

[Company Logo]

**[COMPANY NAME]**

## Pandemic Business Continuity Plan (PBCP)

<b>Title:</b>	<Company Name> Pandemic Business Continuity Plan
<b>Author:</b>	<Author & Title>
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# Summary Information

*Due to the unpredictable and potentially devastating nature of an Influenza Pandemic, the normal day to day business continuity plans, found in organisations over the world, are unlikely to be ineffective. This plan is focused on the specific threat of Influenza Pandemics only. The template has been developed from World Health Organisation (WHO) sources available on the WHO website. It is recommended that plan owners regularly review the WHO website for updated advice and also contact your local health officials for specific information related to your location.*

This BCP provides the management response by <Company Name> in the event of a pandemic in <Home Country>. Its primary objective is to set out a structured response plan for a pandemic affecting <Company Name> staff and operations. This plan should be read in conjunction with your overall BCP.

The following table summarizes key roles and information from the PBCP.

<b>Team Leader</b>	<Insert Name & Title>	<b>Alt Team Leader</b>	<Insert Name & Title>
<b>Team Member</b>	<Insert Name & Title>	<b>Alt Team Member</b>	<Insert Name & Title>
<b>Team Member</b>	<Insert Name & Title>	<b>Alt Team Member</b>	<Insert Name & Title>
<b>Team Member</b>	<Insert Name & Title>	<b>Alt Team Member</b>	<Insert Name & Title>
<b>Team Member</b>	<Insert Name & Title>	<b>Alt Team Member</b>	<Insert Name & Title>
<b>Team Member</b>	<Insert Name & Title>	<b>Alt Team Member</b>	<Insert Name & Title>
<b>Normal Operating Location(s)</b>		<b>Alt Operating Location(s)</b>	
<b>Business as usual staffing numbers</b>			

# Pandemic Business Continuity Plan

## 1. Plan Assumptions

The assumptions listed below are provided as an example only. They should not be considered an exhaustive list – and you should carefully consider your organisations specific circumstances.

This PBCP is based upon the following assumptions:

- The absence of 30% of staff during a pandemic period
- A pandemic period of between 12 and 26 weeks
- Possible reduction in services and products consistent with staffing capability
- Possible increase/decrease in demand for products and services
- <Company Name> buildings, IT systems, hardware and other operating equipment will function in a modified capacity during a pandemic
- Maintenance of and adherence to then current safety and regulatory requirements

## 2. Pandemic Management Strategy Overview

There are four main objectives to <Company Name>'s strategy to manage the impact of a pandemic on its employees and operations. They are:

- Ensuring all employees are properly informed and prepared for a pandemic
- Containment by reducing the spread amongst staff and within business premises
- Maintenance of critical business functions, processes and systems
- Recovery of the business following the pandemic

This Pandemic Management Strategy is based around four phases, illustrated in the diagram below.

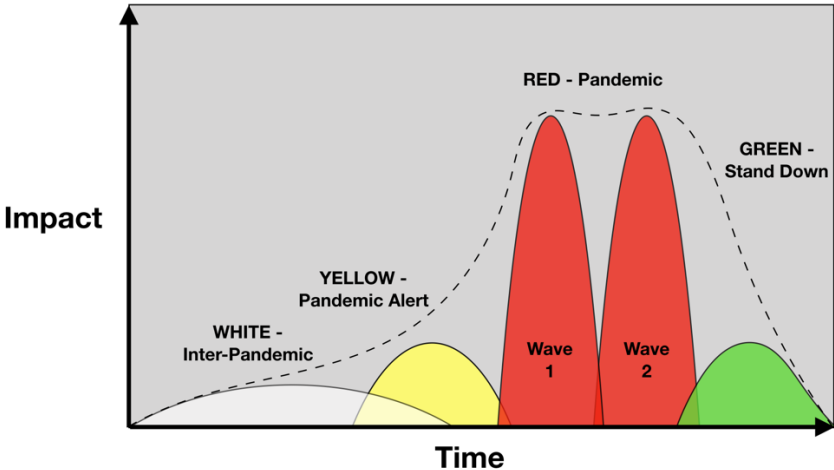


Figure 1. <Company Name> Pandemic Management Phases

### 3. Pandemic Phases

The following approach relates to the WHO Pandemic stages – see Section 2 and Appendix 1.

Phase	Strategies
<b>WHITE</b> <b>Inter-Pandemic</b>	<b>Preparation Phase</b> Activities to be taken before a pandemic to plan, raise awareness, communicate responsibilities to key staff and develop preparedness.
<b>YELLOW</b> <b>Pandemic Alert</b>	<b>Maintenance Phase</b> The activities undertaken to ensure maintenance of <Company Name>'s preparedness and monitoring of information sources to provide with an ongoing awareness of the avian influenza threat to ensure early warning. Actions to minimize the impact of an outbreak and protect the health of employees. *White and Yellow phase activities may overlap.
<b>RED</b> <b>Pandemic</b>	<b>Response Phase</b> Actions to maintain the continuity of critical operations, making use of existing incident management, business continuity and IT Disaster Recovery arrangements as required.
<b>GREEN</b> <b>Stand Down</b>	<b>Return to Business as Usual</b> Actions to ensure a planned and progressive return to 'Business as usual' operations as the impact of the Pandemic subsides and business returns to normal.

This four-phase strategy forms the basis of the PBCP, as set out in the remainder of this document.

### 4. Pandemic Management Team Members

The following personnel are responsible for managing the response during all stages of a pandemic. If the primary member is unavailable for any reason one of the alternates must take over the role.

Role Description	Primary	Alternate
Pandemic Management Team Leader	<Insert Name>	<Insert Name>
Team Member	<Insert Name>	<Insert Name>
Team Member	<Insert Name>	<Insert Name>
Team Member	<Insert Name>	<Insert Name>
Team Member	<Insert Name>	<Insert Name>
Team Member	<Insert Name>	<Insert Name>

Team Member	<Insert Name>	<Insert Name>
Communications Facilitator	<Insert Name>	<Insert Name>

See **Appendix 2** for Pandemic Management Organization and Crisis Management structure.

## 5. Critical Operations / Functions

In the case of a full-scale pandemic, <Company Name> will remain focused on its key functions. The following Operations / Functions have been identified as critical.

Priority	Critical Operation / Function Title & Description
1.	Call Centre / Help Desk
2.	IT System Support
3.	Key Vendor Support
4.	Telecommunications Support
5.	Data Network Support
6.	Facility Management
7.	Manufacturing
8.	Accounts receivable and payable

## 6. Key Skills and Personnel

*Examples of core and key skills are listed below. Each organization utilizes different skills.*

The following skills and personnel have been identified as essential to support the implementation of the <Company Name>'s PBCP. Staff should be identified by name (primary and alternates) if there is a limited number of staff with the required skills.

Key Skills [To support Pandemic Management Plan]	Min Staff Required [for each skill]
1. Primary Services	One
2. Accounting Systems	Two
3. Manufacturing	Three
4. Sales and New Business	One
5. IT Systems	Three
6. Telecommunications	One
7. Data Network	One

8. Facility Management	One
9. Security	One

Key Staff - Primary [to provide Key Skills]		
Core Skill	Primary	Alternates
1. Primary Services	<Insert Name>	<Insert Name>
2. Accounting Systems	<Insert Name>	<Insert Name>
3. Manufacturing	<Insert Name>	<Insert Name>
4. Sales and New Business	<Insert Name>	<Insert Name>
5. IT Systems	<Insert Name>	<Insert Name>
6. Telecommunications	<Insert Name>	<Insert Name>
7. Data Network	<Insert Name>	<Insert Name>
8. Facility Management	<Insert Name>	<Insert Name>
9. Security	<Insert Name>	<Insert Name>

## 7. Pandemic Management Action Plan

*The table below list example and common response actions - modify the table to suit your needs by carefully considering the actions that may be required by your organization.*

The table below outlines the actions to be taken by <Company Name> in the event of a pandemic. The Team Leader (or Alternate) should use the information as a reminder of the actions and issues to address as the pandemic response continues. The Phase relates to the WHO pandemic stages - see Section 2 and Appendix 1.

#	Phase	Response Action	✓
<b>WHITE PHASE</b>			
1.	White	Complete testing of <Company Name> PBCP	
2.	White	Prepare communication strategies for stakeholders identified in Section 6	
3.	White	Prepare content for pandemic awareness and training workshops for staff	
4.	White	Determine the requirements to support a home office environment for key staff	

#	Phase	Response Action	✓
5.	White	Identify vendors supporting critical / key functions	
6.	White	<p>Confirm a Pandemic Management Plan [PMP] is in place with each vendor to maximize support to <b>&lt;Company Name&gt;</b>.</p> <p>Initiate the following:</p> <ul style="list-style-type: none"> <li>• Review plan to ensure consistency with <b>&lt;Company Name&gt;</b>'s objectives and plans</li> <li>• Establish / agree on the approach to resolve issues</li> <li>• Establish / agree on the communication and escalation protocol between <b>&lt;Company Name&gt;</b> and vendor, this will include revised service levels</li> <li>• Liaise with the vendors to ensure sufficient support staff will be available to assist during the pandemic</li> </ul>	
7.	White	Ensure the technical Disaster Recovery Plan [DRP] contains detailed repair and recovery procedures. Identify critical components and develop recovery and fallback strategies.	
8.	White	<p>Develop suitable admin Telephony strategies that could be implemented to provide alternate voice capabilities.</p> <p>Initiate the following:</p> <ul style="list-style-type: none"> <li>• Identify suitable PABX fallback sites and the redirection of services to the site, including redirection to a home office</li> <li>• Document all redirection procedures and configuration changes</li> </ul>	
<b>YELLOW PHASE - Standby</b>			
9.	Yellow	<p>Create a roster of support and vendor staff relevant to each critical function / system. Consider the following strategies:</p> <ul style="list-style-type: none"> <li>• Identify staff to work from home</li> <li>• Establish communication strategy between all staff, if operating from multiple office locations</li> </ul>	
10.	Yellow	Establish and maintain a priority list of IT applications and the hardware on which each application resides. Agree on criticality and priority. Coordinate with and communicate this to the IT team and vendors.	
11.	Yellow	Prepare emergency IVR scripting to be activated on alert phase Red, to reduce the volume of calls requiring response from a <b>&lt;Company Name&gt;</b> staff member.	



#	Phase	Response Action	✓
12.	Yellow	Establish procedures to ensure all major faults or problems are escalated and addressed promptly with minimal staff. Include procedures for <Company Name> Support and Vendor Support.	
13.	Yellow	Coordinate a suitable air-conditioning protocol with Building Management to minimize the chance of spread.	
<b>YELLOW PHASE - Containment</b>			
14.	Yellow	Implement Containment Plans as per instructions from government health officials	
15.	Yellow	Remind <Company Name> staff of their responsibilities for personal hygiene and pandemic preparedness. Provide pandemic awareness and training workshops for staff and address questions / concerns.	
16.	Yellow	Activate <Company Name> Pandemic Management Team and ensure staff with Key Skills are briefed on their role in supporting the PMS.	
17.	Yellow	Ensure alternate data network paths are in place and tested for all critical sites	
18.	Yellow	Identify all critical functions and ensure they are operated at an appropriate location relative to the pandemic threat.	
19.	Yellow	Link strategies with government health requirements.	
20.	Yellow	Issue advice to all staff and customers to inform them of the following emergency operational procedures: <ul style="list-style-type: none"> <li>• Response times may be affected due to minimal resources</li> <li>• Priority given to issues and orders based on potential impact</li> <li>• Non-critical issues will be logged and attended to as time / resources permit</li> <li>• May need to use an alternate PC or work from home for low priority issues</li> </ul>	

<b>RED PHASE</b>			
21.	Red	Reinforce Containment Plans as per instructions from government health officials	
22.	Red	Record all incidents and track problem escalation and resolution	
23.	Red	Initiate the Pandemic Roster and separate support staff across multiple sites	

#	Phase	Response Action	✓
24.	Red	Maintain the roster of support and vendor staff, relevant to each critical function / application / system. Instruct <Company Name> and vendor support to immediately advise if / when unavailable.	
25.	Red	Initiate agreed strategies. <ul style="list-style-type: none"> <li>• Suspend all non-critical work until the Pandemic period is over</li> <li>• Consider all external faults or problems as critical</li> <li>• Establish appropriate fault resolution with service providers</li> <li>• Establish a plan for advising remote access details</li> <li>• Attend to all responses based on the predefined priority</li> <li>• Confirm minimum vendor support staff numbers available</li> <li>• Maintain documentation and escalation procedures for each key function.</li> <li>• Redeploy staff from other areas to assist with issues</li> </ul>	
26.	Red	Implement daily monitoring of staff welfare and availability for all Teams. Report daily results to Crisis Management Team.	
27.	Red	Decide whether to instruct non-critical staff to remain at home until further notice	
<b>GREEN PHASE</b>			
28.	Green	Manage an organized return of <Company Name>'s operations and staff to business as usual.	
29.	Green	Continue to provide welfare support and assistance to all staff during return to business as usual.	
30.	Green	Update staff, customers and stakeholders to confirm return to business as usual	

## 8. Communication Strategy

Populate this list from details listed earlier in this plan. This list should be used as a guide to ensure that all stakeholders receive key communications before, during, and after the pandemic.

### Key Stakeholders

Key Management Team Members		
	Name	Title
Team Leader		
Team Member		
Team Member		
Team Member		
Team Member		
Team Member		
Team Member		
Team Member		
Communications Facilitator		
Alternate Key Management Team Members		
Alt Team Member		
Alt Team Member		
Alt Team Member		
Alt Team Member		
Communications		
Primary		
Alternate		

Stakeholders	System/Function Supported	Contact Person	Contact Details
<b>Key Vendors</b>			

**Key Messages**

Pandemic Management Messages	Timing
All staff: Notify of Alert Phase and advise on personal preparedness. Outline methods of communication. Seek feedback on any personal requirements to ensure preparations are in place should Alert Phase escalate to Red and BCP enacted.	Alert Phase Yellow
All clients: Services will be operating on limited basis. Urgent orders/issues will be dealt with as soon as possible, non-urgent issues logged for future resolution.	Alert Phase Red
All staff: Services will be operating on limited basis. Urgent issues will be dealt with as soon as possible, non-urgent issues logged for future resolution.	Alert Phase Red
All staff: Advise non-critical staff they are not required to attend the office	Alert Phase Red

## 9. Pandemic Management Resource Requirements

*Example and common resources are listed below. Consider your organizations circumstances and list the required resources.*

*Note: If a decision is made that resources are to be procured in advance of a pandemic please carefully consider the individual risk level associated with supplies that may be difficult to source due to increased demand.*

The following resources will be required during a pandemic.

Resource	Source	Quantity
Laptops		
Mobile Phones		
VPN / Remote Access		
Cleaning Supplies		
Personal Protection Equipment		
Paper Products		

## 10. PBCP Testing and Maintenance

*Initial PBCP tests may be conducted as a 'Table Top' review. Physical Inventory of resources should be conducted along with testing of policies, procedures, and systems.*

The PBCP for <Company Name> has been tested on <Insert Date of Test>.

The PBCP will be reviewed and updated annually, or more frequently, as appropriate.

# Appendix

## Appendix 1. Pandemic Alert Phases and Actions

The phases and status of a pandemic and subsequent actions are summarized below.

Alert Code		Actions	
Phase	WHO Alert Phase		
WHITE Inter-Pandemic	Overseas 1	PLAN - No outbreak anywhere in the world. Preparations underway <ul style="list-style-type: none"> <li>• Prepare business continuity plans to manage continuity of service at the height of a pandemic</li> <li>• Monitor national and international situation</li> </ul>	
	Local 1		
	Overseas 2		
	Local 2		
YELLOW Pandemic Alert	Overseas 3	STANDBY - No outbreak anywhere in the world <ul style="list-style-type: none"> <li>• Maintain state of preparedness</li> <li>• Quarterly review and testing of BCP plans</li> <li>• Monitor national and international situation</li> </ul>	
	Local 3		
	Overseas 4	CONTAIN - declared human-to-human contagious; isolated incidents / pandemic declared overseas <ul style="list-style-type: none"> <li>• Communicate with staff about preparedness</li> <li>• Monitor national and international situation</li> </ul>	
	Local 4		
	Overseas 5		
	Local 5		
	RED Full Pandemic	Overseas 6	MANAGE - pandemic declared <ul style="list-style-type: none"> <li>• Activate business continuity plans</li> <li>• Communicate with staff, customers and stakeholders</li> <li>• Monitor national and international situation</li> </ul>
		Local 6a	
Local 6b			
Local 6c			
GREEN Stand Down	Local 6d	RECOVER - Crisis over <ul style="list-style-type: none"> <li>• Manage return to business as usual</li> <li>• Communicate with staff, customers and stakeholders</li> </ul>	

## Appendix 2. Pandemic Management Organization

The diagram below illustrates the Pandemic Management Organization, which is led by the Crisis Management Team.

The Crisis Management Team includes 3 sub-teams responsible for successful execution of the PBCP. These teams are:

**Management Team** ( responsible for managing the company’s overall response, and communicating with vendors, key clients, stakeholders and senior management. This team is also responsible for the business continuity program and keeping this plan current during a pandemic.

**Recovery Team** ( responsible for ensuring computing services are available as per business requirements

**Facility Team** ( responsible for property related assessments, and protection of the office environment

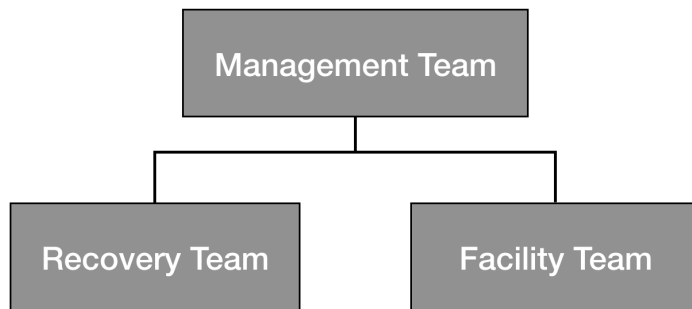


Figure 1: Crisis Management Team