

If there is an event that affects, or could adversely affect the campus operation or mission of the university, refer to this guide

The Executive Management Policy Group (EMPG) is the executive level oversight and strategic decision-making body for UC Riverside during a crisis situation and performs the role of the Executive Policy Group in the Incident Command System (ICS).

The EMPG has the authority to make strategic, financial, operational, and policy decisions in response to the issue or event. If the implications of a crisis require executive decision-making, have potential long-term implications on the viability and reputation of the campus, or require significant changes in existing policies, the EMPG is expected to become involved in the day-to-day management of the crisis.

The EMPG makes proactive policy and strategic decisions to mitigate expected impacts, and is responsible for ensuring that UCOP and critical stakeholders are properly apprised and consulted.

The **Chancellor is the Executive Team Leader**, in his/her absence, [policy 150-15](#) succession shall be:

1. Executive Vice Chancellor and Provost
2. Vice Chancellor-Business & Administrative Services
3. Vice Chancellor-Student Affairs
4. Vice Chancellor-Research and Economic Development
5. Vice Chancellor-University Advancement
6. Dean of the Graduate Division

If you are involved personally in an emergency, refer to the Emergency Procedures Guide www.safety.ucr.edu

WHEN TO USE THIS GUIDE

The **EMPG Executive Committee** is comprised of the following:

- Chancellor
- Executive Vice Chancellor and Provost
- Vice Chancellor of Business & Administrative Services
- Vice Chancellor of Student Affairs
- Assistant Vice Chancellor of Strategic Communications
- Campus Counsel
- EMPG Coordinator – two-way communications with Incident Commander or Emergency Operation Center will be provided with the Coordinator regularly or via an in-person presence as appropriate.

Executive Members should respond, or send pre-designated back-up, when contacted to Hinderaker 4127 or alternate location as directed by EMPG Coordinator

Complete EMPG also includes:

- Chair, Academic Senate
- Dean, Graduate Division
- Dean of Students
- Vice Provost, Administrative Resolution
- Assistant Executive Vice Chancellor
- Associate Vice Chancellor Campus Information Services

Ad Hoc EMPG Membership:

- Vice Chancellors
- Academic Deans
- Other Cabinet members, including University Librarian, Dean of Extension, and Athletics Director

Members of the EMPG can be called into the Executive Committee as needed.

Depending on the issue at hand, Ad Hoc EMPG members or other campus leaders may be contacted and asked to go to Hinderaker 3127 or alternate location as directed by EMPG Coordinator

Ad Hoc Members: If a particular school, college, or other administrative unit is directly impacted by the incident, the relevant dean, vice chancellor, or administrator will be contacted and asked to report to Hinderaker 4127 or 3127 as appropriate. All other members of the Chancellor's leadership team will be expected to remain with their respective units and to be prepared to respond as directed based on emergency communications or directives from the EMPG, unless told otherwise.

EXECUTIVE MANAGEMENT POLICY GROUP MEMBERSHIP

Any Member of EMPG or the Chancellor's leadership team may contact the Executive Team Leader or EMPG Coordinator when issues or events within their area have the potential to become a critical incident or serious adverse event

The Executive Team Leader must evaluate these issues:

- Actual or potential incident size/scope, intensity, immediacy and duration
- Impacts to safety, operations, property, environment, legal status or finances
- Other issues or events could combine to exacerbate the issues requiring EMPG engagement
- Impact on ongoing or planned events
- Additional resources or technical assistance needed to respond
- Severity and seriousness that the incident could become
- Individuals or groups (internally/externally) that are aware of the situation
- The need for internal/external communications about the incident or threat

The Executive Team Leader then either

1. Takes no action
2. Monitors the issue or
3. Activates the Executive Management Team
4. Activates the entire EMPG, or selected additional members

When desired, the Executive Team Leader directs the EMPG Coordinator to organize the meeting

The EMPG Coordinator acquires additional staff support as needed and contacts each EMPG member needed to attend by phone, email and/or text.

To Activate the EMPG, Contact the Executive Team Leader or EMPG Coordinator

ACTIVATING THE EXECUTIVE MANAGEMENT POLICY GROUP

The Chancellor's responsibilities in a crisis are broad.

The Chancellor (or designated Executive Team Leader) shall:

- Provide oversight of the crisis management process
- Establish regular, ongoing communications with UCOP, Regents and other critical stakeholders
- Interface with the Executive Management Policy Group Leaders throughout the management of the event
 - Maintain situational awareness
 - Provide guidance to Executive Management Policy Group
- Support the Emergency Operations Center (EOC) and EOC Manager if activated
- Set strategic direction & priorities for UCR's Emergency Management Organization
- Support campus emergency response and recovery efforts
- Determine campus closures, program cancellations, and resumptions
- Declare a Campus State of Emergency when necessary
- Assign a member of the campus executive succession list to be Executive Management Policy Group and Executive Team Leader when delegation is desired
- Make the decision to activate the EMPG
- Respond to information requests from UCOP
- Chair EMPG meetings and activities, identify strategic issues for decision-making and task specific EMPG members to develop recommendations as appropriate
- Provide overall direction and coordination of EMPG activities.
- Assess initial reports of a crisis in consultation with the Vice Chancellor, Business and Administrative Services for situations in which the EOC has been activated, or in situations in which there is no emergency response required with other executives as needed

EMPG Role when Emergency Operations Center is activated:

- Assess initial status report & consult with the EMPG Coordinator
- Determine need for remaining EMPG members to respond based on the current situation
- Provide strategic guidance to EOC

Do not report to the Emergency Operations Center unless requested to do so to avoid potential conflict of authority

ROLE OF THE CHANCELLOR & EMPG AND EXECUTIVE TEAM LEADER

The Role of the Chief/Assistant Chief of Police:

- The chief, assistant chief and command staff designees are responsible for making tactical decisions about the deployment of police and when they are the focus of operations, other emergency resources.
 - Many times these tactical decisions will have already been made or will be in the process of being carried out by the time the EMPG is assembled to address a crisis. Others will be made as the need arises, and cannot await the input of the EMPG.
- When the incident is primarily a security emergency, UCPD personnel as Incident Commanders will be responsible for coordination with other emergency responders.
- Tactical decisions may include the following, as necessary:
 - Establishment of a perimeter
 - Evacuation of building(s)
 - Use of force and appropriate level
 - Bringing in police mutual aid
- The chief or designee will provide the EMPG with regular updates and briefing on police operations

Police Briefings:

Briefings may include:

- Current UCPD actions taken
- Location(s) of crisis & location of UCPD Command Post
- Number, location, and status of suspect(s)
- Weapons/violence involved
- Damage to property
- Number, location, and status of victims
- Status of mutual aid/allied agency response

Operations and business continuity of the campus will need to be discussed with the EMPG, including the following key issues:

- Scope of crime scene and necessary related campus closures
 - Time frames for class cancellations
 - Scope and location of campus road and building closures
 - Mutual aid staging/number of agencies/related logistics
- Strategic Communications
 - Location of the media staging area/press release content/times/locations
 - Press release team: Executive Team Leader, chief, allied agency reps?
 - Messages to community via emergency text alert, Scotmail, campus webpage and social media
 - Fielding calls from parents and the community/staging area for parents/next of kin notification plan

ROLE OF UCPD

Role of Executive Team and Executive Management Policy Group Members

When contacted by the Executive Management Policy Group Coordinator:

- ✓ Attend all meetings, or send assigned designee
- ✓ Give priority to management response activity assignments over daily functional responsibilities
- ✓ Designate a replacement to cover responsibilities of daily operations
- ✓ Ensure that all tasks identified during the EMPG meeting as a team member's responsibility are carried out within the timeframe agreed
- ✓ Provide subject matter expertise, advice and counsel related to your specific area of experience and responsibility
- ✓ Recommend inclusion of additional campus expert staff when appropriate

EMPG Meeting Process

Using forms and documents in the Campus Emergency Operation Plan (www.ehs.ucr.edu/forms/eop.pdf), the members will receive an initial briefing. The group will discuss the incident, review issues, make decisions, make assignments for action and establish priorities. To ensure full participation, yet allow breaks in the process for members to assign or carry out individual actions, a "meet-break/meet-break" process will be used during EMPG activation. The EOC will remain in contact with the EMPG Coordinator, who will brief the Chancellor and reconvene the EMPG as necessary.

The EMPG will then reconvene for briefing and reports on assigned action items and identification of additional action items, as well as on-going decision-making. This process continues until the group is deactivated.

EMPG is not expected to operate on a 24/7 basis. After the initial meeting which may last longer, EMPG meetings should take no longer than one hour. Meeting frequency will be decided by the EMPG Executive Team Leader based on the unique circumstances of the issue or event, i.e. two or three times a day, every day, once a week etc.

The EMPG may remain activated long after emergency management has ceased operations in order to manage the ongoing consequences and medium- to longer-term implications of the event.

A post-incident review will be conducted to facilitate improvements.

Role of Executive Management Policy Group Members & Meeting Process

Role of the EMPG Coordinator

To facilitate the EMPG process in support of the EMPG and Executive Team Leader

The EMPG Coordinator is expected to call upon additional staff to accomplish these duties when necessary:

- Notify the Executive Management Team and the Emergency Management Policy Group Members to convene
 - Facilitate virtual operations if needed
 - Work with the EMPG and Executive Team Leader to schedule meetings and develop agendas
 - Use documents modeled in Campus Emergency Operations Plan
 - Identify any additional EMPG members or campus experts which may be required
 - Summon the additional personnel needed
 - Coordinate with the Emergency Operations Center or Incident Command Post for the EMPG
 - Arrange for the EMPG to receive regular status updates
 - Ensure that decisions are escalated appropriately and the meeting schedule meets executive needs
 - Work with EMPG members to ensure that non-crisis related tasks are delegated and / or rescheduled as required.
 - Emergency Communications – As directed by the Executive Team, provide messages to campus community using through EOC when activated, or communications personnel via emergency text alert, Scotmail, and campus web page.
 - Based upon the current situation status and as directed by the Coordinator, contact all EMPG members, selected EMPG members, or campus subject matter experts to respond and gather in Hinderaker 3147.
 - Act as a recorder for the following:
 - Record meeting times/key decisions/actions
 - Record attendance
 - Provide the EOC Manager with written copies of EMPG questions, along with required response times
 - Distribute EOC situation reports and associated materials.
 - Distribute the Emergency Declaration by Chancellor (and the proclamation ending a Campus State of Emergency) to the following:
 - EMPG members, EOC Manager, City of Riverside Emergency Management Office
 - Riverside County Office of Emergency Services
 - UC President, UCOP Facilities Administration
 - At the direction of the EMPG Coordinator, instruct the EOC to utilize UCR's various emergency communications tools and systems (e.g. text messaging system, e-mail, portal alerts, etc.).
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- After the event**, conduct a post-incident review to capture lessons learned using these lines if inquiry
 - Was the incident response appropriate?
 - How could plans, protocols or training be improved?
 - Were there any policies or procedures not followed that allowed the incident to happen or as part of the response?
 - Should any policies or procedures be changed / updated?
 - A post-incident review form to help guide this process is included in the Campus Emergency Operations Plan

Forms for the Emergency Management Policy Group use can be found at: www.ehs.ucr.edu/forms/EMPG_Forms.docx

ROLE OF EXECUTIVE MANAGEMENT POLICY GROUP COORDINATOR