



# **Pandemic Response Plan**

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*Plan Template Detail for R3 Flu Pandemic*

Plan Template:	R3 Flu Pandemic
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Description:

A solid yellow horizontal bar spanning the width of the page.

A comprehensive Template for Preparation, Training, Communication, Health & Safety, Vendor coordination, Manpower utilization and Business Continuity in the event of the spread of flu pandemic.

## Table of Contents

<u>Report</u>	<u>Page No</u>
1 Overview	3
2 (A) Risk Assessment	6
3 (A) Impact Analysis	9
4 (P) Advance Planning	11
5 (P) Communications Plan	21
6 (P) Manpower Strategies	24
7 (R) Process Contingencies	27
8 (R) Supply Chain Strategies	28
9 (R) Customer Strategies	31
10 (R) Security	34
11 Restore	40

Sequence	Procedure Template
1	Overview

Scope:

Planning for any "incident" requires asking 4 questions: What, When, How long, and How severe?

- In a Hurricane, one knows what, when and how long -but not how severe.
- In a Power Outage, one know what, and how severe - but neither when nor how long.
- In an Earthquake, one knows what and how long - but neither when nor how severe.
- In a Pandemic, one knows what, maybe when - but neither for how long, nor how severe.

To deal effectively with the unknown effects of a Pandemic, a plan must encompass two perspectives:

Proactive Planning - strategies to mitigate risks (to the extent possible) and make preparations for the event - WHETHER OR NOT IT OCCURS.

Reactive Planning - strategies created to deal with the expected event - WHEN (AND IF) IT OCCURS.

This template was created as a GUIDE to help plan for business or government continuity during a Pandemic . It is not intended as an "instant" Plan (You cannot simply plug in a few names and places and be done!).

The Template is logically divided:

INTRODUCTION - Section 1

ASSESSMENTS - labeled (A) - Sections 2-3. Part of the Proactive planning process. You've got to understand what's at risk before you can plan to protect is. Unlike other "disasters", a Pandemic presents unique problems and circumstances. The better you understand them, the better your chances of success.

PLANNING - labeled (P) - Sections 4-6. Part of both the Proactive and Reactive planning processes. Use these guides to help develop risk mitigations, contingency strategies and business policies that will help you deal with the results of the Pandemic.

RESPONSE - labeled (R) - Sections 7-10. The Reactive part of the planning process. Ideas and strategies for dealing with the impacts - at both organizational and operational levels. Understand and document your options - then put them into action as needed when the situation requires.

RESTORE - Section 11. When it's over, a formal process for returning to "normal" will help anticipate needs - as well as gain insight (about your business, your suppliers, your customers and your people) from the experience.

Sequence	Procedure Template
1.1	What to Expect

Scope:

Use this section to collect information on the impact of the pandemic both before and during its course.

These facts will be helpful in both preliminary and ongoing Risk & Impact Analyses.

Instructions:

Include information from Health and News sources (WHO, CDC, State & Provincial Health offices, local news media, etc.). Collect only facts and authoritative estimates (not news speculation or internet rumors) Make a checklist of what subjects are particularly relevant to your Industry, Region or Business.

Web Link(s):	
Description	URL
World Health Organization	<a href="http://www.who.int/csr/disease/avian_influenza/en/">http://www.who.int/csr/disease/avian_influenza/en/</a>
Centers for Disease Control Pandemic Flu.gov	<a href="http://www.cdc.gov/flu/avian/">http://www.cdc.gov/flu/avian/</a> <a href="http://www.pandemicflu.gov/">http://www.pandemicflu.gov/</a>
US Dept. of Health & Human Services	<a href="http://www.hhs.gov/nvpo/influenza_vaccines.html">http://www.hhs.gov/nvpo/influenza_vaccines.html</a>
Public Health Agency of Canada	<a href="http://www.phac-aspc.gc.ca/influenza/avian_e.html">http://www.phac-aspc.gc.ca/influenza/avian_e.html</a>
Health Canada	<a href="http://www.hc-sc.gc.ca/iyh-vsv/diseases-maladies/avian-aviare_e.html">http://www.hc-sc.gc.ca/iyh-vsv/diseases-maladies/avian-aviare_e.html</a>
WHO/Mexico	<a href="http://www.who.int/countries/mex/en/">http://www.who.int/countries/mex/en/</a>
UK Dept. of Health	<a href="http://www.dh.gov.uk/PolicyAndGuidance/EmergencyPlanning/PandemicFlu/fs/en">http://www.dh.gov.uk/PolicyAndGuidance/EmergencyPlanning/PandemicFlu/fs/en</a>

Sequence	Procedure Template
1.2	Make Assumptions

Instructions:

50% or more of Employees may become ill, be hospitalized or die. What % are you able to estimate will be unable, or unwilling, to come to work (from family obligations or fear)? The average illness will affect an employee for 6-12 days. Some will require more time to recover. Not all employees will become ill at the same time... How will you cope? The "1st wave" of the pandemic may last 6 weeks to 4 months. A "2nd wave" may last 6-10 months - and could be worse than the 1st wave. What can you do to plan for absence of a significant % of your workforce for a year? Governments have the right to close buildings and prevent gatherings (like employees) to protect Public Health. What can you do if the police put your building under quarantine until further notice? Government may impose travel restrictions (to or from specific locations, or generally). What can you do to overcome disruption of your normal use of business travel? Governments may close schools or other public institutions. Is your workforce heavily slanted toward working parents? Will they be able to come to work? Governments may close or restrict public transportation. Do you employees rely on public transportation to get to work? What can you do to help? Restrictions on travel and large gatherings will have direct impact on tourism & travel industries. Is your business part of, or reliant upon, the travel or tourism industries? What can you do?

Checklist:				
Seq #	Item	Remarks	Observation	Verified
0	Will we need additional Security?			<input type="checkbox"/>
1	How many employees may be out sick?			<input type="checkbox"/>
5	How many employees may take leave?			<input type="checkbox"/>
10	Which Suppliers are Single-Points-of-Failure?			<input type="checkbox"/>
15	What materials may be difficult to obtain?			<input type="checkbox"/>
20	What Supply Chain points may be affected?			<input type="checkbox"/>
25	What will our Customers do?			<input type="checkbox"/>
30	Will we need extra Insurance?			<input type="checkbox"/>
40	What's our Bottom Line?			<input type="checkbox"/>

Sequence	Procedure Template
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1.3	What You Can Do
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Scope:

This is the Kick-off Point of your Plan.

Focus on what is within your control.

What you are Able to do.

What you can Afford to do.

What you are Willing to do.

What High-level actions may affect the ability to continue operating in the midst of Pandemic?

(This may be nothing more than a Checklist, it may only be an Outline of the contents of the rest of this Plan - but it should help Management focus on what Actions will potentially reap the greatest rewards.)

Instructions:

Identify a Pandemic Coordinator (or Team) with defined roles and responsibilities for preparedness and planning. Identify critical resources (people, suppliers, resources, services) essential to maintaining operations during a pandemic. Train and prepare ancillary workers (cross-trainees, retirees, temps, contractors). Develop plans for changes in demand for your products or services - both increases and decreases. Develop plans for likely, anticipated scenarios - restrictions on mass gatherings, travel, reduced hygiene supplies, etc. Do a Risk Assessment. Analyze both the impacts on the Company, as well as individual lines of business. Assess the impact of Travel restrictions (both global and domestic) Plug in to the Pandemic Information network to stay up-to-date. Create a Communications Plan. Review & Update periodically. Test you Plans. Revise as needed. Then test again.

Web Link(s):	
Description	URL
Business Pandemic Influenza Planning Checklist	<a href="http://www.pandemicflu.gov/plan/businesschecklist.html">http://www.pandemicflu.gov/plan/businesschecklist.html</a>

Checklist:				
Seq #	Item	Remarks	Observation	Verified
1	ID Pandemic Coordination Team			<input type="checkbox"/>
2	ID Essential Employees			<input type="checkbox"/>
3	ID Essential Resources			<input type="checkbox"/>
4	Train ancillary Workers			<input type="checkbox"/>
5	Perform Risk Assessment			<input type="checkbox"/>
6	Plug in to the Pandemic Info. network			<input type="checkbox"/>
7	Develop Plans for increased/decreased demand			<input type="checkbox"/>
8	Develop planning for likely scenarios			<input type="checkbox"/>
9	Create a Communications Plan			<input type="checkbox"/>
10	Test the Plans			<input type="checkbox"/>
11	Revise as needed			<input type="checkbox"/>
12	Test again			<input type="checkbox"/>

Sequence	Procedure Template
2	(A) Risk Assessment

Scope:

To begin, it is important to understand the implications of a potential flu pandemic on the organization.

Assume that, at its worst, 30-50% of your workforce may be absent - either because they are ill, they have ill family members, or are otherwise unable to show up for work.

What are the risks to your markets?  
 Your profits?  
 Your ability to meet customer expectations?

(A RISK may be defined as a 'threat' to which the process or function has some degree of 'vulnerability'. For example, the threat of an Earthquake may be is 'risk' if, for example, the process is conducted in a location that is subject to earthquakes.)

Look at each of the locations where you conduct business - what risks does a potential pandemic add?

Look at your business processes. Which are more, or less, vulnerable in such a situation?

In addition to analyzing your own business, use the same parameters to gauge the effects on your Customers and Vendors/Suppliers.

Will customer demand for your products/services change?  
 Will vendors be able to meet your needs?

Finally, what can you do to reduce, mitigate or transfer some the unique risks posed by a pandemic?

Sequence	Procedure Template
2.1	Employee Risks

Scope:

Assess what impact a pandemic may have on employees - both on the level of absenteeism as well as upon the health & safety issues such a situation may impose.

A sample checklist is included to start an Assessment of Employee Impacts

ALSO: If the organization uses contractors, or outsources some functions, it may be advisable to include those "employees" in the assesment - to gain a broader understanding of what risks those relationships impose as well.

While an organization may have great flexibility in creating policies and deploying manpower among its own employees, such flexibility may not exist with contractors or with outsourced groups.

In addition to consideration of contractors and outsourced manpower as "Vendors/Suppliers" it may also be wise to consider what actions might be required to deal with impacted non-employees who may have a vital role in day-to-day operations.

- Can those positions be filled by Employees?
- Do Employees have the skills and training to assume contractor or outsourced vendor responsibilities ?
- What controls (contracts, SLA's) are in place with contract and outsourced manpower?
- What planning could be done to alleviate the risks associated with impacted contract labor?

Checklist:				
Seq #	Item	Remarks	Observation	Verified
1	Forecast for absences - illness & personal			<input type="checkbox"/>

2	Implement guidelines for face-to-face contact			<input type="checkbox"/>
3	Encourage & track vaccination for employees			<input type="checkbox"/>
4	Evaluate employee access to health services			<input type="checkbox"/>
5	Evaluate access to social/mental health services			<input type="checkbox"/>
6	ID those w/ special needs - incorporate in plans			<input type="checkbox"/>

Sequence	Procedure Template
2.2	Customer/Market Risks

Scope:

Customers will experience similar impacts to manpower as you will.

Will Customer demand DECREASE because of a pandemic?

- Is your product or service likely to be in less demand during the event? (markets for travel and luxury items, especially, may be diminished)
- Are your customers likely to scale back their orders? (will there be "ripple effects" from reduced demand of your customers' customers?)

Will Customer demand INCREASE because of a pandemic?

- Is your product or service "healthcare" related?
- Do you supply materials or products to the healthcare products industry?
- Is your product or service in communications? (demand for alternatives to business travel, plus increased telecommuting may drive market demand)
- Is your product or service (or those of your key Customers) in any market or field whose demand may be increased under pandemic conditions?

DO NOT FORGET: While your product or service may not be directly impacted by the pandemic - your Customer's products may. Your fortunes may shift with theirs - especially if your market is not diversified.

Sequence	Procedure Template
2.3	Vendor/Supplier Risks

Scope:

Identify your most critical Suppliers and Vendors. It may be most useful to categorize them by their degree of importance - high, medium, low, for example - or to rank them in order of importance.

Starting with the most important, analyze the impact of the Supplier/Vendor's inability to perform on your organization. Consider the impact of both non-performance and limited/reduced performance.

Re-rank Suppliers/vendors by their risk impact on the organization.

Use Sections 4.6 and 8 to create strategies and plans to deal with these risks.

Sequence	Procedure Template
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2.4	Location Risks
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Scope:

Examine each of the Locations where your organization has operations.

Are any of them more likely to be at risk than others?

- Are any in multi-tenant facilities?
- Are any in public buildings (subject to closure or restricted access)?
- Are any customer-intensive (ex., retail, hotel, entertainment, etc.)?
- What other factors might cause them to be at greater risk than others?

Sequence	Procedure Template
2.5	Processes Risks

Scope:

List each of your business processes (if "process" is not a concept your organization uses or understands, use "functions").

(DO NOT limit your list to "departments" - most departments contain more than one "function", which is the highest level at which you should begin your analysis.)

What are the "risks" to each process/function?

Examining each process (function) individually:

- Is it at risk if manpower is reduced?
- Is it at risk from failure of suppliers to deliver as needed?
- Is it at risk because of its location/configuration/concentration?
- Is it at risk from change in customer need/access?

What other threats may the process face?

What other vulnerabilities?

Sequence	Procedure Template
2.6	Insurance/Mitigation

Scope:

With a complete understanding of the risks a pandemic may impose upon your employees, suppliers, locations and processes, review what is already in place to mitigate (reduce) or transfer (to insurers, for example) all or some of that exposure.

What other actions could be taken to reduce exposure to risk?

See Sections 4.8 (Insurance Coverage) as well.

Sequence	Procedure Template
3	(A) Impact Analysis

Scope:

If the Risks identified in Section 2 occur, what will be the impact on your organization?

What will the impact be on your ability to serve your Customers?  
 Will Customers' needs change?  
 What will those changes do to your ability to retain your Customers?

What will be the Financial impact?  
 -on demand for your products/services  
 -on cash flow  
 -on sales  
 -on operating costs  
 -on employee costs  
 -on profits

Will your current Regulatory environment be affected?

Sequence	Procedure Template
3.1	Assumptions

Scope:

In gauging the impact of a pandemic upon an organization, it is important to make some basic assumptions about the conditions which may be expected to exist at such a time.

Unlike natural disasters, where any disruption is likely to be facility- or hardware-related, disruption to business operations in a pandemic is anticipated to be mainly human-resource oriented.

CDC advises that businesses should plan for up to 50% staff absences for periods of about two weeks at the height of a severe pandemic wave, and lower levels of staff absence for a few weeks either side of the peak.

Overall a pandemic wave may last about 8 weeks. Note that the pandemic may come in two or more waves of varying severity over time.

- Staff absences can be expected for many reasons:
- ? illness / incapacity (suspected / actual / post-infectious)
  - ? some employees may need to stay at home to care for the ill
  - ? people may feel safer at home (e.g. to keep out of crowded places such as public transport)
  - ? some people may be fulfilling other voluntary roles in the community
  - ? others may need to stay at home to look after school-aged children (as schools are likely to be closed).

- A pandemic may have other indirect impacts on businesses, for example:
- ? Supplies of materials needed for ongoing activity may be disrupted, e.g. because of transportation disruptions or delays.
  - ? Availability of goods and services may be impacted (including the affect maintenance of key equipment)because of the inability of vendors or contractors to fulfill their obligations.
  - ? Demand for services may be impacted ? demand for some services may increase (internet access is a possible example); while demand for others may fall (e.g. demand for leisure travel activity or luxury goods may reduce).

What other assumptions can be interpolated for your specific business, institution or market?

Sequence	Procedure Template
3.2	Customer Impacts

Scope:

How will the pandemic impact your Customers?

- will demand for your products or services increase or decrease? Why?
- will opportunities to grow or expand your customer base be possible? Why or why not?
- will your ability to respond to customer needs be impacted? In what ways?
- what other impacts on "normal" customer relationships may occur?

What will be the net results of these impacts?

When addressing these impacts, keep a list of specific processes or functions that would precipitate these customer impacts. Use this list to help stratify the priority of process continuity across the organization.

Sequence	Procedure Template
3.3	Financial Impacts

Scope:

What, if any, will be the estimated, quantifiable impacts on financial results (profits, margins, roe, cash flow or other measurements) if:

- Demand for products or services decrease
- Manpower levels are dramatically reduced
- Critical vendors cannot meet your needs
- Contractual needs with your customers cannot be met or maintained
- The organization cannot fully comply with regulatory requirements...

What other risks created by a pandemic would or could impact the financial health of the organization?

When addressing these impacts, keep a list of specific processes or functions that would precipitate these financial impacts. Use this list to help stratify the priority of process continuity across the organization.

Sequence	Procedure Template
3.4	Regulatory Impacts

Scope:

Assuming that enforcement of governmental regulations are not changed during a pandemic, what would or could be the impact of the inability of your organization to meet its regulatory requirements?

- What business restrictions might be imposed?
- What fines might be imposed?
- What other results might occur?

When addressing these impacts, keep a list of specific processes or functions that would precipitate the regulatory impact. Use this list to help stratify the priority of process continuity across the organization.

Sequence	Procedure Template
4	(P) Advance Planning

Scope:

The key to being prepared is advance planning.

If you don't know When the pandemic will occur...

If you don't know its Severity...

If you don't know How Long it will last...

Plan for the worst.

Set your priorities - what's most important to the continuity of the organization?

Take actions to create a Healthy workplace.

Plan for Personnel issues that may arise.

Create pandemic-specific Policies

Work with your critical Suppliers/Vendors to address the "what if" questions in your relationships.

Plan how you will serve your Customers.

Make sure your Insurance coverage is up-to-date.

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Sequence	Procedure Template
4.1	Set Priorities

Scope:

What are your greatest concerns?

Protecting your profits?

Maintaining cash flow?

Protecting your Customer relationships?

Maintaining a competitive edge?

Protecting your Reputation?

Keeping your Employees safe?

Obeying all laws and regulations?

Being a good Corporate Citizen?

Before you can create a Strategy, you need to establish your motivation.

Set your priorities - and build your plans from there.

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Sequence	Procedure Template
4.2	Create a Healthy Workplace

Scope:

If a pandemic occurs, you may be able to mitigate the impact on your organization by creating a working atmosphere that promotes health - and aims to reduce the potential spread of the virus among your employees - as well as the customers and vendors with whom they may interact.

What do you communicate to Employees, Customers and Vendors about your organization's approach to maintaining a healthy environment in which to operate?  
How do you communicate those plans?

What supplies should you provide?

Antibacterial hand sanitizers in the washrooms?  
Antibacterial hand sanitizers for each employee?

Disinfectant wipes for phone, computers and work area?

N95 or HEPA filter masks?  
Latex gloves?

What about food handling?  
What is the cafeteria plan (if applicable)?  
Do employees share refrigerator space?  
Are dishes cleaned/left in communal sinks?

Should meetings be curtailed?

Will you encourage Employees to stay home at the first sign of symptoms?  
(See Section 4.4 Employment Issues)

Web Link(s):	
Description	URL
Cough Etiquette	<a href="http://www.cdc.gov/flu/protect/covercough.htm">http://www.cdc.gov/flu/protect/covercough.htm</a>
Flu Prevention toolkit	<a href="http://www.cdc.gov/flu/toolkit/">http://www.cdc.gov/flu/toolkit/</a>
healthy habits	<a href="http://www.cdc.gov/flu/toolkit/stories/healthyhabits-files.htm">http://www.cdc.gov/flu/toolkit/stories/healthyhabits-files.htm</a>
Germ Stopper Posters	<a href="http://www.cdc.gov/germstopper/materials.htm">http://www.cdc.gov/germstopper/materials.htm</a>
Stop the Spread...	<a href="http://www.cdc.gov/germstopper/materials/home_work_school.pdf">http://www.cdc.gov/germstopper/materials/home_work_school.pdf</a>
Proper Hand Washing	<a href="http://www.cdc.gov/ncidod/op/handwashing.htm">http://www.cdc.gov/ncidod/op/handwashing.htm</a>

Sequence	Procedure Template
4.2.1	Education

Scope:

Create an education plan for Managers, Employees (include Temps and Contractors!) and senior Executives.

Consider enlarging educational plans to include Employee's families, your Customers and Suppliers.

Focus on staying healthy - through good hygiene and diet. Also, use the education program to fight rumors; provide information on the ways to contain the spread of flu properly.

Instructions:

Avoid close contact with people who are sick. When you are sick, keep your distance from others to protect them from getting sick too. Stay home from work, school, and errands when you are sick. You will help prevent others from catching your illness. Cover your mouth and nose with a tissue when coughing or sneezing. It may prevent those around you from getting sick. Throw

the tissue away immediately. If you haven't got a tissue - cough into your own elbow. Washing your hands often will help protect you from germs. Use soap - or an antibacterial agent - and wash long enough to sing the Happy Birthday song twice... Avoid touching your eyes, nose or mouth. Germs are often spread when a person touches something that is contaminated with germs and then touches his or her eyes, nose, or mouth. Germs can survive for 2 hours or more on doorknobs, telephones, desks and other things people touch.

Web Link(s):	
Description	URL
Proper Hand Washing	<a href="http://www.ccohs.ca/oshanswers/diseases/washing_hands.html">http://www.ccohs.ca/oshanswers/diseases/washing_hands.html</a>
Stop Spreading Germs at Work	<a href="http://www.cdc.gov/germstopper/pdf/work.pdf">http://www.cdc.gov/germstopper/pdf/work.pdf</a>
Cover Your Cough	<a href="http://www.cdc.gov/flu/protect/pdf/covercough_hcp8-5x11.pdf">http://www.cdc.gov/flu/protect/pdf/covercough_hcp8-5x11.pdf</a>

Sequence	Procedure Template
4.2.2	Communication

Scope:

Assure that information is available to your employees

- through the Company newsletter
- by postings on bulleting boards
- through signs and reminders (including in washrooms/restrooms)
- through words and actions of the organization's leadership
- on the Company Home Page
- as paycheck stuffers

And any other vehicle at your disposal.

Communicating the TRUTH about the issues is the best way to fight rumors and prevent panic.

Sequence	Procedure Template
4.2.3	Supplies

Scope:

Provide employees with whatever is recommended to help spread the virus in the workplace. Decide what you'll need and consider whether to stockpile now (on the chance that supplies will be inadequate later).

- Provide anti-bacterial hand cleaners in washrooms?
  - Supply anti-bacterial hand lotion dispensers for every desk?
  - Make a plentiful (and handy) supply of tissues is available to stifle coughs and sneezes (Should each meeting room or office have a box?)?
  - A nitrile gloves needed (more expensive than latex, but not alergenec)?
- How will they be distributed?  
 Will their use be mandatory?  
 How will use be enforced?
- Will distribution of N-95 or FRS face masks be necessary?
- How will they be distributed?  
 Will their use be mandatory?  
 How will use be enforced?

Does the facility have a cafeteria?  
 -what special supplies will it need?  
 -should they be stockpiled?

Web Link(s):	
Description	URL
Masks, gloves and protective materials	<a href="http://www.wwwfacemasks.com/flu.html">http://www.wwwfacemasks.com/flu.html</a>
Nitritex products	<a href="http://www.nitritex.com/Products/">http://www.nitritex.com/Products/</a>
Latex alert (CDC)	<a href="http://www.cdc.gov/niosh/latexalt.html">http://www.cdc.gov/niosh/latexalt.html</a>
Antibacterial lotions	<a href="http://www.rrlotion.com/antibacterial.html">http://www.rrlotion.com/antibacterial.html</a>

Sequence	Procedure Template
4.2.4	Dealing with Fear

Scope:

Make sure to educate your Employees - don't let them rely in rumors.

Will you need access to counseling?  
Where can you get it?

How will you answer Employees' questions?  
Will you need the assistance of professionals (medical or counselling)?

Make sure you Communications Plan involves Employees regularly.  
Tell the Truth - allow your Employees to rely on you for facts.

Sequence	Procedure Template
4.2.5	Counseling

Scope:

Before, during and after a Pandemic, your Employees may benefit from professional counselling to help them deal with their fear or grief.

Is a mentally healthy employee likely to be a more efficient employee?

If so, what can you do to help keep him or her on track?

What are your obligations?  
What can you do?

Will your Employee Benefits program provide for counselling?  
Will a local health agency provide counselling?  
What other options are available?

Make advance arrangements - planning ahead may help assure use of stretched resources.

Web Link(s):	
Description	URL
State or Province Health Dept.	
Employee Assistance Program	
Grief Counselling	
Managing Stress	<a href="http://www.emotionalwellness.com/managingstress.htm">http://www.emotionalwellness.com/managingstress.htm</a>

Sequence	Procedure Template
4.3	Emergency Operations Center

Scope:

In typical "crisis" management planning, an EOC is intended to provide an alternate command center - a place from which to manage the situation if the existing premises are damaged or unavailable.

In a pandemic, it is likely that existing premises may be fully available (however, because a building could be placed off-limits or quarantined, an alternate site should still be designated for use in the Contingency section of this Plan).

Unlike many crisis situations, a pandemic creates a situation that may not require a typical "command center" (constant monitoring by all levels of management), but it may require daily monitoring of attendance levels - and shuffling of manpower to critical functions from lesser ones.

As an outcome of a pandemic Impact Analysis (See Section 3), the EOC should have a solid understanding of the organization's functional priorities - and should be authorized to work with line management to shuttle qualified personnel to fill needs within the organization's most critical functions on an as-needed basis.

A short checklist has been provided as an overview to creating and maintaining a pandemic EOC.

<i>Checklist:</i>				
Seq #	Item	Remarks	Observation	Verified
1	Will there be an Emergency Ops Center (EOC)?			<input type="checkbox"/>
3	Where will the EOC meet?	(Assigned location or ad hoc meeting space?)		<input type="checkbox"/>
6	How frequently will it meet?	Monthly, weekly, daily - or more frequently?		<input type="checkbox"/>
9	Who will comprise the EOC membership?			<input type="checkbox"/>
12	Will there be functional staff?			<input type="checkbox"/>
15	What is their Mission?			<input type="checkbox"/>
18	What authority will the EOC have?			<input type="checkbox"/>
21	Will there be formal procedures?	How will they be created?		<input type="checkbox"/>
24	How will the EOC communicate?			<input type="checkbox"/>
27	Is there an Alternate EOC meeting site?	(In case of facility closure/quarantine)		<input type="checkbox"/>
30	Have sufficient backups been named and oriented?			<input type="checkbox"/>

Sequence	Procedure Template
4.4	Manpower Issues

Scope:

The earlier manpower-related issues are addressed, the better. Major decisions are best made with input from all concerned and affected parties - not just those who are left standing!

If one does not already exist, create a Succession Plan to assure continuity of management.

If possible, cross-train employees (including management) to fill gaps in manpower as needed.

Consider which processes are of lesser importance (from your Impact Assessment) - and understand which tasks, processes or functions could be reduced or eliminated first to increase manpower availability for more important functions

Consider when to begin imposing travel restrictions (when the flu strikes your employees? Your customers? Your suppliers? Your country? Your continent? Your hemisphere?).

Keep your employees up-to-date. An educated employee is less susceptible to panic.

Sequence	Procedure Template
4.4.1	Succession Planning

Scope:

Can your business operate properly if owners, leaders or critical management employees are absent?

Expect that Avain Flu will affect 50% or more of your employees - without regard to rank.

Who will take charge when "the Boss" is out for a week or two?

Every Leader should have a designated backup, and those designations must be communicated in advance.

Plan to provide management cross-training or orientation, as necessary, to assure the backup is capable of handling the job in the absences of the Leader.

Web Link(s):	
Description	URL
Succession Planning Articles	<a href="http://pcps.aicpa.org/Resources/Succession+Planning/Succession+Practice+Continuation+Planning/">http://pcps.aicpa.org/Resources/Succession+Planning/Succession+Practice+Continuation+Planning/</a>

Sequence	Procedure Template
4.4.2	Cross-training

Scope:

Identify critical (non-Management) employees whose roles or skills need to be preserved for continuity.

These may be employees who have:

- Licenses or Certifications
- Special Skills or Skill Sets
- Subject Matter Expertise
- Unique Knowledge (ex. filling systems or former manual processes)
- Important Customer Relations
- Critical Vendor Relations or Knowledge

Sequence	Procedure Template
4.4.3	Workload Changes

Scope:

In extreme circumstances, (loss of significant sales, loss of market or market share) it may be necessary to reduce the workforce to save the company.

While temporary layoffs are not uncommon, some planning should take place to make certain the means and methods (especially as they apply to Federal and local laws) are known, and the process is understood.

This is especially important for businesses that have never experienced a layoff.

Appoint someone as the "Expert". Make sure they gather all the information, facts and forms necessary to begin a temporary layoff process on short notice.

Sequence	Procedure Template
4.4.4	Travel Restrictions

Scope:

The spread of a Pandemic may be reduced by restricting geographic exposure.

How important is Travel for the conduct of your business?

What will you do if governments restrict travel?

Can you voluntarily restrict travel to help prevent exposing your employees?

If employees do travel, how can you reduce their potential to spread illness to other employees?

Can you relocate employees to other facilities that are unaffected by the Pandemic?

What are the family implications?

Can you move processes & responsibilities - but not the people?

Sequence	Procedure Template
4.4.5	Educate Employees

Scope:

What local, national or internet resources can you utilize to keep your employees educated:

- up-to-date on the situation (worldwide and locally)
- knowledgeable about how to recognize symptoms
- knowledgeable about what to do about family health
- up-to-date on Company policies and procedures vis a vis flu.

Sequence	Procedure Template
4.5	Set Employment Policies

Scope:

Consider in advance what changes or additions (if any) should be made to existing policies:

- To "good health" policies (i.e. when NOT to come to work if ill)
- To Absence Policies (to account for unusual pandemic circumstances)
- To Employee Assistance programs
- To Teleworking or Telecommuting policies and programs
- To "leave" programs.

Sequence	Procedure Template
4.6	Work with Suppliers

Scope:

If not already known, identify the Vendor or Suppliers which are MISSION CRITICAL to the successful operation of the organization.

- ID those Suppliers
- Understand and catalogue which (including non-mission critical) are "Single Points of Failure"
- ID essential utilities and public services

Create plans to work with these Suppliers (to the extent possible) to create win-win potential for both.

Review existing contracts (and consider modification of standard contracts) for force majeure clause applicability and specific pandemic implications.

Sequence	Procedure Template
4.6.1	Critical Suppliers

Scope:

Who are your most critical (Mission Critical) suppliers or vendors?

Who "owns" each of them (which person, function or process is their primary contact)?

What aspects of the customer/supplier relationship are subject to negotiation - with the goal of assuring more reliable access to supplier resources in a pandemic.

(REMEMBER: Suppliers are likely to have the same - or worse - manpower problems that your organization may experience!).

- Can contracts be changed?
- Can new language be added?
- Can new contracts or agreements be initiated?
- Can mutual-help agreements be initiated?
- Can minimum Service Level Agreements be initiated?

In every case - identify alternate suppliers for every Mission Critical supplier (see Sec. 4.6.2).

Sequence	Procedure Template
4.6.2	Single Points of Failure

Scope:

Identify "single points of failure" - those vendors (whether on the "mission critical" list or not) who, if they fail to deliver their goods or services, could effectively cripple or shut down your business.

Identify backup or alternate vendors/suppliers (if possible).  
Initiate relationships with alternates.

Make certain existing "Single Point" vendors are aware of your strategy - and that they understand it will only be implemented IF they are unable to meet minimum performance standards/

Sequence	Procedure Template
4.6.3	Utilities & Public Services

Scope:

Utilities and other public services (garbage collection, snow removal, etc.) may be defacto single-points-of-failure.

What alternatives exist? (phone/network providers, water supply, backup electrical supply, gas or other fuel supply, etc.)

What relationships with alternates can be initiated?

What "guarantees" can be derived from Utilites and Public services?

What "guarantees" can alternate providers offer?

What will it cost to "mitigate" the potential loss of service(s) with backup vendors?

The objective is to be prepared. If government fails to maintain public services - will you be prepared?

Sequence	Procedure Template
4.6.4	Contracts

Scope:

Review existing contracts to determine:

Where exclusivity rights may be potential problems.

Where delivery requirements may be difficult to maintain.

Where Service Level Agreements may need revising.

Where expiration dates may make it advantageous to add alternative Suppliers.

Etc.

Do Force Majeure clauses include Epidemic or Pandemic? Should it be added in new contracts? Can it be added to existing contracts by mutual agreement?

Should Public Health Restrictions (i.e. quarantines, building closings, transportation reductions, public gathering bans) be acknowledged and/or included in new contract language - or added to existing contracts?

Sequence	Procedure Template
4.7	Improve Customer Accessibility

Scope:

Under "normal" conditions you may desire to have one-on-one contact with your Customers; in a pandemic situation you may not have the luxury (in available manpower) to continue that practice.

1) Access to Products & Services

-Can anything be done to streamline Customer access to your products and services?

-Can anything be done to remove some or all of the human intervention needed to meet our Customers needs?

-Can the Internet be more fully utilized?

-Can 3rd party payment systems (VISA, MasterCard, PayPal, etc.) be used to automate payments?

By creating, expanding or publicizing "automated" Customer services as part of your Planning process, you may be able to give your Customers alternatives that, while perhaps not utilized immediately, may prove of great value (to both you and the Customer) during a pandemic.

2) Access to Information

- Do you have a Customer website/webpage? Does it adequately address Customer needs (or simple serve as an advertisement)?
- Does your website have an FAQ?
- Could you use On-line Chat to help Customers?
- Do you answer phone calls in a "Call Center"? Is it a single location? (if so, could it be decentralized?)
- Can you route calls to alternate locations (ex. Employee homes, other offices)?
- Can you utilize IVR (Interactive Voice Response) to handle some calls.

By creating or improving alternate means for Customers to get information, you increase your ability to serve Customers even when shorthanded. (Note: While IVR systems might not be your preferred way of handling callers, as long as you provide the ability to "opt out" your Customers are unlikely to be offended. You may also consider only using IVR during times of severe manpower restrictions.

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Sequence	Procedure Template
4.8	Insurance Coverage

Scope:

Review your existing Insurance to make certain it is adequate.

Meet with your Insurance broker to make certain your coverage is up-to-date - especially key man coverages.

Discuss with your Insurance provider any coverage for liability (specific to pandemic flu) that may be worth adding to your existing coverage.

If you a self-insured, consider a thorough review of what coverages may best be shifted to an Insurer (at least for the short-term).

\*\*While the issue of liability for the spread of a virus may not be commonly understood, consider what actions you (or your counsel) will take if your business is sued by a customer or vendor because one of your employees allegedly spreads the virus to their employees.

Also, consider what you will do if one of your own employees sues because:

- a) They were infected in the course of their job - and spread the virus to family (with dire results).
  - b) They believe their employer has not taken proper precaution to prevent the spread of the virus at the workplace.
-

Sequence	Procedure Template
5	(P)Communications Plan

Scope:

Identify a Pandemic Communications Team.

Establish means and methods of dissemination.

Establish means to acquire feedback.

Review and revise as circumstances require.

<i>Checklist:</i>				
Seq #	Item	Remarks	Observation	Verified
1	Educate Employees			<input type="checkbox"/>
2	a	Influenza basics		<input type="checkbox"/>
3	b	Personal & Family Protection		<input type="checkbox"/>
4	c	Getting the Facts		<input type="checkbox"/>
5	Plan to deal with Rumors & Fear			<input type="checkbox"/>
6	Ensure cultural & linguistic appropriateness			<input type="checkbox"/>
7	Let Employees/Customers/Vendors know your Plans			<input type="checkbox"/>
8	Provide info about Pandemic-specific Policies	Especially leave & home care Policies		<input type="checkbox"/>
9	Develop Hotlines for push/pull communication			<input type="checkbox"/>
10	ID community resources for information			<input type="checkbox"/>
11	Establish regular, periodic communications			<input type="checkbox"/>
12	Revise the Plan as Needed			<input type="checkbox"/>

Sequence	Procedure Template
5.1	Keep Up-to-Date

Scope:

In addition to assigning responsibility for internal and external communications, consider creating a "Research Team" - focused on gathering intelligence about the health crisis (on local, regional and global bases) and on the effects of the crisis on your marketplace.

Use the Internet.

Maintain contact within local Emergency Management.

Use contacts within industry organizations

Keeping up to date will help anticipate strategic needs - and may allow you to prepare and respond with greater accuracy and efficiency.

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Sequence	Procedure Template
5.2	Public Cooperation

Scope:

Collaborate with local and/or state (or provincial) public health agencies & emergency responders to participate in their planning processes, share your pandemic plans, and understand their capabilities (e.g. surveillance) and plans.

Communicate about the assets and/or services your business or organization can contribute to the community.

Share best practices with other businesses in the community, chambers of commerce and associations to improve community response efforts.

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Sequence	Procedure Template
5.3	Employee Communication

Scope:

Establish special means of communication - so employees can quickly identify pandemic-related communications.

- Special toll-free or other call-in number for updates and information
- Create a Hotline for questions and concerns.
- Increase visibility - use posters, bulletin boards, etc.
- Create special email vehicles (so they are distinguishable from common emails)

Make certain Employees understand the Plan exists.

Make certain Employees understand when the Plan will be initiated - and why.

Make certain Employees know what to expect under the Plan.

Make certain Employees know who is in charge if the Plan is initiated.

Keep Employees informed.

Be Honest; Be Upfront (Don't Lie; Don't Hide).

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Sequence	Procedure Template
5.4	Customer Communication

Scope:

Make certain Customers know you have a Plans.

Make certain Customers understand when the Plan will be initiated.

Make certain Customers know what to expect under the Plan.

Make certain Customers understand how the Plan will effect them.

Customers will appreciate your honesty (After all, the pandemic effects them too).

Being honest today with a customer whose needs you can no longer serve may bring them back to your door later. Being evasive or dishonest with a customer is not going to help your relationship.

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Sequence	Procedure Template
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5.5	Supplier Communication
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Scope:

Review any relevant Supplier Contracts.  
Understand contractual Service Level Agreements.

Consider assigning "owners" for each Key Supplier (if not already SOP) to monitor their status.

Make sure Suppliers know you have a Plan.  
Find out if Key Suppliers have a Plan of their own.  
Ask how Suppliers expect to meet your needs in a pandemic.

Keep Key Suppliers advised of your status during the event.  
Monitor Supplier capability and compliance.

Maintain contact with "backup" Suppliers who have been identified.

Sequence	Procedure Template
6	(P) Manpower Strategies

Scope:

The major effect of a Pandemic is reduction in workforce - not just yours, but your customers and suppliers as well.

- How will you treat your Employees?
- How will you deal with Visitors (customer and suppliers)?
- How will you deal with Travel?
- How will you deal with Fear?
- How will you deal with reduced demand for your Products or Services?

All of these questions may have multiple answers - but you can begin to think about how to handle them in advance. Establish policies and procedures to deal with Pandemic circumstances.

Review and revise them as needed.

Checklist:				
Seq #	Item	Remarks	Observation	Verified
1	Establish "trigger points" to initiate Policies			<input type="checkbox"/>
2	Establish Policies specific to Pandemic			<input type="checkbox"/>
3	a	Absence to to Exposure		<input type="checkbox"/>
4	b	Care for family members		<input type="checkbox"/>
5	c	Return from Illness Policy		<input type="checkbox"/>
6	Establish flex site/hour Policies			<input type="checkbox"/>
7	Establish Health Policies			<input type="checkbox"/>
8	Establish exposure limitation Policies			<input type="checkbox"/>
9	Establish Travel Policies			<input type="checkbox"/>

Sequence	Procedure Template
6.1	Prioritize Processes (Functions)

Scope:

Use your Impact Analysis information (or the results of a recent Business Impact Analysis) to create a hierarchy of Business processes or Functions.

All business functions should be ranked from 1 (most critical) to 999(least important).

Identify which processes or functions are "mission critical" (those without which the business would be forced to shut its doors immediately, or would be irreparably damaged).

Also identify those less important functions that could be suspended temporarily without causing immediate or irreparable damage to the business. (CAUTION: Also be aware HOW LONG a less important function can be suspended before major damage occurs!)

As manpower dwindles, it may be possible to reduce (or even cease) work in less important functions and transfer manpower to the mission critical (or other) functions temporarily.

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Sequence	Procedure Template
6.2	Manage Skill Sets

Scope:

Conduct a thorough census of your Employee base.

- Identify individuals with particular Skill Sets
- Identify individuals with particular functional experience
- Identify individuals with other similar capabilities.

Create Teams of similar skills sets, experience and capabilities.

These Teams become a potential resource to help make manpower utilization decisions.

For example:

You have a Call Center with 40 employees - and an acknowledged requirement of 24 to meet minimum Customer needs.

You identify a "Call Center Backup Team", comprised of other employees with Call Center experience.

If Call Center attendance dips below 24 (including management), Management may select individuals from the Backup Team to deploy temporarily to fill the gap.

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Sequence	Procedure Template
6.3	Travel/Relocation

Scope:

The spread of a Pandemic may be reduced by restricting geographic exposure.

- How important is Travel for the conduct of your business?
- What will you do if governments restrict travel?
- Can you voluntarily restrict travel to help prevent exposing your employees?
- If employees do travel, how can you reduce their potential to spread illness to other employees?

- Can you relocate employees to other facilities that are unaffected by the Pandemic?
- What are the family implications?
- Can you move processes & responsibilities - but not the people?

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Sequence	Procedure Template
6.4	Backfilling

Scope:

In anticipation of significant absentee rates, Backfilling may provide a "buffer" of trained temporary employees to fill the gaps.

These employees must be hired and trained PRIOR to the outbreak.

These employees may be:

Temporary (agency) employees

Contractors  
Returning Retirees  
Other sources...

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Sequence	Procedure Template
6.5	Diffusion

Scope:

Where applicable, employees, teams or workgroups with similar skills can be dispersed to avoid cross-contagion.

These "clean teams" can be:

- Dispersed Geographically
- Placed on Separate Shifts
- Rotated through Home-based and Office-based assignments

Are there issues hindering such configurations?  
Are there contract prohibitions?  
Is geographical diffusion practical?  
What other issues must be faced?

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Sequence	Procedure Template
7	(R) Process Contingencies

Scope:

Develop plans for individual Business Processes.

(You should already have created a hierarchy of critical processes (or business functions) in your Impact Analysis. Use this hierarchy to create plans - for the most critical process on down.  
Do not fail to plan for your most critical processes!

What critical resources do they need (especially those that can be stockpiled)

Can people work from home?

Can the process be performed from other locations?

Can the process be scaled back?

Can some parts of the process be temporarily postponed or eliminated?

How can the process operate with reductions in workforce?

How can the process operate without face-to-face contact (wth customers, suppliers or each other)?

How can cross-training be of benefit?

Sequence	Procedure Template
8	(R)Supply Chain Strategies

Scope:

Having identified mission critical and single point of failure vendors and suppliers, what can be done to plan in advance for disruptions to the supply chain - not just with mission critical, but with all suppliers?

- Create sourcing diversity - create a larger pool of vendors
- Stockpile - keep a longer-lasting supply of essential goods on hand
- Disperse geographically - diversify to help assure availability
- Understand where your organization is in each supplier's "pecking order" (how important are you?)
- Make sure your suppliers have their own Pandemic plans in place
- Understand transportation alternatives - and be prepared to use them.

Sequence	Procedure Template
8.1	Source Diversity

Scope:

When all "critical" Vendors/Suppliers have been identified - especially those that are "single points of failure" (See Sec. 4.6) - a strategy should be prepared to identify and establish relationships with backup suppliers (or "bench-strength") in the event that critical Suppliers are unable to meet you needs during the pandemic.

Sequence	Procedure Template
8.2	Stockpiling

Scope:

Once all critical supplies (raw materials, forms, parts, office supplies, etc.) have been identified in the Impact Analysis, decisions should be made regarding the stockpiling of "mission-critical" supplies (those without which the business cannot function) in case suppliers (or the marketplace) cannot continue to provide the quantities needed during the pandemic.

(Remember, while your suppliers may be able to function, THEIR suppliers may not. In most cases, your suppliers will have commitments to others - in particular governments - that may supercede yours, or at least compete with you for materials in a short-supply market.)

Stockpiling is a "risk" function - balancing the cost of stockpiling (and the effect of that expense) against the potential for normal supplies to evaporate.

Involve your Risk Management function (or advisor) in your stockpiling decision whenever possible.

Sequence	Procedure Template
8.3	Geographic Dispersion

Scope:

When considering diversification of your Vendor/Supplier base - keep geographic diversity in mind.

While it may cost less (for transportation) to use neighboring vendors, consider that those vendors are likely to be effected by the pandemic at the same time - and to the same degree as your business.

By geographically spreading your resources, you may be able to take advantage of the "rolling" effect of the flu (it will not take effect to the same degree in all places simultaneously).

Sequence	Procedure Template
8.4	Pecking Order Check

Scope:

As noted in Section 8.2 (Stockpiling) - you should query your Vendors/Suppliers to determine how much leverage (if any) you have.

Some vendors will be bound by government contracts that guarantee priority for public demand.  
Some vendors will be bound by commercial contract guaranteeing minimum quantities or priority delivery.  
Some vendors operate first-come-first serve.

Find out where you are in your Vendors/Suppliers' "pecking order".

And don't just take their word for it - try to get any "promises" in writing.

In certain sensitive cases, it may be worthwhile to negotiate the cost of preferential treatment in advance to guaranteed vital supplies.

Sequence	Procedure Template
8.5	Supplier Readiness

Scope:

Do your critical Vendors/Suppliers have Pandemic readiness plans of their own?

Ask. If you don't get a response - ask again in writing.

Do not accept a simple "yes" answer.

What does the Plan entail?  
Does it include an impact analysis?  
When was the impact analysis performed?  
What were the criteria used in the analysis?  
Have critical suppliers been identified? Additional suppliers identified?

How will they handle diminished workforce requirements?  
How will they handle restricted transportation?  
How will they communicate with you?

Have they tested the Plan?

Sequence	Procedure Template
8.6	Transportation Readiness

Scope:

What alternatives are available if your "normal" means of supply and delivery transportation are reduced or impaired? Not just how your Suppliers get materials to you - but how you deliver to your Customers.

For example, if you use FedEx exclusively, set up accounts with DHL and UPS in advance - just in case you need them.

Similarly, do the same with trucking and other transport modes.

If you use trucking exclusively - consider rail, or airfreight where applicable.

(REMEBER: Being able to deliver may be an advantage worth paying for. If it keeps your Customers happy, it keeps you in business - and the Customer may be happy to pay more for the availability.)

Always have a backup ready - or more, just to be safe.

Also, consider establishing relationships with bus, coach or other private transportation suppliers; these could become helpful in the event of a mass-transit shutdown - to pick up critical employees, for example.

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Sequence	Procedure Template
9	(R) Customer Strategies

Scope:

During a Pandemic, your customer base may change; it may shrink - as businesses and individuals change their normal patterns, either temporarily or permanently - or grow (as competitors disappear).

What can you do to respond to changes in the marketplace?

What Customer-interface options do you have?  
 How do you keep your Customers informed?  
 What alternatives are available to meet your Customers' needs?  
 What will you do if you just can't keep up with demand?

Sequence	Procedure Template
9.1	Options

Scope:

How can you keep your existing customers satisfied and still protect your employees from exposure - while keeping your business from collapsing due to insufficient manpower? What happens if your customer-base shrinks? What can you do?

- Can you reduce travel (to reduce exposure)?
- Can you change your normal sales/service operations to reduce direct contact with customers?
- Can you broaden your marketing efforts to provide additional sales opportunities?
- What else can/should be done to keep you business viable - and meet your customers' needs?

Sequence	Procedure Template
9.1.1	Travel Reduction

Scope:

Does your normal customer contact process involve face-to-face contact?

What can you do to lessen (or eliminate) that contact during a pandemic?  
(Remember, by limiting contact you are helping both your customer and yourself by not promoting the spread of the virus!)

Don't wait for the government to formally restrict transportation (by air, train or other public conveyances). Be proactive - plan for how you can keep your sales and service people in YOUR office. yet still help your customers in theirs.

If banning travel is impossible, be certain to closely track the health of your travelling employees.

- 1) A travelling employee is a potential threat - they may have picked up the virus elsewhere.
- 2) Employees who have already recovered from the virus may be best suited for travel you cannot eliminate.
- 3) Consider "quarantine" periods for travelling employees (not visiting their own office for x-days following travel to any known infected area).

Sequence	Procedure Template
9.1.2	Non-contact

Scope:

If yours is a face-to-face sales process, consider ways to make sales with limited or reduced contact.

Videoconferencing is an obvious alternative. Where is it a suitable alternative?

Are there methods of getting the product or sample in front of the Customer - but not the Salesperson?

Position your new non-contact sales efforts as a benefit to the Customer. Your Salespersons may be limiting the spread.

Reward Customers who take advantage of the non-contact policy (discounts, bonuses, add-ons, etc.)

Also see Alternate Distribution (Sec. 9.3) for automation alternatives (ex. online purchasing) and other non-contact options.

Sequence	Procedure Template
9.1.3	Market Expansion

Scope:

Depending on your industry and market, it may be advantageous to plan ahead to expand your customer base or market in advance.

Just as your business may be looking for alternate suppliers - so will other potential customers be looking for alternates for their supplies.

Use marketing and advertising strategies to create a wider presence - in underserved or unserved markets.

Expect that existing customer demand may be reduced. Expanding your market presence may help make up some of the loss from existing markets.

Sequence	Procedure Template
9.2	Honesty & Information

Scope:

Don't Lie.

Don't Hide the Truth.

The situation will eventually pass - and Customers and Suppliers who've been lied to will remember...

Make certain your Sales and Marketing communications are part of your overall Crisis Communications Plan.

Sequence	Procedure Template
9.3	Alternate Distribution

Scope:

Increase online opportunities for Customers.

Increase opportunities for phone sales.

Make it easier for the Customer to get what they need - without coming to you, and without seeing a Salesperson in person.

---

Sequence	Procedure Template
9.4	Making Hard Choices

Scope:

What if your organization is unable to meet Customer demands?  
What if Sales are insufficient to support the business?

You may be forced to make hard decisions...

- How do you say "no" to Customers?
- How do you maintain your Customers if you can't meet all their needs?
- What alternatives do you have if you cannot meet contractual agreements?
  
- Will you need to reduce your workforce?
- Scale back production?
- Change the product line?

\*\*UNDERSTAND YOUR ALTERNATIVES.

\*\*PLAN AHEAD

\*\*KNOW WHAT YOUR OPTIONS ARE IF, OR WHEN, THE UNTHINKABLE HAPPENS!!

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Sequence	Procedure Template
10	(R) Security

Scope:

A Pandemic is not likely to be solely a "people" crisis.

The ripple effect of a widespread flu epidemic will effect even common, day-to-day things we take for granted...

like parking...  
 and shipping...  
 and communications...  
 and crime rates...

The more advance planning you can do for ALL your company's vulnerabilities, the greater the likelihood of your success.

\*\*Consider naming a Security officer (your own Director of Homeland Security) to oversee the implementation of security planning across the organization - physical, supply chain, IT, Transportation - so the organization has a "Go To" person for security planning and to address security incidents.

Sequence	Procedure Template
10.1	Physical Security

Scope:

A major security consideration will be Physical.

- What must you do to secure access to your buildings?
- What must you do to secure access to parking?
- What must you do to plan to keep your Supply Chain secure?
- How can you assure your Communication networks are secure?
- What must you do to make certain your Shipping and Transportation security needs are met?

Sequence	Procedure Template
10.1.1	Secure Buildings

Scope:

The best way to limit the impact of the flu on an organization is to limit exposures.

You should already have created policies for symptomatic employees, and those exposed but not yet exhibiting symptoms, from exposing others (through your revised sick leave policy - Section 4.5). You cannot assume that all employees will comply. You must also deal with infected vendors, suppliers, customers and visitors who wish to enter your facilities.

How will you identify possible hosts of the flu - and how will you control their access to your facilities?

Can you restrict building entrance to a minimum?

Do you (or can you) employ guards or employees to monitor building entrances for possible exposure risks?

If you choose to monitor access (and restrict access to those who are suspected of being exposure risks) be certain to have written policies in place, train the monitoring employees, and set up an "appeal" process.

A short checklist of critical access monitoring bullet points is attached.

**Checklist:**

Seq #	Item	Remarks	Observation	Verified
1	Who will conduct the monitoring?			<input type="checkbox"/>
2	Where will they monitor?	Are all access points monitored?		<input type="checkbox"/>
3	What are the signs to monitor?			<input type="checkbox"/>
6	What happens to a detected employee?			<input type="checkbox"/>
9	What if the employee complains?			<input type="checkbox"/>
12	What happens to a detected vendor?			<input type="checkbox"/>
15	What happens to a detected customer?			<input type="checkbox"/>
18	What happens to a detected visitor?			<input type="checkbox"/>

Sequence	Procedure Template
10.1.2	Secure Parking

Scope:

Parking may seem an unlikely concern in a pandemic - but do not fail to consider it in your plans.

If any significant segment of the employee population take mass transit - and mass transit is curtailed during the event - where will they park if they drive to work?

If employees park in a controlled-access garage, what happens if the garage closes? (If the garage management cannot field enough manpower to operate the garage - and their insurer will not allow them to throw open the gates - they may be forced to close.)

If employees park in your own lot, and other public lots are closed due to quarantine or manpower shortage, are you prepared to deal with non-employees parking (or attempting to park) in your lot?

Sequence	Procedure Template
10.1.3	Secure Supply Chain

Scope:

Do you have critical supplies - rare, high value or time-sensitive materials - to which you must be assured of access to continue in business?

Work with your Vendors (see Section 8) not only assure supply, but to ensure deliveries are safe and reliable.

Supplies subject to theft? Is insurance enough; or is delivery more important than value?

Supply shortages? If you've done the work to assure access to critical goods, make certain they get delivered.

Remember, commodities that are normally common may become gain considerable value due to the pandemic. Be aware of the risks - and plan to take appropriate action BEFORE the need arises.

Sequence	Procedure Template
10.1.4	Secure Communications Channels

Scope:

What plans can be made to assure that vital voice and data communications are less vulnerable to disruption (some providers may not be able to meet service level agreements)?

- Do you use a VPN? Is it vulnerable? What alternatives or redundancies are available?
- Do you use VOIP? Is the access provider vulnerable? Do you have alternatives?
- Do you use local POTS providers? Are they vulnerable? Is VOIP a viable alternative?
- Is your cellular use centralized or diversified?
- Do you have backup facsimile capability (if equipment cannot be serviced in a timely manner)?
- Do you perform data backup, load balancing or replication via the Web? Network vulnerable?
- Does your Customer Service or Call Center use ACD or other specialized equipment?
- Is your PBX or network equipment reliable?

...What can you do to mitigate the risk of the provider being unable to perform?

...Are there alternate vendors?

...Can inhouse personnel be trained to perform necessary maintenance, repairs and upgrades?

...What if you need parts or service? Do you have alternate suppliers?

Bottom line: Have backup plans (especially identified and established backup vendors) for your critical communication infrastructure!

Sequence	Procedure Template
10.1.5	Secure Transportation

Scope:

If normal public and private transportation means are disrupted (by quarantine or other shutdowns) how will you:

Get goods and raw materials from your suppliers?

Ship goods or materials to your customers?

Help your employees get to work (i.e. those who ride public transportation)?

Handle your bulk mail output?

Meet customer needs for face-to-face interaction?

Have you identified and pre-positioned alternate, backup or duplicate vendors or suppliers to lessen the impact of transportation delays or restrictions?

Sequence	Procedure Template
10.2	Personnel Security

Scope:

What will you need to plan for to assure your people will be safe - and that your business will not be compromised by manpower changes.

What changes to IT Security will be necessary? (Especially if work-from-home strategies are employed)

What Travel policies will need to be put into effect - and how will they be monitored and enforced?

Will you need to consider the security needs of sales and executive roles in regard to their travel?

Will you choose to bring any transportation/shipping "in house"?

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Sequence	Procedure Template
10.2.1	Information Security

Scope:

If work-from-home or other telecommuting policies are invoked during the incident, you must plan ahead to assure that you have adequate security for the increased volume of remote users it may require.

Will you need a VPN?

What methods will be used to authenticate?

What will be needed to monitor and track network usage?

What policies will need to be created to assure home users have proper virus and spyware protection?

What must be done in advance - and what can be left until the last moment?

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Sequence	Procedure Template
10.2.2	Travel Policies

Scope:

Update and maintain travel policies.

Keep an updated list of "restricted" travel areas.

Monitor travellers; quarantine those who travel to highly infected areas.

Limit travel to the greatest extent possible (travel may spread disease to others - or bring it back to your business).

Limit the use of external contractors and consultants who do not live in the local area

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Sequence	Procedure Template
10.2.3	Transportation

Scope:

If you MUST transport people, what steps can you take to reduce or eliminate contact with potential contamination?

-Can you travel by personal vehicles?

-Can you travel by private carrier (limo, bus, plane)?

If you ship goods/materials to your Customers, what steps can you take to increase the probability that the transportation timing will be reliable?

-Can you switch to guaranteed overnight (FedEx, UPS, DHL, etc.)?

- Can you hire private couriers?
- Can you arrange transport by your own employees?

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Sequence	Procedure Template
10.3	Public Interface

Scope:

Appoint a Team (or an Individual with identified backups) to keep communication open with Local Authorities, the local Health Community and neighbors (both business and residential) to understand the context in which you operate.

Avoid surprises.

You don't work in a vacuum. Maintain your business security by being aware of what goes on around you.

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Sequence	Procedure Template
10.3.1	Local Authorities

Scope:

By definition, "pandemic" is global in most respects. However, while it impacts globally, it can only be fought locally.

Maintaining contact - and cordial relationships - with local government and emergency agencies will keep you up-to-date on impact of the virus in your local area, as well as what is happening in your community.

As part of your Communications Plan, you should have appointed a person (or Team, preferably) to act as liaison with local authorities.

Establish a formal plan for reporting status and changes in local activities. Make certain that critical information is disseminated to all affected parties (consider a newsletter, or regular, periodic schedule to communicate status. By establishing regular communications, emergency information will have much greater visibility.

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Sequence	Procedure Template
10.3.2	Health Community

Scope:

While local government and emergency agencies may have the most up-to-date information on the overall situation, the local health community may have greater insight into the impact of the situation (i.e. means of measuring the rate of increase or decrease in cases locally, availability of vaccines, success rates of alternate treatments, etc.)

Readily available health-related information (from the Web and from both print and electronic journals) may be subject to rumors, misinformation and hoaxes. Your local health community has an interest in FACTUAL information. Use it.

Your 'public communications' team should make certain to create and maintain relationships with local health community resources (community health orgs, hospitals, health agencies, medical associations, etc.) as a valuable source of ACCURATE information

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Sequence	Procedure Template
10.3.3	Neighborhood

Scope:

In addition to facing virus exposure from their surroundings at work, employees may also be effected or inconvenienced by changes in neighborhood services.

Maintaining awareness of activities in your neighborhood could help your employees - and your business - avoid problems.

Local service businesses closing? Where will your employees get lunch? Where will they

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Sequence	Procedure Template
11	Restore

Scope:

It is unlikely that anyone will sound the "All Clear" buzzer when the pandemic is over. More likely, return to a "normal" state will happen more slowly, and with varying degrees of subtlety.

The new "normal" may not be like the pre-pandemic "normal".

You should take steps to assess your situation carefully - both to be certain the risk of spread has passed, and what your business can and should do to get back to business.

You may want to consider reassessing the impact of the pandemic on your business by performing an update of your BIA or process models.

You may want to pay special attention to market opportunities that have specifically risen as a result of the pandemic.

Or you may simply want to find the quickest and easiest way to get back up and running.

Regardless, you will need to spend some time addressing important issues such as

- Business assessment
- Supplier availability
- Customer relationships
- Employee assistance

Clearing backlogs

Debriefing to learn from your experiences

Celebrating your survival and return to normal operations.

Sequence	Procedure Template
11.1	Plan to Return

Scope:

Assuming the impact of the Pandemic has passed, what do you do now?

It may not be possible (or prudent) to return to "normal". Assess your situation first:

Assess what changes have occurred:

- Has the market for your products or services changed? Is it permanent or temporary? How long?
- Have you changed your products or services to meet changes in the marketplace? Are the changes permanent or temporary?
- What have you learned that could be useful going forward?
- Has the client base changed? Do you need to rethink your sales/marketing/advertising?
- Have suppliers/vendors changed? Will new relationships continue? Can/should old ones be revived?

How will do you intend to deal with those changes?

Assess what has happened to your employees?

- Have there been deaths?
- Have there been layoffs
- Have there been reorganizations?
- Are hiring and training issues?

What effect do you think these changes (and those above) will have on your employees?

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Sequence	Procedure Template
11.2	Employee Issues

Scope:

Over the course of the event...

Employees will have left the Company.

Employees may have died.

Grief counselling

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Sequence	Procedure Template
11.3	Backlogs

Scope:

Reduced manpower and vendor services may have necessitated cutting a few corners to maintain operations.

What backlogs have been created

- unfiled paperwork.
- manual data requiring input
- preventive maintenance
- CMS or other database updating.
- software updates
- performance reviews
- contract renegotiations
- etc.

Create a workplan to retire all backlogs created during the pandemic event.

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Sequence	Procedure Template
11.4	Debriefing

Scope:

Define and execute a formal process for gathering information on the company's pandemic response.

What did you learn about customers, markets and vendors?

What did you learn about employees?

What did you learn about the company and its management?

What did you learn about your products or services?

If it happened again - what would you do different?

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Sequence	Procedure Template
11.5	Celebrate Return

Scope:

When the dust has finally settled, do not fail to celebrate your business' survival -with your employees, your vendors, your customers - maybe even your neighbors (especially if they have been cooperative, or if you occupy space in the same building).

You may have survived an historic event. Do something special to commemorate it.

- Have a party
  - Print "I Survived" t-shirts
  - Collect and print employee memoires
  - Donate time or funds to a charity in commemoration
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