



**BE PREPARED**



**NOT SCARED**

**Emergency Preparedness Starts with You!**

# **MANAGER'S GUIDE TO EMERGENCY SITUATIONS**

**Integrity Services Branch  
Internal Integrity and Security  
Emergency Management and Business Continuity**

A decorative header image showing silhouettes of a diverse group of people, including individuals with disabilities using wheelchairs and canes, and families with children, walking in a line.

## 1.0 Objective

The objective of this Guide is to provide Managers of Employment and Social Development Canada (ESDC) with guidance on preparing for and responding to emergency situations. This guide should be used in conjunction with the [Employee's Guide to Emergency Situations](#) and the [Front-Line Employee's Guide to Emergency Situations](#), as well as other complementary emergency procedures, such as the Building Emergency Evacuation Plan, established by your management team, or the Building Emergency and Evacuation Team.

The following sections provide guidance for managers.


## 2.0 Preparing for Emergencies

Planning, training and exercising are key factors in responding to an emergency and are every manager's responsibility:

- Maintain an up-to-date emergency contact or "fan-out list", with contact information for all staff (including students, casuals, and contractors). Advise employees of their responsibility to regularly review contact information in order to keep emergency fan-out lists up-to-date.
- Establish and communicate primary, secondary, and tertiary meeting locations at least 100 m from the building. Your meeting locations should align with Division or Directorate meeting locations if applicable.
- Employees who may require assistance during an emergency situation should be encouraged to self-identify and complete the [Persons Requiring Assistance \(PRA\) Form](#). Managers are responsible to develop a personal evacuation plans with those employees, and ensure that monitors are provided.
- Know the location of first aid kits and the list of certified First Aid Attendants on your floor and communicate this to your employees.
- Be familiar with and understand your roles and responsibilities pursuant to the Departmental [First Aid Program Guide](#).
- Take the time during team meetings to review emergency plans and procedures, and participate fully in training and exercises (e.g. evacuation drills).
- Encourage and support members of your work unit to participate in the Building Emergency Evacuation Team (BEET) or becoming first aid attendants.

## 3.0 Emergency Response

During an emergency situation, the health and safety of yourself, your employees, clients, and other visitors is paramount. Increased anxiety and stress should be



anticipated. When an emergency situation occurs, there are some common steps to an appropriate response by managers:

- Remain calm. Your team is looking to you to demonstrate leadership.
- Immediately account for all of your employees. Notify management and emergency responders of any unaccounted employees.
- Inform your immediate supervisor and Security of the emergency situation.
- If required, ensure first aid and/or medical care is provided.
- Implement the instructions of the Building Emergency and Evacuation Team (BEET) and emergency responders.
- Remind employees to refrain from using cell phone or other electronic devices unless absolutely necessary, as networks will become congested.
- If closure of your building is required, follow your Regional Office closure procedures and update [Office Profiles](#).
- Communicate and implement instructions or orders from Police or other emergency first responders.
- Ensure employees refer any media inquiries to the [Media Relations Unit](#) appropriately.
- Document the events and complete the [Security Incident Report Form](#) (ADM 3061).

## **4.0 Specific Emergency Procedures**

While some response procedures are common to all emergency situations, there are some that are unique to particular emergency situations. Establishing procedures, training staff and conducting exercises and drills will help in being prepared.

The following sections outline some specific emergency situations.


### **4.1 Fire, spills, release of hazardous material or other evacuations**

Managers are responsible for the safe evacuation of employees. Employees must be provided with information and training on emergency procedures, including the location of exits, fire alarm pull stations, emergency equipment and emergency meeting locations outside the building.

Failure to follow emergency procedures, instructions provided by emergency responders or participate as instructed in emergency exercises could lead to disciplinary action.

### **4.2 Medical Emergencies**

At any time, an employee, client or visitor may require medical assistance. If urgent outside medical assistance is required:

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- Immediately call 9-1-1.
  - Call building security (if present in your location), otherwise send someone to the main entrance to guide emergency responders. (It is recommended that someone accompany the employee to the medical treatment facility, generally a first aid attendant, or the supervisor.
  - Provide first aid (if certified), or obtain assistance from a certified First Aid Attendant.
  - Call the employee's emergency contact as soon as possible to notify them of the emergency situation and provide them with relevant information (e.g. name and address of the hospital where they have been transported).

### **4.3 Interruptions to Electrical Systems, Potable Water, and HVAC**

Depending on which building systems are affected and the duration of the interruption, release of employees may or may not be warranted. In the case of interruptions, communications with Property Management, building security, Occupational Health and Safety (OHS) and public utilities are warranted in making determinations for building closure.

Electrical interruptions are not inherently an emergency situation and do not generally require the immediate release of employees given many buildings are equipped with back-up lighting and emergency power generators. All occupants are required to await instructions from their Building Emergency and Evacuation Team (BEET) or the Property Manager.

The loss of potable water impacts the provision of drinking water, sanitary facilities and may affect fire protection systems. Generally, the loss of water will result in a release of occupants unless mitigation measures can be put in place. If fire protection systems are impacted, release of occupants is typically warranted. Instructions will be provided directly to all occupants by the BEET or the Property Manager.

In the event of an HVAC issue such as excessive cold or heat, a ticket should be placed with the Public Works and Government Services Canada (PWGSC) National Service Call Centre at 1-800-463-1850. These situations generally will not require a release of staff. Please refer to [2.2 Environmental Conditions](#) of the National Joint Council [Occupational Health and Safety Directive](#) or consult your Regional OHS Advisor.

A decorative header image showing silhouettes of various people, including individuals, a person in a wheelchair, and a person with a cane, representing a diverse group of people.

## 4.4 Hostage Taking

Hostage taking refers to a person or a group of people taken and held by a captor or captors. A hostage taking is usually carried out in exchange for a ransom or for ensuring that a request is fulfilled.

In the event of a hostage taking situation, managers should try to remain calm as employees will be looking to them for leadership and guidance. Managers must provide accurate and clear instructions and take all possible measures to protect employees, clients and visitors.


The following instructions have been developed to help you manage security and operational issues and to provide for human needs during and after a hostage taking.

If you are **on the premises**:

- Have employees move to a safe location, if possible. (Stay as far away from the hostage taker(s) as possible, preferably in a corner out of the way.)
- **Call 9-1-1** and notify Security (if available). If possible, notify a member of the Emergency and Evacuation Team.
- Clear the area or evacuate the building, if ordered by your Emergency and Evacuation Team or emergency responders.
- Consider setting up barricades at your location if unable to leave.
- Treat the injured, if safe to do so.
- Remind employees that help is on the way.
- When the situation is under control, be available to provide information or statements to emergency responders.
- Complete and submit the [Security Incident Report Form](#) (ADM 3061) as soon as possible after the incident.
- Make arrangements to obtain support from the Employee Assistance Program.

If you are **not on the premises**:

- **Call 9-1-1** and notify Security (if available). If possible, notify a member of the Emergency and Evacuation Team. (Do not assume that it has already been done.)
- Immediately inform your senior management of the situation.
- Liaise with Security (if available), the Emergency and Evacuation Team or emergency responders.
- If possible, maintain contact with affected employees without putting them in danger. (Remind them that help is being organized.)
- Re-assure other employees.
- Follow security and communication protocol.
- Be available to provide information or statements to emergency responders.

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- A decorative header image showing silhouettes of various people, including a person in a wheelchair, a person with a cane, and a person with a stroller, representing diversity and accessibility.
- Notify the employee's emergency contact of the situation and provide available information and a phone number where they can get information.
  - Complete and submit the [Security Incident Report Form](#) (ADM 3061) as soon as possible.
  - Make arrangements to obtain support from the Employee Assistance Program.

During a hostage taking situation, managers are to lead by example by refraining from the following:

- Creating any conflict with the hostage taker.
- Saying anything that could excite or aggravate the hostage taker.
- Calling the hostage taker by name.
- Volunteering suggestions or courses of action.

#### **4.5 Lockdown**


A lockdown involves procedures that are implemented in response to a major incident or threat to or **within the building**. In these situations, managers should direct employees to cease work immediately and gather in a room that can be locked and/ or barricaded and to await further instructions from emergency responders, building officials, or law enforcement.

During a lockdown situation, managers are expected to take a lead role in guiding employees and instructing employees to refrain from the following:

- Opening doors to anyone – unless advised by emergency responders
- Pulling/activating fire alarm - unless there is a fire
- Using cell phones
- Moving from their hiding place unless it is no longer safe, or until emergency responders declare it safe to leave.

In accordance with the Canada Labour Code, Part II, Section 126, while at work, every employee shall:

- (b) follow prescribed procedures with respect to the health and safety of employees;
- (c) take all reasonable and necessary precautions to ensure the health and safety of the employee, the other employees, and any person likely to be affected by the employee's acts or omissions;
- (d) comply with all instructions from the employer concerning the health and safety of employee.



During a lockdown, employees, clients or visitors who refuse to comply with the lockdown instructions and choose to leave the premises, must:

- a) acknowledge and accept the risks of not complying with the lockdown instructions; and
- b) leave the premises in a manner that does not compromise the health and safety of others remaining in the lockdown situation.

In the case of the employees, they must also be on authorized leave.

#### **4.6 Shelter-In-Place**

Shelter-in-place is a protocol used when it is necessary to secure the building due to an ongoing situation **outside** that is not related to the building. In this situation, the building may continue to function normally, with the exterior door being locked and access in and out controlled until such a time as the situation is resolved or instructions are provided by emergency responders.

Increased anxiety and stress should be anticipated during a shelter-in-place situation. It is important to maintain regular contact with your employees and be on the lookout for signs of stress. Group work or a team meeting may help employees to feel supported and connected.

Employees will want to know what is going on; an effective way to manage this is appoint someone to monitor media and provide regular updates. When updating employees, be factual and direct in disclosing information, while avoiding conjecture or rumours.

Although employees may wish to leave and managers cannot compel employees to stay, no person should be granted permission to leave where it places them or other occupants at an unacceptable risk.

#### **4.7 Shooter - Responding to the Display or Active Use of a Weapon**

Active shooter refers to a situation where an armed individual appears to be actively engaged in shooting or attempting to shoot people in a populated area.

The health and safety of yourself, your employees, clients and visitors takes precedence over all other priorities. These situations can evolve quickly and are unpredictable. Decisions taken should be made based on the information available and sound judgement.

Establishing procedures, training staff and conducting exercises will help in being prepared. Contact your respective [Regional Senior Manager, Internal Integrity and Security \(IIS\)](#), or consult the [Emergency Management and Business Continuity iService](#) for additional information and guidance on emergency procedures.



## 4.8 Workplace Violence

If you become aware of an incident of workplace violence, or alleged incident, the focus should always be on employee safety.

For serious incidents, such as physical assaults or direct threats:

- Notify the police and [Regional Senior Managers, Internal Integrity and Security \(IIS\)](#), in accordance with local emergency notification procedures.
- Complete the [Security Incident Report Form](#) (ADM 3061) and the [Hazardous Occurrence Investigation Report \(LAB 1070\)](#).

For minor incidents which the manager or supervisor is comfortable resolving, such as non-aggressive physical contact or disagreements:

- Attempt to resolve the issue with the employee(s).
- Notify [Regional Senior Manager, Internal Integrity and Security \(IIS\)](#), and complete the [Security Incident Report Form](#) (ADM 3061).
- Notify Regional OHS Advisor, and complete the [Hazardous Occurrence Investigation Report](#) (LAB 1070).

For further information on addressing and resolving Workplace Violence, please refer to the following links:

- [Managing Workplace Violence A Guide for Managers and Supervisors](#)
- [ESDC Workplace Violence Prevention Policy](#)
- [Workplace Violence Prevention for Employees](#)
- [Workplace Violence Prevention Training for Managers and Supervisors](#)


## 5.0 Human Resources

### 5.1 Hours of Work / Conditions of Employment

During a lockdown or shelter-in-place situation, employees may be required to remain at the workplace beyond their scheduled hours of work. In such situations, please keep in mind the following:

- Do not put employees at an additional risk in attempts to avoid disruption to their normal work schedule.
- Should an employee be required to work additional hours or remain at work beyond their scheduled hours during a lockdown or shelter-in-place situation, the appropriate provisions of their collective agreement, or terms and conditions of employment, would apply.



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- A decorative header image showing silhouettes of various people, including individuals, families, and people using mobility aids like wheelchairs and strollers, representing a diverse workforce.
- Matters pertaining to Human Resources and Pay and Benefits are typically addressed after the emergency has been resolved. However, Human Resources should be consulted during extended emergencies.

## 5.2 Office Closures

In the event that an ESDC office temporarily closes due to an emergency situation:

- All affected employees (including casual workers and students) are paid for their regularly scheduled hours of work.
- Employees may be asked to report to alternate work site locations.
- You should advise employees to keep you informed of how to contact them to discuss alternative working arrangements.

In accordance with the appropriate collective agreements, the employer may grant Leave with Pay to an employee for other reasons when circumstances not directly attributable to the employee prevent his or her reporting for duty. The employer may also grant time off with pay when satisfied that the adverse climatic or environmental conditions affect his or her capability to remain on or report for duty.

## 5.3 Employee Assistance Program (EAP)

The effects of an emergency at work may place employees under additional stress. To support you and your employees [EAP counselling services](#) are available at 1-800-268-7708 (24/7) or 1-800-567-5803 (TDD).

Managers can obtain additional services for their employees, through the EAP Specialized Organizational Services (SOS). SOS includes workshops, coaching services, trauma management services, counselling and workplace intervention. Managers can contact Health Canada's SOS marketing line at 1-888-366-8213 or email [info-sos@hc-sc.gc.ca](mailto:info-sos@hc-sc.gc.ca) to get the guidance for identifying their specific needs.

If a critical incident or traumatic event occurs in the workplace, Trauma Management Services can be offered either as a one-on-one trauma support session in the privacy of a counsellor's office off site, or as an on-site intervention of up to 3 hours by a Mental Health Professional.

## 6.0 Business Continuity Planning

An emergency situation may lead to the activation of your Business Continuity Plan (BCP). It is advised that you consult with your superior and your [BCP Co-ordinator](#) should BCP activation be implicated.

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## 7.0 References

- [Regional Internal Integrity and Security Officers](#)
- [Security Incident Report Form \(ADM3061\)](#)
- [Occupational Health and Safety Manager's Toolkit](#)
- [Canada Labour Code, Part II \(CLC-II\)](#)
- [Occupational Health and Safety Directive](#)
- [Emergency Management and Business Continuity](#)