

CRISIS MANAGEMENT PLAN

Texas Engineering Experiment Station

Prepared: August 1997

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BACKGROUND

Violent, disruptive and serious incidents are occurring with increasing frequency in the American workplace, and the university academic and research environment is at risk. Incidents of a crisis nature include: bombings, homicides, hostage situations, major workplace accidents, hazardous material spills, chemical releases, occupational illnesses, laboratory accidents, biohazard releases, terrorism and sabotage. Thus, in order to facilitate the maintenance of a safe and healthful environment for scholarship and research, this *Crisis Management Plan* is established to ensure timely and appropriate response to workplace crises occurring on TEES properties and facilities.

TYPES OF WORKPLACE CRISES

A workplace crisis is characterized as an event which is traumatic, impacts a number of employees, and is on-going long enough to disrupt the workplace and/or cause lasting effects on employees. These lasting effects could be with significantly damaged facilities or with the well being of employees entangled in and surviving a workplace crisis.

Several types of workplace incidents could potentially be crises. For the purposes of this *Plan*, crises are placed in the following categories:

Bombings

This includes both bombings resulting in injuries and/or damage to buildings and bomb threats. A bomb threat could be delivered by telephone, correspondence (written or electronic), or in person. A bomb threat could also include the sudden appearance of an unidentified, suspect package that is thought to contain a bomb.

Accidents

An accident crisis is a high profile, unanticipated, negative event or incident usually involving several people. This would also include situations where hazardous materials are released into the environment or where there is an eminent danger or perceived threat of such release.

Violent Disruptive Behavior

This type of situation includes events such as workplace homicides or hostage situations.

Results of Fire, Violent Weather and Other Natural Disasters

These are disasters involving significant damage to facilities and/or personal injuries resulting from major fires, or weather phenomena such as tornadoes, hurricanes, or floods.

Riots

A riot is a violent public disorder involving a number of persons usually with personal injuries and/or damage to facilities or which creates an immediate danger of such injuries or damage, and which substantially obstructs law enforcement or other government functions. Indoor/Outdoor Mass Gatherings may be evaluated for potential negative impact on TEES properties and facilities, and for riot potential.

Workplace Diseases/Illnesses

Occupational illnesses are those that arise in or from the course of employment. An occupational illness may affect an individual or a group of employees. Typically, occupational illness results from situations where a number of employees having some commonality (ex: work location, food, contact with same source, etc.) develop similar symptoms of illness. Examples include: Legionnaires' disease, tuberculosis, chemical exposure, dermatoses, hearing loss, respiratory disorders, allergic reactions, and others.

Acts of Terrorism & Sabotage

Acts of terrorism and/or sabotage can result in devastating consequences to people, property, facilities, equipment and research. TEES research work involves high technology and confidential or classified research which may be highly attractive and/or vulnerable to such acts.

CRISIS MANAGEMENT TEAM

TEES has formed a Crisis Management Team (CMT) which will be called into operation in the event a crisis, as defined in this *Plan*, occurs. The **purpose of the CMT** is to provide **leadership and coordinated communications** during and immediately after a crisis so that the effects of the crisis are minimized. A one-time incident involving less than three persons, and having minimal long-term impact to TEES, will not generally be considered a crisis to require activation of the CMT.

The Director of TEES will determine when the CMT is to be activated. In the Director's absence, the CMT may be activated by the Agency Deputy Director. In the absence of both the Director and the Agency Deputy Director, the CMT may be convened by the Associate Agency Director for Finance and Administration or the Assistant Agency Director for Academic Affairs.

The TEES CMT will be composed of individuals holding the following positions:

Agency Deputy Director (CMT Leader)

B. Don Russell 845-7912

Email: BDRussell@tamu.edu

Home: 696-2481

Associate Agency Director, Finance and Administration

Carol J. Cantrell 845-1324

Email: cjc7788@acs.tamu.edu

Home: 696-1552

Assistant Agency Director, Academic Affairs

G. P. "Bud" Peterson 862-1463

Email: gpp5386@teesmail.tamu.edu

Home: 690-6668

Human Resources Officer

Nate Green 862-4331

Email: ngreen@tamu.edu

Home:

Manager, Engineering Facilities

Stephen franklin 845-5568

Email: s-franklin@tamu.edu

Home: 779-3110

Manager, Engineering Safety

David Breeding 845-4986

Email: bree@tamu.edu

Home: 846-3449

Director of TEES Communications

Laura Nowlin 845-7389

Email: l-nowlin@tamu.edu

Home: 846-6747

Ex Officio Member: Director of TEES

C. Roland Haden 845-7203

Email: crh7483@acs.tamu.edu

The leader of the CMT will be the Agency Deputy Director. In the Agency Deputy Director's absence, the leader will be the person who convened the CMT as outlined above. The CMT leader will be the person in charge of managing the crisis.

CMT Leader: Responsibilities

1. Notify emergency response personnel if they have not already been notified.
2. Issue orders to evacuate buildings (Note: Any decision to evacuate a building or premises will be made by the Director of TEES or in the Director's absence, by the Agency Deputy Director, Associate Agency Director for Finance and Administration or the Assistant Agency Director for Academic Affairs in that order.)
3. Coordinate with other campus offices.
4. Serve as a central point for incoming and outgoing information on the crisis.
5. Develop news releases and other communications. (Note: these will be issued by the Director's Office as discussed in the section on Communications below.)

When the CMT is convened in response to a crisis, the CMT leader should be contacted first. If the Deputy Director is unavailable, the next person in descending order, on the above list of CMT members, will be notified to assemble the CMT. The convening individual will ensure that each member of the CMT is contacted.

The CMT will normally convene in Room 301, Wisenbaker Engineering Research Center (WERC). In the event that room is unavailable, the CMT will locate in Room 204 of the Zachry Engineering Center. If campus locations are unavailable due to the crisis, the CMT will locate in a conference or training room at the John B. Connally State Headquarters Building.

The CMT will bring others into the team and/or coordinate with other campus offices as needed, dependent on the nature of the crisis. Any Division Heads over areas where the crisis actually occurred will normally be brought into the CMT.

The CMT and all TEES employees will fully cooperate with federal, state and local disaster management and law enforcement agencies with respect to any crisis.

A crisis occurring on TEES locations outside the College Station vicinity will be managed by the TEES director or manager over that location. That person will deal with local law enforcement and other emergency response personnel to address the immediate aspects of a crisis. The crisis should be reported to the Director of TEES as soon as possible. Communications on crises at remote locations, as with those in College Station, will be coordinated through the Director of TEES. The CMT may be convened to assist regional locations in handling a crisis.

COORDINATION WITH OTHER CAMPUS OFFICES

Since a large portion of TEES activities and employees are located on the TAMU campus, it will be necessary to coordinate with various campus offices for many crises. The offices most likely to be needed and the contact persons are:

University Police Department

Director (Robert E. Wiatt 845-8058)

Associate Director (Elmer E. Schneider, Jr. 845-8054)

The University Police Department will be involved with most crises. They will provide traditional police services such as protecting bystanders, defusing violent situations and assisting in rescue efforts. The University Police will have control of all law enforcement matters.

Physical Plant

Assistant VP for Physical Plant (Charles Sippial, 845-1232)

Emergency After Hours Number: 845-4311

Physical Plant personnel will be involved in crises that involve damage to buildings, streets or the campus utilities infrastructure. They may be called on to provide building/room access to areas that are otherwise not accessible during certain crises (bombings, hostage situations, facilities damage).

Environmental Health and Safety Department

Manager (Christopher M. Meyer, 845-1362)

Radiological Safety Officer (Christopher M. Meyer, 845-1362)

Environmental Health and Safety personnel would be contacted in crises involving the (threat of) release of hazardous materials into the environment. This would also include a crises involving any nuclear materials or workplace diseases/illnesses.

Parking, Traffic and Transportation

Director (Thomas G. Williams, 845-9700)

{Parking, Traffic and Transportation would be called on to provide traffic control during a crisis.}

NOTIFYING ADMINISTRATIVE OFFICES

The first responsibility of supervisors and managers during a workplace crisis is to protect life and property by notifying the appropriate emergency response personnel (police, fire) as appropriate to the situation. The office of the Director of TEES should be notified within one (1) hour, or as early as possible, when any emergency response personnel are called due to an incident on TEES property and facilities. The Director of TEES or designee will determine the appropriate response to the situation.

The Director of TEES will determine what other campus administrative offices should be initially informed and what periodic updates should be furnished. These offices may include:

TAMUS Office of the Chancellor (845-4331)

TAMUS Executive Secretary to the Board (845-9600)

The Director of TEES will notify these two offices and furnish periodic status reports as information is available on any crisis that has occurred or that is threatening life, health, or System property.

TAMU Office of the President (845-2217)

TAMU Office of University Relations (862-2302)

Due to the close working relationship between TEES and TAMU, a crisis within TEES on the College Station campus will likely involve TAMU as well.

COMMUNICATIONS

This section deals with communications other than those first initiated to protect life and property and those covered in the preceding section, *Notifying Administrative Offices*.

During any given crisis there will be a need to communicate with affected employees, students, other clientele, and the general public through the news media. All communications on crises involving only TEES will come from the Director of TEES. Communications on crises affecting the System as a whole will come from the Chancellor.

Because of the relationship of TEES and TAMU on the College Station campus, communication on some crises at College Station may be handled through the Office of the TAMU President. The Director of TEES will determine when and if communication will be handled by TAMU administration.

POST-CRISIS ACTIONS

The CMT will continue to operate post-crisis through any clean-up and return-to-work operations. After the immediate aspects of a crisis have been met, the mental health issue of individuals surviving the crisis will be evaluated and addressed. Affected individuals will be referred to stress debriefing and counseling, as needed. *Stress debriefing* is a process whereby individuals having experienced a traumatic event are provided the opportunity to discuss the event with trained counselors and/or others who experienced the same trauma. Counseling available through the employee's group medical coverage or available community counseling resources will be utilized for this service. A list of available community resources is attached. The CMT will encourage any crisis survivors to utilize the available counseling and stress debriefing resources. If deemed necessary, counseling personnel may be brought on site for the benefit of employees.

After each crisis incident is resolved, the CMT will convene to analyze the effectiveness of the CMT's actions. A written report of the crisis will be prepared by the CMT, and forwarded to the Director of TEES. Additionally, the Crisis Management Plan will be reviewed in light of the recent events and will be modified as deemed necessary. The Crisis Management Plan will be reviewed and revised/updated at least annually.

TRAINING AND SAFETY PROGRAMS

TEES Division Heads will receive training on the Crisis Management Plan. The *Plan* will be discussed at least annually during a regularly scheduled meeting of the Research Council and at an Engineering Services Committee meeting. The Research Council meetings are attended by the heads of the disciplinary divisions and research centers. Engineering Services Committee

meetings are attended by heads of the non-disciplinary divisions and the key administrative personnel from both disciplinary and non-disciplinary divisions.

A one page memorandum addressing the Crisis Management Plan and how to report crises will be distributed annually to all TEES employees. This memorandum will come from the Director of TEES.

Information on handling workplace crises will be covered in supervisory training courses offered by the TEES Personnel Services Office. This training will focus on actions that supervisors and managers may take to help ease the negative effects of a crisis. Appropriate response to crisis incidents will be an integral component of each employee's responsibility in his/her employment.

MAINTENANCE OF CRISIS MANAGEMENT PLAN

The Crisis Management Plan will be maintained by the TEES Human Resources Officer. Responsibilities will include:

1. Updating names, locations, and telephone numbers included in the *Plan* as appropriate.
2. Furnishing copies of the *Plan* and any updates to each member of the Crisis Management Team.
3. Conducting the annual review of the *Plan*.
4. Coordinating with individual offices having responsibilities specified in the *Plan* such as training and reporting to Chancellor to ensure that timelines specified with those responsibilities are followed.

ANNUAL REVIEW OF CRISIS MANAGEMENT PLAN

The Crisis Management Plan will be reviewed at least annually between the months of June and August. That review will be conducted by the TEES Human Resources Officer. The review will enlist the participation of each member of the crisis management team. The review will include as a minimum:

1. Verification of all listed individual's names, offices, and phone numbers.

2. Inclusion of any additional contacts to be included.
3. Review of plan verbiage, to determine needed changes or clarifications.
4. Review and analysis of any time the Crisis Management Plan was implemented during the preceding year.

After the annual review has been completed, the written report of the review will be forwarded to the Director of TEES. Once the Director of TEES is satisfied that the crisis management plan remains a viable response tool, the Director will notify the Chancellor that the annual review has been completed.

Attachments:

Telephone Numbers of TEES Division Heads

List of Community Mental Health Resources

{Prepared August 1997 by Charles Gillespie and David Breeding; Revised March 2000}