MASSEY UNIVERSITY

Campus Emergency Response Plan

University Crisis Management Plan

Emergency Communications Plan
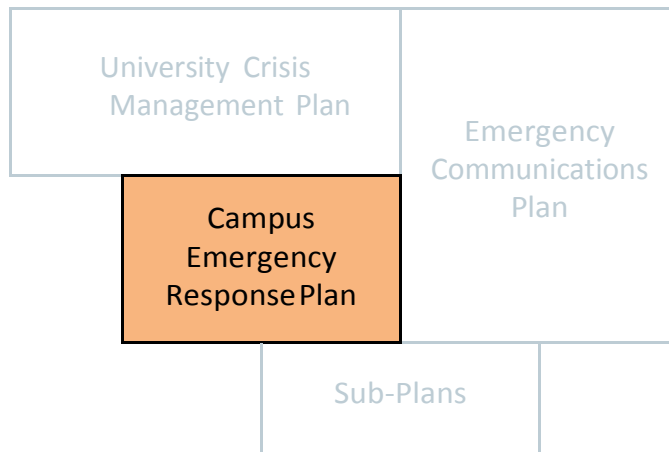
Campus Emergency Response Plan

Sub-Plans

This Plan documents part of Massey University's emergency response arrangements. It may be necessary to refer to other plans in this series dependent on the situation.

Document Type:	Plan	***Status:***	Approved
Status Approved By:	Andrea Davies, Keith Harvey, Deanna Riach Chairs, Campus Emergency Management Committees		
Status Date:	20 May 2016	***Version:***	2

Contents

1. Introduction

1.1. Target Audience

The Campus Emergency Response Plan will be read by a wide variety of users. As such, the plan aims to be accessible to, and readable by, these users.

The three audience groups that the plan may be applicable to are:

Primary Audience	Members of Massey University's formal emergency response structures including: • Campus First Responders, such as facilities and security staff and emergency wardens • People filling roles within the Massey University Emergency Management System (MUEMS) • Emergency communications team members • Authors of emergency response/business continuity sub-plans
Secondary Audience	• Emergency service providers (Police, Fire, Ambulance, local government, lifeline utilities) • Suppliers/tenants/partner organisations • Other Tertiary Education Organisations
Tertiary Audience	• Staff, students and stakeholders not included above • Ministry of Education/Tertiary Education Commission • Members of the public

Information contained in the plan is targeted accordingly – the primary focus is to provide members of Massey University's formal emergency response management structures with a set of principles, delegations and structures to operate within during emergency events.

Information likely to be of use to members of the secondary audience is included where it does not negatively impact on the readability of this plan for the primary audience.

While this plan may be read by members of a tertiary audience, members of this audience group are encouraged to refer to the *Emergency Procedures* flipchart that is available on the Massey University Emergency Management Webpage and throughout the campus on notice boards, in lecture theatres, meeting rooms and other common areas, and to refer to Departmental Emergency Response Plans (where applicable) and Department Business Continuity Plans for more information.

1.2. Purpose and Scope of this Plan

This Campus Emergency Response plan provides guidance to people involved in emergency response and recovery operations on Massey University's Campuses about the management of the response to (and to a lesser degree, the recovery from) emergency events.

As well as being a guidance document for use during emergency events, this Emergency Response Plan is also used as a resource to support the provision of emergency management training.

This plan outlines, in general terms, the structure, control arrangements, decision-making and communication arrangements, as they relate to the Campus-level response and recovery. It assigns duties and responsibilities to specific personnel.

This plan is intended for use during Local Emergencies (Level 2) and University Emergencies (Level 3) but may also be used during Incidents (Level 1). Incidents are generally managed in accordance with a Sub-Plan specific to the situation or through recognition primed decision making.

This Campus Emergency Response Plan is intended to cover a wide range of emergencies. The plan is functional rather than scenario-based. It is intended that, during an emergency event, the level of response management structures and the amount and nature of resources used are dependent on the size and nature of the emergency.

1.2.1. Structure of Massey University Emergency Response Plans

Massey University's emergency response arrangements are divided across a number of plans. This ensures that people with specific responsibilities only need to refer to the plan that relates to those responsibilities.

The key plans are:
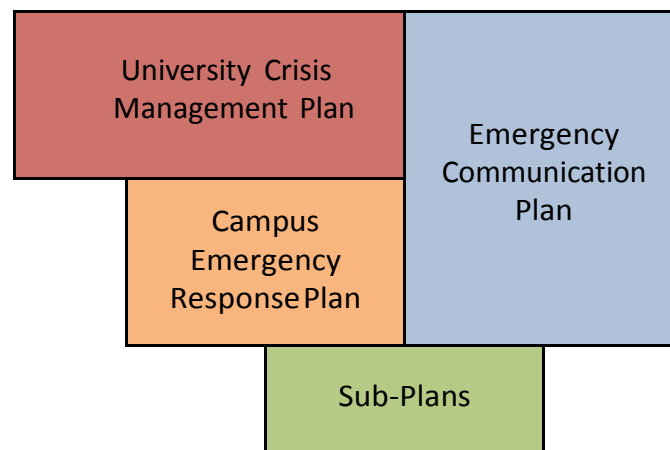
You will find this logo (or a variation of it) on the cover of every approved emergency response plan at Massey University.

There are:

- 1x University Crisis Management Plan
- 1x Emergency Communication Plan

- 1x Campus Emergency Response Plan
- Numerous Sub-Plans

In the context of emergency response, the term "Sub-Plan" refers to any additional plan, procedure, Standard Operating Procedure (SOP) or similar document, related to emergency response within the University. Examples include, but are not limited to: Critical Incident Plans, Emergency Response Team Standard Operating Procedures, and Laboratory Emergency Procedures.

1.3. Goals and Objectives

This Campus Emergency Response Plan, along with the other plans noted above, is intended to enhance the Campus's ability to effectively prepare for, respond to and recover from an emergency event.

The Massey University Strategic Emergency Management Framework (a non-operational planning document) lists four goal and 12 objectives of the emergency management arrangements at Massey University. Goal 3 is most applicable to this plan.

1.3.1. Goal 3: Enhance the University's ability to respond to emergencies.

Objective 3a: Enable and coordinate ongoing emergency management training and professional development.

Objective 3b: Enhance the University's ability to prepare for and manage emergencies.

In particular this means:

- promoting the safety and security of students, staff, faculty, and visitors
- minimising damage to Campus resources
- minimising disruption of Campus research, teaching and commercial activities
- minimising negative impacts on the environment
- assisting the community as appropriate

By effectively managing our response to emergencies we protect the reputation of the University.

Objective 3c: Develop closer working relationships with emergency services and external emergency management organisations.

1.4. Situation and Assumptions

Note: No part of these guidelines shall be construed as a contract between any employee, student, or visitor and the University. Massey University reserves the right to change any guideline at any time.

This Plan has been developed based on the following situation and assumptions:

1.4.1. Situation

Massey University is a large, government-funded University with campuses in Albany, Manawatu and Wellington and smaller sites in New Plymouth, Napier and Singapore. Massey University is the largest provider of distance education in New Zealand's university sector.

An overview of the Campuses is provided below:

Campus	Students[1]	Staff[2]	Total People	Buildings[3]	Area
Albany	7,029	1,410	8,439	91	68.7ha
Manawatu	7,507	4,037	11,544	481	1551.7ha
Wellington	3,338	1,087	4,425	45	7.45ha
Distance	16,890	-	16,890	-	-

Table 1: Summary of Massey University's Campuses.

As a research-intensive institution, Massey University may have, at any one time, up to 150 staff working overseas as well as a number of international field trips.

1.4.2. Assumptions

Emergencies can occur at any time, without warning. Careful planning, with an emphasis on safety, and adequate training can help members of the Massey University community handle emergency events with appropriate responses which may save lives.

Every member of the Massey community shares responsibility for emergency preparedness. Heads of Departments (meaning Heads of Colleges, Division, Institutes, Schools, and Sections etc.) are responsible for:

- ensuring that their individual departments have up-to-date emergency plans where applicable; and
- assigning emergency planning and response duties to appropriate staff members; and

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[1] By headcount by Academic Year Totals 2015.
[2] By headcount, as at 31 December 2015, including casual, as provided by People & Organisational Development.
[3] Owned or leased by Massey University.

- ensuring that these employees know what the expectations and responsibilities are for these roles.

In any emergency situation the response actions of emergency personnel are guided by Massey University's desire to protect the following, in priority order:

- People
- Research and intellectual property
- Equipment, facilities and other property
- The wider community and the environment.

General emergency response priorities follow from these goals. Naturally the contextual characteristics of a particular emergency event (such as the time or day when an event occurs) may require some adjustment to the above priority categories.

Note: Massey University acknowledges the first priority of staff will be the welfare of themselves and their own family. As a result this may impact on their immediate availability. Accordingly, every emergency role will have a primary incumbent, and a deputy (ideally two). Where the primary incumbent cannot be contacted/or is not available in the first instance, the responsibility for the position will devolve to the deputy.

This Campus Emergency Response Plan caters for three overarching situations:

1. The situation where the wider community (city/district/region) and the Campus are severely impacted and consequently the Campus must be self-sufficient in its ability to respond and provide welfare to its staff, students and visitors; and,

2. The situation where the wider community is impacted, but the Campus is not, and consequently there is a requirement/desire to provide response and welfare support; and,

3. The situation where the wider community is not impacted but the Campus is and consequently there is less tolerance for long-duration response and recovery (this situation is likely to be a University Emergency (Level 3) due to the reputational risk and need for Emergency Communications).

Lecturers have a responsibility to ensure that all students are aware of, and clearly understand the evacuation procedures. Time must be set aside early in each semester to explain fire drills and emergency procedures to students.

The business continuity of departments and tenants of Massey University will be addressed and managed through department Business Continuity Plans.

1.5. Concept of Operations

Emergency response operations at Massey University are based on the following concept of operations:

- Massey University manages emergency response using the Massey University Emergency Management System (MUEMS). The MUEMS is based on the New Zealand Coordinated Incident Management System (CIMS) and accordingly, the principles of the MUEMS are consistent with those of CIMS.
- There are three levels of emergency event:
  - o Level 1: Incident
  - o Level 2: Local Emergency
  - o Level 3: University Emergency
- Each level is described in more detail in *Section 3: Structure and Organisation of Emergency Response Management*.
- There are three tiers of response management:
  - o Incident Management Teams (one per incident if required)
  - o Campus Emergency Management Teams (only one per Campus)
  - o University Crisis Management Team (only one)

  Each tier is described in more detail in *Section 3: Structure and Organisation of Emergency Response Management*.
- Each of the above teams has its own emergency response plan and related procedures (if required). This ensures that people with specific responsibilities only need to refer to the plan that relates to those responsibilities.
- Each emergency response plan links to other plans and these relationships are shown conceptually on the cover of each emergency response plan at Massey University.
- The standard response to notification of an emergency event is to deploy a trained Incident Controller or a member of Facilities Management and/or Security, to the site of the incident to manage the response and provide communications back to the FM Helpdesk (or Campus Registrar's Office if this is more appropriate).
- The level of emergency event can change as the situation develops and/or more information becomes available. Key decision makers will determine the level of emergency event quickly, based on the information to hand, and then escalate or de-escalate the level as the situation evolves.
- The MUEMS structure is based on getting the right people for each role, however, where possible, positions in the MUEMS should be linked to "business as usual" positions.
- Every MUEMS role will have a primary incumbent, and an alternate (ideally two).
- During a state of national emergency, the National [Civil Defence Emergency Management] Controller has legal authority to "direct and control for the purposes

of this Act the resources available for civil defence emergency management" (Civil Defence Emergency Management Act, 2002, s.8).

- During a state of local emergency, the Group or Local [Civil Defence Emergency Management] Controller has legal authority to "direct and co-ordinate... the use of the personnel, material, information, services, and other resources" (Civil Defence Emergency Management Act, 2002, s.28).

- Any directions given by the National Controller or a Group or Local Controller during a state of emergency, takes precedence over those of the University Crisis Management Team Leader and/or the Vice-Chancellor.

- Each Campus has a Campus Emergency Management Committee ("the Committee") which is responsible for the day-to-day management of the Campus-level emergency management programme. The Campus Emergency Management Committee ("the Committee") is different to the Campus Emergency Management Team ("the Team" – whose role is solely related to response and recovery management), although it is likely that members of the Team are also members of the Committee. The Committee's role is outside the scope of this plan, but is defined in the Massey University Strategic Emergency Management Framework and the Terms of Reference for Campus Emergency Management Committees.

- Massey University has a University Emergency Management Committee which provides high-level oversight and coordination of non-emergency activities. Its role is outside the scope of this plan, but is defined in the Massey University Strategic Emergency Management Framework and the Terms of Reference for the University Emergency Management Committees.

1.6. Authority

The Campus Emergency Response Plan is created in accordance with the requirements of the Emergency Management Policy.

Massey University will develop and maintain, through periodic review and testing, emergency response plans, including, but not limited to:
- Massey University Crisis Management Plan
- Emergency Communications Plan
- Campus Emergency Response Plans

Emergency Management Policy, September 2014

This Campus Emergency Response Plan has been jointly approved by the Chairs, of the Albany, Manawatu and Wellington Campus Emergency Management Committees, after endorsement by their respective Campus Emergency Management Committees.

Signed: _____ Date: 20th May 2016

Andrea Davies
Chair, Albany Campus Emergency Management Committee

Signed ____*K. R. Harvey*_____ Date: 20th May 2016

Keith Harvey
Chair, Manawatu Campus Emergency Management Committee

Signed: _____ Date: 20th May 2016

Deanna Riach
Chair, Wellington Campus Emergency Management Committee

1.7. Review and Maintenance

This Campus Emergency Response Plan is to be reviewed in accordance with the requirements of the Massey University Strategic Emergency Management Framework.

> All emergency response plans will be reviewed periodically, at intervals not exceeding two years.
>
> All emergency response plans will be reviewed after any emergency event for which a Massey University emergency response plan was used, with recommendations from the Post Event Debrief being incorporated into the Emergency Response Plan at the time of the review.
>
> Massey University Strategic Emergency Management Framework, August 2014

The Emergency Management National Coordinator, in conjunction with the Chairs of the Campus Emergency Management Committees, is responsible for ensuring that this Plan is reviewed:

- Within two years of last review; and,
- Within three months of the any emergency event for which any Massy University Emergency Response Plan was used. This condition is satisfied by conducting a post event debrief in accordance with the *Standard Operating Procedure: Post Event Debrief.*

1.8. Distribution List

The electronic version of this Plan is the definitive current version. It is available from the Massey University Emergency Management website, where it will be protected and only allow access to staff.

Electronic copies of this Plan may be provided to external emergency management organisations provided that:

- The copy supplied is provided as a Portable Document Format (.pdf) file.
- The organisation, contact person's name, title, phone number and email address are recorded to ensure that replacement versions can be provided in the future.

Printed copies of this Plan will be available in all Campus EOCs (primary and alternate).

It is the responsibility of the Secretary of the Campus Emergency Management Committee or EOC Manager, as determined by the Campus Emergency Management Committee, to ensure that the print copies held in the EOCs are updated each time the Plan or any related procedures are updated.

Staff, and in particular, staff with a role in emergency response/recovery management, may choose to print one or more copies of this Plan. Where this is the case they are responsible for ensuring their printed copies are replaced when a new version is approved and uploaded to the website.

2. Risk Reduction

2.1. Introduction to Risk Reduction

In the University context, the reduction phase of emergency management consists of identifying and analysing long-term risk to human life and property from natural, social and technological hazards; taking steps to eliminate these risks if practicable, and, if not, reducing the magnitude of their impact and the likelihood of them occurring.

Massey University Strategic Emergency Management Framework, August 2014

Massey University is committed to a comprehensive approach to emergency management, which includes effective risk reduction through robust risk management processes. Risk management activities are conducted in accordance with the Joint Australian New Zealand International Standard ISO31000: *Risk management – Principles and guidelines*, and Massey University's *Risk Management Framework*.

Risk reduction activities are carried out through a range of parallel programmes of work, for example seismic strengthening work and dangerous tree risk assessments and associated actions.

3. Structure and Organisation of Emergency Response Management

3.1. Levels of Emergency Event

Level 1: Incident refers to any event that: affects a person or people in one location (such as a building or campus) and requires an immediate, formal emergency response, but can be managed effectively by local management and response personnel (Facilities Management or relevant Department); has little or no impact on the operations of a campus or the University and there is no need for emergency communications.

Incidents are often managed in accordance with sub-plans/ departmental emergency response plans and using business as usual structures.

Level 2: Local Emergency refers to an event that: directly affects people in one location (such as a campus) and: has significant impact on the operations of one campus; places a high level of demand on local management and response personnel; or, requires significant coordination of internal and external resources and may result in the activation of the Emergency Communications Plan and/or the University Crisis Management Team.

Local Emergencies are generally managed in accordance with the Campus Emergency Response Plan and the Emergency Communications Plan.

Level 3: University Emergency refers to an event that directly affects people in more than one location and/or has a significant impact on the operations of the University and cannot be effectively managed by local management and response personnel, or requires significant coordination of internal and external resources and results in the activation of the Emergency Communications Plan and the University Crisis Management Team.

University Emergencies are generally managed in accordance with the University Crisis Management Plan, Campus Emergency Response Plan and the Emergency Communications Plan.

3.2. Massey University Emergency Management System

The University endorses and adopts the Co-ordinated Incident Management System (CIMS) as the basis for the Massey University Emergency Management System (MUEMS).

The Massey University Emergency Management System (MUEMS) is used for the management of all emergency events including Incidents (Level 1), Local Emergencies (Level 2) and University Emergencies (Level 3).

Emergency Management Policy, September 2014

3.3. Principles of the Massey University Emergency Management System

The MUEMS is based on the New Zealand Coordinated Incident Management System (CIMS) and accordingly, the principles of the MUEMS are consistent with those of CIMS:
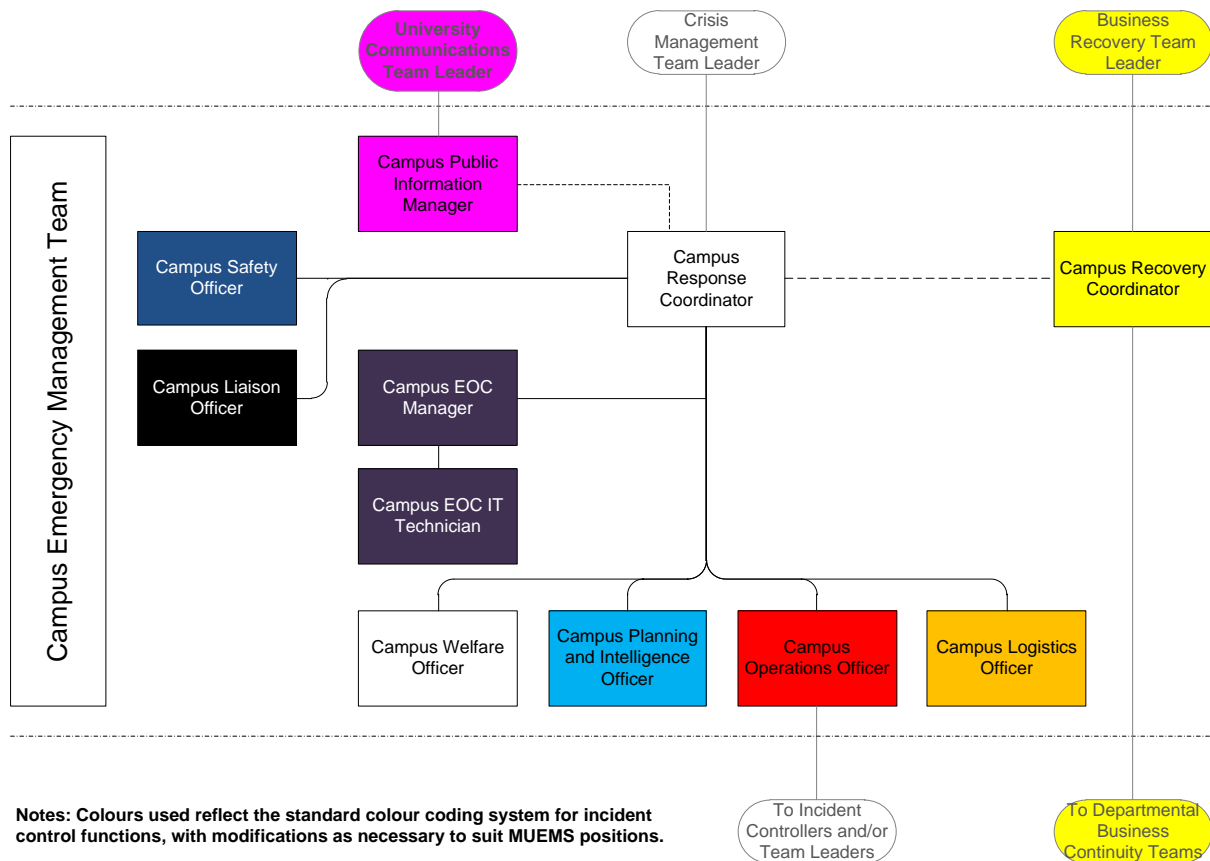
- **Common terminology – is essential in any emergency management system, especially when diverse or other first-response agencies are involved in the response.** Key positions within the MUEMS use titles that are consistent with the CIMS wherever possible, (e.g. Planning and Intelligence, Logistics, Operations) to enable effective integration with external organisations. CIMS terminology is also is used when describing emergency facilities.
- **A modular organisation – develops by ensuring that, at the very least, the command/control function is established by the first-arriving responder and allows the structure to develop from there in order to best support the emergency event.** The MUEMS structure has been developed to expand or contract as the emergency event does, allowing for an effective management resource for any event.
- **Integrated communications – requires a common communications plan, standard operating procedures, clear text, common frequencies and common terminology.** The communications systems at Massey University that are used during an emergency response, will be designed and configured to allow information to flow effectively between different levels of the MUEMS and between the University and external organisations, and will be suitable for a range of emergency scenarios.
- **Consolidated Incident Action Plans – describe goals, operational objectives and support activities.** The decision to develop a written Incident Action Plan in the field (at an Incident Control Point) is made by the Incident Controller. At the Campus Emergency Operations Centre and University Crisis Management Centre, written plans are required.
- **Manageable span of control – refers to the number of individuals or functions one person can manage effectively.** The MUEMS aims to ensure that each position has no more than seven people or functions reporting to it, wherever possible.
- **Designated incident facilities – It is important that there are designated incident facilities with clearly defined functions to assist in the effective management of an incident.** At Massey University, relevant procedures (Sub-Plans) will be developed to include the pre-event identification of primary and alternative locations for key incident facilities.
- **Comprehensive resource management – means effectively organising the total resources within the Campus deployed at an incident.**

3.4. Massey University Emergency Management System (MUEMS) Structures

The MUEMS structure is based on getting the right people for each role and ensuring that appointments to each role are made for primary and alternate positions. Where possible the positions in the MUEMS are linked to 'business as usual' positions, so as to ensure continuity of knowledge, experience and authority is sustained. .

The structures are intended to be used as a guide rather than a rigid prescription; the emergency event will dictate the roles/functions that need to be filled and how many people are required for each function.

Role descriptions for each position in the Campus Emergency Management Team can be found in *Section 7: Response*.

Notes: Colours used reflect the standard colour coding system for incident control functions, with modifications as necessary to suit MUEMS positions.

Figure 1: Organisational Structure of the Campus Emergency Management Team.

3.5. Contact Details for Members of the Campus Emergency Management Team

Contact details for all members of the Campus Emergency Management Team will be collected, stored in a central location and their currency maintained.

Access to these contact details will be provided to members of the Campus Emergency Management Team and the University Crisis Management Team.

4. Readiness

4.1. Introduction to Readiness

In the University context, the readiness phase of emergency management consists of developing operational systems and capabilities before an emergency happens, including self-help and response programmes for staff and students, and specific programmes for formal emergency responders within the University as well as operational practices to enable effective integration with external emergency management organisations.

Massey University Strategic Emergency Management Framework, August 2014

Massey University is committed to a comprehensive approach to emergency management, which includes taking a range of readiness actions such as: designing delivering and evaluating training and professional development, testing and exercising; working collaboratively with tenants, service providers and external organisations with an emergency management role; development of emergency plans and procedures; and the provision of emergency management equipment and facilities.

4.2. Financial Delegations to Members of the Campus Emergency Management Team

4.2.1. Purpose of Predefining Financial Delegations for Members of the Campus Emergency Management Team

As positions within the MUEMS structure may not be tied to business as usual roles, there is the potential for members of the Campus Emergency Management Team to hold key roles in the MUEMS, but not hold business as usual delegations.

To enable actions to be made quickly, it is necessary to provide staff members that fill key roles in the MUEMS structure with financial delegations, for use during the response and recovery phases of an emergency event.

4.2.2. Structure of Financial Delegations for Members of the Campus Emergency Management Team

For ease of operation, the Campus Finance Officer (a role that works alongside the Campus Logistics Officer within the Campus Emergency Management Team) will carry out purchasing on behalf of other members of the Campus Emergency Management Team. All staff appointed to this role (primary and alternate role holders) will be provided with a financial delegation, and associated permissions within the finance system, consistent with the delegations outlined in *Section 7.4.8. Campus Finance Officer.*

Other members of the University Emergency Management Team will hold financial delegations consistent with the delegations listed in the relevant role description outlined in *Section 7.4. Campus Emergency Management Team Role Descriptions.*

4.3. Training and Professional Development

The University will develop an Emergency Management Development Strategy – a mid-long-term plan for emergency management training, professional development and exercising.

Each Campus shall, through discussion with other Campuses and consistent with the Emergency Management Development Strategy, develop an annual training plan for emergency management.

Massey University Strategic Emergency Management Framework, August 2014

4.4. Testing and Exercising

Massey University will develop an annual Testing and Exercising Plan.

4.5. Equipment and Facilities

Massey University will develop a collection of information regarding equipment and facilities that may be useful during a range of emergency events. This information will be catalogued and provided to staff with an emergency management role in a way that assists with decision-making and effective utilisation of the resources; this may be in the form of a database.

4.6. Tenants and Service Providers

Massey University realises that the effectiveness of any emergency response is conditional on effective relationships and pre-event planning and joint understanding. Massey University, will work with tenants and critical service providers to ensure that arrangements are in place to work collaboratively during an emergency event.

5. MUEMS Notification and Activation

This section provides an overview of communication flows, between the site of an emergency event and the Emergency Management Teams.

5.1. Overview of Notification and Activation Processes
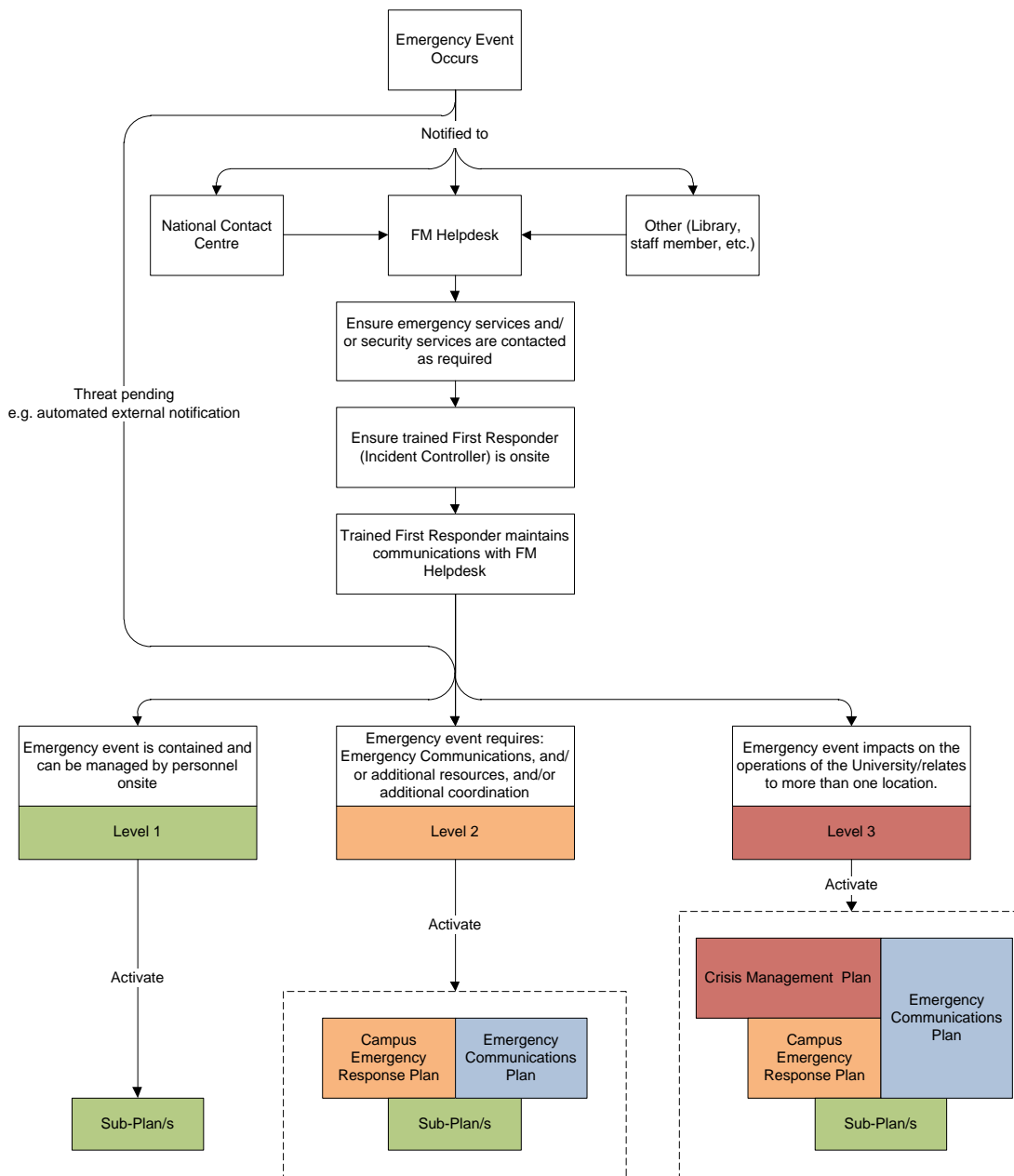
Assumptions:

- Emergency Services may be contacted directly from the site of the emergency event if required; however, FM Helpdesk should also be advised.
- FM Helpdesk will dispatch a trained First Responder (Incident Controller) to the site of the emergency event as soon as possible.
- The level of emergency event determined can be escalated or deescalated as more information becomes available and/or the situation develops.

5.2. Notifications

Notification refers to the process of contacting the Incident Controller, Campus Emergency Response Coordinator, Crisis Management Team Leader and their teams and advising of

impending threats or hazards that have occurred in order for them to evaluate the situation and determine if a response is required, and if so, at what level.

5.2.1. Automated External Notifications

Automated notification messages are generated by a range of different scientific organisations and can provide early warning of potential threats and/or scientific information regarding actual or potential hazard risks.

Members of the Campus Emergency Management Team will be subscribed to automated external notifications as required and in accordance with the *Automated External Notification Procedure located in The Standard Operating Procedure: Emergency Operations Centre*.

5.2.2. Manual and Internal Notifications

When advising staff, students or visitors about emergency procedures, it must be noted that the standard response to an emergency is to call 111 in the first instance and provide all relevant details. Only once this has been done should people seek to provide information to Massey University, through the channels outlined below.

Manual notifications refer to messages that are generated by an observation from a member of staff, a student, community member or any member of the public, that something has happened which may be, or lead to, an emergency event.

The main ways that manual notifications are generated are:

- Information is reported through Massey Security contact number or Facilities Management Helpdesk.
- Information is reported to Campus Registrar's office.
- Information is gathered by one or more key decision maker through first-hand experience of the situation (smoke is seen rising from a building; a significant earthquake is felt etc.).
- Information is reported through the National Contact Centre (0800 Massey).
- Information is reported through the internal emergency phone number (0800 Mass 50).
- Information is reported by students to their lecturer or course administrator.

5.3. Activation of Response Management Personnel and Emergency Operations Centre

The standard response to notification of an emergency event is to deploy a trained Incident Controller to the site of the incident to manage the response and provide communications back to the FM Helpdesk (or Campus Registrar's Office if this is more appropriate).

This is directly applicable to Incidents (Level 1), but may not be required for some Local Emergencies (Level 2) or University Emergencies (Level 3).

5.3.1. Web-Based Text Messaging

Massey University has subscribed to a web-based text messaging system for the purpose of contacting and giving direction to members of Emergency Management Teams (University and Campus Response Teams).

Users of the system should refer to the *Web-Based Text Messaging Procedure*.

6. Response Communications

Communication is an important component of any organisation. Effective communication is essential in the management of any emergency.

6.1. Internal Response Communications

Internal response communications refers to those communications between emergency response and response management personnel.

The diagram below should be used as a point of reference, a reminder, about key groups that need to be communicated with during the response to, and in many cases, recovery from, an emergency event.
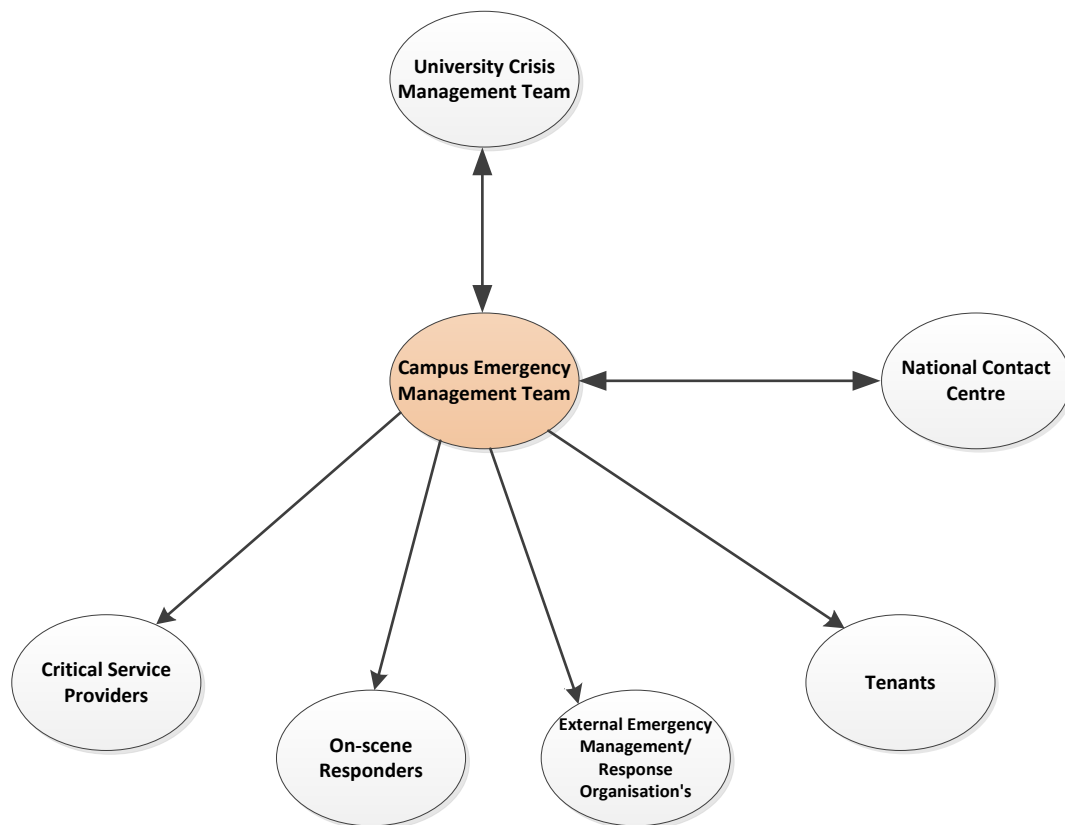
Figure 5: Communications Network Diagram.

6.2. Communicating Emergency Instructions

This section relates to communications with staff, students and stakeholders who are affected by an emergency event. It includes the communication of urgent messages, e.g. actions to take as a severe storm approaches, and routine messages, e.g. progress updates.

There are a number of different communication channels that can be used to communicate emergency instructions, such as, phone (voice), text/alert messaging, email, two-way radio, the Massey website and social networking sites.

The Campus Response Coordinator is responsible for arranging the communication of both urgent and routine messages, to all people affected by the emergency event, using channels of communication most appropriate to the target groups. Actions relating to this responsibility, such as maintaining contact/distribution lists and preparing communication messages, may be delegated.

Specific instructions relating to these communication channels are set out in the *Emergency Communications Plan* and related procedures.

6.3. Escalation and De-escalation of an Emergency Event

During an emergency event, the Campus Response Coordinator will, in conjunction with members of the Campus Emergency Management Team, periodically review the situation to ensure that the current level of response remains appropriate.

6.3.1. Escalation

Where the Campus Response Coordinator decides that the emergency event has escalated, (either due to the situation itself increasing in size or complexity, or as the result of information becoming available) they must immediately advise, as appropriate:

- the Vice-Chancellor, or his delegate; or,
- the Crisis Management Team Leader.

6.3.2. De-escalation

Where the Campus Response Coordinator decides that the emergency event has de-escalated, (either due to the situation itself decreasing in size or complexity, or as the result of information becoming available) and that the Campus Emergency Management Team is no longer required to manage the emergency event, they must ensure a smooth transition to the relevant Incident Controller, Incident Management Team or Department.

6.4. Authority to Speak

Only the following people are authorised by University Council to speak to the media in relation to an Incident or Emergency:
- The Vice-Chancellor, or Vice-Chancellors nominee, or
- A member of staff nominated by the University Crisis Management Team Leader (usually the University Communications Team Leader).

Emergency Management Policy, September 2014

6.5. News Media and External Communications

During an emergency event that impacts on Massey University, the University will provide authorised media personnel with access to facilities suitable for the establishment of a media information centre (where the situation permits), and regular information updates.

Massey University will work with media personnel to ensure effective communications with the university community and the wider community, in accordance with the Emergency Communications Plan.

Note: All other aspects of emergency communications are outside the scope of this plan. Refer to the Emergency Communications Plan for more details.

7. Response

7.1. Introduction to Response

In the University context, the response phase of emergency management consists of actions immediately before, during, or directly after an emergency to save lives and property, and to help University communities recover.

Massey University Strategic Emergency Management Framework, August 2014

7.2. Principles of Response

The key principles of emergency response are:
- That organisations should respond to an emergency by activating their own plans and coordinating with the lead agency.
- Within the constraints that the emergency creates, the University, operating within its own jurisdiction, must coordinate with interdependent agencies to—
  o assess the impact of an event on its own staff, assets, and services ; and
  o activate its own continuity and emergency arrangements; and
  o maintain or restore the services it provides ; and
  o communicate with lead agencies, other responders, staff, visitors, students and the public; and

- o align response activities with other agencies to avoid gaps and duplications.
- General emergency response objectives include—
  - o preservation of life; and
  - o prevention of escalation of the emergency; and
  - o maintenance of law and order; and
  - o care of sick, injured, and dependent people (first aid, medical, and evacuation facilities, provision of medical services); and
  - o provision of psychological and welfare services to affected people; and,
  - o provision of essential services (lifeline utilities, food, shelter, information for staff, students, visitors, the public, and media, remuneration); and
  - o preservation of governance (continuity of the machinery of government); and
  - o protection of accident scenes in accordance with legislation; and
  - o asset protection, including buildings and historic heritage assets (including structures, areas, landscapes, archaeological sites, and wahi tapu); and
  - o protection of natural and physical resources (to the extent reasonably possible in the circumstances); and
  - o preservation of economic activity
- The University's structures and actions must not be inconsistent with these objectives.
- Response structures for large scale emergency events (e.g. Local Emergencies and University Emergencies: see section 6.4.2 The Massey University Emergency Management System (MUEMS) for details) must allow for space for strategic thinking during the response to allow opportunities to be exploited.
- Essential business functions are able to continue to operate during an emergency event, even if this is at a reduced capacity.
  - o University-level essential business functions are listed as an appendix to the Massey University Crisis Management Plan.
  - o Campus-level essential business functions are listed as an appendix to each Campus Emergency Response Plan.

Massey University Strategic Emergency Management Framework, August 2014

7.3. Powers of the Members of the Campus Emergency Management Team

This section relates to the powers (non-financial delegations of authority) which exist for the duration of an emergency event for which the MUEMS is activated.

For information regarding financial delegations of authority, refer to Section *4.2. Financial Delegations to Members of the Campus Emergency Management Team*.

7.3.1. Powers of the University Crisis Management Team

The *Emergency Management Policy* outlines the powers that the University Council delegates to the Vice-Chancellor for the duration of an emergency event. The policy

provides for the Vice-Chancellor to sub-delegate these powers to the University Crisis Management Team Leader

The specific powers of the University Crisis Management Team Leader are outlined in the *University Crisis Management Plan*.

> Any directions given by the National CDEM Controller or a CDEM Group or Local CDEM Controller during a state of emergency, takes precedence over those of the University Crisis Management Team Leader and/or the Vice-Chancellor [ref: s.8 & s.28, Civil Defence Emergency Management Act (2002)].
>
> Emergency Management Policy, September 2014

7.3.2. Powers Delegated to Members of the Campus Emergency Management Team

The University Crisis Management Team Leader delegates certain powers/authority to members of the University Crisis Management Team, who in turn delegate certain powers/authority to members of the Campus Emergency Management Team. These powers are outlined in the role descriptions in the following section of this Plan.

> Note: Delegations of authority from the University Crisis Management Team Leader to members of the University Crisis Management Team and sub-delegations from them to members of the Campus Emergency Management Teams remain, whether or not the University Crisis Management Team is activated.

7.3.3. Power of the Campus Registrar to Declare that a Local Emergency is in Force

Through delegation from the University Crisis Management Team Leader, the Campus Registrar has the power to declare that a Local Emergency (Level 2) is in force for their Campus where:

1. Advice is received from one or more Incident Controller/s, or adequate evidence is obtained, which indicates the need for a coordinated, formal response to the emergency event; and,
2. The Vice-Chancellor or University Crisis Management Team Leader cannot be contacted within one hour of initial advice of the emergency event.

7.4. Campus Emergency Management Team Role Descriptions

The following pages contain position descriptions for all named roles in the Campus Emergency Management Team.

7.4.1. Campus Response Coordinator

Position overview:	The Campus Response Coordinator is responsible for providing operational direction, support to, and coordination of, members of the Campus Emergency Management Team.
Reports to:	University Crisis Management Team Leader or Deputy
Responsible for:	• Campus Planning and Intelligence Officer • Campus Safety Officer • Campus Liaison Officer • Campus Operations Officer • Campus Welfare Officer • Campus Logistics Officer • Campus EOC Manager
Delegated authority:	During an emergency event, the Campus Response Coordinator has the same level of delegation as a Level 4 Manager, as defined in the *Delegations Document*, available from the Policy Guide.
Preferred competencies, credentials and experience:	• Management experience. • Performed the role of Campus Response Coordinator during an emergency event or exercise. • Has an in-depth understanding of the Massey University Emergency Management System (MUEMS). • Has an in-depth understanding of the Coordinated Incident Management System (CIMS) (e.g. has attended CIMS 2 & 4).
Role and responsibilities:	• Assess the situation. • Maintain communications with University Crisis Management Team Leader • Ensure consultation with key authorities and organisations. • Ensure consultation with tenants and critical suppliers. • Set priorities and allocate resources. • Ensure effective response strategies are adopted. • Approve Campus Incident Action Plan. • Coordinate the Campus' response to the emergency event. • Ensure information is well managed. • Record decisions, actions, and other activities.
Personal attributes:	• Comprehensive understanding of University structures, processes and procedures • Extensive knowledge of the Campus and its operations • Strong leadership skills • Strong verbal communication skills • Able to make decisions based on limited information, within tight timeframes • Systems thinking and identification of causal relationships • Time, personnel and resource management skills • Ability to delegate tasks • Pro-active and responsive • Capable of high work demands

7.4.2. Campus Recovery Coordinator

Position overview:	The Campus Recovery Coordinator is responsible for providing oversight and Campus-wide coordination of all recovery activities, including business continuity activities.
Reports to:	University Business Recovery Team Leader
Responsible for:	• Departmental Business Continuity Team Leaders
Delegated authority:	During an emergency event, the Campus Recovery Coordinator has the same level of delegation as a Level 4 Manager, as defined in the *Delegations Document*, available from the Policy Guide.
Preferred competencies, credentials and experience:	• Management experience. • Working knowledge of the Campus and its operations. • Performed the role of Campus Recovery Coordinator during an emergency event or exercise. • Has an in-depth understanding of the Massey University Emergency Management System (MUEMS). • Has a broad understanding of the Coordinated Incident Management System (CIMS) • Has a broad understanding of Massey University Business Continuity Framework and Processes
Role and responsibilities:	• Assess the situation. • Consult with key internal stakeholders. • Consult with key authorities and organisations. • Set priorities and allocate resources. • Develop a recovery strategy/plan. • Ensure effective strategies are adopted. • Coordinate Campus-level recovery activities. • Record decisions, actions, and other activities.
Personal attributes:	• Strong leadership skills • Strong relationship management • Strong verbal and written communication skills • Able to make decisions based on limited information, within tight timeframes • Understanding of Business Continuity in business • Strategic thinking and development of strategic plans • Systems thinking and identification of causal relationships • Time, personnel and resource management skills • Ability to delegate tasks • Pro-active and responsive • Capable of high work demands

7.4.3. Campus Public Information Manager

Position overview:	The Campus Public Information Manager is responsible for communicating key messages to the University's staff, students, stakeholders, communities and the public. This involves monitoring key media sources, seeking information from CEMT staff, preparing outgoing communications and fronting the media, when requested by the University Crisis Management Team Leader.
Reports to:	University Communications Team Leader
Responsible for:	• Communications sub-functions as required
Delegated authority:	During an emergency event, the Campus Public Information Officer has an operating expenditure sub-delegation of $20,000.
Preferred competencies, credentials and experience:	• Performed the role of Campus Public information Manager during an emergency event or exercise. • Trained and experienced in being a spokesperson and fronting the media. • Has a broad understanding of the Massey University Emergency Management System (MUEMS). • Has a broad understanding of the Coordinated Incident Management System (CIMS). • In-depth understanding of the Emergency Communications Plan
Role and responsibilities:	• Liaise with Campus Response Coordinator. • Liaise with University Communications Team Leader. • Identify target audiences, information needs, key messages and media most suited to target audiences. • Develop and implement a communications strategy/plan for the emergency event. • Development communications for release/publication. • Monitor the media for accuracy of information. • Correct mis-information in a timely manner. • Be mindful of the changing needs of information consumers as the emergency changes from the response phase to the recovery phase. • Record decisions, actions, and other activities.
Personal attributes:	• Strong written communication skills • Strong verbal communication skills • Time, personnel and resource management skills • Pro-active and responsive • Capable of high work demands

7.4.4. Campus Liaison Officer

Position overview:	The Campus Liaison Officer is the key point of contact within the Campus Emergency Management Team for external organisations who are involved in responding to the emergency event. The Campus Liaison Officer brokers relationships between external an internal personnel for the purpose of sharing information during the emergency event.
Reports to:	Campus Response Coordinator
Responsible for:	• Liaison sub-functions as required
Delegated authority:	The Campus Liaison Officer has no specific delegations of authority.
Preferred competencies, credentials and experience:	• Management experience. • Experience at building and maintaining strong, professional relationships with staff from other organisations. • Has a broad understanding of the Massey University Emergency Management System (MUEMS). • Has a broad understanding of the Coordinated Incident Management System (CIMS). • Has a broad understanding of Civil Defence Emergency Management (CDEM).
Role and responsibilities:	• Determine key organisations that need to be liaised with, at a strategic level. • Determine information needs of these organisations and of the CEMT. • Determine the frequency and method of communicating with these organisations. • Develop a liaison plan based on the above information. • Liaise with organisations as per the liaison plan. • Maintain and update the liaison plan as the emergency event develops. • Record decisions, actions, and other activities.
Personal attributes:	• Strong leadership skills • Strong verbal communication skills • Strong written communication skills • Able to identify information needs of others • Relationship building skills • Time management skills • Pro-active and responsive • Capable of high work demands

7.4.5. Campus Safety Officer

Position overview:	The Campus Safety Officer is responsible for assessing risks to people involved in the emergency response and recommends controls that mitigate risk.
Reports to:	Campus Response Coordinator
Responsible for:	• Specialist advisors and sub-functions as required.
Delegated authority:	Authority to direct activities to cease until such time as the Campus Emergency Response Coordinator can determine the appropriate action.
Preferred competencies, credentials and experience:	• Risk management experience relevant to personal safety. • Comprehensive knowledge of health and safety best practice • Experience at building and maintaining strong, professional relationships with staff from other organisations. • Has a broad understanding of the Massey University Emergency Management System (MUEMS). • Has a broad understanding of the Coordinated Incident Management System (CIMS).
Role and responsibilities:	• Assesses risks to people involved in the emergency response and recommend controls that mitigate risk. • Review Incident Action Plan for the purpose of assessing risk to people. • Recommend controls to mitigate risks. • Enforce EMT-agreed mitigation strategies, which may include directing activities to cease. • Provide advice to EMT members and other response personnel about risk assessment, mitigation and safety. • Monitor and assess hazards. • Record decisions, actions, and other activities.
Personal attributes:	• Ability to articulate and maintain independent point of view • Strong interpersonal skills • Pro-active and responsive • Able to improvise and solve problems • Capable of high work demands

7.4.6. Campus EOC Manager

Position overview:	The Campus EOC Manager is responsible for ensuring that EOC resources are provided and systems are operational so that other members of the CEMT can perform their role effectively.
Reports to:	Campus Response Coordinator
Responsible for:	• Campus EOC IT Technician
Delegated authority:	During an emergency event, the Campus EOC Manager has an operating expenditure sub-delegation of $20,000.
Preferred competencies, credentials and experience:	• Performed the role of Campus EOC Manager during an emergency event or exercise. • Has an in-depth understanding of the Massey University Emergency Management System (MUEMS). • Has a broad understanding of the Coordinated Incident Management System (CIMS)
Role and responsibilities:	Prior to an emergency event, on a periodic basis: • Conduct a trial activation of the Campus EOCs. • Test all related equipment to identify any faults. • Ensure that resources and consumables are checked, adequate and available. • Ensure that all documentation reflects current situation and is up-to-date. • Deliver EOC inductions to new Emergency Management Team members using the *Standard Operating Procedure: Emergency Operations Centre* During an emergency event: • On arrival at the Campus EOC, ensure the facilities are configured according to the EOC configuration plan in the Standard Operating Procedure: Emergency Operations Centre. • On an on-going basis, ensure that all systems are operational and consumables are restocked. • Instigate personnel accountability system. • Develop and deliver briefings to incoming staff. • Ensure consumables and disposable items are sourced in a timely manner. • Develop staffing rosters as required. • Ensure the needs of staff in the EOC are met, e.g. catering provided, adequate breaks, facilities cleaned etc. • Record decisions, actions, and other activities.
Personal attributes:	• Strong organisational skills • Strong verbal communication skills • Time, personnel and resource management skills • Ability to delegate tasks • Pro-active ,responsive, able to improvise and solve problems • Capable of high work demands

7.4.7. Campus EOC IT Technician

Position overview:	The Campus EOC IT Technician provides technical support for IT systems to ensure smooth operation of the Campus EOC.
Reports to:	Campus EOC Manager
Responsible for:	• IT sub-functions as required
Delegated authority:	Nil
Preferred competencies, credentials and experience:	• Working knowledge of IT systems including infrastructure and relevant applications (e.g. finance systems, Emergency Response Management System). • Performed the role of Campus EOC IT Technician during an emergency event or exercise. • Has a broad understanding of the Massey University Emergency Management System (MUEMS).
Role and responsibilities:	• Ensure all IT systems that support the EOC/EMT are operational and functioning correctly, at all times. • Maintain communications with ITS managers regarding activation of the MU Disaster Recovery Plan. • Record decisions, actions, and other activities.
Personal attributes:	• Strong verbal communication skills • Time and resource management skills • Pro-active and responsive • Capable of high work demands • Able to improvise and solve problems

7.4.8. Campus Finance Officer

Position overview:	The Campus Finance Officer is responsible for tracking expenditure related to the emergency and processing all related transactions which have been requested by members of the Campus Emergency Management Team (CEMT) holding financial delegations.
Reports to:	Campus Logistics Officer
Responsible for:	• Finance Section sub-functions as required
Delegated authority:	During an emergency event, the Campus Finance Officer has the same level of financial delegation as a Level 4 Manager, as defined in the *Delegations Document*, available from the Policy Guide. Refer to Section 4.2. of the *Campus Emergency Response Plan* for details.
Preferred competencies, credentials and experience:	• Sound knowledge of accounting practices and requirements. • Experienced user of Massey's finance applications, systems and processes. • Working knowledge of Massey's finance policies and procedures. • Competent user of Microsoft Office's suite of programs, particularly, Excel.
Role and responsibilities:	• Enable payments to be made to suppliers, at the direction of the other Managers in the CEMT. • Code transactions in accordance with standard Massey finance practices. • Track all relevant costs related to the emergency event. • Forecast likely future expenditure. • Provide reports regarding the financial situation to Emergency Management Team managers to support decision making. • Record decisions, actions, and other activities.
Personal attributes:	• Strong leadership skills • Strong verbal communication skills • Strong written communication skills and ability to effectively communicate financial information • Strong financial management and accounting knowledge and skills • IT savvy • Time, personnel and resource management skills • Ability to delegate tasks • Pro-active and responsive • Capable of high work demands

7.4.9 Campus Planning and Intelligence Officer

Position overview:	The Campus Planning and Intelligence Officer is responsible for the collection, evaluation and dissemination of information related to the incident and the preparation and documentation of the Incident Action Plan.
Reports to:	Campus Response Coordinator
Responsible for:	• Planning and Intelligence sub-functions as required
Delegated authority:	During an emergency event, the Campus Planning and Intelligence Officer has an operating expenditure sub-delegation of $20,000.
Preferred competencies, credentials and experience:	• Management experience. • Performed the role of Campus Planning and Intelligence Officer during an emergency event or exercise. • Has an in-depth understanding of the Massey University Emergency Management System (MUEMS). • Has an in-depth understanding of the Coordinated Incident Management System (CIMS) (e.g. has attended CIMS 2 & 4)
Role and responsibilities:	• Obtain a briefing from the Campus Response Coordinator. • Prepare Incident Action Plan. • Process information relating to the current and predicted incident situation. • Maintain records about the location and deployment of resources. • Maintain an information service for response and response management personnel. • Liaise with technical specialists. • Conduct planning meetings. • Ensure EMT meeting schedule is developed and adhered to. • Develop primary and alternative control objectives and strategies. • Disseminate the Incident Action Plan. • Organise emergency event demobilisation/deactivation. • Record decisions, actions, and other activities.
Personal attributes:	• Strong leadership skills • Strong verbal communication skills • Ability to locate and analyse information • Ability to anticipate development of an event based on information gathered • Ability to develop strategies to enable resolution of an emergency event • Strong written communication skills • Time, personnel and resource management skills • Ability to delegate tasks • Capable of high work demands

7.4.10 Campus Operations Officer

Position overview:	The Campus Operations Officer is responsible for the direction, supervision and implementation of tactics in accordance with the Incident Action Plan.
Reports to:	Campus Response Coordinator
Responsible for:	- Operations sub-functions as required - Incident Controllers - Team Leaders
Delegated authority:	During an emergency event, the Campus Operations Officer has an operating expenditure sub-delegation of $20,000.
Preferred competencies, credentials and experience:	- Management experience. - Performed the role of Campus Operations Officer during an emergency event or exercise. - Has an in-depth understanding of the Massey University Emergency Management System (MUEMS). Has an in-depth understanding of the Coordinated Incident Management System (CIMS) (e.g. has attended CIMS 2 & 4).
Role and responsibilities:	- Obtain a briefing from the Campus Response Coordinator. - Participate in the preparation of the Incident Action Plan - Allocate tasks and request resources to implement the IAP - Manage and supervise the operations required to implement the IAP - Co-ordinate the activities of the Incident Controllers/ Team Leaders
Personal attributes:	- Strong leadership skills - Strong verbal communication skills - Ability to interpret and allocate tasks based on information gathered in the IAP - Ability to develop strategies to enable implementation of the IAP - Time, personnel and resource management skills - Ability to delegate tasks - Capable of high work demands

7.4.11 Campus Logistics Officer

Position overview:	The Campus Logistics Officer is responsible for the provision of facilities, services and materials in accordance with the Incident Action Plan.
Reports to:	Campus Response Coordinator
Responsible for:	• Logistics sub-functions as required • Campus Finance Officer
Delegated authority:	During an emergency event, the Campus Logistics Officer has an operating expenditure delegation of $20,000.
Preferred competencies, credentials and experience:	• Management experience. • Performed the role of Campus Logistics Officer during an emergency event or exercise. • Has an in-depth understanding of the Massey University Emergency Management System (MUEMS). • Has abroad understanding of the Coordinated Incident Management System (CIMS) • Has a working knowledge of Campus resources, university suppliers, preferred contractors, MOUs etc.
Role and responsibilities:	• Obtain a briefing from the Campus Response Coordinator. • Plan the organisation of logistics. • Allocate tasks. • Participate in the preparation of the Incident Action Plan. • Estimate future service and support requirements. • Record decisions, actions, and other activities.
Personal attributes:	• Strong leadership skills • Strong verbal communication skills • Ability to anticipate development of an event based on information gathered • Strong written communication skills • Time, personnel and resource management skills • Ability to delegate tasks • Capable of high work demands

7.4.12 Campus Welfare Officer

Position overview:	The Campus Welfare Officer is the key point of contact within the Campus Emergency Management Team for establishing a campus based welfare response centre, assessing the needs of individuals, and where practicable providing resources and arranging psychosocial support to staff and students following an emergency event.
Reports to:	Campus Response Coordinator
Responsible for:	• Welfare sub-functions as required • Volunteers
Delegated authority:	During an emergency event, the Campus Welfare Officer has an operating expenditure delegation of $20,000
Preferred competencies, credentials and experience:	• Management experience • Has a broad understanding of the Massey University Emergency Management System (MUEMS) • Has a broad understanding of the Coordinated Incident Management System (CIMS)
Role and responsibilities:	• Identify appropriate location and establish welfare response centre/s as soon as practicably following an incident • Assess welfare needs and coordinate access to welfare resources (food, clothing, accommodation, medical and other essential needs) • Establish a communications hub at welfare centre/s providing users with access to accurate and timely information following an incident • Manage and direct spontaneous volunteers • Determine key organisations that need to be liaised with, at an operational level. • Record decisions, actions, and other activities. This should include welfare logs detailing support provided or referrals, a visitor log, decisions documentation and financial cost records
Personal attributes:	• Strong leadership skills • Strong verbal communication skills • Strong written communication skills • Able to identify needs of others • Relationship building skills • Time management skills • Pro-active and responsive • Capable of high work demands

7.5. Shift Handovers

In order to ensure effective management of an emergency event for the duration of the response phase, it is important that shift handovers are carried out in a planned way.

Shift handovers will be conducted in accordance with the *Shift Handover Procedure* located in the *Standard Operating Procedure: Emergency Operations Centre*.

8. Deactivation of Response

Emergency Operations Centres should remain active until such time as the management of the emergency event can be done through business as usual arrangements.

A planned approach to deactivation of response personnel and facilities needs to be taken, ensuring adequate sequencing of the shut-down of functions.

Deactivation of response will be conducted in accordance with the *Deactivation of Response Procedure* located in the *Standard Operating Procedure: Emergency Operations Centre*.

8.1. Operational Debriefing and Post-Event Review

After any emergency event for which this Campus Emergency Response Plan was used:

1. A operational debrief will be held; and,
2. The Campus Emergency Response Plan and all procedures used will be reviewed.

8.1.2. Operational Debriefing

After the response phase of an emergency event has concluded, at least one operational debrief will be held, in accordance with the details outlined in the *Standard Operating Procedure: Post Event Debrief.*

Note that operational debriefing is different from psychological debriefing (or defusing); for information regarding psychological support services available to responders/response management staff, refer to *Section 8.2. Psychological Support Services*, below.

8.1.3. Post-Event Review

A post-event review will follow the debriefing process, and will be conducted in accordance with the Standard Operating Procedure: *Post-Event Debrief, with the findings complied into a Post Event Report – using the Post Event Report Template*.

8.2. Psychological Support Services

After an emergency event some, or all, responders and response management personnel may require access to psychological support services.

Provision of psychological support services must be considered, and provided in accordance with the *Massey University Employee Support Services Policy*.

9. Recovery

9.1. Introduction to Recovery

In the University context: the recovery phase of emergency management consists of the coordinated efforts and processes used to bring about the immediate, medium-term, and long-term holistic regeneration of the University community following an emergency.

Massey University Strategic Emergency Management Framework, August 2014

9.2. Recovery Principles

The key principles of emergency recovery are:
- Recovery is a developmental and remedial process encompassing the following activities:
    - minimising the escalation of the consequences of the emergency
    - regeneration of the emotional, social and physical well-being of the University Community
    - taking opportunities to adapt to meet the physical, environmental, economic and psychosocial future needs of the University Community
    - reducing future exposure to hazards and their associated risks.
- The establishment of recovery activity begins immediately after the impact of an event and works in parallel with response activities.
- The affected University Community need to be actively involved in recovery efforts.
- University recovery structures should reflect those in place through national, regional and local Civil Defence Emergency Management arrangements.

Massey University Strategic Emergency Management Framework, August 2014

9.3. Recovery Management Process

Wherever an emergency event is likely to have a an impact on the University and/or its community (generally any Level 2 – Local Emergency, or Level 3 – University Emergency), recovery management structures and processes will be established in accordance with the *Recovery Management Guidelines*.