

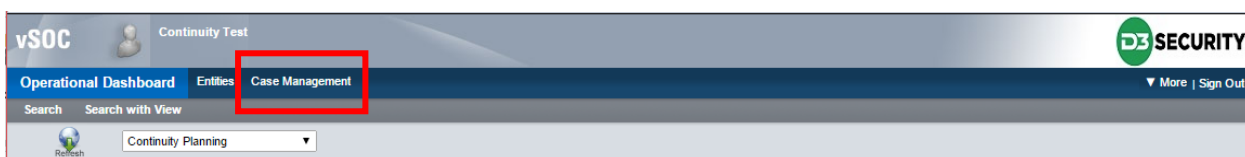
## Continuity Planning Instructions

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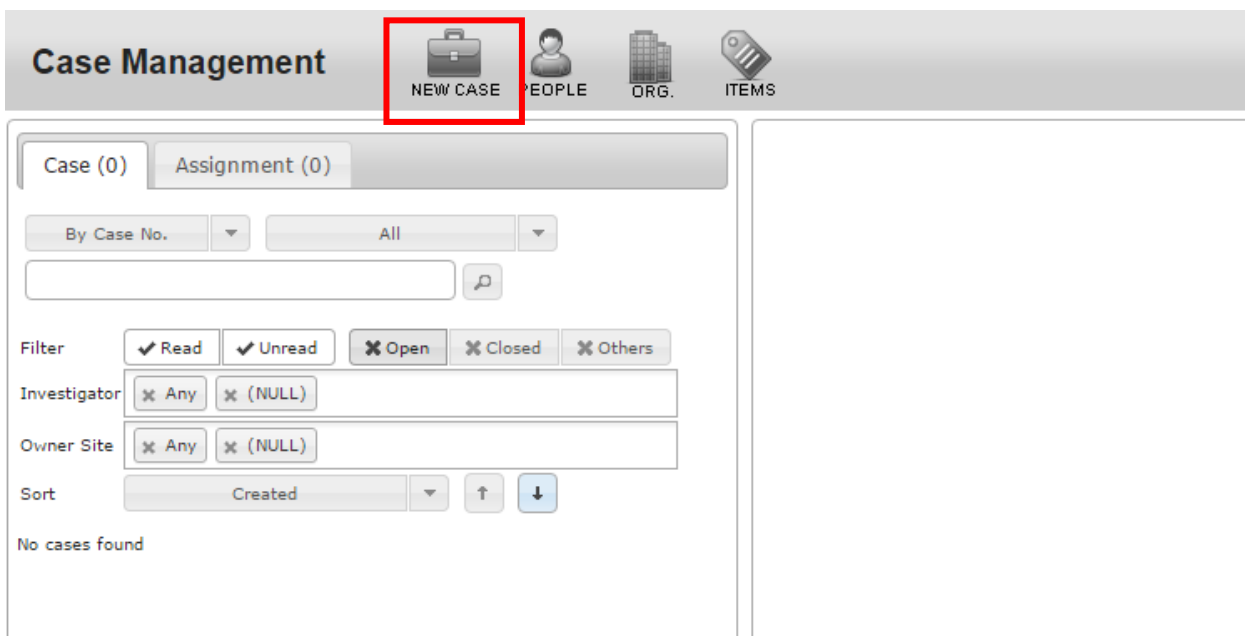
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### How to Launch Your Plan in MIMS

1. Log in to MIMS at [www.mun.ca/mims](http://www.mun.ca/mims). If you do not have an account please email [mims@mun.ca](mailto:mims@mun.ca) to request one.
2. Please ensure you enable pop-ups for the MIMS site.
3. Click on “Case Management”



4. Click on “New Case”



\*Please note, Chrome is the preferred browser while using MIMS

## 5. Choose "Continuity Plan" as Case Type

\* are required field(s).

Title	
Type	Continuity Plan
Status	New
Owner Site	Continuity Planning
Priority	Low
Time Zone	(GMT-03:30) NST
Started	<input type="text"/>
Closed	-- ▾ : -- ▾
	Not closed yet

## 6. Complete all applicable sections along the right hand side.

## How to Export Your Plan Upon Completion

1. Log in to MIMS at [www.mun.ca/mims](http://www.mun.ca/mims).
2. Please ensure you enable pop-ups for the MIMS site.
3. Click on "Case Management"
4. Choose your Plan from the list on the left.

Case (1) Assignment (0)

By Case No. ▾ All ▾

Filter  Read  Unread  Open  Closed  Others

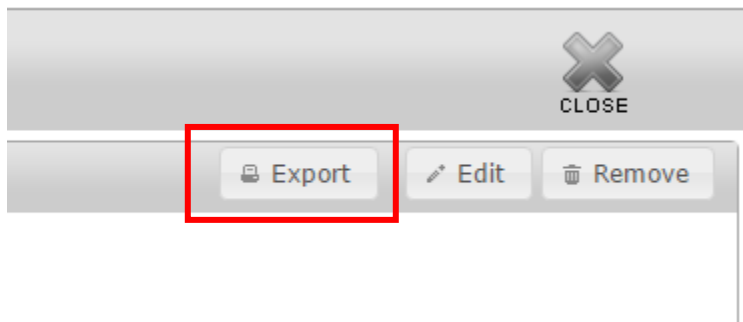
Investigator  Any  (NULL)

Owner Site  Any  (NULL)

Sort Created ▾

**20160513-1** Created: 05/13/2016 NST  
 Title: Department Continuity Plan Last Modified: 05/13/2016 NST  
 Type: Continuity Plan  
 Closed Inve : 0  
 |ENTY : 0 |ASGMT : 0 |EVDN : 0 |INTV : 0 |RVW : 0

5. Click on “Export” in the top right hand side of the screen.



6. Depending on your browser and settings, you may be prompted to save the PDF file or it may download automatically.

## Instructions

Continuity planning addresses the question: how can we prepare to continue operations despite those adverse events that we call emergencies - or if we can't continue, how can we resume our operations in a timely manner? In particular, while we continue to deal with a pandemic, we are asking all departments to ensure they have completed a BCP that focuses on potential interruptions from COVID-19 such as requirements to work remotely or a large number of staff being unable to work.

The mission of Memorial University is teaching and learning, research, scholarship, creative activity, service and public engagement. These enterprises, along with the infrastructure that supports them, are the focus of our continuity planning. A departmental/unit continuity plan:

- Identifies your department's critical functions (all departments previously completed this as part of the pandemic response in the Spring of 2020 – please refer to your list developed at that time as a starting point)
- Describes how you might carry on these functions under conditions of diminished resources (staff, space, equipment or IT infrastructure)
- Contains various information that will be needed during and after an emergency.
- Describes how to prepare for an emergency. A continuity plan will identify action items: things you can do now to lessen the impact of an emergency and make it easier to recover.

To complete this plan, answer the questions in each section on the right side of the screen. If a section or question is not applicable to your department/unit skip it. For the purposes of pandemic preparedness and response, focus on completing the critical function worksheets and associated action items for each of the critical functions for your department.

Please click “Save” in the top right hand corner often to ensure your progress is not lost. As a security feature, the system times out after 30 minutes.

Once the plan is completed, you can export then print the report or email it to the applicable people in your department/unit.

As action items are completed or information changes please remember to update your plan.

## Glossary

**Action Item** - Something that could be done now (or any time before an emergency strikes) to make your unit/department more prepared. Action items can be big or small, costly or costless, within the scope of your department to perform, or outside your scope. Taken together, a department's action items comprise a to-do list for readiness.

**Centrally Owned Application** - A computer application or system that is required to support a Critical Function whose technical owner is Information and Technology Services or Information and Communication Technologies. (The functional owner of the application could be any unit/department)

**Consequences** - For the purposes of continuity planning, harmful consequences of slow recovery may impact the Critical Functions of a department, such as disruption of teaching and departure of faculty and students/clients.

**Department Response Team** – The response team is responsible for executing specific recovery processes necessary for continuity or recovery actions of essential functions. Responsibilities include:

- Execution of the recovery procedures for the department.
- Communication of the status of recovery, including issue identification, to the management team and/or EOC as needed.
- Identification of resources needed for recovery operations.

**Essential Functions** - An essential function is an activity that is essential to the core mission of the unit/department. An essential function is one that must be continued through the emergency or resumed soon after.

Critical: Must be continued at normal or increased service load. Cannot pause. Necessary to life, health, security. (Examples: security, power plant)

Vital: Must be continued if at all possible, perhaps in reduced mode. Pausing completely will have grave consequences. (Examples: data networks, at-risk research)

Necessary: May pause if forced to do so, but must resume in 72 hours or sooner. (Examples: classroom instruction, research, payroll)

Desired: May pause and then resume when conditions permit. (Examples: routine building maintenance, training, marketing)

**Departmentally-Owned Application** - A departmentally-owned application is a computer application or system that is required to support a Critical Function whose technical owner is your department or another department (but not Information and Technology Services or Information and Communication Technologies).

**Documents** - For continuity planning, you will identify any documents that are important to a Critical Function. They can be individual documents (such as policy manuals) or sets of records (such as research files, vendor invoices, etc.). The documents listed under Critical Functions may be paper or electronic.

**Downstream Dependency** - A downstream dependency is a department that depends on your department. If your department fails to perform, the ability of the downstream department to carry out its mission will be seriously impaired. If, for example, your department does scheduling of nursing staff, the inpatient and/or clinical units will be among your downstream dependencies.

**Emergency Contact List** - A list of all people in your unit, and perhaps some outside your unit, whom you might want to contact during and after an emergency. The list should include home phone, cell phone, office phone and email addresses, plus any other available means of contact. The list should be printed, and stored in multiple locations by multiple people. It should be updated at least quarterly.

**Function** - These are functions that a unit normally performs. Here are some typical examples:

- Laboratory Research
- Purchasing
- Payroll
- Inpatient Care
- Course Scheduling
- Providing Meals
- Facilities Repair
- Grant Accounting

**Functional Owner** - The functional owner of an IT application is the unit that governs the design (and often the use) of the application. When an application implements a business process, the unit responsible for that business process is typically regarded as the functional owner of the application. Modifications to an application must be authorized by the functional owner (but are implemented by the technical owner). For example, the Registrar's Office would typically be the functional owner of the on-line registration system. The technical owner might be Information and Technology Services or Information and Communication Technologies, or could be the Registrar's Office itself if it has its own IT person or section.

**Offsite Storage** - Offsite storage refers to the storage of electronic data, tapes, disks, paper documents and other materials at a location far enough from an organization's operating location that an emergency at one location is not likely to impact the other location.

**Onsite Storage** - Onsite storage refers to the storage of electronic data, tapes, disks, paper documents and other materials at an organization's operating location, rather than elsewhere. Onsite storage of backups is adequate for protection against some types of emergencies, and is less expensive and more accessible than offsite storage. For more valuable and less-replaceable items, offsite storage becomes more desirable.

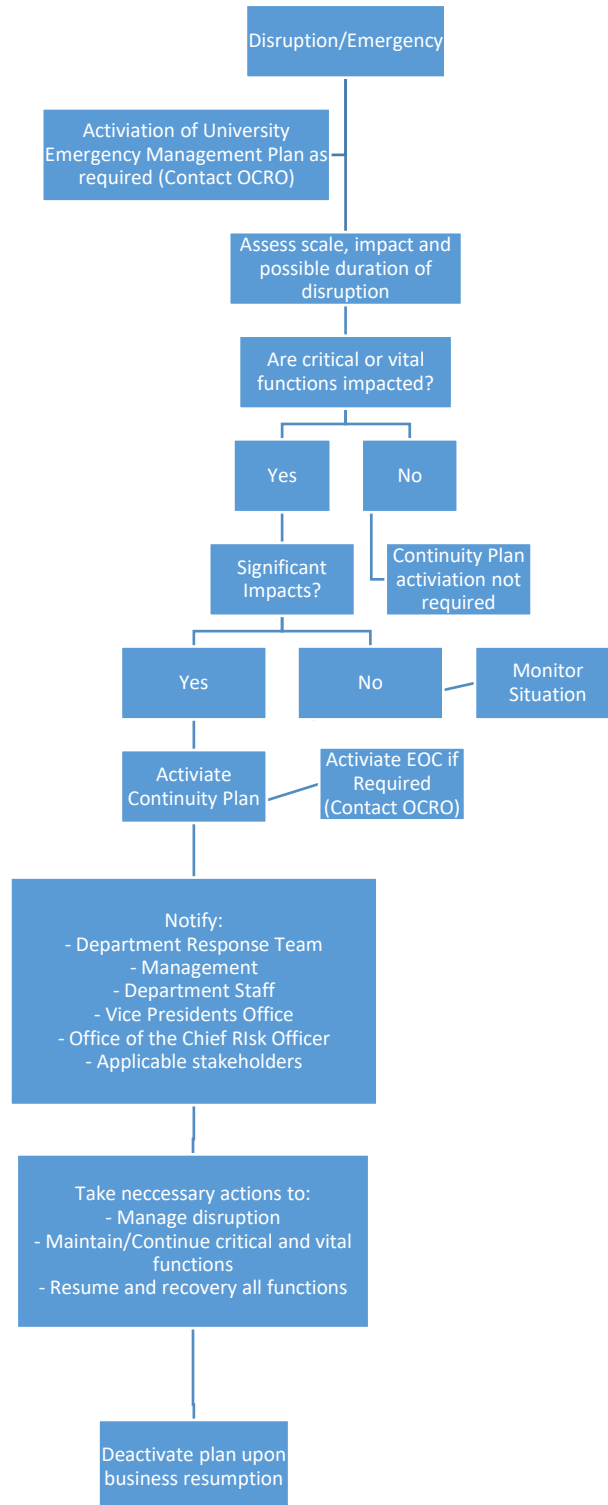
**Peak Periods** - These are periods of time when you would expect there to be especially high activity involved in accomplishing a Critical Function. This might be a peak workload period such as the annual fiscal year end for accounting functions; or it might denote activities that happen only at certain times - such as course-registration that happens once per semester.

**Technical Owner** - The technical owner of an IT application is the unit that has top-level administrator and programming access, implements any modifications and troubleshoots and fixes any technical

problems. Typically, the technical owner is Information and Technology Services or Information and Communication Technologies.

**Upstream Dependency** - An upstream dependency is a department that your department depends on. If the upstream department fails to perform, the ability of your department to carry out its mission will be seriously impaired. For example, Information and Technology Services or Information and Communication Technologies is typically an upstream dependency of most other departments; and Aramark is an upstream dependency of Student Residences.

## Plan Activation





## Things to Know

To plan effectively, you need to know what you can expect from other units and from the University in the event of an emergency. The items that follow will help you coordinate your planning with others. You will also find here other items of guidance that may be useful to you.

### **1. Class Cancellations**

Banner Self-Service and Brightspace can be used to communicate with students; instructors have the ability to email their classes. The Office of the Registrar can email selected groups of students (for example, all students with classes in the Science building).

### **2. Academic Disruptions**

The university faculty will, if necessary, explore alternative options for course delivery. The university faculty, if necessary, will promote flexibility in course evaluation methods.

It is assumed that faculty using Brightspace for on-campus courses have at least a basic understanding of this learning management system. An emergency may cause them to move course instruction, including course content and communications to this online or other remote environment. The Centre for Innovation in Teaching and Learning's expertise and technical support will be critical to the success of this activity. It should be noted that CITL will monitor any increased use of Brightspace to determine how it can best support the users.

CITL will provide technical Brightspace support to faculty and staff in the following areas:

- Troubleshoot all incoming technical support issues
- Creation of any new accounts
- Technical problems relating to internet connectivity
- Submission of any assignments
- Importing files
- Assistance with Brightspace tools, such as discussion and chat features
- Hardware and software configuration (popup blockers, browser tune up)
- Support Online Room sessions

From a technical perspective, for courses not currently using Brightspace for instruction, the Brightspace environment is robust enough to support an increased use of the learning management system. A course site exists for all courses automatically, and this enables Memorial to create an effective communications mechanism for faculty to disseminate information to students regarding their courses during emergencies and continue to teach. CITL has numerous self-help resources for getting started with Brightspace for faculty and students. Wherever possible, CITL staff will assist faculty and students undertake and complete work themselves, to enable continued instruction through the learning

management system. CITL will utilize all available staff to provide assistance and support to faculty and students who have never used Brightspace.

### **Exam Administration**

The Office of the Registrar will oversee all exam administration for on-campus courses during an emergency. This will include:

- Providing support for arranging examination supervisors;
- Scheduling of exams;
- Room assignment for writing exams;
- Notification of schedules to the students;
- Deferred exam administration; and

For online courses, CITL will continue to oversee and coordinate all aspects of exam administration (with the exception of final exams which will be scheduled by The Office of the Registrar).

The Office of the Registrar will continue to compile and maintain course listings generated by academic departments and liaise with all academic departments on enrollment management issues.

As Secretary of Senate, the Registrar would prepare for Senate any academic accommodations plans requiring its approval. For example: drop dates, academic leniency.

Please Note: The University Calendar permits a change in evaluation method subsequent to issuing the course outline during the first week of classes. In the event of an emergency, which impacts an academic course outline, faculty must seek approval from the head of the academic unit. Other waivers related to scheduling and evaluation can be approved by the Senate Committee on Undergraduate Studies, or the School of Graduate Studies.

### **Teaching Remotely**

CITL provides resources and consultation services for any Faculty, School, department or individual instructor that wishes to develop a contingency plan for their teaching and learning practices. This includes how to achieve face-to-face teaching outcomes remotely, alternate assessment strategies in the event of an emergency and delivery of teaching activities in an online environment with the goal of completing courses for students. CITL has created a resource website with information about tools and services related to instructional continuity: <https://citl.mun.ca/instructionalcontinuity>

## **3. Research and Graduate Programs**

Individual Faculty members are responsible for developing plans to manage research programs during emergencies.

The units within the Vice-President (Research) portfolio will, in so far as possible, continue to support the administrative aspects of research including research administration, researcher portal (Romeo)

access, core facility management, etc. Academic units are responsible for developing plans to manage their respective researcher portal roles.

Graduate supervisors need to exhibit flexibility with respect to graduate students meeting course or other requirements in the event of emergencies (e.g. deferring examinations, etc.).

#### **4. Course Scheduling**

Following direction from the Senate, the Office of the Registrar will work with academic units to ensure, insofar as possible, the continued offering of courses. Classes may be moved to other locations or scheduled in other parts of the day, including evenings and weekends. Where Brightspace can be used to facilitate student learning online, asynchronous instruction and/or as a repository for learning materials, reduced contact hours may be introduced for classes. CITL can provide support to instructors looking to reduce class time, move content online or implement alternative assessment strategies. Sections of the same course may be collapsed into a single offering. Only after all other possibilities are exhausted would a course offering be cancelled during the semester.

#### **5. Payroll**

The Human Resources Payroll Office will continue activities related to the delivery of staff/faculty/pensioner paycheques during emergencies. Payroll will prioritize activities as appropriate depending on the estimated length of the emergency, the payroll cycle, available payroll staff and critical needs. All campus departments are required to make every effort during an emergency to report payroll data to the Payroll Office as you normally do, including keying and approving time on schedule. Departments experiencing difficulty should contact the Payroll Manager to discuss options.

Base payroll will be processed for employees who receive biweekly salaried pay. Faculties, Schools and Departments should notify HR as soon as possible if contractual employees are to be extended during an emergency in order to avoid a pay disruption. While efforts will be made to continue payroll for contractual employees, there may be limitations due to payroll cycles.

Direct deposit of paycheques is the most efficient process during an emergency situation. The ability to distribute paper cheques may be limited and employees could experience delays in receiving their pay. As part of your continuity planning, please encourage your staff/faculty to sign up for direct deposit.

In the event that payroll staff members are impacted by a communicable disease outbreak, payroll keying will be prioritized to ensure that new hires, extensions and terminations are processed. Less urgent payroll functions such as changes to rates of pay, payment for temporary assignments and step adjustments may be temporarily delayed.

Human Resources will accept payroll requests made via email to [MyHR@mun.ca](mailto:MyHR@mun.ca) to allow administrative staff in units who are working from home to continue to process requests. If necessary, payroll staff may also work from home.

## 6. Social Distancing

During a communicable disease outbreak and in accordance with direction from our Public Health Officials, the university will promote and encourage the 3C campaign (clean, cover and contain) and social distancing. The 3C campaign encourages you to stay at home if you know you have a contagious disease and social distancing (discouraging large crowd gatherings and meetings that will keep people out of contagion-range).

Generally normal report to work conditions will apply. There could be modification to certain policies depending on the emergency and/or exceptional personal circumstances. For example: the requirement for medical documentation in the event of a communicable disease outbreak; lack of eligible sick leave when an outbreak is occurring.

During COVID-19 the university will follow the advice of public health authorities and has developed a density calculator to guide decisions regarding maximum occupancy levels. The calculator can be found at <https://www.mun.ca/covid19/calculator.php>.

## 7. Care of Staff Impacted

Personal and psychological issues can arise any time, but may be more evident during a recovery from an emergency situation in which our staff and/or faculty were impacted. These can include but are not limited to: financial income loss, request for temporary leave, temporary alterations of assignment, safety concerns, lack of sick leave benefits, potential layoff, a work-at-home requirement, and their coping ability for work related stress and overall family impact.

The University has contracted Morneau Shepell to provide an Employee and Family Assistance Program (EFAP) to employees and retirees on an ongoing basis. Their usual counseling services include assistance with issues around grief and anxiety offered on an individual basis or where appropriate to groups of employees impacted by a particular event. For example: in the event of a pandemic, the EAP can provide support for individuals experiencing stress and anxiety surrounding the situation or trauma interventions for groups of employees who have experienced a traumatic event such as the loss of a co-worker. EFAP Phone number: 1-866-387-4765 Website: <https://www.workhealthlife.com/>.

## 8. Operational Requirements and Closures

Should the campus close for a period, there are still many operational areas of the university that will need to be maintained. For Example: housing and feeding of students who cannot get home, critical lab research data, care of our research animals, essential campus security functions and/or maintenance of our environmental/utility systems and others.

For continuity planning, we must have preparations in place to keep teaching, research, and support systems operating. Please consider the following when planning:

- the use of technology to maintain continuity of instruction in courses (e.g. the use of education technologies managed by the Centre for Innovation in Teaching and Learning and ITS, including Brightspace)

- implementing staggered shifts when responding
- conference call technology (set up through AllStream via ITS/ICT)
- video conferencing (via Webex)
- work from home option (via ITS/ICT)

## **9. Temporary Staffing Assignment**

During emergencies, we may need extra human resources to respond efficiently and quickly in a specific area of the university where response capacity has been affected. The availability of additional personnel will become a critical responsibility of the logistics group with support from the department of human resources.

The Department of Human Resources will support the hiring of temporary staff and the coordination of redeploying existing staff to assist in the response to any emergency on campus and assist the logistics group as needs arise. Available staff who are less critical to your operation may be redeployed elsewhere on campus. While developing your continuity plans, maintain a list of your essential staff and those who may be available for possible redeployment to assist elsewhere on campus under our Emergency Management Plan.

## **10. Purchasing**

Financial and Administrative Services (FAS) have proactively made some decisions with respect to our purchasing policies and procedures during an emergency and have also recommended some best practice tips:

- To the extent that systems are operating normally, the normal purchasing policies, procedures and restrictions will continue to apply.
- To the extent that systems are not working, FAS will issue instructions how to proceed.
- If the normal Purchase Order and Purchase Requisition systems are not operable, University issued procurement cards will be the principal mechanism for making purchases for a temporary period. Should this happen, FAS will act, as circumstances deem appropriate, to raise card limits and/or remove restrictions on types of purchases.
- All departments doing continuity planning should examine your Banner purchasing processes. Do you have backups assigned for your preparers, reviewers and approvers in case some staff are not available? Are these backups REALLY capable of taking over if needed? We recommend you keep the skills of your backup personnel current.
- All departments should also examine your procurement card capability: Do you have enough staff with procurement cards to cope when some are absent (remember that procurement cards can be used ONLY by the individual to whom they are issued).

- During emergencies, proper record-keeping for procurement card purchases MUST be continued. The risks inherent in this system make diligent conformance to procedures even more important at such times. Record Keeping Forms and Authorization guidelines have been developed and are available via the Emergency Operations Centre Handbook. Upon activation of an emergency response, please contact Holly Tobin for such forms.

During COVID-19, standing officers are in place through Strategic Procurement for items relating to personal protective equipment.

### **11. Stockpiling**

Because we are accustomed to just-in-time procurement and delivery, few of us keep much inventory on hand. As you plan, ask what equipment and consumables your unit absolutely must have in order to carry on your critical functions. If a few weeks without deliveries is unthinkable, develop an inventory strategy.

### **12. Mitigation Funding**

The university does not have any reserve or mitigation funding allocation within its budget. Should you feel a critical mitigation funding strategy is needed for your unit, please feel free to contact Finance and Administration.

### **13. Centrally Supported IT Applications/Servers**

Restoration of our many centrally supported IT applications will be of highest priority after any disruption.

### **14. Departmentally Owned Applications/Servers**

Within your unit, you should be taking steps to back up data and make plans for recovering your own servers and applications. You should also be very aware of equipment which may be vulnerable to power interruptions/surges and have mitigation procedures (i.e. generator backup and uninterrupted power supply (UPS) systems) put in place to lessen any potential impact.

### **15. Working from Home**

Working from home is a very useful strategy for normal times, but as you develop your continuity plan, you need to be thinking about what your unit could do to increase the number of staff and faculty who could do at least some portion of their work from home during an emergency.

In order to be proactive with this type of a response, working from home arrangements have to be made with Information and Technology Services (SJC and Grenfell) or Information and Communication Technologies (MI) in advance of an emergency.

If you choose this option, employees will have received instructions from Information and Technology Services or Information and Communication Technologies with respect to access in the event of emergencies.

## **16. Emergency Communications Processes**

To ensure that university messaging during an emergency is timely, factual and consistent to students, faculty, staff and the public, the Division of Marketing and Communications (MarComm) will provide the communications management oversight. In cases where a serious emergency (Level 2 or above) takes place on Grenfell Campus or Marine Institute campus, MarComm will work closely with the marketing and communications professionals on those campuses regarding strategy and implementation. Regular communications activities may be suspended, depending on the severity of the emergency.

All members of the university community are encouraged to download MUN Safe and refer to [www.mun.ca](http://www.mun.ca) in the event of an emergency.

Depending on the nature, timing and severity of an emergency, communications could occur through any or all of the following methods of communication:

The primary tool Memorial uses to communicate in an emergency is MUN Safe, a smartphone app for Apple and Android devices. Users can also sign up for email alerts: <https://www.mun.ca/emergency/MUNSafe/munsafealerts.php>.

Information is also posted on the Gazette (<https://gazette.mun.ca>) and mun.ca and shared via social media.

### Telephone

Call the campus switch board for information.

- St. John's campus: (709) 864-8000
- Marine Institute: (709) 778-0200
- Grenfell campus: (709) 637-6200

### E-mail

St. John's campus: University email account holders will receive an email message if they are subscribed to MUN Newsline email service. If you are not receiving Newsline, visit [https://www.mun.ca/hr/services/new\\_employee/newsline.php](https://www.mun.ca/hr/services/new_employee/newsline.php) for subscription instructions.

### COVID-19 Information

Specific information and updates on COVID-19 and the universities response can be found at [www.mun.ca/COVID19](http://www.mun.ca/COVID19)

## 17. Weather-Related Events

Newfoundland and Labrador is known for its intense, and sometimes dangerous, weather. Snow, ice and wind can create challenging conditions from December until April.

At Memorial University, this has often meant weather-related delayed openings or full-day closures to reduce the risks of coming to campus. The transition to primarily remote delivery, and the vast number of students, faculty and staff working from home, means that the work and study of fewer members of our community will be impacted by adverse weather conditions that interfere with commuting to/from campus or working on campus.

In the event of inclement weather in fall 2020 and winter 2021, Memorial will announce restrictions on access to its campuses but much of the operations of the university will continue remotely.

Facilities Management will continue their usual snow-clearing protocol to ensure the campuses remain safe and accessible for those who must access the campus, and employees who would typically report to work during a weather closure will continue to do so.

### Teaching and learning

Students and instructors will be able to access their remote and online courses via Brightspace, and unless individual instructors advise their students otherwise, all activities and deliverables will continue as scheduled. Instructors are asked to discuss with their students in advance how they will communicate any adjustments to their schedule.

Faculties and schools with an alternative approach or differing circumstances should communicate details about their procedures for adverse weather directly to students and employees in advance of any weather events. The COVID-19 pandemic has had significant impacts on students, faculty and staff. Remaining flexible and empathetic is essential now as the season of challenging weather conditions approaches.

It is important to recognize that students may be accessing their courses from elsewhere in the province, the country or in the world. During a severe weather event in their locales, they may experience challenges related to weather, access or other personal circumstances. Instructors are encouraged to show academic leniency and flexibility, as has been encouraged since the beginning of the COVID-19 pandemic.

### For employees

Employees who have been working on campus this semester but who are not typically required to come to work when a weather event occurs are encouraged to work with their supervisors to identify tasks that can be completed remotely in the event of adverse weather that impacts regularly scheduled activities. Employees with questions or concerns about their individual situations are asked to talk to their supervisors. Supervisors are encouraged to remain mindful of personal circumstances and demonstrate flexibility where possible.

### Power outages

In the event of adverse weather that leads to widespread power outages in the region, the university will announce both restrictions to campus access as well as suspension of remote activities.



### Decision-making process

This approach was developed and approved through consultations with Vice-Presidents Council, Deans Council, the Administrative Scenario Planning Group and the Department of Human Resources. In making this decision, consideration was given to a number of factors, particularly ensuring safe working conditions and equity among units and employee groups, and minimizing the negative impact that multiple snow days can have on academic programming. It was equally important that approved adverse weather actions could be effectively communicated to the Memorial community, resulting in minimal confusion.

### The Works

The Works recreational facilities will follow its own emergency operating schedule. For information, check the local radio stations listed above or phone 709 864-3797 or check [www.theworksonline.ca](http://www.theworksonline.ca)"

### Library Services

Library services will not be provided when there is a campus closure due to inclement weather or an emergency at one of the campuses during regular operating hours. On weekends or on holidays, the university librarian or her/his delegate will make the decision whether to suspend library activities or to close, and to advise Marketing & Communications for dissemination. For information, patrons should check the university website listed above and listen to local news media. Patrons can also phone the following numbers for a recorded message: (709) 864-7425 for the Queen Elizabeth II Library; (709) 777-6671 for the Health Sciences Library.

## **18. Academic and Administrative Unit Communications Requirements**

To ensure speedy access to information concerning emergency bulletins, students, staff and faculty will be instructed to consult the university website and download the MUN Safe app. Communications that are of an operational nature at the faculty or unit/department level will remain the responsibility of department/unit heads. This includes:

- Compilation and regular updating of employee contact information, including home and mobile numbers.
- Provision of unit-specific operational information

## **19. Internal Communications Contact Information**

If you require assistance with emergency communications during office hours, please contact Marketing & Communications at (709) 864-8663 (St. John's Campus) or (709) 778-0544 (Marine Institute) or (709)637-7329 (Grenfell). If you need assistance after office hours, please contact CEP which will provide contact information for the senior communications staff person on call.

## **20. Access to Buildings**

If campus staff or faculty have reason to suspect that a building is hazardous to enter, they should immediately contact Work Control at 864-7600. Facilities Management personnel will complete an initial assessment and immediately close the building if necessary and call in a trained inspector.

In the worst case (several buildings damaged), the inspection process alone could take weeks, with hazmat cleanup and repairs taking much longer. In these cases your continuity plan should consider alternate work space arrangements and further consultation will need to occur with Facilities Management.

If you are unable to enter your building during or immediately following an emergency, but need to enter for teaching, research or personal reasons please contact Campus Enforcement and Patrol at 864-8561.

## **21. Temporary Space**

In the event of an emergency, which has critically affected our infrastructure, the reassignment or attainment of temporary space will be a huge challenge for the campus. Options one might want to consider while completing your continuity plan include making an agreement with another department in a separate building, or with colleagues in another institution; sharing labs and offices that remain accessible; working from home; or teaching via CITL.

Temporary space discussions will need to occur at many levels. Coordination will occur via Facilities Management, the Registrar's Office and/or Office of the Chief Risk Officer.

## **22. Emergency Generators**

Many of our buildings are equipped with emergency generators. Here is what you should know about these.

Emergency generators in almost all cases are designed to turn on automatically when normal power fails. There will, however, be a several-second delay while the engine starts, so equipment in your building will shut down (unless protected by your own UPS - uninterruptible power supply - system). This includes desktop computers, servers, and everything else electrical. Learn in advance whether critical equipment, especially in labs, needs to be manually restarted after the generator is running.

The generators will run indefinitely under the supervision of Facilities Management. Facilities Management will replenish the fuel (presuming their suppliers have fuel to sell, and deliveries are possible).

Generators will never power entire buildings — only critical circuits and equipment. If your lab has critical freezers or other equipment, check that they are plugged into an emergency outlet (color-coded). Do not presume that your desktop computer, or even your office lights, will receive generator power.

Generator systems need periodic (typically monthly) testing and maintenance. Testing should include not simply running the engine, but sending the generator's electricity all the way to your area of need. Testing records are available from Facilities Management.

## Frequently Asked Questions

### **1. Who should do continuity planning?**

All departments, faculties, schools and other units that conduct teaching, research or public service should have a continuity plan. Other units that provide essential support or infrastructure to these units should also do continuity planning. These two definitions encompass virtually every unit of the University.

### **2. Should we appoint a departmental continuity plan coordinator?**

Yes. Typically a staff member who has access to your senior management. The role is part project manager, part group facilitator. It is a temporary, part-time assignment for the duration of the planning project, but the coordinator often continues informally as the departmental expert and contact person for continuity issues.

### **3. How long does it take to create a continuity plan?**

Think of this as a two-to-four month project. Our experience is that longer time frames do not produce better plans. Most of the time will be "white space" waiting for meetings to happen and people to come to agreements on priorities and action items. The number of actual staff hours required is surprisingly small, because the template has a fill in the blank process. Virtually no time is spent learning how to do a continuity plan - simply fill in the blanks and your plan is done.

### **4. Who should be in the planning group?**

The planning group is typically a staff group, with membership drawn from upper and middle managers and supervisors (i.e. assistant deans, assistant directors, HR managers, IT managers, key functional managers, building coordinators, etc.) These are people who have access to management and who understand how the department/unit operates. Keep the group size manageable.

In very small units, the continuity plan is often done by the head staff member, without a planning group.

If your unit is an academic department or research unit, faculty input is important. While it is often difficult to engage faculty as direct participants in the planning group, try to solicit faculty opinion in other ways: interview key faculty members or simply hold less formal conversations on key issues.

### **5. How does the planning group operate?**

The group will typically meet and discuss. The coordinator may choose to display the template at the meetings. Our approach to continuity planning asks for your thoughtful consideration of issues, not for detailed research or leg-work.

### **6. How detailed and complete does our plan need to be?**

Your continuity plan can never be "complete" because you can't know what disaster you're planning for. The template will prompt you for the appropriate level of detail, and most of those details will be things that your group easily knows or can figure out. Be brief! Most questions are best answered with one-to-several sentences or bullets.

### **7. Should we do a plan for an entire faculty/department, or plan for each unit within it?**

This is a crucial decision. Campus Enforcement and Patrol can help you make it. Call 864-7661 or email Holly Tobin htobin@mun.ca.

### **9. The instructions say to identify our critical functions, not processes. What's the difference?**

Processes are the steps needed to accomplish a function. For example, the function "provide meals for residents of Paton College" is accomplished through the processes of "food buying, food storage, cooking, serving and cleanup." We focus on major functions because processes are too specific and detailed for the level of planning required.

### **10. How can we craft a plan to handle unknown circumstances?**

The methodology that we employ for continuity planning mostly avoids discussion of particular events that could interrupt our mission. All such events (fire, pandemic, hurricanes, etc.) will affect our functioning in similar ways: they will temporarily prevent us from using some of the resources to which we have become accustomed.

These resources include:

- space (our classrooms, labs and offices)
- people (our staff)
- equipment (computers, networks, other equipment)
- information (libraries, data)
- funds (our income stream)

Our planning focuses on:

- identifying the resources that are critical
- safeguarding critical resources against loss (e.g. backup of systems and data, safe storage of research items)
- actions that will lessen the impact of losses (e.g. pre-arrangements with other campuses or organizations for mutual aid)
- replacing resources quickly (e.g. contracts with vendors)
- performing critical functions (e.g. teaching via distance learning technology)
- providing our people with the information they will need, post-emergency, to get the campus back to normal.

At best, a continuity plan is not a step-by-step guide, but rather a jumping-off point for ingenuity.

### **11. What are some effects of a pandemic on a department/unit?**

Possible effects from a pandemic can include:

- reduced labour supply, including your regular staff/faculty or availability of contactors or temporary staff
- reduced demand for services or reduced enrollment
- interruption in getting supplies or materials (especially if goods are imported)
- change in demands (for example: increased internet use, decreased travel, alternative methods to conduct business such as curbside pickup)
- reductions or restrictions on public meetings or gatherings
- restrictions on travel (regional, national or international)
- reduced availability of health care
- in more severe situations, disruptions in services such as telecommunications, financial/banking, utilities, gasoline, medicine or food supply

## **12. Why will people be off work during a pandemic?**

The reasons will include the person:

- being sick or quarantined (suspected, actual or post-infectious cases)
- caring for school aged children (if sick, or in the event schools are closed) or other family members
- preferring to remain at home, or under mandatory order by public health
- avoiding public spaces, including gatherings, and avoidance of public transportation

In the worst case scenario, they may have died or be on long-term disability.

## **13. Any other questions or concerns?**

Contact:

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