

# **Flu Pandemic Business Continuity Guide - Guidance for Verifiers**

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## Foreword

Flu pandemic remains a constant threat to mankind. A flu pandemic could occur when a new flu virus emerges and starts spreading as easily as normal seasonal flu. As the virus is new, the human immune system will have no pre-existing immunity. This makes it easier for people to contract the new flu and experience more serious symptoms than that caused by normal seasonal flu.

The Influenza A (H1N1) and the Avian Flu A (H5N1) viruses have the potential to cause a serious flu pandemic as they could mutate over time into a more virulent and deadlier strains. When it happens, no one can predict how severe its impact will be on the human population. However, the consequences and business impact may be felt in a number of ways and the severity may vary over time.

There is an increasing awareness that organisations wishing to remain competitive, must be able to ensure business continuity in the event of any serious disruptions. This is where Business Continuity Management (BCM) can help. The objective of BCM is to increase an organisation's resilience to business disruptions and to minimise the negative impacts arising from these disruptions.

This 'Flu Pandemic Business Continuity Guide – Guidance for Verifiers' document specifies the verification criteria for flu pandemic preparedness for business continuity. In preparing this document, the following publications are referred to:

1. Flu Pandemic Business Continuity Guide, 3<sup>rd</sup> Edition, June 2009, SPRING Singapore.
2. Singapore Standard For Business Continuity Management (BCM) SS 540:2008

Note:

1. This 'Flu Pandemic Business Continuity Guide – Guidance for Verifiers' document has been prepared by SPRING Singapore and is not to be regarded as a Singapore Standard.
2. SPRING Singapore shall not be liable for any damages whether directly or indirectly suffered by anyone as a result of reliance on this document.
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## **1 Introduction**

### **1.1 General**

The implementation of a business continuity management (BCM) process is to build resilience and the capability for an effective response to incidents that threaten an organisation so as to safeguard the interests of its key stakeholders, reputation, brand and value creating activities. Organisations are encouraged to put in place a comprehensive BCM programme based on the Singapore Standard For Business Continuity Management (BCM) SS 540:2008.

The A(H1N1) flu pandemic has become an immediate threat that could impact on an organisation's business continuity. While the Avian Flu A(H5N1) may not be an immediate threat presently, it is still an imminent threat. As viruses continue to mutate, no one can predict when a more virulent and deadlier strain of A(H1N1) or a new novel virus that would emerge and cause a severe pandemic.

For organisation that has yet to put in place a comprehensive BCM programme, it could start by putting in place appropriate measures to address this immediate threat of flu pandemic as a first step towards a more comprehensive and holistic implementation of business continuity management, which would also address other potential threats or incidents that may disrupt and severely impact an organisation. For organisations that want to put in place a comprehensive BCM programme, they should refer to the SS 540:2008 for the full BCM implementation.

### **1.2 Purpose**

The purpose of the 'Flu Pandemic Business Continuity Guide - Guidance for Verifiers' document is to provide a generic framework and processes to verify an organisation's flu pandemic preparedness for business continuity. This framework is adapted using the principles from the SS 540:2008

## **2 Scope**

The 'Flu Pandemic Business Continuity - Guidance for Verifiers' document specifies the verification criteria for a business continuity programme whereby an organisation needs to demonstrate its readiness and ability to effectively response to any disruptions arising from flu pandemic that would impact the organisation and to ensure business continuity. Evaluation of flu pandemic preparedness must be made based on the principles and intent set out by this document and the context of the organisation's business, industrial sector and size.

## **3 Definitions**

For the purpose of this 'Flu Pandemic Business Continuity Guide - Guidance for Verifiers' document, the following definitions shall apply:

### **3.1 Business Continuity Management (BCM)**

A holistic management process that identifies potential impacts which threaten an organisation and provides a framework for building resilience and the capability for an effective response that safeguards the interest of its key stakeholders, reputation, brand and value creating activities.

### **3.2 Business Continuity Plans (BC Plan)**

A collection of documented procedures and information that is developed, compiled and maintained in readiness for use in an incident to enable an organisation to continue to deliver its critical activities at an acceptable pre-defined level.

### **3.3 Business Impact Analysis (BIA)**

An analysis to assess the quantitative and qualitative impacts of a loss of critical functions.

### **3.4 Continuity Strategy**

An approach by an organisation that will ensure its continuity in the event of an incident.

### **3.5 Critical Function / Critical Business Function (CBF)**

Business activities and processes that shall not be disrupted such that they impact the ability of the organisation to achieve its minimum business continuity objectives.

### **3.6 Dorscon Alert Level**

A disease outbreak response system condition alert level that is declared by Ministry of Health, Singapore. The latest Dorscon alert level is available at [www.moh.gov.sg](http://www.moh.gov.sg).

### **3.7 Exercise**

An activity performed to train and condition team members, and to improve their performance in executing the plan. It also serves to highlight the operation and effectiveness of the BC plan so as to improve the BC plan.

### **3.8 Incident**

An event or situation that may occur which lead to a business disruption or loss. This could arise from internal or external factors. Examples are:

- a) disruption to supplier's services;
- b) supply chain disruption;
- c) high level of absenteeism;
- d) prolong absence or loss of key staff;
- e) inaccessibility of IT function;
- f) border closure or travel restriction;
- g) quarantine order;
- h) community spread within workplace, and
- i) closure of workplace.

### **3.9 Minimum Business Continuity Objective (MBCO)**

The minimum level of services and/or product that is acceptable to the organisation to achieve its business objectives during an incident. MBCO is set by senior management of the organisation and can be influenced, dictated and/or changed by current regulatory requirements or industry practices.

### **3.10 Recovery Time Objective (RTO)**

The time within which business functions must be restored at an acceptable level of operation to minimise the impact of an incident.

### **3.11 Risk Assessment**

Process of identifying and evaluating the risks to an organisation and defining the controls needed to reduce exposure to such risks.

## **4 Components of flu pandemic preparedness for business continuity**

### **4.1 General**

An effective business continuity programme to address the threat of flu pandemic requires clear commitment, direction and proactive involvement from senior management for its flu pandemic preparedness, as well as the allocation of adequate resources, such as staffing, budget for training, infrastructure (both IT and business operation) and the purchase and inventory of personal protective equipment (PPE) such as gloves, surgical masks and N-95 masks.

It is in the nature of flu pandemic viruses to constantly mutate or reassort their genetic materials. Thus, their impact and severity would vary over time. As more knowledge of the flu pandemic virus is known, there will be constant update by relevant agencies on areas such as health, travel and tripartite advisories. Measures and action taken by the various countries, relevant agencies and stakeholders may differ and would also vary over time. Thus, a management process is required to effectively monitor and measure the progress of the business continuity programme to assure their performance and validity.

### **4.2 Business Continuity Programme (BC Programme)**

#### **4.2.1 Purpose**

The purpose of this business continuity programme is to ensure that all activities conducted and implemented by the organisation are in line with its business continuity policy and objectives.

#### **4.2.2 Requirements**

- a) The organisation shall establish and document clearly defined requirements, objectives and plans for flu pandemic preparedness for business continuity. Senior management shall demonstrate commitment to the business continuity programme.
- b) There is management committee responsible for implementing the business continuity programme, which shall include the Flu Manager.
- c) The roles, responsibilities, accountabilities and authorities for senior management and key employees of the business continuity programme are defined and documented.

- d) The resources for the business continuity programme are allocated and documented.
- e) Staff policies are updated and are consistent with the Ministry of Health (MOH)'s travel and health advisories and Ministry of Manpower (MOM)'s tripartite advisories in areas such as:
  - (i) travel to and return from affected countries/areas;
  - (ii) recall of staff from affected countries/affected areas;
  - (iii) leave of absence, medical leave and home quarantine order;
  - (iv) organisation of mass social events, and
  - (v) infection exposure reduction of high risk group.
- f) There is a documented process to monitor and review the status of the business continuity programme.

### **4.3 Risk assessment and business impact analysis**

#### **4.3.1 Purpose**

Risk assessment would enable an organisation understands the threats to its critical functions. Risk events could include, but not limited to, disruption to supplier's services, supply chain disruption, high level of absenteeism, inaccessibility of IT function, border closure, travel restriction, quarantine order of staff, community spread within workplace and closure of workplace.

Pre-incident and preventive measures could be put in place to reduce the risk level such as more frequent cleaning and disinfecting common areas, encouraging staff to adopt personal hygiene and social responsibility such as staying at home if staff is unwell and segregation of staff.

Business impact analysis aims to quantify and qualify the impacts of the flu pandemic on the organisation's critical functions and their dependencies. Criticality of a function may be influenced and/or dictated by regulatory requirements, legal and contractual obligations, industry practice, customer requirements and stakeholder's expectation. The purpose is to determine the time period which the critical functions need to be recovered to an acceptable level of business continuity.

It is important that organisations uses the latest information and updates from Ministry of Health on the flu pandemic to serve as inputs for their risk assessment and business impact analysis.

##### **4.3.1.1 Risk Assessment**

##### **4.3.1.2 Requirements**

- a) There is a documented process for risk assessment.
- b) There is a risk assessment of incidents that can cause disruptions to the organisation's critical function.

#### **4.3.2.1 Business Impact Analysis**

#### **4.3.2.2 Requirements**

- a) There is a documented process for business impact analysis.
- b) The critical functions and their dependencies (internal and external) are identified and documented.
- c) The financial and non-financial impact consequences of the disruption of the organisation's critical functions and their dependencies are identified and documented.
- d) The recovery time objectives (RTO) and minimum business continuity objectives (MBCO) are identified and documented.

### **4.4 Development and implementation of business continuity plan**

#### **4.4.1 General**

This area involves the development of continuity strategies and plans in the event of a flu pandemic and to re-establish the organisation's critical functions to an pre-defined acceptable level of business continuity should there be a disruption.

Many factors such as industry sector, regulatory requirements, industry practices, operating environment and size of the organisation would influence the continuity strategies and plans that are developed by the organisations.

The business continuity plan covers the development of procedures to respond to different Dorscon alert levels for flu pandemic situation in Singapore. It also identifies actions to be taken to restore the organisation to pre-determined acceptable level of business continuity within the required timeframe and resources.

#### **4.4.2 Continuity Strategies**

This area examines the possible strategies for maintaining the operations of the critical functions to a pre-defined acceptable level of business continuity within the recovery time requirements.

#### **4.4.2.2 Requirements**

- a) The continuity strategies for the critical function/critical business functions are defined and documented.
- b) The critical functions/critical business functions and their dependencies are documented in the continuity strategies.
- c) The continuity strategies are reviewed on a periodic basis.

### **4.4.3 Business Continuity Plan**

#### **4.4.3.1 Purpose**

The purpose of the business continuity plan is to provide documented procedures to manage an incident at different Dorscon alert levels and how it will restore and maintain its activities to the pre-defined level of business continuity in the event of a disruption. The plan should include pre-incident preparedness.

To safeguard the reputation and image of the organisation arising from rumours or during an incident, it is important that the organisation develop the communication procedures and plans to address enquiries by staff and external stakeholders and to manage the media and public enquiries.

#### **4.4.3.2 Requirements**

- a) There are documented procedures for, but not limited to, such as the following for the various Dorscon alert levels:
  - (i) temperature screening of visitors to workplace;
  - (ii) monitoring of staff's temperature;
  - (iii) detection and isolation of visitors and staff who are unwell at workplace;
  - (iv) detection of staff who are unwell outside workplace;
  - (v) contact tracing;
  - (vi) incident reporting of suspected or confirmed cases;
  - (vii) segregation of workforce
  - (viii) succession planning
  - (ix) housing arrangement for workers who commute from outside Singapore, and
  - (x) crisis communication (internal and external stakeholders).
- b) The organisation shall consider how to:
  - (i) operate with minimal face to face contact with between staff, staff and customers, and staff and suppliers;
  - (ii) identify and segregate key staff to ensure minimal physical contact between them;
  - (iii) operate effectively if key staff are absent from work for a prolong period;
  - (iv) operate effectively if supply chains are disrupted, and
  - (v) operate effectively at different Dorscon alert levels.
- c) There is a process to ensure there are proactive links to other organisations such as partners, suppliers, and other stakeholders that may be involved in the business continuity response.
- d) A senior executive is appointed to be accountable for the execution of the business continuity plan within the organisation.
- e) The roles, accountabilities, responsibilities and authorities of those involved in the execution of the business continuity plan are identified and documented.
- f) The contact lists (internal and external) of key employees, suppliers and stakeholders are established and updated.

- g) There is a documented communication process to deal with customers and stakeholders enquiries.
- h) There is a documented process for handling the media and public enquiries to safeguard the reputation and image of the organisation during an incident.
- i) The contracts or service level agreement for specialist services, products and resources with either internal or external providers for business continuity response and recovery are drawn up.

## **4.5 Awareness and business continuity mindset**

### **4.5.1 Purpose**

To successfully implement the flu pandemic preparedness for business continuity in the organisation requires mindset change and the support from employees at all levels. It is important that there are activities to create organisation-wide awareness of flu pandemic and understanding of business continuity programme that the organisation has put in place. The purpose is to sustain interest and commitment to the business continuity programme.

### **4.5.2 Requirements**

- a) There is a programme for creating awareness of flu pandemic among employees in areas such as:
  - (i) personal hygiene and health advisories;
  - (ii) proper use of thermometer and personal protective equipment such as N-95 mask;
  - (iii) staff policies relating to travel to affected countries/areas, recall of staff, medical and leave of absence;
  - (iv) social responsibility;
  - (v) social distancing measures;
  - (vi) business continuity response procedures and measures taken by the organisation, and
  - (vii) Incident reporting of suspected and confirmed cases.
- b) The key employees fully understood their roles, responsibilities, accountabilities and authorities within the business continuity programme.

## **4.6 Exercise and maintenance**

### **4.6.1 General**

Business continuity plans must be exercised to enable key employees to function and familiarise themselves with their roles and to identify areas for improvement. The plans must be reviewed and kept up-to-date.

### **4.6.2 Requirements**

- a) The key components of the business continuity programme are tested, via desk top, functional simulation and integrated exercise, and evaluated on a periodic basis, which is determined by senior management. Any improvements or

changes made to the business continuity programme are updated on a timely basis.

- b) There is a documented process to identify, monitor and correct the areas for improvement from the exercise and communicate in a timely manner any key inadequacy of the business continuity programme to senior management.
- c) There is a documented process where changes to the business continuity programme are communicated to relevant parties.
- d) There is an audit schedule to evaluate the effectiveness of the business continuity programme.

## Annex 1 – Checklist

(This is not a standalone document and must be used in conjunction with the ‘Flu Pandemic Business Continuity Guide – Guidance for Verifiers’ document. Verifier must interpret this checklist using the definition, principles and intent outlined in the document to assess based on the appropriateness to the organisation’s business, industry sector, size and its overall effectiveness)

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	* ITEM (BUSINESS CONTINUITY PROGRAMME)	YES	NO	COMMENTS	CHECK
<b>4.2.2</b>	<p>a) The organisation shall establish and document clearly defined requirements, objectives and plans for flu pandemic preparedness for business continuity. Senior management shall demonstrate commitment to support this programme.</p> <p><i>Points to note:</i></p> <ol style="list-style-type: none"> <li>1. <i>Is there a flu pandemic preparedness plan for business continuity?</i></li> <li>2. <i>Are the scope, assumptions and overall corporate objective/key outcomes of the plan documented?</i></li> <li>3. <i>Are the corporate objective/key outcomes aligned to the corporate strategies and plans / goals?</i></li> <li>4. <i>Is senior management committed, supports and proactively involved in business continuity programme. Commitment such as:</i> <ul style="list-style-type: none"> <li>• <i>provide guidance, direction and setting policies</i></li> <li>• <i>involvement in meeting, staff awareness and exercise</i></li> <li>• <i>allocation of resources,</i></li> <li>• <i>review of business continuity programme, etc.</i></li> </ul> </li> </ol>	<input type="checkbox"/>	<input type="checkbox"/>		
<b>4.2.2</b>	<p>b) There is management committee responsible for implementing the business continuity programme, which shall include the Flu manager.</p> <p><i>Points to note:</i></p> <ol style="list-style-type: none"> <li>1. <i>Is the Flu manager and alternate appointed?</i></li> <li>2. <i>Are key management and functional staff appointed in the management committee to drive and implement BC programme?</i></li> </ol>	<input type="checkbox"/>	<input type="checkbox"/>		

Note : \* - Verifier must assess where the principle and intent of the requirements have been met overall. Verifier must take into account the business nature of the organisation, the industry sector and size to assess appropriateness and effectiveness of the measure put in place by the organisation. Verifier must record only facts, state clearly where the nonconformity was found, state what was found, and why it is a nonconformity.

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	* ITEM (BUSINESS CONTINUITY PROGRAMME)	YES	NO	COMMENTS	CHECK
4.2.2	<p>c) The roles, responsibilities, accountabilities and authorities for senior management and key employees of the business continuity programme are defined and documented.</p> <p><u>Points to note:</u></p> <p>1. Role and responsibility assigned to person to carry out the following tasks such as but not limited to:</p> <ul style="list-style-type: none"> <li>• temperature screening,</li> <li>• contact tracing,</li> <li>• monitor of health &amp; travel advisories,</li> <li>• monitor of staff health &amp; travel</li> </ul> <p>2. Are alternates for key staff identified and documented?</p> <p>3. Are the roles, responsibilities, accountabilities and authorities of key employees clearly communicated to them?</p>	<input type="checkbox"/>	<input type="checkbox"/>		
4.2.2	<p>d) The resources for the business continuity programme are allocated and documented.</p> <p><u>Points to note:</u></p> <p>1. Are budget allocated for items such as but not limited to :</p> <ul style="list-style-type: none"> <li>• PPE &amp; thermometers, sanitizers</li> <li>• training &amp; awareness</li> <li>• infrastructures (both IT and business operation)?</li> <li>• replenishment for PPE</li> <li>• segregation of workforce at alternative sites</li> <li>• cleaning &amp; disinfection services</li> <li>• professional consultancy services (if needed)</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>		

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	* ITEM (BUSINESS CONTINUITY PROGRAMME)	YES	NO	COMMENTS	CHECK
<b>4.2.2</b>	<p>e) Staff policies are updated and are consistent with the Ministry of Health (MOH)’s travel and health advisories and Ministry of Manpower (MOM)’s tripartite advisory in areas such as:</p> <ul style="list-style-type: none"> <li>i. travel to and return from affected countries/areas;</li> <li>ii. recall of staff from affected countries/affected areas;</li> <li>iii. leave of absence, medical leave and home quarantine order;</li> <li>iv. organisation of mass social events, and</li> <li>v. infection exposure reduction of high risk group.</li> </ul> <p><i>Points to note:</i></p> <ul style="list-style-type: none"> <li>1. Is union briefed and consulted on these staff policies?</li> <li>2. Are there travel policy on business and personal travel?</li> <li>3. Does the policy on leave of absence include staff taking care of family members who are sick, hospitalized or death due to flu pandemic?</li> <li>4. Are high risk groups (as defined by MOH) identified? Are they placed in high exposure risk to public?</li> <li>5. Are these policies documented and made known to staff?</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>		
<b>4.2.2</b>	<p>f) There is a documented process to monitor and review the status of the business continuity programme.</p> <p><i>Points to note:</i></p> <ul style="list-style-type: none"> <li>1. Is there a schedule to monitor and evaluate the status of the BC programme?</li> <li>2. Are status and progress of the BC programme communicated to senior management?</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>		

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	* ITEM (RISK ASSESSMENT)	YES	NO	COMMENTS	CHECK
<b>4.3.1.2</b>	<p>a) There is a documented process for risk assessment.</p> <p><i>Points to note:</i></p> <ol style="list-style-type: none"> <li>1. <i>Is there a consistent methodology to carry out risk assessment and analysis?</i></li> <li>2. <i>Are staff with appropriate expertise involved in the risk analysis &amp; review?</i></li> <li>3. <i>Has the organisation identified specific risks as a result of flu pandemic such as:</i> <ul style="list-style-type: none"> <li>• <i>disruption to supplier's services</i></li> <li>• <i>supply chain disruption</i></li> <li>• <i>high level of absenteeism</i></li> <li>• <i>prolong absence or loss of key staff</i></li> <li>• <i>inaccessibility of IT function</i></li> <li>• <i>border closure or travel restriction</i></li> <li>• <i>quarantine order</i></li> <li>• <i>community spread within workplace</i></li> <li>• <i>closure of workplace</i></li> </ul> </li> <li>4. <i>Are key risks identified regularly reviewed based on changes to internal and external factors such as new developments and/or major changes in key personnel, organisational structure, process, services and suppliers.</i></li> <li>5. <i>Is it a standard practice to conduct risk assessment as part of new developments and any major changes in personnel systems, services and suppliers?</i></li> </ol>	<input type="checkbox"/>	<input type="checkbox"/>		

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	* ITEM (RISK ASSESSMENT)	YES	NO	COMMENTS	CHECK
<b>4.2.1.2</b>	<p>b) There is a risk assessment of incidents (refer 4.3.1.2) that can cause disruptions to an organisation’s critical functions.</p> <p><i>Points to note:</i></p> <ol style="list-style-type: none"> <li>1. Does the organisation have a risk assessment matrix?</li> <li>2. Are the types of incidents (refer 4.3.1.2) that can cause disruptions to critical functions and their dependencies identified?</li> <li>3. Has the likelihood and impact of the incidents occurring been assessed and reviewed?</li> <li>4. Are there pre-incident and preventive measures been implemented?</li> <li>5. Are regular reviews conducted to further prevent and minimize exposure of critical functions and their dependencies to the incidents identified?</li> </ol>	<input type="checkbox"/>	<input type="checkbox"/>		

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	* ITEM (BUSINESS IMPACT ANALYSIS)	YES	NO	COMMENTS	CHECK
<b>4.3.2.2</b>	<p>a) There is a documented process for business impact analysis</p> <p><i>Points to note:</i></p> <ol style="list-style-type: none"> <li>1. <i>Is there a consistent methodology to carry out a BIA?</i></li> <li>2. <i>How is the loss due to disruptions to business operations or process assessed? (refer to 4.3.1.2)</i></li> <li>3. <i>Are the people with appropriate expertise involved in the BIA?</i></li> <li>4. <i>Are key functional staff involved in the BIA?</i></li> </ol>	<input type="checkbox"/>	<input type="checkbox"/>		
<b>4.3.2.2</b>	<p>b) The critical functions and their dependencies (internal and external) are identified and documented.</p> <p><i>Points to note:</i></p> <ol style="list-style-type: none"> <li>1. <i>Has the organisation identified critical functions and their dependencies?</i></li> <li>2. <i>Are the critical skill set of critical staff identified?</i></li> <li>3. <i>Are the minimum resources for the continuity of critical business functions identified?</i></li> <li>4. <i>Are vital records identified?</i></li> <li>5. <i>Are critical functions and their dependencies regularly evaluated for their status, e.g. during changes in business directions such as products, services, suppliers, equipment, infrastructures, etc?</i></li> </ol>	<input type="checkbox"/>	<input type="checkbox"/>		

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	* ITEM (BUSINESS IMPACT ANALYSIS)	YES	NO	COMMENTS	CHECK
<b>4.3.2.2</b>	<p>c) The financial and non-financial impact consequences of the disruption of the organisation's critical functions and their dependencies are identified and documented.</p> <p><i>Points to note:</i></p> <ol style="list-style-type: none"> <li>1. Have both the financial and non-financial impact resulting from disruptions to critical functions and their dependencies been determined?</li> <li>2. Are the impact quantified and prioritized?</li> <li>3. Are they regularly evaluated?</li> </ol>	<input type="checkbox"/>	<input type="checkbox"/>		
<b>4.3.2.2</b>	<p>d) The recovery time objectives (RTO) and minimum business continuity objectives (MBCO) are identified and documented.</p> <p><i>Points to note:</i></p> <ol style="list-style-type: none"> <li>1. Are the corporate level MBCO stated and documented?</li> <li>2. Are the RTO for each critical function and their dependencies established?</li> <li>3. Is the priority for resuming critical business functions established and approved?</li> <li>4. Are the RTO and MBCO reviewed on periodic basis?</li> </ol>	<input type="checkbox"/>	<input type="checkbox"/>		

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	* ITEM (CONTINUITY STRATEGIES)	YES	NO	COMMENTS	CHECK
<b>4.4.2.2</b>	<p>a) The continuity strategies for the critical business function are defined and documented.</p> <p><i>Points to note:</i></p> <ol style="list-style-type: none"> <li>1. Are there continuity strategies to address the disruption from the incident identified in 4.3.1.2</li> <li>2. Are the continuity strategies in support of and aligned to the overall business strategy/plan of the organisation?</li> <li>3. Is each continuity strategy meeting the RTO as identified?</li> <li>4. Are continuity strategies approved by senior management?</li> </ol>	<input type="checkbox"/>	<input type="checkbox"/>		
<b>4.4.2.2</b>	<p>b) The critical functions/critical business functions and their dependencies are documented in the continuity strategies</p> <p><i>Points to note:</i></p> <ol style="list-style-type: none"> <li>1. Are critical supporting functions/activities identified?</li> <li>2. Are key staff in critical functions identified?</li> <li>3. Are key skills set, license or certification of key staff identified?</li> </ol>	<input type="checkbox"/>	<input type="checkbox"/>		
<b>4.4.2.2</b>	<p>c) The continuity strategies are reviewed on a periodic basis.</p> <p><i>Points to note:</i></p> <ol style="list-style-type: none"> <li>1. Is there a methodology to review the corporate and process level continuity strategies?</li> <li>2. Is there a schedule for conducting the review?</li> <li>3. Has the organisation assigned responsibilities for the review of both corporate and process level continuity strategies?</li> </ol>	<input type="checkbox"/>	<input type="checkbox"/>		

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	* ITEM (BUSINESS CONTINUITY PLAN)	YES	NO	COMMENTS	CHECK
<b>4.4.3.2</b>	<p>a. There are documented procedures for, but not limited to, to various Dorscon alert levels such as the following:</p> <ul style="list-style-type: none"> <li>i. temperature screening of visitors to workplace;</li> <li>ii. monitoring of staff’s temperature;</li> <li>iii. detection and isolation of visitors and staff who are unwell at workplace;</li> <li>iv. detection of staff who are unwell outside workplace;</li> <li>v. contact tracing, and</li> <li>vi. incident reporting of suspected or confirmed cases</li> <li>vii. segregation of workforce</li> <li>viii. succession planning</li> <li>ix. accommodation for foreign employees</li> <li>x. crisis communication (internal and external stakeholders).</li> </ul> <p><i>Points to note:</i></p> <ol style="list-style-type: none"> <li>1. Does the organisation’s BC Plan cover the above.</li> <li>2. Is there a designated authorized officer to activate the BC plan?</li> <li>3. Is there a workforce segregation plan for the critical business functions?</li> <li>4. Is there an isolation room identified? Is there an isolation route identified?</li> </ol>	<input type="checkbox"/>	<input type="checkbox"/>		

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	* ITEM (BUSINESS CONTINUITY PLAN)	YES	NO	COMMENTS	CHECK
<b>4.4.3.2</b>	<p>b. The organisation shall consider how to:</p> <ul style="list-style-type: none"> <li>i. operate with minimal face to face contact between staff, staff and customers, and staff with suppliers;</li> <li>ii. identify and segregate key staff to ensure minimal physical contact between them;</li> <li>iii. operate effectively if key staff are absent from work for a prolong period;</li> <li>iv. operate effectively if supply chains are disrupted, and</li> <li>v. operate effectively at different Dorscon alert levels.</li> </ul> <p><i>Points to note:</i></p> <ol style="list-style-type: none"> <li>1. Are key staff in critical function split into team A and team B?</li> <li>2. Are there plans for alternate site, location or working from home?</li> <li>3. Is there a trigger point identified for activation of plan?</li> <li>4. Are there policies to ensure exposure risk between the two teams, such as not being allowed to have lunch together?</li> <li>5. Is there succession planning for key staff?</li> <li>6. Is cross-training of staff for critical activities and processes considered by organisation?</li> <li>7. Are alternate delivery mechanism explored?</li> <li>8. Are critical suppliers identified?</li> </ol>	<input type="checkbox"/>	<input type="checkbox"/>		

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	* ITEM (BUSINESS CONTINUITY PLAN)	YES	NO	COMMENTS	CHECK
<b>4.4.3.2</b>	<p>c. There is a process to ensure there are proactive links to other organisations such as partners, suppliers and other stakeholders that may be involved in the business continuity response.</p> <p><i>Points to note:</i></p> <ol style="list-style-type: none"> <li>1. Are the key links involved in the activation of the business continuity response identified, for instance services of partners, vendors such as housing arrangement, alternate site, IT providers and cleaning company?</li> <li>2. Are the contact channels to activate the key links involved in business continuity response identified?</li> <li>3. Are the key links involved updated?</li> </ol>	<input type="checkbox"/>	<input type="checkbox"/>		
<b>4.4.3.2</b>	<p>d) A senior executive is appointed to be accountable for the execution of the business continuity plan within the organisation.</p> <p><i>Points to note:</i></p> <ol style="list-style-type: none"> <li>1. Has a senior manager been appointed to take responsibility for the overall execution and management of the business continuity plan?</li> <li>2. Is there a command &amp; control structure to response to incident, crisis or disaster arising from flu pandemic?</li> <li>3. Has the senior manager been briefed on his role, responsibilities, accountabilities and authorities?</li> </ol>	<input type="checkbox"/>	<input type="checkbox"/>		

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	* ITEM (BUSINESS CONTINUITY PLAN)	YES	NO	COMMENTS	CHECK
<b>4.4.3.2</b>	<p>f) The roles, responsibilities, and authorities of those involved in the execution of the business continuity plan are identified and documented.</p> <p><i>Points to note:</i></p> <ol style="list-style-type: none"> <li>1. Are the roles, accountability, responsibility and authorities of the appointed owners of plan, people involved are defined?</li> <li>2. Are the people identified appropriate and has the necessary competency to coordinate or execute the plans?</li> </ol>	<input type="checkbox"/>	<input type="checkbox"/>		
<b>4.4.3.2</b>	<p>g) The contact lists (internal and external) of key employees, suppliers and stakeholders are established and updated.</p> <p><i>Points to note:</i></p> <ol style="list-style-type: none"> <li>1. Is a contact list of key employees, suppliers, and other stakeholders developed for the activation of the emergency (immediate) response plan?</li> <li>2. Is there a call-out procedure (call-tree)?</li> <li>3. Is there a schedule to evaluate and update the contact list and the call-out procedures?</li> </ol>	<input type="checkbox"/>	<input type="checkbox"/>		

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	* ITEM (BUSINESS CONTINUITY PLAN)	YES	NO	COMMENTS	CHECK
<b>4.4.3.2</b>	<p>h) There is a documented communication process to deal with customers and stakeholders enquiries.</p> <p><i>Points to note:</i></p> <ol style="list-style-type: none"> <li>1. Is there a procedure to address enquiries from customers and other stakeholders when an incident/crisis happens or on the organisation contingency plans?</li> <li>2. Has the ownership for such communication been assigned?</li> <li>3. Has the organisation briefed the assigned managers and executives on their roles and responsibilities?</li> <li>4. Is the procedure for managing such enquiries evaluated?</li> </ol>	<input type="checkbox"/>	<input type="checkbox"/>		
<b>4.4.3.2</b>	<p>i) There is a documented process for handling the media and public enquiry to safeguard the reputation and image of the organisation during an incident.</p> <p><i>Points to note:</i></p> <ol style="list-style-type: none"> <li>1. Is there a procedure to manage the media and public enquiries during the incident/crisis?</li> <li>2. Has the ownership for communicating with the media and managing public relations been assigned?</li> <li>3. Have the assigned managers / executives been briefed on their roles and responsibilities?</li> </ol>	<input type="checkbox"/>	<input type="checkbox"/>		

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	* ITEM (BUSINESS CONTINUITY PLAN)	YES	NO	COMMENTS	CHECK
<b>4.4.3.2</b>	<p>j) The contracts or service level agreement for specialist services, products and resources with either internal or external providers for business continuity response and recovery are drawn up.</p> <p><i>Points to note:</i></p> <ol style="list-style-type: none"> <li>1. Are the key providers for specialist services, products and resources for business continuity response and recovery of the critical functions and their dependencies identified?</li> <li>2. Are there contracts or service levels agreement with these providers for the recovery process?</li> <li>3. Are the agreed contracts and service level aligned to the recovery time objectives established?</li> <li>4. Is there a schedule to review such agreements?</li> </ol>	<input type="checkbox"/>	<input type="checkbox"/>		

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	* ITEM (AWARENESS & BUSINESS CONTINUITY MINDSET)	YES	NO	COMMENTS	CHECK
<b>4.5.2</b>	<p>a. There is a programme to create awareness of flu pandemic among employees in areas such as :</p> <ul style="list-style-type: none"> <li>i. personal hygiene and health advisories;</li> <li>ii. proper use of thermometer and personal protective equipment such as N-95 mask;</li> <li>iii. staff policies relating to travel to affected countries/areas, recall of staff, medical and leave of absence;</li> <li>iv. social responsibility</li> <li>v. social distancing measures,</li> <li>vi. business continuity response procedures and measures taken by the organisation;</li> <li>vii. incident reporting of suspected and confirmed cases</li> </ul> <p><i>Points to note:</i></p> <ol style="list-style-type: none"> <li>1. Are briefings conducted for all employees to raise personal hygiene or awareness of the flu pandemic such as the symptoms?</li> <li>2. Are staff aware of the profile of a high risk group?</li> <li>3. Are staff aware of where to get latest advisories?</li> <li>4. Are staff being briefed or given relevant information regarding their staff policies?</li> <li>5. Are staff aware of what to do should they develop fever and/or flu like symptoms?</li> <li>6. Are staff aware of the business continuity response plan and measures?</li> </ol>	<input type="checkbox"/>	<input type="checkbox"/>		

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	* ITEM (AWARENESS & BUSINESS CONTINUITY MINDSET)	YES	NO	COMMENTS	CHECK
<b>4.5.2</b>	b. The key employees fully understood their roles, responsibilities, accountabilities and authorities within the BC programme.  <i>Points to note:</i>	<input type="checkbox"/>	<input type="checkbox"/>		

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	* ITEM (EXERCISE & MAINTENANCE)	YES	NO	COMMENTS	CHECK
<b>4.6.2</b>	<p>a) The key components of the business continuity programme are tested, via desktop, functional simulation and integrated exercise, and evaluated on a periodic basis, which is determined by senior management. Any improvements or changes made to the business continuity programme are updated on a timely basis.</p> <p><i>Points to note:</i></p> <ol style="list-style-type: none"> <li>1. <i>Is the senior management aware of the exercise schedule?</i></li> <li>2. <i>Are there guidelines for conducting the exercises, tests and rehearsals?</i></li> <li>3. <i>Have the key components of the BC programme been identified?</i></li> <li>4. <i>Are the key components incorporated into the exercise plans?</i></li> <li>5. <i>Is the involvement of key employees identified in the exercise?</i></li> <li>6. <i>Does the exercise provided for different types of incident and Dorscon alert levels?</i></li> <li>7. <i>Is there corporate (integrated) level exercise done at least once every two years?</i></li> <li>8. <i>Are the roles, accountabilities, responsibilities and authorities of key employees for the various types of incidents in the exercise plans communicated and understood?</i></li> <li>9. <i>Are there assessment criteria for the exercise?</i></li> <li>10. <i>Is there a schedule to evaluate the key components of the business continuity programme?</i></li> </ol>	<input type="checkbox"/>	<input type="checkbox"/>		

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	* ITEM (EXERCISE & MAINTENANCE)	YES	NO	COMMENTS	CHECK
4.6.2	<p>b) There is a documented process to identify, monitor and correct the areas for improvement from the exercise and communicate in a timely manner any key inadequacy of the business continuity programme to senior management.</p> <p><i>Points to note:</i></p> <ol style="list-style-type: none"> <li>1. Is senior management aware of the results of the exercise?</li> <li>2. Is management aware of deficiencies in the exercise and the follow-up actions to be taken?</li> <li>3. Are changes updated and communicated to senior management?</li> </ol>	<input type="checkbox"/>	<input type="checkbox"/>		
4.6.2	<p>c) There is a documented process where changes to the business continuity programme are communicated to relevant parties.</p> <p><i>Points to note:</i></p> <ol style="list-style-type: none"> <li>1. Relevant parties include management, staff, suppliers and vendors.</li> </ol>	<input type="checkbox"/>	<input type="checkbox"/>		
4.6.2	<p>d) There is an audit schedule to evaluate the effectiveness of business continuity programme.</p> <p><i>Points to note:</i></p> <ol style="list-style-type: none"> <li>1. Audit can be internal audit or external audit (verification by third party)</li> </ol>	<input type="checkbox"/>	<input type="checkbox"/>		

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