



Employment and Social Development Canada Strategic Emergency Management Plan

Emergency Management and Business Continuity Division
Internal Integrity and Security Directorate
Integrity Services Branch

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1. INTRODUCTION

1.1 GENERAL

The Strategic Emergency Management Plan (SEMP) is Employment and Social Development Canada's (ESDC) overarching emergency plan that frames the development and implementation of an integrated all-hazards approach to emergency management across the Department.

The SEMP outlines the Department's emergency management program, governance structure and accountabilities necessary to fulfill requirements of federal legislations, policies and standards. The SEMP also establishes how ESDC will assist in a federally coordinated emergency response.

The SEMP identifies the departmental risk environment, promotes emergency management partnerships and addresses; business continuity management, fire protection planning, building emergency evacuation teams, as well as emergency response and recovery operations. General and specific risks identified within the SEMP and referenced plans include; pandemics, disasters of natural or human origin, cyber-attacks, interruptions to services or public utilities, strikes, and building emergencies.

The SEMP is the basis for a strong emergency preparedness culture and supports the mission of ESDC to build a stronger, more competitive Canada, supporting Canadians in making choices that help them live productive and rewarding lives, and improving the quality of life for Canadians.

1.2 PURPOSE

The SEMP is the foundation of a mature emergency management program that enhances the Department's ability to reduce potential risks, respond and recover from disasters and ultimately maintain delivery of critical operations and services to Canadians, and defines our role to support the Department's mandate to assist a coordinated Government of Canada emergency response.

Through the SEMP and the three operational directives: Business Continuity Management (BCM), Fire Protection (FP), and Building Emergency Evacuation Teams (BEET), emergency management planning will be well established at ESDC.

1.3 AUTHORITIES AND LEGISLATIVE REQUIREMENTS

The *Emergency Management Act* (EMA) states that each minister is responsible to identify the risks that are within or related to their area of responsibility. Under Section 6.1 of the EMA, ministers are required to develop emergency management plans with respect to identified risks; maintain, test, exercise and implement those plans.

The Federal Policy for Emergency Management (FPEM) outlines the establishment of an all-hazards approach by the Government of Canada to emergency management, integrating the four emergency management functions: prevention/mitigation; preparedness; response and recovery.

The FPEM provides deputy heads with direction for the development, implementation, related training and testing of emergency management plans. Further details on ESDC's branch and regional processes and activities undertaken to support compliance to the *Emergency Management Act* and the FPEM are found within Section 4 Emergency Management Planning and Operations at ESDC.

The SEMP is complimentary to the Federal Emergency Response Plan (FERP), the Government of Canada's "all-hazards" response plan, a requirement under the EMA. The FERP contains thirteen emergency support functions (ESFs), which Public Safety may request as part of a federally coordinated response.

Under the FERP, ESDC is responsible for:

ESF 7- Human and Social Services: the Department maintains continued delivery of financial compensation, social benefits, access to key programs and services with as little disruption as possible;

ESF 11 - Logistics Operations Management: provide logistical support to the Public Safety Canada Government Operations Centre (GOC), through the Department's National Emergency Operations Centre (NEOC), with additional support, as required, from the Department's regional emergency operations centres (REOCs); and

ESF 12 - Public Communications: at the request of Public Safety Canada, ESDC will use its multi-channel network (Canada.ca Internet site, 1 800 O-Canada call centre, and in-person services) to inform Canadians of the nature and status of emergencies, advising them of any actions or recommendations regarding their safety, and any other information relevant to the situation. (Refer to Annex D for additional information on ESFs).

The Policy on Government Security (PGS) provides additional requirements and objectives to guide all federal departments in their management of security activities within their respective areas and the broader government-wide security management initiative.

The following departmental legislations support ESDC in providing assistance to Canadians during and following an emergency:

- *Employment Insurance Act*
- *Canada Pension Plans Act*
- *Labour Adjustment Benefits Act*
- Canadian Passport Order
- Canada Labour Code - Part I, Industrial Relations and Part II
- *National Housing Act*

The establishment and implementation of the SEMP and operational directives are pursuant to the following federal legislation, acts, policies and standards:

- [Emergency Management Act \(2007\)](#)
- [Canada Labour Code \(1985\)](#)
- [National Fire Code \(1991\)](#)
- [National Building Code of Canada \(2010\)](#)
- [Federal Real Property and Federal Immovables Act \(1991\)](#)
- [Canada Occupational Property Health and Safety Regulations \(2012\)](#)
- [Federal Policy for Emergency Management 2009](#)
- [Policy on Government Security \(2012\)](#)
- [Treasury Board Policy on Management of Real Property \(2006\)](#)
- [Treasury Board Operational Security Standard - Business Continuity Planning \(BCP\) Program \(2004\)](#)
- [Treasury Board Fire Protection Standard \(2010\)](#)
- [Treasury Board Standard for Fire Safety Planning and Fire Emergency Organization - Chapter 3-1 \(1994\)](#)

1.4 SCOPE

The SEMP addresses departmental strategic approaches in responding to emergencies and outlines the measures and arrangements undertaken by the Department, before, during and after an event, consistent with practices of emergency management.

Requirements of the SEMP apply to all employees and levels of management within the entire ESDC portfolio (ESD, Service Canada and the Labour Program) and across all regions and national headquarters.

The SEMP does not address event specific activities which are detailed in various operational directives, standard operating procedures and plans.

1.5 BACKGROUND

Comprehensive and integrated emergency management is a shared responsibility between all levels of government, the private sector, non-governmental organizations and individual citizens. A key function for the Government of Canada is to promote the safety and security of Canada and Canadians.

ESDC's SEMP is the overarching plan for an integrated and strategic approach to all aspects of the Department's emergency management programs. It is aligned with federal legislations, policies, standards, and plans.

1.6 OBJECTIVES OF THE DEPARTMENTAL SEMP

The SEMP outlines the emergency management program governance and lays out accountability with respect to legislation, policies and standards.

The SEMP also includes the following objectives:

- assist the Department in delivery of mandated services to Canadians;
- support an integrated and coordinated departmental approach to all-hazards emergency management, and the development of comprehensive plans based on the identification of risks;
- establish a Departmental Emergency Response Management System to continue critical operations, improve response capabilities and provide departmental support to a coordinated federal response;
- continue to improve emergency management strategies through real events, lessons learned, exercises, best practices, internal and external audit results; and
- align practices with Public Safety's guidance and direction on emergency management.

1.7 EMERGENCY MANAGEMENT IN ESDC

The four components described below are the core of emergency management planning for the Government of Canada. They reflect the essence of emergency management within the Department. Effective emergency management practices and comprehensive plans enable ESDC to be prepared for, respond to, and recover from various emergencies.

The SEMP details the four interdependent pillars of emergency management as established by the Federal Policy for Emergency Management: prevention and mitigation, preparedness, response, and recovery. The four components are associated with risks to the Department and Canadians, and are illustrated in Figure 1:

Figure 1

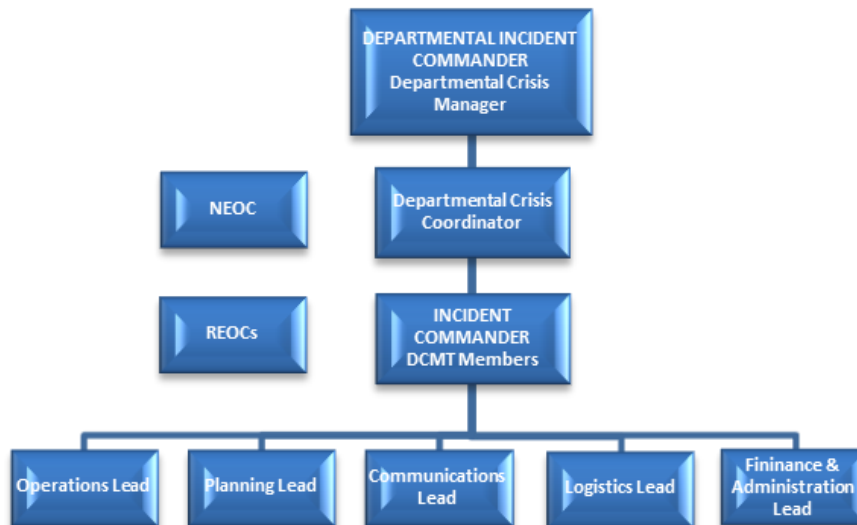


1.8 EMERGENCY MANAGEMENT INCIDENT COMMAND STRUCTURE

The Incident Command System (ICS) is the established world-wide emergency response mechanism that is also widely used in Canada. The ICS is a standardized management system designed to enable timely and effective incident management resolution by integrating qualified personnel, facilities, equipment, plans and procedures, and consistent and reliable communications operating within a common organizational structure.

Within ESDC’s organization, the Departmental Crisis Manager, the Departmental Crisis Coordinator and the Departmental Crisis Management Team (DCMT) are the command authority responsible for the management of the ICS at the national level. Crisis Management Teams from branches and regions are responsible for the coordination process of the ICS for events/incidents affecting their respective physical environment or functional area of responsibilities.

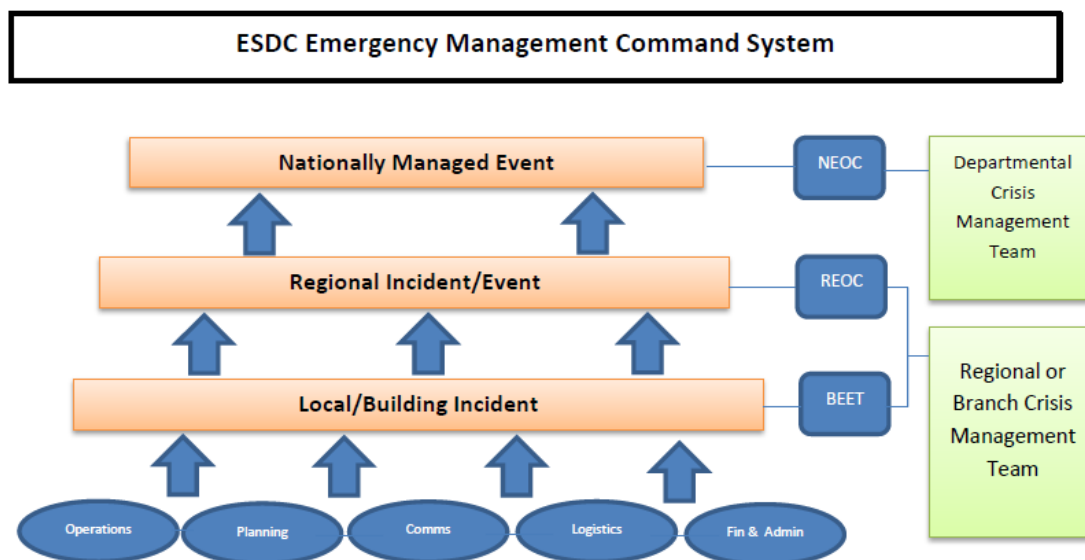
Figure 2



The primary functions of ESDC’s national and regional emergency operations centres are based on the ICS. The ICS is organized around five major management activities or functions. These functions include: Operations Lead, Planning Lead, Communications Lead, Logistics Lead, Finance and Administration Lead. The ICS functions support the Departmental Crisis Management Team as outlined on pages 16-17. The scope of the response and escalation of the event will determine the level of primary functions to be activated.

Most emergencies are local in nature and require a strong building level emergency response team and/or a strong regional crisis management team. Depending on the nature and seriousness of an emergency, the response and management of the incident can be escalated as depicted in Figure 3 below. The crisis management teams at the regional and/or national level are the decision making bodies during a crisis.

Figure 3



NEOC: National Emergency Operations Centre, located at national headquarters, is the Department's central command and control facility. Carries out the principles of strategic emergency preparedness and response management during an emergency situation (see section 4.3.5).

REOC: Four (4) Regional Emergency Operations Centres, one in each Region (Atlantic, Quebec, Ontario and Western Canada and Territories) for incident, emergency and crisis response and management (see section 4.3.6).

BEET: Building Emergency and Evacuation Teams prepare for and respond to building emergencies including proper testing, training and awareness.

2. RISK ENVIRONMENT

As per the EMA, ESDC has identified risks that are within or related to the Minister's area of responsibility. These risks have been identified through a number of reports and risks assessments including: Gartner Report 2013 conducted through Innovation, Information and Technology Branch (IITB), the Integrated Departmental Security Risk Mitigation Strategy, the Fraud Framework and the Departmental Security Framework.

The methodology used was based on the Treasury Board Secretariat Guideline on Developing a Departmental Security Framework, Section 7.2.2 - Security Risk Assessment.

The section below outlines some of the risks that have been identified by the Department and their mitigation strategies. The Department has clearly demonstrated its ability to respond to local emergencies; the explosion of rail cars in Lac Mégantic, the floods in Alberta, and the Elliot Lake mall collapse are all good examples. However, the Department is more vulnerable to a national catastrophic event, whether it is caused by a major natural disaster (earthquake) or a malicious event (cyber-attack, terrorism).

2.1 INTERRUPTION OF SERVICE DELIVERY

Strategic Business Change - The Department continues to implement an aggressive transformation agenda which will significantly change how the Department is organized, operates, and delivers services to Canadians. In such an environment, employees' responsibilities and reporting relationships will change as new technologies are put in place, and processes and procedures are altered. This introduces uncertainty in the short term as staff has to adapt, learn and gain experience in their new environment. The challenge is for emergency preparedness to keep pace with all of the organizational changes.

As the Department goes through transformational change, two developments are emerging. First, in many instances there has been a consolidation of personnel into more centralized hubs and fewer locations. This trend increases the impact when a crisis affects one of these locations and could also reduce options for shifting workload management or services. Second, the ever increasing suite of services provided through the Department (i.e. increased service offerings) augment the complexity of dealing with crisis and ensuring appropriate emergency management, preparedness and response.

There is a risk that the Department will not have employees with the required skills, and the capacity to plan for and respond to emergencies.

With the comprehensive planning, testing and reviewing of lessons learned, as outlined in the operational directives for FP, BCM and BEET, these risks can be mitigated. The focus on testing is the strongest mitigation strategy that the Department can put in place.

2.2 GREATER RELIANCE ON INFORMATION TECHNOLOGY (IT)

ESDC is a technology-intensive organization that provides a consistent and efficient service experience for Canadians. The Department's reliance on technology for service delivery may result in several emergency management risks:

- Cyber-attacks are becoming more relentless, more complex, and more challenging globally. Emergency management practices and preparedness must be in place to respond and deal with these threats.
- Increased reliance on third party stakeholders (Shared Services Canada, vendors, service providers) may leave the Department vulnerable, and emergency management practices must be adapted to mitigate potential risk.
- Aging IT infrastructure and business applications present a risk to delivering services in a secure and timely manner, and leaves the Department vulnerable and unable to meet its service obligations.
- The IT environment is becoming more complex and rapidly changing to meet the needs and expectations of Canadians, which in turn increases risk.

The severity of IT related incidents can be minimized through the development of mitigation measures including:

- Strong, ongoing security awareness and training are treated as a high priority.

- Technology that evolves and improves with the departmental business needs, while ensuring that high standards of security, information management and privacy are enforced.
- Training of technical staff to ensure the technology is managed effectively and appropriately.
- Well-funded plans for refresh and modernization of hardware and software.
- Development and compliance of controls and processes in order to mitigate risk of change.
- Concise and effective emergency plans are in place for when failure occurs.

The mitigation measures described above are ways in which ESDC can improve service to Canadians and deliver on its mandates, while ensuring the protection and privacy of the data with which we are entrusted.

2.3 NATURAL DISASTERS

Due to Canada's diverse geography, its vastness and complex weather system, annual natural disasters are unfortunately becoming more common. These disasters include floods, forest fires, hurricanes, tornadoes and earthquakes. The Department has been an active participant with Public Safety and other departments, at both the national and regional level, in the development of plans to respond to these situations; however our capacity to prepare for and respond to a large scale national disaster remains a concern. ESDC has demonstrated its ability to respond to and work with other departments and various levels of government for local emergencies, however, the risk remains in responding to a larger scale emergency when a federally coordinated response is required.

While Canada's geography presents a challenge to the Department, the infrastructure that is in place allows ESDC to transfer workload to alternate locations as a response strategy to an emergency or crisis situation impacting a specific region. In addition, ESDC's footprint enables Service Canada Centres to support local and provincial recovery efforts, when required.

To mitigate the risk posed by natural disasters, ESDC has well-established business continuity plans for all offices, across departmental branches and regions, which are maintained, exercised and tested. These plans allow ESDC to prepare for and support program and service delivery across the country. However, more and consistent engagement for planning and preparation may be required at the local and regional level from all levels of government to mitigate this risk.

2.4 HUMAN CAUSES – ACCIDENTAL OR INTENTIONAL

There will always be human-induced accidents that impact and challenge the Department's ability to be agile and responsive in emergency situations. The train derailment in Lac Mégantic, Québec in July 2013, is a very good example where the Municipality was able to effectively collaborate with the Province and Federal government and its citizens to evaluate, prioritize and implement appropriate actions and response measures to protect the community, reduce the impact, and restore services.

To mitigate the risk posed by accidental or intentional human causes, ESDC has well-established business continuity plans for all offices, across departmental branches and regions, which are maintained, exercised and tested. These plans allow ESDC to prepare for and support program and service delivery across the country.

As well, there is demonstrated strong capacity to use mobile outreach services as an alternate strategy to provide service delivery.

2.5 IMPACTS TO ESDC'S REPUTATION

Canadians expect and require prompt, accurate and efficient service in their interactions with businesses. The same can be said for their service experience with the Department. Given the vast service offerings within ESDC portfolio, there is an increased risk that the service delivery will be compromised and unable to deliver adequate service levels in the event of an emergency thereby impacting the reputation of the Department and that of the Government of Canada.

The Department can reduce the negative impact on its reputation by ensuring robust communications plans are in place, operational staff are well trained in a variety of service offerings and by efficiently using resources and allocations within the Department.

2.6 IMPROVING EMERGENCY MANAGEMENT

The Department has strong measures in place to address identified risks and to effectively improve the management of emergency situations. These measures include, but are not limited to branch and regional business continuity plans, building emergency and evacuation plans, and event-specific contingency plans. Outstanding readiness activities, including continued implementation of the operational directives for the FP, BCM and BEETs as well as the Departmental Crisis Communications Framework (clear messaging to employees in respect to emergency management, Security, privacy, Information Management, IT security) would greatly enhance ESDC's ability to efficiently respond to government-wide emergencies.

The SEMP outlines the Department's mitigation strategies to address those risks, respond to emergency situations and ensure the delivery of critical services in a coordinated and timely matter. In addition, the Department is currently reviewing its primary and support roles and responsibilities for ESFs assigned under the FERP. Increased clarity with external partners will enhance departmental readiness to provide appropriate support to the Government of Canada during emergencies. Clarification of these supporting roles will enable ESDC to provide effective assistance under its FERP obligations.

ESDC has made considerable progress in the alignment of its emergency management approach to existing federal emergency response management systems and operational processes including the Government Operations Centre, managed by Public Safety. Improvements in the training of NEOC personnel and the identification and training of National Emergency Operations Centre (NEOC) surge capacity will enhance the Department's ability to fulfill efficient and reliable 24/7 response capabilities during an

emergency. Additional NEOC information is covered below in sections 5.3 – *Preparedness* and 5.4 – *Response*.

The SEMP clarifies ESDC's mandate with respect to the FERP, by providing details on the roles and responsibilities of branches and regions, identifies measures and arrangements established by the Department to support a federally coordinated response, and assist provinces and territories within their emergency management plans (refer to Annex D).

ESDC's effective prevention/mitigation and preparedness strategies enable the Department to mitigate much of the known risks to critical business operations and to continue the delivery of services to Canadians with minimal disruption.

3 DEPARTMENTAL EMERGENCY MANAGEMENT GOVERNANCE

3.1 DEPARTMENTAL GOVERNANCE STRUCTURE

The departmental emergency management structure consists of the Deputy Minister of Employment and Social Development (DM of ESD); the Deputy Minister of Labour (DM of Labour); the Senior Associate Deputy Minister of Employment and Social Development and Chief Operating Officer for Service Canada (Senior Associate DM of ESD and COO for Service Canada); the Associate Deputy Minister of Employment and Social Development (Associate DM of ESD); and the Director General, Internal Integrity & Security and Departmental Security Officer (DG IIS DSO).

The strategic priorities and operations of the Department are supported by the efforts of departmental standing committees, sub committees, advisory and business line management committees.

3.1.1 PORTFOLIO MANAGEMENT BOARD

The Portfolio Management Board, chaired by the DM ESD serves as the Department's main decision-making and approving body. The PMB also takes over the role of a key portfolio vehicle for information sharing, consultation and collaboration at the DM and Assistant Deputy Minister (ADM) level.

The PMB has the authority to set objectives, establish priorities, approve portfolio-wide plans and resources, and make decisions on strategic issues that affect the portfolio as a whole.

The PMB is accountable to the DM and the Minister for compliance with the EMA and the strategic achievement of emergency management objectives and priorities. The Portfolio Management Board delegates operational decision-making authority in the aforementioned areas to the Corporate Management Committee.

3.1.2 CORPORATE MANAGEMENT COMMITTEE

The Corporate Management Committee, chaired by the Senior Associate DM of ESD and COO for Service Canada, is a standing committee of the PMB. The Corporate Management Committee is responsible for the implementation of the portfolio's management agenda, as approved by the Portfolio Management Board. This agenda includes the achievement of the management outcomes and objectives set out in the Integrated Business Plan, the Management Accountability Framework (MAF), and the corporate fiscal and planning processes.

The Corporate Management Committee oversees the Department's commitment to emergency management and implementation of federal emergency management policies, programs, plans and activities led by ISB.

3.2 EMERGENCY MANAGEMENT GOVERNANCE

The emergency management mandate is delegated to the Senior Associate DM of ESD and COO for Service Canada as the Departmental Crisis Manager and Chair of the DCMT.

Responsibilities for all emergency management activities including the development and implementation of the SEMP are assigned to the ADM of the Integrity Services Branch (ISB).

Departmental committees, ADMs, and business owners are responsible for implementing and maintaining compliance with the SEMP and the operational directives. During their absence, these responsibilities are delegated to the employee acting in their position. The actor should have access to and be familiar with their business continuity plans which outline their respective critical functions, critical staff and recovery strategies.

ESDC's emergency management governance consists of three (3) management structures (see following Emergency Management Governance Structure Diagram, Figure 4) that oversee:

- Day-to-day emergency management activities including; administration, development and implementation of emergency management responsibilities, including policies, programs, plans and emergency support functions.
- Emergency or crisis situations; response to, and recovery from an emergency or crisis situation affecting the delivery of ESDC's critical services to Canadians.
- Departmental assistance in a federally coordinated emergency response; ensuring departmental support to an integrated Government of Canada's response to emergencies.

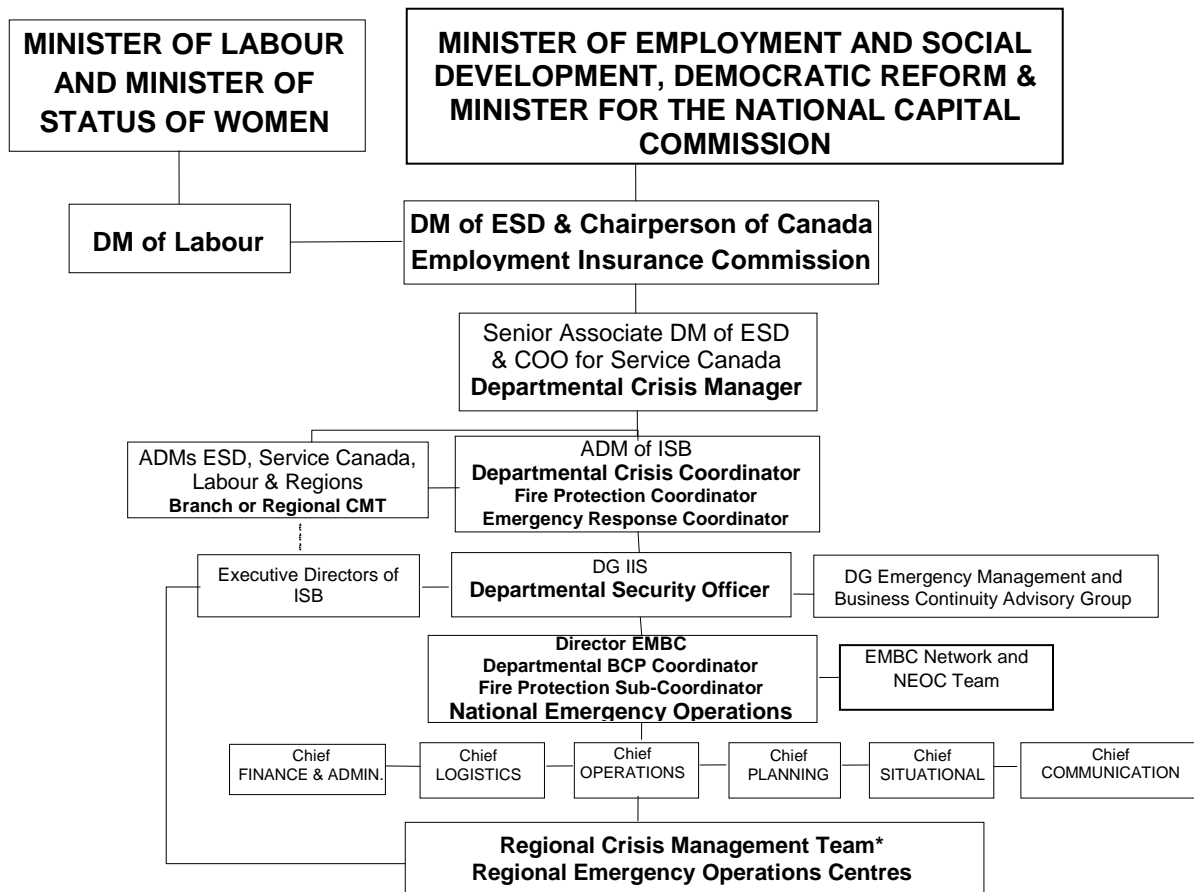
In response to a Public Safety request to support a federally coordinated response to an emergency or crisis, as required under the FERP, the ADM, ISB and designated Departmental Crisis Coordinator is responsible to lead the coordination and implementation of ESDC's ESFs.

The DG IIS DSO and the Director, Emergency Management and Business Continuity (EMBC) and designated Departmental Business Continuity Coordinator support the ADM,

ISB and designated Departmental Crisis Coordinator in leading the coordination and implementation of ESDC's ESFs.

Figure 4

Emergency Management Governance & Coordination Structure
(Emergency or crisis management process used for preparation and response)



* Includes ADMs, Executive Directors & Managers of ISB, CSB, PPSB, CFOB, others, as required.

3.2.1 DEPARTMENTAL CRISIS MANAGEMENT TEAM

The DCMT coordinates the Department's response to an emergency or crisis situation and advises the DM ESD throughout. The DCMT is chaired by the Senior Associate DM of ESD and COO for Service Canada as Departmental Crisis Manager.

The DCMT is comprised of the following ADMs:

- Integrity Services Branch (Departmental Crisis Coordinator)
- Processing and Payment Services Branch
- Citizen Service Branch
- Service Management Branch
- Public Affairs and Stakeholder Relations Branch
- Chief Financial Officer Branch
- Human Resources Services Branch
- Innovation, Information and Technology Branch
- Other branches and regional ADMs and stakeholders as required

During an emergency or crisis situation, the DCMT may have the following responsibilities to:

- lead departmental emergency response and business continuity activities;
- develop strategic direction to support departmental response and recovery activities;
- support and provide direction to the Departmental Crisis Manager;
- coordinate and recommend response options to the DM and Minister as needed;
- approve allocation of financial and human resources to support departmental response efforts;
- address the overall welfare of staff;
- brief the DM on the Department's emergency response and recovery activities; and
- provide support to a federally coordinated response as required.

3.2.2 BRANCHES AND REGIONAL CRISIS MANAGEMENT TEAM

As most emergencies are local in nature, events will be dealt with at the branch or regional level and may not always require national level support and/or response. When an emergency threatens the health and safety of employees, government assets and/or continuity of business, the affected Branch or Regional Crisis Management Team (CMT) is convened. Chaired by the branch or regional ADM, the CMT may have the following responsibilities to:

- lead the CMT for their respective Branch or Region;
- implement consistent and coherent approach to emergency management within the Branch and Region;
- act as the primary decision-making body for the Branch or regional response, business continuity or resumption approaches and activities;
- support and provide direction to the DCMT;
- coordinate emergency response activities with respect to their Branch or Region;
- provide situational awareness reports to the Departmental Crisis Coordinator, DSO, NEOC, and others as appropriate;

- work with NHQ and regional communications personnel to develop tailored internal and external communications products;
- liaise with NHQ and regional labour representatives as required;
- deploy departmental appropriately trained staff to the impacted area(s); and
- Regional CMT may be required to activate the REOC Team and liaise with the Public Safety-led Government Operations Centre and Public Safety Regional Offices as required.

3.2.3 DIRECTOR GENERAL EMERGENCY MANAGEMENT AND BUSINESS CONTINUITY ADVISORY GROUP

Depending on the nature and scope of an emergency or crisis event, the DG of EMBC Advisory Group is activated by the Departmental Crisis Coordinator (DCC) or DSO. The purpose of this group is to facilitate a coordinated approach to emergency management and business continuity across all branches and regions. In times of emergencies or crisis, this group provides operational guidance to business lines. The group consists of permanent representatives from directorates and regions and includes Branch representatives as appropriate.

During an emergency or crisis situation the DG EMBC AG may have the following responsibilities to:

- provide program and service delivery operational advice and guidance;
- make decisions and commitments concerning operational resources required for response activities;
- support and provide direction to the DSO and the CMT;
- facilitate access to departmental resources and assets as required; and
- advise on communications issues and approve national communications products.

3.2.4 EMERGENCY MANAGEMENT AND BUSINESS CONTINUITY NETWORK

The EMBC Network supports the Department's ability to effectively manage and coordinate its response to planned and unplanned events by applying a standardized and cohesive approach to departmental emergency management issues. The Network accomplishes this by providing a vital link between the corporate EMBC Division and departmental business lines at the operational level.

The Chair of the EMBC Network is the Director of the EMBC Division who is responsible for consistency in Branch and regional approaches to emergency management. The Director of the EMBC Division participates in scheduled Internal Integrity and Security conference calls to liaise with the regions acting as the link between Branch and regional functions.

The EMBC Network may have the following responsibilities to:

- implement business continuity management, emergency preparedness and prevention activities within branches/regions;
- provide branch/business line specific expertise in emergency response situations to support harmonized approaches across the Department;

- provide a coordination role for operational readiness during an unplanned/or planned crisis or emergency event; and
- support and provide direction to the Director, EMBC and the DG EMBC AG.

3.3 MINISTER OF EMPLOYMENT AND SOCIAL DEVELOPMENT AND MINISTER FOR MULTICULTURALISM

The Minister is accountable to Parliament and is responsible for emergency management within ESDC. As stated previously, these responsibilities are established under Section 6 of the EMA and involve identifying risks that are within or related to his area of responsibility, including critical infrastructure. The Minister is also responsible for the following departmental activities in accordance with the policies under the EMA:

- prepare emergency management plans with respect to risks;
- implement, test, and maintain plans; and
- conduct exercises and training in relation to plans.

The Minister may be required to provide information to the designated Committee of Cabinet in relation to the Department's emergency response efforts.

The overall responsibility for departmental emergency management is delegated by the Minister of ESD to the DM ESD.

3.4 DEPUTY MINISTER OF EMPLOYMENT AND SOCIAL DEVELOPMENT

On behalf of the Minister, the DM's responsibilities are to:

- lead and implement emergency management activities;
- provide guidance to departmental officials on ESDC's compliance with the EMA through the Portfolio Management Board;
- provide strategic direction on Department's response efforts through briefings with the Senior Associate DM of ESD and COO for Service Canada, Chair of the DCMT;
- inform the Minister of ESD on the Department's response to an emergency or crisis situation, and on ESDC's support to a federally coordinated response, as required; and
- participate in the DM's Emergency Management Committee and other emergency management related interdepartmental Committees as required, and provide departmental expertise and advice to support a federally coordinated response.

Accountabilities and responsibilities for the preparation, maintenance, testing, implementation, exercise and training of mandate-specific emergency management plans are then shared at various levels, across all business functions.

Under the FERP and through the Federal Emergency Response Management System, the DM of ESD is a member of the Deputy Ministers' Emergency Management Committee established by the Deputy Minister of Public Safety Canada. The purpose of DM Emergency Management Committee is to promote an all-hazards approach and an interdepartmental collaboration to build community resilience for emergency management.

Core membership of the Committee includes deputy heads from ESFs departments and agencies, as well as central agencies and other departments with critical expertise. The DM of ESD participates in this forum to address issues of public safety. If the DM is requested to participate in the Committee during an emergency, the DM contributes to the coordination of the Government of Canada's response and provides advice to ministers as required. Departmental and operational guidance is provided by the Departmental Crisis Coordinator, as required.

Refer to diagram in Annex C which reflects the external linkages.

3.5 DEPUTY MINISTER OF LABOUR

The DM of Labour provides expertise and advice to the Minister of Labour on the *Canada Labour Code*, the *Employment Equity Act*, the *Government Employees' Compensation Act*, the *Fair Wages and Hours of Labour Act*, and the *Wage Earner Protection Program Act*, as well as other labour legislation.

During an emergency or crisis situation and as required, the DM's responsibilities are to:

- implement departmental emergency management procedures within the Labour Program;
- inform and provide advice to the Minister of Labour on the Labour Program's response and support to a coordinated ESDC portfolio and federal response;
- maintain situational awareness;
- provide strategic direction for the Labour Program response efforts to emergency or crisis situations through briefings with the appropriate decision-making authorities as required; and
- provide advice and support on occupational health and safety issues as required, through government-wide governance on emergency and crisis management, in the role of regulator.

3.6 SENIOR ASSOCIATE DEPUTY MINISTER OF EMPLOYMENT AND SOCIAL DEVELOPMENT AND CHIEF OPERATING OFFICER FOR SERVICE CANADA DEPARTMENTAL CRISIS MANAGER

The Senior Associate DM of ESD and COO for Service Canada provides strategic leadership and oversight for the management of day-to-day activities of Service Canada while providing support to the DM ESD for various operational and corporate functions across the ESDC portfolio.

The Departmental Emergency Management portfolio is a key corporate function for which the Senior Associate DM of ESD and COO for Service Canada as the Departmental Crisis Manager is responsible. Through the direction of the Portfolio Management Board and in consultation with members of the Corporate Management Committee, the Senior Associate DM of ESD and COO for Service Canada leads departmental emergency management priorities, policies, programs, and plans.

The Senior Associate DM of ESD and COO of Service Canada is the Chair of the DCMT and the Incident Commander (see Section 4.3.7), and has the authority to convene the committee in preparation for or in response to, an emergency or crisis situation.

3.7 ASSOCIATE DEPUTY MINISTER OF EMPLOYMENT AND SOCIAL DEVELOPMENT

The Associate DM of ESD provides strategic leadership and oversight for the management of the day-to-day activities of ESD while providing support to the DM of ESD for various operational and corporate functions across the ESDC portfolio.

During an emergency or crisis situation and as required, the Associate DM of ESD's responsibilities are to:

- provide strategic direction on emergency management priorities, policies, programs, and plans specific to the ESD portion (through the direction of the Portfolio Management Board, and in consultation with members of the Corporate Management Committee);
- support the DM ESD to fulfill their accountability for emergency management as pertains to the ESD portion of the portfolio;
- support the Senior Associate DM of ESD and COO for Service Canada as the Departmental Crisis Manager during emergency situations; and
- participate as a standing member on the Departmental Crisis Management Team.

3.8 ASSISTANT DEPUTY MINISTER INTEGRITY SERVICES BRANCH/DEPARTMENTAL CRISIS COORDINATOR /FIRE PROTECTION COORDINATOR/DEPARTMENTAL EMERGENCY RESPONSE COORDINATOR

On behalf of the Senior Associate DM of ESD and COO for Service Canada, the responsibilities of the ADM ISB/DCC/Fire Protection Coordinator (FPC)/Departmental Emergency Response Coordinator (DERC) are to:

- oversee the Department's day-to-day emergency management;
- support the Senior Associate DM of ESD and COO for Service Canada and the DM of ESD and Labour Program;
- coordinate department-wide compliance with the EMA, policies, standards, programs, plans and related activities;
- oversee the compliance, implementation and review of ESDC's operational directives (Business Continuity Management (BCM), Fire Protection (FP) and Building Emergency and Evacuation Teams (BEET));
- assume the leadership role for implementing emergency management requirements (supported by the DSO in this capacity as per the Policy on Government Security and the Operational Security Standard – Business Continuity Planning Program);
- represent the Department in emergency management committees (i.e. Public Safety's Interdepartmental Assistant Deputy Ministers' Emergency Management Committee) and working groups (Department's alignment with operational functions and activities which contributes to the whole of government emergency management framework); and

- establish the operational requirements that fall under the umbrella of the Emergency Management Program, including the development and implementation of the Departmental SEMP.

During an emergency or crisis situation, the DCC's responsibilities are to:

- lead the Department's coordinated response;
- coordinate fulfillment of the DCMT and Departmental Crisis Manager's strategic direction and decisions;
- deliver situational awareness, response and recovery guidance on emergency and crisis situations to the DCMT and Departmental Crisis Manager's;
- provide strategic emergency response and recovery direction to ADMs and the DSO;
- provide strategic direction to the NEOC Team through the DSO;
- oversee that the requested departmental emergency support functions are prepared, available and mobilized;
- liaise with, or participate in Public Safety's Interdepartmental Assistant Deputy Ministers' Emergency Management Committee; and
- assume the role of Departmental Crisis Manager as required.

3.9 ASSISTANT DEPUTY MINISTERS

ADMs are responsible for the day-to-day administration and maintenance of effective emergency management policies, programs, and plans for their respective Branch or Region. Additionally, they are accountable for the implementation of applicable elements of the SEMP within their areas of responsibility. They will also oversee EM operational activities, perform regular review, and validate their emergency management plans (EM, BCM, FP, BEET), as prescribed by the associated operational directives which are in alignment with the EMA and other relevant policies and programs.

As most incidents occur locally, regional ADMs are responsible within their region to:

- establish a Regional Emergency Operations Centre and support the NEOC;
- act as the primary decision-making body for emergency management, business continuity and resumption of activities;
- coordinate emergency response activities;
- support and provide assistance to federally coordinated response efforts, also engaging with Public Safety regional offices as required, should the incident have a national impact; and
- represent the Department at the regional Federal Coordination Group.

In major emergencies or a possible disruption of service, the Branch and regional ADMs are responsible to engage with internal partners and external stakeholders to ensure the timely service delivery to clients. The ADMs are also responsible and accountable for the identification of critical services, the development of recovery strategies and to ensure the timely service delivery to clients when there is an incident that impacts a program or service.

The following table (Figure 5) determines which ADMs at NHQ are accountable and ultimately responsible for the development and maintenance of horizontal business continuity plans for the programs and services listed. The business impact analysis data will enable the development of these plans, which will be jointly developed between ISB's EMBC Division and the program owners.

Figure 5

PROGRAMS AND SERVICES	ASSISTANT DEPUTY MINISTER RESPONSIBLE FOR CONTINUOUS DELIVERY OF PROGRAMS AND SERVICES
<ul style="list-style-type: none"> • Employment Insurance • Canada Pension Plan (CPP) • Old Age Security (OAS) and the Guaranteed Income Supplement (GIS) • Wage Earner Protection Program (EPP) • Apprenticeship Grants (AIG and ACG) • Parents of Murdered or Missing Children (PMMC) 	Processing and Payment Services Branch
<ul style="list-style-type: none"> • Communication with Canadians through: <ul style="list-style-type: none"> • Enquiry Centres – 1 800 O-Canada • Websites • Service Canada Centres and Outreach Services • Service Offerings on behalf of other government departments (OGD) (See Annex F) • Passport Operations: <ul style="list-style-type: none"> • Service Delivery Points • Processing & Printing Sites 	Citizen Service Branch
<ul style="list-style-type: none"> • Internal and External Communications (including Communication to Canadians and Media relations) 	Public Affairs and Stakeholder Relations Branch
<ul style="list-style-type: none"> • Social Insurance Registry • Social Insurance Numbers • Assistance to a federally coordinated response - Federal Emergency Response Plan (FERP) and Emergency Support Functions (ESF): <ul style="list-style-type: none"> • (ESF 7; ESF 11; ESF 12) 	Integrity Services Branch
<ul style="list-style-type: none"> • Canada Education Savings Program • Canada Disability Savings Program • Canada Student Loans Program (CSLP National Contact Call Centre) • Canada Student Loans and grants Daily CSLP disbursement 	Learning Branch
<ul style="list-style-type: none"> • Job Bank • Temporary Foreign Worker 	Skills and Employment Branch
<ul style="list-style-type: none"> • Grants and Contributions 	Program Operations Branch
<ul style="list-style-type: none"> • Federal Mediation and Conciliation Services 	Policy Dispute Resolution and International Affairs (Labour Programs)
<ul style="list-style-type: none"> • Counselling of Employees and Employers on Labour Standards • Hazardous Occurrence Investigation Report Review • Fatalities Investigations • Serious Injury Investigations • Refusals to Work Investigations 	Compliance Operations and Policy Development (Labour Programs)
<ul style="list-style-type: none"> • Universal Child Care Benefit (UCCB) 	Strategic Policy and Research Branch

(The above list does not reflect the order of criticality of the services/functions for the Department.)

In addition, the following functions, as defined by the Branch or regional ADM accountabilities are required to support a departmental coordinated response:

Chief Financial Officer Branch (CFOB)

Under the direction of the *Financial Administration Act* and Policy on Financial Management Governance, the Department's CFOB assures appropriate stewardship of public resources, effective financial-related decision making, efficient policy and program delivery at all times, including emergencies.

The following outlines CFOB's roles and responsibilities as they relate to emergency management:

- establish emergency management expenditure control framework(s) to be used prior to, during, and following emergencies, including the revision to delegations of authority and expenditure limits, and financial coding and accounts;
- provide advice, guidance and tracking on all finance-related matters prior to, during, and following an emergency;
- coordinate the contracting and procuring of goods and services, as required;
- engage with internal partners and external stakeholders to ensure availability of resources in times of emergency, including accommodation requirements;
- provide advice on and coordinate the preparation of emergency financial support submissions;
- liaise with the Treasury Board Secretariat (TBS), for all emergency funding support, as required; and
- assign a CFOB representative to support the NEOC and REOCs logistics and finance and administration functions.

Citizen Service Branch (CSB)

CSB ensures seamless, secure, knowledgeable services to Canadians across a multi-channel network. The Branch provides functional direction and support to regions in the delivery of "Tier 1" service (general program/service information and self-service options) for close to 600 Offices and Outreach locations (in-person points of service). CSB also manages "1 800 O-Canada" Call Centres, the Web, client feedback, passport services, embarks upon partnerships and markets our services to citizens to encourage them to self-serve.

Among its emergency management responsibilities, CSB supports ISB with ESDC's efforts to provide assistance to a federally coordinated response.

During major emergencies or disaster situations that require the dissemination of information to Canadians via the Department's "1 800 O-Canada", "Canada.ca" and in-person Service Canada Centres, CSB implements communications guidance provided by the Privy Council Office and Public Safety officials.

The Branch provides functional direction and support to regions and regionally, CSB provides designated support to municipalities, provinces, territories or federal institutions

in the event of a request for federal assistance. Through Service Canada's in-person channel, CSB provides and supports departmental efforts in the areas of client identification and authentication services, Social Insurance Number (SIN) assistance, mobile outreach to impacted areas, and in-person, telephone and online communications. (See Annex F for additional details on ESDC's service offerings).

Labour Program - Compliance, Operations, and Program Development (COPD)

The Regional Operations and Compliance Directorate works to provide inspections, investigations, and proactive activities across all business lines, which includes: occupational health and safety, workplace equity, labour standards, and federal workers' compensation, to implement a consistent compliance with strategies and provision of services nationally. In addition, the Branch provides policy guidance and delivery support to the Wage Earners Protection Program, which stemmed from Canada's Economic Action Plan.

The ADM of COPD is a member of the ADM's EMC. This interdepartmental committee brings a whole of government response to any evolving emergency situation that requires federal involvement.

Federally regulated employers under the *Canada Labour Code, Part II* are responsible for ensuring the health and safety of their employees in their workplaces. This responsibility includes responding to new or evolving situations that may pose a risk to workers. In the event that a worker expresses concerns, or refuses to work, due to perceived workplace hazards and if the matter cannot be resolved internally, the Labour Program is informed by the employer.

In such a situation, a Health and Safety Officer will investigate and issue a decision on whether a danger exists, and if it does, what protective measures should be taken. The results of the work done throughout the investigation will be used as best practice and lessons learned.

For emergencies where Labour Program expertise is required, officials will work closely with provincial colleagues and other federal departments for a federally coordinated response.

Human Resources Services Branch (HRSB)

HRSB's responsibilities are to:

- provide strategic advice and directions on all human resources matters prior to, during and following an emergency, including: resourcing, compensation and benefits, collective agreements, labour relations, health and safety and other issues as required;
- develop human resources plans to support departmental implementation of the Public Service Readiness Plan (PSRP) as needed;
- liaise with labour representatives on departmental response and recovery activities;
- provide advice and guidance to the DM on requirements of the PSRP; and

- assign a HRSB representative to support the NEOC and REOCs logistics and HRSB functions.

Income Security and Social Development Branch (ISSD)

ISSD assists departmental emergency management activities by providing federal social policy development, program delivery and advice relating to impacted Canadians and communities. In support of the Department's lead responsibility for ESF 7 – Human and Social Services, ISSD provides guidance to allow the Department to apply applicable legislative, policy or program measures as needed.

ISSD is responsible for a large number of information sharing agreements and memoranda of understanding with other departments. Other memoranda of understanding are in place with provinces and territories in relation to the delivery of provincial pension programs and seniors' issues.

ISSD client programs and services are especially important during the recovery phase as individuals and communities attempt to return to a normal state.

ISSD is responsible to assign an ISSD representative to support the NEOC and REOCs logistics and ISSD functions.

Innovation, Information and Technology Branch (IITB)

The IITB supports and enables the ESDC portfolio as a strategic and trusted partner in the provision of information management/information technology advice, guidance, services and enabling technologies in partnership with SSC.

The following outlines IITB's roles and responsibilities as they relate to emergency management to:

- establish and test IT Disaster Recovery Plans in support of key services and critical applications in partnership with ISB and SSC;
- lead departmental IT Disaster Recovery in response to an emergency and/or incident in partnership with ISB and SSC;
- provide expert information technology, advice and guidance to departmental clients in support of key services and critical applications prior to, during and following an emergency;
- liaise with third party IT vendors and IT service providers during emergency or crisis situations;
- liaise with SSC for all emergency IT services, as required; and
- ensure technical support is in place and available for the NEOC and REOC environments.

Integrity Services Branch (ISB)

The ISB leads and is responsible for emergency management across the full portfolio. ISB provides guidance and direction to branches and regions on all matters relating to emergency management. The Department is represented by ISB in various federal

emergency management, examples include; the Public Safety-led Assistant Deputy Ministers Emergency Management Committee, the All-Hazards Risk Assessment Working Group, the Federal Operations Centre Working Group and the Interdepartmental Exercise Coordinating Committee.

Additionally, ISB is responsible to ensure the right person receives the right service or benefit at the right time through the issuance of the Social Insurance Number and maintaining the integrity of the Social Insurance Register. In major emergencies or a possible disruption of service, ISB works with both internal and external stakeholders to ensure the timely delivery of these services to clients.

The key roles and responsibilities of ISB include the following to:

- lead the departmental implementation and maintenance of federal emergency management policies, programs and plans pursuant to the EMA;
- coordinate and monitor the development, implementation, testing and maintenance of departmental emergency management plans, including business continuity plans;
- coordinate emergency management initiatives and programs of Public Safety within the Department;
- link with Public Safety and central agencies on matters related to emergency management;
- coordinate Branch and regional response activities using a consistent approach to emergency management;
- participate in emergency management related interdepartmental committees on behalf of ESDC such as TBS Emergency Management Committee, ADM EMC, regional Federal Councils and Federal Coordinating Groups (led by Public Safety);
- lead the departmental response to emergencies and/or incidents;
- activate and maintain the NEOC and REOCs;
- provide support to the DSO and the DCMT;
- participate in FERP governance committees, as well as deploying departmental representatives to the Government Operations Centre and Regional Federal Coordination Centres as required;
- support the CMT and the DM with emergency management responsibilities;
- provide departmental support to TBS under the Public Service Readiness Plan; and
- participate, on behalf of the Department or senior management, in national and international exercises.

Learning Branch

The Learning Branch helps Canadians participate in post-secondary education to acquire the skills and credentials that enable them to improve their labour market outcomes and adapt to changing labour market conditions. It reduces barriers to education by providing financial assistance to individuals as well as incentives to save for a child's post-secondary education. It also provides information and awareness about opportunities to acquire education and skills.

The program contributes to the inclusiveness of the workforce by giving Canadians with the required academic abilities a more equal opportunity to participate in post-secondary

education. The program works with the provinces and territories, the voluntary sector, financial institutions, service providers and other key stakeholders to help Canadians pursue post-secondary education.

Legal Services Branch

In the area of emergency management, ESDC Legal Services provides legal advice on the legal risks and obligations that may arise in the context of ESDC's emergency management operations. Particularly, Legal Services provides legal advice on the application of the legislation under which the Ministers of ESD and Labour have authorities or accountabilities.

The Legal Services branch provides advice to ESDC branches and regions on legal requirements of the EMA and other relevant statutes, as they apply to emergency-related departmental activities. Departmental memoranda of understanding, service level agreements and other legal agreements are reviewed by Legal Services and advice is provided as required.

Labour Program - Policy, Dispute Resolution, and International Affairs (PDRIA)

Within the PDRIA, the Federal Mediation and Conciliation Service (FMCS) is responsible for providing dispute resolution and dispute prevention assistance to unions and employers under the jurisdiction of the Canada Labour Code.

The Preventive Mediation Program plays a key role in preventing and mitigating labour disputes from occurring. This is an important responsibility, especially when critical federal programs and services are impacted during an emergency or crisis event.

Program Operations Branch (POB)

The Program Operations Branch represents the focal point of most Grants and Contributions (Gs&Cs) programs at ESDC. POB leads on the Department's Gs&Cs Modernization Agenda, and is working on improving the design, administration, and delivery of Gs&Cs by:

- reducing administrative burden for applicants and recipients;
- streamlining and simplifying Gs&Cs processing;
- increasing access to Gs&Cs information and programming through on-line, web-based delivery;
- exploring innovative partnerships and approaches to improve Gs&Cs delivery;
- engaging national Gs&Cs stakeholders to seek feedback; and
- working with policy areas to operationalize policies and programs as designed to meet Government of Canada objectives.

This collaboration of resources has the ultimate objective of ensuring sound program management while simplifying the branch's interactions with Gs&Cs recipients, thereby resulting in effective use of taxpayer dollars.

In terms of ongoing program delivery, POB delivers national programs and provides functional direction on regionally delivered Labour Market and Social Development Programs to Regions. POB engages partnerships with employers, individuals, and community-based organizations who deliver projects linked to regionally/locally established priorities to meet the labour market and social development needs of communities.

Processing and Payment Services Branch (PPSB)

The PPSB is responsible for delivering some of the Government of Canada's best-known statutory programs and services including:

- Old Age Security (OAS), Guaranteed Income Supplement and Allowances
- Canada Pension Plan (CPP)
- Employment Insurance (EI)

PPSB provides functional direction and support to regional operations for the processing and payment of EI, CPP and OAS benefits. PPSB also provides national functional direction for claims processing on other statutory benefits such as the Wage Earner Protection Program, and for grants and other types of payments, such as the Apprenticeship Incentive Grant, Apprenticeship Completion Grant, and the Common Experience Payment.

As well, the specialized call centres continue to be a key point of interaction between the public and our processing function.

PPSB is also responsible to support ISB with ESDC's efforts to provide assistance to a federally coordinated response.

Public Affairs and Stakeholder Relations Branch (PASRB)

PASRB serves as the focal point for the flow of strategic and operational communications advice, products and services to the Minister of ESD, the Minister of Labour, DMs, management and staff throughout the branches and regions, and Canadians.

PASRB has several key roles and responsibilities that support departmental efforts to respond to and manage emergencies and business interruptions. Regional Service Canada communications provide assistance when requested by municipal, provincial and territorial governments, and other federal institutions. These include the following to:

- develop, implement and maintain the Departmental Emergency and Crisis Communication Framework (ECCF), including pre-approved messaging for use during emergencies;
- provide emergency communications support to ESDC business lines and enabling services;
- develop and coordinate departmental public announcements and messaging, as well as coordinating with messaging developed for Service Canada's communication channels (in-person, telephone and online);
- monitor and analyze media coverage of emergencies and recommend departmental communications approaches;

- provide PASRB representatives to emergency management committees;
- coordinate and respond to media requests;
- support ISB with ESDC's efforts to provide assistance to a federally coordinated response;
- support the NEOC and REOCs with communications expertise; and
- assign a representative to support the NEOC and REOCs logistics and for their respective functions.

Service Management Branch (SMB)

The SMB assists departmental emergency management activities by working horizontally with business lines and enabling partners to advance service delivery as a result of lessons learned from real emergencies and crises, emergency management exercises and best practices.

The SMB provides day-to-day functional direction to the four (4) regions (Atlantic, Quebec, Ontario and Western Canada and Territories). Proper management of the situation during emergencies is facilitated by the collaboration between the Service Management Branch and ISB regional personnel.

Skills and Employment Branch (SEB)

The Skills and Employment Branch provides programs and initiatives that contribute to the promotion of skills development, labour market participation and inclusiveness, ensuring labour market efficiency, and providing employment insurance to those who suffer job loss. Ongoing business consists of designing, developing and managing programs to ensure working Canadians are able to access the support needed to enter or to reposition in the labour market. Several of these programs address the employment and skills needs of vulnerable populations, including older workers, youth and Aboriginal people.

In the event of an emergency situation, several memoranda of understanding and service level agreements are in place that range from information sharing with provinces and territories to Contribution and Transfer Payments Agreements with external partners.

The branch will need to continue the delivery of agreements and payment issuance with partners, as well as, ensure that the EI program continues to operate and remain available to Canadians. The geomatics mapping services should also be available to identify areas of impact and possible solutions, if necessary.

Other memoranda of understanding include the agreement to provide Job Bank/Working in Canada, Statistics Canada and PWGSC with information on the National Occupation Classification.

In addition, an Information Sharing Memorandum of Understanding is also in place with Citizenship and Immigration Canada for the purpose of administering the Temporary Foreign Workers Program.

Strategic Policy and Research Branch (SSPB)

The SPRB provides overall leadership on the integration of human resources and skills development issues, through the provision of strategic and horizontal policy direction, supported by a strong knowledge creation and dissemination capacity.

The Branch contributes to the mandate of the Department through the strategic advice and research it provides to the program and service delivery areas of the organization. This work entails:

- setting an integrated, coherent and forward-looking strategic policy agenda;
- preparing and coordinating comprehensive research and analysis to support the Department's data needs and policy analysis;
- meeting the Department's legislative and reporting commitments;
- ensuring accountability of HRSDC programming through evaluation; and
- facilitating the dissemination of generated knowledge through the strategic management of the Department's data and research activities.

SPRB leads on the development of medium- and long-term policy frameworks, horizontal policy issues, and strategic intergovernmental and international relations supporting the Minister and senior officials in bilateral and multilateral intergovernmental fora.

It is responsible for improving coherence and effectiveness across the portfolio on key planning and management accountability initiatives, including priority setting, performance measurement and reporting, integrated risk management and will be implicated in the upcoming strategic review. In addition, SPRB is responsible for the service delivery of the Universal Child Care Benefit (UCCB) Program.

SPRB is also responsible to support ISB with ESDC's efforts to provide assistance to a federally coordinated response.

All other Branches

The responsibilities for the remaining ESDC branches are to:

- support departmental emergency management activities with policy, program, corporate and administrative guidance;
- develop, implement and test respective emergency plans;
- participate to training and exercises; and
- keep employees informed of emergency management activities and of their role and responsibilities.

Additional information relating to emergency management roles and responsibilities of ADMs are found in Annex A.

Details for the completion of emergency management activities and the required functions and for monitoring and reporting within branches and regions for Business Owners, BCP Teams, EMBC Coordinators, BEO Teams, the EMBC Division and Departmental Teams are outlined in each of the three operational directives.

3.10 DIRECTOR GENERAL OF INTERNAL INTEGRITY & SECURITY AND DEPARTMENTAL SECURITY OFFICER

The DG IIS Directorate provides strategic advice, guidance and departmental direction to the ADM ISB and senior officials on emergency management. The DG IIS is the DSO, as appointed by the DM, and is a member of the Privy Council Office Departmental Security Officer Crisis Team.

The DSO is responsible for the coordination, implementation and management of the Department's SEMP. The DSO is accountable for the SEMP review and process control, as prescribed within this document. The DSO is responsible for department-wide preparedness and functional guidance and direction on departmental emergency management activities, both at the branch and regional levels.

As the DSO, the DG IIS is also responsible for the management and administration of the Departmental Security Program and for the appointment of a Departmental BCP Coordinator.

During an emergency or crisis situation, the DSO's responsibilities are to:

- provide direct support the DCC;
- provide situational awareness, response and recovery guidance on emergency and crisis situations to the DCC;
- implement the DCMT's strategic direction and decisions through delegation to appropriate branches and/or regions;
- provide operational direction to NEOC and REOC Teams;
- chair the Director General Emergency Management and Business Continuity Advisory Group; and
- support the DCC in overseeing the requested departmental emergency support functions to a federally coordinated response are prepared for, available and mobilized.

3.11 REGIONAL EXECUTIVE DIRECTORS OF INTEGRITY SERVICES (REDIS)

The REDIS supports the DSO and regional ADMs in effective departmental security and emergency management within the regions. The REDIS leads the development of regional emergency management and security plans, response strategies and regional readiness and is also responsible for the implementation of the Emergency Management Program within their respective region.

During an emergency or crisis situation, the REDIS may have the following responsibilities:

- lead and coordinate emergency management efforts, including emergency response and business continuity, within their region;
- provide operational emergency management advice and guidance to the regional ADMs;

- provide support and direction to the DSO and the Regional Crisis Management Team (RCMT) when activated;
- provide situational awareness to DSO, NEOC and business line leads;
- assume role of REOC Director when activated; and
- appoint a Departmental representative in a Public Safety Regional Federal Coordination Centre.

3.12 DIRECTOR OF EMERGENCY MANAGEMENT AND BUSINESS CONTINUITY

The Director of EMBC is responsible for the overall departmental operations related to emergency management and, as appointed by the DG IIS and DSO, is the Departmental BCP Coordinator. These responsibilities include the development and implementation of emergency management plans for the prevention and mitigation of risks, preparedness, response, and recovery of our Department's critical services, all activities prescribed under the operational directives (Fire, BCM and BEET), and compliance with the TBS Policy on Government Security.

As the designated Departmental Fire Protection Sub-Coordinator (DFPS), the Director EMBC is also responsible for supporting the DFPC with overseeing the implementation of the TB Fire Protection Standard (FPS), the TB Standard for Fire Safety Planning and Fire Emergency Organization - Chapter 3-1, and the TB Standard for Building Emergency and Evacuation Teams (BEET). On a day-to-day basis, the Director EMBC assumes the role of NEOC Director, managing and directing all related operations. The Director, EMBC reports directly to the DSO, and provides support and guidance to the Departmental Crisis Coordinator (DCC) and Incident Commander (IC) (See Section 4), during emergency or crisis situations.

The responsibilities of the Director EMBC are to:

- coordinate Departmental emergency management program activities;
- provide centralized planning and coordination for the departmental response and support strategies;
- provide overall support to the DSO, including providing situational awareness, response and recovery guidance on emergency and crisis situation);
- direct the Incident Command System (ICS) within the NEOC (establishes and maintains a functional NEOC and alternate sites, see section 4.3.7);
- provide a challenge function on branch and regional operational direction and decisions;
- provide advice and guidance to Branch and Regional Emergency Managers;
- coordinate the implementation of departmental emergency support functions to assist a federally coordinated response, if requested;
- chair the Emergency Management and Business Continuity Network;
- liaise with regions (Senior Managers, Internal Integrity and Security (IIS); and
- liaise with Public Safety and other emergency response organizations and stakeholders.

3.13 SENIOR MANAGERS, INTERNAL INTEGRITY AND SECURITY

Senior Managers, Internal Integrity and Security (IIS) are responsible for the following:

- support emergency management efforts, including emergency response, business continuity, and compliance and implementation of the SEMP and supporting operational directives, within their region;
- provide support and technical guidance to the DSO and the Regional Executive Director Integrity Services on matters relating to emergency management; and
- provide situational awareness to DSO, NEOC and business line leads.

3.14 EMPLOYEES

As part of a mature emergency preparedness culture, the responsibility for emergency management is shared by all employees and levels of management across the entire departmental portfolio and within all regions and national headquarters. Through training and awareness, everyone must understand their responsibilities and what they must do in case of emergency.

Every ESDC employee has responsibilities under the SEMP, as follows:

- ensure their personal safety;
- follow the procedures prescribed in the emergency management plans (i.e. building emergency and evacuation plans and the direction provided by the Building Emergency and Evacuation Teams (BEET) and managers during evacuations);
- be informed on their role to play in preparation for and during emergencies;
- inform their manager on matters of workplace safety or special assistance needs;
- attend emergency management awareness sessions; and
- participate, as requested by their manager, in the departmental response and recovery efforts.

Details for the completion of emergency management activities and the required functions and for monitoring and reporting within Branches and Regions for business owners, BCP Teams, EMBC Coordinators, the EMBC Division and Departmental Teams for Emergency Management, Business Continuity Management, Fire Protection and Building Emergency and Evacuation Teams are outlined in each of the operational directives.

3.15 GOVERNMENT OF CANADA STAKEHOLDERS

In support of ESDC's SEMP, there are many functional roles and responsibilities for which the Department depends on external stakeholders, including other federal institutions, organizations and those pre-determined areas of responsibility. More specifically, these entities support efforts to lead and manage department-wide emergency management through prevention/mitigation, preparedness, response, and recovery activities.

Shared Services Canada (SSC)

Since the creation of SSC, ESDC has been dependent on SSC to provide critical IT security measures such as perimeter services, intrusion prevention, user authentication and antivirus protection for end user devices.

Other mainstream services from SSC are also crucial to support Emergency Management processes and Business Continuity Plans and these services include telecommunication (data and voice networks, blackberry and cellphones, etc.), hosting and data management services (data centre etc.), and email services.

Public Works and Government Services Canada (PWGSC)

PWGSC is a key departmental partner in its mandate to issue various benefits and program payments to Canadians. This service is even more vital during times of emergency or crisis.

As the Receiver General for Canada, PWGSC is responsible for the protection and availability of the critical infrastructure necessary to deliver ESDC benefits to Canadians. This includes processing direct deposits as well as printing, enveloping and preparing for Canada Post pickup and delivery, any cheques requested through the Standard Payment System. Should mail delivery be impacted, the Receiver General will work with Canada Post to ensure the delivery of priority socio-economic payments.

Canada Revenue Agency (CRA)

CRA is responsible for the program administration and benefit delivery of the Universal Child Care Benefit and the National Child Benefit, on behalf of the Department. During emergencies or crisis situations, ESDC is dependent on CRA to ensure delivery of these benefits with as little disruption as possible. This will include the recovery of all program data, infrastructure, programs and services directly related to the issuance of benefit payments.

ESDC has a memorandum of understanding with CRA which establishes the framework for information exchanges between ESDC and CRA for the administration of the Canada Pension Plan, Employment Insurance and Old Age Security programs.

Public Safety Canada

ESDC is dependent on Public Safety to provide federal emergency management leadership. In this regard, Public Safety is responsible for coordinating among federal institutions and in cooperation with the provinces, territories and other entities, the Government of Canada's emergency management activities.

Public Safety's network of regional emergency management offices along with the Government Operations Centre provides federal institutions with operational coordination, support, and assistance during an emergency event. ESDC's NEOC and four (4) REOCs serve as the operational links between the Department and Public Safety's Government Operations Centre.

ESDC's NEOC is also the primary alternate site for the GOC. Public Safety is responsible for providing ESDC with updated GOC operational requirements and performing regular testing of the Department's NEOC and supporting critical infrastructure.

Under the FERP, all federal departments are identified as support departments to Public Safety for ESF 12 - Communications. Specifically, ESDC manages the 1 800 O-Canada phone channel, as well as the Canada.ca website for the Government of Canada. Public Safety provides Government of Canada communications content and direction to federal departments as required during a major crisis or federally coordinated response.

The Government Operations Centre (GOC), which is operational and staffed 24/7 is managed by Public Safety for the Government of Canada, provides an all-hazards integrated federal emergency response to events of national interest (potential or actual hazards, natural or human-induced, either accidental or intentional). It provides 24/7 monitoring and reporting, National-Level situational awareness, warning products and integrated risk assessments, as well as national-level planning and whole-of-government response management. During periods of heightened response, the GOC is augmented by staff from other government departments/agencies and non-governmental organizations who physically work in the GOC and connect to it virtually.

Industry Canada (IC)

As the primary department for telecommunications under the FERP, IC provides support to other federal departments during emergencies by liaising with the telecom industry for situational awareness and by facilitating the restoration of the industry's telecommunications networks. In times of emergency Industry Canada may also coordinate with other government departments and the telecom industry to address departments' telecommunications equipment needs.

During any phase of emergency management, Industry Canada communicates and advocates other government department's telecommunications issues and needs to the telecom industry, and may provide emergency management telecommunications advice to federal departments. Industry Canada promotes programs, such as the Wireless Priority Service, which mitigate congestion, and approves (government) users for those programs.

Treasury Board Secretariat (TBS)

Treasury Board Secretariat (TBS) is responsible for the development and implementation of the Policy on Government Security (PGS), and associated standards on business continuity and for the overall monitoring of departmental compliance to business continuity management. In addition, TBS is responsible to:

- provide direction, advice and support to GC on matters related to the Public Service Readiness Plan (PSRP). Current roles and responsibilities of TBS within the PSRP include the following to:
 - provide advice and support on issues related to human resources, labour relations and occupational health and safety;
 - maintain, communicating and updating the PSRP;

- coordinate with Public Safety in emergency situations;
- work with departments to actively monitor the public service impacts of an emergency or crisis situation so that the appropriate frameworks and guidelines are being employed to manage responsibly;
- recommend PSRP activation to the Clerk of the Privy Council Office;
- chair meetings of the Deputy Head Committee, following PSRP activation; and
- ensure departments meet legislative and TBS policy requirements, in respect to Security and Business Continuity area of management, through the Management Accountability Framework (MAF) assessment.

4. EMERGENCY MANAGEMENT PLANNING AND OPERATIONS AT ESDC

The following concept of operations describes how the Department's diverse resources and capabilities will be engaged to manage emergencies or crisis situations affecting the Department as per the four interdependent components of emergency management outlined in Section 1.7. It also defines how ESDC will support its mandate throughout an incident requiring departmental assistance to a federally coordinated response.

The four (4) components of emergency management are reflected throughout this plan and are described as follow:

4.1 PREVENTION AND MITIGATION

The prevention and mitigation process refers to the planning activities and the proactive actions and measures (structural and non-structural), taken in anticipation of possible threats and issues, to identify, eliminate or reduce the impacts and risks of hazards prior to an emergency situation.

The requirement to identify risks and develop emergency management plans in response to those risks, extends to the development and management of departmental business continuity plans, fire safety plans, building emergency and evacuation plans, as well as all-hazards, or contingency plans.

ESDC is required to conduct mandate-specific risk assessments including those affecting critical infrastructure within or related to the Minister's area of responsibility, based upon all-hazards risk analysis and risk methodology, using common risk assessment tools and best practices. All branches and regions are required to identify risks that may impact their area of responsibility and apply prevention and mitigation measures as required.

The identification of departmental risks is assessed internally through corporate risk profiles, and in collaboration with federal institutions responsible for security and emergency management. Prevention and mitigation strategies, including the development and implementation of appropriate arrangements, plans and/or measures, are implemented to address these risks.

The Department is committed to maintaining the security and integrity of its infrastructure, data, programs and services utilized by employers, organizations, external partners and millions of Canadians. These objectives are achieved through the completion of threat, vulnerability and risk assessment (analysis of the likelihood/ probability and impacts/ consequences) to its critical infrastructure (information technology). This includes the safe guarding of physical facilities; performing environmental scans, departmental security risk assessments, corporate risk profiles and the utilization of the All-Hazard Risk Assessment Methodology and Guideline.

To achieve the required level of readiness, ESDC performs the following prevention and mitigation measures and activities:

- justify the needs of the *Emergency Management Act*, the Canada Labour Code, National Building Code and other relevant legislations, policies and standards;
- establish a robust emergency management program and governance structure;
- develop, test and maintain emergency management plans, tools, arrangements and measures to mitigate risks;
- maintain strong collaboration with Public Safety Canada, other government departments as well as internal and external partners and stakeholders;
- conduct risk assessments relevant to the Department's mandate, including those affecting critical infrastructure, within or related to the minister's area of responsibility (See Section 2. Risk Environment);
- conduct business impact analysis and gap analysis;
- maintain readiness of NEOC and REOC facilities.

Additionally, Employment Insurance benefit processing services are supported by a National Processing Network. This network is the result of the implementation of the National 1-1-1 Vision and Service Delivery Model for EI. It has the capability of quickly shifting the benefit processing activities where lies the processing capacity. Workload management of these activities are supported by a governance framework that provides strategic and operational decision making structures and processes, allowing for work to be moved quickly to where capacity is in emergency situations. This ensures potential impacts on services to client are mitigated. The Employment Insurance National Workload System, electronic record keeping solutions and automated processes enables this concept of delivering services from any offices across Canada.

Lessons learned and the application of best practices from various training events, exercises, as well as response and recovery experiences acquired through response to planned and unplanned events, enable ESDC to apply and implement necessary changes to its business operations. The ability to improve and enhance operations enables the Department to maintain operations as part of day-to-day business and throughout times of emergency or crisis.

These preventive measures and mitigation efforts help alleviate potential impacts to ESDC's business operations and assist Branch and Regions with the delivery of critical services to Canadians. Investing in prevention and mitigation strategies prior to an emergency will reduce the Department's recovery costs.

4.2 PREPAREDNESS

ESDC's state of preparedness is vital to enable the Department to continue to serve Canadians when an emergency or crisis occurs and to assist provinces and territories if requested. Sound departmental emergency governance structures, as well as an emergency response management system enable senior management and emergency management personnel to utilize established processes to effectively respond to emergency and crisis situations.

The Department's effective state of preparedness is supported by department-wide emergency management planning, physical emergency management infrastructure (such as operations centres) and dedicated human resources. Departmental emergency management plans include:

- Departmental Security Framework
- Operational directives related to Business Continuity Management, Building Emergency Response Teams and Fire Protection;
- Branch and regional business continuity plans (BCP) established across the country
- BCP automated tool, including Business Impact Analysis process
- Fire safety plans (FSP) and Building Emergency and Evacuation Teams (BEET)
- Internal and external communication protocols
- IT disaster recovery plans (DRP)
- Event-specific contingency plans (ESDC pandemic plan, postal disruption plan, cyber security response strategies)

Operational directives have been developed to support the SEMP and the Department's overall preparedness.

The Operational Directive on Business Continuity Management (BCM) defines roles and responsibilities, provides guidance and operational requirements to strengthen emergency and business continuity management across the Department and improves our ability to maintain continuous delivery of critical functions and services to Canadians. It outlines the requirements for the:

- establishment of BCP program governance;
- conduct of a business impact analysis;
- development of business continuity plans and arrangements; and
- maintenance of BCP program readiness, including ongoing review, testing and validation of plans, training and exercising employees and the establishment of a permanent maintenance cycle.

The Operational Directive on Fire Protection assists in minimizing fire related losses to property for which ESDC has the responsibility of overseeing the safety and health of the building occupants, protects the lives of those who use these properties and reduce risks and the potential for interruption to critical governmental operations or services.

The Operational Directive on Building Emergency and Evacuation Teams (BEET) establishes an all hazards approach to building emergency response, including the requirements for the preparation of building emergency and evacuation plans.

The Department's participation in many Public Safety activities, plans and initiatives, including the FERP, Atlantic Hurricane Contingency Plan, interdepartmental exercises, and Government Operations Centre national level situational awareness information sharing, enables ESDC to be aligned with federal emergency management strategies and prepared to support Canadians during an emergency or crisis situation.

Testing, exercising and implementation of departmental emergency management plans are ongoing across branches and regions and the Department as a whole, to support and prepare for a departmental coordinated response to an emergency or crisis situation. The completion of After Action Reports, application of lessons learned and the use of Public Safety's capability improvement process following a response activity or exercise enables the Department to learn from these events, apply observations and be better prepared to respond to future incidents.

The Department is committed to investing in its emergency management personnel through emergency management training and professional development. National headquarters and regional emergency management personnel participate in required emergency management training to maintain the Department's capacity to respond with excellence, including the recent certification in incident command system and business continuity of members of the EMBC Division.

Additionally, branches and regions are required to participate in emergency management training and awareness activities to further support their understanding of their respective plans, and required roles and responsibilities.

Other emergency management related plans, such as the Emergency Management Crisis Communication Framework and building emergency and evacuation plans, allow branches and regions to quickly implement their response strategies when required. The maintenance, testing and exercising of all related emergency management plans results in plan effectiveness and departmental readiness to respond to an emergency or crisis situation.

ESDC's emergency management operations infrastructure is represented by the NEOC and four (4) REOCs. These emergency operations centres serve as the focal point for national and regional response efforts and operate on both a physical and virtual basis. ESDC emergency management personnel also utilize these centres to exercise various skill sets required to respond effectively to emergency or crisis situations.

As the primary back-up site for Public Safety GOC, the Department's NEOC is prepared to support the Government of Canada.

4.3 RESPONSE

4.3.1 OVERVIEW

The emergency management governance structure has been triggered on a number of occasions, such as the Pandemic (H1N1), floods, forest fires, hurricanes in the Atlantic, postal disruption, and building related incidents, and has proven its ability to support ESDC in effectively responding to emergencies and other disruptions.

With an ever present potential for emergency and crisis situations the Department must be prepared to respond in a timely, integrated, effective and appropriate manner.

4.3.2 ASSISTANCE TO PROVINCES AND TERRITORIES

Municipalities, provinces and territories are responsible for activities related to emergency management within their respective jurisdictions and are the first responders to any emergency or crisis situation. Should a situation escalate and require federal assistance, Public Safety will advise departments of any formal request for such assistance.

ESDC's ability to respond to and provide support during emergencies is dependent on ongoing partnerships at the provincial and local level. ESDC stands ready to assist provinces and territories by making its facilities available for use during an emergency. Departmental facilities could be used for the set-up of Registration and Authentication post, passport services, distribution of goods and services by a lead department, and other assistance as required.

4.3.3 FEDERAL EMERGENCY RESPONSE PLAN AND EMERGENCY SUPPORT FUNCTIONS

The Federal Emergency Response Plan (FERP) is the Government of Canada's "all-hazards" response plan, a requirement under the *Emergency Management Act*. Led by Public Safety Canada, it identifies those departments with a primary responsibility and those with supporting responsibilities in the event of a federally coordinated response to an emergency. The departments with a primary responsibility have a mandate related to a key element of an emergency and the departments with supportive responsibilities provide general or specialized assistance to a primary department in response to an emergency.

ESDC is required to contribute to Government of Canada coordinated emergency response activities as stipulated in the Emergency Support Function (ESF) 7 - Human and Social Services. In addition, ESDC has additional responsibilities under ESFs 11 and 12 (see Annex D for ESDC roles, responsibilities and definitions of ESFs).

Branches and regions are required to support ESDC's ability to effectively respond to emergencies affecting the Department and to fulfill mandated responsibilities to support a federally coordinated response.

4.3.4 DEPARTMENTAL EMERGENCY RESPONSE MANAGEMENT SYSTEM (ERMS)

Response is a critical component of ESDC's emergency management framework. This component is represented by the departmental emergency response management system (ERMS). ESDC utilizes a coordinated and integrated system to lead response activities to emergencies or crisis situations affecting the Department on both, national and regional level, and to provide support to a federally coordinated response.

ESDC has a departmental emergency response management system in place. It is both national and regional in scope and is utilized to respond to emergency and crisis situations, as well as, manage federal requests for assistance. The ERMS describes the escalation of the response and operations activities during emergency or crisis situations and how the Department will engage support from departmental branches, regions, other federal institutions and partner organizations as needed, through its governance structure and associated committees.

Within the departmental emergency response management system is a recognized governance structure, physical operational facilities, and departmental response levels that facilitate the Department's cohesive response efforts. It includes branch and regional roles, primary functions of the emergency operations centres and is aligned with the federal response structure.

Public Safety manages Federal Coordination Centres across the country. These centres serve as the Government of Canada emergency operations facility and support ESDC's integrated response to emergency and crisis situations in the regions. During emergencies, the Government Operations Centre may request federal department to support some or all of primary functions. Regional representatives from federal departments will collaborate in coordinating a response to an emergency or crisis situation.

The departmental emergency response management system is aligned to principles of the Government of Canada's federal emergency response management system and the Federal Emergency Response Plan.

4.3.5 NATIONAL EMERGENCY OPERATIONS CENTRE (NEOC)

The NEOC, located at national headquarters, is the Department's central command and control facility responsible for carrying out the principles of strategic emergency preparedness and response management during an emergency situation. The NEOC has 24/7 capability and is built to respond to all-hazard emergency situations in a timely and efficient matter, to ensure the continuity of our critical operations.

Led by the Director, EMBC, the NEOC carries out the operational direction provided by the DCM and Incident Commander (IC) as well as the DCMT and coordinates departmental support to branches and/or regions. When a province, territory or other federal institution requests federal assistance from ESDC, the NEOC coordinates the Department's response in collaboration with key branches, regions and Public Safety.

The NEOC is managed and maintained by Emergency Management and Business Continuity (EMBC) employees. EMBC personnel are trained and able to perform various

emergency operation functions such as support, situational awareness, incident assessment and response coordination that are necessary to counter situations affecting the Department, or federally coordinated responses to crisis. Led by the Director, EMBC Division, the EMBC Network supports the DCM & IC, the DCC, and the DSO.

In the event of an emergency or a crisis, the NEOC is activated, the Incident Command System (ICS) is triggered, and the Departmental Crisis Management Team is convened.

The Department's National Emergency Operations Centre (NEOC) and the Regional Emergency Operations Centres (REOCs) will share information related to the delivery of ESDC's critical business function or to provide situational awareness in response to an event. The NEOC will disseminate the information received by the Government Operations Centre to REOCs for situational awareness and to support a coordinated emergency response to an event, disruption or a crisis. Additionally, REOCs are required to provide information for situational awareness to the NEOC.

Branch or regional responsible authority may be required to contribute to the provision of information or response. With required approvals, branch or regional representatives may be requested to be on site within the NEOC or REOC facility.

As required, security cleared ESDC Liaison Officers may be deployed to the Government Operations Centre to act as ESDC's departmental liaison officer and to provide expert advice on issues related to the departmental mandate in support of a federal coordinated response.

4.3.6 REGIONAL EMERGENCY OPERATIONS CENTRES (REOC)

The REOCs are ESDC's regional operations centres for incident, emergency and crisis response and management. Each ESDC region (Atlantic, Quebec, Ontario and Western Canada and Territories) has a functional REOC, most of which operate virtually. The Department's four (4) REOCs apply various principles of the incident command system to manage local and regional emergency and crisis situations. Due to the geographical expanse within certain regions and the location of emergency management personnel; regional staff and senior management respond mainly through a virtual REOC, but may convene at a physical location when warranted.

Situational awareness and communications with NHQ is coordinated and maintained through established NEOC and REOC communications protocols and procedures. The REOC also provides Public Safety's Regional Federal Coordination Centres with information on updated departmental response activities (i.e. information requests, status of federally coordinated response activities, emerging or changing threats, situational awareness products), in accordance with guidelines provided to federal institutions.

An appointed member of the REOC, trained and security cleared may be deployed to the Federal Coordination Centre to act as a departmental liaison officer, as required.

During an emergency situation affecting a region, ESDC the NEOC is activated for proper communication, liaison and support to any of the four (4) REOCs.

Communications Protocol and Situational Awareness

These procedures are coordinated and maintained through established NEOC and REOC communications protocols and procedures. The NEOC also provides the GOC with information on updated departmental response activities (i.e. information requests, status of federally coordinated response activities, emerging or changing threats, situational awareness products), in accordance with guidelines provided to federal institutions.

4.3.7 SURGE CAPACITY

In the context of emergency management, surge capacity is defined as having the ability to obtain adequate staff, supplies and equipment, structures and systems to provide sufficient response activities to meet immediate needs of an influx of demands following a large-scale emergency or crisis situation.

In the event that the Department's primary emergency management personnel require additional support during the response to an emergency or crisis situation, a team of personnel have been pre-identified within the ISB and will be trained and exercised to ensure it is ready to provide surge capacity assistance to both the NEOC and REOC as required. These resources will be activated by a NEOC or REOC Director as required.

4.3.8 COMMUNICATIONS

When the Department is responding to an emergency or crisis situations, key communications services from the Public Affairs and Stakeholder Relations Branch (PASRB) are leveraged. Under the Department's Emergency and Crisis Communications Framework, PASRB provides strategic communications guidance to branches, regions, national and regional senior management, NEOC and REOC Directors. Communications subject matter experts have developed diverse pre-scripted and pre-approved communications products, which support departmental branches and regions, to ensure that appropriate messages and information are available and disseminated.

PASRB has a trusted relationship with the Communications Directorate of Public Safety. When requested, ESDC's representatives provide strategic communications updates to Public Safety and contribute to the development of integrated communications for responses to emergency and crisis situations.

As stated in the Federal Emergency Response Plan, the Federal Public Communications Coordination Group receives direction from Public Safety Canada's Communications, Ministers' offices and Privy Council, this Group coordinates the government's communications response to the public, media, affected stakeholders, and collaborates with the provinces/territories. It is composed of federal public communicators from affected federal government institutions. ESDC regional communications are members of this group. The Group gathers information for public communications products, advises Senior Officials on the public environment; supports public communications activities on the ground, as well as and develops public communications activities and products for its respective institutions.

4.3.9 RESPONSE LEVELS

The Department's level of response is determined by the nature and scope of the situation, as well as the level of provincial or territorial and federal coordination required. Local, regional and departmental emergency management teams, NEOC and REOC Directors are to escalate or de-escalate the Department's response levels as needed, and as recommended by the DSO.

The following levels are ESDC's response levels to incidents that may be escalated to emergencies within the framework established by the SEMP and are in accordance with Public Safety's guidelines.

Response Level 1 (attention and possible action outside of regular operations)

Level 1 consists mainly of routine (day-to-day) activities of ISB (including Internal Integrity and Security Directorate and Regional Executive Directors of Integrity Services) and regional CSB staff); however, it may require the coordination of responses to minor incidents and events, without the involvement or activation of the NEOC or a REOC.

Response Level 2 (monitoring, risk assessment and planning)

Level 2 requires partial escalation of the NEOC relevant REOCs, and/or departmental emergency management teams. Level 2 response requires a thorough risk assessment of the incident to appropriately direct an integrated emergency response strategy. Key national or regional subject matter experts may be mobilized as deemed appropriate. ESDC resources may liaise with different levels of government involved in the emergency, including possible participation in the GOC and regional Federal Coordination Centres.

Response Level 3 (enhanced reporting, risk assessment, planning and activation of operations centres)

Level 3 represents full escalation of the NEOC and/or REOC(s), appropriate departmental emergency management teams; GOC and Public Safety's Regional Federal Coordination Centres key departmental personnel manage response activities via the NEOC, physical or virtual REOCs and follow designated emergency response procedures. Level 3 includes regular briefing to, and decision-making from the Minister & Senior Officials.

The following table (Figure 6) represents the various triggers for Emergency Management Plan Activation:

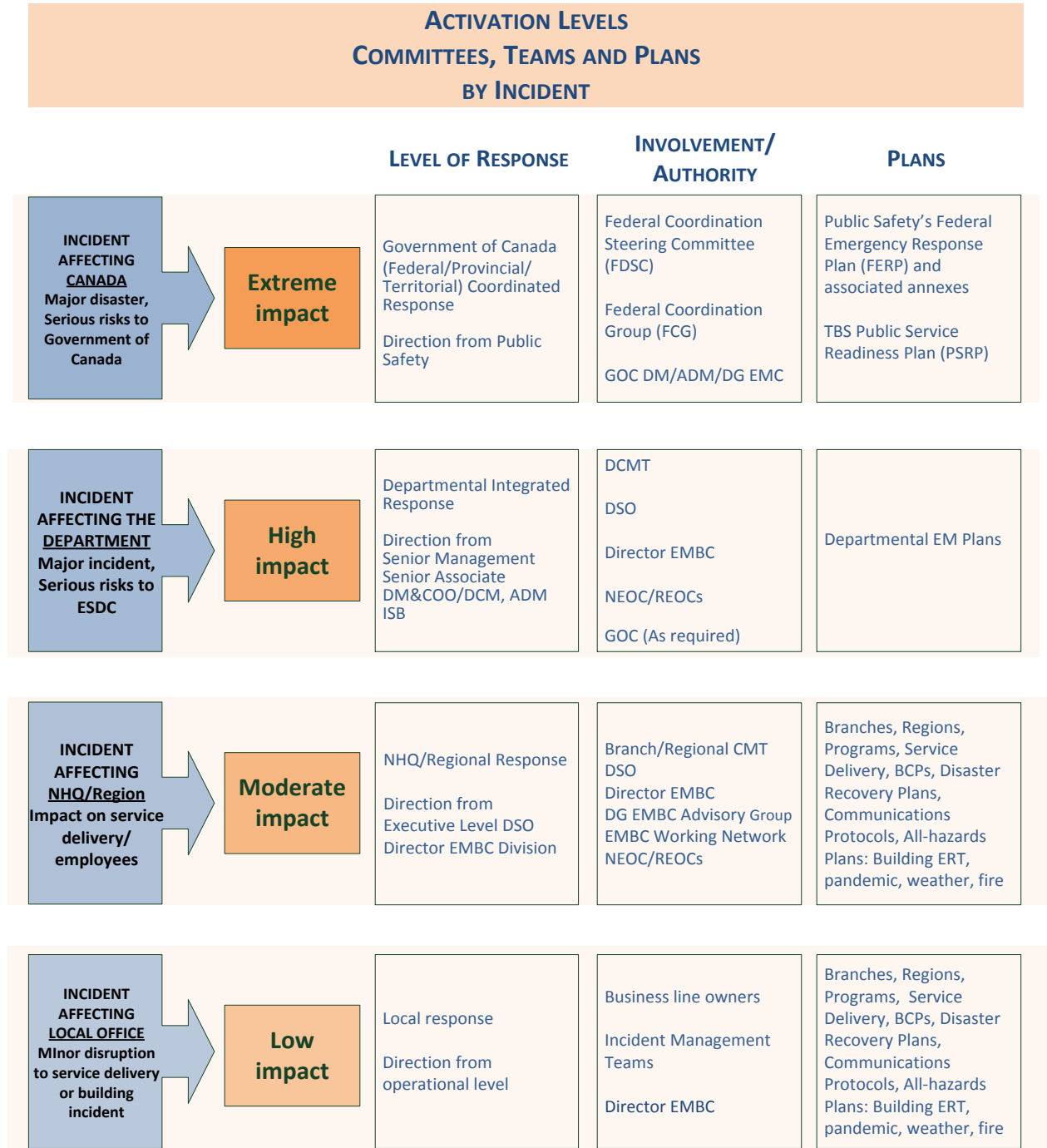
Figure 6

TRIGGER	DEPARTMENTAL EM PLANS	BRANCH/REGIONAL EM PLANS
Determined by building staff or initiated by building fire alarm system	N/A	BEET – Building Emergency and Evacuation Plans
Determined by affected business' Recovery Time Objective	Business Continuity Plans	Business Continuity Plans
An emergency, crisis situation or major disruption requiring emergency response and management.	Strategic Emergency Management Plan (relevant EM Plans)	Branch/Regional EM Plans
	Emergency and Crisis Communications Framework	Emergency and Crisis Communications Framework
A national emergency or crisis situation: request from Public Safety as part of a coordinated response or request to ESDC for Federal assistance to Province or Territory or other federal Department.	FERP	FERP
	ESF 5 – Public Health and Essential Human Services	ESF 5 - Public Health and Essential Human Services
	ESF 7 – Human and Social Services	ESF 7 – Human and Social Services
	ESF 11 – Logistics Operations Management	ESF 11 – Logistics Operations Management
Postal Services Disruption is declared (strike or lock-out)	ESF 12 – Communications Department's Emergency and Crisis Communications Framework	ESF 12 – Communications Regional Emergency and Crisis Communications Framework
	Departmental Postal Disruption Contingency Plan	Departmental Postal Disruption Contingency Plan
Imminent or Declared Pandemic	Departmental Pandemic Preparedness Plan	Departmental Pandemic Preparedness Plan
Cyber Attack	ESDC – Business Continuity Plans SSC – IT Disaster Recovery Plans	Business Continuity Plans
Emergency or crisis situation resulting in NEOC/REOC activation (Power Failure, Flood, etc.)	NEOC Standard Operating Procedures	REOC Standard Operating procedures
	Event-specific Contingency Plans	Event-specific Contingency Plans
Activation by the Secretary of the Treasury Board and the Clerk of the Privy Council	Public Service Readiness Plan	NA

*The lead branches responsible for the development and implementation of departmental emergency management plans are outlined in Annex B.

The following table (Figure 7) represents the departmental and interdepartmental emergency management strategies and activation process to respond to emergencies or crisis situations based on the scale of incident.

Figure 7



4.4 RECOVERY

The Department's ability to recover from an emergency or crisis situation is dependent on the activation and implementation of applicable business continuity and departmental IT disaster recovery plans. Working internally and with other federal institutions such as Public Works and Government Services Canada (PWGSC), Industry Canada, SSC and others, ESDC maintains the continued delivery of benefits and compensations, services and communications to Canadians with minimal disruption until normal business operations are resumed. In support of this, branches and regions are required to include in their respective emergency management plans arrangements and measures for effective collaboration and timely decision-making to recover departmental critical business function, or for the provision of assistance within a federally coordinated recovery.

The Department is also well versed in responding to the needs of Canadians and their communities. During periods of crisis and uncertainty, there is an increased demand to deliver on the Department's mission to build a stronger, more competitive Canada.

Key ESDC programs, services and regional offices the geographic footprint of the Department's points of service across Canada enable the Department to assist with recovery efforts related to specific emergency, crisis and/or disaster situations. As the division responsible for the Government's citizen-centered service delivery, Service Canada is prepared to help Canadians in their time of need with continued delivery of benefits and services, federal communications channels and citizen assistance in dealing with personal impacts.

As witnessed through the Department's efforts under the Government of Canada's Economic Action Plan, ESDC can assist in achieving results for Canadians. Many of the programs and services used to help those impacted by the recent economic recession are available to eligible Canadians, employers and organizations affected by an emergency related crisis or disaster event.

The Department can support eligible individuals who become unemployed due to a natural disaster event that permanently closes an employer through provisions found in the Employment Insurance (EI) Act Part I.

Additionally, ESDC can support Canadians through EI Part II measures such as work-sharing which enable eligible Canadians to obtain income support by working a temporarily reduced work week while their employer recovers. For those Canadians with no prospects of returning to their previous employment, the Department's learning and employment-related programs are available to support eligible Canadians to attain new skills or post-secondary education. Other statutory programs, such as the Canada Pension Plan (CPP), Disability and Survivor Benefits and EI are available to eligible Canadians to help them rebuild their lives and recover from their personal losses with support.

As the federal lead for social development, ESDC is a strategic partner in the rebuilding of communities impacted by emergencies and crises. The Department's legislative mandate to assist communities facing social and economic challenges and supporting knowledge

and information needed to maintain their well-being is heightened during emergency and/or crisis situations.

In response to a request for federal assistance, the Department will work with municipalities, provinces and territories to provide program and service support to eligible clients; including children, families, seniors, people with disabilities, communities, homeless individuals and families as well as those at risk of being homeless.

ESDC conducts its recovery efforts with a view towards future hazard risk reduction and long-term sustainability. Using Public Safety's recommended capability improvement processes, ESDC incorporates lessons learned from events and exercises into its emergency management plans and activities (additional information on recovery strategies are covered in the Operational Directives).

5. EMERGENCY MANAGEMENT LOGISTICAL SUPPORT AND RESOURCE REQUIREMENTS

5.1 GENERAL

ESDC's ability to respond to emergencies affecting the Department, as well as fulfill mandated responsibilities under the FERP, is dependent on the support of key branches and regional operations. The Department relies on several enabling services and operational resources to provide logistical coordination, financial management, human resources and emergency management and coordination assistance necessary for effective response and recovery activities.

5.2 LOGISTICAL SUPPORT

As the departmental lead for emergency management, the ISB coordinates ESDC's emergency management logistics and support. During response and/or recovery operations, ISB depends on key enabling services to support departmental activities. This assistance includes services from IITB, CFOB, HRSB, PASRB, and Service Canada branches, as needed.

5.3 NATIONAL EMERGENCY OPERATIONS CENTRE (NEOC)

During emergency and crisis situations affecting the Department, the NEOC provides departmental officials with fully functional operations facilities and equipment that are vital for effective operational and response strategies. The NEOC and REOCs have a strong and well-established relationship that assures a coordinated departmental emergency management approach. In the event of an emergency, the NEOC and the adjacent Management Centre provide the necessary venue to enable CMT to effectively lead and coordinate the Department's emergency response and recovery activities and/or assist regions to restore business operations to the affected areas.

During crisis events, the REOC and NEOC will communicate to ensure situational awareness is maintained, national guidance is shared and mutual assistance is provided.

5.4 RESOURCE REQUIREMENTS

The administration and maintenance of departmental emergency management activities requires access to and investment in human, administrative and financial resources. ESDC's SEMP outlines various strategies and initiatives to ensure sufficient resources are available to support its coordinated and integrated approach to emergency management.

The emergency management function within ESDC is included as part of the branch's business and resources annual planning cycle, which is integrated in the departmental planning cycle.

5.4.1 HUMAN RESOURCES SURGE CAPACITY

In collaboration with departmental branches and regions, human resources from the EMBC Division and ISB regional employees lead emergency management activities. During emergency events and crisis, NHQ's EMBC Division can access surge capacity personnel from other sections of ISB to support NEOC operations and related emergency response activities. Human resources from other departmental branches and regions can be accessed as required.

The EMBC Division is required to be appropriately staffed to maintain its ability to support the EM Program: conduct day-to-day operations throughout emergencies, efficiently coordinate the response and recovery strategies during an emergency, and fulfill the Department's mandate under the FERP.

In addition, the EMBC Division must have the appropriate personnel to conduct the activities prescribed within the operational directives. These activities include conducting business impact analysis, awareness initiatives, ensuring that departmental business continuity plans are reviewed and quality assessed and coordinating and/or leading departmental exercises and testing.

5.4.2 FINANCIAL RESOURCES FOR TRAINING AND EXERCISING

The Department's ability to respond and recover from an emergency or crisis event is dependent on its preparedness. For ESDC, this includes the promotion of emergency management awareness to employees, the delivery of training to emergency management employees with an emergency response role identified in the SEMP, ongoing review, testing and validation of plans, and completion of departmental exercises involving emergency management plans, protocols and procedures. In addition, the Department is also responsible for the development of an audit cycle for BCM, as the basis of regular reporting to the TBS.

Training

Through maintenance and activation of the Department's NEOC and REOCs, ESDC's emergency management resources practice and enhance various skills needed to perform their duties and responsibilities during an emergency. In addition, the Department is currently assessing the training needs of national and regional ISB emergency management employees to help guide the allocation of financial resources. The investment in these employees enables ESDC to maintain a professional and trained emergency management workforce capable of effective response to emergencies or crisis events.

ESDC ensures that business continuity planning and incident command training is provided for EMBC division staff.

Exercising

Participation in departmental, interdepartmental and multi-jurisdictional exercises allows ESDC to test its ability to perform mandated responsibilities during emergencies and federal emergency support functions when requested. At present, each branch and region utilizes annual operations and maintenance finances to test respective emergency plans, business continuity plans and other supporting plans.

In addition to the testing of business continuity plans, and as required by TBS Operational Security Standard - Business Continuity Planning (BCP) Program and the operational directives (Fire, BCM and BEET), ESDC is currently developing a more structured Departmental Emergency Management Exercise and post-exercise evaluation schedule, including the preparation of a lessons learned report to determine whether objectives were achieved. The future implementation of this cycle process will support key objectives of ESDC's SEMP.

5.5 FINANCIAL MANAGEMENT AND ADMINISTRATIVE REQUIREMENTS

The purpose of financial management is to ensure rapid access to, and effective utilization of, all available resources during an emergency.

The Chief Financial Officer Branch is responsible for ESDC financial management and administrative requirements during emergencies. Within its accountability role for emergency management expenditure, CFOB follows key policies that support emergency situations, specifically: the Policy on Delegation of Authorities; the Policy on Interdepartmental Charging and Transfers between Appropriations, the Contracting Policy and the Policy on Government Security.

5.5.1 FINANCIAL MANAGEMENT IN EMERGENCY SITUATIONS

In accordance with the Public Service Readiness Plan (PSRP), CFOB will follow and implement any of the four (4) options available to the Department to finance an emergency response. These options include:

- the use of a department's A-base;
- use of the executive process (outside a department's A-base) where reserves exist;
- use of the legislative process (outside a department's A-base); and
- use of Governor General's special warrants when parliament is dissolved.

5.5.2 AUTHORITY LEVEL

Each branch and region administers and/or implements emergency management activities through annual allocated financial resources.

The responsibility to fund emergency management will be in accordance with TBS financial policies, departmental policies and agreements. Departmental managers are authorized to approve spending in accordance with established ESDC financial authority levels.

6 TESTING, REVIEW AND MAINTENANCE

6.1 GENERAL

The Integrity Services Branch, through the EMBC Division, is responsible for the management and the implementation of the ESDC SEMP. This includes testing, reviewing, updating, and maintaining the SEMP, and other relevant departmental emergency plans and process on a yearly basis, or succeeding an exercise or testing initiative, as required.

6.2 TESTING AND EXERCISING

In collaboration with departmental stakeholders and external partners, the Integrity Services Branch will be responsible for testing the SEMP. A departmental emergency management testing and exercise program will be developed and implemented in accordance with the operational directives.

This program will integrate existing exercise and awareness activities, such as; business continuity, building emergency and evacuation teams, information technology, and expand participation to include all areas of the Department as required. This approach ensures the Department has a strategic and coordinated exercise management program to support its emergency management roles and responsibilities. In addition, the associated operational directives will outline the specific requirements for the testing and exercising of all emergency management plans within branches and regions.

Departmental exercises will be conducted through various forms and methods; such as, drills, table-top exercises, full-scale or functional exercises, as required to improve operational performance.

6.3 REVIEW AND MAINTENANCE

The Department will review and update the SEMP following its implementation. The SEMP will be reviewed following any exercise, emergency or crisis situations in order to incorporate lessons learned and best practices identified through Public Safety's Capability Improvement Process.

Notwithstanding the Department's review process, the emergency management programs, plans and procedures that fall within the SEMP will be maintained on a regular basis. The EMBC Division will liaise with departmental branches, regions, federal institutions and other stakeholders to update the SEMP and annexes, as required. These updates are warranted by changes in federal legislation, policies, plans or the lessons learned from exercises and emergency and crisis situations.

It is the DSO's responsibility to ensure the Department conducts an extensive review of the SEMP on a minimum of every two years, or as required. This review will be completed in consultation with representatives of the Department's emergency management governance and other key stakeholders. Once the review is final, the updated SEMP will be re-issued to all participating stakeholders.

ANNEX A – Emergency Management Roles and Responsibilities

EMERGENCY MANAGEMENT ROLES AND RESPONSIBILITIES		
ACTIVITIES	FREQUENCY	RESPONSIBILITY
EM		
Governance <ul style="list-style-type: none"> Participate in the Departmental Crisis Management Team (DCMT) 	Ongoing as required	Deputy Ministers Associate DM and COO ADMs Branches and Regions
<ul style="list-style-type: none"> Support emergency management networks 	Ongoing as required	ADMs Branch and Region
<ul style="list-style-type: none"> Coordinate emergency management activities within their respective branch/region 	Ongoing as required	ADMs Branch and Region
<ul style="list-style-type: none"> Liaise with the DCC on matters related to respective ADM branch/region 	Ongoing as required	ADMs Branch and Region
<ul style="list-style-type: none"> Provide guidance and regular updates to branch/region 	Ongoing as required	ADMs Branch and Region
<ul style="list-style-type: none"> Authorize branch/regional financial requirements to support emergency response activities 	Ongoing as required	ADMs Branch and Region
<ul style="list-style-type: none"> Appoint a branch representative to work with the EMBC Team, ISB 	Ongoing as required	ADMs Branch and Region
<ul style="list-style-type: none"> Apply requirements of the SEMP, as directed by ISB 	Ongoing as required	ADMs Branch and Region
<ul style="list-style-type: none"> Determine, from client departments, and stakeholders, any special emergency requirements 	Ongoing as required	ADMs Branch and Region
<ul style="list-style-type: none"> Record incidents or events during emergencies and communicate them to ISB 	Ongoing as required	ADMs Branch and Region
<ul style="list-style-type: none"> Adhere to departmental capability improvement processes to apply lessons learned from emergency management testing, exercises and real incidents within ADM area of accountability, when requested 	Ongoing as required	ADMs Branch and Region
<ul style="list-style-type: none"> Ensure emergency management plans are developed and maintained 	Every 12 months	ADMs Branch and Region
<ul style="list-style-type: none"> Review and approve identified risks and mitigation strategies within ADM area of responsibility 	Every 12 months	ADMs Branch and Region
<ul style="list-style-type: none"> Liaise with the Senior ADM of Service Management and the DCC 	Ongoing as required	Regional ADMs may have this responsibility during an emergency
<ul style="list-style-type: none"> Represent the Department at Public Safety Canada's Regional Federal Coordination Steering Committee 	Ongoing as required	Regional ADMs may have this responsibility during an emergency
<ul style="list-style-type: none"> Direct REOC activities within respective regions 	Ongoing as required	Regional ADMs may have this responsibility during an emergency

Strategic Emergency Response Plan (SEMP) <ul style="list-style-type: none"> • Ensure implementation of SEMP within respective branch/region • Liaise with Public Safety, as required • Review and approve SEMP 	Ongoing Every 24 months	ADMs Branch and Region
Departmental Operational Directives, Guidelines and Tools <ul style="list-style-type: none"> • Ensure implementation of operational directives, guidelines and tools 	Every 24 months	ADMs Branch and Region
Federal. Emergency Response Plan (FERP – ESFs) under review <ul style="list-style-type: none"> • Review and update ESFs • Liaise with Public Safety & other federal departments • Approve ESFs 	Every 24 months	Integrity Services Branch
<ul style="list-style-type: none"> • Review ESF's • Provide comments related to ADM area of responsibility • Comply with FERP 	Every 24 months	ADMs Branch and Region
Emergency and Crisis Communications Framework <ul style="list-style-type: none"> • Review and update Framework • Approve Framework • Liaise with Branches, Regions, and Public Safety 	Every 24 months	PASRB
<ul style="list-style-type: none"> • Support Framework 	Ongoing	ADMs Branch and Region
<ul style="list-style-type: none"> • Provide guidance related to EM • Collaborate with Public Affairs and Stakeholder Relations Branch (PASRB) 	Ongoing	Integrity Services Branch
Public Service Readiness Plan (PSRP) - Under Review <ul style="list-style-type: none"> • Collaborate with TBS • Provide departmental guidance • Participate to meetings • Comply with requirements of the PSRP 	Every 24 months	Integrity Services Branch
Event-specific Contingency Plans <ul style="list-style-type: none"> • Develop plans to address risks within ADM area of responsibility • Review plans • Approve plans 	Every 12 months	ADMs Branch and Region (Flood, Forest Fire, etc.) Integrity Services Branch Department level plans (Pandemic, Postal Disruption)
IT Disaster Recovery Plans <ul style="list-style-type: none"> • Develop plans to address risks • Review • Approve 	Every 12 months	IITB
IT Security <ul style="list-style-type: none"> • Collaborate with IITB 	Ongoing	Integrity Services Branch DSO
BCM	FREQUENCY	RESPONSIBILITY
Governance <ul style="list-style-type: none"> • Lead BCM activities • Implement respective BCP 	Every 12 months	ADMs Branch and Region

Business Impact Analysis <ul style="list-style-type: none"> • Ensure BIA Questionnaire is completed for each business function/service • Approve BIA results/findings 	Every 12 months	ADMs Branch and Region
Business Continuity Plans and Arrangements <ul style="list-style-type: none"> • Establish Crisis Management Team for respective Branch and Region • Ensure branches and regional BCPs are completed for each critical business function/service • Review respective branch/regional roll-up • Approve branch/regional BCP roll-up • Report on BCM activities 	Every 12 months Or as required subject to organizational changes	ADMs Branch and Region
Business Continuity Plan Training and Awareness <ul style="list-style-type: none"> • Engage respective branch/region in training and awareness activities • Participate and support training and awareness activities 	Every 12 months	ADMs Branch and Region
Business Continuity Plan Testing and Exercising <ul style="list-style-type: none"> • Test and exercise plans • Support respective branch/regional testing and exercising. • Participate in testing and exercises (Orientation, Table Top, and Full-Scale Exercise) • Support and participate in departmental and interdepartmental testing and exercising • Validate plans through After Action Report 	Every 12 months	ADMs Branch and Region
FIRE PROTECTION	FREQUENCY	RESPONSIBILITY
Governance/ <ul style="list-style-type: none"> • Implement and monitor requirements of the Fire Protection TBS Standard, National Building Code, National Fire Code, and the Operational Directive 	Ongoing	Departmental Fire Protection Coordinator
<ul style="list-style-type: none"> • Report to Treasury Board 	Every 12 months	Departmental Fire Protection Coordinator
<ul style="list-style-type: none"> • Implement requirements of the Fire Protection TBS Standard and the Operational Directive for respective branch and region 	Ongoing	ADMs Branch and Region
Fire Safety Plans <ul style="list-style-type: none"> • Ensure Building Fire Safety Plans are reviewed and maintained. 	Every 12 months	ADMs Branch and Region (Senior Manager in charge of emergency and evacuation preparation for the building – for which ESDC is the major tenant)

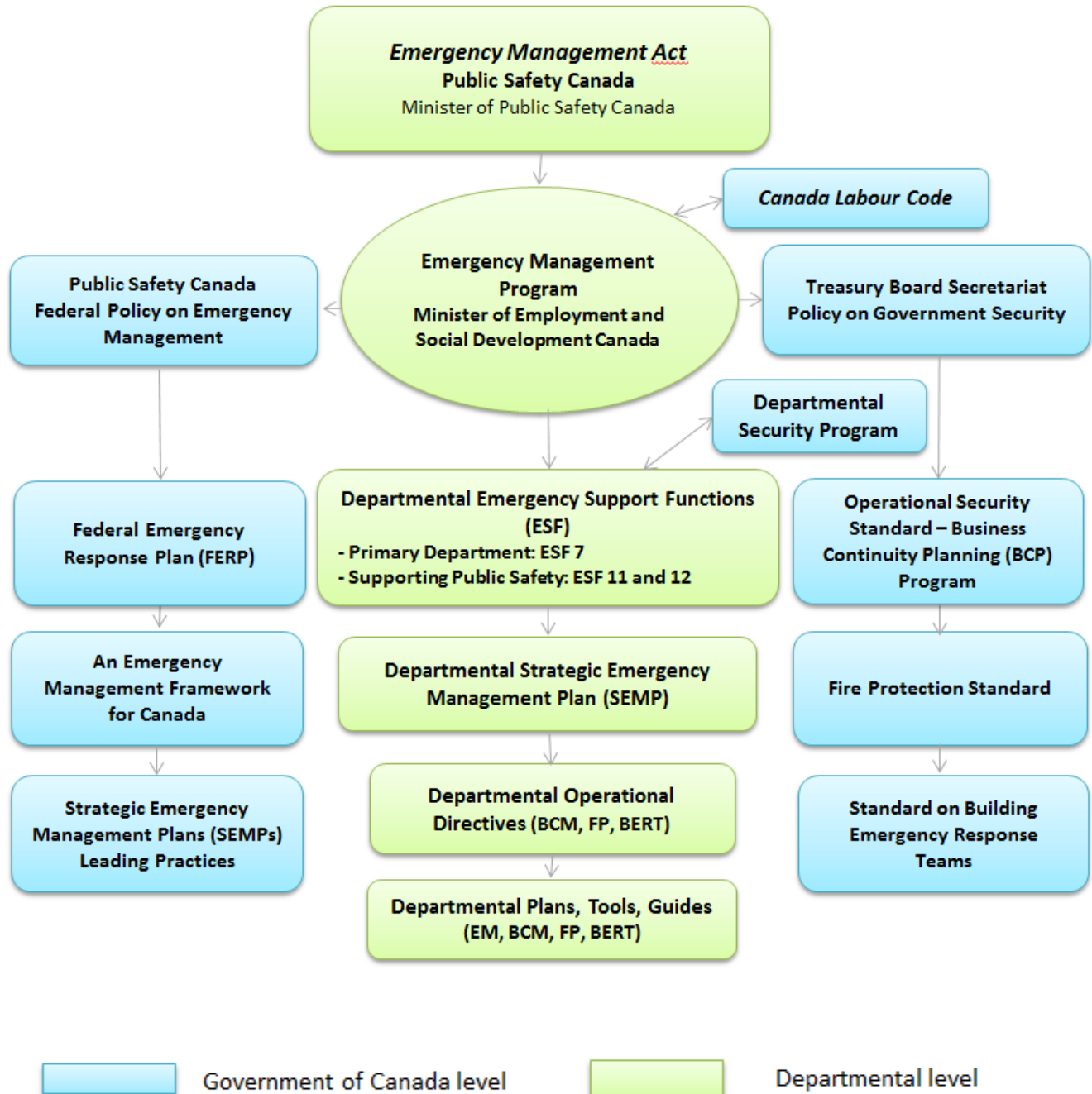
Emergency/Evacuation Exercises <ul style="list-style-type: none"> Implement measures for compliance with the requirements of the Labour Code, Fire Code and Building Emergency and Evacuation Teams (BEET) Standards 	Every 12 months	ADMs Branch and Region (Senior Manager in charge of emergency and evacuation preparation for the building – for which ESDC is the major tenant)
BUILDING EMERGENCY AND EVACUATION TEAM	FREQUENCY	RESPONSIBILITY
Governance <ul style="list-style-type: none"> Implement and monitor requirements of the Building Emergency and Evacuation Teams (BEET) TBS Standard and the Operational Directive 	Every 12 months	Departmental Emergency Response Coordinator ADMs Branch and Region
<ul style="list-style-type: none"> Report on the activities of the Emergency Response Team (ERT) and the Emergency Response Plan (ERP) 	Every 12 months	Departmental Emergency Response Coordinator
<ul style="list-style-type: none"> Ensure a Senior Manager is appointed and the BEET is active Organize regular meetings 	Ongoing	ADMs Branch and Region (Senior Manager in charge of emergency and evacuation preparation for the building – for which ESDC is the major tenant)
Building Emergency and Evacuation Plans <ul style="list-style-type: none"> Develop and implement the building emergency and evacuation plan 	Ongoing	ADMs Branch and Region (Senior Manager in charge of emergency and evacuation preparation for the building – for which ESDC is the major tenant)
Emergency/Evacuation Exercises <ul style="list-style-type: none"> Ensure alignment of evacuation requirements from the Canada Labour Code, Fire Code and Building Emergency and Evacuation Teams Standard Implement emergency and evacuation procedures for compliance 	Every 12 months	ADMs Branch and Region (Senior Manager in charge of emergency and evacuation preparation for the building – for which ESDC is the major tenant)
<ul style="list-style-type: none"> Provide support to the Departmental Emergency Response Coordinator to Provide support to building emergency and evacuation teams 	Ongoing	DSO

ANNEX B – Accountability for the Development and Maintenance of ESDC’s Emergency Management Plans

Emergency Management Plans	Responsible Lead
Departmental Strategic Emergency Management Plan	Integrity Services
Departmental Operational Directives, guidelines and tools	Integrity Services
Federal Emergency Response Plan	Integrity Services
Business Continuity Plans	ADMs, DGs, Directors (may include Manager level for local site) within branches and regions, in collaboration with Integrity Services. * The accountability for this responsibility sits with ADMs.
National and Regional Emergency Operations Centres Standard Operating Procedures	Integrity Services EMBC & Regions
IT Disaster Recovery Plans	Innovation, Information and Technology
Emergency and Crisis Communications Framework	Public Affairs and Stakeholders Relations
Event-specific Contingency Plans i.e. Flood Plan	Integrity Services with business owners/leads as appropriate
Building Emergency and Evacuation Plans	Integrity Services and the Senior Manager in charge of emergency and evacuation preparation for the building – for which ESDC is the major tenant
Fire Safety Plans	Integrity Services and the Senior Manager in charge of emergency and evacuation preparation for the building – for which ESDC is the major tenant
*The development and implementation of plans is done in collaboration with affected branches and regions.	

ANNEX C – Emergency Management External Linkages

Mapping the Emergency Management Environment



ANNEX D – Federal Emergency Response Plan and Emergency Support Functions

The Federal Emergency Response Plan (FERP) is the Government of Canada’s “all-hazards” response plan, a requirement under the *Emergency Management Act*. Led by Public Safety Canada, it identifies those departments with a primary responsibility and those with supporting responsibilities in the event of a federally coordinated response to an emergency. The departments with a primary responsibility have a mandate related to a key element of an emergency and the departments with supporting responsibilities provide general or specialized assistance to a primary department in response to an emergency.

The FERP contains 13 emergency support functions (ESFs) assigned to different departments, according to their primary responsibility. Public Safety Canada may invoke one or more of the 13 ESFs, depending on the nature and scope of the emergency.

Under the FERP, Employment and Social Development Canada (ESDC) has a number of responsibilities as a lead and supporting department to assist in a federally coordinated response.

ESF 7 - Human and Social Services

Under the FERP, ESDC was assigned primary responsibility for ESF 7 on Human and Social Services. As the lead Department for ESF 7, ESDC maintains continued delivery of financial compensation, social benefits, access to key programs and services with as little disruption as possible. The Department also supports the needs of municipalities, provinces, territories and federal institutions with an array of services, assets and infrastructure that may assist in responding to an emergency or crisis situation.

The Department stands ready to provide services and support through permanent service centers for client identification and authentication services, mobile outreach to impacted areas and telephone and online communication assistance across the country.

ESF 11 - Logistics Operations Management

ESDC also has supporting responsibilities with ESF 11 on Logistics Operations Management. In this supporting capacity, ESDC will provide logistical support to the Public Safety Canada Government Operations Centre (GOC), through the Department’s National Emergency Operations Centre (NEOC), with additional support, as required, from the Department’s regional emergency operations centres (REOCs). The NEOC, located at national headquarters, is the Department’s central command and control facility to conduct strategic emergency preparedness and response management during an event or crisis situation. The REOCs serve as ESDC’s regional operations centres for the provision of regional emergency preparedness and response management. The NEOC also serves as the primary alternate site for the GOC.

ESF 12 – Communications

ESDC also has supporting responsibilities with ESF 12 on Public Communications. At the request of Public Safety Canada, ESDC will use its multi-channel network (Canada.ca Internet site, 1 800 O-Canada call centre, and in-person services) to inform Canadians of the nature and status of emergencies, advising them of any actions or recommendations regarding their safety, and any other information relevant to the situation. The Department's function may also include using approved information from lead departments to respond to inquiries and disseminate information to the public during an emergency.

The Assistant Deputy Minister, Integrity Services Branch, designated Departmental Crisis Coordinator

The Assistant Deputy Minister, Integrity Services Branch as Departmental Crisis Coordinator oversees departmental ESFs are prepared, available and mobilized to support a federally coordinated response to an emergency or crisis under the FERP.

Branch and regional Assistant Deputy Ministers

ESDC's ability to respond to emergencies affecting the Department, as well as to fulfill mandated responsibilities under the FERP, is dependent upon the support of branch and regional operations necessary for effective response and recovery activities.

ANNEX E – Emergency Management Planning Document

The following table identifies the various types of emergency management plans including a brief overview of their purposes:

Emergency Management Planning Documents

<u>Plan</u>	<u>Purpose and Overview</u>
Strategic Emergency Management Plan (SEMP)	<ul style="list-style-type: none"> • A SEMP establishes a federal government institution's objectives, approach and structure for protecting Canadians and Canada from threats and hazards in their areas of responsibility, and sets out how the institution will assist the coordinated federal emergency response. • EM plans, such as the SEMP, represent an institution's planning associated with its "external" environment. • The qualifier "strategic" is used to differentiate this high-level plan from other types of EM plans, including operational plans. The development and employment of a SEMP is an important complement to other types of EM plans, because it promotes an integrated and coordinated approach to emergency management planning.
Federal Emergency Response Plan (FERP)	<ul style="list-style-type: none"> • The FERP is the Government of Canada's all-hazards response plan. • It outlines the processes and mechanisms to facilitate an integrated Government of Canada response to an emergency and to eliminate the need for departments to coordinate a wider Government of Canada response. • It includes 13 emergency support functions that the federal government can implement in response to an emergency. Each of these functions addresses a need that may arise before or during an emergency.
Operational plans (including response and incident-specific)	<ul style="list-style-type: none"> • Operational plans are more geared to the "tactical" level and support the SEMP, but provide the detail required for a coordinated response to specific hazards identified through a formal risk assessment process. • Their purpose is to harmonize emergency response efforts by the federal and provincial/territorial governments, non-governmental organizations and the private sector. • Operational plans may be based on all four pillars of EM planning, or focus on the specific activities of a single pillar.
Business continuity plans (BCPs)	<ul style="list-style-type: none"> • BCPs help enable critical services or products to be continually delivered to Canadians in the event of an incident/emergency. • EM plans, such as the SEMP, represent an institution's planning associated with its "external" environment. BCPs, by contrast, represent an institution's planning associated with its "internal" efforts to ensure the continued availability of critical services in the event of an incident/emergency impacting the institution. • Despite this general distinction between "external" and "internal," EM planning and business continuity planning are complementary; for example, data used in business impact analysis helps define the risk environment for EM planning.

Source: Public Safety Canada's Emergency Management Planning Guide (2010-2011)

ANNEX F – Service Offerings Delivered on Behalf of Other Government Departments

CSB has memoranda of understanding in place with a number of external departments and agencies under the Customized Information Service. ESDC responds to enquiries to a number of programs for several departments. These departments include:

- Aboriginal Affairs and Northern Development Canada
- Canada Revenue Agency
- Canadian Air Transport Security Authority
- Canadian Food Inspection Agency
- Canadian Human Rights Commission
- Canadian Transportation Agency
- Citizenship and Immigration Canada
- Department of Fisheries and Ocean
- Environment Canada
- Financial Transaction and Reports Analysis Centre of Canada
- Health Canada
- Industry Canada
- Justice Canada
- Library and Archives Canada
- Natural Resources Canada
- Privy Council Office
- Public Service Commission
- Public Works and Government Services Canada
- Royal Canadian Mint
- Transport Canada
- Veterans Affairs Canada

Other memoranda of understanding and/or service level agreements are in place for the provision of services and or facilities on behalf of:

- Citizenship and Immigration Canada (for passport and other services)
- Office for Indian Residential Schools Resolutions Canada
- Public Safety Canada
- Veterans Affairs

ANNEX G – Emergency Contact List

(To be filled by Branches and Regions)

Annex H – Glossary

All-hazards emergency management planning

An approach that recognizes that the actions required to mitigate the effects of emergencies are essentially the same, irrespective of the nature of the event, thereby permitting an optimization of scarce planning, response and support resources. The intention of all-hazards generic emergency planning is to employ generic methodologies, modified as necessary by particular circumstances.

All-hazards incorporates natural and man-made threats including traditional emergency management events such as flooding and industrial accidents, as well as national security events such as acts of terrorism, and cyber events.
(Emergency Management Planning Guide 2010-2011, Public Safety Canada)

Asset

Assets include but are not limited to information in all forms and media, networks, systems, materiel, real property, financial resources, employee trust, public confidence and international reputation.
(Emergency Management Planning Guide 2010-2011, Public Safety Canada)

Business Continuity Management (Planning)

An all-encompassing term that includes the development and timely execution of plans, measures, procedures, and arrangements to ensure minimal or no interruption to the availability of critical services and assets.
(Emergency Management Planning Guide 2010-2011, Public Safety Canada)

Business Impact Analysis

The process of determining the impact on an organization should a potential loss identified by the risk analysis actually occur. The BIA should quantify, where possible, the loss impact from both a business interruption (number of days) and a financial, loss of life or other standpoint.
(Emergency Management Planning Guide 2010-2011, Public Safety Canada)

Capability Improvement Process

The CAIP ensures that recommendations observed during real events and exercises are collected, appropriately stored and analyzed. This whole-of-government process provides the basis for recommended corrective actions and/or institutionalization of best practices aimed at improved capabilities across federal government institutions.
(Emergency Management Planning Guide 2010-2011, Public Safety Canada)

Crisis

A critical event, which, if not handled in an appropriate manner, may dramatically impact an organization's profitability, reputation, or ability to operate. Or, an occurrence and/or perception that threatens the operations, staff, shareholder value, stakeholders, brand, reputation, trust and/or strategic/business goals of an organization.
(Disaster Recovery Journal Glossary http://www.drj.com/downloads/drj_glossary.pdf)

Critical Service

Service whose compromise in terms of availability or integrity would result in a high degree of injury to the health, safety, security or economic well-being of Canadians, or to the effective functioning of the Government of Canada and must be continuously delivered (has no or very limited downtime).

(Emergency Management Planning Guide 2010-2011, Public Safety Canada)

Concept of Operations

Concept of operations provides a framework to operationalize horizontal management and an effective governance structure and delineates clear roles and responsibilities of the principal committees and individuals central to each phase of the incident management process.

(Emergency Management Planning Guide 2010-2011, Public Safety Canada)

Critical Infrastructure

Critical infrastructure refers to processes, systems, facilities, technologies, networks, assets and services essential to the health, safety, security or economic well-being of Canadians and the effective functioning of government. Critical infrastructure can be stand-alone or interconnected and interdependent within and across provinces, territories and national borders. Disruptions of critical infrastructure could result in catastrophic loss of life, adverse economic effects, and significant harm to public confidence.

(Emergency Management Planning Guide 2010-2011, Public Safety Canada)

Disaster

Essentially a social phenomenon that results when a hazard intersects with a vulnerable community in a way that exceeds or overwhelms the community's ability to cope and may cause serious harm to the safety, health, welfare, property or environment of people; may be triggered by a naturally occurring phenomenon which has its origins within the geophysical or biological environment or by human action or error, whether malicious or unintentional, including technological failures, accidents and terrorist acts.

(An Emergency Management Framework for Canada)

Emergency

An unexpected or impending situation that may cause injury, loss of life, destruction of property, or cause the interference, loss, or disruption of an organization's normal business operations to such an extent that it poses a threat.

(Disaster Recovery Journal Glossary http://www.drj.com/downloads/drj_glossary.pdf)

Emergency management

The management of emergencies concerning all-hazards, including all activities and risk management measures related to prevention and mitigation, preparedness, response and recovery.

(Emergency Management Planning Guide 2010-2011, Public Safety Canada)

Emergency Management Framework for Canada

Sets out common principles that are at the heart of an emergency management framework in Canada. In essence, they reflect the key underlying beliefs and goals of emergency management. Their aim is to support the design, implementation and ongoing

improvement of frameworks, programs, procedures, guidelines and activities that together comprise the emergency management system.

(Emergency Management Planning Guide 2010-2011, Public Safety Canada)

Emergency Operations Centre

A designated facility established by an agency or jurisdiction to coordinate the overall agency or jurisdictional response and support to an emergency.

(Emergency Management Planning Guide 2010-2011, Public Safety Canada)

Emergency Support Function

Emergency support functions are emergency response actions in support of the needs that are anticipated to arise prior to or during an emergency.

(Emergency Management Planning Guide 2010-2011, Public Safety Canada)

Environmental Scan

The process by which key external and internal factors and risks influencing an organization's policy and management agenda are identified.

(Emergency Management Planning Guide 2010-2011, Public Safety Canada)

Federal Policy for Emergency Management (2009)

The FPEM policy promotes an integrated and resilient whole-of-government approach to emergency management planning, which includes better prevention/mitigation of, preparedness for, response to, and recovery from emergencies.

(Emergency Management Planning Guide 2010-2011, Public Safety Canada)

Government Operations Centre

Canada's strategic-level operations centre that coordinates the activities of hub of a network of operations centres run by a variety of federal departments and agencies during emergencies.

(Emergency Management Planning Guide 2010-2011, Public Safety Canada)

Hazard

A hazard is a potentially damaging physical event, phenomenon or human activity that may cause the loss of life or injury, property damage, social and economic disruption or environmental degradation.

(Emergency Management Planning Guide 2010-2011, Public Safety Canada)

Incident

An occurrence or event, sometimes comparatively, trivial in itself, which precipitates or could precipitate political unrest, open warfare, etc.

(Emergency Management Planning Guide 2010-2011, Public Safety Canada)

Incident Command System

A standardized on-scene emergency-management concept specifically designed to allow its user(s) to adopt an integrated organizational structure equal to the complexity and demands of single or multiple incidents, without being hindered by jurisdictional boundaries.

(Emergency Management Planning Guide 2010-2011, Public Safety Canada)

Mitigation

Sustained actions taken to eliminate or reduce risks and impacts posed by hazards well before an emergency or disaster occurs; mitigation activities may be included as part of prevention. Measures may be structural (e.g. flood dikes) or non-structural (e.g. land use zoning and building codes).

(Federal Policy for Emergency Management)

Preparedness

A phase of emergency management consisting in making decisions and taking measures before an emergency, in order to be ready to effectively respond and recover.

(Federal Policy for Emergency Management)

Prevention

Actions taken to avoid the occurrence of negative consequences associated with a given threat; prevention activities may be included as part of mitigation.

(Federal Policy for Emergency Management)

Probability

The likelihood that is expressed as a number between 0 and 1, where 0 indicates that the occurrence is impossible and 1 indicates definite knowledge that the occurrence has happened or will happen, where the ratios between numbers reflect and maintain quantitative relationships.

(Emergency Management Planning Guide 2010-2011, Public Safety Canada)

Recovery

A phase of emergency management consisting in activities aimed at restoring normal conditions after an emergency.

(Federal Policy for Emergency Management)

Response

A phase of emergency management implemented immediately before, during or after an emergency, and consisting in activities aimed at limiting or preventing damage to life, property or the environment.

(Federal Policy for Emergency Management)

Risk

The combination of the likelihood and the consequence of a specified hazard being realized; refers to the vulnerability, proximity or exposure to hazards, which affects the likelihood of adverse impact.

(Emergency Management Planning Guide 2010-2011, Public Safety Canada)

Risk Assessment

The concept of risk is defined as a product or process which collects information and assigns values to risks for the purpose of informing priorities, developing or comparing courses of action, and informing decision making.

(Emergency Management Planning Guide 2010-2011, Public Safety Canada)

Risk-based

The concept that sound emergency management decision-making will be based on an understanding and evaluation of hazards, risks and vulnerabilities.

(Emergency Management Planning Guide 2010-2011, Public Safety Canada)

Risk Management

The use of policies, practices and resources to analyze, assess and control risks to health, safety, environment and the economy.

(Emergency Management Planning Guide 2010-2011, Public Safety Canada)

Situational awareness

Situational awareness is having insight into one's environment and circumstances to understand how events and actions will affect business objectives, both now and in the near future.

(Emergency Management Planning Guide 2010-2011, Public Safety Canada)

Standard Operating Procedures

SOPs are a set of instructions constituting a directive, covering those features of operations which lend themselves to a definite, step-by-step process of accomplishment. SOPs constitute a complete reference document or an operations manual that provides the purpose, authorities, duration, and details for the preferred method of performing a single function or a number of interrelated functions in a uniform manner.

(Emergency Management Planning Guide 2010-2011, Public Safety Canada)

Surge Capacity

The ability to obtain adequate staff, supplies and equipment, structures and systems to provide sufficient response activities to meet immediate needs of an influx of demands following a large-scale incident or disaster.

(Adapted from MedScape Today web site:

http://www.medscape.com/viewarticle/704505_7.)

Threat

The presence of a hazard and an exposure pathway; threats may be natural or human induced, either accidental or intentional.

(Emergency Management Planning Guide 2010-2011, Public Safety Canada)

Threat Assessment

The process of identifying or evaluating entities, actions, or occurrences, whether natural or man-made, that have or indicate the potential to harm life, information, operations and/or property.

(Emergency Management Planning Guide 2010-2011, Public Safety Canada)

Vulnerability

The conditions determined by physical, social, economic and environmental factors or processes, which increase the susceptibility of an organization or community to the impact of hazards.

(Emergency Management Planning Guide 2010-2011, Public Safety Canada)

Vulnerability Assessment

A process for identifying physical features or operational attributes that render an entity, asset, system, network, or geographic area susceptible or exposed to hazards.
(Emergency Management Planning Guide 2010-2011, Public Safety Canada)