

## MANDATE LETTER –COORDINATED RESPONSE TEAM

As COVID-19 vaccine rates continue to rise the disease will become a less serious threat, however COVID-19 is expected to persist within the global population for the foreseeable future and therefore presents an ongoing hazard requiring a continued approach by NAIT.

In September 2020 the Coordinated Response Team (CRT) was tasked with facilitating timely, appropriate and consistent action in response to the impacts of COVID-19 at NAIT. The responsibilities of this team were essentially focused on case management; however, as we need to be diligent with preventative and pro-active measures to ensure the continued safety and well-being of the NAIT community, we also need to normalize business activities and focus our efforts on increasing activity on campus as part of the fall 2021 transition.

Moving forward, the CRT will be divided into two sub teams or working groups:

- The Case Management & Response Team (CMRT).
- The Advanced Planning & Coordination Team (APCT).

Both sub teams will have assigned responsibilities while still collaborating on coordinated efforts within NAIT in support of the fall 2021 transition.

### Priorities

Priorities for the CRT are:

1. Safeguarding the health and safety of staff, students, tenants, and on-campus stakeholders.
2. Coordinating action in response to confirmed cases of COVID-19 on our campuses.
3. Clear, coordinated, and consistent communication related to COVID-19 cases impacting the NAIT Community and changes to NAIT's COVID-19 response.
4. Supporting NAIT's COVID-19 reporting obligations to government agencies.
5. Coordinating action in response to revised direction from government and regulatory bodies.
6. Clear, coordinated, and consistent communication related to fall 2021 transition planning for increased activity on campus.
7. Coordinating action for safe increased activity on campus during the fall 2021 transition.

Changes to these priorities are at the discretion of the CRT Director in consultation with CAC and following subsequent approval by EMC.

### Mandate

The CMRT will be responsible for:

- Reporting on confirmed COVID-19 cases and meaningful exposure risks within the NAIT community.
- Providing a mechanism for identifying linked cases / clusters of COVID-19 on campus, based on anonymized case details provided by NAIT Health Services.
- Coordinating closure / reopening and cleaning in response to COVID-19 outbreaks on campus.
- Advising Executive Management Committee (EMC) on options in the event of a Level 3 or Level 4 incident, and enacting any decisions made by that group.
- Maintaining the COVID-19 case dashboard on nait.ca and reporting a summary of current information to the NAIT community.
- Notifying Alberta Health Services and other government agencies of linked cases / clusters of COVID-19 on campus, as required.
- Supporting whole-of-NAIT communications required due to COVID-19 cases in the NAIT community and coordinating the messaging that supports the institute's overall COVID-19 response, including maintaining the COVID-19 microsite.

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- Ensuring operational decisions in response to COVID-19 align with the vision, principles, and objectives set by EMC.
- Providing information to EMC (via CAC) to enable reporting to the board of governors on the presence of and response to COVID-19 cases on campus.
- Coordinating with the business units to minimize disruptions caused by COVID-19 case management activities.
- Serving as a mechanism for coordination of resources and actions required in response to COVID-19 case management.
- Developing revisions to NAIT's Rapid Response Framework in response to updated requirements and/or guidance from government and regulatory bodies.
- Recommending operational changes to business areas based on analysis of COVID-19 cases on campus and their impacts on institutional priorities.
- Supporting NAIT departmental interactions with Authority(s) Having Jurisdiction regarding inquiries, directions, inspections, and/or recommendations as they relate to case management.

The APCT will be responsible for:

- Support strategic planning for the increased activity on campus during the fall 2021 transition.
- Serving as a mechanism for the coordination of resources and actions required for fall 2021 transition planning.
- Developing new, or revising current strategies, plans and protocols based on evolving requirements and/or guidance from government and regulatory bodies.
- Supporting whole-of-NAIT communications for ongoing/emerging public health guidance to the NAIT community.
- Supporting whole-of-NAIT communications and coordinating the messaging that supports the institute's fall 2021 transition planning for increased activity on campus, including maintaining the COVID-19 microsite.
- Ensuring all operational-level activities related to NAIT's fall 2021 transition planning are coordinated, communicated, transparent, and in line with the vision, principles, and objectives set by EMC.
- Ensuring that each business unit is provided appropriate situational awareness and resource status information to enable a coordinated whole-of-NAIT approach for and during the fall 2021 transition.
- Enabling reporting to the board of governors on the direction, status, progress, and resource requirements to enable increased activity on campus during the fall 2021 transition.
- Coordinating and supporting the resolution of policy issues emerging from fall 2021 transition planning for increased activity on campus.
- Facilitating inter-departmental decision coordination.
- Identifying and resolving issues common to whole-of-NAIT increased activities.
- Ensuring supporting activities and resources are synchronized and staged to enable the increased activities of Polytechnic Education and Industry Solutions.
- Providing a central hub for business units to get access to suppliers for appropriate PPE, cleaning supplies, and other essentials if those needs change from current suppliers or if there are supply chain issues.

### *Emergency Situations*

The CRT Director will coordinate with the NAIT EOC Director should there be any emergency situations that arise while COVID-19 remains an exigent concern. NAIT EOC retains primary responsibility and authority for non-COVID-19 emergency response activities within the NAIT community.

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## Reporting

The CRT reports directly to the COVID-19 Advisory Committee (CAC) through the CRT Director.

## Membership

The CRT is led by a Director (0.8 FTE) and supported by an Administrative Assistant (0.8 FTE). The CRT consists of operational and advisory members. For the duration of the CRT mandate, operational members are seconded on a part-time basis, up to 0.2 FTE for the CMRT members, and 0.5 FTE or more, as required for APCT members. Advisory members are expected to prioritize requests for consultation from CRT members as required.

The CRT is led by a Director and supported by an Administrative Assistant.

Operational members of the CMRT are drawn from, and represent:

- Emergency Management & Business Continuity
- Health Services
- Communications
- Safety Services
- Human Resources
- Polytechnic Education and Student Success
- Relevant leads for the impacted area(s)

Operational members of the APCT are drawn from, and represent:

- Emergency Management & Business Continuity
- Campus Planning
- Facilities Management
- Communications
- Safety Services
- Human Resources
- Schools
- Continuing Education
- Supply Chain Management
- Industry Solutions
- Retail and Ancillary Services
- Conference & Events
- Student Progression
- Information and Technology Services

Advisory members of the CRT are drawn from, and represent:

- Financial Services
- General Counsel Services
- Protective Services
- Quality Assurance
- Risk Assurance

Additional operational or advisory members may be added as required.

Individuals seconded to the CRT are to be approved by their CAC member in consultation with the CRT Director.

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The CAC member is responsible for ensuring the department work commitments of staff assigned to the CRT are adjusted appropriately. All members will have a designated alternate(s).

## Roles & Responsibilities

### *CRT Director*

EMC has designated the Manager, Emergency Management and Business Continuity as the CRT Director. The CRT Director will oversee both teams.

The CRT Director:

- Reports into the COVID-19 Advisory Committee.
- Is responsible and accountable for the activities and mandate of the CRT.
- Coordinates the agenda and chairs all CRT meetings.
- Ensures EMC and COVID-19 Advisory Committee (CAC) leaders are advised of new cases impacting the NAIT community and when decisions are required in accordance with levels 3+ of the Rapid Response Planning Framework
- Brings revisions to NAIT's Rapid Response Planning Framework and COVID-19 guidance and strategy documents forward to CAC for feedback.
- Supports CAC reporting requirements to EMC.
- Is responsible for ensuring records of discussions and decisions are maintained for the CRT.
- Holds decision-making authority regarding conflicting views about COVID-19 incident response, through Level 2 of the Rapid Response Planning Framework and in line with the vision, principles, and objectives set out by EMC.
- Manages and directs the responsibilities of the CMRT and APCT.

### *CRT Administrative Assistant*

An administrative assistant is seconded to support the administrative and record-keeping needs of the CRT. This person is responsible for coordinating meetings, keeping records of discussions, records of decisions, and document management ensuring that all documentation produced and referenced by the CRT is maintained in a central repository for ease of reference. This role will participate in all CRT meetings and provide support as required by the CRT Director.

### *Members*

All members of the CRT bring their depth of expertise from their respective areas to ensure that technical and tactical details are not overlooked when coordinating at the operational and strategic level. They focus on responding to COVID-19 cases and increased activity during the fall 2021 transition in a manner that prioritizes the sustainability of the health and well-being of the NAIT community.

## Decision Making Authority

The CRT has overall responsibility for decisions directly related to:

- Resolving conflicts regarding resource allocation resulting from facility closure and return to campus decisions.
- Determining the need for in-person class/lab/shop cancellation and facility closure under COVID-19 scenarios up to level 2 in the Rapid Response Framework in collaboration with the impacted department/program.
- Operational action required to execute decisions from EMC under levels 3+ of the Rapid Response Framework.

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- Operational action and strategic planning required to coordinate increased activity for the fall 2021 transition.
- Recommending changes to NAIT policies, procedures and guidance that relate to COVID-19 based on lessons learned, emergent research, and best practices.

The CRT has no direct control or ownership over any NAIT business unit, but acts as a subject matter expert resource, point of contact, and decision authority for actions taken in response to COVID-19 that could impact other business units' operations.

### Meetings and Operational Rhythm

All CRT members will meet weekly. CMRT meetings will be scheduled as required in response to emergent COVID-19 cases. It is anticipated this would be twice daily. APCT will meet daily. Members should anticipate the frequency rates and durations will fluctuate according to the evolving nature of the pandemic.

The CMRT operational members will meet to discuss each new case, bringing in the appropriate leader(s) from the impacted business unit(s) and the CAC representative, if required to ensure the full scope of incident impact is understood.

The APCT operational members will meet to discuss strategic planning for increased activities for the fall 2021 transition. They may bring in leaders from business units and responsible CAC representatives, as required for planning or research purposes.

### Record-Keeping and Documentation

The CRT Director is responsible for ensuring records of discussions and decisions are maintained for the CRT, to ensure accountability. This will be a primary focus of the CRT Administrative Assistant with support from the Quality Assurance Specialist from Risk Management Services. Documentation related to decision-making will be included, as is relevant for reporting to EMC and the board of governors.

### Communicating Decisions and Priorities

Communication resources will support the CRT to ensure communication in response to COVID-19 cases and planning for increased activity on campus is timely and effective. The CRT Director will approve whole-of-NAIT communication of an operational nature up to level 2 incidents for case management, as required. EMC will approve communications for level 3+ incidents. Routine business communications and COVID-related communications of a strategic nature will include business unit leaders, with support from Marketing and Communications.

### Mandate Renewal and Demobilization

The mandate for the CRT will be reviewed by EMC at least every 45 business days, at which point EMC will determine, on advice of the Chair COVID-19 Advisory Committee if the mandate is to be updated and/or renewed for an additional period not to exceed 45 business days.

Upon determination that the CRT mandate will not be renewed, all members will return to their previously held positions within NAIT. The CRT Director will co-produce a report, with the Chair, COVID-19 Advisory Committee, on the activities of the team throughout their activation and submit it to EMC for review within 14 business days.