

# Emergency and Crisis Management Plan (ECMP)

## Part 4 EMT / CMT Roles & Responsibilities

Rev 0 – April 2016

**Revision History**

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A – E	2015/1016	Compilation & DP review	Jim Morrison <b>(add energy)</b>	DP GMO & PMG	
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## 4. EMT / CMT ROLES AND RESPONSIBILITIES

### 4.1. General Overview / Philosophy

Clearly defined and understood roles and responsibilities minimise confusion and ensure all essential emergency response/management activities are undertaken as planned, in accordance with Plans and Procedures, and importantly that normal business operations resume as quickly as possible after the conclusion of an emergency or crisis event.

The responsibilities of key **DP** Emergency Management Team (EMT) and Crisis Management Team (CMT) members are defined in this section. **Diagram 2** (*Emergency Management Structure*) in Section 2 of this ECMP depicts a detailed overview of **DP's** authorised EMT / CMT structure.

In practice some of these responsibilities may be delegated to other (non EMT/CMT) individuals during a major emergency or crisis event. However, the responsibility for ensuring execution of actual tasks remains that of the incumbent EMT / CMT member nominated to the role(s).

The actual complement of the EMT or CMT (or elements thereof) for a given emergency event will typically vary, totally dependent on the requirements and demands of each emergency scenario and then at the discretion of the respective EMT or CMT Leader.

Furthermore, some members of the EMT or CMT may be required to assume concurrent roles within both teams (i.e. a concurrent role within the EMT and CMT) during an emergency event. Typically, this would be dependent on the availability of staff to fill required roles, assessment of the demands of the emergency or crisis event, and then at the discretion of the respective EMT / CMT Leader.

### 4.2. EMT / CMT Role Development

The **DP** EMT and CMT roles and responsibilities (as defined with this ECMP) need to be clearly defined and understood by those **DP** personnel who may assume a role during an emergency event.

Effective 'induction' and assimilation into respective roles will minimise confusion and will ensure essential response and ongoing management activities are assessed, implemented and appropriately conducted. During the induction process personnel shall receive appropriate training and development in **DP** EMT/CMT roles and responsibilities before being required to undertake such positions during an authentic emergency or crisis event.

Furthermore, EMT/CMT personnel are to undertake annual refresher training and partake in ER exercises to further develop and enhance each person's capability. This will in-turn enhance the **DP's** capacity to effectively interface with Port User/Stakeholder response teams and NT Emergency Services during an emergency event.

This section provides guidance for key **DP** personnel who may assume an EMT or CMT 'role' (or a combined role) identified in this ECMP during a major emergency or crisis event associated with **DP** operations or activities – the following guidelines apply:

- EMT / CMT 'roles' are not a rigid list of prescribed duties; they are flexible aide-memoires, designed to cater for an escalating range of events and/or a change in the severity of a response and management requirements; and
- The 'role' methodology is not designed to reflect a corresponding title within the **DP** organisational structure; it is also not designed to cater for every likely or specific incident, but is intended to be used as an aide-memoire, appropriate to the requirements and demands of a major emergency or crisis event at any given time.

**NOTE:** During the initial activation of the **DP EMT** or **CMT**, responding members may be required to initially assume one or more 'role(s)' during the preliminary stages of a response. Subject to the emergency event and as more senior or appropriate personnel respond, EMT / CMT 'roles' and key personnel may change. It is essential that all EMT / CMT members are kept informed of the current status of EMT / CMT key position holders at all times.

### 4.3. Pre-Emergency / Crisis Event Preparation

To deliver an effective response to a major emergency or crisis event, there are certain key prerequisites that **DP** EMT and CMT members must ensure are in place and are clearly understood by all, best summarised by the following table:

EMT / CMT Members	Pre-Emergency / Crisis Event Preparation
<p><b>All Members</b></p>	<ul style="list-style-type: none"> <li>• Be aware of the range and potential impacts of an operational and/or corporate crisis event on <b>DP</b> – be vigilant in identifying and implementing appropriate risk reduction measures and validating recovery actions that may be pre-planned;</li> <li>• Achieve and maintain familiarisation with all elements of <b>DP's</b> Crisis Emergency Management (CEM) philosophy, including the scope and operation of each of the response and management Plans and the required integration between them;</li> <li>• Achieve and maintain familiarisation with your individual role within the EMT/CMT and familiarise yourself with your counterpart in either team;</li> <li>• Ensure 24/7 availability for your role, if unavailable, it is your responsibility to ensure an 'Alternate' is available and that the Alternate and GM Operations (and/or EMT/CMT Leader) are advised of the situation;</li> <li>• Ensure your emergency contact details are kept current and you are aware of current contact / callout procedures;</li> <li>• Ensure there is a clear direction on who takes over your normal business duties when you are engaged on EMT/CMT duties;</li> <li>• Collect all predictable data and documentation that will assist you to implement your role effectively (contacts, Plans/Procedures, maps, specifications etc.);</li> <li>• Brief all EMT/CMT Support Group (i.e. Admin) members of your expectations of them during a response to a major emergency event;</li> <li>• Maintain up to date contact details for all Support Group staff and external consultants;</li> <li>• Ensure all third parties who aid the work of the EMT/CMT (e.g. consultants, insurers, lawyers, trauma counsellors, call centres, media monitors etc.) are fully aware of the expectations on them and are prepared to be mobilised on call-out;</li> <li>• Identify, establish and maintain ongoing dialogue and goodwill contact with support agencies, important stakeholders and other people or organisations whose trust, assistance or support may be needed;</li> <li>• Identify and attend any training you may need to more effectively perform your role within the EMT/CMT;</li> <li>• Respective EMT/CMT members are tested and assessed against the requirements of their individual roles;</li> <li>• Continually review current practices/procedures and personal requirements and make recommendations for (improvement) consideration to the GM Operations.</li> </ul>
<p><b>EMT / CMT Leader</b></p>	<ul style="list-style-type: none"> <li>• Promote established Crisis Emergency Management (CEM) philosophy throughout <b>DP</b> and its stakeholders and business associates;</li> <li>• Maintain familiarisation with your obligations as detailed within <b>DP's</b> CEM organisational structure and demonstrate consistency and a high level of leadership of teams;</li> <li>• Establish clear protocols for reporting incident information &amp; providing SITREPS</li> <li>• Ensure Alternates (for your role) are adequately trained, inducted and sufficiently briefed in order to effectively perform the Leaders role when required (especially during a protracted event);</li> <li>• Continually review performance of individuals within the EMT/CMT; identify areas for improvement and change members if necessary to improve respective team</li> </ul>

EMT / CMT Members	Pre-Emergency / Crisis Event Preparation
	performance.
<p><b>GM Operations &amp; Port Management Officer &amp; Operations / Planning</b></p>	<ul style="list-style-type: none"> <li>• Monitor and review all CEM Plans to ensure consistency of purpose;</li> <li>• Oversee development of ‘best practice’ of ER / EM / CM capability, via the conduct of regular risk / threat assessments and the proactive review and development of effective response and management Plans (and strategies) for major threats;</li> <li>• Ensure the Emergency/Crisis Control Centre (ECC / CCC) facilities and equipment are available/maintained in working order at all times; periodically test all necessary communication links;</li> <li>• Maintain familiarisation with all aspects of <b>DP’s</b> CEM structure to enable provision of guidance to all EMT/CMT Members and their support teams during a major emergency or crisis event;</li> <li>• Work with EMT/CMT Information Coordinators to ensure adequate telephone support arrangements are in place at all times;</li> <li>• Develop aide-memoirs for statutory reporting and compliance matters;</li> <li>• Maintain currency of the <b>DP</b> ECMP Contact Directory for all EMT/CMT members, their Alternates and key stakeholders;</li> <li>• Ensure all EMT/CMT members monitor annual leave and business travel for themselves and Alternates, to ensure availability of appropriate EMT/CMT members at all times;</li> <li>• Establish and maintain a CEM training and exercise program, as appropriate, and integrate the program with scheduled EMT/CMT exercises.</li> </ul>
<p><b>GM Corporate Services &amp; CMT External Affairs</b></p>	<ul style="list-style-type: none"> <li>• Ensure External Affairs members are adequately trained, developed and resourced to perform necessary support tasks;</li> <li>• Ensure external media consultants and media monitoring arrangements are appointed and available to be called in at short notice;</li> <li>• Ensure all media releases have received appropriate levels of review/comment by <b>DP’s</b> Legal Team before release;</li> <li>• Ensure adequate processes are in place to enable media management and conference facilities to be commissioned, secured and resourced at short notice;</li> <li>• Consider media training needs for nominated and alternate <b>DP</b> spokespersons.</li> </ul>
<p><b>Information Coordinators</b></p>	<ul style="list-style-type: none"> <li>• Maintain familiarisation of your individual role within the EMT/CMT and familiarise yourself with your counterpart in either team;</li> <li>• Establish and maintain contact with Port User / Stakeholder and response agency Information Coordinators and establish appropriate emergency interface;</li> <li>• Ensure you have intimate knowledge of the operational set up and working of the <b>DP</b> Emergency Control Centre (ECC) and Crisis Control Centre (CCC) for the CMT, including adequate copies of respective Plans, site information/diagrams, proforma documents / aide memoirs etc.;</li> <li>• Liaise with Log Keeper/Scribes and ensure their availability and capability to deliver against the requirements of their EMT/CMT role;</li> <li>• Ensure all received incident information/data within the ECC or CCC is appropriately validated for accuracy and authenticity.</li> </ul>

**4.4. Initial Actions on Receipt of an Emergency Event Call**

1st Person to Receive Call	
<b>ACTION: Request Following Details From Caller / Immediately Advise EMT Leader</b>	
1) Obtain all relevant <b>name</b> and <b>call-back contact details</b> of the caller: Name/s..... Details.....	<input type="checkbox"/>
2) <b>Name of the DP EMT Leader and contact details</b> (if available)? Name..... Details.....	<input type="checkbox"/>
3) Obtain a basic <b>description of the emergency event</b> and <b>time of occurrence</b> Description..... ..... ..... Time Occurred.....	<input type="checkbox"/>
4) <b>Location of the emergency event/incident</b> Location..... Details.....	<input type="checkbox"/>
5) What was the <b>likely cause of the emergency event/incident</b> and is there any ongoing danger? Likely Cause..... Current Status.....	<input type="checkbox"/>
6) What <b>response activities</b> have been initiated so far / who is responding and status of? Response Summary..... .....	<input type="checkbox"/>
7) <b>Number of personnel</b> present at, impacted or otherwise involved in the emergency event/incident? Number of Personnel..... Details/Names..... ..... .....	<input type="checkbox"/>
8) Are any <b>personnel unaccounted for</b> ? Name/s..... ..... Details..... .....	<input type="checkbox"/>

<p>9) Number of any <b>personnel injured</b> (any fatality names/details – relay in absolute confidence)?          Name/s.....          .....          Details.....          .....</p>	<input type="checkbox"/>
<p>10) What <b>organisations are currently present / involved</b> (i.e. external response authority(s))?          Name/s.....          .....          Details.....          .....</p>	<input type="checkbox"/>
<p>11) What is the <b>extent of initial damage</b> and the potential for this to increase / escalate?          Damage Estimate/s.....          .....          Details.....          .....</p>	<input type="checkbox"/>
<p>12) Is there any <b>environmental impact</b> involved (or any potential for this to arise)?          Current Status.....          .....          Details.....          .....</p>	<input type="checkbox"/>
<p>13) Name of <b>medical facility where injured personnel are now located</b> (if removed from site)          Location.....          .....          Names.....          Misc. Details.....</p>	<input type="checkbox"/>
<p>14) Are there any personnel from any <b>Statutory Authority</b> present at the scene, or been advised?          Name/s.....          Details.....</p>	<input type="checkbox"/>
<p>15) Are local <b>media</b> currently involved / onsite, or do we believe they have been notified?          Identity of Media .....          Current Location/Details.....</p>	<input type="checkbox"/>
<p>16) Are there any <b>security related issues or risks</b> involved?          Known Security Issues.....          .....          Potential Considerations....</p>	<input type="checkbox"/>
<p><b>Name of Call Taker:</b></p>	<p><b>Date/Time of Call:</b></p>

**4.5. First Member to Emergency or Crisis Control Centre (ECC / CCC)**

Initial Task – Notify Those Who Need to be Aware of the Emergency Event	
1) Notify the EMT / CMT Leader (or Alternate) and determine:	<input type="checkbox"/>
a) <b>Which members</b> of the EMT / CMT or support personnel should be activated?	<input type="checkbox"/>
b) <b>Who will notify</b> other members of the EMT / CMT?	<input type="checkbox"/>
c) <b>When and where</b> the EMT / CMT should meet?	<input type="checkbox"/>
d) <b>What additional actions</b> are required?	<input type="checkbox"/>
2) Alert all other members of the EMT / CMT of the time and place of the first meeting	<input type="checkbox"/>
3) Provide <b>DP</b> CMT External Affairs with validated facts for preparation of immediate media statement	<input type="checkbox"/>
4) Ensure EMT HSE notifies and brief's relevant Port User or external contracted support provider	<input type="checkbox"/>
5) Brief all personnel who may have been involved in the notification process of the need for absolute confidentiality and security of incident information – no information to be released unless authorised	<input type="checkbox"/>
6) After advising others of the situation, gather information, ascertain actions at the scene and prepare the EMT procedures until replaced by the EMT Operations Planning	<input type="checkbox"/>
7) Contact IC or site ERT Leader at the affected location to:	<input type="checkbox"/>
a) obtain update / SITREP of emergency event / situation	<input type="checkbox"/>
b) maintain contact / interface commensurate with demands of the emergency event/s	<input type="checkbox"/>
c) establish protocol for regular schedule of updates / SITREPS	<input type="checkbox"/>
d) ensure local response action is being effectively coordinated, undertaken and establish current status and potential resources required	<input type="checkbox"/>
8) Open / assemble ECC / CCC and establish telephone lines and necessary administrative support	<input type="checkbox"/>
9) Set up ECC/CCC equipment (see ECMP <b>Appendices B.6, D.1 &amp; D.2</b> ) as per approved layout diagram	<input type="checkbox"/>
10) Ensure copies of all relevant ECMP, other support Plans and site info are available	<input type="checkbox"/>
11) Clean and prepare whiteboards, set up pre-formatted wall charts (refer to <b>Appendix F</b> )	<input type="checkbox"/>
12) Ensure all positions are labelled with correct telephone number extensions	<input type="checkbox"/>
13) Connect phones/fax's to match numbers on telephone sockets, label "IN" and "OUT"	<input type="checkbox"/>
14) Check there is an adequate supply of white board pens, cleaners, fax paper, stationery ( <b>Weekly Check</b> )	<input type="checkbox"/>
15) Place in / out trays for EMT members with checklists, nameplates, etc.	<input type="checkbox"/>
16) Check that all equipment is operational	<input type="checkbox"/>
17) Photocopy <b>DP</b> Personal Response Log sheets (refer ECMP <b>Appendix D.5</b> ) and distribute	<input type="checkbox"/>
18) Establish contact with relevant IC/site ERT to inform them when the ECC is functional/operational	<input type="checkbox"/>
19) Provide IC/ERT with contact details (phone, fax, email, mobile, and / or sat-phone) for the ECC	<input type="checkbox"/>
20) Brief EMT / CMT members as they arrive and/or 'handover' briefing to replacement	<input type="checkbox"/>

#### 4.6. During a Major Emergency / Crisis Event

This section details the specific roles and responsibilities for each EMT / CMT member – collectively these individual role descriptions cover the three primary roles of the EMT / CMT, being:

Activity	Description
<p><b>1. Support</b></p>	<p><b>DP</b> EMT are responsible for strategically managing operational response efforts at <b>DP</b> operational locations. It is not the EMT’s role to take over a site response or to micro manage a given scenario – instead the EMT will support the IC / ERT by:</p> <ul style="list-style-type: none"> <li>• Assisting in ensuring there are sufficient resources available (technical support, personnel, services, equipment, consumables) to enable an effective operational response;</li> <li>• Managing as many external functions and issues on behalf of the affected site/facility ERT (safety, environment, technical, regulatory, legal, financial, external affairs) to enable them to focus on their primary response roles; and</li> <li>• Acting as a ‘sounding board’ to evaluate proposed operational responses or provide ‘bigger picture’ overviews on any aspect of a site response.</li> </ul> <p><b>NOTE:</b> While reaction to an emergency event is essential, it is also important to move from reactive to proactive actions (strategic and planned response, management and recovery) as soon as possible.</p>
<p><b>2. Stakeholder Communications</b></p>	<p>This communications function involves managing incoming and outgoing information requirements, defining the ‘message strategy’ and ensuring all relevant Port Users and stakeholders are apprised about the emergency in a timely manner, on a regular basis, and in sufficient detail to reflect the potential effect of the incident on them.</p> <p><b>DP</b> strives to present open and transparent communications with its stakeholders. In an emergency event, it is critical that communication messages reflect and reinforce the precise behaviour that is experienced by the stakeholders.</p> <p><b>Reference:</b> <i>ECMP Appendix E – Stakeholder Communication Guide</i></p>
<p><b>3. Strategic Planning</b></p>	<p>Reactive and communication functions are important; however, it is imperative that as early as possible the EMT undertake strategic planning functions, focussing on recovery efforts and the management of the ongoing consequences of the emergency.</p> <p>This function involves constructive, innovative and logical thinking around the corporate priorities of:</p> <ul style="list-style-type: none"> <li>• <b>HEALTH AND SAFETY</b> – focussed on the welfare of all personnel, including responders.</li> <li>• <b>REPUTATION</b> – managing the external affairs environment, mitigating stakeholder outrage, balancing cultural, political, legal ethical considerations.</li> <li>• <b>LIMITING LIABILITY</b> – balancing transparency and legal positioning.</li> <li>• <b>BUSINESS CONTINUITY</b> – maintaining financial and client confidence while implementing contingencies – i.e. mitigating potential outages and planning for return to normal operations within acceptable timeframes.</li> </ul>

## 4.7. DP Emergency Management Team (EMT)

### 4.7.1. General

The **DP** Emergency Management Team (EMT) is responsible for maintaining an overview of any emergency event (including the initial response to oil spills) which could impact upon **DP's** regulatory responsibilities and/or may require **DP** support resources.

The EMT is activated by the **DP** EMT Leader (EMTL – typically the General Manager Operations (GMO)), who will coordinate any **DP** emergency response for the relevant area of responsibility. The EMTL will also ensure that adequate personnel and resources are available to assist with the management of any **DP** emergency.

### 4.7.2. EMT Structure

**Reference:** *ECMP Appendix A – EMT Role & Responsibility Checklists*

The EMT, as depicted within **Diagram 2** of Part 2 of this ECMP, will be comprised (all or part) of the following key positions:

- EMT Leader;
- EMT (site) Incident Controller;
- EMT Information Coordinator;
- EMT Technical / Engineering;
- EMT Operations / Planning;
- EMT HSSE / HR / Regulatory Liaison;
- EMT Emergency Services Guide(s); and
- EMT Log Keeper/Scribe/s.

Usual incumbents and alternates for these roles can be found in **Appendix G** (Emergency Contact Directory) to this ECMP.

Once mobilised, the EMT will assemble at the nominated **DP** Emergency Control Centre (ECC), at the direction of the EMTL.

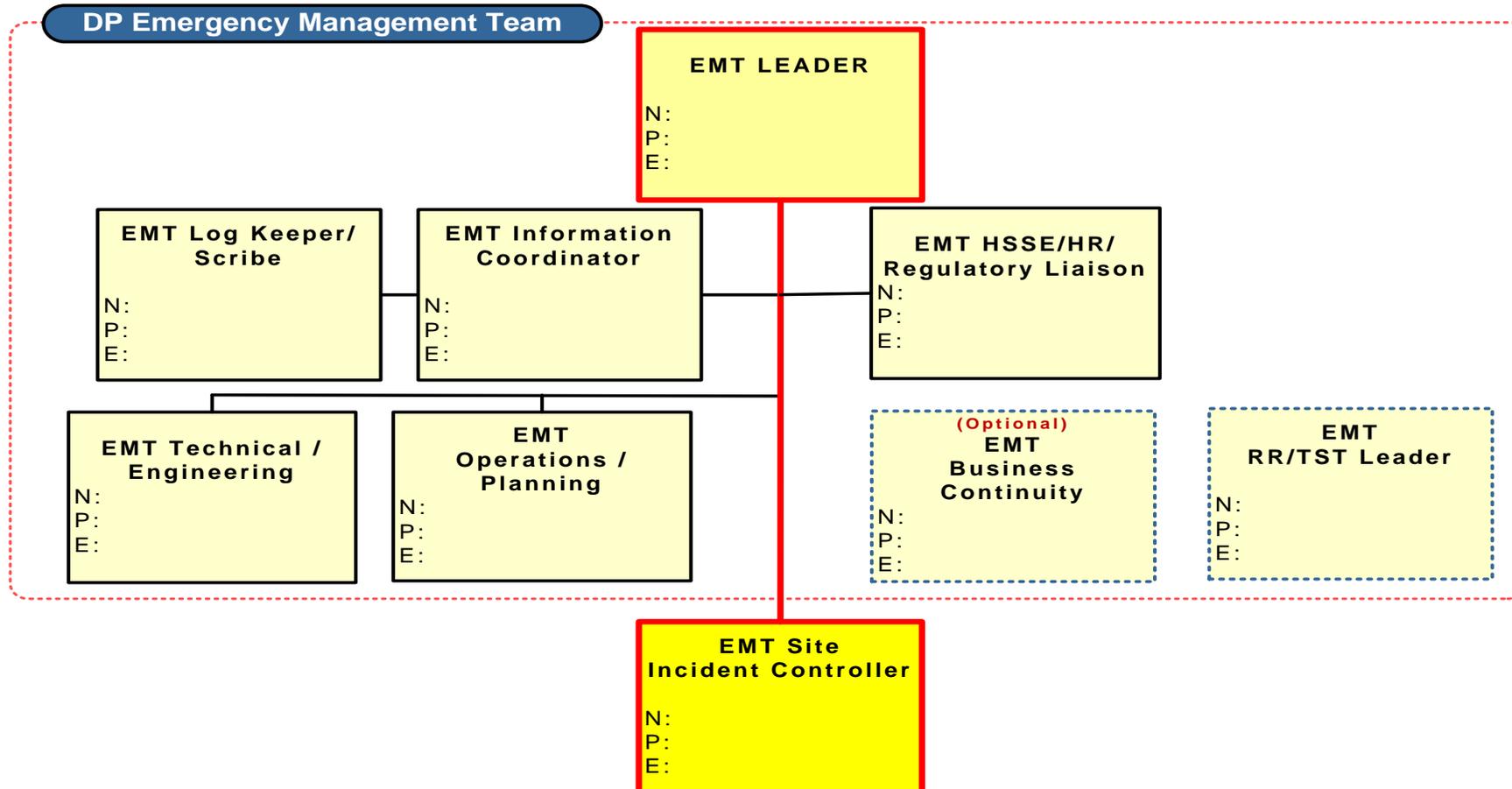
The following personnel may also be called upon to assist the EMT, at the discretion of the EMTL:

- Port User/Operator representatives;
- NT Emergency Services representatives, as required (e.g. NT Police; NTPFES; St. John's Ambulance etc.);
- Key members from NT Government Departments;
- Specialist Support Personnel;
- DOT Response Personnel;
- Technical Support Advisors;
- Oil Spill Response Advisors;
- Line/Tug/Pilot Vessel Contractor Management;
- Third Party Contractors (as required);
- Environmental Protection Authority Personnel; and
- NT Government Marine Branch.

**Please Note:** **DP** EMT 'roles and responsibilities checklists' for each EMT role are located within **Appendix A** of this ECMP.

**4.7.3. Emergency Management Organisation – VISUAL CHART**

**Diagram 8 – Darwin Port Emergency Management Organisation Chart**



## 4.8. DP Crisis Management Team (CMT)

### 4.8.1. General

The **DP** Crisis Management Team (CMT) is responsible for the strategic management of any major emergency or crisis event which could impact upon **DP's** statutory responsibilities.

The CMT is activated by the **DP** CMT Leader (CMTL – typically the **DP** Chief Executive Officer (CEO)), who will be responsible for strategically managing the emergency or crisis event.

The **DP** CEO may elect to liaise with and/or otherwise seek advice from the **DP** Managing Director (MD) during any **DP** event.

### 4.8.2. CMT Structure

**Reference:** *ECMP Appendix B – CMT Role & Responsibility Checklists*

The CMT, as depicted in **Diagram 2** of Part 2 of this ECMP, will be comprised (all or part) of the following key positions:

- CMT Leader;
- CMT Information Coordinator;
- CMT External Affairs;
- CMT Corporate Services;
- CMT Legal, Finance / Insurance;
- CMT Log Keeper/Scribe/s (OPTIONAL); and
- Port Management Officer.

Usual incumbents and alternates for these roles can be found in **Appendix G** (Emergency Contact Directory) to this ECMP.

Once mobilised, the CMT will assemble at the nominated **DP** Crisis Control Centre (CCC), at the direction of the CMTL.

Other personnel may be requested at the discretion of the CMTL, to support the CMT's strategic management of any emergency or crisis event – including, but not limited to such area as:

- Port User/Operator representatives;
- NT Emergency Services representatives (e.g. NT Police; NTPFES; St. John's Ambulance etc.);
- Key members from NT Government Departments;
- Specialist Support Personnel;
- DOT Response Personnel;
- Technical Support Advisors;
- Oil Spill Response Advisors;
- Line/Tug/Pilot Vessel Contractor Management;
- Environmental Protection Authority Personnel; and
- NT Government Marine Branch.

**Please Note:** **DP** CMT 'roles and responsibilities checklists' for each CMT role are located within **Appendix B** of this ECMP.

**4.8.3. DP Crisis Management Organisation – VISUAL CHART**

**Diagram 9 – Darwin Port Crisis Management Organisation Chart**

