



Stockholm University

SU FU-2.11.1-3666-14

CRISIS MANAGEMENT PLAN FOR STOCKHOLM UNIVERSITY

Adopted by the Vice-Chancellor on 18 December 2014

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1. Purpose and objectives

The purpose of a crisis management plan for Stockholm University is to create preparedness for a cohesive and clearly defined central crisis management and to develop routines for taking action when serious incidents occur. This concerns everyone from the affected individuals or departments/units to Stockholm University as a whole.

Crisis planning should prioritise the following tasks:

- the ability to quickly set up a coordinated management system with clearly defined responsibilities,
- to ensure that the affected parties at central and local level at Stockholm University can collaborate,
- to establish effective media contacts and efficiently disseminate information to employees, students, relatives and the general public and
- combat rumour spreading.

The objective of activating the Crisis Management group is to:

- gain an effective overview of the incident,
- coordinate resources at Stockholm University,
- help exert control over events as they unfold,
- minimise damage and consequences,
- maintain public confidence in Stockholm University,
- ensure that other activities can be resumed as soon as possible.

2. Incidents covered by the plan

The crisis management plan is activated when a serious incident affects Stockholm University. A serious incident is defined as: *A severe, often unforeseen situation resulting in personal injury, material or ethical damage or loss of confidence or the imminent threat of such damage arising, or a serious situation that arises gradually and insidiously. The incident requires immediate and coordinated action within Stockholm University in order to minimise the consequences for employees, students and property.*

The Head of Safety and Security at Stockholm University is responsible for activating the crisis management plan in collaboration with the Director of Administration or his/her deputy.

3. Crisis management structure

There must be an established crisis management structure in which the responsibilities and duties are clearly defined and kept separate from each other to avoid unnecessary double work

and misunderstandings. It is imperative that the ordinary management structure that is not affected by the serious incident continues to operate. The day-to-day operations shall continue as normal as far as possible.

The Crisis Management group is activated when a serious incident occurs. A Crisis Support group which is subordinate to the Crisis Management group is also activated. A Crisis Communications group is also set up.

The Vice-Chancellor has the overall responsibility for the University as a whole. In case of a serious incident, the Vice-Chancellor delegates the operational crisis management work to the Director of Administration. The Director of Administration is responsible for informing the Vice-Chancellor of the decisions made by the Crisis Management group.

3.1 Crisis management group

The Crisis Management group is led by the Director of Administration and is made up of an operational group consisting of:

- Director of Administration (decision-maker),
- Head of Safety and Security (handles safety and security matters),
- Head of Communications (handles communication measures internally and externally)
- Head of Human Resources (handles human resources matters)
- University Director Secretary (minute keeper).

In addition to the operational group, the following functions are co-opted as necessary:

- University's senior legal expert
- Head of Technical Support Office
- Head of IT Services
- Representative from department/unit in question.

The Vice-Chancellor shall be kept continuously updated about the situation and about the decisions taken by the Crisis Management group. The Crisis Management group shall convene once a term in addition to meetings held during incidents or drills.

Each member of the Crisis Management group should have at least one appointed deputy to ensure that the group is always able to convene and to step in in case of prolonged crises.

The Crisis Management group can, when needed, be reinforced with specialist expertise from other units within the central administration and the property owner's representative. An external specialist can also be called upon to join the Crisis Management group when necessary.

Decisions made by the Crisis Management group must adhere to the Stockholm University Delegation Policy. However, exceptions may be made in an emergency situation where a

delay would mean a clear risk or when a serious hindrance may arise unless a decision is made.

The Crisis Management group is a decision-making body and makes decisions in the following matters:

- continuous information to the Vice-Chancellor and the University Board and affected Student union,
- frameworks for the Crisis Support group's work,
- overall focus and prioritisation,
- communication efforts, internally and externally,
- measures that involve significant personnel, material or financial undertakings being utilised,
- temporary deviations from policies and regulations,
- restorative and reconstructive work,
- information to the senior safety representative.

The Crisis Management group collaborates directly with the emergency services that are affected by the serious incident.

3.2 Crisis support group

The Crisis Support group is appointed and organised by the Head of Human Resources. The operational work is led by a human resources specialist at the Human Resources Office. In addition to the coordinator, the Crisis Support group includes the following functions:

- Representative from the Human Resources Office
- Representative from Student Services
- Representative from Student Health Services
- Representative from Safety and Security Unit

Specialist expertise can, when needed, be called upon to join the Crisis Support group from other units within the central administration or through representatives from the affected operational area. When needed, the Crisis Support group can be strengthened by external specialist expertise. The Crisis Support group's task is to provide support and help to the individuals within the affected operational area. The occupational health care service can in applicable cases be engaged for emergency crisis management and other support.

The Crisis Support group addresses a crisis situation when tasked by the Crisis Management group and may be tasked with collaborating directly with external emergency services, e.g. police authority and rescue services. The Crisis Support group may also be required to contact affected relatives.

3.3 Crisis Communications group

The Crisis Communications group is appointed and organised by the Head of Communications at the Communications Office. The operational work is coordinated by a communication specialist at the Communications Office and carried out by staff at the same unit. When needed, additional staff may be added to the Crisis Communications group.

The Crisis Communications group is an operational working group and its duties include:

- providing proposals to the Crisis Management group regarding communication measures, internal and external,
- carrying out and coordinating communication measures, internal and external, in accordance decided by the Crisis Management group,
- collecting, verifying and disseminating information via the university's channels,
- monitoring how the media (traditional and social) covers the crisis,
- helping the Press Office handle incoming calls from journalists.
- manning a temporary telephone switchboard whose task is to take incoming calls about the crisis from journalists and others (but not relatives).

The Crisis Communications group collaborates with

- the crisis management group,
- the crisis support group,
- the head of operations at the affected faculty/department/unit and
- the head of Information at the affected external party.

4. Documentation

When the Crisis Communications group, Crisis Management group, or Crisis Support group meet in the event of a serious incident, all measures and decisions shall be documented meticulously.

5. Departments/units

Each department/unit shall, pursuant to item 6, prepare its own checklist and organisation for the purpose. Questions regarding the preparation of checklist can be addressed to the Stockholm University's Head of Safety and Security.

6. Checklist for crisis management plan

At Stockholm University, the head of operations at each respective department/unit shall ensure that there is an organisation in place which clearly states who does what in the event of

a serious incident. To assist in preparing the organisation, the following points should be fulfilled and followed:

- Appoint a person who prepares and updates a list of telephone numbers and e-mail addresses of key people to be contacted in the event of a serious incident.
- Prepare a telephone list with the contact information of the employees' relatives.
- The head of operations appoints key people at the department/unit who are tasked with disseminating information about serious incidents within the organisation and ensuring that their mobile phone numbers are sent to the Safety and Security Unit's text message list. The unit can send short text messages about the incident and it is the recipient's responsibility to spread the information within the department/unit.
- Prepare a priority list for equipment/materials to be saved in the event of a serious incident.
- The department/unit must take an inventory of their equipment/materials. The Swedish Ordinance on Risk Management in Government Agencies (2011:248) states that government agencies shall identify, evaluate and calculate the costs of risks that are related to their operations.
- In accordance with the Stockholm University fire protection policy (ref no. SU 671-2163-08), the department/unit shall ensure that the staff has had training in systematic fire protection. See also the Prevention of Accidents Act (SFS 1995:778), and the Swedish Civil Contingencies Agency regulations (SRVFS 2004:3, 2004:4).
- Decide how employees should be informed in the event of a serious incident.

7. Miscellaneous

For questions regarding the preparation of a checklist or questions regarding safety or security in the workplace, please contact the University's Head of Safety and Security.

This document is reviewed and revised when necessary. The Head of Safety and Security is responsible for these revisions.