

Adjusting your BCP for Pandemic Preparedness

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HZX Business Continuity Planning

Agenda

- **Comprehensive BCP**
- **Pandemic BCP**
- **BCP actions by phase**
- **Testing your BCP**
- **10 Steps for pandemic preparedness**

A comprehensive Business Continuity Program should include:

- **Visible accountability & progress reporting**
- **Process BCPs supported by**
 - Real Estate site BCPs
 - IS BCPs (process, infrastructure)
 - Real Estate & IS cannot recover the business for you
 - Integration of process plans with supporting teams
 - Process owner accountability (who is responsible \$\$)
- **Related teams & escalation procedures aligned**
- **Ongoing integrated tests & drills**

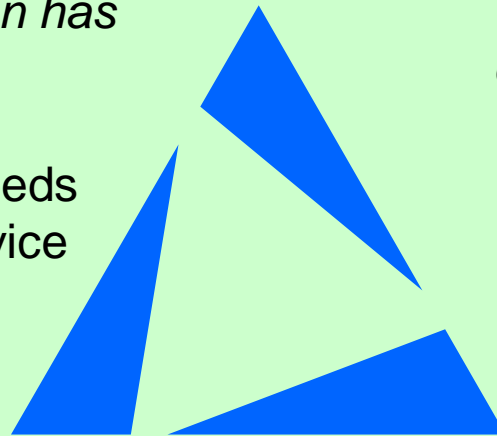


BCP at Nortel

Business Process

Each Nortel business function has an operational BCP that:

- > Identifies key application dependencies and data feeds
- > Prioritizes recovery & service resumption
- > Escalation using various communication tools



Facilities Support

The Nortel Real Estate team ensures:

- > Alternative hot and cold site capability
- > Equipment replacement & generators
- > Location / building occupancy

Technology Infrastructure

The Nortel Information Services team supports:

- > 24x7 fully resilient, available network & communications
- > Mobile computer / office environments
- > Mirrored data storage
- > Wireless LAN either on-site or at alternative locations

Pandemic BCP Scope



Must include

- Health & safety
- Human resources
- Communications
- Facilities
- Information Technology
- Priority business processes

May include

- Customers
- Suppliers
- Contractors
- Neighbors in shared facility
- Local authorities

Purpose of infectious disease BCP

- Duty of care to employees
- Prevent & mitigate business disruption
- Minimize spread of the disease
- Continue essential processes to survive the disruption



*Mitigate the
fear factor*

Plan assumptions



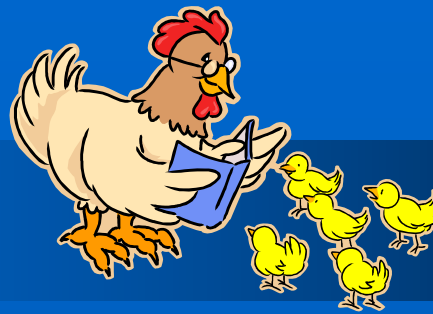
- Variations of health support & preparedness geographically
- Travel & border restrictions
- High rates of absenteeism
 - Loss / degradation of essential services (air traffic control, health services, transit, police, fire)
- Supply chain disruption
- Social disruption
 - School closures, churches, shopping

Risks & Issues



- Not a normal BCP event timeline
- Where are employees located
- Customer facing employees
- Travel dependencies
- Transferability of work across employees / locations
- Employee ability to work remotely
- Legal considerations (predicted event)

WHO Phases



*BCP triggers
should align to
WHO Phases*



Interpandemic period

Phase 1. No new influenza virus subtypes have been detected in humans. An influenza virus subtype that has caused infection may be present in animals. If present in animals, the risk of human infection or disease is considered to be low.

Phase 2. No new influenza virus subtypes have been detected in humans. However, a circulating animal influenza virus subtype poses a substantial risk of human disease.

Pandemic alert period

Phase 3. Human infection(s) with a new subtype, but no human-to-human spread, or at most rare instances of spread to a close contact.

Phase 4. Small cluster(s) with limited human-to-human transmission but spread is highly localized, suggesting that the virus is not well adapted to humans.

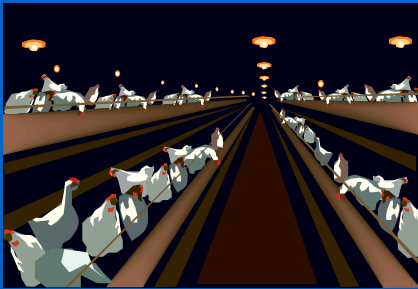
Phase 5. Larger cluster(s) but human-to-human spread still localized, suggesting that the virus is becoming increasingly better adapted to humans, but may not yet be fully transmissible (substantial pandemic risk).

Pandemic period

Phase 6. Pandemic: increased and sustained transmission in the general population.

FOR MORE INFO...

http://www.who.int/csr/disease/avian_influenza/en/



BCP Phases

- Pandemic is predicted event
- Exact timing uncertain

WHO Phase 3

- Gather information
- Assess risks
- Communication plan
- Set strategy
- Action plan for BCP

WHO Phase 4

- Test strategy
- Employee messaging

WHO Phase 5

- Semi or fully activate BCP to protect critical resources & business

WHO Phase 6

- Focus on employees
- Delivery of key products & services

Prevention / Mitigation

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Response

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Resumption & Recovery

Pandemic ends --
full
business
Restoration

Lengthy & in waves

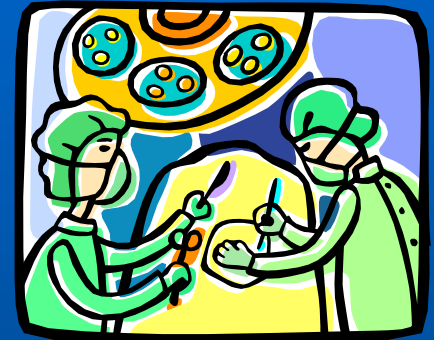
Prevention & Mitigation

- Study local government plan
- Prioritize processes & resources
 - Part timers & retirees to back fill
- Process quality procedures
 - Journals, process documentation
- Structured risk assessment
- Monitor health authorities & recommendations
- Review policies & procedures
 - HR, Travel, Health & Safety
- Hygiene
 - Hand washing, coughing
 - Shared resources



Strategies to strengthen BCP

- **Integrated Plans**
 - Disease outbreak checklist
 - Suppliers, Customers
 - Communications
- **Teleworking & remote access**
- **On-line service offerings**
- **Cross training, staffing up**
- **Business prioritization process**
 - Critical functions at various points in the timeline
 - Actions / triggers 10% absent, 20%, etc.



Plan activation



- **Evacuation from location / country**
- **Communicate with stakeholders & employees**
- **Activate appropriate continuity strategies**
- **Regular situation report meetings to monitor teams at risk**
- **Safety measures**
- **Security adjustments**

During a pandemic



- **Human Resources**
 - Separate immune from non-immune
 - Support for ill employees, family
 - Stress management
- **Monitor impacts & adjust strategies**
- **Ongoing communications**

Testing BCP – infectious disease

- **Provide training on the BCP before the test**
- **Start small with a similar scenario**
 - Use table top exercises to drive out issues and gaps in plans
 - Look closely at incident escalation & communications between all teams
 - Before moving to simulation apply fixes



Testing BCP – infectious disease

- **Full simulation must be planned in detail**
 - **Not a philosophical exercise**
 - Carry out actions within reason
 - **Scenario timeline**
 - Don't give away the scenario in advance
 - Accelerate the “clock” phase by phase
 - Provide situation information as appropriate
 - **Evaluation points should be set in advance**
 - **Lessons learned approach**
 - No pass or fail

10 Steps you can take to prepare

1. **Conduct a risk assessment**
2. **Analyze business impacts & prioritize the business**
3. **Set guiding principles for the plan**
4. **Understand local government plans**
5. **Review HR related policies & procedures**
6. **Review health & safety procedures**
7. **Increase hygienic awareness at the workplace**
8. **Prepare a comprehensive business continuity plan**
9. **Test your business continuity plan**
10. **Communicate with your employees regularly**



Q&A



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