

Pandemic plAN TEMPLATE

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# Pandemic Guidance

## Template Overview

If a pandemic outbreak or other longer-term health event disrupts your organization’s ability to deliver products and services, the response actions will differ from the response actions for other resource disruptions.

The purpose of this Pandemic Plan Template is to guide you through the development of the steps and procedures necessary to successfully respond to and recover from a pandemic-specific disruption.

This fully editable and customizable template helps jumpstart your planning effort by offering sample content. Edit the content as needed to customize this plan to your organization and unique needs.

If you have questions or need hands-on assistance with preparing to respond a pandemic outbreak or other longer-term health event, please [**book a meeting**](https://info.avalution.com/connect-with-our-consulting-team) with our team. We are here to help.

## Definition of a Pandemic

A pandemic is a virulent outbreak, to which humans have little or no immunity, which mutates and develops the ability to transmit easily between people, spreading internationally. Pandemics, on average, occur every 30-40 years and have varying levels of severity.

Viruses range in severity from mild to severe, and the same virus can vary greatly in how it affects different age groups or at-risk groups, depending on its unique characteristics.

## Pandemic Pre-Planning

[CLIENT] acknowledges that preparing for a pandemic requires an adequate understanding of the organization, its geographic footprint, key suppliers, personnel, and available resources. For any response to be effective, the following areas should be addressed or considered prior to executing specific actions in this plan:

1. An understanding of the organization’s geographical and employee footprint
2. An understanding where suppliers and third parties are concentrated and their involvement in product and service delivery
3. An understanding of single points of failure for critical roles
4. Capabilities to monitor and communicate with suppliers and third parties
5. Capabilities to communicate with employees and customers, globally
6. Capabilities and procedures to monitor employee well-being, safety, and travel
7. Functional response frameworks in place for Crisis Management and Business Continuity incident management

If the organization does not maintain this level of understanding or capability, planners should seek to gain clarity or engage the Crisis Management Team (CMT) and business continuity program participants for additional guidance.

### Plan Triggers

[CLIENT] has developed triggers to assist in the activation of pandemic related strategies. [CLIENT] recognizes that it may not need to take action if there are no impacts to [CLIENT] employees or its customers/clients.

| Phase | Trigger |
| --- | --- |
| Alert Phase | * New Strain Identified
* Media Coverage of Potential Pandemic Strain
* Human-Human Transmission in Disease’s Country of Origin
* Potential the Disease Will Affect the Organization and/or its Suppliers
 |
| Pre-Pandemic Phase | * Presence of Strain in Localized Hot Spots
* Minimal Spread Beyond Disease’s Source (Country of Origin)
* Beginning of Government Reactions (Travel Warnings Issued, Some Transportation Network Closures)
* Anticipated Impact to the Organization and/or Impact to its Suppliers
 |
| Pandemic Phase | * Global/Dispersed Proliferation of Pandemic
* Pandemic Directly Affects the Organization and its Employees (i.e., significant, prolonged absenteeism, quarantines issued in/near major operating locations, and travel restrictions)
* Higher than Seasonal Average of Absenteeism
 |
| Transition PHASE | * Absenteeism Returns to Normal Levels
* Post-Pandemic
 |

## Organizational Strategy

The following table provides a way for those working through a pandemic to identify risk mitigation, response, communication, and continuity strategies. Once an initial working group is convened (see the Alert Phase below), each team member should be asked to think through actions and considerations for their respective area and document this in the table below. Key questions to ask include:

* What actions should I doing during each phase?
* As conditions change, how will my actions change?
* What guidance needs to be disseminated across the organization or to customers?
* What assumptions am I making? (e.g. key suppliers will also be affected, we may see a spikes/declines in demand, etc.)
* What information do I need to make better decisions?
* If necessary or applicable, how should the organization’s delivery model potentially change to make customers and employees comfortable, as well as to slow the spread of the disease?

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | Alert Phase | Pre-Pandemic Phase | Pandemic Phase | Transition Phase |
| Communications |  |  |  |  |
| Human Resources |  |  |  |  |
| Health + Safety |  |  |  |  |
| Supply Chain / Procurement |  |  |  |  |
| Business Continuity |  |  |  |  |
| Operations |  |  |  |  |

If you’re struggling to complete the table above, [**schedule a strategy session**](https://info.avalution.com/connect-with-our-consulting-team) with us today to discuss your strategy and how to best capture it here.

## Pandemic Resources

|  |  |
| --- | --- |
| Resource | Resource Link |
| **WHO Pandemic Preparedness** | <http://www.who.int/csr/disease/en/> |
| **WHO Pandemic Surveillance and Monitoring** | <http://www.who.int/influenza/surveillance_monitoring/en/> |
| **CDC Pandemic/Influenza Map (Updated Weekly)** | <http://www.cdc.gov/flu/weekly/usmap.htm> |
| **European Centre for Disease Prevention and Control** | <https://www.ecdc.europa.eu/en> |
| **FLU.gov - Pandemic Awareness** | <http://www.flu.gov/pandemic/index.html> |
| **US State Department Travel Advisories** | <https://travel.state.gov/content/travel/en/traveladvisories/traveladvisories.html/>  |
| **Additional Resources** | [INSERT ADDITIONAL RESOURCES] |

# Pandemic PlaN Template

## Alert Phase

### Triggers

| Phase | Trigger |
| --- | --- |
| Alert Phase | * New Strain Identified
* Media Coverage of Potential Pandemic Strain
* Human-Human Transmission in Disease’s Country of Origin
* Potential the Disease Will Affect the Organization and/or its Suppliers
 |

### Key Actions

* Establish Situational Awareness
* Identify the Participants of a Pandemic Working Group
* Validate the Organization’s Geographic and Employee Footprint
* Assess Potential Impacts on Business Operations
* Assess Potential Impacts on the Supply Chain
* Determine Potential Finance and Treasury Implications
* Evaluate Transportation and Travel Risks
* Review/Update Human Resource Related Policies and Procedures
* Establish Situational Reporting for the Working Group
* Review Business Continuity Planning Efforts for Personnel and Third Parties
* Evaluate the Ability of IT to Support A Spike Remote Work
* Determine Communication Requirements (internal and external)

### Detailed Tasks

| Task | Complete? |
| --- | --- |
| Establish Situational AwarenessEstablish general awareness of the threat, paying special attention to areas where the illness is found. Agree to reliable sources of information specific to the organization’s interests that can be relied upon. Review current Public Health Guidance from international, federal, state/provincial agencies. Publish a situation report in Catalyst after opening up an incident.  |  |
| Identify Individuals to Participate in the Pandemic Working GroupDetermine participants for the pandemic working group that will convene to address tactical issues and develop detailed strategies. The team will likely be comprised of a limited group of CMT members and will escalate to the organization’s broader CMT, as needed. See appendices for additional information on proposed membership and agenda. |  |
| Validate the Organization’s Geographic and Employee FootprintGather the necessary information to compare where the disease is present to geographies where the organization is operating. Work with business leaders to close any knowledge gaps and ensure that everyone in the working group has a similar common operating picture.Leverage Catalyst’s geo-mapping functionality within Internal Contacts for assistance.  |  |
| Assess Potential Impacts on Business OperationsIdentify business operations that are susceptible to disruption caused an infectious disease event. Reference the organization’s business impact analysis (BIA), as necessary. Consider:* International Business Units/Departments Near the Disease’s Country of Origin
* Teams that Manage Transportation and Import/Export Activities
* Teams that Routinely Travel Internationally
* Teams with Significant Personnel Single Points of Failure

Additionally, consider how the organization engages with customers and determine if there is a need to change, limiting physical contact or close-proximity engagement. The goal here is to minimize fear of engagement and to minimize contribution to the spread of the disease.  |  |
| Assess Potential Impacts on the Supply ChainIdentify vendors, third parties, suppliers or outsourced parties that are potentially susceptible to the disruption based on geography. Use the results of the BIA to identify an initial list of third parties and coordinate with Supply-Chain and Procurement to understand potential impacts and which third-parties represent more significant risk. |  |
| Determine Potential Finance and Treasury ImpactsBased on an initial analysis of business operations and the supply-chain, coordinate with financial planners and request that they begin to consider how the event could affect organizational performance, public reporting, and the organization’s cash flow if the situation were to deteriorate.  |  |
| Review Travel Advisories and any Known Transportation LimitationsReview any known travel advisories or restrictions related to the event. Develop mechanism to track travel and provide reporting to management. Additionally, identify critical ports of call, airports, and train stations that are used for business operations. Setup cadence to review status (closures) of transportation hubs. |  |
| Work with HR to Review Existing Policies that Could Affect ResponseCoordinate with HR to review/update pertinent policies in advance of a disruption. Consider the following:* Policies Related to Workplace Health and Safety
* Employee Assistance Programs and Policies
* Sick Leave/Leave of Absence Programs and Policies
	+ Including Policies for Family Leave
* Remote Work Policies
* Visitor/Contractor Handling Procedures
* Succession Planning

Additionally, request that HR begin tracking the organization’s rate of absenteeism to establish a baseline. |  |
| Review Business Continuity Planning EffortsConduct outreach to business continuity plan owners, specifically for purposes of assessing “Loss of Personnel” and “Loss of Third-Party” scenarios and tasks. Encourage plan owners to consider re-examining their single points of failure and update contact information. Encourage employees to review contact information, via HR systems or the Catalyst Portal.  |  |
| Establish Situational Reporting for the Working GroupIdentify how often future meetings will be held. Identify processes to review emerging information from the media and emerging public health guidance. Determine:* How often the group should meet?
* What status reporting should look like?
* Who is responsible for monitoring media sources?
* Who is responsible for monitoring public health sources?
* When escalation should occur to the CMT or management?
 |  |
| Evaluate the Ability of IT to Support A Spike in Remote WorkDevelop requirements regarding the number of remote workers. As appropriate, evaluate VPN, Citrix and laptop capabilities to enable the organization to meet these requirements. Consider expanding the use of “BYOD” capabilities if needed. |  |
| Determine Communication Requirements (internal and external)Based on any decisions made, consider communications to:* Management
* Areas Identified that are Potentially more Susceptible to an Infectious Disease Event
* General Employee Population
* Customers
* Suppliers, vendors and business partners

At a minimum, consider developing a communications campaign to increase awareness on hygiene and protective measures. |  |

## Pre-Pandemic Phase

### Triggers

| Phase | Trigger |
| --- | --- |
| Pre-Pandemic Phase | * Presence of Strain in Localized Hot Spots
* Minimal Spread Beyond Disease’s Source (Country of Origin)
* Beginning of Government Reactions (Travel Warnings Issued, Some Transportation Network Closures)
 |

### Key Actions

* Accelerate Working Group Meetings and Determine Need for Broader Crisis Management Response
* Coordinate with Business Areas Likely to Be Affected by the Event
* Establish Communication with Potentially Affected Third Parties and Re-evaluate Continuity Strategies
* Develop Approach to Manage Financial Impacts
* Assess Sanitation Procedures
* Develop Transportation and Travel Restrictions
* Identify Means to Track Absenteeism
* Determine Level of Support Provided via Insurance and Health Care Providers
* Identify More Aggressive Strategies that May Be Used if Conditions Deteriorate
* Assess Suitability of Technology Infrastructure for Extensive Remote Operations
* Establish Status Reporting for Affected Business Operations
* Develop Organization Wide Communications Plan

### Detailed Tasks

| Task | Complete? |
| --- | --- |
| Accelerate Pandemic Working Group Meetings and Determine Need for Broader Crisis ManagementAccelerate the timing/frequency of Pandemic Working Group meetings. Meeting cadence will vary based on the type of disruption and speed of proliferation. As needed, consider notifying or activating the broader CMT to discuss planned actions. |  |
| Coordinate with Business Areas Likely to be Affected by the EventEstablish communications with business areas likely to be affected and inform contacts of the Pandemic Working Group and available support. Request they provide updates if there are:* Any direct impacts to employees
* Significant peak times that need to be considered
* Expected changes in volume/demand based on the event
* Disruptions to manufacturers, suppliers, or third parties
* Required travel to affected areas
 |  |
| Establish Communication with Potentially Affected Third Parties and Revaluate Continuity StrategiesBased on input from business areas and activities in the previous phase, either request that relationship owners reach out to affected suppliers or work with procurement/supply chain to coordinate with Tier 1 and Tier 2 suppliers. Determine whether services provided to the organization may be reduced. Remind departments to address the following questions when updating contingency strategies and plans:* Are there alternate sources available?
* How long would it take a spin up an alternate provider or new provider?
* Can activities be insourced?
* Can we accelerate production/distribution now to stockpile in the event that conditions worsen?
* Can we provide support to a third-party to mitigate damage to our organization?
* How deeply is the Supply Chain affected or expected to be affected (Tier 1 and Tier 2 Suppliers)?
 |  |
| Develop Approach to Manage Financial ImpactsContinue to re-engage financial planners and Treasury teams. Work to develop a course of action if conditions continue to deteriorate. Consider:* Revising revenue forecasts
* Communicating with investors
* Identifying any accounting/close delays
* Increasing liquidity and available cash
* Reviewing business interruption insurance policies
 |  |
| Assess Sanitation ProceduresDevelop enhanced sanitation processes for future use (including increased hand sanitation placements, antibacterial cleaning supplies, and the acquisition and positioning of biohazard receptacles) |  |
| Develop Transportation and Travel RestrictionsWork with management to provide more aggressive travel guidance. Recommend restricting all travel to affected areas or require that travel be approved at the highest level of the organization. Revisit status of commonly used ports to determine impacts to the organization’s transportation network. |  |
| Identify Means to Track AbsenteeismRevisit the baselines set in the *Alert* stage. Request that HR begin tracking absenteeism to identify any significant trends or patterns. |  |
| Determine Level of Support Provided via Insurance and Health Care ProvidersReach out to insurance and contracted health care providers. Determine procedures to have anyone either returning from or traveling to a potentially affected area receive additional screening and care. |  |
| Identify More Aggressive Strategies that may be Used if Conditions DeteriorateDevelop a list of strategies that can be employed if conditions worsen. Consider:* Moving to remote-only operations (where feasible)
* Further restricting organization-sponsored travel
* Shutting down common areas or areas where employees are likely to congregate:
	+ Cafeterias
	+ Meeting Rooms
* Setting up staggered work schedules (additional shifts) to minimize human-human interaction
* Cancelling events that are likely to congregate staff, such as:
	+ Conferences
	+ Recruiting Events
	+ Large Events/Gatherings (All-Hands Meetings, Earnings Releases, etc.)

Use the strategy/considerations matrix included with this plan to generate additional strategies. |  |
| Assess Suitability of Technology Infrastructure for Extensive Remote OperationsCoordinate with IT to determine any technical limitations of increased remote work strategies. Work to procure additional hardware, as required. |  |
| Establish Status Reporting for Affected Business OperationsSetup regular status reporting for areas with confirmed impact. Focus reports on actions taken, impacts to business, and what resources are needed to assist affected teams. |  |
| Develop Organization Wide Communications PlanBased on any decisions made, further develop and continue execution of the communications plan. Consider communications to the following stakeholder groups (as deemed necessary):* Management
* Business Continuity and Crisis Management Plan Contacts
* General Employee Population
* General Public (Particularly Investors)

Key Topics include:* Reminding employees of existing HR policies and health benefits
* Highlighting changes to policies in preparation for the event, including any additional services
* Reassuring stakeholders that there are strategies and plans in place,
* Highlighting key actions being taken
* Communicating changes to travel and procedures for those returning from travel
* Providing additional guidance on health-related protective measures

At this point, develop a cadence for regular communications and establish a standard format for delivering essential information. |  |

## Pandemic Phase

### Triggers

| Phase | Trigger |
| --- | --- |
| Pandemic Phase | * Global/Dispersed Proliferation of Pandemic
* Pandemic Directly Affects the Organization and its Employees
* Higher than Season Average of Absenteeism
 |

### Key Actions

* Activate Crisis Management and Appropriate Business Continuity Response
* Impose Travel Restrictions
* Activate Additional Sanitation Measures
* Activate More Aggressive Strategies
* Activate Alternate Supply-Chain and Sourcing Strategies
* Establish Direct Lines of Communication with Local Public Health Agencies
* Execute Mass Communications

### Detailed Tasks

| Task | Complete? |
| --- | --- |
| Activate Crisis Management and Appropriate Business Continuity ResponseReconvene the CMT. The Pandemic Working Group will provide updates to the team. Establish a cadence for regular CMT meetings and the appropriate means to update management on all actions taken.  |  |
| Impose Travel RestrictionsCancel/postpone non-essential travel. Require travel be approved at the highest levels of the organization. Recommend that employees avoid public transportation, when possible. |  |
| Activate Additional Sanitation MeasuresActivate the sanitation plan developed in the previous phase. Ensure adequate materials at company locations. Work with facilities, procurement and safety teams to monitor and ensure replenishment. |  |
| Activate More Aggressive StrategiesAs needed, activate the additional strategies detailed in the previous phase. Take required measures to both enable and effectively communicate the purpose behind the activation of the strategies. Additionally, activate remote work strategies, specifically. |  |
| Activate Alternate Supply-Chain and Sourcing StrategiesFor affected third-parties, activate the strategies detailed in the previous phase. Coordinate with department business continuity teams to monitor effectiveness and issues. |  |
| Establish Direct Lines of Communication with Local Public Health AgenciesOnce there are confirmed cases of the organization’s employees affected by the event, notify public health organizations. Follow any additional guidance provided by these agencies. |  |
| Execute Mass CommunicationsExecute the communications plan developed in the previous phase. Continue to provide information across the enterprise. Setup a means of redress; consider diverting resources (such as call center, etc.) to support additional questions from employees. |  |

## Transition Phase

### Triggers

| Phase | Trigger |
| --- | --- |
| Transition PHASE | * Absenteeism Returns to Normal Levels
* Post-Pandemic
 |

### Key Actions

* Conduct a Post-Incident Review
* Update Plans and Procedures
* Transition to Normal Operations
* Communicate to Key Stakeholders

### Detailed Tasks

|  |  |
| --- | --- |
| Task | Complete? |
| Conduct a Post-Incident ReviewMeet with key participants to discuss what went well, what didn’t, and what improvements the organization can make. Document and share findings; assign relevant action items. |  |
| Update Plans and ProceduresUpdate this plan, the broader Crisis Management Plan, and work with Business Continuity Plan Owners to update plans and incorporate lessons learned. |  |
| Transition to Normal OperationsStand-down crisis management support activities and prioritize and notify interested parties of resumption of work and normal performance levels – specifically areas that were put on hold at the time of the pandemic. |  |
| Communicate to Key StakeholdersInform external clients of transition to normal operations. Ensure staffing is available to perform catch-up of processes and deadlines. |  |

## Appendix I – Pandemic Working Group and Meeting Agenda

### Pandemic Working Group

The following areas will participate in the Pandemic Working Group. This group is likely a subset of the Crisis Management team and can be expanded or restricted based on the situation.

**Primary Members:**

* Crisis Management Representative (CMT Leader and/or Coordinator)
* Business Continuity Representative
* Human Resources Representative
* Facilities/Health + Safety Representative
* Supply Chain Representative
* Communications Representative
* Information Technology Representative

**Optional Members:**

* Leaders of Operational Areas Affected by the Disruption (or that may require delivery model change)
* Legal/Compliance
* Government Liaison

### Standing Agenda

|  |  |
| --- | --- |
| Frequency of Meeting | 1x Daily |
| Meeting Information | [INSERT CONFERENCE INFORMATION] |
| Timing | 30 Minutes |
| Agenda | * Roll Call
* Situation Report
	+ Event Characteristics, Geography and Proliferation ***(5 minutes)***
	+ Guidance from Global/Public Health Agencies ***(5 minutes)***
	+ Known Business Impacts ***(5 minutes)***
	+ Updates/Issues from Working Group Members ***(10 minutes)***
		- Human Resources
		- Business Continuity
		- Supply Chain
		- Facilities/Health and Safety
		- Updates from Optional Members (Operational Updates)
* Conclusion ***(5 minutes)***
	+ Cascading Messages
		- Escalation to Management
		- Communication Campaigns Required
	+ Action Item Review
	+ Next Meeting Information
 |

## Next Steps

If a pandemic outbreak or other longer-term health event disrupts your organization’s ability to deliver products and services, the response actions will differ from the response actions for other resource disruptions.

The purpose of this Pandemic Plan Template is to guide you through the development of the steps and procedures necessary to successfully respond to and recovery from a pandemic-specific disruption.

If you have questions or need hands-on assistance with preparing to respond a pandemic outbreak or other longer-term health event, please [**book a meeting**](https://info.avalution.com/connect-with-our-consulting-team) with our team. We are here to help.

## About Avalution

Avalution helps companies around the world achieve the right level of resilience through the delivery of business continuity consulting, software, and staffing solutions.

Avalution’s consultants build business continuity programs that drive focus and alignment to an organization’s business strategy, deliver actionable outcomes, and provide a method for ensuring long-term program engagement.

Catalyst business continuity software provides the easiest way to automate your business continuity program. With Catalyst, continuity planning is simple, scalable, and actionable.

BC Management, a division of Avalution, provides executive staffing and research services for the business continuity profession worldwide. BC Management provides contract, contract-to-hire, and direct-hire staffing solutions across all risk disciplines.

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