



**ACCRA  
TECHNICAL  
UNIVERSITY**

**BUSINESS CONTINUITY AND DISASTER  
MANAGEMENT PLAN POLICY**

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## SUMMARY DETAILS TABLE

Version	Version 1.0
Short Description	<p>The Business Continuity and Disaster Management Plan (BCDMP) serves as the guiding document for preventing, mitigating, responding and recovering from disaster situations that disrupt normal business operations in the University.</p> <p>The focus of the BCDMP is to protect lives and property during disaster and to restore academic, research, administrative and community services on the University's campuses.</p>
Relevant to	All staff and students of the University
Issuing Authority (Approved by )	
Responsible Officer	University Safety and Disaster Manager
Responsible Office	Safety and Disaster Management Unit
Related Technical University Document	University Statutes
Related Legislation	Technical Universities Act, 2016 (Act 922) as (Amendment) Act, 2018 - Act 974
Key words	Prevention, Preparedness, Response, Disaster, Business Continuity



## SECTION ONE: DEFINITION OF TERMS

Communication Team	Internal team, working under the leadership of the Director of Public Affairs, which is responsible for all necessary communication with key stakeholders and media.
Damage Assessment Team	Internal team that assists community agencies in assessing the damage after an emergency / disaster.
Disaster Manager	The person in charge of the Emergency Response Group.
Disaster Response Group	Internal team of staff, which responds to the needs of the University community during and after an emergency
Disaster Response Personnel	Members of the Emergency Response Group who perform various roles as required in support of the event of an emergency.
Emergency Assembly Point	Designated outdoor site where building occupants assemble for roll call after evacuating a building; if primary site is not accessible, there should be a known alternative site.
Emergency Control and Action Centre	Building that serves as the emergency management "headquarters" and first port of call for on-campus contact in the event of an emergency.
Epidemic	Sudden onset of a disease that affects more than the expected number of cases at any given time.
Maximum Allowable Downtime	<b>The absolute maximum time that the system can be unavailable without direct or indirect ramifications to the organization.</b>

National Disaster Management Organisation (NADMO)	The state institution responsible for disaster prevention and response mechanisms.
Pandemic	An epidemic that becomes very widespread and affects a whole region, continent or the world.
Safety and Disaster Coordinator Assistants	Individuals who assist the Safety and Disaster Coordinator, responsible for a particular area or floor of a building. Also known as a 'floor marshal', 'floor monitor' or 'incident officer'.
Safety and Disaster Coordinator	Individual in a building who, as an Emergency Response Support person, is responsible for coordinating emergency evacuation and taking roll call.

## SECTION TWO: POLICY

### 2.1 Policy Statement

Accra Technical University is legally responsible for ensuring that necessary and appropriate actions are taken to protect people and property from the consequences of disasters that may take place suddenly or develop slowly. The Business Continuity and Disaster Management Plan (BCDMP) serves as a guidelines document for the Accra Technical University community for responding to disaster situations that disrupt normal business operations on campus. The BCDMP describes the roles and responsibilities for offices, faculties, directorates, departments, units, staff and students during any incident. Since an incident may happen suddenly and without warning, the procedures in the BCDMP are designed to accommodate various types and magnitudes of contingencies.

### 2.2 Purpose

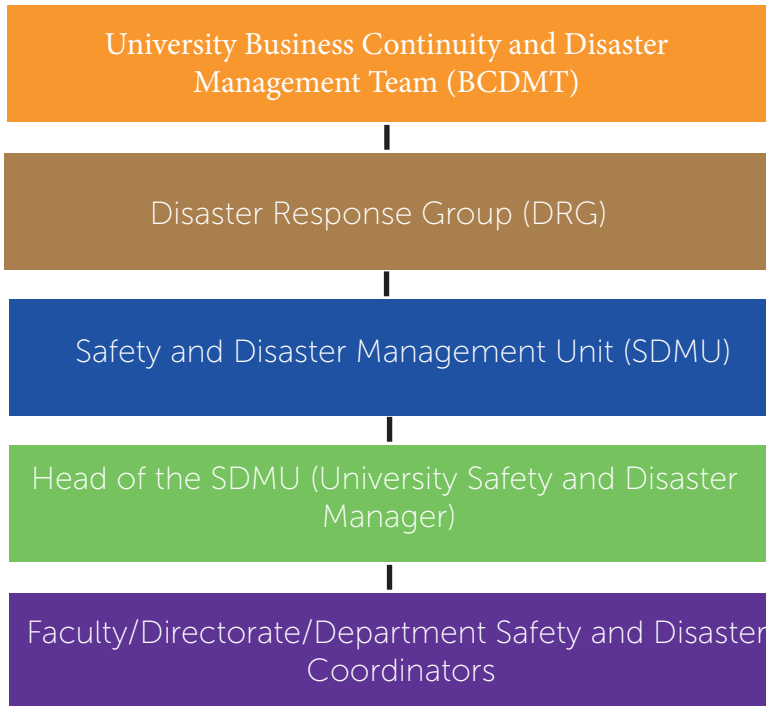
The purpose of the BCDMP is to provide guidelines to the University to protect lives and property during disaster on campus and restore academic, research, administrative and community services through effective use of University and public resources. The BDCMP generally addresses four areas of concern: (i) reducing risks and hazards, (ii) mobilising resources to respond to any emergency, (iii) responding to the actual disaster event and (iv) recovering from the disaster and resuming normal operations.

### 2.3 Scope

This policy serves as a framework for coordinating efforts by Senior Management and Operational Staff who are the primary responders in the event of any emergency. Each emergency situation requires specific responses in terms of required resources and appropriate procedures. For this reason, the document provides the information for responding to a variety of critical incidents.

## 2.4 Principles

- a) The phases of the Business Continuity and Disaster Management Plan (BCDMP) of Accra Technical University shall hinge on prevention, preparedness, response and recovery.
- b) The University Business Continuity and Disaster Management Team (BCDMT) responsibility is to coordinate the prevention, preparation, response and recovery from systems failure and disaster in Accra Technical University.
- c) The Vice Chancellor in consultation with the BCDMT will, when necessary, declare an emergency, and notify all members of the University community.
- d) The priority of the BCDMT will be to save lives and mitigate losses.
- e) The Disaster Response Group (DRG) shall serve as the operational team of the BCDMT.
- f) A Safety and Disaster Management Unit (SDMU) shall serve as the Emergency Control and Action Centre for the DRG.



g) The Head of the SDMU will serve as the Safety and Disaster Manager of the University. The Safety and Disaster Manager will direct and coordinate the specific campus-wide response activities and support operations during a major emergency or disaster.

h) Each Faculty, Directorate, and Department Business Continuity Planning Liaison will be trained to develop specific Business Continuity Plans from the Division Business Continuity Plan Template.

i) Each Faculty, Directorate, and Department shall have a Safety and Disaster Coordinator and Assistants.

j) The University shall develop, publish and circulate widely emergency response procedures for specific disasters.

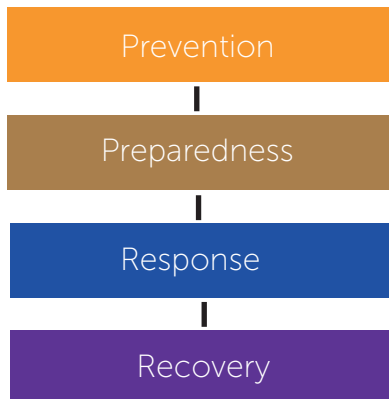
## 2.5 Authority

The Business Continuity and Disaster Management Plan (BCDMP) has been approved by the University Governing Council.

This plan shall not limit the use of prudent judgement and common sense in matters not covered by the elements of this BCDMP. The procedures laid out in this document should be seen as flexible in order to accommodate contingencies of various types and magnitudes.

### **SECTION THREE: PHASES OF THE BUSINESS CONTINUITY AND DISASTER MANAGEMENT PLAN**

The Business Continuity and Disaster Management Plan of Accra Technical University has four operational stages: Prevention, Preparedness, Response and Recovery.



### 3.1 Prevention

Prevention activities are an integral part of the disaster management plan. The prevention and mitigation phase is expected to eradicate hazards, reduce the probability of occurrence of hazards and business disruption incidents.

### 3.2 Preparedness

Students, staff and faculty will be trained to build their capacities in disaster prevention and responses on campus.

### 3.3 Response

The response of the University will be to prioritise the saving of lives and to mitigate losses. Disaster response operations are designed to resolve a situation while minimizing casualties and property damage and allowing critical operations to continue. Response activities may include:

- Warning notifications and alert information
- Emergency medical services
- Law enforcement
- Campus evacuations
- Search and rescue
- Other associated emergency response functions.

### 3.4 Recovery

In case of systems failure and / or disaster, the University will carry out its recovery plan to restore its operations.

## SECTION FOUR: PREVENTION

### 4.1 Hazard and Risk Assessment

#### 4.1.1 University Overview

##### 4.1.1.1 The Kinbu Campus

The Kinbu Campus is located at Kinbu in the Central Business District (CBD) of Accra along the Padmore Road (formerly Barnes Road) on the east and Liberia Road on the north.



**The Kinbu Campus of the Accra Technical University with the Padmore (Barnes) Road in the foreground and behind it is the Main (East) Gate to the campus.**

The campus has a number of academic facilities including several classrooms and lecture halls, engineering and science laboratories and workshops, libraries, a Drone Centre, etc. Other facilities include a University Clinic, Students' Hostels, a multipurpose Sports facility with Lawn Tennis, Handball, Basketball and Volleyball courts, a modern guesthouse and cafeteria, a Students Complex, residential facilities for staff and a Book Binding Unit. The campus is situated close to key government agencies, financial institutions, industries, commercial centres, and transportation hubs.



### 4.1.1.2 The Mpehuasem Campus

In 2013, the University procured 135 acres of pristine land at Mpehuasem in the Ga West Municipal Area for the establishment of an additional campus.



There are currently four workshops for Construction and Civil Engineering, Electrical and Electronics Engineering, Mechanical and Automobile Engineering, and Carpentry and Joinery Technology at the

Mpehuasem campus. These facilities were provided by the Government of Ghana under the Development of Skills for Industry Project (DSIP) funded by the African Development Bank (AfDB) and executed by the Council for Technical and Vocational Education Training (COTVET).

### 4.1.1.3 Accra Technical University Cantonments Estate (ATUCE)

The Cantonments Estate of Accra Technical University is located behind the headquarters of the Criminal Investigation Division (CBD) of the Ghana Police Service at Cantonments. The ATUCE covers an area of 2.13 acres and is bounded on the north-west by the Osu Avenue Extension Road, on the north-east by the Fifth Avenue Extension Road, on the south-west by the Ring Road East, and on the south-east by Myohaung Street. The ATUCE houses the Vice-Chancellors residence as well as a block of flats for ATU staff.

## 4.2 Situation Overview

Accra Technical University is exposed to various hazards due to its proximity to the CBD, with perineal criminal activities which have the potential to disrupt academic, research and administrative functions, and can have a significant impact on life and property.

### 4.2.1 Hazard and Risk Assessment

Risk assessment has significant bearing on whether business continuity planning efforts will be successful. Threats can take many forms, including malicious activity as well as natural and technical disasters. The threats were analyzed by focusing on its impact on the institution, not the nature of the threat. The business continuity and disaster threats considered the impact of a disruption and probability of the threat occurring. Threats ranged from those with a high probability of occurrence and low impact to the institution (e.g., brief power interruptions) to those with a low probability of occurrence and high impact on the institution (e.g. earthquake, terrorism).

High probability threats are supported by very specific Business Continuity Plans. This risk analysis forms the basis for preparing more specific continuity plans.

## 4.2.2 Risk Assessment of the Likelihood of the Occurrence of Hazards at ATU

Threat	Likelihood of Occurrence	Probability of Occurrence (1 High, 2 Medium, 3 Low)	Impact on Institution (1 High, 2 Medium, 3 Low)	Impact on Staff and Students (1 High, 2 Medium, 3 Low)
Suspected or actual criminal incident	Likely	1 High	1 High	1 High
A physical attack on your person or that of a friend or family member	Likely	1 High	1 High	1 High
Hostile intruder	Likely	1 High	1 High	1 High
Severe weather	Likely	1 High	1 High	1 High
Psychological crisis	Likely	1 High	1 High	1 High
Medical emergency from a serious injury or illness or death	Likely	1 High	1 High	1 High
Chemical spill	Likely	1 High	1 High	1 High
Power failure	Likely	1 High	1 High	1 High

Threat	Likelihood of Occurrence	Probability of Occurrence (1 High, 2 Medium, 3 Low)	Impact on Institution (1 High, 2 Medium, 3 Low)	Impact on Staff and Students (1 High, 2 Medium, 3 Low)
Utility (Water) Failure	Likely	1 High	1 High	1 High
Plumbing Failure/ Flooding	Likely	1 High	1 High	1 High
Gas leak	Likely	1 High	1 High	1 High
Steam line failure	Likely	1 High	1 High	1 High
Ventilation system failure	Likely	1 High	1 High	1 High
IT Security breach	Likely	1 High	1 High	1 High
Fire	Likely	1 High	1 High	1 High
Civil disturbance or Demonstrations	Likely	1 High	1 High	2 Medium
Earthquake	Likely	2 Medium	1 High	1 High
Contagious Diseases Outbreak	Likely	2 Medium	1 High	1 High
Workplace violence including Hostage, Terrorist, and Active Shooter	Likely	2 Medium	2 Medium	1 High
Radiation emergency	Likely	3 Low	1 High	1 High
Suspicious Package or Bomb Threat	Likely	3 Low	2 Medium	2 Medium

Threat	Likelihood of Occurrence	Probability of Occurrence (1 High, 2 Medium, 3 Low)	Impact on Institution (1 High, 2 Medium, 3 Low)	Impact on Staff and Students (1 High, 2 Medium, 3 Low)
Structural or Building Collapse	Likely	3 Low	3 Low	3 Low

**Benchmarks**

- **High impact** - the threat can bring the operation of the institution to a halt, lead to low quality performance and have tremendous effect on lives or property.
- **Medium impact** - the threat can cause significant damage to the environment, lives or properties, interrupt the proper functioning but will not halt the operations of the institution.
- **Low impact** - the threat can cause minimal damage to the environment, lives or properties

**4.2.3 Hazards Impact Analysis**

The Hazards Impact Analysis (HIA) analyses the possible impact of the identified hazards (Table 1) on the disruption of critical functions of the University as well as the restoration of these critical functions. The critical functions are prioritized and estimates made as to the maximum allowable downtime (the maximum time that the system can be unavailable without direct or indirect ramifications to the organization).

The HIA is divided into two areas of concern:

- Critical functions that impact business continuation.
- Critical functions that impact the health and safety of University students and staff.

## 4.2.4 Analysis of the Possible Impact of Hazards on University Business

Critical Function	Maximum Allowable Down-time	Estimated Recovery Capability	Office Responsible
Engaging New Employees Compensation/Classification	1-5 Days	5 Days	Human Resources Directorate
Personnel Records Administration	1-5 Days	5 Days	Human Resources Directorate
Employee Benefits	1-5 Days	5 Days	Human Resources Directorate Finance Directorate
Procurement	1-5 Days	5 Days	Procurement Directorate
Payroll	1-5 Days	5 Days	Finance Directorate
Budget	1-5 Days	5 Days	Finance Directorate
General Accounting/ Grants & Contracts	1-5 Days	5 Days	Finance Directorate
Cashiers	2-7 Days	7 Days	Finance Directorate
Accounts Receivable	2-7 Days	7 Days	Finance Directorate
Accounts Payable	2-7 Days	7 Days	Finance Directorate

Academic Advising	2-7 Days	7 Days	Guidance and Counseling Directorate
Students Admission	7 Days	7 Days	Academic Affairs Directorate ICT Directorate
Student Records & Information System Maintenance	2-7 Days	7 Days	Academic Affairs Directorate ICT Directorate
Student Records Access & Maintenance	2-7 Days	7 Days	Academic Affairs Directorate
Transcripts	2-7 Days	7 Days	Academic Affairs Directorate
Provide non-acute primary care	7 Days	7 Days	University Health Services
Laboratories and Workshop Services	1 – 2 Weeks	2 Weeks	Faculties
Tutoring; services for students	1-7 Days	7 Days	Faculties
Teaching and Learning	1 – 5 Days	5 Days	Faculties
Learning Management System	1 – 5 Days	5 Days	Faculties ICT Directorate
Research	1 – 2 Weeks	2 Weeks	Faculties Research and Innovation Directorate
Environment and Sanitation	3 – 5 Days		Environment and Sanitation Department
Facilities Maintenance	2 – 4 Weeks		Maintenance Department

## 4.2.5 Analysis of the Possible Impact of Hazards on the Health and Safety of Students and Staff

Critical Function	Maximum Allowable Downtime	Estimated Recovery Capability	Office Responsible
Disaster Response & Emergency Operations	None		Business Continuity and Disaster Management (BCDM) Unit
Human Safety	None		BCDM Unit Security Department
Emergency Communications	None		Public Affairs Directorate BCDM Unit
Facilities and Housing	None		Estate Department
Food/Cafeteria Services	None		Estate Department Environment and Sanitation Department
Security and Traffic Control	None		Security Department
Primary Health Care Services	4 Hours	4 Hours	University Health Services
Access/Maintain Medical Records	24 Hours	24 Hours	University Health Services
Counseling Services	2-4 Hours	4 Hours	Guidance and Counseling Directorate Student Affairs Office
Utilities Infrastructure	2-4 Hours	4 Hours	Estate Department
Internet Access	2-4 Hours	4 Hours	ICT Directorate



Critical Function	Maximum Allowable Downtime	Estimated Recovery Capability	Office Responsible
Network availability	4-8 Hours	8 Hours	ICT Directorate
Server Availability	4-24 Hours	24 Hours	ICT Directorate
Procurement	4-24 Hours	24 Hours	Procurement Directorate
Student Records & Information System Maintenance (Banner)	24 Hours	24 Hours	Academic Affairs Directorate
Faculty & Staff Support	1-5 Days	5 Hours	General Services Directorate
Cleaning/Sanitation	2 Days	2 Hours	Environment and Sanitation Department

### 4.3 Prevention of Disaster and Business Disruptions

Preventive measures are proposed in the form of appropriate systems, processes and guidelines for implementation to prevent the identified hazards from occurring and to mitigate the impact of business disruption incidents.

The preventive measures include and are not limited to the following.

Threat	Response
Suspected or actual criminal incident	Deploy CCTV and ground security all over campus
A physical attack on your person or that of a friend or family member	Deploy CCTV and ground security all over campus, use access control points, and enforce the use of identification cards
Hostile intruder	Deploy CCTV and ground security all over campus, use access control points, and enforce the use of identification cards
Severe weather	

Threat	Response
Psychological crisis	Provide guidance and counselling services for all categories of the campus community
Medical emergency from a serious injury or illness or death	Equip the University Clinic with the appropriate health professionals and equipment to manage Medical Emergencies.
Chemical spill	Train staff on the SOPs for handling chemicals
Power failure	Provision of alternative power installations especially renewable energy sources.
Utility (Water) Failure	Enhancement of the water supply systems and provision of alternative water supply sources.
Plumbing Failure/Flooding	Undertake planned inspections and maintenance
Gas leak	Undertake planned inspections and maintenance
Steam line failure	Undertake planned inspections and maintenance
Ventilation system failure	Undertake planned inspections and maintenance
IT Security breach	Provision of secured IT backup systems, security infrastructure and external data centre Protect the University's data and students records and information
Fire	Install fire alert systems and train persons to use the firefighting system.

Civil disturbance or Demonstrations	Practice good corporate governance and administrative practices to ensure the smooth operation of the University. Use Alternative Dispute Resolution Mechanisms such as mediations and arbitrations where possible to resolve disagreements in order to avoid disruptive court litigations and its ramifications on the University. Adopt effective conflict resolution procedures to address staff and students' grievances to avoid civil disorder, demonstrations and strike actions.
Earthquake	Conduct regular infrastructure audit and implement planned maintenance schedules to avoid collapse of buildings.
Contagious Diseases Outbreak	Improve environmental and sanitary services and installations as the University population increases to avoid epidemics and insanitary conditions.
Workplace violence including Hostage, Terrorist, and Active Shooter	Deploy CCTV and ground security all over campus, use access control points, and enforce the use of identification cards. Train staff to recognise and report warning signs in any of their colleagues.
Radiation emergency	Train staff on the SOP for handling radioactive material
Suspicious Package or Bomb Threat	Deploy CCTV and ground security all over campus, use access control points, and enforce the use of identification cards
Structural or Building Collapse	Conduct regular infrastructure audit and implement planned maintenance schedules to avoid collapse of buildings.

- Insure all University assets against disaster to mitigate the financial loss to the University in the event of fire and natural disasters.
- Provide public education on responses to natural disasters in order to reduce casualties and injuries.

## **SECTION FIVE: PREPAREDNESS**

### **5.1 Training, Drills, and Exercises**

The University will conduct disaster preparedness drills, exercises and trainings with the support of the relevant state agencies such as the Police Service, Fire Service, and the National Disaster Management Organisation, utilising a variety of scenarios. The purpose of the drills, exercises, and trainings is to test the preparedness of the University as well as promote better collaboration with the state agencies to respond to emergency situations and disasters.

#### **5.1.1 Training**

The training shall consist of one-hour classes which are short on lectures and much more of scenarios where presenters ask participants how they might respond. The interactive discussions shall be designed to immerse participants in the learning process.

#### **5.1.2 Drills**

Drills are the next step after training. During training, emergency team members learn a skill. During drills, they get to practice that skill.

## Examples of some potential drills

Drill	Simulated Scenario
ICT Disaster Recovery drill	A total loss of power in the University's primary data center.
Hostel or office evacuation	Evacuation of people trapped from a fire on the upper floor of a building.
Medical emergency from injury or fatality	Multiple victims
Fire	Fire on several floors of a building
Run-Hide-Fight	In the Run scenario, participants run out of their classrooms to areas of safety; in the Hide scenario, participants barricade rooms using furniture; in the Fight scenario, participants use volley balls to simulate readily-available items to fend off an attacker.

### 5.1.3 Exercises

Exercises shall be conducted to test the following:

- Plans
- Procedures
- Equipment
- Facilities
- Training

Exercises shall be evaluated to determine what went right and what needs improvement. Deficiencies noted during the exercise shall be re documented and discussed in an After Action Report (AAR) and a Corrective Action Plan (CAP) would be developed to identify problems that need to be corrected as well as who is responsible for correcting them. The CAP may lead to changes in plans, procedures, equipment, facilities, and trainings, which shall again be tested during the next scheduled exercise.

### **5.1.3.1 Types of Exercises**

- Tabletop Exercise (TTX)
- Functional Exercise
- Full-Scale Exercise

### **5.1.3.2 Tabletop Exercise (TTX)**

The purpose of a Tabletop (TTX) Exercise is to facilitate a learning environment where response departments and agencies can come together, face-to-face, to understand and talk through an integrated response to a specific emergency situation. During TTX, emergency facilities shall not be activated and emergency response resources shall not be deployed. TTXs provide an ideal environment for learning, discussing, and identifying issues that may not be as obvious when participants or players are physically separated as they are during drills and other exercises. Tabletop Exercises provide an opportunity to compare what participants or players actually expect to do and they plan to do it with what is written in the University plan, highlighting changes that may need to be made in the plan. TTXs shall be conducted frequently as part of the preparation for a later functional or full-scale exercise.

### 5.1.3.3 Functional Exercise

A Functional Exercise is designed to test and evaluate selected emergency functions and the interaction of various levels of response departments and agencies in a simulated emergency environment. This type of exercise will usually involve key decision makers of ATU and the representatives from response and support organizations. Field response units would normally not be activated and deployed during a functional exercise. Controllers and Simulators will initiate exercise events, may simulate certain field response activities, and also represent external organisations pertinent to the exercise scenario that are not participating in the exercise.

### 5.1.3.4 Full-Scale Exercise

A Full-Scale Exercise shall include all of the components of the Functional Exercise plus activation of an incident command post and actual deployment of response personnel and equipment to respond to a simulated emergency situation. A Full-Scale Exercises is intended to test and evaluate the operational capability of the University to respond to a realistic scenario.

## 5.2 Emergency Preparedness General Guidelines

- Maintain emergency kits in every office.
- Develop building-specific evacuation guidelines and designated primary and alternative Emergency Assembly Points.
- Keep an up-to-date list of all personnel working in each building or area, to facilitate roll call after an emergency evacuation.
- Keep a roster of all employees in each building or area who have First Aid training.
- Complete training in emergency techniques, such as fire extinguisher usage and building evacuation plan and procedures.
- Identify and keep an up-to-date roll of all individuals with mobility,

hearing or sight challenges or other unique conditions in each building or area.

- Publish emergency response communication contacts on the ATU website.

## 5.3 Emergency Assembly Points (EAPs)

EAPs are designated areas on campus, which are to be used in the case of emergency situations. They are intended to provide a safe area for individuals while waiting for emergency personnel to respond. Each building shall have a designated EAP.

Characteristics of Assembly Points

- Open areas - a minimum of 40 feet away from buildings
- Easily and safely accessible
- Large enough to accommodate all the occupants of the building
- Located away from power lines, poles, trees, gas lines and vehicles
- Accessible to emergency medical personnel

Adjustments may be made due to difference in height, size and occupancy classifications of individual buildings. Final determinations on EAP sites shall be made by the Safety and Disaster Manager.

The EAPs for the Kinbu campus, Mpehuasem Campus and Cantonments Estate are shown in the Appendix.

## 5.4 Emergency Kits

The contents of the emergency kit shall include at least the following:

- Reflective bibs for Responders
- First aid kit
- Torch / emergency lighting with extra batteries



- Barrier tape
- Whistle

## SECTION SIX: RESPONSE

### 6.1 Responses to Specific Threats

Systems failure and disasters can lead to loss of lives, property damage, disruption of University operations, and truncation of teaching, learning and research. However, the immediate and coordinated response to such disaster and system failure can protect lives, reduce loss and minimize property damage.

Threat	Response
Suspected or actual criminal incident	
A physical attack on your person or that of a friend or family member	
Hostile intruder	
Severe weather	
Psychological crisis	
Medical emergency from a serious injury or illness or death	Equip the University Clinic with the appropriate health professionals and equipment to manage Medical Emergencies.
Chemical spill	
Power failure	Provision of alternative power installations especially renewable energy sources.
Utility (Water) Failure	Enhancement of the water supply systems and provision of alternative water supply sources.
Plumbing Failure/Flooding	
Gas leak	

Steam line failure	
Ventilation system failure	
IT Security breach	Provision of secured IT backup systems, security infrastructure and external data centre Protect the University's data and students records and information
Fire	Install fire alert systems and train persons to use the firefighting system.
Civil disturbance or Demonstrations	Practice good corporate governance and administrative practices to ensure the smooth operation of the University. Use Alternative Dispute Resolution Mechanisms such as mediations and arbitrations where possible to resolve disagreements in order to avoid disruptive court litigations and their ramifications for the University. Adopt effective conflict resolution procedures to address staff and students' grievances to avoid civil disorder, demonstrations and strike actions.
Earthquake	Conduct regular infrastructure audit and implement planned maintenance schedules to avoid collapse of buildings.
Contagious Diseases Outbreak	<b>Improve environmental and sanitary services and installations as the University population increases to avoid epidemics and insani- tary conditions.</b>

Workplace violence including Hostage, Terrorist, and Active Shooter	
Radiation emergency	
Suspicious Package or Bomb Threat	
Structural or Building Collapse	Conduct regular infrastructure audit and implement planned maintenance schedules to avoid collapse of buildings.

## 6.2 Responses to specific incidents

### 6.2.1 Suspected or Actual Criminal Incident

If a suspected or real criminal behaviour is underway, or if you are the victim of a crime, promptly dial 191 as soon as possible to report the incident.

Provide the police with the following information:

- Nature of the Incident.
- Location of the incident.
- Description of persons involved.
- Description of property involved.
- Are any weapons involved?

### 6.2.2 A physical attack on your person or that of a friend or family member

- Try to remain passive; defend yourself or others if necessary to protect human life. Submission may be the only viable option. Resort to physical force only if absolutely necessary to save lives.
- As soon as possible and when you feel safe call 191.
- While the police are enroute, try to remain calm, and render any assistance you are qualified to perform.

- Be alert and observant.
- Details about the crime and the perpetrators can help police apprehend the criminal and help to protect others.
- Try to recall, and provide the responding police officer with information such as:
  - Sex, age, race, height, weight, hair.
  - Clothing (shoes, shirt, pants, jacket, hat, gloves, etc.).
  - Weapon (knife, gun, other).
  - Glasses, scars, tattoos, other discerning markings.
  - Type, year, make, model, license plate number of car.

## 6.2.3 Hostile Intruders

When an intruder in a campus building is actively causing serious bodily harm or the threat of imminently serious bodily harm:

- Immediately seek cover and call 191 and the Department of Campus Security at 024 635 1105. Give as many details as possible relative to location, number of assailants, means of aggression and other information you can provide.
- Do not sound the fire alarm to evacuate the building. People evacuating may be placed in danger.
- Be aware of alternate exits if it becomes necessary to leave the building.
- Stay low and away from windows, barricade and or lock doors if possible and use furniture or desks as cover.
- If possible, cover any windows or openings that have a direct line of sight into the hallway.
- Do not leave the building until directed by Campus Security or a police officer unless the specific circumstances present a more dangerous situation by staying in the building than in attempting to escape.
- When an intruder is actively causing serious bodily injury or the threat

- of imminently serious bodily injury to people on the campus grounds:
- o Run away from the threat as quickly and as safely as possible.
  - o Do not run in a straight line. Use buildings, trees, shrubs, cars, etc. as cover.
  - o Once you are away from the immediate area of danger, summon help and warn others.

## 6.2.4 Severe Weather

University facilities or services may be closed during extreme weather conditions, such as would be identified by City officials as hazardous and not suitable for travel.

If people are trapped on campus during periods of extreme weather, the emergency response organization will, where possible, coordinate a plan to care for people's basic needs (shelter and food). In all likelihood, Reception Centres would be established on campus.

The University will endeavour to keep its facilities open at all times during its approved hours and days of service in order to facilitate the teaching/learning process. There are exceptional circumstances under which services or facilities may be closed down during the approved periods of operation.

Shelter in Place – Actions during severe weather

- Everyone outdoors is to seek shelter in strong, secure buildings.
- Trailers and temporary structures are to be evacuated.
- Take shelter in a small interior floor room, closet or hallway (on the ground floor, if possible).
- Close, but do not lock, doors.
- Stay close to the ground and protect your head from flying objects.
- If possible, take cover under a sturdy object.
- Stay away from outside walls, windows and objects that might fall.
- Do not seek cover in large open areas.
- Remain quiet.

- Do not use elevators.
- Use the closest and safest route.
- If shelter is not available or there is no time to get indoors, lie in a ditch or low-lying area. Be aware of the potential for flooding.

## 6.2.5 Psychological Crisis

A psychological crisis exists when an individual poses a physical threat to himself/herself or others or cannot seem to come in contact with reality. Uncontrollable behaviour and/or hallucinations could be manifested. If a psychological crisis occurs, do the following:

### • **REMAIN CALM**

- Notify University Security at the designated emergency response number 024 635 1105.
- Provide the following information:
  - Your name
  - Location
  - Observed symptoms
  - Name of individual (if known)
  - Description of individual
- Until help arrives, be pleasant, patient, considerate and understanding to avoid escalating the situation.
- Do not argue with the individual. Be accepting of the individual's point of view. Do not confront or try to detain a violent individual.
- If another person is available and able to leave the area, have that person meet the University Security and provide up-to-date information

## 6.2.1 Medical emergency from a serious injury or illness or suspected mortality

In the event of a medical emergency incident involving an injury or illness or suspected mortality on campus, call Campus Security at 024 635 1105. If the injury or illness is life threatening or there is suspected mortality, call 191 first, then contact Campus Security and do the following:

- State the type of medical emergency.
- Give the location of the victim(s).
- Stay at the location of the emergency until Campus Security arrives on the scene.

## 6.2.6 Chemical spill

- Move a safe distance away from the spill
- If possible, close the room/lab door, keep others from entering the area
- From a safe location call 024 635 1105.
- Provide the dispatcher with as much information as possible (where the spill occurred, what spilled, how much, etc.)
- If you are injured or have become contaminated, inform the dispatcher and remain at the building to await medical assistance and decontamination.
- If there is a fire or if you have spilled a highly flammable material (such as acetone, carbon disulfide, ether, etc.) activate the fire alarm to evacuate the building.
- If it is safe to do so, remain at the building to provide additional information to the emergency responders when they arrive
- If it is safe to do so, retrieve any SDS's, chemical labels, shipping papers or other documentation that may assist emergency responders.



## 6.2.7 Gas or chemical explosion

In the event of an explosion on campus, take the following actions:

- Immediately take cover under tables, desks, or other objects, which will give protection against falling glass and debris.
- After the initial effects of the explosion have subsided, notify the Fire Department at the designated emergency response number 192 or 193.
- Give your name and describe the location and nature of the emergency.
- Activate the building fire alarm
- Evacuate the building by the nearest exit, assisting those with disabilities.
- Do not use elevators.
- Do not panic.
- Once outside, move to a clear area that is at least 600 feet from the affected building.
- Keep streets and walkways clear for emergency vehicles and personnel.
- Do not return to an evacuated building unless authorized by a Fire Department Official or University Security.

## 6.2.8 Utility Failure (Electricity, Water, Power, Gas, etc)

### 6.2.8.2 Electrical

- If the electricity is interrupted, back up computer files and shut down computer.
- If a sensitive equipment is not plugged into a Surge Protector, unplug the sensitive equipment to protect them from power surges when service is restored.
- Turn off as many lights and other electrical items as possible; this will help eliminate potential fire hazards and lessen the power draw when

service is restored.

- Contact the Estates Office or Campus Security at 024 635 1105.
- If an injury has occurred, immediately call Campus Security at 024 635 1105.

### **6.2.8.3 Water**

- If there is no water or the water appears unclean, do not use and notify Estates at 024 635 1105.

### **6.2.8.4 Plumbing Failure/Flooding**

- Cease using all electrical equipment.
- Notify Campus Security at 024 635 1105.
- Vacate the area if directed to do so.

### **6.2.8.5 Gas Leak**

- Cease all operations.
- Extinguish all smoking materials.
- Do not switch on lights or any electrical equipment. Remember, electrical sparks can trigger an explosion.
- Notify Campus Security at 024 635 1105 after you evacuate the area.

### **6.2.8.6 Steam Line Failure**

- Immediately notify Campus Security at 024 635 1105.
- If necessary, vacate the area.

### **6.2.8.7 Ventilation System Failure**

- If smoke odors come from the ventilation system, immediately notify Campus Security at 024 635 1105.

- Campus Security will then contact Estates.
- If necessary, cease all operations and vacate the area.

### 6.2.8.7 IT Security breach and Cyber attack

Universities are often targeted by hackers and criminals. It is very possible that the University network and accompanying software may become compromised as a result of illegal tampering.

Actions

- If you have not powered on or logged on, do not do so.
- Log off and shut down your system.
- Note the problems you encountered.
- Report problems through your supervisor to the ICT Help Desk at <https://atu.edu.gh/icthelpdesk/public/en/customer/create-ticket/>
- Consider a strategy to complete your work, in the event of a long-term disruption.

### 6.2.8.8 Fire

**Actions to take upon discovering a fire:**

- **Pull** the nearest fire alarm pull station.
- **Shout** "FIRE" to warn people in the area.
- **Evacuate** the area you are in.
- **Phone** Campus Security at 024 635 1105 from a safe location and provide the following information:
  - o Your name.
  - o Your building and location.
  - o The nature of the fire.
- **Stay on the line** until the Campus Security Dispatcher directs otherwise.

### **Actions Upon Hearing Fire Alarm:**

- **Proceed** to the nearest emergency exit.
- **Exit** the building in a quiet, orderly manner.
- **Move** at least 100 metres from the building.
- **Report** to the closest Gathering Point.
- **Do not return** to the building until advised by Campus Security or Emergency Wardens.

### **Evacuation Guidelines**

- **Do not use elevators.** Use the stairs.
- **Walk;** do not run during evacuation.
- **Close, but do not lock, doors** when leaving rooms.
- Ensure all hallway doors are closed, but not locked, as you leave.
- Assist persons with physical disabilities. If additional assistance is required, telephone Campus Security at 024 635 1105.
- If confronted with smoke, keep near the floor.
- If confronted with smoke in a stairwell, attempt to use an alternate stairwell.
- Do not obstruct emergency personnel.
- Do not go against the flow of traffic.
- Do not use cell phones while evacuating.

### **Fire Do's and Don'ts**

- **DO** report the fire – don't assume that someone else will report the fire.
- **DO** activate the nearest alarm pull station. Know their locations.
- **DO** close, but don't lock doors – they will slow the spread of fire.
- **DO** use stairs to evacuate the building.
- **DO** evacuate the area, when there is smoke visible or instructed to do so by the Emergency Warden, the Assistant Emergency Warden, or by

## Campus Security.

- DON'T use elevators – elevators can be very dangerous in a fire, even when they appear safe. Always use the stairs instead of the elevator.
- DON'T arbitrarily break windows – falling glass is a serious threat to both pedestrians and firefighting personnel.
- DON'T open a door until having felt the door knob. If hot, or if excessive smoke prevents exit, keep the door closed. Fire on the other side will blast through the slightest opening with tremendous force.
- DON'T go back for personal belongings if you are ordered to leave.
- DON'T congregate in the stairways. Keep to the right and proceed to nearest safe emergency exit. Always move down and out.
- DON'T panic; remain calm.

### 6.2.8.9 Civil Disturbance or Demonstrations

Most campus demonstrations such as marches, meetings, picketing or rallies will be peaceful and non- obstructive. A demonstration should not be interfered with unless one or more of the following conditions exists as a result of the demonstration.

1. **INTERFERENCE** with normal operations of the University.
2. **PREVENTION** of access to office, buildings, or other University facilities.
3. **THREAT** of physical harm to persons or damage to University facilities.

If any of these conditions exists or the suspicion of such a disturbance exists, Campus Security should be notified at 024 635 1105. Campus Security will inform the Director of General Services to inform the Registrar.

Depending on the nature of the demonstration, the appropriate procedures listed below should be followed:

### 6.2.8.20 Peaceful, Non-Obstructive Demonstrations

Generally, demonstrations of this kind should not be interrupted nor the participants provoked. Efforts should be made to conduct University business in as normal a way as possible. If demonstrators are asked to leave but refuse to vacate at the end of the normal business day:

1. Arrangements will be made by the Director of Campus Security to monitor the situation during non-business hours, or
2. Determination will be made to treat the violation of regular closing hours as a disruptive demonstration.

#### **Non-Violent, Disruptive Demonstrations**

In the event that a demonstration blocks access to University facilities or interferes with the operation of the University:

- a) Demonstrators will be asked to terminate the disruptive activity by the Director of Campus Security or designee. If the demonstrators are students, the Dean for Student Affairs and other key University personnel, and/or student leaders may be asked to go to the area and to assist.
- b) If the demonstrators persist in the disruptive activity, they will be apprised that failure to discontinue the specified action within a determined length of time may result in possible intervention by civil authorities.
- c) After consultation with the Council Chairman and Vice-Chancellor, the need for an injunction and intervention of civil authorities will be determined.
- d) If determination is made to seek the intervention of civil authorities, the demonstrators should be so informed.
- e) Upon arrival of the Police Department, the Vice-Chancellor will hand over the management of the civil disturbance to the Officer in Charge of the Police on site.

## 6.2.8.21 Violent, Disruptive Demonstrations

In the event that a violent demonstration in which injury to persons or property occurs or appears imminent, the Vice-Chancellor will be notified.

### 1. During Business Hours - (Mon - Fri) 8:00 AM to 6:00 PM

- The Director of Campus Security will contact the Regional Police Department.
- The Vice-Chancellor will determine the possible need for an injunction.
- Campus Security will assist the Police Department.
- All other critical facilities (Computer labs, Computer rooms, Business Office, Human Resources, etc) should secure their doors to prevent entrance by the demonstrators.
- The Director of Information Technology should initiate the back up of data in the server room and prepare to evacuate the data from the University.

### 2. After Business Hours, Weekends, Holidays

- Campus Security should be immediately notified of the disturbance.
- Campus Security will investigate the disturbance and The Director of Campus Security will report to the Vice-Chancellor.
- If deemed necessary, by the immediate violent nature of the situation, Campus Security will call the Greater Accra Police Department for assistance.

## 6.2.8.22 Earthquake

### Shelter in Place – Actions (Earthquake)

- Immediately take cover under a sturdy object.
- Be prepared to move with the object and, if possible, grab the object.
- Cover your head, neck and face to the fullest extent possible.

- Stay away from, to the fullest extent possible, windows and items that might fall.
- Do not attempt an evacuation during the earthquake.
- Once the shaking stops, evacuate and remain prepared for after-shocks.
- Once outside, seek open areas away from power lines, buildings and objects that might fall.
- Do not move seriously injured individuals unless absolutely necessary.

### **6.2.8.23 Contagious Diseases Outbreak**

Refer to the Contagious Diseases Emergency Response Plan.

### **6.2.8.24 Building Collapse**

- If you see a building that has collapsed and people are trapped inside:
- Dial 191. Tell the dispatcher that there has been a structural (building) collapse and assistance is needed immediately. Stay on the line to provide as much information as possible.
- Assist others in moving people as far away from the building as possible.
- Help to treat the injured if you have the appropriate level of medical training and experience. If not, stay with the victim to provide comfort and wait for medical professionals to arrive.
- Do not try to enter the building to rescue others
- Stay at the scene to provide emergency responders with as much information about the emergency as possible.



### 6.2.8.25 Workplace violence including Active Shooter, Hostage Best practices for coping with an active shooter situation

- Be aware of your environment and any possible dangers
- Take note of the two nearest exits in any facility you visit
- If you are in an office, stay there and secure the door
- If you are in a hallway, get into a room and secure the door
- As a last resort, attempt to take the active shooter down. When the shooter is at close range and you cannot flee, your chance of survival is much greater if you try to incapacitate him/her

### 6.2.8.26 Hostage Situation

- Be patient. Time is on your side. Avoid drastic action.
- The initial few minutes are the most dangerous.
- Follow instructions, be alert and stay alive.
- The captor is emotionally unbalanced. Don't make mistakes, which could hazard your well being.
- Don't speak unless spoken to and then only when necessary.
- Don't talk down to the captor, who may be in an agitated state.
- Avoid appearing hostile.
- Maintain eye contact with the captor at all times, if possible, but do not stare.
- Treat the captor like royalty.
- Try to rest. Avoid speculating, be patient and wait.
- Comply with instructions as best you can.
- Avoid arguments; expect the unexpected.
- Be observant. You may be released or have an opportunity to escape. The personal safety of others may depend on your memory.

- Be prepared to answer the police on the phone.
- Attempt to establish rapport with the captor.
- If medications, first aid, or restroom privileges are needed by anyone, say so. The captors in all probability do not want to harm persons held by them. Such direct action further implicates the captor in additional offenses.
- Remember, most people do not act out without earlier, showing indications of violent behavior. If you have someone in your area who is showing signs of “acting out,” which are early warning signs of future violent behavior, report this to your supervisor and/or the police right away.

### 6.2.8.27 Terrorist Threat

**Shelter in place** - A process by taking immediate shelter.

**When University Authorities order a “Shelter-in-Place” they want everyone to take immediate action and building occupants are to remain indoors secured in a sheltered area.**

**Lockdown** - The external and internal securing of buildings in the wake of an incident involving potential assailants possessing firearms with a hostile intent. Includes Shelter in place.

**When University Authorities order a “Lockdown” they want everyone to take immediate action and building occupants are to remain indoors secured in a sheltered area and the exterior doors to the buildings shall be locked to prevent intrusion.**

- Stop classes or work, or close business operations.
- If there are students, faculty, staff or visitors in the building, provide for their safety by asking them to stay.
- Do not sound the fire alarm to evacuate the building. People evacuating may be placed in danger.

- Be aware of alternate exits if it becomes necessary to leave the building.
- Close and lock all windows, exterior doors, and any other openings to the outside. If possible, cover any windows or openings that have a direct line of sight into the hallway.
- If you are told there is danger of explosion, close the window shades, blinds or curtains.
- Keep your cell phone with you.
- Select interior rooms above the ground floor with the fewest windows or vents.
- Stay low and away from windows, barricade and or lock doors if possible and use furniture or desks as cover.

Do not leave the building until directed by Campus Security or a police officer unless the specific circumstances present a more dangerous situation by staying in the building, than in attempting to escape.

### **6.2.8.28 Radiation emergency**

- a) Take care of medical emergencies first. If health or life threatening conditions exist, call 191 or the University Hospital for emergency help. Decontamination can occur when the victim is in a stable condition.
- b) If a skin wound occurs, call 054 326 4197 or the University Clinic. Thoroughly wash the wound with running water, allow some bleeding and then bandage using items from the first aid kit. Once the bleeding has stopped, radiation safety personnel or other medical personnel will monitor the wound for radioactive contamination.
- c) Check for contamination of individuals. Decontaminate as quickly as possible. In case of an emergency, call the University Hospital. If necessary contact Ghana the Atomic Energy Commission for decontamination assistance.
  - Thoroughly wash hands and other exposed body areas until radioactive contamination levels are as low as reasonably achievable.
  - If any clothing items are contaminated with radioactive materials, re-

move them and place in labeled collection containers. These items will be cleaned or disposed of as directed by the radiation safety personnel.

d) Restrict access into the spill area until decontaminated and radioactive levels are within allowable limits. Personnel entering the spill area must have the appropriate personal protective equipment and radiation dosimetry (badge, ring, etc.).

e) For radioactive materials incidents, notify the Principal Investigator or your supervisor as soon as possible.

f) Clearly label any contaminated surfaces as demonstrated by your instructor/supervisor. Clean up the spill following previously conveyed directions as provided in the radiation safety instructions or by radiation safety personnel.

g) Any loss of radioactive material must be reported to radiation safety personnel in Research and Economic Development as soon as possible after the loss is noted.

## **6.2.8.29 A Suspicious Package or Bomb Threat**

### **6.2.8.29.1 Encountering a Suspicious Package**

A suspicious package could be an object that is found that cannot be accounted for or does not belong where it is located. It may fit into the surroundings or it may be totally out of place. At the University, there are unaccounted for items found on campus on a daily basis; nonetheless, individuals must remain vigilant when considering possible threats. A suspicious item may contain the following traits:

- Left behind, taped to furniture, toilets, or hidden in garbage.
- Unusual location or shape.
- Ticking noises.
- Unusual thickness, weight or size.

- “Cut and paste” lettering, improvised labels, or obviously disguised script.
- Unusual odours, sounds, powder adhering to the envelope or package, or oily/greasy stains or leaking liquids.
- The feeling of springiness, metallic components or stiffeners in letters.
- Small holes, protruding wires, string or metal foil.
- Unusual or unexpected point of origin.

### **Action**

- Report the issue to Campus Security Services at 024 635 1105. Campus Security Services will contact the police.
- If any doubt exists of its contents, **DO NOT TOUCH, MOVE, OPEN OR DISTURB THE ITEM.**
- Turn off cell phones as they could accidentally set off the device.
- Make sure that the suspicious item is isolated and the immediate areas are cordoned off.
- If you are concerned that the package may have an incendiary device (i.e., has protruding wires or a ticking sound) immediately clear the area of other individuals and wait a safe distance outside the area for the Police to arrive.
- Keep all persons clear of the item until help arrives.
- The Police will determine if anyone is responsible for the suspicious item.

## **6.2. 8.29.2 Evaluating the Bomb Threat**

In general, it has been found that a real bomb threat has several characteristics that distinguish it from a prank caller. It is important to record as much information as possible about the call and the caller, including background noise, as possible. Do not assume it is a prank caller, take all calls seriously.

## Person Receiving the Bomb Threat

### Action

- Remain calm.
- Be courteous.
- Note the phone number in display or press 'Call Trace' (if available).
- Fill in the Bomb Threat Call Report form.
- Immediately after the call, notify Campus Security Services at 024 635 1105. Campus Security Services will call the police.
- Forward the completed form to Campus Security Services as soon as possible.
- Remain available to answer questions.

### 6.2.8.30 Lockdown – Evacuation

There is typically no valid means to judge if and when it is safe for anyone to evacuate when a threat is present on campus. However, given the size of ATU, it is not likely that the entire campus would be under threat at a single point in time.

If choosing to evacuate due to the perception it is safe to do so, extreme caution must be taken while assessing if the threat can potentially impact you and others while evacuating.

#### Lockdown – Actions

- If you are in a corridor go into the closest room not already secured.
- Lock the door and windows.
- Barricade the door unless you feel the threat may impact you from an outside window.
- Turn off lights and any equipment.
- Close curtains or blinds.
- Ensure everyone remains quiet.

- Turn off cell phones or put in quiet mode.
- Do not make non-essential calls.
- Stay away from windows and doors.
- Stay low and quiet.
- Should the fire alarm sound, do not evacuate the building unless:
  - You have been advised by Police, Campus Security, or Emergency Wardens to evacuate the building.
  - You are actually impacted by a fire.
  - There is imminent danger to you.

### **Actions to Avoid**

- Do not use or hide in washrooms. If in a washroom, stand on the seat.
- Do not travel down long corridors.
- Do not assemble in large open areas (e.g. cafeterias).
- Do not call 191 unless you have immediate concern for your safety, the safety of others, or feel you have critical information that will assist emergency personnel in the response.

### **If Confronted by the Threat**

If having to run

- Try to zig zag.
- Try to keep objects between you and the threat to block visibility and/or any projectiles.
- If outside the building, do not muster at the Muster Points. Continue at least 300 metres and seek cover.
- If you or others around you are hurt, 'playing dead' may fool the threat.
- If caught by the assailant and used as a hostage, do not threaten the assailant. For example, do not look them in the eye.
- If confronted and cornered, you may have to take action to survive.

## Considerations

- If having to hide, ensure it is a well hidden space.
- If possible, monitor the University website for updates. Media reports may be unreliable.

### Following the Lockdown

- Cooperate with emergency personnel to assist in an orderly evacuation.
- Comply if handcuffed or segregated by police, as they are simply ruling out suspects.
- Police may require individuals to remain available for questioning following the lockdown.
- Emergency Wardens and/or MRU staff may be present as you exit the building to provide additional information.

## Guidelines for Evacuation

- **DO NOT USE ELEVATORS. USE THE STAIRS.**
- **WALK;** do not run during evacuation.
- **CLOSE, BUT DO NOT LOCK, DOORS** when leaving rooms.
- Ensure all hallway doors are closed, but not locked, as you leave.
- Assist persons with physical disabilities. If additional assistance is required, telephone Campus Security at 024 635 1105.
- If confronted with smoke, keep near the floor.
- If confronted with smoke in a stairwell, attempt to use an alternate stairwell.
- Do not obstruct emergency personnel.
- Do not go against the flow of people.
- Do not use cell phones or personal devices while evacuating.



## 6.2.8.31 Campus Evacuation Plan

Events including fires, accidents, pandemics and chemical spills may require evacuation of the campus. This document provides an outline for response to these type of situations.

### Principal Point Persons

- Chief of Security
- Department of Campus Security
- Campus Security Officers

### Lead Personnel

- Vice Chancellor
- Pro Vice Chancellor
- Deans
- Hall Tutors
- Chief of Security
- Environmental Officer
- Health and Safety Committee members

### Action Plan

When an emergency occurs on or near campus that requires a systematic evacuation, Health and Safety will begin the process by contacting the Chief of Security to activate the emergency evacuation protocol. Simultaneously, the signal for Gather will be sounded.

#### I. Gather Siren Signal

A series of 10 second blasts followed by 10 seconds of silence for a period of 3 minutes. This signal indicates an emergency situation exists on campus.

#### II. Campus Message System (Every two minutes)

With the aid of the **Campus Security Radio**, announce: **(Insert situation)** on campus, please

**(Action required from community)** immediately.

### **III. Send an email message and a text message via the Campus Emergency Notification System.**

**(Insert situation and location)** and emergency personnel are on the scene. Everyone on campus is asked to **(Action required from community)** in an orderly and safe manner for further updates and instructions. Further updates will be sent as information becomes available.

### **IV. Emergency Website Message**

**(Insert situation and location)** and emergency personnel are on the scene. Everyone on campus is asked to **(Action required from community)** in an orderly and safe manner for further updates and instructions. Further updates will be posted on this site as information becomes available.

### **V. Emergency Information Hotline Message**

**(Insert situation and Action required from community)** and emergency personnel are on the scene. Please **(Action required from community)** in an orderly and safe manner for further updates and instructions. Callers from off campus should visit our website at [www.atu.edu.gh](http://www.atu.edu.gh) for further updates.

### **VI. Campus Telephone Landline Message**

**(Insert situation and Action required from community)** and emergency personnel are on the scene. Please move to (location) in an orderly and safe manner for further updates and instructions. The ERT will be notified and convene at the Main Car Park to assist in the direction of the evacuation.

### **VII. Follow Up/Recovery**

Campus Security will work with Estates staff to assess any damage on campus. They will use extreme caution when entering buildings and watch for electrical system damage, downed power lines, gas leaks, and sewer and water line damage, as appropriate. Estates staff will work with the Director of Development to coordinate any housing needs/ relocation of students. Health and Safety and Estates will coordinate the follow up with any outside agencies.

## **SECTION SEVEN: RECOVERY**

### **7.1 Recovery Plans for System Failure and/or Disaster**

The University shall have both short-term, mid-term and long-term recovery plans for systems failure and/or disaster. In the event of business disruptive incidents or disaster, short-term and mid-term recovery measures will seek to restore vital services to the University and provides for basic campus needs. Long-term recovery will focus on restoration of the University to its normal operation.

It shall be the responsibility of the Business Continuity and Disaster Management Team to put in place effective short-term, mid-term and long term measures to recover the loss from disasters and system failures so as to restore the operation of the University.

With reference to the maximum allowable downtime of the hazards and risk assessment, the University shall implement effective measures to recover from system failures and/or disasters. Some of these measures shall include but not limited to:

#### **7.1.1 Water Shortage and Water Quality Issues**

- Secure water supply services from competitive sources.
- Expand water storage facility in different sections of the University.
- Liaise with Ghana Water Company Ltd (Accra Central District and Accra East Region) to construct direct water transmissions lines from their main sources.
- Construct alternative water sources such as boreholes and rain harvesters.

#### **7.1.2 Power Outages and Power Supply Disruption**

- Use regularly maintained stand-by generators.
- Explore the use of renewable energy sources for aspects of the University operations.
- Improve the generation capacity of generators for different sections of

the University.

- Negotiate and honour power payment terms with Electricity Company of Ghana.
- Educate the University community on energy conservation issues.
- Install and use energy efficient systems, gadgets and instruments

### **7.1.3 Telecommunication Failure**

- Promptly report failures to service providers to restore services.
- Promptly make all outstanding payments and liabilities.
- Introduction competition in the procurement of telecommunication service providers for the University.

### **7.1.4 IT and Data Security Breach**

- Secure the services of experts to protect University data.
- Promptly audit and maintain all faulty systems.
- Promptly make all outstanding payments and liabilities.
- Provide intentional security for all IT installations and connectivity in the University.
- Introduce competition in the procurement of IT and data security service providers for the University.

### **7.1.5 Fire Emergency**

- Relocate the affected staff or students in temporary facilities.
- Provide support services and medical interventions to affected staff and students.
- Retrieve assets that were not damaged by the fire disaster.
- Remove all debris promptly with the support of National Emergency service providers.
- Find alternative and creative ways to restore services provided at the affected facility.

- Use virtual learning systems such as the online Learning Management System to continue teaching and learning.
- Audit and establish the cause of the fire and implement remedial solutions.
- Undertake damage assessment of the facilities and assets.
- Assure the University community of prompt remedial actions and safety.
- Reconstruct damaged facilities.

### 7.1.6 Epidemics and Pandemics

- Institute and follow established national and international preventive protocols for the epidemic or pandemic in the University.
- Implement rotational duties for administrative staff.
- Use virtual learning systems such as the online Learning Management System to continue teaching and learning.
- Provide support services and medical interventions for affected staff and students.

### 7.1.7 Flood

- Relocate the affected staff or students in temporary facilities.
- Provide support services and medical interventions to affected staff and students.
- Retrieve assets that were not damaged by the flood incident.
- Remove all debris promptly with the support of National Emergency service providers.
- Find alternative and creative ways to restore services provided at the affected facility and assets.
- Use virtual learning systems such as the online Learning Management System to continue teaching and learning.

- Audit and establish the cause of the flood and implement remedial solutions.
- Undertake damage assessment of the facilities and assets.
- Replace the damaged assets promptly.

### **7.1.8 Strong Storm**

- Relocate the affected staff or students in temporary facilities.
- Provide support services and medical interventions to affected staff and students.
- Retrieve assets that were not damaged by the storm.
- Remove all debris promptly with the support of Municipal Emergency service providers.
- Find alternative and creative ways to restore services provided at the affected facility and assets.
- Use virtual learning systems such as the online Learning Management System to continue teaching and learning.
- Undertake damage assessment of the facilities and assets.
- Replace the damaged assets promptly.

### **7.1.9 Earthquake**

- Relocate the affected staff or students in temporary facilities.
- Provide support services and medical interventions to affected staff and students.
- Retrieve assets that were not damaged by the earthquake.
- Remove all debris promptly with the support of Municipal Emergency service providers.
- Find alternative and creative ways to restore services provided at the affected facility and assets.
- Use virtual learning systems such as the online Learning Management System to continue teaching and learning.

- Provide support services and medical interventions to affected staff and students.
- Undertake damage assessment of the facilities and assets.
- Replace the damaged assets promptly.
- Reconstruct damaged facilities.

### **7.1.10 Hazardous Material Incident**

- Relocate the affected staff or students.
- Provide support services and medical interventions to affected staff and students.
- Find alternative and creative ways to restore services interrupted by the hazardous material.
- Use virtual learning systems such as the online Learning Management System to continue teaching and learning.
- Liaise with Environmental Protection Agency and other national institutions to audit and establish the source and nature of the hazardous material and implement remedial solutions.
- Assure the University community of prompt remedial actions and safety.

### **7.1.11 Building Collapse**

- Relocate the affected staff or students in temporary facilities.
- Provide support services and medical interventions to affected staff and students.
- Retrieve assets that were not damaged by the incident.
- Remove all debris promptly with the support of Municipal Emergency service providers.
- Find alternative and creative ways to restore services provided at the affected facility.
- Use virtual learning systems such as the online Learning Management

System to continue teaching and learning.

- Audit and establish the cause of the building collapse and implement remedial solutions.
- Undertake damage assessment of the facilities and assets.
- Assure the University community of prompt remedial actions and safety.
- Reconstruct damaged facilities.

### **7.1.12 Bomb Threat, Hostage Situation and Terrorism**

- Promptly communicate and engage the expert services of National security apparatus.
- Communicate the threat to the University community promptly.
- Provide support services and medical interventions to affected staff and students.
- Assure the University community of prompt remedial actions and safety.
- Use virtual learning systems such as the online Learning Management System to continue teaching and learning.
- Replace damaged assets and reconstruct damaged facilities.

### **7.1.13 Violent Crime**

- Promptly report the incident to the Ghana Police Service to commence criminal investigations.
- Communicate the incident to the University community promptly.
- Provide support services and medical interventions to affected staff and students.
- Assure the University community of prompt remedial actions and safety.



### **7.1.14 Death of Student or Employee on Campus**

- Promptly report the incident to the Ghana Police Service to commence investigations.
- Provide support services to the family of affected staff and students.
- Communicate the incident to the University community promptly.
- Establish the cause of the incident where possible.
- Assure the University community of prompt remedial actions and safety.

### **7.1.15 Life-Threatening Injury**

- Provide support services and medical interventions to the affected staff and students.
- Promptly report the incident to the Ghana Police Service to commence criminal investigations.
- Communicate the incident to the University community promptly.
- Establish the cause of the incident.
- Assure the University community of prompt remedial actions and safety.

### **7.1.16 Mental Health Incident**

- Provide support services and medical interventions to the affected staff and students.
- Establish the cause of the incident.
- Assure the University community of prompt remedial actions and safety.

### **7.1.1 Absence, Resignation or Retirement of Critical Staff**

- Activate the succession plan immediately.
- Retrieve all official documents and assets where applicable.
- Communicate the incident to the University community promptly.

- Assure the University community of prompt remedial actions.

### **7.1.17 Conflicts and Civil Disorder**

- Proactively use the established systems and effective conflict resolution mechanisms to resolve the disputes with the concerned party.
- Adopt alternative dispute resolution mechanisms such as mediations and arbitration to avoid court litigations where possible.
- Use creative leadership influence to restore teaching and learning and the operations of the University.
- Engage appropriate government agencies to resolve outstanding issues of conditions of services.

## **SECTION EIGHT: BUSINESS CONTINUITY**

The University shall as much as is practically possible, ensure that its operations are performed efficiently with minimal disruption through a wide range of emergencies.

The Business Continuity Plans will enable the University to perform its essential mission and functions under all threats and conditions.

### **8.1 Responsibilities of the Business Continuity and Disaster Management Team**

The Business Continuity and Disaster Recovery Management Team consisting of the University's Senior Management has the ultimate responsibility for planning the University's response to incidents and providing appropriate guidance and support to members of the University community during and after emergency situations, in order to protect their safety and security needs.

The Business Continuity and Disaster Recovery Management Team shall meet at least once a year to review the Business Continuity and Disaster Management Plan where necessary. The team shall also conduct post-incident meetings to evaluate the effectiveness of the emergency management procedures.

### **8.2 Composition of the Business Continuity and Disaster Management Team**

#### **8.2.1 The Vice-Chancellor / Pro Vice-Chancellor**

The Vice-Chancellor or, in his/her absence, the Pro Vice-Chancellor is the Chair of the Business Continuity and Disaster Management Team.

#### **8.2.2 The Registrar**

The Registrar shall

- Serve as a member of the Management Team.

- Declare disaster and communicate same to the Management Team, Operational Team, Disaster Response Team and the University community.
- Liaise with the Director of Public Affairs to manage emergency communications to the internal and external stakeholders.

### **8.2.3 Director of Finance**

- Serves as a member of the Management Team
- Provides financial resources for the disaster response group and operational activities.
- Assesses the financial implications of the damage caused by the disaster.
- Liaises with the appropriate Insurance firms to activate insurance claims.

### **8.2.4 Director of Works and Physical Development**

The Director of Works and Physical Development has overall responsibility for damage control, with the following responsibilities in the event of an emergency:

- Serves as a member of the Management Team.
- Leads the Damage Assessment Team, with the assistance of appropriate agencies, to assess infrastructure damages from the emergency, prepares the University's specific responses and reports the findings to the Vice-Chancellor.

### **8.2.5 Director of General Services**

- Serves as a member of the Management Team.
- Serves as the Head of the Disaster Response Group.
- Recommends Personnel for appointment to the Disaster Response Group

- Directs and coordinates specific campus-wide response activities and campus support operations for isolated incidents.
- Liaises with governmental agencies such as the National Disaster Management Organisation (NADMO), national Ambulance Service, National Fire Service and the Security Agencies in disaster operational management.
- Makes arrangements for the provision of vehicles, equipment, and other logistics for the Emergency Response.

### **8.2.6 Director of Public Affairs**

- Serves as a member of the Management Team
- Ensures all the necessary communication procedures are in place and ready for deployment
- Prepares appropriate communication material such alerts, briefing documents, and media releases
- Dispatches communications to internal stakeholders, external stakeholders and the media once a decision has been taken by the Management Team and as directed by the Vice- Chancellor
- Monitors the media coverage and identifies issues that will need to be addressed and responded to.

### **8.2.7 Director of Information Communication Technology**

- Serves as a member of the Management Team.
- Ensures that the required emergency communication infrastructure is available for deployment in the event of emergency communication procedures.
- Assists the Director of Public Affairs to disseminate emergency communications to internal and external stakeholders using the appropriate digital platforms.

## 8.2.8 Director of Human Resources

- Serves as a member of the Management Team.
- Ensures that the Human Resources support system is suitably prepared to respond to an emergency situation.
- Ensures that employee support is provided in the aftermath of a disaster.

## 8.2.9 Director of Quality Assurance and Academic Planning

- Serves as a member of the Management Team.
- Evaluates the effectiveness of the emergency management procedures
- Evaluates and reports on the effect of the disaster on the quality of teaching and learning and recommends appropriate remedial measures.

## 8.2.10 Director of Health Services

- Serves as a member of the Management Team
- Coordinates the medical team to provide emergency medical services.
- Advises the management team on the public health effects and prevention protocols of disasters and epidemics or pandemics
- Provides public health education to the University community on medical emergencies
- Liaises with the appropriate National Health agencies and emergency services to manage medical emergencies

## 8.2.11 Dean of Students

The Dean of Students has the following responsibilities:

- Serves as a member of the Management Team.
- Ensures that the student support system is suitably prepared to

respond to an emergency situation with the support of the Students' Representative Council.

- Upon receiving notification of an emergency which may lead to media coverage, liaise with Senior Management and provide relevant information to the Public Affairs Directorate who will summarise the facts for a public statement.

### **8.2.12 Deans and Directors**

The responsibilities of Deans and Directors are as follows:

- Serve as a member of the Management Team.
- Collaborating with all Heads of departments to ensure that appropriate steps have been taken for emergency preparedness and response
- Collaborating with all Heads of departments to ensure that appropriate steps have been taken for business continuity in accordance with the Business Continuity Plan for the Faculty/Directorate and Departments.

### **8.2.13 University Safety and Disaster Manager**

The Safety and Disaster Manager will direct and coordinate the specific campus-wide response activities and support operations during a major emergency or disaster.

### **8.2.14 Student Representatives**

Two students' representatives will have responsibility to:

- Serve as members of the Management Team.
- Serve as liaison with the student body to ensure that appropriate steps have been taken for emergency preparedness and response.
- Ensures that the student support system is suitably prepared to respond to an emergency situation.

## 8.3 Disaster Declaration

The Disaster Response Group shall respond to the needs of the University community during and after emergencies.

In the event of a Disaster, the Safety and Disaster Manager shall communicate immediately with the Director of General Services. Depending on the magnitude of the incident, the Director of General Services will communicate with the Vice-Chancellor through the Registrar. The Vice-Chancellor in consultation with the Disaster Management Team will, if necessary, declare an emergency, and notify the University community. The purpose of this communication process is to ensure that the information reaches all relevant decision makers, and also all affected employees and students, external stakeholders and the media.

## 8.4 Responsibilities of Disaster Response Group

Members of the group also play a practical role in emergency preparedness, supporting emergency evacuation exercises, providing and/or maintaining emergency resources and equipment, and assisting in the implementation of standard operating procedures relevant to any emergency situation.

## 8.5 Composition of the Disaster Response Group

The Disaster Response Group is comprised primarily of but is not limited to:

- Head of the Safety and Disaster Management Unit (Safety and Disaster Manager)
- Head of Security
- Environment and Sanitation Officer
- Maintenance Engineer
- An ICT Officer
- Emergency Communication Team



### 8.5.1 Safety and Disaster Manager

The Head of the Safety and Disaster Management Unit will serve as the Safety and Disaster Manager of the University.

The Safety and Disaster Manager will

- direct and coordinate the specific campus-wide response activities and campus support operations during a major emergency or disaster.
- assign trained fire fighters, first aiders, University Clinic staff and counseling staff to the area of the incident

### 8.5.2 Safety and Disaster Management Unit

The Safety and Disaster Management Unit serves as the emergency control and action centre for the Accra Technical University Disaster Response Group. The Safety and Disaster Management Unit will liaise with the Business Continuity and Disaster Recovery Management Team through the Director of General Services.

## 8.6 Disaster Response Support

All Faculties, Directorates, Departments, Hostels, Libraries and Facilities shall have Disaster Response Support Personnel to support the Disaster Response Group. These support personnel shall include:

- Heads of Departments
- Safety and Disaster Coordinators
- Elementary fire fighters
- First aiders
- University Clinic staff
- Guidance and Counselling staff

The Disaster Response Group shall assign trained fire fighters, first aiders, University Clinic staff and counseling staff to all Departments.

The Emergency Communication Staff in the Public Affairs Directorate will liaise with the Faculty Officers and Department Administrators to

disseminate emergency communications to staff and students in the various Departments.

## 8.7 Responsibilities of Heads of Departments

Every Head of Department, in collaboration with or on behalf of their respective Dean or Director has the following general responsibilities:

### 8.7.1 Emergency Preparedness

- Appoint a Safety and Disaster Coordinator for every building in which his/her department has an activity.
- Work with the Safety and Disaster Coordinator in developing building-specific evacuation guidelines and designated primary and alternative Emergency Assembly Points.
- Provide the Safety and Disaster Coordinator with the names and contacts of their designated Disaster Response Support personnel, and also notifying him/her of any changes that occur subsequent to their designation.
- Ensure that these personnel receive appropriate on-the-job-training. This training is the responsibility of relevant members of the Disaster Response Group and includes, but is not limited to, the teaching of emergency techniques (such as use of fire extinguisher and standpipe fire hoses), fire drills and use of emergency exits.
- Ensure that employees and/or students in his/her department or area of responsibility are provided with general information concerning emergency procedures, as well as particular information such as building-specific evacuation procedures and Emergency Assembly Points.

### 8.7.2 Emergency Response

Every Head of Department, in collaboration with their respective Disaster Response Support personnel, has the following general responsibilities in the event of an emergency:

- Informs all personnel under his or her direction of the emergency situation.
- Informs staff and/or students in his/her department / area of responsibility of an emergency and, if appropriate, initiates emergency procedures.
- Assists students, staff, and other faculties in responding correctly to building evacuation guidelines and directs them to report to their designated Emergency Assembly Point.

## 8.6.2 Responsibilities of Safety Disaster Coordinators

All Faculties, Directorates, Departments, Hostels, Libraries and Buildings shall have Safety and Disaster Coordinators. Their responsibilities are as follows:

- Maintain the emergency kit contents for his/her building or area.
- Work with his/her Manager / Head of Department in developing building-specific evacuation guidelines and designated primary and alternative Emergency Assembly Points.
- Keep an up-to-date list of all personnel working in his/her building or area, to facilitate roll call after an emergency evacuation.
- Keep a roster of all employees in his/her building or area who have First Aid training.
- Complete training in emergency techniques, such as fire extinguisher usage and building evacuation plan and procedures.
- Identify and keep an up-to-date roll of all individuals with mobility, hearing or sight challenges or other unique conditions in his/her building or area.
- Instruct these individuals, and colleagues or peers who would assist, in appropriate evacuation procedures.
- Serve as the communication link or contact for his/her building or area with University administration in all matters concerning emergency preparedness.

They will be assisted by Safety and Disaster Assistants.

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## APPENDIX A

ATU Business Continuity and Disaster Management Plan  
Form for Essential/Non Essential Personnel Listing

Essential Personnel Listing and Non-Essential Personnel Needing Access [Insert Division Name]									
Number	First Name	Last Name	Division	Department	Mobile Number	Essential Personnel	Non-Essential Personnel Needing Access	Essential Function (Action to be Performed)	Location of Action Performed
Example	Kwasi	Attah	DOWPD	Estates			X	Environmental	NG Block
1									
2									
3									
4									
5									

## CAMPUS MAPS SHOWING THE EMERGENCY ASSEMBLY POINTS



**Fig. 1 Emergency Assembly Points for the Kinbu Campus**

**Legend:**

- EAP 1 – Multipurpose Sports Complex
- EAP 2 – Forecourt of NG2 Block
- EAP 3 – Forecourt of BTech Block and Science Block
- EAP 4 – Forecourt of fashion Block and E Block
- EAP 5 – Forecourt of Block D
- EAP 6 & 7 – The open space across the road from the University Clinic



**Fig. 2 Emergency Assembly Points for the Cantonments Estates**



**Fig 3. Emergency Assembly Points for the Mpehuasem Campus**



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