NUS Crisis & Emergency Management Framework

Mohammad Fazulee Bin Abdul Rahman
Senior Manager, Emergency Management Division
Office of Safety, Health & Environment
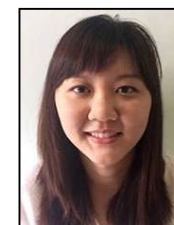
National University of Singapore

Agenda

- What does NUS have?
- NUS OSHE
- NUS Crisis & Emergency Management Framework & Policy
- Trainings & Equipping
- Q&A

A comprehensive research-intensive university with an entrepreneurial dimension

NUS Vision

A leading global university centred in Asia, influencing the future

NUS Mission

To transform the way people <u>think</u> and <u>do things</u> through education, research and service

NUS Today

4   **Main Campuses**

13   **Faculties & Undergraduate Schools**

4   **Graduate Schools**

30   **University Level RIs/RCs**

50k   **Total Population**

38k Students (**28k** Undergraduates **+** **10k** Graduate Students)

12k Staff

NUS MAP

(correct as at 1 June 2006)

FoE & SDE

FoS & SoM

FASS & BIZ

Office of Safety, Health & Environment (Main Office), Ventus

Emergency Management Division No 2, Prince George's Park

Scale : Not to scale

The 4 Principles

1. Save Lives

2. Minimize Damages to Property

3. Safeguard Reputation of NUS

4. Business Continuity

Schematic Concept of Crisis Management / Business Resilience / Business Continuity Management

NUS National University of Singapore

BCM - To continue to provide essential services with a minimum acceptable standard when normal business operation is severely disrupted after a disaster. ⟹ **Not 100% Capability. ≈ 60-75% Cap Only**

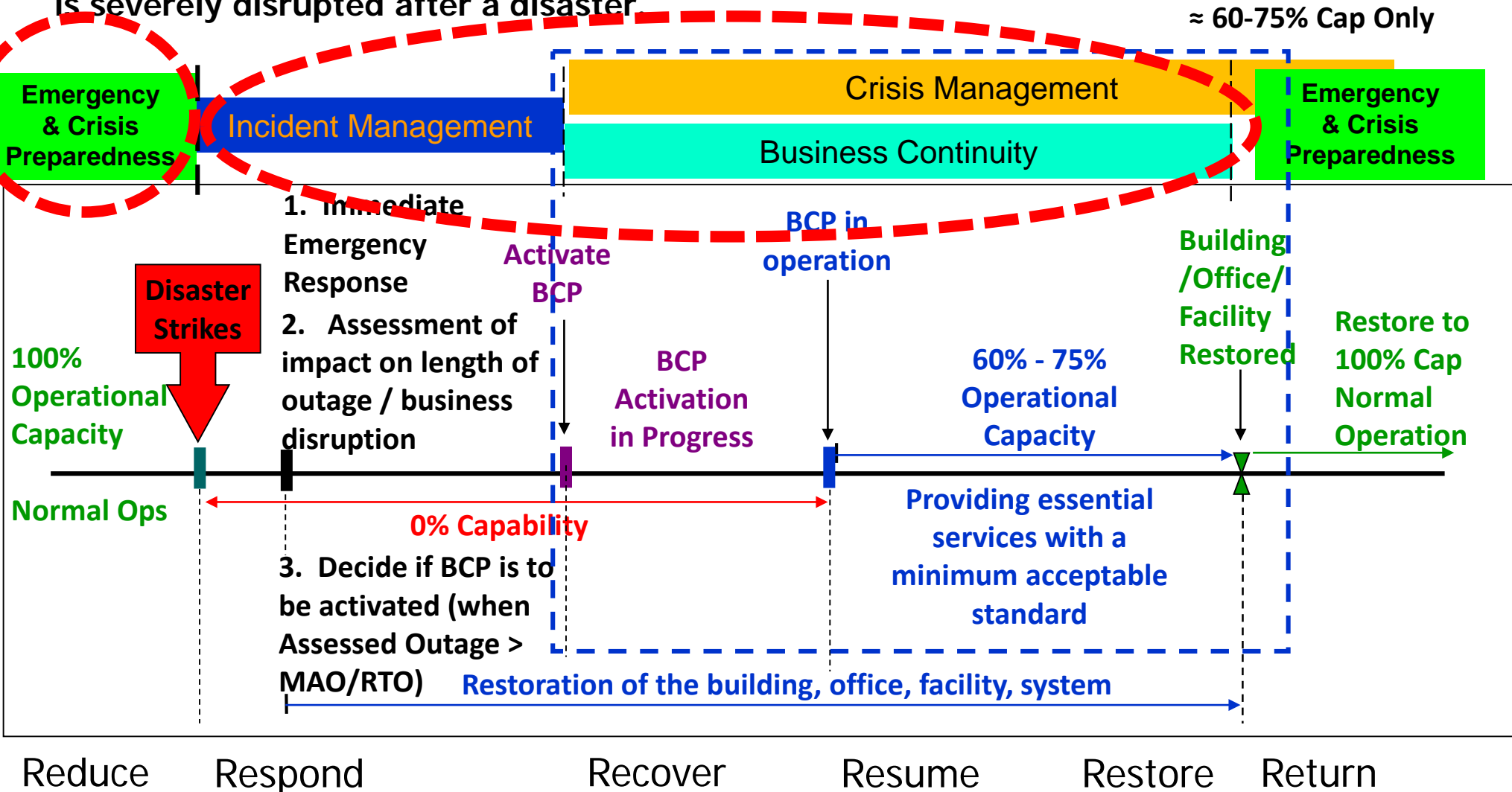| Emergency & Crisis Preparedness | Incident Management | Crisis Management | Emergency & Crisis Preparedness |
| | | Business Continuity | |

Disaster Strikes

Activate BCP

BCP in operation

Building /Office/ Facility Restored

1. Immediate Emergency Response
2. Assessment of impact on length of outage / business disruption

100% Operational Capacity

BCP Activation in Progress

60% - 75% Operational Capacity

Restore to 100% Cap Normal Operation

Normal Ops

0% Capability

Providing essential services with a minimum acceptable standard

3. Decide if BCP is to be activated (when Assessed Outage > MAO/RTO)

Restoration of the building, office, facility, system

| Reduce | Respond | Recover | Resume | Restore | Return |

The whole cycle/progress is
[Business Resilience](#)

which includes:

- **Emergency Preparedness**
- Crisis & Emergency Management
- Business Continuity

Who Are Our Stakeholders?

- Internal Staff

- Students & Parents, Customers

- Internal/Associate Offices

- External Regulatory Offices/Bodies

- External Business Partners (service providers, vendors, partner universities, partner research institutes, Alumni, etc.)

- Media & Press

Scope of Work of Emergency Management Division, OSHE

Emergency Management

Emergency Preparedness

Training
- CEM Briefing to UIC
- Exercises — TTXs for CEM & CEP
- Courses

1. Crisis Mgt Course
2. Suicide First Responder Awareness Course
3. MHFA Course

Equipping
1. Daily Temperature Declaration System
2. Overseas Travel Declaration System
3. PPE for Pandemic
4. Temperature Thermal Scanner for Pandemic

Policy & Guidelines — Handling of Violence & Suicide Threats, Death, Mental Health & Disciplinary Matters.

Consultation & Participation

Emergency/Crisis Management / Response
- NUS CEM Tm — Level 2 & 3 Incident
- Consultation to UIC — Level 1 & 2 Incident

Infectious Diseases / Overseas Events / Incidents Monitoring & Management

Fire Safety

Training
- Exercises
  1. Fire Drills
  2. Combined Fire Drills with SCDF
- Courses

1. Fire Safety Education Course
2. Fire Warden Course
3. Fire Coordinator Course
4. Fire Safety Revision Course for Lab Staff
5. CERT & RRT Trg

Annual Building Fire Safety Inspection programme

Equipping
1. Fire Warden Boxes with FW vests & Accessories
2. Fire Blanket cum Stretcher
3. Fire Extinguisher for AV
4. CERT & RRT

Consultation on New Projects, A&A Works & Fire Certification
- 2-Stage Fire Alarm with 5-min Auto-Trigger
- U-Town, Kent Vale, MD2, MD6, MD1, FoS, FASS, LKCNHM, Ventus, SFAH, YNC
- KRC & UT FCC Master Plan
- CERT & RRT

False Fire Alarm Monitoring & Management

Fire Incident Investigation

Life Safety

Training
- Orientation Briefings to Halls
- Courses

1. Safety & Crisis Mgt Plng Workshops for Student Leaders
2. CPR & AED Familiarization Programme

Student Events
- **High Risk / Overseas Events**
  1. Safety Mgt Plan
  2. Crisis Mgt Plan
  - Rag Day, OCIPs, Sports Events, Orientation Camps, Overseas Trips, etc.
- **Local Events in Campus**
  1. TPA for Bazaar, Events in campus

University & Staff Events
NUS Open Hse, Commencement, Matriculation, Career Fair, IED, etc.

Equipping
1. NUS AED Prog
2. Portable AED
3. Emergency Call Sign
4. Fire Extinguishers
5. Portable First Aid Bag
6. Safety Vest, Light Baton & Red Flag for Event
7. Emergency Preparedness Package for New Students

Consultation & Participation
Traffic Safety, Connectivity, LKCNHM, Sale of Food & Beverages at events, Sports & Gym safety, Lighting Warning in BTC, UAV, etc.

BCM

BCMC Secretariat

Training
1. Briefings
2. Facilitating exercises

Consultation & Guidance

Yam GS

Managing Injuries, Death & Threat of Violence

Situation/Scenario

1. Student & Staff mental issues & outbreaks

2. Threatening of violence (self harm/harm to others), suicide attempt, stalking

3. Missing students

4. Completed suicide

5. Injuries & deaths in student activities

Mitigation/Response

1. Work with & guide faculty in immediate stabilization & managing the incident

2. Work with authorities (local & foreign) in notification of next-of-kin and managing the case

3. Updating University Senior Management & coordinating appropriate response

4. Internal & external communication

5. Crisis mental health support

Fire Incidents

Lab Fires

Fire in University Accommodations

Mass Student Events & Adventurous Activities

White Water Rafting

Mountain Trekking

Mass Run

Night Cycling

University Events

Open Day

Commencement

Home Coming for Alumni

Family Day

NUS Crisis Management Framework & Policy

Crisis & Emergency Management Framework & Policy

- **Crisis & Emergency Management (CEM) Framework**
  - Launched on 24 March 2005

- **Crisis Policy**
  - An integral part of CMF
  - Outlines the "rules of engagement"
  - Important component of crisis preparation
  - Publicly available
  - Inputs from UCO, OED, OHR, OLA, OSA, RO & UHC.
  - Approved by SMM on 17 Aug 06
  - Re-endorsed by Prof Tan Chorh Chuan on 18 Jun 09

- **Crisis Manual**
  - CEM Framework
  - Policy

Crisis & Emergency

- Policy
- Manual
- Procedures
- Response plans and guidelines
- Templates
- AED deployment directory
- Daily Temperature Declaration

UNIVERSITY CRISIS MANAGEMENT POLICY

This policy describes the broad framework for the dealing with crises and emergencies in the National University of Singapore in coordination with national emergency services such as the Singapore Civil Defence Force and the Singapore Police Force. It is designed to assist the University community in coping with the anticipated needs generated by a crisis so as to deliver a quick and effective response to the situation, to protect lives, property and the reputation of the University.

This policy applies to all staff and students in NUS (including those working or studying full-time, part-time, on attachment, internship or exchange programmes) and shall be consistent with NUS policies and statutes.

POLICY STATEMENTS

1. **University Level Crisis Management Framework**

   NUS shall establish a framework to manage crisis and emergencies affecting our students and staff. The Crisis Management Framework shall state the roles, responsibilities and actions to be taken to prepare for and when dealing with crises and emergencies in NUS.

2. **Unit's Emergency Response Plan**

   Each Unit must develop its own emergency response plan. This is to be done in consultation with the Crisis and Emergency Management Team (or NUS CEM Team) and the plans must be consistent with the NUS Crisis Management Framework. Regular emergency exercises and drills are to be carried out in consultation with the NUS CEM Team. For the purpose of this Policy, Units refer to all faculties, special constituent schools, other academic units, research institutes and centres and administrative departments of the University and Unit refers to any one of them as the context may require.

3. **Ownership of Incident**

   It is the responsibility of the Unit to assume command of the incident and carry out the response actions in accordance to their plan swiftly and with due diligence. It is also the responsibility of the affected Unit to ensure that the incident is managed and closed.

NUS/OSHE/P/Reviewed Nov 2010.Rev02   Page 1 of 5

Crisis & Emergency Management (CEM) Framework

Crisis Executive Group (CEG)

Crisis & Emergency Management (CEM) Team

Unit Incident Crisis Committee (UICC)

Crisis Policy – Key Points

- Responsibility of Units
- Finance
- Manpower
- Housing and Shelter
- Transportation
- Dealing with Media
- Release of Personal and Academic Data

- Mandatory Medical Assessment and Therapeutic intervention
- Mandatory Leave of Absence
- Return to Work and Study
- Actions taken during Emergencies
- NUS Crisis Management Fund S$500k

ALERT LEVELS

Incidents vary by their nature and the level of response required.

To determine the appropriate response an incident must be classified according to its characteristics.

In NUS, incidents can be classified into three types:

- Level 1: Minor Incident

- Level 2: Emergency

- Level 3: Crisis

Level 1 Incident

- *Localized chemical spill*
- *Small fire in the lab*
- *Localized power failure*
- *Trips and falls*
- *Minor injuries, etc*

An Incident has little or no impact on personnel, or property, or normal operations, within or outside the locally affected area.

Level 2 Emergency

- *Structural fire*
- *Major chemical spill*
- *Accidents resulting in serious injuries*
- *Attempted suicide, threat of self harm or others*
- *Unnatural death in campus*
- *Any incident that may pose a threat to the reputation of the university.*

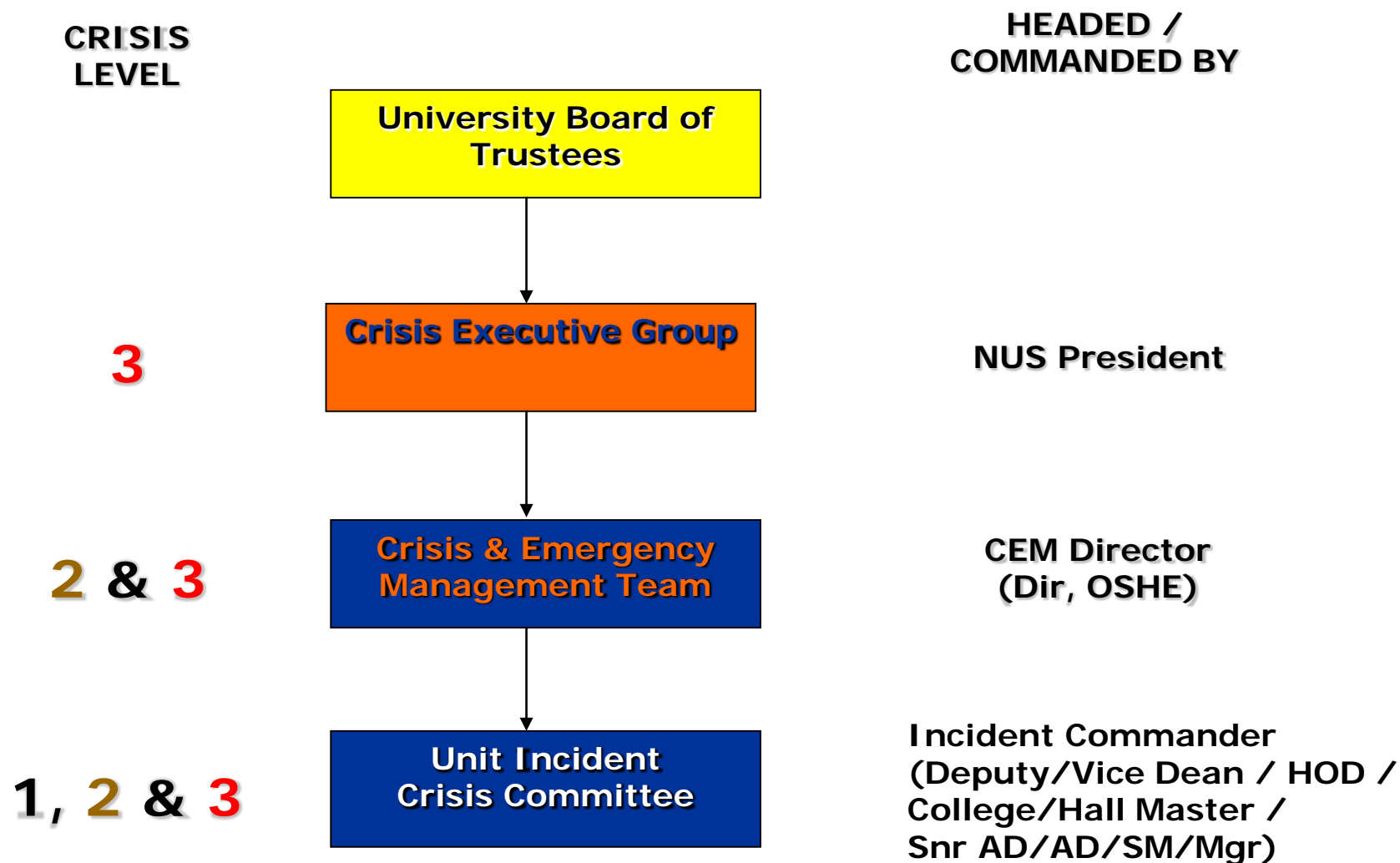**An Emergency is a serious event that disrupts one or more operations of the university.**

Level 3 Crisis

- *Multi-structural fire*
- *Major explosion*
- *Major hazardous material release,*
- *Terrorism incident*
- *Multiple deaths or injuries involving staff or students*
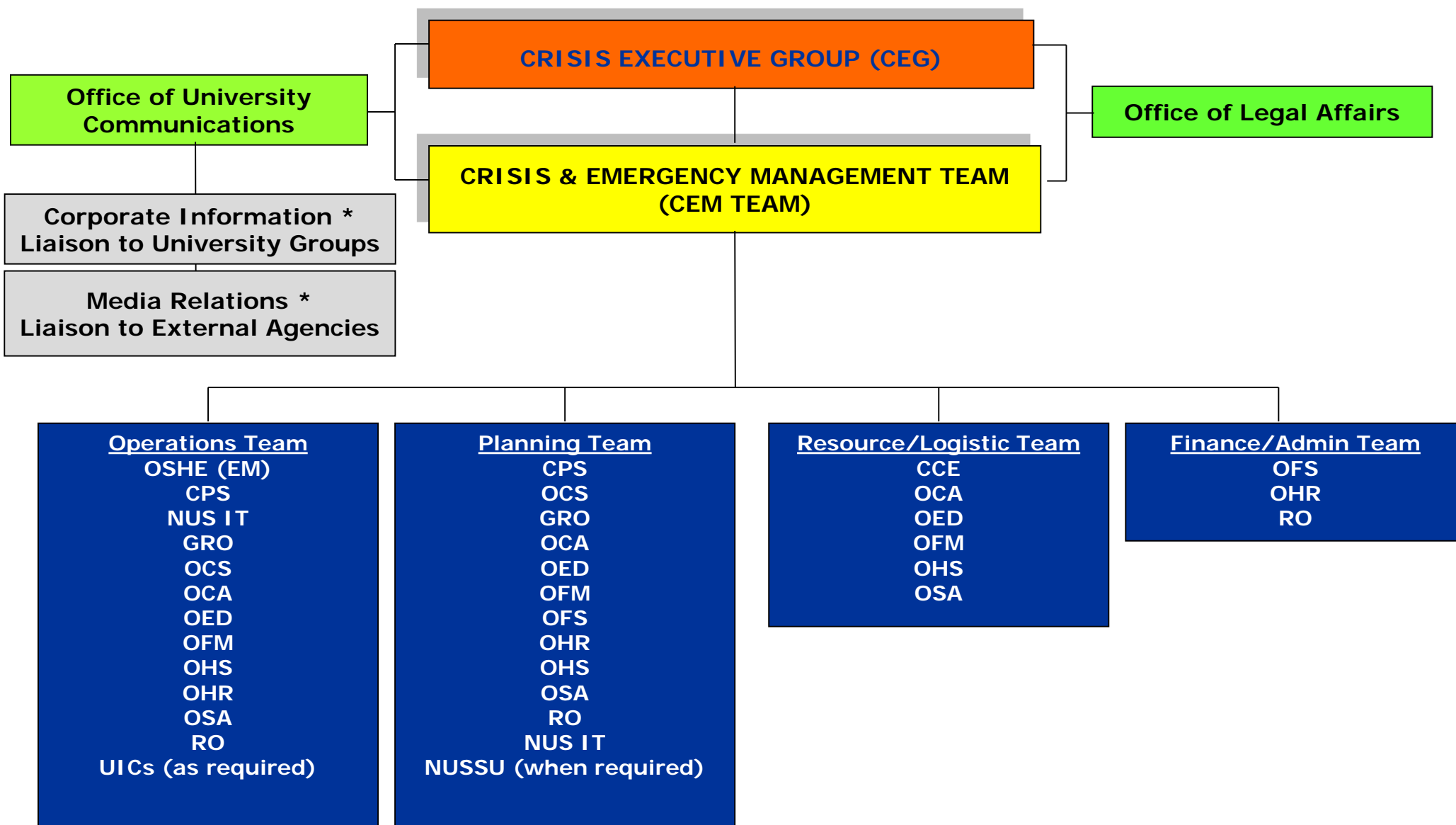- *Disease/epidemics*
- *Any national level disasters etc*

A Crisis is a serious event that severely impairs or halts the operations of the university and/or has an impact on the surrounding community.

NUS
National University
of Singapore

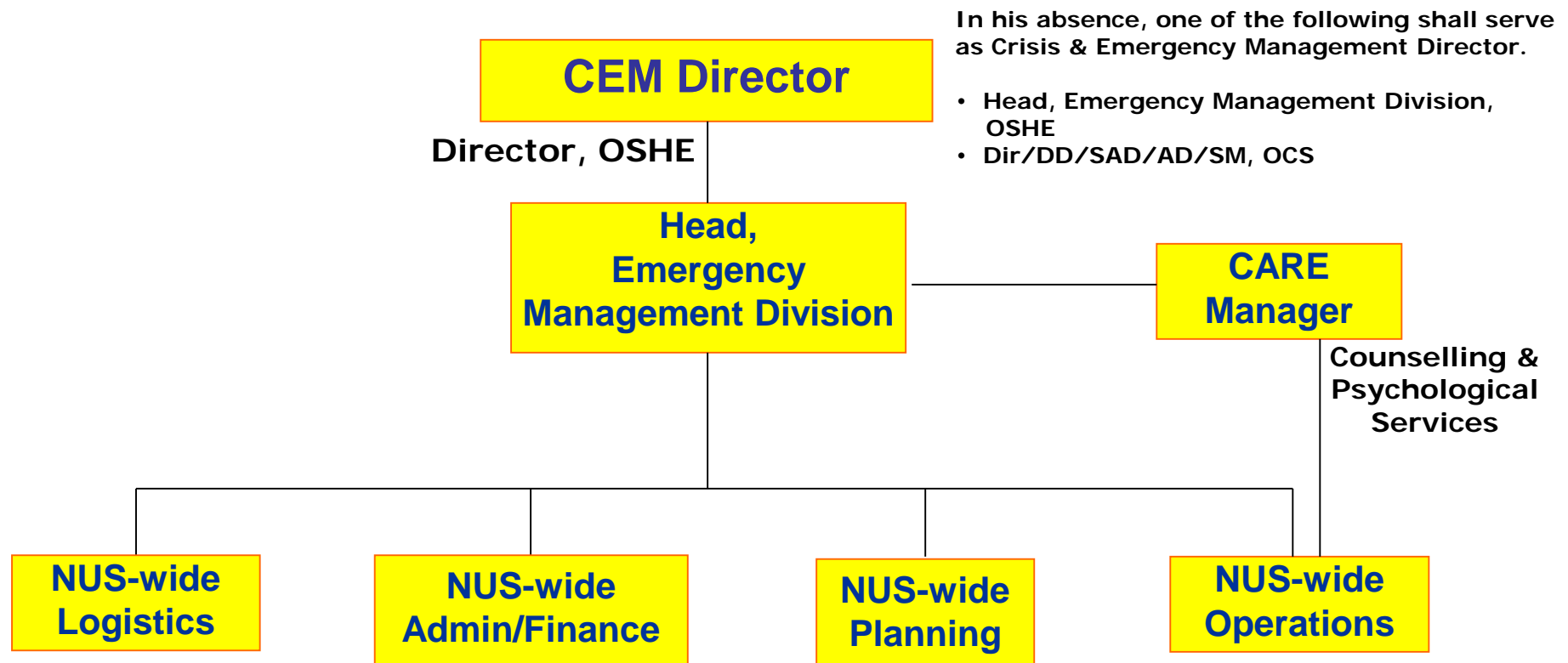| Level 1	Level 2	Level 3		
Accident: Injuries that is not life threatening, damage causes some disruption to area or property; event may indicate preventive measure or other action.	**Accident**: Injuries that is life threatening; damage may disrupt use of area or property requiring recovery planning.	**Accident**: Death or damage requiring substantial effort to restore normalcy.		
Assault: An isolated or unpublicized event with minor injuries occurring, or threat to harm, which requires a response to victim needs and may generate concerns about campus safety.	**Assault**: Serious injuries, with public concern resulting or potential for negative publicity.	**Assault**: Death; university community having serious safety concerns	**Fire**: Death or Serious injury to people and/or extensive damage to property involving one or two levels. Considerable planning is needed to accommodate displaced services, departments or residents.	**Murder**: Occurs on campus with others widely exposed to the event. The impact seriously affects a faculty or department due to the loss of a community member or the event may negatively affect a relationship related to the University operations or the social and emotional wellbeing of the University community.
	Bomb Threat: Credible enough for investigation to be carried out, but not yet elevated to a stage where evacuation is necessary.	**Bomb Threat**: Credible enough to require area's evacuation, with significant disruptive effects on University operations and the community's sense of well-being.	**Food/Water Poisoning**: Widespread serious illnesses and/or fatalities are occurring from a known or unknown and uncontained source. Food/water services on campus are shut down with extensive alternate arrangements being made, especially for student residents. Widespread criticism about the University's practices.	
		Bomb Detonation: Explosion occurs with or without injuries and fatalities; widespread panic and distress and considerable response and recovery efforts are necessary.		
Chemical Spill: Minimal or no injuries occur and a minor clean up is required. The disruption is minimal and temporary but an investigation is required and the appropriate agencies notified.	**Chemical Spill**: A major clean up is required. Injuries may or have occurred and the loss of use or services is ongoing and disruptive. External agencies help manage and investigate the event.	**Chemical Spill**: Serious or widespread injuries or fatalities have or will occur. Extensive disruption results in the long term loss of services or buildings and external regulatory agencies are heavily involved.	**Hostage Incident**: Armed perpetrator(s) operating alone, one or more people taken hostage on campus. A threat exists to others and University operations are closed down in that area.	**Network Failure**: Major loss of data and systems technology affecting administrative, research, and student work with minimal means of restoration or recovery.
	Civil Disorder: Minimal harm to persons or property with only modest disruption to University operations. Media, personal security and escalation concerns exist.	**Civil Disorder**: Property damage, personal injuries and a total disruption of critical services or University operations occurs. High level security concerns and media relations problems exist. University policies and practices are targeted directly.	**Infectious Disease**: Contagion is spread easily with serious consequences. Source or means of infection are unclear as is the pattern of exposure. A major public health crisis occurs which disrupts University operations and leads to city wide and national concern.	**Power Outage**: Facility or systems losses are widespread with serious immediate and long term consequences. Remedies around the situation are not easily forthcoming because of its significant impacts.
				Suicide: Suicide or multiple suicides occur related to political or religious fanaticism which are either publicly staged or of a large scale. University operations and social life are widely disrupted and restoring normalcy is a lengthy and arduous process.
Missing Person: A person is missing for two weeks to cause concern, requiring Police to investigate in the University community. Event appears isolated and not random.	**Missing Person**: Persons missing for more than two weeks under suspicious circumstance and a public appeal for information.	**Missing Persons**: Two or more persons are missing or discovered dead as a series of related and ongoing events. University operations may be altered because of the event and ensuing psychological effects.		**Terrorist Threat**: The threat resulting in evacuation and other information process needed to protect staff and students. Or a threat which materializes into an explosion or shooting with injuries and fatalities resulting. Considerable panic ensues and response and recovery needs are extensive.

NUS CHAIN OF COMMAND IN AN INCIDENT/EMERGENCY/CRISIS
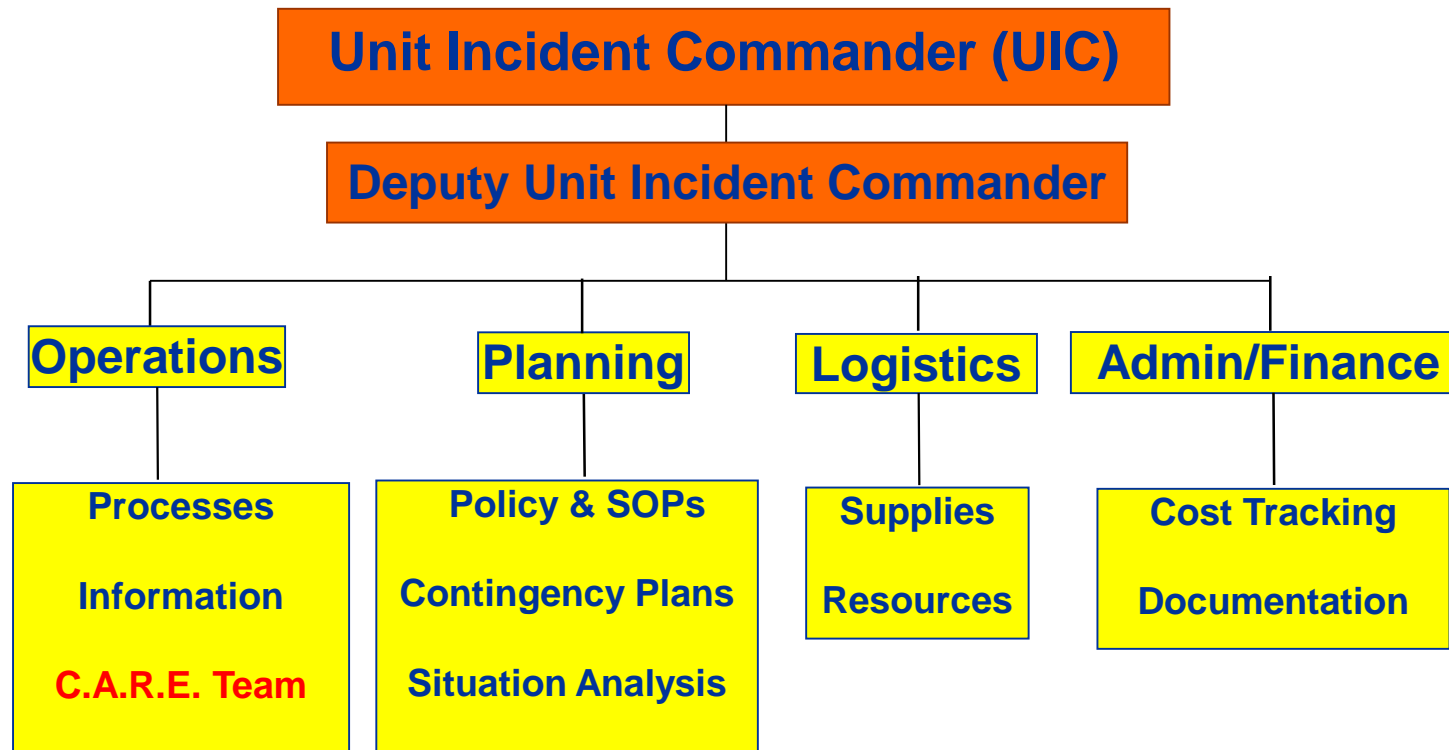
CRISIS LEVEL		HEADED / COMMANDED BY
	University Board of Trustees	
3	**Crisis Executive Group**	**NUS President**
2 & 3	**Crisis & Emergency Management Team**	**CEM Director (Dir, OSHE)**
1, 2 & 3	**Unit Incident Crisis Committee**	**Incident Commander (Deputy/Vice Dean / HOD / College/Hall Master / Snr AD/AD/SM/Mgr)**

CRISIS & EMERGENCY COMMAND STRUCTURE

CRISIS EXECUTIVE GROUP (CEG)

Office of University Communications

Office of Legal Affairs

Corporate Information *
Liaison to University Groups

Media Relations *
Liaison to External Agencies

CRISIS & EMERGENCY MANAGEMENT TEAM (CEM TEAM)

Operations Team	Planning Team	Resource/Logistic Team	Finance/Admin Team
OSHE (EM)	CPS	CCE	OFS
CPS	OCS	OCA	OHR
NUS IT	GRO	OED	RO
GRO	OCA	OFM	
OCS	OED	OHS	
OCA	OFM	OSA	
OED	OFS		
OFM	OHR		
OHS	OHS		
OHR	OSA		
OSA	RO		
RO	NUS IT		
UICs (as required)	NUSSU (when required)		

**NUS
Crisis & Emergency Management Team
(CEM Team)**

CEM Director

Director, OSHE

In his absence, one of the following shall serve as Crisis & Emergency Management Director.

- Head, Emergency Management Division, OSHE
- Dir/DD/SAD/AD/SM, OCS

Head, Emergency Management Division

CARE Manager

Counselling & Psychological Services

NUS-wide Logistics

NUS-wide Admin/Finance

NUS-wide Planning

NUS-wide Operations

Director UHC is the medical adviser to the NUS CEM Team

Unit Incident Crisis Committee (UICC)

Unit Incident Commander (UIC)

Deputy Unit Incident Commander

Operations | **Planning** | **Logistics** | **Admin/Finance**

Operations	Planning	Logistics	Admin/Finance
Processes	Policy & SOPs	Supplies	Cost Tracking
Information	Contingency Plans	Resources	Documentation
C.A.R.E. Team	Situation Analysis		

Who is the UIC?
• Deputy/Vice Dean
• Director / Dy Director
• Head of Department

Unit Incident Commander may assign one or more than one Dy Incident Commanders

CARE –
Caring Actions in Response to an Emergency

- Offer first aid help for administrative, social welfare & emotional support.

- Support and guide those affected.

- Refer those who need more help to professional services.

- Having a seamless continuum of care, making sure people recover well, and can continue with life and work.

CARE members are:
- ✓ Our Acad & Admin Staff of more stable character.
- ✓ Not Counsellor and Not Expected to be so or to perform as so.

CPS, UHC provides some short training to CARE members.

Recommended:
- Minimum 03 pairs (06 pax) per unit of mixed genders and races.
- 1st pair deployed, 2nd pair for rotation, 3rd pair standby for con-current new case.

CARE Manager of UHC will advise on deployment for prolonged case when appropriate.

Incident Notification / Activation Process
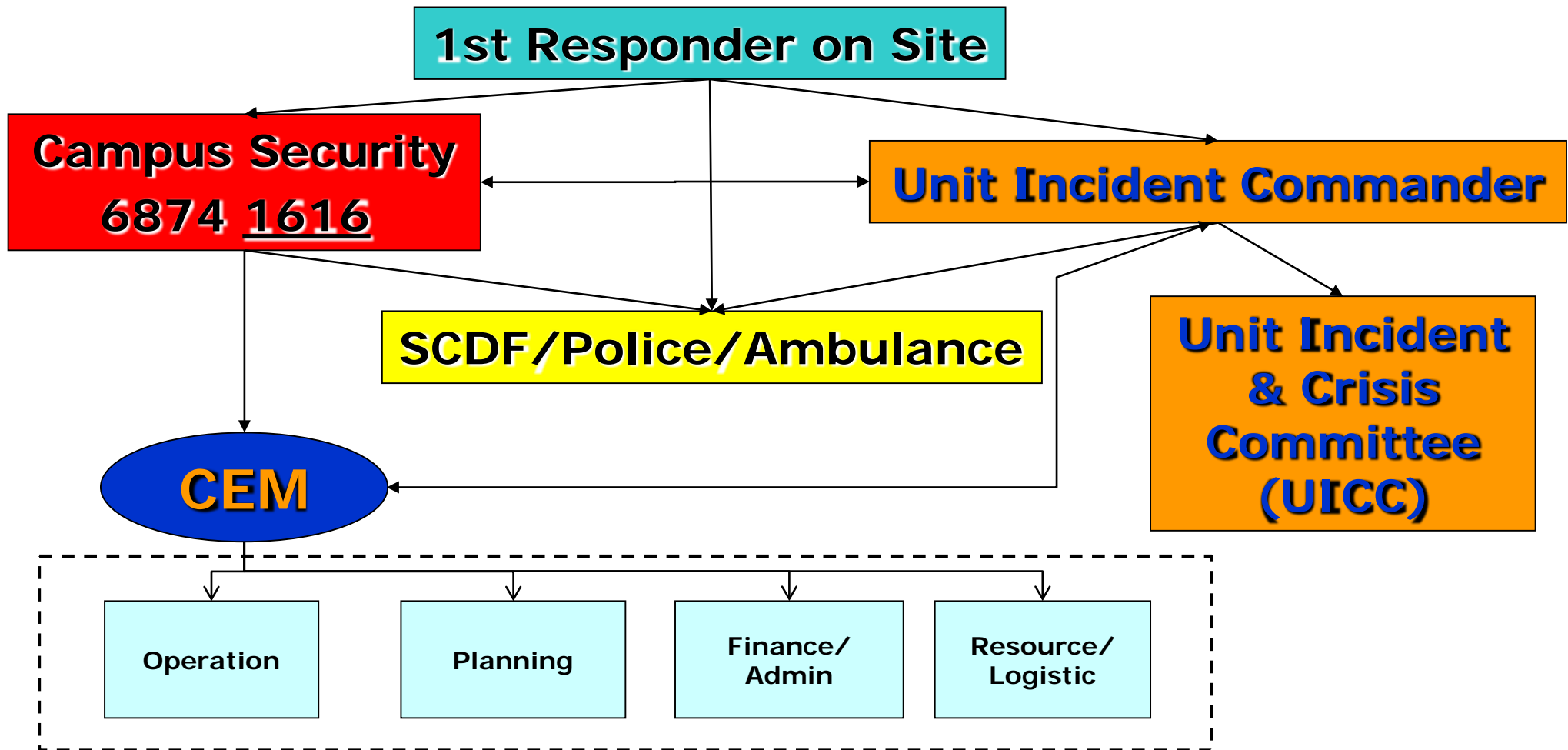
Emergency Number

For Kent Ridge Campus

In Case of Emergency Call Campus Security

6874 1616

For Bukit Timah Campus

In Case of Emergency Call Campus Security
6516 3636
or
6874 1616

Trainings & Equipping

Training & Courses

Laboratory Safety

✓ Laboratory related safety training courses

Emergency Preparedness

- Crisis Management Course - Since 2007. 4 runs/year.

- Safety & Crisis Management Planning Workshop for Student Leaders - Since 2008. 14 – 20 runs/year.

- 2-hours CPR & AED Familiarisation Programme - Since 2008. 48 runs/year.

- Suicide First Responder Awareness Course - Since 2008. 4 runs/year. Reduced to 2 runs/year from 2013.

Fire Safety Training

- **Fire Safety Education Course (Level 1) – 8 courses per year**
  - General awareness and skills for fire safety & fire fighting

- **Fire Warden Training Course (Level 2) – 8 courses per year**
  - Roles and responsibilities of Building Fire Warden.

- **Fire Safety Coordinator Course (Level 3) – 3 courses per Year**
  - Prepares building representatives for their role in campus emergency/disaster preparedness.

  - Fire Safety Coordinator prepares building Fire Emergency Plan (FEP) and coordinate education and planning for all building occupants

- **Fire Safety Refresher Course – 6 courses per year**
  - Refresher programme for laboratory staff.

- **On-line Fire Safety Familiarisation Training for Staff – Implemented in 2013**

- **Fire Safety Awareness Briefing to New Students During Orientation Week by Faculty Staff – Implemented in 2013**

Equipping for Fire Safety

Implementation & installation of enhancement equipment.

- Luminous Fire Coordinator & Fire Warden Safety Vests with essential accessories for easy & prominent identification, & instill greater sense of responsibility.

- Convenient, prominent & centrally located Fire Warden Box for storage of vests & FEP at each floor.

- Design & implement innovative fire safety equipment to enhance fire safety in each floor. Eg. Fire blanket cum evacuation stretcher.
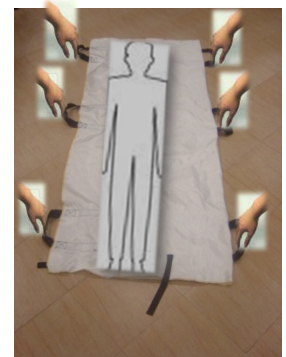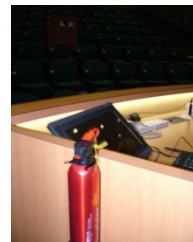
Life Safety Courses

CPR & AED Familiarisation Training

Schedule of Courses

2008 (Mar – Dec)	**:**	**42 workshops (1100 pax trained in 2008)**
2009	:	48 workshops
2010	:	48 workshops
2011	:	48 workshops
2012	:	48 workshops
2013	:	48 workshops
2014	:	48 workshops
2015	:	48 workshops
2016	:	48 workshops
2017	:	48 workshops
2018	**:**	**48 workshops (Scheduled)**

@ U-Town SRC Dance Studio

NUS Kent Ridge Campus AED Deployment

(Correct as at 23 Dec 2013)

Kent Ridge Campus

As at 27 July 2011
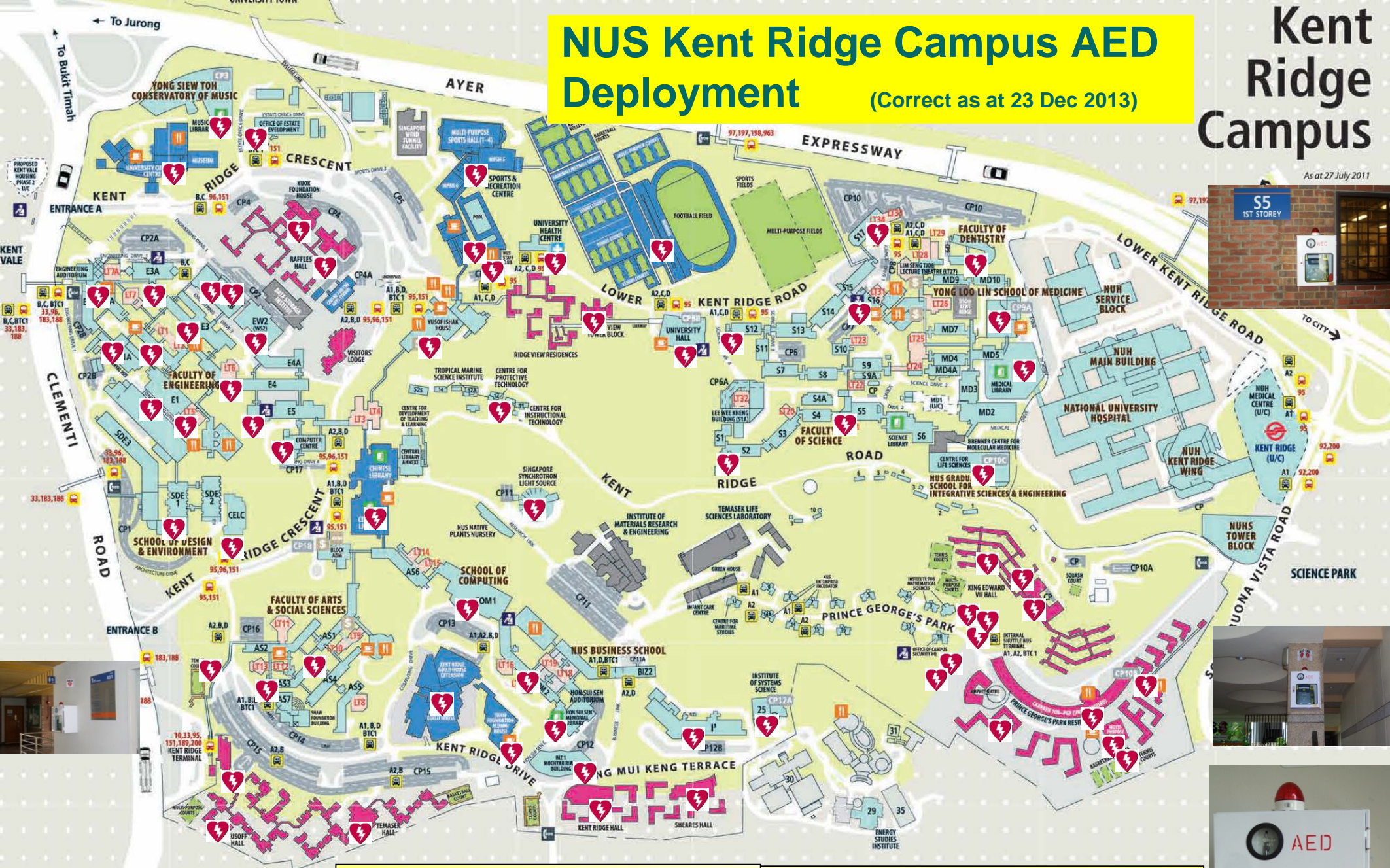
Wall Mounted AEDs in Campus		
Kent Ridge	-	65
BTC	-	03
GMS	-	04
NUS Care	-	01
Utown	-	10

Mobile or Portable AEDs		
OSHE (EM Division)	-	03
SRC	-	01
OCS	-	01
Grand total:		*88*

Student Events/Activities

Student events & activities should be:

- **Successful**

- **Fun**

- **Safe**

Events / Activities Safety

Stage Shows

Promotional Activities

Events Requiring Safety Approval

1. Temporary Change of Use within a building or an outdoor site

• Temporary / makeshift structures (eg tents, stages, booths, stalls) are erected.
Example: Bazaars, Stage Shows, Promotional Activities, Carnivals, NUS Open House, etc.

Road Relays

Bazaars

2. Indoor / Outdoor Activities

• Any activities, approved by the appropriate University official, which present inherent risk to life and property.

Example: Night cycling, Road Relay, Mass Swim, Overseas Expeditions, Canoe/Kayak Expedition, , NUS Biatheron, Jam & Hop, Disco Night, Mass BBQ, Campfire etc.
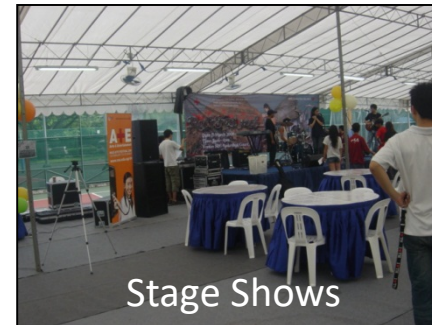
Templates Available

- Temporary Change of Use Permit Application (TPA)
- Safety Management Plan
- Crisis Management Plan

Canoeing Expeditions

https://staffportal.nus.edu.sg/staffportal/portal/safety-security-and-sustainability.html - Events & Activities Safety

Events / Activities Safety

Events Not Requiring Safety Approval

- Common activities held at facilities that is purpose-built for holding such event. *Example: Auditorium, classroom, computer lab, theatre.*

- Sport events held at field of stadium, multi-purpose hall, school or clubs.

- Communal dinner, gatherings, receptions.

Receptions

Seminars

Life Safety - Events & Activities / Overseas Trips

Templates Available

- **Temporary Change of User Permit Application (TPA)**

- **Safety Management Plan** (attached with Safety Planning Considerations)

- **Crisis Management Plan**

- **Overseas Trip Safety Guidelines** (for guidance)

Approval of TPA, Safety & Crisis Management Plans by Supervising Officer/Advisor.

EM Division, OSHE provided safety advisory and guides staff and students on safety & Crisis management plans or any activities based related safety so as to ensure safe conduct of events & activities.

However, should there be inadequate safety and crisis management measures, EM Divison will impose a 'No-Go' order and will guide organiser to rectify gaps.

Emergency Preparedness Package

Temperature Thermal Scanner
Deployed at Centralised Temperature Screen Station manned by Faculties (at various faculty premises), OHS & UTMO(U-Town)

Black body for calibration

Camera

Q & A

Thank You