



<Client Name>

**Pandemic Recovery Plan
Template**

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Revision History

REVISION	DATE	NAME	DESCRIPTION
Original 1.0			

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Pandemic Plan Statement of Intent

This document delineates our policies and procedures for responding to and recovering from a pandemic outbreak that disables company staff and negatively impacts the firm's ability to provide client services as usual. It includes process-level plans for addressing people issues and maintaining the firm's ability to provide business as usual. This document summarizes our recommended procedures. In the event of an actual pandemic situation, modifications to this document may be made to ensure physical safety of our people, our systems and our data.

Our mission is to protect staff 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 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 staff must be made aware of the pandemic plan and their own respective roles.
- The pandemic plan is to be kept up-to-date, taking into account changing circumstances.

Objectives

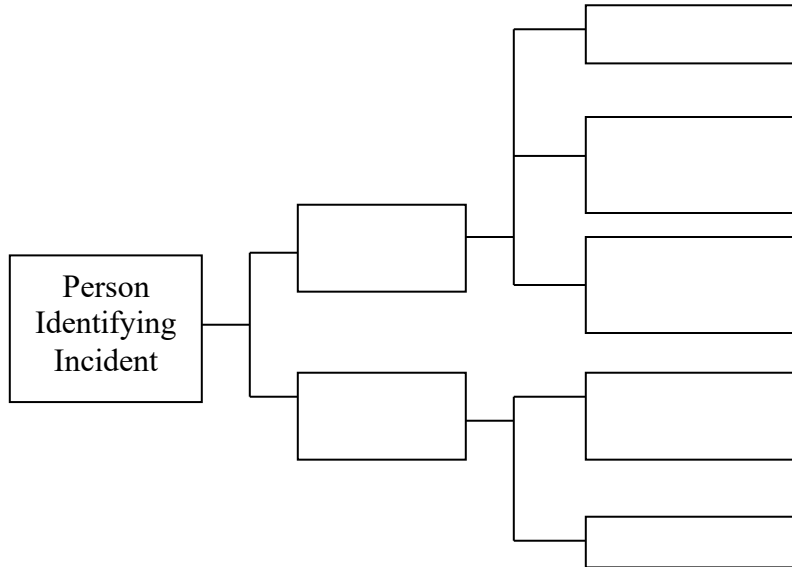
The principal objective of the pandemic recovery program is to develop, test and document a well-structured and easily understood plan which will help the company recover as quickly and effectively as possible from an outbreak of influenza, such as the H1N1 flu, which could reduce available staff needed to support the firm's business operations and information systems. Additional objectives include the following:

- The need to ensure that all employees fully understand their duties in implementing such a plan
- The need to ensure that pandemic operational policies are adhered to within all planned activities
- The need to ensure that proposed contingency arrangements are cost-effective
- The need to consider implications on other company sites
- Pandemic recovery needs applicable to key customers, vendors and others

Key Personnel Contact Info

Name, Title	Contact Option	Contact Number
	Work	
	Alternate	
	Mobile	
	Home	
	Email Address	
	Alternate Email	
	Work	
	Alternate	
	Mobile	
	Home	
	Email Address	
	Alternate Email	
	Work	
	Alternate	
	Mobile	
	Home	
	Email Address	
	Alternate Email	
	Work	
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	Home	
	Email Address	
	Alternate Email	
	Work	
	Alternate	
	Mobile	
	Home	
	Email Address	
	Alternate Email	
	Work	
	Alternate	
	Mobile	
	Home	
	Email Address	
	Alternate Email	

Notification Calling Tree

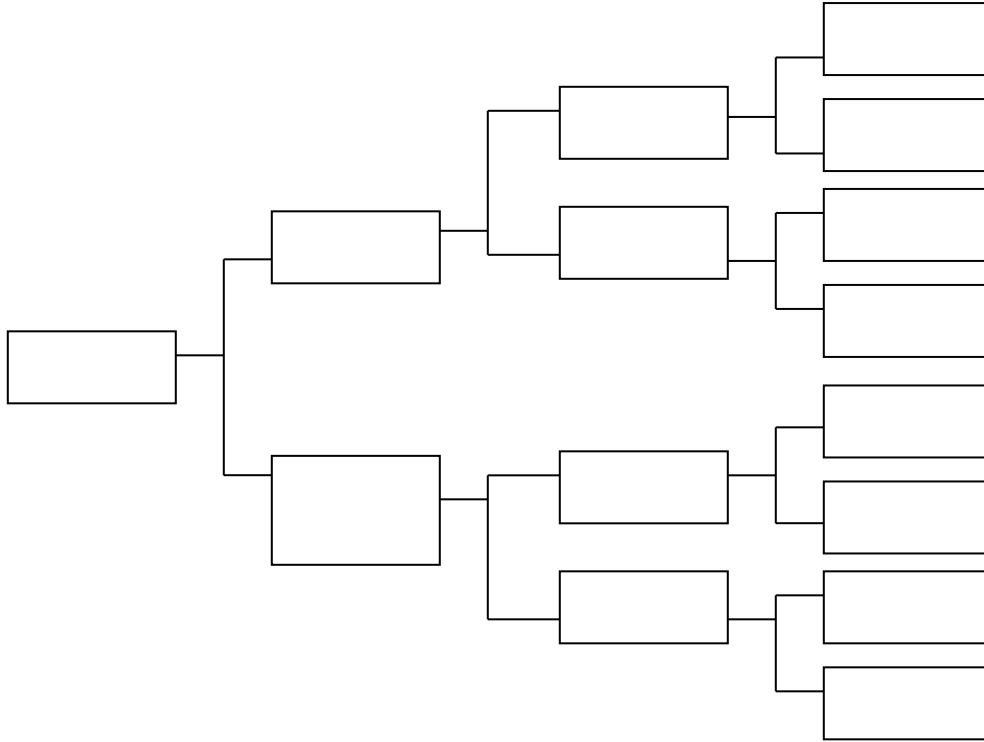


External Contacts

Name, Title	Contact Option	Contact Number
Landlord / Property Manager		
Account Number	Work	
	Mobile	
	Home	
	Email Address	
Power Company		
Account Number	Work	
	Mobile	
	Home	
	Email Address	
Telecom Carrier 1		
Account Number	Work	
	Mobile	
	Fax	
	Home	
	Email Address	
Telecom Carrier 2		
Account Number	Work	
	Mobile	
	Home	
	Email Address	
Hardware Supplier 1		
Account Number	Work	
	Mobile	
	Emergency Reporting	
	Email Address	
Server Supplier 1		
Account Number	Work	
	Mobile	
	Fax	
	Email Address	
Workstation Supplier 1		
Account Number	Work	
	Mobile	
	Emergency Reporting	
	Email Address	
Office and Medical Supplies 1		
Account Number	Work	
	Mobile	
	Emergency Reporting	
	Email Address	

Name, Title	Contact Option	Contact Number
Insurance – Name		
Account Number	Work	
	Mobile	
	Home	
	Email Address	
Site Security		
Account Number	Work	
	Mobile	
	Home	
	Email Address	
Off-Site Storage 1		
Account Number	Work	
	Mobile	
	Home	
	Email Address	
Off-Site Storage 2		
Account Number	User name	
	Password	
	Home	
	Email Address	
HVAC		
Account Number	Work	
	Mobile	
	Home	
	Email Address	
Power Generator		
Account Number	Work	
	Mobile	
	Home	
	Email Address	
Other		
Account Number	Work	
	Mobile	
	Home	
	Email Address	

External Contacts Calling Tree



1 Plan Overview

1.1 Plan Updating

It is necessary for the pandemic plan updating process to be properly structured and controlled. Whenever changes are made to the plan they are to be fully tested and appropriate amendments should be made to the training materials. This will involve the use of formalized change control procedures under the control of the Director of HR.

1.2 Plan Documentation Storage

Copies of this plan, CD and hard copies will be stored in secure locations to be defined by the company. Each member of senior management will be issued a CD and hard copy of this plan to be filed at home. Each member of the Pandemic Recovery Team, Technology Recovery Team and Business Recovery Team will be issued a CD and hard copy of this plan. A master protected copy will be stored on specific resources established for this purpose.

1.3 Backup Strategy

Key business processes and the agreed backup strategy for each are listed below. The strategy chosen is for a fully mirrored recovery site at the company's offices in _____. This strategy entails the maintenance of a fully mirrored duplicate site which will enable instantaneous switching between the live site (headquarters) and the backup site.

KEY BUSINESS PROCESS	BACKUP STRATEGY
IT Operations	Fully mirrored recovery site
Tech Support - Hardware	Fully mirrored recovery site
Tech Support - Software	Fully mirrored recovery site
Facilities Management	Fully mirrored recovery site
Email	Fully mirrored recovery site
Purchasing	Fully mirrored recovery site
Disaster Recovery	Fully mirrored recovery site
Finance	Fully mirrored recovery site
Contracts Admin	Fully mirrored recovery site
Warehouse & Inventory	Fully mirrored recovery site
Product Sales	Fully mirrored recovery site
Maintenance Sales	Fully mirrored recovery site
Human Resources	Offsite data storage facility
Testing Fully Mirrored Recovery site	Fully mirrored recovery site
Workshop Fully Mirrored Recovery site	Fully mirrored recovery site
Call Center	Fully mirrored recovery site
Web site	Fully mirrored recovery site

1.4 Risk Management

Pandemics are potentially disruptive situations which can occur at any time and affect normal business processes. Fortunately, the level of awareness of pandemics is higher now. 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:

Potential Disaster	Probability Rating	Impact Rating	Brief Description Of Potential Consequences & Remedial Actions
Pandemic outbreak	3	4	Loss of upwards of 40% of staff for 2-3 weeks; inability of company to function without staff in place

Probability: 1=Very High, 5=Very Low

Impact: 1=Total destruction, 5=Minor annoyance

2 Emergency Response

2.1 Alert, escalation and plan invocation

2.1.1 Plan Triggering Events

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

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

2.1.2 Activation of Pandemic Response Team

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

Responsibilities of the PRT 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.

2.2 Pandemic Recovery Team

The team will be contacted and assembled by the HR Department. Team responsibilities are to:

- Assess the evolving situation and determine what impact might be to the business;
- Arrange to track status of employees calling in sick;
- Contact individual departments regularly to assess impact of loss of staff, if any;
- Determine what level of backup staff 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 staff 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;
- Coordinate activities with other relevant teams, e.g., technology disaster recovery team, business continuity team, first responders, etc.
- Determine when affected staff may be able to return to work, or continue working from home;
- Based on staff return to work, estimate the continued duration of and need for the pandemic response plan.

2.3 Emergency Alert, Escalation and Pandemic Plan Activation

This policy and procedure has 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 staff 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.

2.3.1 Emergency Alert

As the pandemic begins to impact the organization, the Pandemic Response Team should be activated in the order listed:

Pandemic Response Team

- _____
- _____
- _____

If not available try:

- _____
- _____

The Pandemic Response Team is responsible for activating the pandemic plan when it is clear that the pandemic is affecting staff 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 the Disaster Recovery Team (DRT) and Business Recovery Team (BRT) that a pandemic is spreading and is affecting the staff. The notification will request that DRT members begin to monitor technology operations to ensure there are no disruptions. The Business Recovery Team consists of senior representatives from the main business departments who are charged with ensuring that their activities can be maintained through the pandemic. Both teams will be responsible for ensuring that the company returns to normal working operations as early as possible.

2.3.2 Pandemic Procedures for Management

Members of the management team will keep a hard copy of the names and contact numbers of each employee in their departments. In addition, management team members will have a hard copy of the company's pandemic, disaster recovery and business continuity plans on file in their homes.

2.3.3 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, business unit 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 staff or other members of their team are advised to call the company's emergency phone number to relay relevant information.

2.3.4 Backup Staff

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

2.3.5 Recorded Messages / Updates

For the latest information on the pandemic and the organization's response, employees can call a toll-free hotline listed in a pandemic wallet card. Included in messages will be data on the current status of the pandemic and updates on work resumption.

2.3.6 Alternate Recovery Facilities / Hot Site

If necessary, backup facilities at <name of backup site firm> will be activated and notification will be given via recorded messages or through communications with managers. Hot site staffing will consist of members of the technology disaster recovery team only for the first 24 hours, with other staff members joining at the hot site as necessary.

2.3.7 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.

2.3.8 Medical Resources for Staff

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

3 Media

3.1 Media Contact

Assigned staff will coordinate with the media, working according to guidelines that have been previously approved and issued for dealing with post-disaster communications.

3.2 Media Team

- _____
- _____
- _____

3.3 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.

4 Insurance

As part of the company's pandemic recovery planning, a number of insurance policies have been put in place. These include errors and omissions, directors & officers liability, general liability, and business interruption insurance.

If insurance-related assistance is required following an emergency out of normal business hours, please contact: _____

Policy Name	Coverage Type	Coverage Period	Amount Of Coverage	Person Responsible For Coverage	Next Renewal Date

5 Financial and Legal Issues

5.1 Financial Assessment

The pandemic response 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

5.2 Financial Requirements

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

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

5.3 Legal Actions

The company's legal department, human resources department and PRT 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.

6 Pandemic Plan Exercising

Pandemic recovery plan exercises are an essential part of the plan development process. In a pandemic exercise no one passes or fails; everyone who participates learns what needs to be improved and how the improvements can be implemented. Pandemic plan exercising ensures that all teams are familiar with their assignments and, more importantly, are confident in their capabilities.

Successful pandemic plans launch into action smoothly and effectively when they are needed. This will only happen if everyone with a role to play in the plan has rehearsed the

role one or more times. The plan should also be validated by simulating the circumstances within which it has to work and seeing what happens.

Appendix A – Suggested 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:

Commencement Date/Time	Completion 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 recovery 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 recovery 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:

Activities Undertaken by Pandemic Team	Date and Time	Outcome	Follow-On Action Required

Pandemic Recovery Team's Work Completed: <Date>
Event Log Passed to Business Recovery Team: <Date>

Pandemic Recovery Activity Report Form

- On completion of the initial pandemic recovery response the PRT 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 PRT 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 PRT 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)
- Action taken by members of the DRT
- 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 Recovery Team Form

- Following the onset of a pandemic that necessitates backup of technical staff (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:

Name of Team Member	Contact Details	Contacted On (Time / Date)	By Whom	Response	Start Date Required
Relevant Comments (e.g., Specific Instructions Issued)					

Mobilizing the Technology and Business Recovery Teams Form

- Following a pandemic incident that impacts staff in both IT operations and business units, technology recovery and business recovery teams should be notified of the situation and placed on standby.
- The format shown below will be used for recording the activation of the technology recovery and business recovery teams as indicated by the pandemic recovery team, HR and senior management.

Description of Situation:
Date Occurred:
Date Work of Technology Recovery Team Completed:

Description of Situation:
Date Occurred:
Date Work of Business Recovery Team Completed:

Name of Team Member	Contact Details	Contacted On (Time / Date)	By Whom	Response	Start Date Required
Relevant Comments (e.g., Specific Instructions Issued)					

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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.					

Preparing the Technology and Business Recovery Report Form

- On completion of technology recovery activities, the DRT leader should prepare a report on the activities undertaken and completed.
- On completion of business recovery activities, the BRT leader should prepare a report on the activities undertaken and completed.
- The report should contain information on the impact of the pandemic on technology and business unit staffing, who was notified and when and action taken by members of the DRT and/or BRT together with outcomes arising from those actions.
- The report will also contain an assessment of the pandemic’s impact to ongoing business operations.
- The report should be distributed to senior management, as appropriate.

The contents of the report shall include:

- A description of how the pandemic affected technology and business units
- People notified of the emergency (including dates)
- Action taken by the technology and business recovery teams
- Outcomes arising from actions taken
- An assessment of the impact to ongoing business operations

- Problems identified
- Suggestions for enhancing the technology disaster recovery and/or business unit continuity plans
- Lessons learned

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 & Staff			
Suppliers			
Media			
Stakeholders			
Others			

Returning Recovered Business Operations to Business Unit 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 probably be with a technology and/or business process recovery team.

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 Business Recovery Team	
Date of Transition Back to Business Unit Management <i>(If different than completion date)</i>	
<p>I confirm that the work of the business recovery team has been completed in accordance with the disaster recovery plan for the above process, and that normal business operations have been effectively restored.</p> <p>Business Recovery Team Leader Name: _____</p> <p>Signature: _____</p> <p>Date: _____</p> <p><i>(Any relevant comments by the BRT leader in connection with the return of this business process should be made here.)</i></p>	
<p>I confirm that above business process is now acceptable for normal working conditions.</p> <p>Name: _____</p> <p>Title: _____</p> <p>Signature: _____</p> <p>Date: _____</p>	