

EMERGENCY PLANNING WORKBOOK

**ONTARIO MINISTRY OF AGRICULTURE,
FOOD AND RURAL AFFAIRS**

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1 GENERAL

This Workbook provides the instructions that you will require for drafting your Emergency Plan. The Workbook is supported by two Annexes. Annex A describes how to organize an emergency planning committee and how to conduct the initial research that must be completed prior to drafting your Plan. Annex B provides examples for each paragraph of the Emergency Plan, as well as space for the first draft of your Plan.

At this point complete Annex A of this Workbook. When the research has been completed, please continue with the instructions that follow.

This Workbook provides the outline of your Emergency Plan along with a discussion of the rationale of and key points to consider for each of the headings in your Emergency Plan. Use only those headings that are applicable to your organization. Ensure that topics specific to your organization that have not been included in the suggested layout, are included in your Plan.

As you continue to do your research and identify individuals and organizations that will require a copy of your Plan, list them in Table 7 of Annex A. This Table will be the basis of your Plan's distribution list.

1.1 INTRODUCTION

Section 1 – Introduction positions the Emergency Plan. It defines what an emergency is for your organization and provides the aim and scope, and describes in detail the planning basis of the Emergency Plan.

1.2 DEFINITION OF AN EMERGENCY

Each individual or organization can have a different perception of what is, or could be an emergency. To ensure the recognition of an emergency, it is essential to define what constitutes an emergency within an organization.

Review the example that is provided in paragraph 1.1 of Annex B and then write the definition of an emergency as it relates to your organization in the space provided.

1.3 AIM

An essential element of an Emergency Plan is the aim. The aim is a short and concise statement of the Plan's purpose.

Review the example that is provided in paragraph 1.2 of Annex B and then write your plan's aim in the space provided.

1.4 SCOPE

The scope defines the extent and limits of an emergency plan. Ensure your scope includes all of your organization's emergency functions. Refer to Table 4 of Annex A.

Review the example that is provided in paragraph 1.4 of Annex B and then write your plan's scope in the space provided.

1.5 PLANNING BASIS

1.5.1 Legislation, Charters and Associated By-Laws

In Table 1 of Annex A, you determined all of the Legislation, Charters and associated By-Laws that are relevant to your organization during an emergency. List these documents in paragraph 1.5.1 of Annex B

1.5.2 Directives, Plans and Agreements

In Table 1 of Annex A, you determined all of the Directives, Plans and Agreements that are relevant to your organization during an emergency. List these documents in paragraph 1.5.2 of Annex B.

1.5.3 Vulnerability Assessment

Table 3 in Annex A lists all of the vulnerabilities that your organization is planning for, list them in paragraph 1.5.3 of Annex B.

1.5.4 Resource Assessment

In Table 5 of Annex A, you compared the resources currently available to your organization to those that would be required in an emergency. If your organization had sufficient resources, review the sample statement that is provided in paragraph 1.5.4 of Annex B and draft your statement. If your organization currently does not have access to all of the resources identified in Table 5, ensure that a plan is developed to acquire them either permanently or at the time of an emergency. Any agreements that are made to obtain resources must be listed in paragraph 1.5.2 of your plan.

1.6 TERMINOLOGY

A principle of emergency preparedness is the use of common terminology to avoid confusion during emergencies. In paragraph 1.6 of Annex B is a list of standard Canadian emergency terms and definitions.

Review the list and include those terms that are appropriate for your Plan, amending them as required. In addition include any terms and definitions specific to your organization.

1.7 OPERATIONAL CONVENTIONS

In keeping with the principle of using common terminology, standard operational conventions should also be detailed in your Plan. Paragraph 1.7 of Annex B lists some examples. It is recommended that these conventions not be changed. In the space provided list any other operational conventions that are required for your plan.

2 EMERGENCY RESPONSIBILITIES

In this section of your Plan you will list all of the members of your emergency measures organization and detail their responsibilities that support this Plan. Start with your employees and move up the organization to include your membership, your organization, OMAFRA, all other members of your emergency measures organization and finish the list with the responsibilities of the provincial and federal governments.

Paragraph 2 of Annex B provides an example of an introduction for this section of your Plan, it is recommended that you amend this paragraph as necessary for your Plan.

2.1 EMPLOYEES OF (Your Organization) .

If your organization has paid employees it is essential that you detail their responsibilities in support of the Plan, and how your organization will support its employees in their emergency roles. The following should be considered: requirement to participate, training that will be provided, that they are still responsible to their supervisor and that they will be covered by all benefits.

Review the example that is provided in paragraph 2.1 of Annex B and draft your paragraph in the space provided.

2.2 MEMBERS OF (Your Organization) .

What are the expectations of your membership and what type of support and benefits can they expect to receive? Expectations could include items such as the need to carry insurance, to notify your organization or to make specific reports, and to follow directives issued by OMAFRA (e.g., to destroy crops and animals). Support and benefits could include items such as; information on how to handle the emergency, lists of required resources, government or group insurance benefits that would be applicable.

Use the space provided in paragraph 2.2 of Annex B to draft this paragraph.

2.3 YOUR ORGANIZATION

In this section list all of your emergency response functions as well as any limitations. Ensure that your relationship to OMAFRA is clearly defined.

Review the example provided in paragraph 2.3 of Annex B and draft your paragraph in the space provided.

2.4 YOUR EMERGENCY MEASURES NETWORK

Each of the organizations that are identified in Table 6 of Annex A must have a separate paragraph in your Plan which details their responsibilities. OMAFRA is the lead member of your measurers organizations. Paragraph 2.4 of Annex B lists the responsibilities of the Ontario Ministry of Agriculture Food and Rural Affairs. It is recommended that the information be included in your Plan. Use the space that is provided in Paragraph 2.4 of Annex B to draft a separate paragraph form each of the members of your emergency measures organization. It will be necessary to renumber the remaining paragraphs of this section of your Plan.

2.5 PROVINCE OF ONTARIO

This paragraph details how support is received from provincial government departments other than the Ontario Ministry of Agriculture, Food and Rural Affairs.

Review the example provided in paragraph 2.7 of Annex B and draft your paragraph in the space provided.

2.6 HEALTH CANADA

This paragraph details the emergency responsibilities of Health Canada, e.g. food safety matters.

Review the example provided in paragraph 2.8 of Annex B and draft your paragraph in the space provided.

2.7 AGRICULTURE CANADA

This paragraph details the emergency responsibilities of Agriculture Canada.

Review the example provided in paragraph 2.9 of Annex B and draft your paragraph in the space provided.

2.8 CANADIAN FOOD INSPECTION AGENCY (CFIA)

This paragraph details the emergency responsibilities of the Canadian Food Inspection Agency.

Review the example provided in paragraph 2.10 of Annex B and draft your paragraph in the space provided.

2.9 GOVERNMENT OF CANADA

This paragraph details how support may be received from other federal government departments, e.g. Emergency Preparedness Canada.

Review the example provided in paragraph 2.11 of Annex B and draft your paragraph in the space provided.

3 EMERGENCY ORGANIZATION

3.1 ORGANIZATION CHART

This section of the Plan is used to identify your emergency organization. This will clearly identify the relationships among the various agencies and organizations who will respond in an emergency. Ensure that all organizations are included in the chart.

Review the example that is provided in paragraph 3.1 of Annex B and then draw your organization chart in the space provided.

3.2 GENERAL

This paragraph introduces the groups that would be activated during an emergency operation. In the following paragraphs the responsibilities of each group is detailed.

Review the example that is provided in paragraph 3.2 of Annex B and then draft your paragraph in the space provided.

3.3 EMERGENCY ACTION GROUP

This paragraph establishes the conditions under which the Emergency Action Group operates, to whom it is responsible (e.g., executive authority), to which operations centers it reports to or coordinates with, and which organizations it controls. The exact location of the operations center must be identified, and the specific roles and functions of the Emergency Action Group must be outlined in this paragraph. The number of people required to form an Emergency Action Group will depend on the organization that is forming it. It could be as small as a one-person operation to a team of 8 -10 managers with the appropriate support staff.

Review the example that is provided in paragraph 3.3 of Annex B and then draft your paragraph in the space provided.

3.3.1 Emergency Action Group Staff

This paragraph details by position all of the people who will form part of the Emergency Action Group staff (including the EOC Manager) as well as their responsibilities.

It is essential that the following functions are assigned to members of the Emergency Action Group staff: logistics; finance; coordination of specific services; media; and specific or specialized areas for which your organization is responsible. All these functions may be shared by two people or they could be assigned to 10 -15 managers.

In addition to the managers who will work from the Emergency Operations Centre, it is essential that they be supported by clerical staff to handle telecommunications, receive, send and file all documents and to keep accurate records.

Review the example that is provided in paragraph 3.3.1 of Annex B and then draft your paragraph in the space provided.

3.4 EMERGENCY MEASURES NETWORK

This paragraph is used to list any support that could be received from a member of your emergency measures network.

Review the example that is provided in paragraph 3.4 of Annex B and then draft your paragraph in the space provided.

3.5 VOLUNTEERS

If the possibility exists that official or unofficial volunteers, such as similar associations in other provinces or states, would assist your organization with an emergency operation, then it is essential that they be identified here. As well, detail arrangements to provide the group with any logistics support that could be required. The requirement to register volunteers with Emergency Measures Ontario must also be included.

Review the example that is provided in paragraph 3.5 of Annex B and then draft your paragraph in the space provided.

4 EMERGENCY OPERATIONS

4.1 CONCEPT OF OPERATIONS

This paragraph is used to define the functions that your organization will be required to perform in an emergency.

Review the example that is provided in paragraph 4.1 of Annex B and then draft your paragraph in the space provided.

4.2 ACTIVATION / NOTIFICATION PROCESS

What are the criteria that will be used to implement the Plan? When these criteria are met, how will the employees and members be activated and the emergency measures organization be notified that the Plan has been implemented?

Review the example that is provided in paragraph 4.2 of Annex B and then draft your paragraph in the space provided.

4.3 EMERGENCY OPERATIONS CENTRE ACTIVATION

Paragraph 4.2 dealt with the implementation of your Plan, this paragraph deals with the activation of your EOC. The two topics are similar, but they must be handled separately because the EOC will not be fully operational for all levels of implementation of the Plan. Activation may be as simple as one person being available on cellular telephone or pager, or as complex as a fully staffed EOC. Use this paragraph to state how the EOC will be activated (e.g., where is the key kept, how is the power to be turned on, initial testing of the equipment in the EOC, what equipment must be borrowed for the EOC, how is it obtained, how will the equipment in the EOC be serviced during the operation). Since this information is specific for each organization, an example has not been provided.

Draft your paragraph in the space provided in paragraph 4.3 of Annex B.

4.4 DECISION MAKING/BUSINESS CYCLE

4.4.1 Decision Making

This paragraph tells the responders that their authority to make decisions during an emergency operation is no different than during routine operations. All personnel make decisions within their authority, qualifications, and experience.

Review the example that is provided in paragraph 4.4.1 of Annex B and then draft your paragraph in the space provided.

4.4.2 Business Cycle

This paragraph details how, and how often, information will be gathered and assessed to facilitate planning and decision making.

Review the example that is provided in paragraph 4.4.2 of Annex B and then draft your paragraph in the space provided.

4.5 RECORD KEEPING

4.5.1 Operations Logs

Operations logs are a means of recording all of the pertinent information during an emergency operation. They become legal documents that can be used for both legal and financial reasons. Each member of the Emergency Action Group must maintain his/her own operations log. The support staff must keep a master log for the entire Emergency Action Group.

Review the example that is provided in paragraph 4.5.1 of Annex B and then draft your paragraph in the space provided.

4.5.2 Required Information

The statements in this paragraph ensure that there will be consistency of information that will be recorded by all members of the Emergency Action Group in their operations log.

Review the example that is provided in paragraph 4.5.2 of Annex B and then draft your paragraph in the space provided.

4.6 FINANCIAL ISSUES

This paragraph is used to ensure that all employees and members are aware of the need to monitor and record all financial expenditures during an emergency. As with the decision making paragraph it is important to state that all spending authorities will be respected during an emergency.

Review the example that is provided in paragraph 4.6 of Annex B and then draft your paragraph in the space provided.

4.7 CRITICAL INCIDENT STRESS DEBRIEFING

Critical incident stress debriefing is the formal process of debriefing people during or on the completion of a high stress task by qualified personnel. Stress debriefings may also be required by your members who are victims of the emergency (e.g., a member and their family who have lost their crop). One of the functions of your organization will be to arrange critical incident stress debriefing for employees and members, if required, during and after an emergency operation. This paragraph is used to detail for whom the services will be provided and how the services will be obtained by your organization.

Review the example that is provided in paragraph 4.7 of Annex B and then draft your paragraph in the space provided.

4.8 DEACTIVATION OF THE EMERGENCY MEASURES PLAN

This paragraph spells out how and when your organization's Emergency Measures Plan will be deactivated following an emergency. It is essential that the need to coordinate with OMAFRA is detailed.

Review the example that is provided in paragraph 4.8 of Annex B and then draft your paragraph in the space provided.

4.9 POST OPERATION BRIEFINGS

While the exercise or operation is fresh in the minds of the responders, it is essential that post operation briefings be conducted by managers to determine what portions of the response operation worked and what aspects of the response need to be modified. It is recommended that these briefings are conducted within 24 hours of the termination of the operation/exercise.

Review the example that is provided in paragraph 4.9 of Annex B, and then draft your paragraph in the space provided.

4.10 RECOVERY

A frequently forgotten aspect of emergency response operations is to initiate the recovery operation. The purpose of the recovery operation is to return the emergency situation to "normal". It is essential that your Plan indicate how the recovery operation will be initiated and who in the organization is responsible for implementing the recovery operation.

Review the example that is provided in paragraph 4.10 of Annex B, and then draft your paragraph in the space provided.

5 PROTECTION OF PERSONNEL AND ANIMALS DURING EMERGENCY OPERATIONS

The introduction to this section is an opportunity for your organization to make a statement of your commitment to protect your employees and members.

Review the example that is provided in paragraph 5 of Annex B, and then draft your paragraph in the space provided.

5.1 PROTECTION AND COMPENSATION

In these paragraphs you outline your employees and member's responsibilities which may include, but are not limited to the requirement for: insurance coverage, reading and understanding the Plan and other documents, and acting in accordance with all established procedures and policies.

Review the example that is provided in paragraph 5.1 of Annex B, and then draft your paragraphs in the space provided.

5.2 RECOGNITION

This paragraph should be used to link an existing reward and/or recognition program to your emergency preparedness program.

Review the example that is provided in paragraph 5.2 of Annex B, and then draft your paragraph in the space provided.

5.3 ROTATION AND COMFORT

Although, responders may initially have the energy and stamina to work for extended periods of time, they will experience burn out if the response operation lasts beyond 24 hours and will start to make errors that could be fatal. This paragraph details the length of shifts that responders are permitted to work, as well as breaks that they are required to take.

Review the example that is provided in paragraph 5.3 of Annex B, and then draft your paragraph in the space provided.

6 EMERGENCY FACILITIES AND EQUIPMENT

6.1 GENERAL PRINCIPLES

This paragraph discusses the intention of your organization to ensure that equipment and facilities required in an emergency will be available and serviceable. There must be a method of obtaining replacement equipment or repairs outside of normal working hours. As well, it is critical that the responders are familiar with the operation of the equipment and facilities.

Review the example that is provided in paragraph 6.1 of Annex B, and then draft your paragraph in the space provided.

6.2 EMERGENCY OPERATIONS CENTRE

The size of the operations centre may vary from an office to a fully equipped and dedicated operations centre. This paragraph identifies which location will be used as an EOC and at least one proposed alternate. It is necessary to recognize however, that due to the circumstances of the emergency, neither of the locations may be suitable for the EOC. It is essential that the Plan recognize that the location of the EOC could be changed on short notice by the Emergency Action Group staff. The generic layout of the EOC should be included in the Plan as an Annex.

Review the example that is provided in paragraph 6.2 of Annex B, and then draft your paragraph in the space provided.

6.3 TELECOMMUNICATIONS

In this paragraph of the Plan you indicate to whom your organization must be able to communicate during an emergency operation and how this will be accomplished. Examples of telecommunication systems that should be identified in your Plan include, but are not limited to, existing commercial telephone lines, cellular telephones, in service mobile radios (including CB), HAM radio, and the internet. It is to be noted that cellular telephones may not provide reliable service in a major emergency since the system can be easily overwhelmed, and they do not provide a secure means of passing confidential information. Specific details will be included in the supporting procedure and/or checklists.

Review the example that is provided in paragraph 6.3 of Annex B, and then draft your paragraph in the space provided.

7 PUBLIC INFORMATION AND MEDIA RELATIONS

7.1 GENERAL

This paragraph will identify how public information will be distributed and how the media will be managed. It should also refer to the organization's Crisis Communications Plan, if one has been developed.

Review the example that is provided in paragraph 7.1 of Annex B, and then draft your paragraph in the space provided.

7.2 SPOKESPERSONS

The position or individual that will be the spokesperson during an emergency operation must be identified and trained prior to the occurrence of an emergency. The role and responsibilities of the spokesperson are listed in this paragraph.

Review the example that is provided in paragraph 7.2 of Annex B, and then draft your paragraph in the space provided.

7.3 MEDIA CENTRE

This paragraph details which organization will be responsible for the operation of a media centre. Is this a function of your organization, or will you support and provide information to a media centre that is run by another organization, such as Ontario Ministry of Agriculture, Food and Rural Affairs?

Review the example that is provided in paragraph 7.3 of Annex B, and then draft your paragraph in the space provided.

7.4 COORDINATION

If your organization is responsible for the operation of the media centre, which organization(s) will provide you with information and resources? If your organization is supporting another organization who is responsible for the media centre, what is expected from you, and how will your organization coordinate with the media centre?

Review the example that is provided in paragraph 7.4 of Annex B, and then draft your paragraph in the space provided.

8 EMERGENCY PREPAREDNESS

8.1 EMERGENCY PLAN

This paragraph describes the authority under which the Plan has been issued as well as the position in your organization that is responsible for the maintenance of the Plan. As was mentioned in the manual, planning is never completed. It is necessary to ensure that the Plan and all supporting documentation will be reviewed on an annual basis as well as following all operations and exercises, and to identify the position in the organization that is responsible for the review.

Review the example that is provided in paragraph 8.1 of Annex B, and then draft your paragraph in the space provided.

8.2 PUBLIC OR MEMBERSHIP ACCESS

To be effective, your membership and the public must have access to the Plan. In this paragraph state which position in your organization is responsible for receiving and managing requests for information or access to the Plan.

Review the example that is provided in paragraph 8.2 of Annex B, and then draft your paragraph in the space provided.

8.3 AGREEMENTS

As was stated above in paragraph 8.1, agreements must also be reviewed on a routine basis. The position that is responsible for the Emergency Plan is also responsible for developing, maintaining and reviewing the agreements.

Review the example that is provided in paragraph 8.3 of Annex B, and then draft your paragraph in the space provided.

8.4 TRAINING PROGRAM

In the Plan it is essential that the principles of the training program are listed. Details will be in another document.

Review the example that is provided in paragraph 8.5 of Annex B, and then draft your paragraph in the space provided.

8.5 EXERCISE PROGRAM

As with the training program, the principles of the exercise program must be identified in your Plan. The complete details and plans for the exercise program are contained in another document.

Review the example that is provided in paragraph 8.5 of Annex B, and then draft your paragraph in the space provided.

8.6 CONCLUSION

Congratulations! You have completed the first draft of your emergency measures plan. Type your plan without the examples (or deleted the examples and inapplicable paragraphs from the electronic copy) and obtain executive approval. At the earliest opportunity validate your plan with an exercise.