

**The Road to Resiliency**  
May 5-7, 2008 • Sheraton New Orleans

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**Business Continuity and Pandemic Response Planning on One Page!**

Mary D. Lasky  
Johns Hopkins University  
Applied Physics Laboratory

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**Agenda**

- The Applied Physics Laboratory (APL)
- APL's Business Continuity Model
- One page model
- Pandemic Response Planning
- One page pandemic plan

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**Divisions of  
The Johns Hopkins University**



School of Arts & Sciences  
Whiting School of Engineering  
School of Professional Studies in Business & Education

School of Hygiene & Public Health  
School of Medicine  
School of Nursing

Applied Physics Laboratory

Nitze School of Advanced International Studies

Peabody Institute

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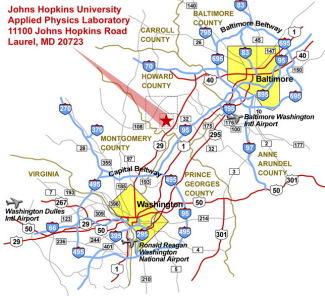
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## APL is Located in the Baltimore-Washington Vicinity



APL

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### Profile of the Applied Physics Laboratory



- Not-for-profit university research & development laboratory
- Founded in 1942 as a division of the Johns Hopkins University
- On-site graduate engineering program in eight degree fields
- Staffing: 4,000 employees (69% scientists & engineers)
- Annual revenue ~ \$ 700M

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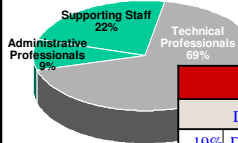
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### APL Staff Demographics



Total Staff - 4,000

Technical Professionals			
Degree Level		Degree Field	
19%	Doctorate	47%	Engineering
54%	Masters	25%	Math & Computer Sciences
21%	Bachelors	22%	Physics, Chemistry & Other
6%	None		

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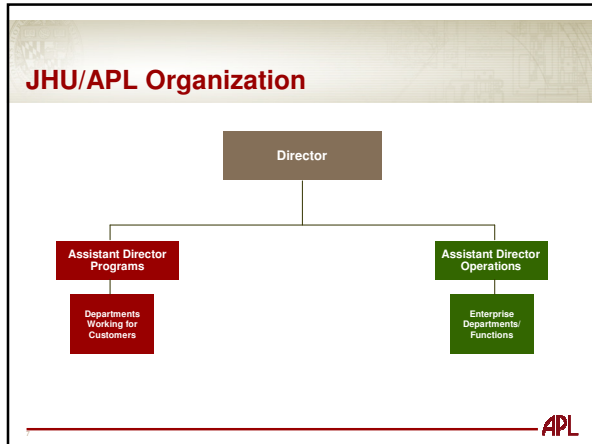
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### History of Continuity Planning at APL

- The purpose of Business Continuity Planning is to ensure that the Laboratory has effective plans in place to enable it to resume business operations quickly in the event of a business interruption that lasts longer than 48 hours.

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### History of Continuity Planning at APL

- After September 2001, a team was formed to explore business continuity
- Consultants were hired to introduce continuity planning, and they helped catapult us into our planning
- Business Impact Analysis was performed to help uncover vulnerabilities
- Business Continuity Plans were built first for a couple of business areas and then for all departments, because departments own the resources
- An Incident Management Team was formed

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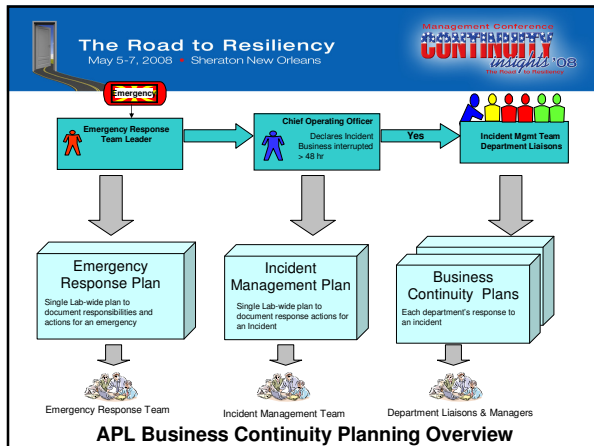
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**Incident Management Team**

- Led by the Assistant Director, Operations
- Serves as the Command Center to help manage a business interruption
- Goal is to coordinate restoring the business to normal operations
- Manages the recovery process by coordinating with the Department Liaisons who in turn work with their department's management teams

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**Incident Management Team Members**

Assistant Director, Operations – Leader  
Assistant Director, Programs – Alternate Leader

Representatives from:

- Security
- Human Relations
- Information Technology
- Facilities
- Business
- Space Management
- Legal
- External Communications

Support from:

- BCP Program Manager and team
- BCP Advisors

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**APL Departmental Continuity Plans encompass:**

- Call Trees
- Action plans for each of the following teams:
  - Department Liaisons
  - Key management team (varies by department as to who is on that team)
  - Group supervisors & program managers
  - IT (in some departments)
- Vendors
- Software
- Customers
- Essential Facilities (mainly for Pandemic Flu)
- Locations – key rooms and facilities
- Listing of Staff -- by group and by building
- Listing of Property

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**Business Continuity Plans are:**

- Comprehensive
- Kept updated with new HR and customer data biweekly
- Complete list of all vendor data is kept on the BCP web site and updated daily
- Flash drives containing all plans and data are provided biweekly to:
  - Assistant Directors
  - Human Relations Department Incident Management Team Representative
  - BCP Program Manager

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**APL Business Continuity Plans are:**

- Large with a great deal of data
- Not easy to get the big picture from the complete document
- Not something that everyone wanted to keep at work and at home

**CONSEQUENTLY –**

Developed a one-page diagram

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**Benefits of the One Page Model**

- Can see steps at a glance and is easily understood
- Can understand where emergency starts and stops and the Incident Management Team and departments take over
- Color coded for quick reference and helps you get started and then use the big plan for the details
- Enables you to concentrate on first things first and not worry about things that can be dealt with later
- Can be laminated and kept at work, at home and in your car

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**The high-level view of the Plan can be on One Page.**

**Can Instructions for Plans be on One Page?**

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**Work for Howard County Maryland**

- Community Emergency Response Network (CERN)
- Requested to bring Continuity Planning to all businesses
  - April 2007
  - Piloted in January 2008
  - Announced in March 2008
- One Page planning document with example on opposite side

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Planning for an Incident which Interrupts Your Business (See other side for an Example)					
Planning Step 1	Planning Step 2	Planning Step 3	Planning Step 4	Planning Step 5	Planning Step 6
Assess Risks	Mitigating the Risks	Information Technology (IT) Issues	Interruption Due to Facility Damage	Communication Plan	Employee Welfare
List the 3 most important activities, functions or facilities that your business depends upon. For example inventory, computer data, customer/vendor records, etc.	List 3 alternative ways of keeping your business operating if F1-F3 are unavailable. A1. A2. A3. F1. F2. F3.	<ul style="list-style-type: none"> <li>Backup your data.</li> <li>Store the backup at a different facility regularly</li> <li>Backup the programs that use the data.</li> <li>Develop procedures on restoring the programs and data.</li> <li>Document configurations of your desktop computer and servers – standardize, if possible.</li> <li>Ensure IT service agreements are in place and address response times and type of help for emergencies</li> <li>Protect vital paper records and reduce your need for paper, if possible.</li> <li>Keep passwords to electronic files/systems off site and secured.</li> </ul>	<ul style="list-style-type: none"> <li>Plan where you could set up your facility at an alternate location. Options may include temporary trailers, vacant office space, home, etc.</li> <li>Document procedures for such things as payroll, financial transactions, data recovery, invoicing, ordering supplies.</li> <li>Document the inventory stock and other major company's assets and their approximate values, which helps with insurance claims – take pictures of assets.</li> <li>Evaluate your insurance policy periodically.</li> <li>Has Howard County Fire &amp; Rescue Department recently done an inspection of your facility? Do they have the latest floor plans?</li> </ul>	<ul style="list-style-type: none"> <li>Plan with whom you need to communicate and fill in the information on the Emergency Contact sheet for: Staff; Vendor; Customers; Insurance.</li> <li>Document telephone configurations and requirements (voice and data).</li> <li>Create a procedure for forwarding telephone lines so customers could reach you in case of an incident.</li> <li>Work with your telephone provider on expectations in case of an emergency.</li> <li>Draft a communications plan, which can be modified quickly to fit the exact situation.</li> <li>Plan for succession and delegation and communicate this information to key people</li> </ul>	<ul style="list-style-type: none"> <li>Investment in the health of your staff during a crisis is vital to organizational resiliency and operations. It is important that you let your employees know that the organization is concerned about their day-to-day welfare and family functioning during a time of crisis.</li> <li>Encourage your employees and their families to be self-sufficient.</li> <li>Promote family preparedness. Obtain information from CERN's Neighbor to Neighbor (N2N) program, at: <a href="http://www.cern.gov">www.cern.gov</a></li> <li>Ask your employees to provide voluntary information on how the organization might best assist them and their family in a time of crisis.</li> </ul>
What are 3 circumstances that could threaten your top activities or functions of facilities that you listed in F1-F3? T1. T2. T3.	What are 3 steps you could take to lessen or mitigate the threats listed in T1-T3? S1. S2. S3.	<ul style="list-style-type: none"> <li>Personal Computers - Servers</li> <li>If PCs/Servers were destroyed, how fast could equipment be restored? 1 day, 1 week, 1 month?</li> <li>List 3 alternatives to obtain the needed equipment.</li> </ul>	<ul style="list-style-type: none"> <li>Decide on evacuation routes from your buildings and assembly points and have practice drills.</li> <li>If advised that you not leave your building and you need to shelter-in-place, what can you do to survive for 2 or 3 days?</li> </ul>	<ul style="list-style-type: none"> <li>Fill in phone numbers for key employees and contacts.</li> <li>Establish the ability to make a conference call.</li> <li>Appoint a safety officer to coordinate evacuees.</li> <li>Work with staff on evacuation routes.</li> </ul>	<ul style="list-style-type: none"> <li>Voluntary questions, which could help the organization assist its staff and show concern, might include: <ul style="list-style-type: none"> <li>Do you have anyone at home with special needs?</li> <li>Is anyone under 2 at home?</li> <li>Do you have family near by who could help you?</li> <li>How can the organization assist you in a crisis?</li> <li>How long can you be away from home in times of crisis?</li> </ul> </li> </ul>


**Incident Planning Example: A Fire at a Pharmacy**

On a Sunday evening in late January at 7 pm, the Howard County 911 center receives a call that heavy smoke is coming from a pharmacy located in a strip shopping center. The temperature is approximately 25 degrees and a strong wind is aggravating the fire. As fire companies arrive on the scene, smoke completely covers the intersection and the strip shopping center. The store was closed when the fire started. The fire escalates and the store is destroyed. The fire chief explains that it is too dangerous to re-enter the building. However, due to the quick response of the fire company and the 3,000 gallons of water per minute they poured on the fire, the fire is contained to this store, saving the remaining stores in the shopping center.


The owner arrives about an hour after the fire started and discovers his family business in ruins. He declares there are many important documents in the rear of the store in the safe and file cabinets that he needs to retrieve. Unfortunately, the building has collapsed in this area and the fire chief explains it is too dangerous to move into that area, and a contractor will have to be called to remove the collapsed structure. The owner states the records for his 13,000 prescription customers are in the file on the store's computer and explains that the store's business manager, who is out of town until Wednesday, is the one who knows the insurance information and he, the owner, only deals with the pharmacy business. The owner now has to begin dealing with the results of this disaster, which could have been mitigated by proper planning, as illustrated below. There were 200 prescriptions ready for pick up on Monday. This is also the main supplier of prescriptions for three assisted living centers located less than a mile away. During an average month 1,300 prescriptions will be refilled.

**Example of "Planning for an Incident" – Underlined items show possible planning responses**

Planning Step 1	Planning Step 2	Planning Step 3	Planning Step 4	Planning Step 5	Planning Step 6
Assess Risks	Mitigating the Risks	Information Technology (IT) Issues	Interruption Due to Facility Damage	Communication Plan	Employee Welfare
List the 3 most important activities, functions or facilities that your business depends upon. For example inventory, computer data, customer/vendor records, etc.	List 3 alternative ways of keeping your business operating if F1-F3 are unavailable. A1. <u>If store has more than one location, could enter customers to other store, or make online network with other pharmacies with agreements to help each other in times of disaster.</u> A2. <u>Store electronic records off-site</u> A3. <u>Obtain a backup generator.</u>	<ul style="list-style-type: none"> <li>Data Backups – <ul style="list-style-type: none"> <li>Is your data backed up? <u>Identify the answer would be yes.</u></li> <li>Is the backup stored at a different facility regularly? <u>Identify the answer would be yes. Data is stored at an off-site location on a regular basis. If more than one location, exchange data, could use tape or network backup capabilities.</u></li> <li>Are the programs that use the data also backed up? <u>Identify, yes.</u></li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Create a list of who to call in case of an incident.</li> <li>Fill in information on the Emergency Contact sheet for: <ul style="list-style-type: none"> <li>Staff</li> <li>Vendors</li> <li>Customers</li> <li>Insurance</li> </ul> </li> <li>If you had to set up your facility at an alternate location, where would it be? Plan how to protect them.</li> <li>Succession planning and delegation.</li> </ul>	<ul style="list-style-type: none"> <li>Has Howard County Fire &amp; Rescue Department recently done an inspection of your facility, and do they have the latest floor plans?</li> <li>Plan with whom do you need to communicate: <ul style="list-style-type: none"> <li>Staff</li> <li>Customers</li> <li>Key stakeholders</li> </ul> </li> <li>Call staff and say <u>customers quickly would be important</u></li> <li>Plan and draft communications, which can be modified quickly to fit the exact situation.</li> </ul>	<ul style="list-style-type: none"> <li>Investment in the health of your staff during a time of crisis is vital to organizational resiliency and operations. It is important that you let your employees know that the organization is concerned about their day-to-day welfare and family functioning during a time of crisis.</li> <li>Encourage your employees and their families to be self-sufficient.</li> <li>Promote family preparedness. Obtain information from CERN's Neighbor to Neighbor (N2N) program, at: <a href="http://www.cern.gov">www.cern.gov</a></li> </ul>



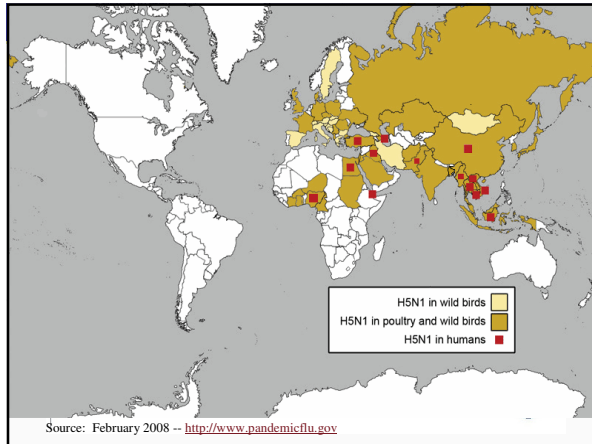
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## Pandemic Response Planning






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### Social Distancing

- Center for Disease Control and Prevention (CDC), February 2007: Interim Pre-Pandemic Planning Guidance for Communities and Others
  - CDC has based its social distancing guidance on modeling conducted by the Institute of Medicine
  - If moderate, CDC suggests that an organization should consider social distancing
  - If severe, CDC says that the organization must enact social distancing
    - Since we will not know the severity at the beginning, CDC states social distancing would need to be implemented early
    - CDC also recommends planning for a severe pandemic

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### Modeling Shows Benefit of Social Distancing

**Goals of Community Mitigation**

- Delay outbreak peak
- Decompress peak burden on hospitals/infrastructure
- Diminish overall cases and health impacts

CDC Interim Pre-pandemic Planning Guidance, February 2007

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## Johns Hopkins University Applied Physics Laboratory's Pandemic Influenza Response Planning

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### Hopkins Critical Event Preparedness and Response (CEPAR) Activities

- Pandemic Plan – uses three phases
  - Routine -- Business as usual
  - Transition -- Pandemic in US
  - Critical -- Pandemic in local area

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### Governance for the Pandemic

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graph TD
    DEPARTMENTS[DEPARTMENTS] --> Council[Director & Executive Council]
    Council <--> IMT[Incident Management Team]
  
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### APL's Executive Council Sets High-Level Criteria to Guide Planning

- In 2006, the APL Executive Council created:
  - The criteria to be used for planning, communications and decisions if there is a pandemic or similar incident
  - Provide for the health and welfare of APL staff and their families
  - Meet immediate Government needs of critical national or regional importance
  - Assure the continued existence and viability of APL

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### One Page APL Pandemic Trigger Actions

Responsibility	Trigger 1 -- Pandemic Flu in the world not in USA	Trigger 2 -- Pandemic Flu in USA	Trigger 3 -- Pandemic Flu in local area	Trigger 4 Hospitals are overcrowded and schools are closed	Trigger 5 -- Wave is over & return to normal activities
WHO, Federal Govt. JH CEPAR	WHO Phase 6, Federal Govt. Stage 3 CEPAR -- routine	WHO Phase 6, Federal Govt. Stage 4 CEPAR- transition	WHO Phase 6, Federal Govt. Stage 5 CEPAR -- critical	WHO Phase 6, Federal Govt. Stage 5 CEPAR -- critical	WHO Phase 3/4/5 Federal Govt. Stage 6 CEPAR -- routine
APL Incident Management Team (IMT)	<ul style="list-style-type: none"> <li>Communicate to staff and families</li> <li>Enact non-essential travel ban to affected areas</li> <li>Enact quarantine if staff traveled to an affected area</li> <li>Examine "critical work"</li> </ul>	<ul style="list-style-type: none"> <li>Draft communication on contingency policies</li> <li>Decide if masks are required</li> </ul>	<ul style="list-style-type: none"> <li>Enact social distancing, examine limitations on meetings, staggered work hours, cafeterias, etc.</li> <li>Communicate often with staff</li> <li>Voluntary work-at-home</li> </ul>	<ul style="list-style-type: none"> <li>Recommend "critical work" at facility" and "maximum work-at-home"</li> <li>Communicate often with staff</li> </ul>	<ul style="list-style-type: none"> <li>Reverse social distancing</li> <li>Stand down the IMT</li> <li>Facilities are open for routine operations</li> </ul>
APL Executive Management	<ul style="list-style-type: none"> <li>Ratify travel ban &amp; quarantine decisions</li> </ul>	<ul style="list-style-type: none"> <li>Ratify mask decision</li> </ul>	<ul style="list-style-type: none"> <li>Consider contingency policies and ratify social distancing</li> </ul>	<ul style="list-style-type: none"> <li>Approve "critical work" at facility decisions &amp; monitor financial status</li> </ul>	<ul style="list-style-type: none"> <li>Reverse contingency policies, and assess financial situation taking action as required</li> </ul>
APL Departments	<ul style="list-style-type: none"> <li>Implement non-essential travel ban &amp; quarantine</li> </ul>	<ul style="list-style-type: none"> <li>Develop plans for "maximum work-at-home"</li> </ul>	<ul style="list-style-type: none"> <li>Implement social distancing</li> </ul>	<ul style="list-style-type: none"> <li>Implement "maximum work at-home"</li> </ul>	<ul style="list-style-type: none"> <li>Return to business as normal</li> </ul>

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### Decision Matrix – approve during planning

Triggers	Decision	IMT	Executive Council	Departments
Trigger 1 -- Pandemic elsewhere in the world	Trigger to this stage, declare incident and stand up IMT	Declare	Informed	Informed
	Initiate ban on all travel to affected areas	Recommend/ Approve	Approve/ Ratify	Implement
	Initiate self quarantine for "n" day if traveled to affected area	Recommend/ Approve	Approve/ Ratify	Implement
Trigger 2 -- In USA	Establish deadline to identify the current "critical work"	Approve	Informed	Informed
	Trigger to this stage	Declare	Informed	Implement
Trigger 3 -- In our area	Decide if mask will be mandatory in Step 3	Decide	Approve/ Ratify	Informed
	Trigger to this stage	Declare	Informed	Informed
Trigger 4 -- Hospitals crowded	Policy changes	Recommend	Approve	Implement
	Initiate social distancing	Recommend/ Approve	Approve/ Ratify	Implement
Trigger 5 -- Pandemic is over	Trigger to this stage	Declare	Informed	Informed
	Decide if "critical work" only at facility and maximum work-at-home	Recommend	Approve	Implement
	Declare incident closed	Declare	Informed	Informed

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## “What If” Scenarios

**Scenario 1:**  
The World Health Organization (WHO) has raised the Pandemic level to Phase 5 because there are clusters of human-to-human transmission in Asia.

What actions does your organization take when WHO states the world is in Phase 6 – a pandemic?

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**One Page  
APL Pandemic Trigger Actions**

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WHO, Federal Govt. JH CEPAR	WHO Phase 6, Federal Govt. Stage 3 CEPAR -- routine	WHO Phase 6, Federal Govt. Stage 4 CEPAR- transition	WHO Phase 6, Federal Govt. Stage 5 CEPAR – critical	WHO Phase 6, Federal Govt. Stage 5 CEPAR – critical	WHO Phase 3/4/5 Federal Govt. Stage 6 CEPAR – routine
APL Incident Management Team (IMT)	<ul style="list-style-type: none"> <li>Communicate to staff and families</li> <li>Enact non-essential travel ban to affected areas</li> <li>Enact quarantine if staff traveled to an affected area</li> <li>Examine “critical work”</li> </ul>	<ul style="list-style-type: none"> <li>Draft communication on contingency policies</li> <li>Decide if masks are required</li> </ul>	<ul style="list-style-type: none"> <li>Enact social distancing, examine limitations on meetings, staggered work hours, cafeterias, etc.</li> <li>Communicate often with staff</li> <li>Voluntary work-at-home</li> </ul>	<ul style="list-style-type: none"> <li>Recommend “critical work” at facility” and “maximum work-at-home”</li> <li>Communicate often with staff</li> </ul>	<ul style="list-style-type: none"> <li>Reverse social distancing</li> <li>Stand down the IMT</li> <li>Facilities are open for routine operations</li> </ul>
APL Executive Management	<ul style="list-style-type: none"> <li>Ratify travel ban &amp; quarantine decisions</li> </ul>	<ul style="list-style-type: none"> <li>Ratify mask decision</li> </ul>	<ul style="list-style-type: none"> <li>Consider contingency policies and ratify social distancing</li> </ul>	<ul style="list-style-type: none"> <li>Approve “critical work” at facility decisions &amp; monitor financial status</li> </ul>	<ul style="list-style-type: none"> <li>Reverse contingency policies, and assess financial situation taking action as required</li> </ul>
APL Departments	<ul style="list-style-type: none"> <li>Implement non-essential travel ban &amp; quarantine</li> </ul>	<ul style="list-style-type: none"> <li>Develop plans for “maximum work-at-home”</li> </ul>	<ul style="list-style-type: none"> <li>Implement social distancing</li> </ul>	<ul style="list-style-type: none"> <li>Implement “maximum work at-home”</li> </ul>	<ul style="list-style-type: none"> <li>Return to business as normal</li> </ul>

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## “What If” Scenarios

**Scenario 2:**  
The World Health Organization (WHO) has raised the Pandemic level to Phase 4 because there are clusters of human-to-human transmission in Egypt.

What happens if one of your employees is in Egypt and contracts the disease bringing it back to your organization?

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**Preparing for a Pandemic Influenza**

**A Pandemic is an outbreak of a disease that covers a wide geographic area and affects large numbers of people.**

**Develop Communication Plan**

- What to say to staff now to be sure they are prepared before a pandemic and at each stage during a pandemic
- Ask suppliers about their plan and determine alternative resources

**Develop Contingency Policies**

- Do you need a policy to request staff to stay at home if ill?
- Do you need rules about working at home and what you will and will not support?
- Will you pay your staff during the pandemic if they are not working?
- Will staff benefits continue?
- Ensure direct deposit for all staff members

**Determine Critical Work**

- Work that must be done at the facility and cannot be done from home
- Risk to the business if not supported

**Obtain Supplies to have during the pandemic**

- Masks, hand sanitizer, gloves, special hospital grade cleaners?

**Determine Computing Requirements**

- Working at home (check with legal and Human Resources about insurance issues)
  - Can staff work from home? Be sure to practice.
  - Consider laptops for key staff
  - Can payroll be run from home? – If not, how will you pay your staff?
- Transferring phones to staff member's homes

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- **First Responders - Howard County, Maryland**
  
- **Jim Wyant, Operations Executive, Air and Missile Defense Department, APL**

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Mary D. Lasky

mary.lasky@jhuapl.edu

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