



PANDEMIC RESPONSE PLAN



TRAIDEN
GLOBAL SOLUTIONS
BUILDING SAFER COMMUNITIES

5737 Keystone Crest Street
North Las Vegas, NV 89081

(702) 802-1858

www.Traidenglobal.Com
Solutions@Traidenglobal.Com

Contact Traiden Global Solutions for assistance in implementation of this Pandemic Response Plan.

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PANDEMIC RESPONSE PLAN OVERVIEW

Purpose

This plan establishes policies and procedures for responding to and recovering from a pandemic outbreak that disables ArboRisk employees and negatively impacts the company's ability to provide services as usual. In the event of an actual pandemic situation, modifications to this document may be made to ensure physical safety of people, systems and data.

The mission is to protect employees from the impact of a pandemic illness, ensure information system uptime, data integrity and availability and overall business resilience.

Policy Statement

Corporate management has approved the following policy statement:

- The company shall develop a comprehensive pandemic recovery plan.
- A formal risk assessment shall be undertaken to determine the requirements for the pandemic plan.
- The pandemic plan should cover all essential and critical human needs and resources, technical infrastructure elements, systems and networks, in accordance with key business activities.
- The pandemic plan should be reviewed annually and periodically tested in a simulated environment to ensure that it can be implemented in an actual situation and that management and employees understand how it is to be executed.
- All employees must be made aware of the pandemic plan and their own respective roles.

Relationship to Other Plans

This plan should be used in conjunction with other plans to include, but not limited to, the Business Continuity Plan and Emergency Management Plan.

Risk Management

Pandemics are potentially disruptive situations which can occur at any time and affect normal business processes. By keeping a close eye on alerts and messages from the Centers for Disease Control (CDC), state and local emergency organizations, and local media reports, sufficient advance warnings should be possible. The focus here is on the level of business disruption which could arise from a pandemic. Pandemic outbreaks have been assessed as follows:

Pandemic Outbreak

Probability 4 – Reasonable likelihood of occurrence

Consequence 3+ - Some disruption to operations, no major damage of facility

Potential Consequence - Loss of upwards of 40% of employees for 2-3 weeks; inability of the company to function without employees in place.

Background

A *pandemic* is an epidemic occurring on a scale that crosses international boundaries, usually affecting a large number of people.

Influenza is thought to be primarily spread through large droplets (droplet transmission) that directly contact the nose, mouth or eyes. These droplets are produced when infected people cough, sneeze or talk, sending the relatively large infectious droplets and very small sprays (aerosols) into the nearby air and into contact with other people. Large droplets can only travel a limited range; therefore, people should limit close contact (within 6 feet) with others when possible. To a lesser degree, human influenza is spread by touching objects contaminated with influenza viruses and then transferring the infected material from the hands to the nose, mouth or eyes. Influenza may also be spread by very small infectious particles (aerosols) traveling in the air. The contribution of each route of exposure to influenza transmission is uncertain at this time and may vary based upon the characteristics of the influenza strain.

Classifying Employee Exposure to Pandemic Influenza at Work

ArboRisk employee risks of occupational exposure to influenza during a pandemic may vary from very high to high, medium, or lower (caution) risk. The level of risk depends in part on whether or not jobs require close proximity to people potentially infected with the pandemic influenza virus, or whether they are required to have either repeated or extended contact with known or suspected sources of pandemic influenza virus such as coworkers, the general public, outpatients, school children or other such individuals or groups.

Understanding the classification of employees should be considered when establishing probabilities and consequences of exposure to pandemics. Determining reduction of workforce, relocation of workforce, work from home programs or additional protective measures in the workplace should be based on the classification of employees.

- **Very high exposure risk** occupations are those with high potential exposure to high concentrations of known or suspected sources of pandemic influenza during specific medical or laboratory procedures.
- **High exposure risk** occupations are those with high potential for exposure to known or suspected sources of pandemic influenza virus.
- **Medium exposure risk** occupations include jobs that require frequent, close contact (within 6 feet) exposures to known or suspected sources of pandemic influenza virus such as coworkers, the general public, outpatients, school children or other such individuals or groups.
- **Lower exposure risk (caution)** occupations are those that do not require contact with people known to be infected with the pandemic virus, nor frequent close contact (within 6 feet) with the public. Even at lower risk levels, however, employers should be cautious and develop preparedness plans to minimize employee infections.

Pandemic Disaster Plan

The Company Pandemic Disaster Plan includes the following commitments:

- Be aware of and review federal, state and local health department pandemic influenza plans. Incorporate appropriate actions from these plans into workplace disaster plans.
- Prepare and plan for operations with a reduced workforce.
- Work with suppliers to ensure that we can continue to operate and provide services.

- Develop a sick leave policy that does not penalize sick employees, thereby encouraging employees who have influenza-related symptoms (e.g., fever, headache, cough, sore throat, runny or stuffy nose, muscle aches, or upset stomach) to stay home so that they do not infect other employees. Recognize that employees with ill family members may need to stay home to care for them.
- Identify possible exposure and health risks to employees. Are employees potentially in contact with people with influenza such as in a hospital or clinic? Are employees expected to have a lot of contact with the general public?
- Minimize exposure to fellow employees or the public. For example, will more employees work from home? This may require enhancement of technology and communications equipment.
- Identify business-essential positions and people required to sustain business-necessary functions and operations. Prepare to cross-train or develop ways to function in the absence of these positions. It is recommended that, where practical, ArboRisk will train three or more employees to be able to sustain business-necessary functions and operations and communicate the expectation for available employees to perform these functions if needed during a pandemic.
- Plan for downsizing services but also anticipate any scenario which may require a surge in services.
- Recognize that, in the course of normal daily life, all employees will have non-occupational risk factors at home and in community settings that should be reduced to the extent possible. Some employees will also have individual risk factors that should be considered by employers as they plan how the organization will respond to a potential pandemic (e.g., immuno-compromised individuals and pregnant women).
- Stockpile items such as soap, tissue, hand sanitizer, cleaning supplies and recommended personal protective equipment. When stockpiling items, be aware of each product's shelf life and storage conditions (e.g., avoid areas that are damp or have temperature extremes) and incorporate product rotation (e.g., consume oldest supplies first) into the stockpile management program.
- Make sure that the disaster plan protects and supports employees, customers and the general public. Be aware of employees' concerns about pay, leave, safety and health. Informed employees who feel safe at work are less likely to be absent.
- Develop policies and practices that distance employees from each other, customers and the general public. Consider practices to minimize face-to-face contact between employees such as e-mail, websites and teleconferences. Policies and practices that allow employees to work from home or to stagger their work shifts may be important as absenteeism rises.
- Organize and identify a central team of people or focal point to serve as a communication source so that employees and customers can have accurate information during the crisis.
- Work with employees to address leave, pay, transportation, travel, childcare, absence and other human resource issues.
- Provide employees and customers in the workplace with easy access to infection control supplies, such as soap, hand sanitizers, personal protective equipment (such as gloves or surgical masks), tissues, and office cleaning supplies.
- Provide training, education and informational material about business-essential job functions and employee health and safety, including proper hygiene practices and the use of any personal protective equipment to be used in the workplace. Be sure that informational material is available in a usable format for individuals with sensory disabilities and/or limited English proficiency.

Encourage employees to take care of their health by eating right, getting plenty of rest and getting a seasonal flu vaccination.

- Work with insurance companies, and state and local health agencies to provide information to employees and customers about medical care in the event of a pandemic.
- Assist employees in managing additional stressors related to the pandemic. These are likely to include distress related to personal or family illness, life disruption, grief related to loss of family, friends or coworkers, loss of routine support systems, and similar challenges. Assuring timely and accurate communication will also be important throughout the duration of the pandemic in decreasing fear or worry. Employers should provide opportunities for support, counseling, and mental health assessment and referral should these be necessary.

PROTECT EMPLOYEES AND CUSTOMERS

ArboRisk is committed to educate and train employees in techniques to reduce the probability of spreading pandemic contamination. This included issues such as industrial hygiene, proper hand hygiene, cough etiquette and social distancing techniques. ArboRisk will develop work practices and engineering controls that will provide additional protection to employees and customers. All employees are encouraged to submit concerns and ideas to help control the effects of pandemic conditions in business operations.

Workplace Safety Practices

ArboRisk is committed to establishing safe health practices in the workplace that include:

- Providing resources and a work environment that promotes personal hygiene. For example, provide tissues, no-touch trash cans, hand soap, hand sanitizer, disinfectants and disposable towels for employees to clean their work surfaces.
- Encouraging employees to obtain a seasonal influenza vaccine (this helps to prevent illness from seasonal influenza strains that may continue to circulate).
- Providing employees with up-to-date education and training on influenza risk factors, protective behaviors, and instruction on proper behaviors (for example, cough etiquette and care of personal protective equipment).

Developing policies to minimize contacts between employees and between employees and clients or customers.

Engineering Controls

Engineering controls involve making changes to the work environment to reduce work-related hazards is an ongoing commitment at ArboRisk. These types of controls are preferred over all others because they make permanent changes that reduce exposure to hazards and do not rely on employee or customer behavior. By reducing a hazard in the workplace, engineering controls can be the most cost-effective solutions for employers to implement.

During a pandemic, engineering controls may be effective in reducing exposure to some sources of pandemic influenza and not others. Therefore, administrative controls and public health measures should be implemented along with engineering controls.

Administrative Controls

Administrative controls include controlling employees' exposure by scheduling their work tasks in ways that minimize their exposure levels. Examples of administrative controls include:

- Developing policies that encourage ill employees to stay at home without fear of any reprisals.
- The discontinuation of unessential travel to locations with high illness transmission rates.
- Consider practices to minimize face-to-face contact between employees such as e-mail, websites and teleconferences. Where possible, encourage flexible work arrangements such as telecommuting or flexible work hours to reduce the number of employees who must be at work at one time or in one specific location.
- Consider home delivery of goods and services to reduce the number of clients or customers who must visit the workplace.
- Developing emergency communications plans. Maintain a forum for answering employees' concerns. Develop internet-based communications if feasible.

Personal Protective Equipment (PPE)

While administrative and engineering controls and proper work practices are considered to be more effective in minimizing exposure to the influenza virus, the use of PPE may also be indicated during certain exposures. ArboRisk will provide PPE to help prevent some exposures; however, they should not take the place of other prevention interventions, such as engineering controls, cough etiquette, and hand hygiene. Examples of personal protective equipment are gloves, goggles, face shields, surgical masks, and respirators.

ArboRisk is obligated to provide their employees with protective gear needed to keep them safe while performing their jobs. The types of PPE recommended for pandemic influenza will be based on the risk of contracting influenza while working and the availability of PPE.

Personal protective equipment shall be:

- Selected based upon the hazard to the employee.
- Properly fitted and some must be periodically refitted (e.g., respirators).
- Conscientiously and properly worn.
- Regularly maintained and replaced, as necessary.
- Properly removed and disposed of to avoid contamination of self, others or the environment.

EMERGENCY RESPONSE

This policy and procedure have been established to ensure that in the event of a pandemic outbreak or crisis, personnel will have a clear understanding of who should be contacted. Procedures have been addressed to ensure that communications can be quickly established while activating the pandemic response and business resilience plans.

The pandemic recovery plan will rely principally on key members of management and employees who will provide the management and technical skills necessary to achieve and maintain uninterrupted

business operations during the pandemic. Suppliers of critical goods and services, and other key supply chain organizations, must be regularly contacted to determine how the pandemic is affecting their ability to deliver goods and services. Alternate suppliers may need to be contacted to provide backup resources.

Plan Activation

Key issues that would lead to activation of the pandemic plan are:

- Escalating loss of employees due to illness
- Inability to adequately handle business operations

Incident Command

In the event of a major emergency that has disrupted business operation at any of the company locations, it will be necessary to establish an Incident Command System and an Emergency Operations Center (EOC) to manage the emergency event and maintain the continuity of the business model until normal operations are restored.

There are two phases to every event: Response and Recovery. The Response Phase is the period of time from the start of the event until the incident is declared safe. The Recovery Phase is often the longest and most difficult portion of any pandemic event.

The following is an outline to be used for Response and Recovery of major emergency events or local disasters.

1. Determine the Life Safety of Employees and Visitors
 - a. Shutdown of all operations
 - b. Modification of Business Operations
 - c. Business as Usual
 - d. Combination of any or all the above
2. Establish Command and Control of the incident.
 - a. Determine the location and resource requirements of the EOC
 - b. Assemble a Pandemic Support Team of Employees
 - c. Assign the following positions as necessary:
 - i. Incident Commander – Responsible for all aspects of response and recovery
 - ii. Communications Director – Responsible for all notifications and public information.
 - iii. Operations – Responsible for managing all business operations, activities and resources
 - iv. Planning – Responsible for assembling information, tracking progress, tracking resources and maintaining and monitoring the Incident Action Plan
 - v. Logistics – Responsible for all supplies and support systems necessary to continue or restore business operations
 - vi. Finance – Tracking of all financial issues
3. Begin development of Incident Action Plan.
 - a. Establish Strategic Goals – establishes what we are going to do in broad terms.
 - b. Develop Tactical Objectives – how we are going to accomplish the goal including what resources and assignments.
4. Assemble Incident Information.
 - a. Magnitude of the incident
 - b. Determine safety of Employees
 - c. Begin tracking of Employees

- d. Assess required changes in business operations
- e. Identify vulnerable exposures
- f. Identify impact on business operations
- g. Determine impact on company branding
5. Provide support to Employees affected by incident.
6. Establish Medical Support Systems to track location and condition of Employees.
7. Conduct Notifications (Crisis Communications).
 - a. Corporate
 - b. Employee
 - c. Customer
8. Establish a plan for returning all conditions to pre-incident status
9. Begin Recovery Operations
- 10.

Activation of Management Action Team

When a pandemic outbreak begins affecting company employees, Management Action Team (MAT) must be activated. The MAT will then decide the extent to which the pandemic plan must be invoked. All employees must be issued a Quick Reference card containing MAT contact details to be used in the event of a severe outbreak. Responsibilities of the MAT are to:

- Respond quickly as the impact of a pandemic is felt, contact appropriate medical and emergency services.
- Assess the extent of the pandemic and its potential impact on business operations and technology infrastructure that supports it.
- Decide which elements of the pandemic plan should be activated.
- Establish and manage a pandemic support team to preserve and protect vital business operations and facilitate the return to normal operation.
- Ensure employees and external organizations are notified, assign responsibilities and activities as required.

Pandemic Support Team

The Pandemic Support Team (PST) will be contacted, assembled and report to the HR Department. Team responsibilities include:

- Assess the evolving situation and determine what impact might be to business operations.
- Arrange to track status of employees calling in sick.
- Contact individual departments regularly to assess impact of loss of employees, if any.
- Determine what level of backup employees will be needed.
- Brief key senior management on pandemic status regularly.
- Notify appropriate emergency organizations, e.g., hospitals, clinics of situation.
- Maintain regular contact with affected employees to assess their condition.
- Contact other relevant organizations, including key customers, and brief them on the situation.
- Monitor operation of IT infrastructure and systems to ensure they operate as usual.

- Determine when affected employees may be able to return to work or continue working from home.
- Based on employees return to work, estimate the continued duration of and need for the pandemic response plan.

BUSINESS IMPACT ANALYSIS

The PST will conduct an analysis to define the capability of ArboRisk to continue the delivery of products or services at acceptable predefined levels following a Pandemic outbreak. This analysis includes the following three key elements:

- Critical business functions and the supporting infrastructure are organized to minimize disruptions.
- Arrangements to be made to recover or restore critical and less critical business functions that affected by the pandemic event
- ArboRisk establishes a generalized capability and readiness to cope effectively with whatever major incidents occur, including those that were not, and perhaps could not have been, foreseen. Contingency preparations constitute a last-resort response if resilience and recovery arrangements should prove inadequate in practice.

Key Questions

- | |
|---|
| <ol style="list-style-type: none"> 1. How can we best protect our employees from exposure in the workplace? 2. When should we exclude workers or visitors from the workspace? 3. What effect does a loss of 40%-60% of our employees have on our business operations? 4. What business units in our company are required for operations to continue? 5. What are the minimum staffing requirements to maintain each business unit? 6. Have we maximized employees' ability to work remotely? 7. Are supervisors adequately trained to recognize the effects of a pandemic event on operations? 8. Are suppliers, vendors and subcontractors capable of providing business services? 9. Do we have a process to receive employees back to work that does not risk the chance of cross contamination or infection? 10. Are we prepared to receive employees, visitors and clients into the business post event? |
|---|

Business Impact Analysis (BIA) is a method of gathering information to predict the impact that the pandemic event has on business functions. This analysis is conducted to help develop strategies for prevention, ongoing operation and recovery from disruptions of pandemic events.

The PST will take into consideration the possible or probable risks and analyze the Likelihood of Occurrence compared to the Severity of Impact. The PST will determine the risk elements with the highest Likelihood and Impact were address a strategy and tactic for continued business operations.

ArboRisk will review the BIA throughout the course of the pandemic event to assess for any changes in the risk profile.

Risk Element	L	I	Facility	Operations	Employees	Customers
Pandemic Event						
Probability Risk Assessment Descriptors: Use the descriptors below to assess the LIKELIHOOD of risk occurring						
Score	5	4	3	2	1	
Descriptor	Probable	Possible	Unlikely	Rare	Negligible	
Likelihood of Occurrence	Most likely to occur	Reasonable chance of occurrence	Unlikely to occur	Only occur in rare circumstance	Only occur in exceptional circumstances	
Consequence Risk Assessment Descriptors: Use the descriptors below to assess the IMPACT severity if a risk occurring						
Score	5	4	3	2	1	
Descriptor	Catastrophic	Major	Moderate	Minor	Insignificant	
Severity of Impact	Permanent loss of core operation or facility	Sustained loss of operation & temporary shutdown of facility	Some disruption to operations no major damage of facility	Short term disruption to operations no damage of facility	Minor interruption of operations	

EMERGENCY ALERT

The Pandemic Support Team is responsible for activating the pandemic plan when it is clear that the pandemic is affecting employees and, in turn, the company’s ability to maintain business operations.

One of the tasks during the early stages of the pandemic is to notify Management that a pandemic is spreading and is affecting the employees. The notification will request that managers at all levels begin to monitor operations to ensure there are no disruptions. The PST will monitor reports from the senior representatives from the main business departments who are charged with ensuring that their activities can be maintained through the pandemic. The PST and representatives will be responsible for ensuring that the company returns to normal working operations as early as possible.

Confirmed or Suspected Cases from Outside the Company

Confirmed or suspected cases may not always come from employees – it could be other personnel employed by customers, visitors, suppliers or contractors. Once the company is notified of a confirmed or suspected exposure, the following protocol should be enacted:

- Provide timely information to employees on latest developments.
- Reassure employees and other relevant persons who may have had contact or exposure of the measures being taken to ensure their safety in the workplace.
- Monitor and provide assistance to persons who are either confirmed or suspected to have been infected with COVID-19; and
- Coordinate with supplier or contractor to manage their own employees, if applicable.

Suspected Cases Within the Company

If the company is made aware that someone at the workplace is a suspect case, immediately identify and notify all personnel and others who may have come into close physical contact with the suspect case recently.

Request the affected employees to:

- Monitor their health, including doing temperature checks at least twice daily.
- Adopt good personal hygiene; and
- See a doctor immediately if they are unwell and inform their supervisors or the HR department immediately.
- They should stay at home on sick leave even if they feel that their symptoms are mild. The quarantine is for **14 days** or until a valid test has verified their condition and approved a return to work.
- When updated of the outcome of the tests for the suspect case, the employer should also notify other employees of the outcome.

Confirmed Cases Within the Company

If an employee in the workplace is a confirmed case, the company shall immediately identify and notify all personnel and others who may have come into close physical contact with the with the confirmed case. The company will assess who among such persons should be placed on quarantine. For employees who are not placed under quarantine, the company will reinforce the measures outlined below:

- Monitor their health, including doing temperature checks at least twice daily.
- Adopt good personal hygiene; and
- See a doctor immediately if they are unwell and inform their supervisors or the HR department immediately.
- Upon being notified of the confirmed case, employers should also adopt the following precautionary measures:
- Immediately vacate and cordon-off the immediate section of the workplace premises where the confirmed case worked. There is no need to vacate the building or the whole floor if there had been no sustained and close contact with the confirmed case; and
- Carry out a thorough cleaning and disinfecting of that section of the workplace premises.
- Some employees may not be able to remain physically at their workplaces if they have been asked to vacate their workstations or are pending company assessment. If it is not feasible for such employees to work from home, the company will assess their status and determine the proper action.

Note: *No matter what the situation, the company shall regularly keep in touch with an employee who is a suspect or confirmed case or was placed on quarantine. If the employee has used up his or her medical benefits provided for under the employment contract and/or collective agreement, the company will consider, on a case by case basis, providing additional medical coverage and helping the employee over the period of possible financial hardship.*

Contact with Employees

Human Resources will serve as the primary point of contact for employees who experience flu symptoms, and/or who have family members with the flu. In coordination with HR, managers will serve as focal points for their departments, while designated employees within departments will contact other employees to determine their health status and ability to remain at work. Their findings will be reported

to both their managers and HR management. Employees who cannot reach HR employees or other members of their team are advised to call the company's emergency phone number to relay relevant information.

Support to Employees

The goal of ArboRisk is to provide a safe and secure environment for all employees and visitors. The best strategy to reduce the risk of becoming ill with pandemic influenza is to avoid crowded settings and other situations that increase the risk of exposure to someone who may be infected. If you must be in a crowded setting, minimize your time there. Some basic hygiene and social distancing precautions that can be used in every workplace include the following:

- Stay home if sick or if family members are known or suspected to have the infectious virus.
- Wash hands frequently with soap and water for 20 seconds or with a hand sanitizer if soap and water are not available.
- Avoid touching nose, mouth and eyes.
- Cover coughs and sneezes with a tissue, or cough and sneeze into upper sleeve. Dispose of tissues in no-touch trash receptacles.
- Wash hands or use a hand sanitizer after coughing, sneezing, or blowing nose.
- Avoid close contact (within 6 feet) with coworkers and customers.
- Avoid shaking hands and always wash hands after physical contact with others.
- If wearing gloves, always wash hands after removing them.
- Keep frequently touched common surfaces (for example, telephones, computer equipment, etc.) clean.
- Try not to use other workers' phones, desks, offices, or other work tools and equipment.
- Minimize group meetings, use e-mails, phones and text messaging. If meetings are unavoidable, avoid close contact (within 6 feet) with others and ensure that the meeting room is properly ventilated.
- Limit unnecessary visitors to the workplace.
- Maintain a healthy lifestyle; attention to rest, diet, exercise and relaxation helps maintain physical and emotional health.

Backup Employees

In a pandemic it is essential that all critical business functions are backed up in case assigned employees cannot perform their duties due to illness. Cross-training of employees within departments is highly recommended, and an inventory of all employees and their primary and backup skills should be maintained by HR and department management. If a manager or employees member designated to contact other employees is unavailable due to illness, the designated backup employee will perform notification duties.

Recorded Messages/Updates (Optional)

For the latest information on the pandemic and the organization's response, employees can call the emergency number for ArboRisk. Included in messages will be data on the current status of the pandemic and updates on work resumption.

Alternate Recovery Facilities

If necessary, backup facilities will be established and activated. Notification will be given to employees through communications with their managers or designees.

Personnel and Family Notification

If the pandemic escalates to the point where an employee's immediate family may be affected, it will be necessary to notify family members quickly.

Medical Resources for Employees

Ensure that there are primary and alternate sources of medical supplies, such as face filter masks, disinfecting hand cleaners and wipes and latex gloves.

MEDIA (OPTIONAL)

Media Contact

Companies will assign employees to coordinate with the media in accordance with guidelines that have been previously approved and issued for dealing with post-disaster communications.

Rules for Dealing with Media

Only the media team is permitted direct contact with the media; anyone else contacted should refer callers or in-person media representatives to the media team. Any media contacts should be referred to the HR department.

FINANCIAL AND LEGAL ISSUES

Financial Assessment

The Pandemic Support Team shall prepare an initial assessment and estimate of the impact of the pandemic on the company's financial affairs. The assessment should include:

- Loss of revenue
- Need for emergency cash

Financial Requirements

The immediate financial needs of the company must be addressed. These can include:

- Cash flow position
- Temporary borrowing capability
- Availability of the company credit cards to pay for supplies and services required during and after the pandemic

Legal Actions

The company's legal department, human resources department and MAT will jointly review the aftermath of the pandemic and decide whether there may be legal actions resulting from the event; in particular, the possibility of claims or lawsuits against the company.

COMPLETE SHUTDOWN OF BUSINESS OPERATIONS

Facility Shutdown Procedures

Facility shutdown is generally a last resort but always a possibility. Improper or disorganized shutdown can result in confusion, injury and property damage.

Supervisors are to establish shutdown procedures in each area including information about when and how to shut off utilities. The procedure should identify:

- Conditions that could necessitate a shutdown will be based on the overall safety of the area.
- Only Supervisors can order a shutdown of operations and a closure of the facility.
- Supervisors will directly oversee shutdown operations.
- Management will determine the length of time required for shutdown and restarting.

Property Protection

- It is the basic safety policy of this company that no task is so important that an Employee must violate a safety rule or take a risk of injury or illness to get the job done.
- Protecting facilities, equipment and vital records is essential to restoring company operations once an emergency has occurred.
- The shutdown of company operations will be conducted under the authority and supervision of Senior Management.
- Employees will be trained to recognize when to abandon the effort.

RECOVERY OF BUSINESS OPERATIONS

Recovery Strategies

Facility, Equipment and Services

- Business functions will be recovered in priority sequence determined by Management.
- All communications concerning the response and recovery status will be approved by Management.
- Purchase and acquisition of equipment and supplies needed for the recovery effort will be coordinated through company Supervisors.
- Management will provide for coordination of travel arrangements, food and accommodations for individuals supporting the recovery effort.

- Non-critical company functions and associated personnel will be made available to support the recovery efforts.

Returning Employees

Employees returning to the company must be managed in small groups. Employees should be interviewed to determine their existing condition and fitness to return to work. The following questions, at a minimum, should be asked.

- Has the employee been in contact with anyone diagnosed with the pandemic virus or disease?
- Has the employee been in contact with anyone who demonstrated flu like symptoms but were never checked at a medical facility?
- Has the employee attended any events in the past 2 weeks where anyone was diagnosed with the pandemic virus or disease?
- Is the employee experiencing now or have they experienced flu like symptoms in the past 2 weeks?

Return to Work Form

Employee Name: _____

Date: _____

Time: _____

Interviewed By: _____

QUESTIONS	YES	NO
Have you been in contact with anyone diagnosed with the pandemic virus or disease?		
Have you been in contact with anyone who demonstrated flu like symptoms but were never checked at a medical facility?		
Have you attended any events in the past 2 weeks where anyone was diagnosed with the pandemic virus or disease?		
Are you experiencing now or have you experienced flu like symptoms in the past 2 weeks?		

Employee Signature: _____

Interviewed by Signature: _____

Clients and Visitors

Clients and Visitors will be excluded from the facility until all business operations are reestablished and no threat of pandemic event is evident in the workplace. The MAT will determine when the facility is ready for outside people to enter.

Vendors and Subcontractors

Vendors and subcontractors will assure the company that they have screened their employees and equipment to ensure that evidence of the pandemic event is not present in their operations.

Business Recovery Center

The Business Recovery Center is a secondary site to be used by the company to minimize contamination of the facility when receiving returning employees. This could be a single location at the facility or in a remote location off site of company property. Employees should not be allowed to return to their job location until cleared for work.

Resuming Operations

The recovery phase of any operation that follows a pandemic event is often the most hazardous event in restoring company business. It is important to be vigilant of all the factors involved ensuring that facility is safe for occupancy. The following guidelines should be considered:

- The PST will provide recommendations to the MAT on the Strategic and Tactical Recovery Operations for approval.
- The decision to resume operations shall be determined by the ability of the PST and MAT to ensure the safety of personnel and property.
- The PST for the affected operations will assess any remaining hazards and maintain security at the incident scene.
- The PST will conduct an employee briefing relaying pertinent details of what happened, what business operations were affected and the plan for recovery.
- Additional notifications will be made to:
 - Off-duty personnel about work status
 - Insurance Carriers about incident details
 - Appropriate Government Agencies
- The MAT will determine when the company is ready for clients, visitors, vendors and subcontractors to return to the facility.

Returning Operations to Business Leadership

- Once normal business operations have been restored it will be necessary to return the responsibility for specific operations to the appropriate business unit leader.
- This process should be formalized to ensure that all parties understand the change in overall responsibility, and the transition to business-as-usual.

- It is likely that during the recovery process, overall responsibility may have been assigned to the business recovery process lead.
- It is assumed that business unit management will be fully involved throughout the post-pandemic recovery, but in order for the recovery process to be fully effective, overall responsibility during the recovery period should be turned upon the approval of the Management Action Team.

APPENDIX A – PANDEMIC RECOVERY PLAN FORMS

Pandemic Impact Assessment Form

Key Business Process Affected	Description of Problem	Extent of Disruption

Management of Pandemic Recovery Activities Form

- During the pandemic recovery all activities will be determined using a standard structure.
- Where practical, this plan needs to be updated throughout the pandemic recovery period.
- All actions that occur during this phase will need to be recorded.

Activity Name:			
Reference Number:			
Brief Description:			
Start Date/Time	Complete Date/Time	Resources Involved	In Charge

Pandemic Recovery Event Recording Form

- All key events that occur during the pandemic recovery must be recorded.
- An event log shall be maintained by the Pandemic Support Team leader.
- This event log should be started at the commencement of the pandemic outbreak and a copy of the log passed on to the pandemic, technology recovery and business recovery teams once the initial impact has been addressed.
- The following event log should be completed by the Pandemic Support Team leader to record all key events during recovery, until such time as responsibility is handed over to the business recovery team.

Description of Pandemic Impact:			
Commencement Date:			
Date/Time Pandemic Team Mobilized:			
Leader	Date/Time	Outcome	Follow-On Action Required
Pandemic Support Work Completed:			

Pandemic Recovery Activity Report Form

- On completion of the initial pandemic recovery response, the MAT leader should prepare a report on the activities undertaken.
- The report should contain information on the pandemic outbreak effects, who was notified and when and action taken by members of the MAT together with outcomes arising from those actions.
- The report should also contain an assessment of the impact to normal business operations.
- The report should be given to technology and business recovery team leaders, with copies to senior management, as appropriate.
- A pandemic recovery report will be prepared by the MAT leader on completion of the initial pandemic recovery response.
- In addition to the technology and business recovery team leaders, the report will be distributed to senior management.

The report will include:

- A description of the pandemic event or incident
- Those people notified of the emergency (including dates)
- Outcomes arising from actions taken
- An assessment of the impact to normal business operations
- Assessment of the effectiveness of the pandemic recovery plan and lessons learned

Mobilizing the Pandemic Support Team Form

- Following the onset of a pandemic that necessitates backup of technical employees (due to illness) and maintenance of technology infrastructure assets, the pandemic recovery team should be notified of the situation and placed on standby.
- The format shown below can be used for recording the activation of the pandemic recovery team once the HR department has confirmed the onset of the illness.

Description of Situation:					
Date Occurred:					
Date Work of Pandemic Recovery Team Completed:					
Member	Contact Details	Contacted On (Time / Date)	By Whom	Response	Start Date Required
Relevant Comments (e.g., Specific Instructions Issued)					

Monitoring Pandemic Recovery Task Progress Form

- The progress of pandemic tasks and their linkage to technology and business recovery tasks must be closely monitored during this period of time.

- Since issues experienced by one group could significantly affect other groups, it is important to ensure that each task is adequately resourced and that the efforts required to deal with employee health issues and restore normal business operations have not been underestimated.

Note: A priority sequence must be identified, although, where possible, activities will be carried out simultaneously.

Recovery Tasks (Order of Priority)	Person(s) Responsible	Completion Date		Milestones Identified	Other Relevant Information
		Estimated	Actual		
1.					
2.					
3.					
4.					
5.					
6.					
7.					
8.					

Communications Form

- It is very important during pandemic response and recovery activities that all affected persons and organizations are kept properly informed.
- The information given to all parties must be accurate and timely.
- In particular, any estimate of the timing to return to normal working operations should be announced with care.
- It is also very important that only authorized personnel deal with media queries.

Groups of Persons or Organizations Affected by Disruption	Persons Selected to Coordinate Communications to Affected Persons / Organizations		
	Name	Position	Contact Details
Customers			
Management & Employees			
Suppliers			
Media			
Stakeholders			
Others			

Returning Employee

Complete the following form based on the returning employee evaluation.

Name	Position	Contact Info.	Cleared	Denied

Business Process/Function Recovery Completion Form

The following transition form should be completed and signed by the business recovery team leader and the responsible business unit leader, for each process recovered.

A separate form should be used for each recovered business process.

Name of Business Process	
Completion Date of Work Provided by Pandemic Support Team	
Date of Transition Back to Business Unit Management	
<p>I confirm that the work of the Pandemic Support Team has been completed in accordance with the pandemic recovery plan for the above process, and that normal business operations have been effectively restored.</p> <p>Pandemic Support Team Leader</p> <p>Name: _____</p> <p>Signature: _____</p> <p>Date: _____</p> <p>(Any relevant comments by the PST leader in connection with the return of this business process should be made here.)</p>	
<p>I, a representative of the MAT confirm that the above business process is now acceptable for normal working conditions.</p> <p>Name: _____</p> <p>Title: _____</p> <p>Signature: _____</p> <p>Date: _____</p>	