effect by water outage or water quality issue, namely:

> - Use water sparingly (should water be available).
> - No washing, showering or bathing to take place.
> - Use buckets to draw water from tanks (where provided - see details at www.ru.ac.za/estates/services/watersupply).

3. Conduct monthly checks to ensure that water tanks have supply, and if not, inform G&G immediately.

4. Ensure that buckets are available for building occupants to draw water from tanks.

5. Ensure that all taps are turned off (in the event of water supply being restored).

6. Communicate with building occupants about the status of the outage or water quality issue.

5.2.8   **University Personnel**

In the event of a water outage or water quality issue, all affected University staff and students should:

1. Follow simple set of standing instructions issued to members of the wider University community outlining *What to do in an Emergency* (see Appendices – A).

2. Ensure that the Building Emergency Coordinator / secretary / administrator has been notified of the outage or water quality issue.

3. One of the above personnel report the outage or water quality issue immediately to Building Maintenance (046-603.8421) during office hours, or to Campus Protection Unit (046-603.**8999** or 046-603.8146 / 7) after hours

4. Assist the Building Emergency Coordinator as required.

5.3 Management Team Procedures

In the event of a water outage or water quality issue, the Chair of the Management Team has the following responsibilities:

1. If necessary, declare an emergency and notify all members of the Management Team.

2. Monitor the situation, and provide assistance as necessary.

3. Keep the Vice-Chancellor or designee informed.

6. TORNADO

Tornados are violent, local storms with whirling winds that can reach speeds of 300 km to 640 km per hour. The width of a tornado path ranges generally from 180 metres to 1.6 kilometres. Parts of the Eastern Cape are susceptible to conditions favouring tornados, especially the Pondoland area. Grahamstown was hit by a mini-tornado on 10 October 2008.

A tornado may travel "on the ground" for a few hundred metres up to 80 km, at speeds of 50 to 120 km per hour. It is virtually impossible to outrun a tornado. Tornados occur with little or no warning, hence little or no advance planning can be accomplished. If a tornado warning is issued, a person should immediately seek shelter.

> - A "tornado warning" means that a tornado has actually been sighted in the area or is indicated by radar.
>
> - A "severe thunderstorm watch" indicates the *possibility* of thunder-storms, frequent lightning and/or damaging winds, hail, and heavy rain.
>
> - A "severe thunderstorm warning" means that a severe thunderstorm has actually been sighted in the area by Doppler radar, and is producing dangerously large hail or high winds, capable of causing significant damage.

If in a building, one should move away from outside rooms and go to a central passage. An interior area at the bottom level of the building is preferable. One should avoid auditoriums, halls or other areas with wide, free span roofs. If caught outside with no time to reach an inside shelter, lie flat in the nearest ditch, ravine or culvert, with hands and arms shielding one's head. Be sure to leave the ditch, ravine or culvert immediately after the tornado has passed to avoid the possibility of flash flooding. If in a vehicle, leave the vehicle and follow the same procedure outlined above. If a person suspects that a tornado is approaching, other staff and students should be alerted.

> **CALL CPU IMMEDIATELY!**
>
> **On campus: dial 8999**
>
> **Off campus: dial 046-603.8999**

6.1 Emergency Response Group Procedures

6.1.1   Campus Protection Unit

Upon receiving a South African Weather Service advisory for a tornado warning, the CPU is responsible for the following:

1. The Manager of CPU should contact the Emergency Manager and Chair of the Management Team to activate the *Emergency Management and Response Network* (see 2.3.1).

2. Alert staff and students with a loud hailer or loud public announcement system.

3. Continue to provide updated information to the Management Team.

6.1.2   Infrastructure & Operations Department

Upon receiving a tornado warning the Emergency Manager has the following responsibilities:

1. Send TopList message indicating the threat and the action that should be taken, and provide assistance to CPU in alerting all parts of campus to the possible threat of a tornado.

2. Dispatch members of the Emergency Response Group to assist CPU and prepare to disconnect utilities to the affected building(s) if necessary.

3. Maintain contact with relevant public service (utility) providers.

6.1.3   University Personnel

Upon receiving a South African Weather Service advisory for a tornado warning, all University staff and students should:

1. Follow simple set of standing instructions issued to members of the wider University community outlining *What to do in an Emergency* (see Appendices – A).

2. Take shelter within a building by leaving your room and moving to central passages, preferably on the ground floor (in tall buildings), and avoid large open areas like halls or auditoriums.

3. Assist the Building Emergency Coordinator as required.

4. Consider the safety of **people first**.

6.2 Management Team Procedures

On receiving a tornado warning, the Chair of the Management Team has the following responsibilities:

1. If necessary, declare an emergency and notify all members of the Management Team.

2. Liaise with the Emergency Manager to monitor the situation, and provide assistance as necessary.

3. Keep the Vice-Chancellor or designee informed.

7.   TELECOMMUNICATIONS FAILURE

This section assumes that no other emergency or disaster has occurred requiring building evacuations or halting daily business activities. Emergency situations causing telecommunications failure can be the result of a variety of incidents, from a simple power outage to a severe storm. In the event that the campus telephone system becomes inoperable, there are a number of emergency telephones on campus that will allow key personnel and the CPU to communicate with individuals on or off campus.

Each emergency phone should clearly be marked with a label stating "EMERGENCY PHONE".

These formal emergency phones are powered by the Information Technology Division standby generator. Courtesy phones can also be used as emergency phones, though not all are powered by emergency power supplies. In the event of a power outage, **the normal University extension number may not be operational**, and the number of the emergency phone will have to be given to those you call in order for them to call you back. Most emergency phones will only work internally. The following table identifies the location and numbers of the emergency office phones.

☎ **EMERGENCY OFFICE PHONES** ☎

[**John Stevens to provide numbers and locations, PLEASE**]

Extension Number	Location / Room Number	Building	Dept / Section
…………..	…………..	Struben Building	Information Technology
8999 / 8146	…………..	CPU, Rhodes Avenue	Campus Protection Unit
8125	…………..	35 South Street	Infrastructure & Operations Dept
8513 / 7023	…………..	Alumni House	Communications & Marketing
…………..	Stairwells	Africa Media Matrix	Journalism Dept
…………..	Foyer	Eden Grove	Registrar
…………..	Computer Lab	Eden Grove	Registrar
…………..	Foyer	Biosciences	Zoology Dept
…………..	Back door, stairwells	Hamilton	Computer Sciences
…………..	Stairwells (to be installed)	Main Library	Library
…………..	Computer Lab	Bantu Steve Biko	Information Technology
…………..			
…………..			
…………..			
…………..			

In the event of a mass telecommunications failure affecting one or more buildings, the priority for the Management Team is to establish a method of communications so that the building

occupants will be able to continue to operate and still have emergency communications as necessary.

7.1 Emergency Response Group Procedures

7.1.1   Campus Protection Unit

Upon receiving notification of a mass telecommunications failure, CPU responsibilities are as follows:

1. The Manager of CPU should contact the Emergency Manager and Chair of the Management Team to activate the *Emergency Management and Response Network* (see 2.3.1).

2. Dispatch CPU guards with radios to the affected buildings to provide a method of emergency communication, where necessary.

3. Maintain contact with the IT Division.

7.1.2   Infrastructure & Operations Department

Upon receiving notification of a mass telecommunications failure, the responsibilities of the Emergency Manager are as follows:

1. Send TopList message indicating the telecommunications failure, what areas of campus are affected, and the action that should be taken.

2. Dispatch members of the Emergency Response Group to assist to the IT Division and CPU in managing the impacts of the failure.

7.1.3   Information Technology Division

Upon receiving notification of a mass telecommunications failure, the IT Division's responsibilities are as follows:

1. Activate the *Emergency Management and Response Network* (see 2.3.1) by notifying CPU.

2. Assess the extent of the failure by determining the affected buildings and the duration of the failure.

3. Contact the relevant public service (utility) provider.

4. Follow IT Division *Disaster Recovery* Plan, giving priority to the communication channels of the Director of Communications and Marketing.

5. Maintain contact with the Emergency Control Centre.

7.1.4   Building Emergency Coordinator

Upon receiving notification of a telecommunications failure, each Building Emergency Coordinator, as an Emergency Response Support person, has the following responsibilities:

1. Ensure that CPU has been notified of the failure.

2. Identify personnel to serve as messengers to deliver and retrieve messages from the Information Technology Division or the office of Communications and Marketing.

3. Communicate the status of the failure to departmental personnel within your area.

7.1.5   University Personnel

Upon receiving information of a telecommunications failure, all affected University staff and students should:

1. Check other methods of communication that could normally be used instead of the telephone, such as:

   - Emergency phones (see table above)
   - Cell phones (mobile phones) – including privately owned ones.
   - Public call boxes / pay phones
   - Wireless Internet connection

   Note: many cell phones have a radio receiver – it may be possible that announcements will be made via local radio stations.

2. Follow simple set of standing instructions issued to members of the wider University community outlining *What to do in an Emergency* (see Appendices – A).

3. Contact your Building Emergency Coordinator to obtain information regarding the status of the failure, and assist him/her as required.

7.2 Management Team Procedures

In the event of a telecommunications failure, the Chair of the Management Team has the following responsibilities:

1. If necessary, declare an emergency and notify all members of the Management Team.

2. Liaise with the Emergency Manager to monitor the situation, and provide assistance as necessary.

3. Keep the Vice-Chancellor or designee informed.

8. POWER OUTAGES

Power outages are commonplace in Grahamstown, and result from a range of causes. It may be a transformer failure – which may affect a small portion of the campus – or a total campus-wide power outage caused by one or another factor.

Makana Municipality has hopefully designated the University as one of its top priorities, in the event of a fault from their side, for the return of electrical power. The <mark>Emergency Manager</mark> should be kept informed in order to determine the University's priorities.

OFFICE HOURS	AFTER HOURS
CALL Building Maintenance IMMEDIATELY!	CALL CPU IMMEDIATELY!
Dial 8421	Dial 8999

Emergency Generators

There are 10 areas on campus with emergency generators that provide **limited** power. The location and purpose of these generators are indicated in the table below.

Building / area	Overseen by Section / Dept	Date of purchase	Size	Amps	Present loading	Purpose
Struben building	Information Technology Division	± 2006	100 KVA	144	30%	Emergency telecommunications (Data Centre, Help Desk, Switchboard)
Africa Media Matrix building	Information Technology Division	± 2006	100 KVA	144	40%	Emergency telecommunications (Data Centre)
Main Library	Library	2010	300 KVA	430	80%	Operation of entire building
Chemical & Pharmaceutical Sciences	Chemistry	2009	150 KVA	216	50%	Critical functions (CE Rooms, NMRS, mass spectrometers,)
Biosciences building	Zoology and Biochemistry Microbiology & Biotech Dept	± 2005	90 KVA	130	50%	Critical functions in Biosciences
Housekeeping & Catering HQ (old BRI)	Housekeeping Division	± 2003	3 KVA	12	80%	Operation of essential functions
DIFS	Dept of Ichthyology & Fishery Sciences	± 1996	25 KVA	36	100%	Operation of entire DIFS building
Fish farm	Dept of Ichthyology & Fishery	± 1992	100 KVA	144	90%	Operation of entire fish farm

Building / area	Overseen by Section / Dept	Date of purchase	Size	Amps	Present loading	Purpose
	Sciences					
Botany	Botany Dept	?	72 KVA	104	30%	Operation of essential functions
RU Theatre	Drama Dept	2011	3 KVA	12	70%	Operation of essential functions

Additional Generators Needed

Additional generators need to be installed in other parts of campus. A portable generator (mounted on a trailer) with large capacity to run certain critical areas is also required. Priority should be given to the Eden Grove building.

There are several small generators scattered throughout the campus that could also run emergency services like radios, emergency lights etc. The Electrical Section should establish the whereabouts of these generators and keep an inventory for such emergencies.

8.1 Emergency Response Group Procedures

8.1.1 Campus Protection Unit

Upon receiving notification of a serious electrical failure, CPU responsibilities are as follows:

1. The Manager of CPU should contact the Emergency Manager and Chair of the Management Team to activate the *Emergency Management and Response Network* (see 2.3.1).

2. Dispatch officer with flashlights to affected buildings to assist with evacuation procedures.

3. Inspect elevators to determine if any individuals are trapped, for example, in an elevator or a Constant Environment Room.

4. Notify Municipal Emergency services if necessary.

8.1.2 Infrastructure & Operations Department

The Emergency Manager has the following responsibilities in the event of a power outage:

EMERGENCY PREPAREDNESS:

1. Ensure arrangements have been made for emergency generator facilities for critical functions on campus.

EMERGENCY CONDITIONS:

1. Contact the manager of the electrical section to take the necessary action, where the power outage involves only one building or a small portion of the campus, and also the relevant public service (utility) provider, where the power outage involves the entire campus.

2. Alert the CPU to possible security breaching during the outage.

3. Send TopList message indicating a power outage and what areas of campus are affected, where the Internet is still functioning.

4. Dispatch members of the Emergency Response Group to assist the Electrical section and CPU in managing the impacts of the failure.

8.1.3　Electrical Section

The Manager of the Electrical section has the following responsibilities in the event of a power outage.

EMERGENCY PREPAREDNESS:

1. Organise for regular inspections of buildings to identify potential electrical hazards, such as worn cables, downed electrical lines, etc.

2. Organise for regular inspection and servicing of emergency lighting in all buildings on campus, bearing in mind fire safety requirements.

3. Establish the location of all emergency generators (large and small) on campus, and keep an inventory for emergency purposes.

4. Organise for regular inspection and servicing of emergency generators, and install new ones where required.

EMERGENCY CONDITIONS:

1. Manager of the Electrical section should go to the affected buildings, where the power outage involves only one building or a small portion of the campus.

2. Maintain contact with the relevant public service (utility) provider, where the power outage involves the entire campus

3. Renew power supply once it is safe to do so.

8.1.4　Information Technology Division

Upon receiving notification of a power failure, the IT Division's responsibilities are as follows (see also 7.1.3):

1. Activate the *Emergency Management and Response Network* (see 2.3.1) by notifying CPU.

2. Assess the impact of the failure on the University's information telecommunications and Internet facilities.

3. Ensure that the external presence (email, website) of the University on the Internet remains functional indefinitely, unless the generators fail.

4. Ensure that buildings that have their own standby power can continue to use the network for 2-3 hours.

5. Ensure that the campus network remains functional; this provides for 2-3 hours power backup for the new PBX system in particular areas.

6. In the event of an extended power failure and back-up power supply failure, points 4 and 5 no longer apply, in which case all telecommunication services on campus will fail. The crisis website will remain live.

7. In the event of an extended power failure and failure of backup generators, point 3 above will no longer apply. The University's emergency web page (**http://crisis.ru.ac.za/**) will remain live.

8. Maintain contact with the Emergency Control Centre.

8.1.5   Building Emergency Coordinator

When an electrical failure occurs, each Building Emergency Coordinator's responsibilities within the affected buildings are as follows:

1. Ensure that CPU is aware of the power failure.

2. Initiate evacuation procedures, if required.

3. Disseminate information regarding the status of the power outage to the department personnel within the area.

8.1.6   University Personnel

In the event of an electrical failure, affected University staff and students should:

1. Follow simple set of standing instructions issued to members of the wider University community outlining *What to do in an Emergency* (see Appendices – A)

2. Follow building-specific **FIRE-GEAR** evacuation procedure, if required.

3. Assist the Building Emergency Coordinator as required.

4. Consider the safety of **people first**.

8.2 Management Team Procedures

In the event of an electrical failure, the Chair of the Management Team has the following responsibilities:

1. If necessary, declare an emergency and notify all members of the Management Team.

2. Liaise with the Emergency Manager to monitor the situation, and provide assistance as necessary.

3. Keep the Vice-Chancellor or designee informed.

9. BOMB THREAT

Bomb threats and other threats of violence are serious emergencies that require prompt attention. Even though evacuations are disruptive, personnel will be required to evacuate; and a safety perimeter will be established around the affected buildings in the event of a bomb threat.

If you receive a bomb threat over the phone, remain calm and courteous. If feasible, notify another person to listen on another extension. Take notes on the caller's threat, tone, voice characteristics, and background noise.

Upon receiving a threatening call, note down important details, outlined in the bomb threat checklist (see Appendices – C).

> **CALL CPU IMMEDIATELY!**
>
> **On campus: dial 8999**
>
> **Off campus: dial 046-603.8999**

9.1 Emergency Response Group Procedures

9.1.1   Campus Protection Unit

Upon receiving notification of the bomb threat, CPU responsibilities are as follows:

1. The Manager of CPU should contact the Emergency Manager and Chair of the Management Team to activate the *Emergency Management and Response Network* (see 2.3.1).

2. Notify the relevant Building Emergency Coordinator to initiate evacuation procedures.

3. Isolate the area; establish a safety perimeter and initiate traffic and crowd control procedures.

4. Notify external support agencies: SA Police Services, Makana Municipality Fire Department, etc.

5. CPU officers will search the building, including rubbish bins and toilets, for anything "suspicious" or "out of the ordinary".

6. Interview the individual who received the bomb threat.

9.1.2   Infrastructure & Operations Department

The Emergency Manager has the following responsibilities in the event of a bomb threat:

1. Dispatch members of the Emergency Response Group to assist CPU with traffic and crowd control.

2. Prepare members of the Emergency Response Group to disconnect utilities to the affected building(s) if necessary.

3. Send TopList message indicating the threat, what areas of campus are affected, and the action that should be taken.

9.1.3   Emergency Response Personnel

Upon receiving notification of the bomb threat, Emergency Response Personnel, as members of the Emergency Response Group, have the following responsibilities:

1. Assist CPU and other Emergency Response Personnel with crowd and traffic control.

2. Remain at dispatched location until further notice.

9.1.4   Building Emergency Coordinator

Upon receiving notification of the bomb threat, each Building Emergency Coordinator, as an Emergency Response Support person, has the following responsibilities:

1. Ensure that CPU is aware of the bomb threat.

2. Initiate evacuation procedures (see **FIRE-GEAR** evacuation template, section 3.5.3).

3. Disseminate information regarding the status of the bomb threat to the departmental personnel within your area.

9.1.5   University Personnel

In the event of a bomb threat, all University staff and students in the affected area should:

1. Follow simple set of standing instructions issued to members of the wider University community outlining *What to do in an Emergency* (see Appendices – A).

2. Follow building-specific **FIRE-GEAR** evacuation procedure.

3. Assist the Building Emergency Coordinator as required.

4. Consider the safety of **people first**.

9.2 Management Team Procedures

In the event of a bomb threat, the Chair of the Management Team has the following responsibilities:

1. If necessary, declare an emergency and notify all members of the Management Team.

2. Liaise with the Emergency Manager to monitor the situation, and provide assistance as necessary.

3. Keep the Vice-Chancellor or designee informed.

10. HAZARDOUS MATERIAL INCIDENT

All hazardous material spills should be dealt with immediately. No action should be taken that places health and safety at risk. All departments that use hazardous materials are responsible for establishing departmental procedures to minimise the effects of a hazardous material spill. This entails the following:

> - Ensure that an adequate spill kit is accessible to the area where hazardous materials are used.
>
> - Ensure that Material Safety Data Sheets (MSDS) for all hazardous materials are accessible to personnel within the work area.
>
> - Ensure that first aid requirements, as specified in Material Safety Data Sheets, are available with the capacity and facilities to deal with specific hazards not identified in generic first aid assessments (e.g. Hydrofluoric Acid, Sodium Cyanide, scheduled poisons, highly toxic chemicals and corrosive chemicals).
>
> - Ensure that personnel who work with hazardous materials have received instructions to immediately contain the hazardous material spill in order to minimise the spread of the hazardous material.

> **CALL CPU IMMEDIATELY!**
>
> **On campus: dial 8999**
>
> **Off campus: dial 046-603.8999**

10.1 Emergency Response Group Procedures

10.1.1 Campus Protection Unit

Upon receiving information of a hazardous material incident, CPU responsibilities are as follows:

1. The Manager of CPU should contact the Emergency Manager and Chair of the Management Team to activate the *Emergency Management and Response Network* (see 2.3.1).

2. Dispatch officers to the area to determine the extent of the spill, isolate the affected area and to initiate evacuation procedures if required.

3. Identify possible injuries and respond as necessary (call ambulance or RU first aiders).

10.1.2 Infrastructure & Operations Department

Upon receiving notification of a hazardous material spill, the Emergency Manager has the following responsibilities:

1. Dispatch members of the Emergency Response Group to assist CPU, as required, and prepare to disconnect utilities to the affected building(s) if necessary.

2. Notify external agencies (approved Emergency Response contractor) to provide emergency spill clean-up services, as required.

3. Send TopList message indicating the threat, what areas of campus are affected, and action that should be taken.

10.1.3   Safety, Health and Environmental Officer

In the event of a hazardous material incident, the responsibilities of the SHE Officer are as follows:

1. Liaise with the Technical Officer(s) in the affected building / area regarding details of the incident.

2. Ensure that the incident is reported to a Department of Labour inspector within 7 days, in accordance with section 24(1)(c)(i) of the OHS Act.

10.1.4   University Technical Officers

In the event of a hazardous material incident, personnel in the affected building or area have the following responsibilities:

1. If an automated process is involved, shut the process down; disconnect all electrical supplies, turn off all water supplies, etc.

2. Qualified departmental technician to contain the spill by using the contents of a spill kit.

3. Inform all personnel within the area of the hazardous material spill.

4. Immediately report the hazardous material spill to CPU.

5. Be prepared to provide Emergency Response Personnel with MSDSs and all applicable information related to the hazardous material spill.

6. Assess the situation to determine if occupant evacuation is necessary.

10.2 Management Team Procedures

In the event of a hazardous material incident, the Chair of the Management Team has the following responsibilities:

1. If necessary, declare an emergency and notify all members of the Management Team.

2. Liaise with the Emergency Manager to monitor the situation, and provide assistance as necessary.

3. Keep the Vice-Chancellor or designee informed.

11. DEATH OF STUDENT OR EMPLOYEE ON CAMPUS

This section of the EMP addresses the notification process in the event of death of a Rhodes University student or employee. It is assumed that all necessary Emergency Response Personnel have already been notified and that the emergency is being mitigated. Regardless of whether or not it is a criminal matter, the SAPS must be called and due process must be followed in removing the body and securing the location.

OFF CAMPUS	ON CAMPUS
If student has died as a result of an accident or a violent incident, contact the	If student has died on campus, contact the Dean of Students and
Dean of Students and Hall Warden	**CALL CPU IMMEDIATELY**
IMMEDIATELY	**Dial 8999**

11.1 Emergency Response Group Procedures

11.1.1   Campus Protection Unit

Upon receiving notification of the death of a University student or employee, the responsibilities for CPU are as follows:

1. CPU shift supervisor should immediately notify the CPU duty officer who should obtain relevant information such as:

    - When and where did the incident occur?

    - What specifically happened? What was the cause?

    - Who was involved? What is their student / employee status?

    - Are the local media involved and/or on scene?

    - Has the next of kin or designated contact persons of the involved student / employee been contacted? If so, who has been contacted?

    - Confirm if involved parties are actually University students or employees.

2. Coordinate the information disseminated to local law enforcement at the scene (if applicable).

3. The Manager of CPU should contact the Emergency Manager and Chair of the Management Team to activate the *Emergency Management and Response Network* (see 2.3.1).

4. Maintain contact with the Dean of Students (w.r.t. students) or the manager / head of department (w.r.t. employees), and onsite CPU Officers.

11.1.2   Counselling Centre

Upon receiving notification of the death of a University student, the responsibilities of Counselling Centre are as follows:

1. Confirm with the Dean of Students (w.r.t. students) that the next of kin or designated contact persons have been contacted within two hours of incident.

2. Contact Warden, Registrar and faculty as necessary.

3. Set up counselling sessions as needed.

4. Initiate debriefing session within 72 hours of incident with students and Dean of Students.

11.1.3   University Personnel

In the event of the death of a University student or employee, affected University staff and students should:

1. Follow simple set of standing instructions issued to members of the wider University community outlining *What to do in an Emergency* (see Appendices – A).

2. Contact the Dean of Students (w.r.t. students) or the manager / head of department (w.r.t. employees).

11.2 Management Team Procedures

In the event of death of a University student or employee, the Chair of the Management Team has the following responsibilities:

1. If necessary, declare an emergency and notify all members of the Management Team.

2. Liaise with the Emergency Manager to monitor the situation, and provide assistance as necessary.

3. Office of the Vice Chancellor to issue a statement on TopList.

11.2.1   Dean of Students

Upon receiving notification of the death of a University student, the responsibilities of the Dean of Students are as follows:

1. As soon as possible, initiate a debriefing session and determine who should contact the next of kin or designated contact persons on behalf of the University.

2. Contact the Counselling Centre immediately and alert them to the emergency, so that they can support fellow students.

3. Inform relevant members of Senior Management: University Vice-Chancellor and Deputy Vice-Chancellor, Executive Director of Infrastructure Operations and Finance, Director of Communications and Marketing, Sports Director (if the student was participating in an athletic programme), Student Bureau (if the student was an international student).

4. Assess the situation to decide which University official, if any, should go to the site or to the hospital.

5. Inform all Hall Wardens of the facts, to prevent rumours.

6. *After next of kin or designated contact persons have been informed*: call a full house meeting to share the news as soon as possible, with Counsellors in attendance. Similar meetings may be necessary for classes in academic departments

7. Consult next of kin or designated contact persons as to funeral requirements; liaise with Registrar's Division regarding memorial service in the Chapel.

8. Maintain direct contact with CPU.

11.2.2   Director or Dean of Faculty

Upon receiving notification of the death of a University employee, the responsibilities of the relevant Director or Dean of Faculty are as follows:

1. As soon as possible, initiate a debriefing session and determine who should contact the next of kin or designated contact persons on behalf of the University.

2. Contact Staff Wellness Support Centre immediately and alert them to the emergency, so that they can support colleagues affected by the death.

3. Inform relevant members of Senior Management: University Vice-Chancellor and Deputy Vice-Chancellor, Executive Director of Infrastructure Operations and Finance, Director of Communications and Marketing, Sports Director (if the employee was participating in an athletic programme), Student Bureau (if the employee was registered as a student).

4. Assess the situation to decide which University official, if any, should go to the site or to the hospital.

5. *After next of kin or designated contact persons have been informed*: contact the employee's manager / head of department to call a meeting and share the news as soon as possible with colleagues.

6. Consult next of kin or designated contact persons as to funeral requirements; liaise with Registrar's Division regarding memorial service in the Chapel.

7. Maintain direct contact with CPU.

11.2.4   Communications and Marketing Division

Upon receiving information of the death of a University student or employee, the responsibilities of the Communications and Marketing Division are as follows:

1. Obtain facts from CPU and, where applicable, the Dean of Students (w.r.t. students) or the manager / head of department (w.r.t. employees).

2. Prepare core messages, fact sheet, news release and briefing document where necessary.

3. Dispatch communication to internal stakeholders, the media and external stakeholders through the website if necessary.

12. LIFE-THREATENING INJURY

This section of the EMP addresses the University's procedures upon discovering that a University employee or student has been involved in a vehicle accident, fallen from a ledge, balcony or roof, or other similar incident, and has life-threatening injuries.

CALL CPU IMMEDIATELY!

On campus: dial 8999

Off campus: dial 046-603.8999

12.1 Emergency Response Group Procedures

12.1.1   Campus Protection Unit

Upon receiving notification of an accident or life-threatening injury involving a University student or employee, the responsibilities for CPU are as follows:

1. CPU shift supervisor should immediately notify the CPU duty officer who should obtain relevant information such as:

   - When and where did the incident occur?

   - What specifically happened? What is the nature of the injuries?

   - Who was involved? What is their student status?

   - Are the local media involved and/or on scene?

   - Has the next of kin or designated contact persons of the involved student / employee been contacted? If so, who has been contacted?

   - Confirm if involved parties are actually University students or employees.

2. Coordinate the information disseminated to local law enforcement at the scene (if applicable).

3. The Manager of CPU should contact the Emergency Manager and Chair of the Management Team to activate the *Emergency Management and Response Network* (see 2.3.1).

4. Maintain contact with the Dean of Students (w.r.t. students) or the manager / head of department (w.r.t. employees), and onsite CPU Officers.

12.1.2   Health Care Centre

In the event of receiving a University student or employee with life-threatening injuries, the responsibilities of the Health Care Centre are as follows:

1. Provide first aid and other medical assistance, as applicable.

2. Arrange for a doctor to attend to the survivor, or for an ambulance to transport him/her to hospital for advanced medical attention.

3. Inform the Dean of Students (w.r.t. students) or the manager / head of department (w.r.t. employees), as necessary.

4. Contact the Counselling Centre to support peers/colleagues affected by the incident, where required.

12.1.3   Counselling Centre

Upon receiving notification of an accident or life-threatening injury involving a University employee or student, the responsibilities of the Counselling Centre are as follows:

1. Confirm with the Dean of Students (w.r.t. students) or the manager / head of department (w.r.t. employees) that relevant designated contact persons have been contacted within two hours of incident.
2. Contact Warden, Registrar and faculty as necessary.
3. Set up counselling sessions as needed.
4. Initiate debriefing session within 72 hours of incident with students, Dean of Students.

12.1.4   Safety, Health and Environmental Officer

Upon receiving notification of an accident or life-threatening injury on campus involving a University employee or student, the responsibilities of the SHE Officer are as follows:

1. Liaise with the CPU and Dean of Students or affected managerial staff regarding details of the incident.
2. Ensure that the incident is reported to a Department of Labour inspector within 7 days, in accordance with section 24(1)(a), (b) and (c) of the OHS Act.

12.2 Management Team Procedures

Upon receiving notification of life-threatening injury involving a University student or employee, the Chair of the Management Team has the following responsibilities:

1. If necessary, declare an emergency and notify all members of the Management Team.
2. Liaise with the Emergency Manager to monitor the situation, and provide assistance as necessary.
3. Office of the Vice Chancellor to issue a statement on TopList.

12.2.1   Dean of Students

Upon receiving notification of a life-threatening injury involving a University student, the responsibilities of the Dean of Students are as follows:

1. Contact the Emergency Manager, if necessary, to activate the *Emergency Management and Response Network* (see 2.3.1).
2. Contact the Communications and Marketing Division.
3. Contact the Sports Director if the student was participating in an athletic program.
4. Contact the Student Bureau if the student is an international student.
5. As soon as possible, initiate a debriefing session and determine who should contact the next of kin or designated contact persons on behalf of the University.
6. Contact the Counselling Centre to support peers/colleagues affected by the incident.

7. Assess the situation to decide which University official, if any, should go to the site or to the hospital.

8. Maintain direct contact with CPU.

12.2.2   Director or Dean of Faculty

Upon receiving notification of a life-threatening injury involving a University employee, the responsibilities of the relevant Director or Dean of Faculty are as follows:

1. As soon as possible, initiate a debriefing session and determine who should contact the next of kin or designated contact persons on behalf of the University.

2. Contact the Counselling Centre immediately and alert them to the emergency, so that they can support colleagues affected by the death.

3. Inform relevant members of Senior Management: University Vice-Chancellor and Deputy Vice-Chancellor, Executive Director of Infrastructure Operations and Finance, Director of Communications and Marketing, Sports Director (if the employee was participating in an athletic programme), Student Bureau (if the employee was registered as a student).

4. Liaise with the employee's manager / head of department to decide which University official, if any, should visit the employee.

5. Maintain direct contact with the CPU.

12.2.3   Communications and Marketing Division

Upon receiving notification of a life-threatening injury involving a University employee or student, the responsibilities of the Director of Communications and Marketing Division are as follows:

1. Obtain facts from CPU and, where applicable, the Dean of Students (w.r.t. students) or the manager / head of department (w.r.t. employees).

2. Prepare core messages, fact sheet, news release and briefing document where necessary.

3. Dispatch communication to internal stakeholders, the media and external stakeholders through the website if necessary.

13. INFECTIOUS DISEASE EPIDEMIC

This section of the EMP addresses the University's procedures upon discovering that a University employee or student has a known or suspected communicable infectious disease.

> **CALL CPU IMMEDIATELY!**
>
> **On campus: dial 8999**
>
> **Off campus: dial 046-603.8999**

13.1 Emergency Response Group Procedures

13.1.1   Campus Protection Unit

Upon receiving notification of a communicable infectious disease involving a University student or employee, the responsibilities for CPU are as follows:

1. The Manager of CPU should contact the Emergency Manager and Chair of the Management Team to activate the *Emergency Management and Response Network* (see 2.3.1).

2. Maintain contact with the Dean of Students (w.r.t. students) or the manager / head of department (w.r.t. employees).

13.1.2   Health Care Centre

Upon diagnosing a University employee or student with a communicable infectious disease, the responsibilities of the Health Care Centre are as follows:

EMERGENCY PREPAREDNESS:

1. Implement infection control policies and procedures that help limit the spread a disease on campus (e.g. promotion of hand hygiene, cough/sneeze etiquette). Encourage students and staff to get appropriate vaccines, where available.

2. Procure, store and provide sufficient and accessible infection prevention supplies (e.g. soap, alcohol-based hand hygiene products, tissues and receptacles for their disposal).

EMERGENCY CONDITIONS:

1. Treat the patient in an isolated room in the centre, until no longer infectious.

2. Notify the local Department of Health (Makana sub-district) and enter details in the HCC notification book.

3. Inform the Dean of Students (w.r.t. students) or the manager / head of department (w.r.t. employees), as necessary.

4. Take appropriate measures to contain an epidemic outbreak as applicable, and liaise with the Infection Control sister at Settler's Hospital.

5. Issue campus warning of illnesses and potential risks as applicable.

13.2 Management Team Procedures

Upon receiving notification of a communicable infectious disease involving a University student or employee, the Management Team has the following responsibilities:

EMERGENCY PREPAREDNESS:

1. Develop a continuity of operations plan for maintaining the essential operations of the University including payroll; ongoing communication with employees, students and families; security; maintenance; as well as housekeeping and food service for the residential system.

2. Establish a pandemic plan for campus-based healthcare facilities that addresses issues unique to educational settings.

3. Identify a pandemic coordinator and response team (including the Health Care Centre, Counselling Centre, Residential Operations personnel, CPU, Communications and Marketing Division, Executive Director of Infrastructure Operations and Finance, Dean of Students office, academic staff and student representatives) with defined roles and responsibilities for preparedness, response, and recovery planning.

4. Delineate accountability and responsibility as well as resources for key stakeholders engaged in planning and executing specific components of the operational plan. Ensure that the plan includes timelines, deliverables, and performance measures.

5. Ensure that pandemic planning is consistent with any existing University emergency operations plan, and is coordinated with the provincial and national Departments of Health and Education.

6. Work with the local Department of Health to discuss an operational plan for rollout of healthcare and other health and social services to meet the needs of the University and community during and after a pandemic (surge capacity). Ensure they have identified critical supplies needed to support a surge in demand and take steps to have those supplies on hand.

7. Implement an exercise/drill to test your plan, and revise it regularly.

8. Develop a recovery plan to deal with consequences of the pandemic (e.g. loss of students, loss of staff, financial and operational disruption).

9. Share what you have learned from developing your preparedness and response plan with other universities to improve community response efforts.

EMERGENCY CONDITIONS:

1. The Chair of the Management Team should, if necessary, declare an emergency and notify all members of the Management Team.

2. Liaise with the Emergency Manager to monitor the situation, and provide assistance as necessary.

3. Keep the Vice-Chancellor or designee informed.

13.2.1   Dean of Students

Upon receiving notification of a communicable infectious disease involving a University student, the responsibilities of the Dean of Students are as follows:

EMERGENCY PREPAREDNESS:

1. Develop and disseminate alternative procedures to assure continuity of instruction (e.g., web-based distance instruction, telephone trees, mailed lessons and assignments, instruction via local radio or television stations) in the event of University closures.

2. Establish policies for student sick leave absences unique to communicable infectious diseases (e.g. non-punitive, liberal leave).

3. Establish sick leave policies for students suspected to be ill or who become ill on campus. Students with a known or suspected communicable infectious disease should not remain on campus, or should be kept in isolation at the Health Care Centre, and should return only after their symptoms resolve and they are physically ready to return to campus.

EMERGENCY CONDITIONS:

1. Contact the Emergency Manager, if necessary, to activate the *Emergency Management and Response Network* (see 2.3.1).

2. Contact Communications and Marketing Division.

3. Contact Student Bureau if the student is an international student.

4. As soon as possible, initiate a debriefing session and determine who should contact the next of kin or designated contact persons on behalf of the University.

13.2.2 Human Resources Division

The Human Resources Division has the following responsibilities with regard to communicable infectious diseases involving University employees:

EMERGENCY PREPAREDNESS:

1. Establish policies for employee sick leave absences unique to communicable infectious diseases (e.g. non-punitive, liberal leave).

2. Establish sick leave policies for employees suspected to be ill or who become ill on campus. Employees with a known or suspected communicable infectious disease should not remain on campus and should return only after their symptoms resolve and they are physically ready to return to campus.

13.2.3 Communications and Marketing Division

Upon receiving notification of a communicable infectious disease involving a University student or employee, the Director of Communications and Marketing has the following responsibilities:

EMERGENCY PREPAREDNESS:

1. Develop a communication plan for communication with employees, students, and families, including lead spokespersons and links to other communication networks, bearing in mind the potential fear and anxiety of employees, students and families that may result from rumours or misinformation.

2. Establish an emergency communication plan that identifies key contacts with local and state public health officials as well as the state's higher education officials (including back-ups) and the chain of communications, including alternate mechanisms. Revise regularly.

3. Assess readiness to meet communication needs in preparation for an epidemic or pandemic, including regular review, testing, and updating of communications plans that link with public health authorities and other key stakeholders.

4. Liaise with the Information Technology Division to test the linkages between the University's Emergency Control Centre and the National emergency call centre (112 – still to be implemented, goes to CPU for now).

5. Disseminate information about the University's epidemic or pandemic preparedness and response plan. This should include the potential impact of an epidemic or pandemic on residence closure, and the contingency plans for students who depend on the residential system, campus food and housekeeping services, and the CPU.

EMERGENCY CONDITIONS:

1. Obtain facts from the Health Care Centre and, where applicable, the Dean of Students (w.r.t. students) or the manager / head of department (w.r.t. employees).

2. Locate up-to-date and reliable epidemic and pandemic information.

3. Prepare core messages, fact sheet, news release and briefing document where necessary.

4. Dispatch communication to internal stakeholders, the media and external stakeholders through the website if necessary.

14. VIOLENT CRIME

This section of the EMP addresses violent crimes including rape, sexual assault, date rape, and acts of brutality involving a Rhodes University student or employee.

<div style="border: 1px solid black; text-align: center;">

CALL CPU IMMEDIATELY!

On campus: dial 8999

Off campus: dial 046-603.8999

</div>

14.1 Emergency Response Group Procedures

14.1.1   Campus Protection Unit

Upon receiving notification of a violent crime involving a University student or employee, the responsibilities for CPU are as follows:

1. CPU shift supervisor should immediately notify the CPU duty officer who should obtain relevant information such as:

   - When and where did the incident occur?

   - What specifically happened? What is the nature of the injuries?

   - Who was involved? What is their student status?

   - Are the local media involved and/or on scene?

   - Has the next of kin or designated contact persons of the involved student / employee been contacted? If so, who has been contacted?

   - Confirm if involved parties are actually University students or employees.

   - Are the local police involved?

2. Secure the incident area. CPU guard assesses incident. Contact emergency personnel as applicable.

3. Coordinate the information disseminated to local law enforcement at the scene (if applicable).

4. The Manager of CPU should contact the Emergency Manager and Chair of the Management Team to activate the *Emergency Management and Response Network* (see 2.3.1).

5. Maintain contact with the Dean of Students (w.r.t. students) or the manager / head of department (w.r.t. employees), and onsite CPU Officers.

14.1.2   Health Care Centre

In the event of receiving a University student or employee who has been subjected to a violent crime, the responsibilities of the Counselling Centre are as follows:

1. Conduct examination of individual, as applicable.

2. Arrange for a doctor to examine the survivor and administer PEP, at the University's expense.

3. Contact the Counselling Centre to arrange counselling sessions, as required.

14.1.3 Counselling Centre

Upon receiving notification of a violent crime involving a University student, the responsibilities of the Counselling Centre are as follows:

1. Contact Warden, Registrar and faculty as necessary.

2. Set up counselling sessions as needed.

3. Initiate debriefing session within 72 hours of incident with students, Dean of Students.

4. Conduct psychological examination of individual, as applicable.

14.1.4 University Personnel

Upon encountering a violent crime, affected University students or employees should carry out the following procedures. In the case of:

VIOLENT ASSAULT:

1. Survivor must go to a safe place and contact the Campus Protection Unit (046-603.**8999** or 8146/7) if there is immediate physical danger.

2. Seek medical assistance (Health Care Centre or private).

3. Inform office of Dean of Students (w.r.t. students), and get advice as to whether to lay a formal criminal charge or to follow internal disciplinary procedures.

4. If necessary, contact the RU Counselling Centre or Warden (w.r.t. students) or Counselling Centre (w.r.t. employees) for advice and support.

RAPE / SEXUAL ASSAULT:

1. Staff and students should follow the Rhodes University [Sexual Assault Protocol](#) – on the Dean of Students home page (www.ru.ac.za/deanofstudents):

   - Go to a safe place. Contact the Campus Protection Unit if there is immediate physical danger.

   - Seek medical assistance – it is crucial that the survivor receives Post Exposure Prophylaxis (PEP).

   - If you do not wish to press charges you will NOT be given PEP at the hospital. In this case, you must report to the RU Health Care Centre immediately. A doctor will be called at the University's expense to examine you and administer PEP.

   - Tell someone what has occurred, in as much detail as possible, since this account could corroborate evidence if a formal report is made later.

   - Call the Rhodes Psychological Emergency Number at 082-803.0177 or contact your Warden (w.r.t. students).

2. For support and information related to rights, resources, reporting options:

   - Students should contact the Dean of Students' Office, which can also assist with referrals to the Rhodes Counselling Centre, and with expediting University student disciplinary proceedings.

- Staff should contact the Human Resources Division which can also assist with referrals to the Rhodes Counselling Centre, and with expediting University staff disciplinary proceedings.

Note emergency contact numbers in table below. Also refer to 3.4.4 (Outgoing Emergency Calls), which lists all emergency numbers that can be dialled from any phone on campus.

Emergency contact details:

| **Dean of Students**:
Office: 046-603.8181
Home: 046-622.6075
Cell: 082-886.4755

RU Counselling Centre:
Tel: 046-603.7070
Email counselling@ru.ac.za

Psychological Emergency Line:
Tel: 082-803.0177 | **CPU Emergency Number**:
046-603.8999

RU Staff Wellness Support:
Tel: 046-622.2580 (FAMSA)

Private ambulance:
046-622.7976 or 082-911

RU Health Care Centre:
Tel: 046-603.8532
Cell: **082-801.1409** | **Settlers Hospital**:
Milner Street, past the bridge
Tel: 046-622.2215

Fort England Hospital:
Tel: 046-622.7003

Police:
Tel: 046-603.9111 / 10111
Emergency: 046-603.9146 / 7
Crime stop: 086-001.0111 |

14.2 Management Team Procedures

Upon receiving notification of a violent crime involving a University student or employee, the Chair of the Management Team has the following responsibilities:

1. If necessary, declare an emergency and notify all members of the Management Team.

2. Liaise with the Emergency Manager to monitor the situation, and provide assistance as necessary.

3. Liaise with the Dean of Students (w.r.t. students) or Counselling Centre (w.r.t. employees) as necessary.

4. Office of the Vice Chancellor (w.r.t. employees) or Dean of Students (w.r.t. students) to issue a statement on TopList.

14.2.1   <u>Dean of Students</u>

Upon receiving notification of a violent crime involving a University student, the responsibilities of the Dean of Students are as follows:

1. Contact the Emergency Manager and activate the *Emergency Management and Response Network* (see 2.3.1)

2. Inform Communications and Marketing Division of the incident.

3. Issue a statement on TopList and Student zone, while observing strict confidentiality, and obtain permission from the survivor about the wording before making any such statement.

4. Contact the Sports Director if the student was participating in an athletic program.

5. Contact the Student Bureau if the student is an international student.

6. Contact the Head of department if extended absence is likely.

7. As soon as possible, initiate a debriefing session and determine who should contact the family on behalf of the University.

8. Contact the Counselling Centre to arrange counselling sessions, as required.

9. Maintain contact with the CPU.

14.2.2   Human Resources Division

Upon receiving notification of a violent crime involving a University employee, the responsibilities of the Human Resources Division are as follows:

1. Contact the Emergency Manager and activate the *Emergency Management and Response Network* (see 2.3.1)

2. Inform Communications and Marketing Division of the incident.

3. Issue a statement on TopList and Student zone, while observing strict confidentiality, and obtain permission from the survivor about the wording before making any such statement.

4. Contact the manager / head of department.

5. As soon as possible, initiate a debriefing session and determine who should contact the family on behalf of the University.

6. Contact the Counselling Centre to arrange counselling sessions, as required.

7. Expedite University staff disciplinary proceedings

8. Maintain direct contact with CPU.

14.2.2   Communications and Marketing Division

Upon receiving notification of a violent crime involving a University student or employee, the responsibilities of the Communications and Marketing Division are as follows:

1. Obtain facts from the CPU and, where applicable, the Dean of Students (w.r.t. students) or the manager / head of department (w.r.t. employees).

2. Prepare core messages, fact sheet, news release and briefing document where necessary.

3. Dispatch communication to internal stakeholders, the media and external stakeholders through the website if necessary.

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15. MENTAL HEALTH INCIDENT

This section of the EMP addresses mental health incidents such as attempted suicide, psychosis or irrational behaviour involving a Rhodes University student or employee. This section assumes that the situation is occurring or is about to occur.

> **RU Counselling Centre Emergency Number:**
>
> **082-803.0177**
>
> **CPU Emergency Number: 046-603.8999**

15.1 Emergency Response Group Procedures

15.1.1 Campus Protection Unit

Upon receiving notification of a mental health incident involving a University student or employee, the responsibilities of the Campus Protection Unit are as follows:

1. Immediately dispatch a CPU guard in a vehicle to the scene (ambulance if needed).

2. If the student or employee is taken to the RU Health Care Centre, the Counselling Centre psychologists will attend to the student or employee and conduct an assessment to determine the most appropriate intervention.

3. Student or employee may agree to a voluntary admission to Fort England Psychiatric Hospital. If a voluntary admission is appropriate and a bed arranged, CPU should transport the student or employee to the hospital. However, if the student or employee requires psychiatric treatment but is unable or unwilling to consent to treatment or is likely to abscond, an application for an assisted or involuntary admission should be made through the Health Care Centre or Counselling Centre. The Counselling Centre psychologists should facilitate this process.

4. Coordinate the information disseminated to local law enforcement at the scene (if applicable).

5. The Manager of CPU should contact the Emergency Manager and Chair of the Management Team to activate the *Emergency Management and Response Network* (see 2.3.1).

6. Maintain contact with the Dean of Students (w.r.t. students) or the manager / head of department (w.r.t. employees), and onsite CPU Officers.

15.1.2 Counselling Centre

Upon receiving notification of a mental health incident involving a University student, the responsibilities of the Counselling Centre procedures are as follows:

1. If situation is ongoing, report to scene to assist student and staff and outside agencies as appropriate.

2. If assisted or involuntary care is justified, one of the psychologists at the Counselling Centre (not an intern psychologist) or a doctor should complete a MHCA 04 form – an application for involuntary assisted mental health care. Once this is done, the student should be transported to Settlers' Hospital for a 72-hour observation period.

3. If student is at hospital, visit student and confer with hospital staff to assess situation and follow up steps that will be needed once student is released from hospital.

4. Maintain direct contact with the Dean of Students and Department of Health psychological care personnel as necessary.

5. Contact Warden, Registrar and faculty as necessary.

6. Schedule counselling sessions as needed.

7. Initiate debriefing session within 72 hours of incident with students, Dean of Students.

15.1.3   University Personnel

Upon encountering a mental health incident involving a University student or employee, affected University staff and students should carry out the following procedures.

SUICIDAL AND PARA-SUICIDAL INCIDENTS:

1. Call the Rhodes University Emergency Line / Counselling Centre at **082-803.0177**.

2. If the person is under the influence of drugs or alcohol, or if an attempt is imminent call an ambulance (10177).

3. If the student is behaving in a manner which is difficult to control or which might be placing his or her life, or your life, in danger call the police (10111) or CPU.

4. Once the situation is contained, inform the Dean of Students (w.r.t. students) or Counselling Centre (w.r.t. employees).

PSYCHOSIS AND/OR VIOLENT IRRATIONAL BEHAVIOUR:

1. Call the Rhodes University Emergency Line / Counselling Centre at **082-803.0177**.

2. Call the CPU to transport the student to the Health Care Centre (if the person is calm) or to Settlers' Hospital (if violent and a danger to self and others).

Note: in 2011, the Health Care Centre had a driver to fulfil this role. Current situation?

15.2 Management Team Procedures

Upon receiving notification of a mental health incident involving a University student or employee, the Chair of the Management Team has the following responsibilities:

1. If necessary, declare an emergency and notify all members of the Management Team.

2. Liaise with the Emergency Manager to monitor the situation, and provide assistance as necessary.

3. Liaise with the Dean of Students (w.r.t. students) or Counselling Centre (w.r.t. employees) as necessary.

15.2.1   Dean of Students

Upon receiving notification of a mental health incident involving a University student, the responsibilities of the Dean of Students are as follows:

1. Contact the Emergency Manager and activate the *Emergency Management and Response Network* (see 2.3.1).

2. Contact the Student Bureau if the student is an international student.

3. Assess the situation to decide which University official, if any, should go to the site or to the hospital.

4. As soon as possible, initiate a debriefing session and determine who should contact the family on behalf of the University.

6. Contact the Health Care Centre, which will contact the Counselling Centre.

7. Maintain direct contact with CPU.

8. Provide information to all students regarding the nature of the incident and if additional security or care while on campus is needed.

9. After assessment of level of risk, the Head of the Counselling Centre may request the Dean of Students to inform the student in writing that s/he is required to withdraw from University for an extended period (usually 6 months) to seek appropriate treatment.

10. DoS copies this letter to Registrar and Hall Warden, who inform relevant parties, maintaining suitable levels of confidentiality.

11. Return and re-registration of the student is subject to appropriate specialist recommendation and approval from Head of the Counselling Centre.

15.2.2   Communications and Marketing Division

Upon receiving notification of a mental health incident involving a University student or employee, the responsibilities of the Communications and Marketing Division are as follows:

1. Obtain facts from CPU and, where applicable, the Dean of Students (w.r.t. students) or the manager / head of department (w.r.t. employees).

2. Prepare core messages, fact sheet, news release and briefing document where necessary.

3. Dispatch communication to internal stakeholders, the media and external stakeholders through the website if necessary.

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APPENDICES

APPENDIX A: What to Do in an Emergency

A Wallet Card (prepared by the office of Communications and Marketing) [**Lebogang Hashatse to confirm**] containing concise information on what to do in an emergency should be carried at all times by staff and students.

In the event of an emergency:

1. **Call 046-603.8999 - Campus Protection Unit** (**CPU**) – the first contact point. Only one phone call needs be made. Use your cell phone if necessary.

2. **Emergency Procedure**: Follow your building's emergency procedures.

3. **Radio**: If all telephones are out of order, it is recommended that you switch on a radio and tune into local radio stations **RMR (89.7FM)** and/or **Radio Grahamstown** or, if no signal, **SAFM (96.7FM)** as it is possible that announcements may be made about the emergency.

4. **Website**: Announcements about the emergency will also be available on the University's emergency web page, **http://crisis.ru.ac.za/**

CPU Emergency number:

Do not assume that the CPU has already learned about the emergency. Any member of the Rhodes University community, staff or student, should immediately communicate any information regarding any emergency to the CPU. This will streamline the process and ensure that an emergency situation can be quickly and efficiently managed. The CPU will in turn liaise with the other people through the *Emergency Management and Response Network* (see 2.3.1,) so that information is quickly and appropriately disseminated:

CALL CPU IMMEDIATELY!
On campus: dial 8999
Off campus: dial 046-603.8999

As much information as possible should be communicated to CPU, but at a minimum this should include:

- Nature of emergency, including extent of damage and possible assistance required
- Location of emergency
- How information was received
- Time the information was received

APPENDIX B: Emergency Kit Contents

Contents of the emergency kit should contain, but are not limited to:

- Reflective bib for Building Emergency Coordinator, first aiders, elementary fire fighters.
- First aid kit
- Torch / emergency lighting
- Police barricades
- Barrier tape
- Cell phone (mobile phone)
- Telephone directories for Rhodes University, Grahamstown & Eastern Cape region
- Whistle
- Drinking water

APPENDIX C: Bomb Threat Checklist

Date: .... Person receiving call: .... Phone Ext: ......

When receiving a threatening phone call, remain calm and take notes. Try to find out as much as possible about the caller and threat.

ASK THESE KINDS OF QUESTIONS:			
When is the bomb going to explode?	Where is the bomb located?	What kind of bomb is it?	What does the bomb look like?
What will cause it to explode?	How do you know about this?	What is your name?	Why are you wanting to hurt or kill people?

If possible, record the **EXACT WORDING OF THE THREAT:**

CALLER'S IDENTITY:					
Male/Female:		Approx. age:		Race:	

VOICE CHARACTERISTICS:							
Calm:		Excited:		Whisper:		Shouting:	
Slow:		Rapid:		Soft:		Loud:	
Slurred:		Nasal:		High pitch:		Deep:	
'Normal':		Clipped:		Angry:		Laughing:	
Cracking voice:		Stuttering:		Crying:		Coughing:	
Other:							

LANGUAGE USED BY CALLER:							
English first language:		English second language:		Afrikaans:		Xhosa:	
Mixed languages:		List languages used:					
Excellent grammar		Fair grammar:		Poor grammar:		Other:	
Foul language:		Reading a message:		Other:			

BACKGROUND SOUNDS:							
Street noises:		Radio / music:		Long distance:		Cell phone:	
Animal noises:		Other voices:		Local call:		Clear line:	
Machine noises:		Water noises:		Landline:		Static line:	
Traffic noises:		Rain / wind / storm noise:		Payphone:		Interrupted:	
Other:							

APPENDIX D: Terms and Definitions

Terms or acronyms that have been used throughout the University's Emergency Management Plan are listed below in alphabetical order.

Alarm Signal	Alarm tone that alerts building occupants to evacuate – usually continuous blasting of the building alarm, or if no power, repeated long blasts of an air horn / referee's whistle (also referred to as evacuation signal).
Building Emergency Coordinator Assistants	Individuals who assist the Building Emergency Coordinator, responsible for a particular area or floor of a building. Also known as a 'floor marshal', 'floor monitor' or 'incident officer'.
Building Emergency Coordinator	Individual in a building who, as an Emergency Response Support person, is responsible for coordinating emergency evacuation and taking roll call.
Cardiopulmonary Resuscitation (CPR)	First aid procedure for casualties have suffered cardiac arrest, angina or are unconscious
Campus Protection Unit (CPU)	Section of the Infrastructure & Operations Department responsible for campus security.
Communication Team	Internal team, working under the leadership of the Director of Communications and Marketing, which is responsible for all necessary communication with key stakeholders and media.
Damage Assessment Team	Internal team that assists community agencies in assessing the damage after an emergency / disaster.
Emergency Assembly Point	Designated outdoor site where building occupants assemble for roll call after evacuating a building; if primary site is not accessible, there should be a known alternative site.
Emergency Communication File	File compiled by Communications and Marketing Division which will include various communication collateral materials such as an emergency telephone list.
Emergency Management and Response Network	Internal network of individuals responsible for contacting University personnel, external stakeholders and the media.
Emergency Control Centre	Building that serves as the emergency management "headquarters" and first port of call for on-campus contact in the event of an emergency.
Emergency Manager	The person in charge of the Emergency Response Group.
Emergency Response Group	Internal team of Infrastructure & Operations Department staff, appointed by the Emergency Manager, which responds to the needs of the University community during and after a

	critical incident. It is the operational arm of the Management Team.
Emergency Services	Police, fire brigade or ambulance services.
Emergency Response Personnel	Members of the Emergency Response Group who perform various roles as required in support of the event of an emergency.
Epidemic	Sudden onset of a disease that affects more than the expected number of cases at any given time.
Evacuation signal	Alarm tone that alerts building occupants to evacuate – usually continuous blasting of the building alarm, or if no power, repeated long blasts of an air horn / referee's whistle (also referred to as alarm signal).
Information Technology (IT)	Internal division that is responsible for the University's Internet and telecommunications.
Management Team (Senior Management and Academic Leadership Forum)	Internal team consisting of senior University staff who liaise with the Emergency Control Centre and take executive decisions regarding the needs of the University community during and after a critical incident.
MSDS	Material Safety Data Sheet provides essential information about chemicals which assists in taking the correct action in the event of a hazardous material spill or poisoning event.
OHS Act	Occupational Health and Safety Act 1993.
Pandemic	An epidemic that becomes very widespread and affects a whole region, continent or the world.
UPS	Uninterruptable Power Supply.

Additional information

This document is currently online at **www.ru.ac.za/estates/crisismanagement**

Comments and suggestions for its improvement may be directed to:

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