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Schedule of the Training Course

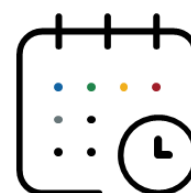Section **1** — Training course objectives and structure

Section **2** — Pandemics and their impacts

Section **3** — Preparing for a pandemic

Section **4** — Responding to a pandemic

Section **5** — Communicating during a pandemic

Section **6** — Closing of the training course

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References

References

1. Main standard references:

- ISO 22300:2018, Security and resilience — Vocabulary
- ISO 22301:2019, Security and resilience — Business continuity management systems — Requirements
- ISO 22313:2020, Security and resilience — Business continuity management systems — Guidance on the use of ISO 22301
- ISO 22316:2017, Security and resilience — Organizational resilience — Principles and attributes

2. Other standard references:

- ISO/IEC 17021-1:2015, Conformity assessment — Requirements for bodies providing audit and certification of management systems — Part 1: Requirements
- ISO/IEC 17024:2012, Conformity assessment — General requirements for bodies operating certification of persons
- ISO/IEC 17065:2012, Conformity assessment — Requirements for bodies certifying products, processes and services

List of Acronyms

List of Acronyms

BCM: Business Continuity Management

BCP: Business Continuity Plan

CDC: Center for Disease Control and Prevention

COVID-19: Coronavirus Disease 2019

GDP: Gross Domestic Product

ILO: International Labour Organization

ISO: International Organization for Standardization

PECB: Professional Evaluation and Certification Board

SARS: Severe Acute Respiratory Syndrome

VPN: Virtual Private Network

WHO: World Health Organization

Section 1

Training course objectives and structure

- Meet and greet
- General information
- Learning objectives
- About PECB

This section introduces the training course objectives and structure and provides information about PECB.

Activity

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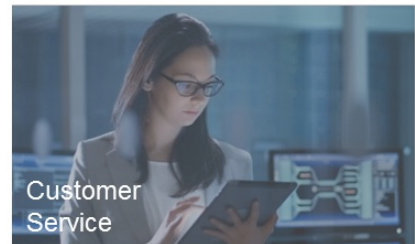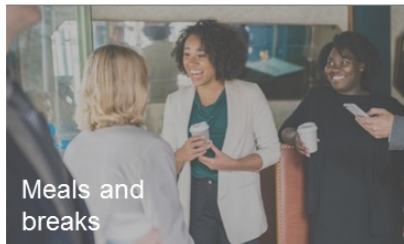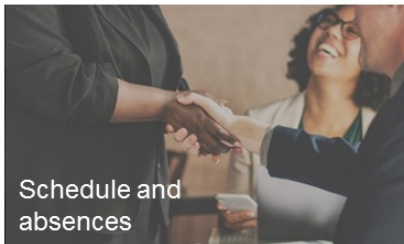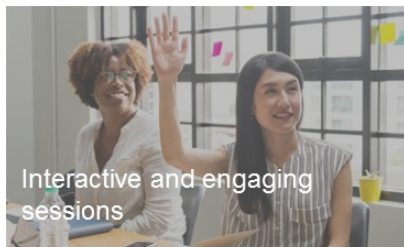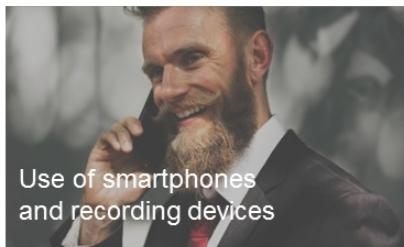To break the ice, participants introduce themselves, stating their:

- Name
- Current position
- Knowledge of and experience with pandemic preparedness and response and business continuity
- Training course expectations

Duration of the activity: 20 minutes

General Information

- Use of smartphones and recording devices
- Interactive and engaging sessions
- Use of computer and access to the internet
- Schedule and absences
- Meals and breaks
- Customer Service

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- All should be aware of the exit doors in the facility in case any emergency arises.
- All should agree on the training course schedule. All should arrive on time.
- All should set their smartphones on silent or vibrate mode (if you need to take a call, please do so outside the classroom).
- Recording devices are prohibited because they restrict free discussions.
- All sessions are designed to encourage participants to interact and take the most out of the training course.

Customer Service

To ensure customer satisfaction and continual improvement, the PECB Customer Service has established a support ticket system for handling complaints.

In case of inconvenience, we invite you to discuss the situation with the trainer first. If necessary, do not hesitate to contact the head of the training organization where you are registered. In all cases, we remain at your disposal to arbitrate any dispute that may arise between you and the training organization.

To send comments, questions, or complaints, please open a support ticket on the PECB website, at the PECB Help Center (www.pecb.com/help).

In case of dissatisfaction with the training (trainer, training room, equipment, etc.), the examination, or the certification processes, please open a ticket under **Make a complaint** category on the PECB Help Center (www.pecb.com/help).

If you have suggestions for improving PECB's training course materials, we are willing to read and evaluate your feedback. You can do so directly from our KATE application or you can open a ticket directed to the Training Development Department on the PECB Help Center (www.pecb.com/help).

Learning Objectives

Acquiring knowledge

1	Get acquainted with the main concepts of pandemic preparedness and response
2	Understand the basic elements of a business continuity plan and how to respond to pandemics

This training course is intended to help participants gain a basic understanding of the main concepts of pandemic preparedness and response and how to respond to pandemics. From an educational perspective, competence consists of the following three elements:

1. Knowledge
2. Skill
3. Behavior (attitude)

About PECB

- PECB is a certification body which provides education and certification for persons, management systems, and products on a wide range of international standards.

- PECB offers:

  ▷ Certification of management systems

  ▷ Certification of persons

  ▷ Certification of training courses (PTCP)

  ▷ Certification of applications (AppCert)

  ▷ Certification of teams (TeamCert)

  ▷ PECB University

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As a global provider of training, examination, audit, and certification services, PECB offers its expertise on multiple fields, including, but not limited to, information security, privacy and data protection, business continuity, quality and service management, risk management, health and safety, and sustainability.

PECB helps professionals and organizations show commitment and competence by providing them with valuable education, evaluation, and certification against internationally recognized standards. PECB's mission is to provide its clients with services that inspire trust, demonstrate competence, and benefit the society as a whole.

The key objectives of PECB are:

1. Establishing the minimum requirements necessary to certify professionals, organizations, and products
2. Reviewing and verifying the qualifications of candidates to ensure that they are eligible to apply for certification
3. Developing and maintaining reliable and valid PECB certificate application processes
4. Granting certificates to qualified candidates, organizations, and products, maintaining records, and publishing a directory of the candidates who hold valid PECB certificates
5. Establishing requirements for the periodic renewal of PECB certificates and ensuring compliance with those requirements
6. Ascertaining that certified individuals meet ethical standards and adhere to the PECB Code of Ethics
7. Promoting the benefits of certification for organizations, public officials, practitioners in related fields, and the public

Certification Bodies

- ISO/IEC 17024 contains requirements for bodies certifying persons.

- ISO/IEC 17021-1 specifies requirements for the competence, consistency, and impartiality of bodies providing audit and certification of management systems.

- ISO/IEC 17065 contains requirements for the competence, consistency, and impartiality of bodies certifying products, processes, and services.

- PECB is accredited by the International Accreditation Service (IAS) against ISO/IEC 17024, ISO/IEC 17021-1, and ISO/IEC 17065.

Source: www.iso.org

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ISO/IEC 17024, Introduction

This International Standard has been developed with the objective of achieving and promoting a globally accepted benchmark for organizations operating certification of persons. Certification for persons is one means of providing assurance that the certified person meets the requirements of the certification scheme.

In either case, this International Standard can serve as the basis for the recognition of the certification bodies for persons and the certification schemes under which persons are certified, in order to facilitate their acceptance at the national and international levels.

Important note:

Only a certification body accredited under ISO/IEC 17024 can ensure international recognition. Therefore, it is important to validate the status of a certification body with the associated accreditation authority, such as IAS, ANSI, or UKAS. For further information regarding the accreditation of PECB, please visit: www.pecb.com/en/affiliations.

ISO/IEC 17021-1, Introduction

Certification of a management system provides independent demonstration that the management system of the organization:

a. *conforms to specified requirements;*
b. *is capable of consistently achieving its stated policy and objectives;*
c. *is effectively implemented.*

Slide Notes Extension

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ISO/IEC 17065, Introduction

The overall aim of certifying products, processes or services is to give confidence to all interested parties that a product, process or service fulfils specified requirements.

Parties that have an interest in certification include, but are not limited to:

  a. *the clients of the certification bodies;*
  b. *the customers of the organizations whose products, processes or services are certified;*
  c. *governmental authorities;*
  d. *non-governmental organizations; and*
  e. *consumers and other members of the public.*

Questions?

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Section 2

Pandemics and their impacts

- Infectious diseases
- What is a pandemic?
- Definitions
- Modes of disease transmission
- The characteristics of pandemic pathogens
- Economic, social, and political impact of a pandemic
- What is preparedness?
- Business continuity
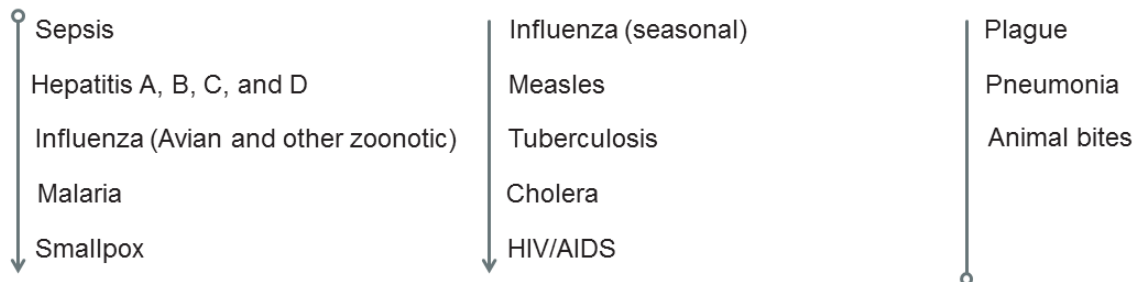- Business continuity principles

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This section provides information about infectious diseases, pandemics, terms and definitions related to pandemics, the impacts of a pandemic, and terms and definitions related to business continuity.

Infectious Diseases

Infectious diseases are diseases that can spread directly or indirectly from one individual to another. Typically, they are caused by pathogenic microorganisms, such as viruses, bacteria, fungi, or parasites. The diseases that can be transmitted from animals to humans are called zoonotic diseases.

Examples of infectious diseases include:

Sepsis	Influenza (seasonal)	Plague
Hepatitis A, B, C, and D	Measles	Pneumonia
Influenza (Avian and other zoonotic)	Tuberculosis	Animal bites
Malaria	Cholera	
Smallpox	HIV/AIDS	

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Infections caused by bacteria and viruses distinguish from one another. The most important difference is the use of antibiotics. There is a fundamental difference in the medication used to treat individuals infected with bacterial diseases, as opposed to those with viral diseases.

Being that bacteria are a type of biological cell, their biochemical pathways are sufficiently different from those of human cells, which allows humans to block these pathways with the use of specific medications. Hence, medical professionals can treat bacterial diseases effectively and rapidly with medications that are currently available on the market.

Unfortunately, the same strategy cannot be used against viral diseases. A virus is an agent that replicates only inside the living cells of an organism. Thus, the medication in question could be as toxic for human cells as it is for the virus.

What Is a Pandemic?

A pandemic is described as an infection that spreads globally and has a high morbidity and mortality rate. The word *pandemic* derives from the Greek word *pandemos,* where *pan* means "across," and *demos* means "people" or "population."

According to the World Health Organization (WHO), a pandemic is declared when a new disease, for which people do not have immunity, spreads around the world beyond expectations.

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While these infections occur globally, they cannot be dealt with exclusively by individual countries. The responsibility for declaring whether or not an infectious disease is a pandemic lies with the professionals working at the WHO based in Geneva, Switzerland. The main aim of declaring a pandemic is to raise awareness and emphasize the importance of countries throughout the world working cooperatively and openly to control the situation.

Terms and Definitions

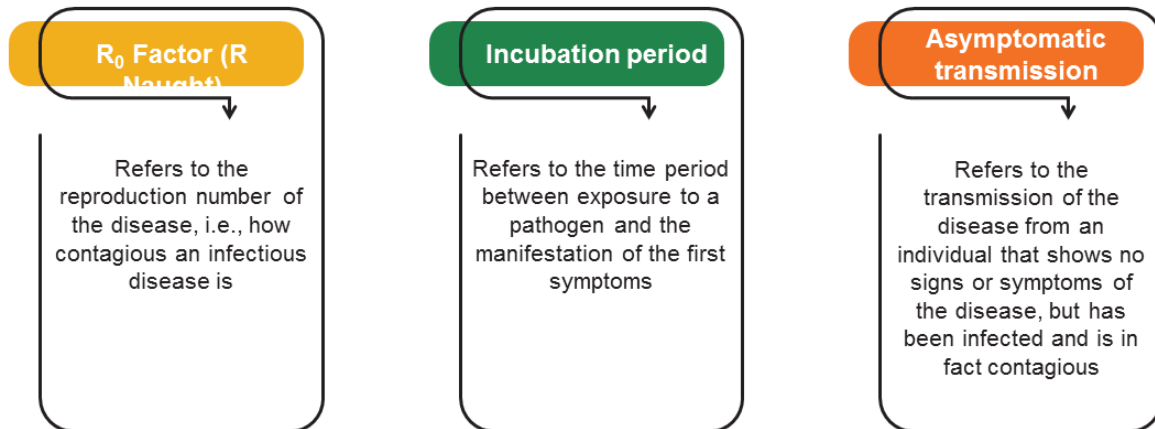| Index case and patient zero	Pathogen	Reservoir	Spillover or pathogen spillover	Vector
refer to the first person infected with a pathogen.	refers to the bacteria, viruses, or other microorganisms that cause the disease.	refers to the environment, plant, or animal in which a disease can manage to survive for an extended period.	refers to the action of transmitting the disease from one species to another.	refers to an organism that does not cause the disease but passes pathogens from one host to another, causing an infection.

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This slide and the next provide information on some commonly known terms and their meaning.

Terms and Definitions

R_0 Factor (R Naught)	Incubation period	Asymptomatic transmission
Refers to the reproduction number of the disease, i.e., how contagious an infectious disease is	Refers to the time period between exposure to a pathogen and the manifestation of the first symptoms	Refers to the transmission of the disease from an individual that shows no signs or symptoms of the disease, but has been infected and is in fact contagious

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R_0 reveals the average number of individuals who will become infected from one contagious individual. The higher the R_0 number, the more infectious the disease is. Typically, if the number is higher than 1, the disease will spread.

Seasonal Flu versus Pandemic Flu

Seasonal flu

Outbreaks follow predictable seasonal patterns.

The population has immunity because of previous exposure.

Sensitive groups are usually at increased risk for serious complications.

The health system can meet the needs of the public and antiviral medications are usually available.

A vaccine already exists.

Symptoms are more common, such as cough and runny nose, and deaths are often caused by complications.

Seasonal flu has a modest impact on society, such as encouragement of people who are sick to stay home.

The impact on domestic and world economy is manageable.

Pandemic flu

Pandemic flu occurs rarely.

The population has little to no preexisting immunity.

The entire population may be at increased risk for serious complications.

The health system is most likely overwhelmed and effective antiviral medications are unavailable or limited.

A vaccine does not exist yet.

Severe symptoms and complications appear more frequently.

Pandemic flu has major impacts on society, such as closings of schools and businesses, restrictions on travel, cancellation of events.

The impact on domestic and world economy is severe.

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Sources:

Wallace, Michael, and Lawrence Webber. *The Disaster Recovery Handbook: A Step-by-Step Plan to Ensure Business Continuity and Protect Vital Operations, Facilities, and Assets.* New York: AMACOM, 2018.

Pandemic Influenza. *Centers for Disease Control and Prevention*. Last modified May 7, 2019. Accessed March 23, 2020. www.cdc.gov/flu/pandemic-resources/index.htm

Methods of Disease Transmission

There are different classifications for methods of disease transmission, including:

Direct	Indirect	Vector
Person-to-person	Fecal-oral	Fomites
Droplets	Airborne	Insect bite
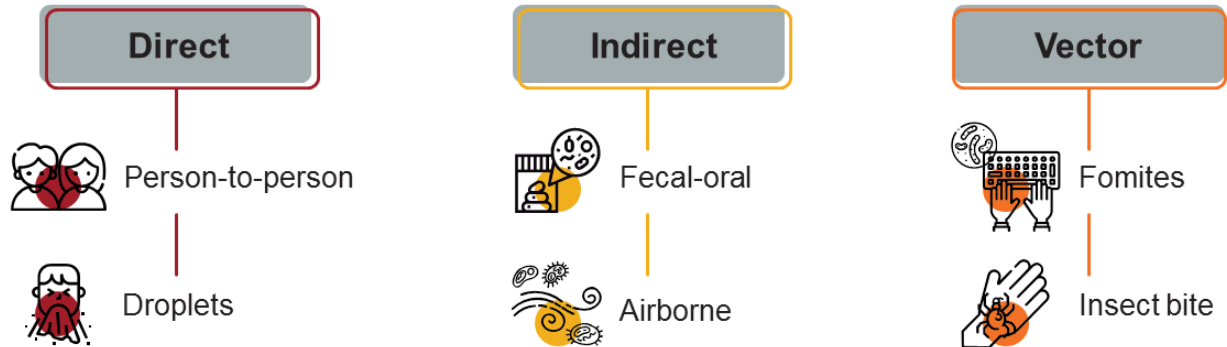
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There are many different ways that diseases spread in a population. Some diseases require direct contact with an infected person, some may be spread through contact with an object that contains pathogens, and some diseases can have more than one way of spreading.

When a disease is passed from one infected person or animal to another, it is called direct transmission. The disease can be transmitted in two ways:

1. Person-to-person, where an infected person through touch or the exchange of body fluids with another person spreads the disease. For example, kissing can be one way of person-to-person transmission. A pregnant mother can also pass a disease on to her unborn child.
2. Droplets, where an infected person spreads infectious droplets by sneezing or coughing that land on nearby people.

Diseases can be spread even without direct contact, typically in two ways:

1. Fecal-oral transmission, where microscopic amounts of pathogens are transmitted from an infected person's feces to another person by mouth. An example includes food workers who do not adequately wash their hands after using the restroom and proceed with food preparations.
2. Airborne transmission, where infectious agents enter the air and remain there for some time when an infected person sneezes, coughs, or laughs. When an individual comes into contact with the agent, the individual becomes ill.
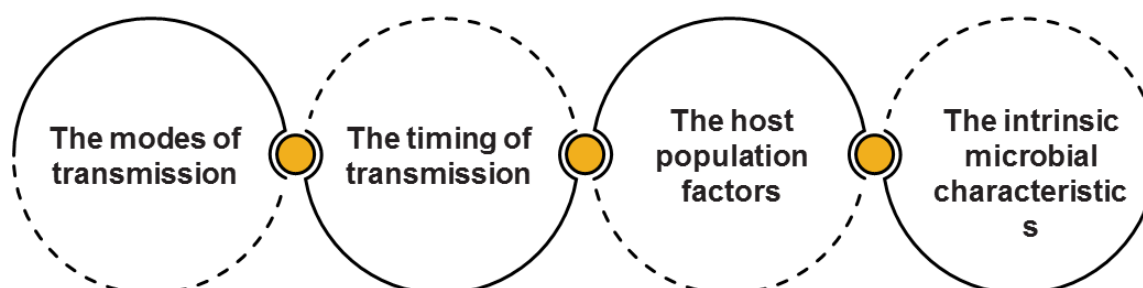
When an organism carries a disease from person to person or from animal to a person, it is called a vector transmission. It can have two main forms:

1. Fomite transmission means that an infectious disease is passed through an inanimate object (a fomite) to a healthy person. An example is the use of shared computer keyboards that act as a vehicle to transfer the disease from an infected person to a healthy person.
2. Insect bites means that the disease is spread when an insect bites a person. An example is malaria, which is spread when a mosquito feeds on an infected person and then transfers that infection to a healthy person.

Source: Methods of Disease Transmission. *National Geographic*. 2019. Accessed March 23, 2020.

https://www.nationalgeographic.org/media/methods-disease-transmission/

The Characteristics of Pandemic Pathogens

Pathogens that cause a pandemic usually possess a few attributes that, in combination, cause a sudden, widespread disaster beyond the collective capability of national and international bodies to control. These traits include:

The modes of transmission — The timing of transmission — The host population factors — The intrinsic microbial characteristics

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The modes of transmission

Each mode of transmission has the capacity to cause large outbreaks, if left unchecked. However, some transmission modes are harder to intervene than others. Diseases that spread through the respiratory route most likely lead to a pandemic. The simple act of breathing can spread a pathogen, and interventions to prevent the spread of the disease are more difficult to implement. Examples include the prolific spread of influenza, measles, coronavirus, etc.

Another mode of transmission that requires close attention is vector transmission (e.g., mosquitos bites). The pandemic potential is high since most of sub-Saharan Africa is exposed to Anopheles mosquitoes which transmit malaria, whereas half the world's population is exposed to Aedes mosquitoes that serve as vectors for high viremia flaviviruses and alphaviruses.

The timing of transmission

The pathological onset and duration of the period when a person is contagious during an infection plays a major role in the global spread of disease. Diseases that are contagious prior to symptom development, during the incubation period, or when only mild symptoms are present have greater opportunities to spread and cause a pandemic. The reason for this is that infected individuals are able to conduct their daily activities and carry the disease to healthy individuals.

The presence or absence of this timing of transmission factor can be pivotal in whether an outbreak can or cannot be controlled. A pandemic spread is most likely to occur when a microbe is contagious before an individual is seriously ill while the disease is still incubating. Microbes that are contagious prior to symptom development and have a wide range of clinical severity are able to cause a pandemic by infecting millions of people worldwide and go beyond the collective capability of national and international bodies to control.

Slide Note Extension

The host population factors and intrinsic microbial characteristics

There is a close connection between host characteristics and microbial pathogenicity, i.e., the immune system of a host and the microbe.

A microbe has to affect a large amount of world population in forms that have no known cure to create a pandemic disease. This happens through immunological camouflage, virulence factors, or other features that allow the infection, especially if it comes from animals.

Overall, any microbial organism could cause a pandemic. Nonetheless, the viral groups whose genomic composition is RNA (ribonucleic acid) are most likely to cause a pandemic.

Source: Johns Hopkins Bloomberg School of Public Health, *The Characteristics of Pandemic Pathogens*, Johns Hopkins University, 2018

Economic, Social, and Political Impact of a Pandemic

Economic

According to the World Bank, a severe pandemic can result in millions of deaths, and even the most conservative estimates suggest that pandemics destroy up to 1% of global gross domestic product (GDP).

Social impact

- Extensive public panic
- Population migration
- Increased stigmatization and increased blame of minority populations for the disease

Political impact

- Amplified existing political tensions and unrest

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The economic impact of a pandemic can range from short-term fiscal shocks to long-term damage in economic growth. The efforts to contain or limit outbreaks involve substantial staffing expenditures. As an outbreak grows, there is an increase demand for consumables and new facilities, which increases the health system expenditures.

The economy faces direct fiscal impacts which may be small but that indirectly damage economic growth. Reductions in labor force due to morbidity and mortality cause direct negative economic growth shock. As a result, indirect fear-induced behavioral changes among the working class can cause a decrease in participation and constrict trade both locally and regionally.

A severe pandemic causes disruption to all sectors of the economy, which leads to shortages of commodities, rapid price increases, and economic stresses for governments, organizations, and households.

A pandemic can have direct and consequential social impacts, which includes extensive public panic and a rapid population migration. The migrants are usually faced with elevated health risks arising from poor sanitation, poor nutrition, and other stressors, and also help to further spread the disease.

Another aspect that needs to be considered is the stigmatization and blame of already vulnerable social groups, such as ethnic minority populations, for the spread of disease.

Slide Notes Extension

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In fragile countries where political tensions already exist, pandemics tend to amplify the tensions and spark unrest, often leading to weaker institutions. In these countries, any necessary effort taken to mitigate disease transmission, such as the obligation for quarantines and curfews by security forces is usually viewed with suspicion by the opposition political leaders and some segments of the public, which can lead to riots and violent clashes. Political tensions can also lead to threats of health care workers as well as attacks on public health personnel and facilities.

Source: Jamison D.T., Hellen Gelband, Susan Horton, et al. (ed.). *Disease Control Priorities: Improving Health and Reducing Poverty* (third edition). Washington, DC. The International Bank for Reconstruction and Development / The World Bank, 2017. Accessed March 23, 2020.
https://www.ncbi.nlm.nih.gov/books/NBK525302/

Notable Epidemics and Pandemics

Year	Event	Geographic extent	Estimated direct morbidity or mortality	Estimated economic, social, or political impact
2003	SARS pandemic	4 continents, 37 countries	8,098 possible cases, 744 deaths	GDP loss of US$4 billion in Hong Kong SAR, China; US$3 billion–US$6 billion in Canada; and US$5 billion in Singapore (Keogh-Brown and Smith 2008)
2009	Swine flu influenza pandemic	Global	151,700–575,500 deaths (0.2–0.8 per 10,000 persons)	GDP loss of US$1 billion in the Republic of Korea (Kim, Yoon, and Oh 2013)
2012	MERS epidemic	22 countries	1,879 symptomatic cases, 659 deaths	US$2 billion loss in the Republic of Korea, triggering US$14 billion in government stimulus spending (Jun 2015; Park and Kim 2015)
2014	West Africa Ebola virus disease epidemic	10 countries	28,646 cases, 11,323 deaths	US$2 billion loss in Guinea, Liberia, and Sierra Leone (World Bank 2014)
2015	Zika virus pandemic	76 countries	2,656 reported cases of microcephaly or central nervous system malformation	US$7 billion–US$18 billion loss in Latin America and the Caribbean (UNDP 2017)

Source: Jamison D.T., Hellen Gelband, Susan Horton, et al. (ed.). *Disease Control Priorities: Improving Health and Reducing Poverty* (third edition). Washington, DC. The International Bank for Reconstruction and Development / The World Bank, 2017. Accessed March 23, 2020.
https://www.ncbi.nlm.nih.gov/books/NBK525302/

What Is Preparedness?

The United Nations and WHO define preparedness as "The ability (knowledge, capacities, and organizational systems) of governments, professional response organizations, communities and individuals to anticipate, detect and respond effectively to, and recover from, the impact of likely, imminent or current health emergencies, hazards, events or conditions. It means putting in place mechanisms that will allow national authorities, multilateral organizations and relief organizations to be aware of risks and deploy staff and resources quickly once a crisis strikes."

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Source: Global Preparedness Monitoring Board. *A World at Risk: Annual report on global preparedness for health emergencies*. Geneva: WHO, 2019. Accessed March 23, 2020.
https://apps.who.int/gpmb/assets/annual_report/GPMB_annualreport_2019.pdf

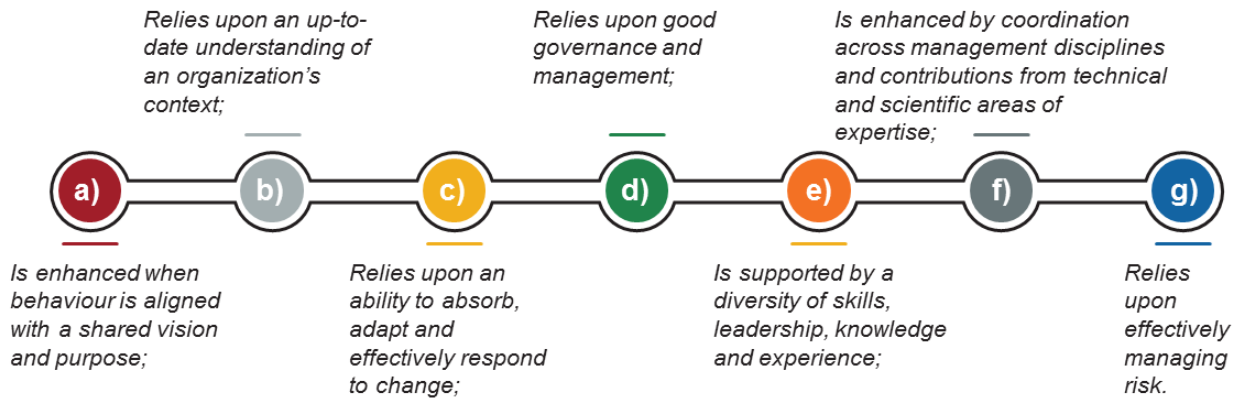# Organizational Resilience

ISO 22316, clause 3.4

- ***Organizational resilience***
  Ability of an organization to absorb and adapt in a changing environment

- It is important for organizations to be able to adapt to a business environment during a pandemic considering that pandemics can last for relatively long periods of time.

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Organizational Resilience

ISO 22316, clause 4.1

An organization's resilience:

Relies upon an up-to-date understanding of an organization's context;

Relies upon good governance and management;

Is enhanced by coordination across management disciplines and contributions from technical and scientific areas of expertise;

a) b) c) d) e) f) g)

Is enhanced when behaviour is aligned with a shared vision and purpose;

Relies upon an ability to absorb, adapt and effectively respond to change;

Is supported by a diversity of skills, leadership, knowledge and experience;

Relies upon effectively managing risk.

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Business Continuity

Business continuity
Capability of an organization to continue the delivery of products and services within acceptable time frames at predefined capacity during a disruption

- Business continuity management (BCM) allows organizations to restore their operations following a disruption, which can range from a simple power outage to a major natural disaster, such as a hurricane.

- BCM involves a set of processes for an organization to prepare for, respond to, and recover from adverse circumstances.

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ISO 22313, clause 0.6 Business continuity

Business continuity is the capability of the organization to continue delivery of products or services at acceptable predefined capacities following a disruption. Business continuity management is the process of implementing and maintaining business continuity in order to prevent loss and prepare for, mitigate and manage disruptions.

Business continuity can be effective in dealing with both sudden disruptions (e.g. explosions) and gradual ones (e.g. pandemics).

Activities can be disrupted by a wide variety of incidents, many of which are difficult to predict or analyse. By focusing on the impact of disruption rather than the cause, business continuity enables an organization to identify activities that are essential to it being able to meet its obligations. Through business continuity, an organization can recognize what is to be done to protect its resources (e.g. people, premises, technology, information), supply chain, interested parties and reputation before a disruption occurs. With that recognition, the organization can put in place a response structure, so that it can be confident of managing the impacts of a disruption.

Disruption

ISO 22301, clause 3.10

Incident, whether anticipated or unanticipated, that causes an unplanned, negative deviation from the expected delivery of products and services according to an organization's objectives

The cost of disruptions is reflected in the organization's:

- Cash flow
- Revenue
- Costs
- Ability to raise capital

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Business disruptions may have unrecoverable and unmanageable impacts on organizations. Nowadays, organizations of all sizes and types must engage in a comprehensive and systematic process of prevention, protection, preparedness, readiness, mitigation, response, continuity, and recovery. It is no longer enough to draft a response plan that anticipates and minimizes the consequences of naturally, accidentally, or intentionally caused disruptions. Rather, organizations must also take adaptive and proactive measures to minimize the likelihood of any disruption.

Business Continuity Principles

The principles of effective business continuity management include:

Top management responsibility

Readiness for major operational disruptions

Communication

Testing
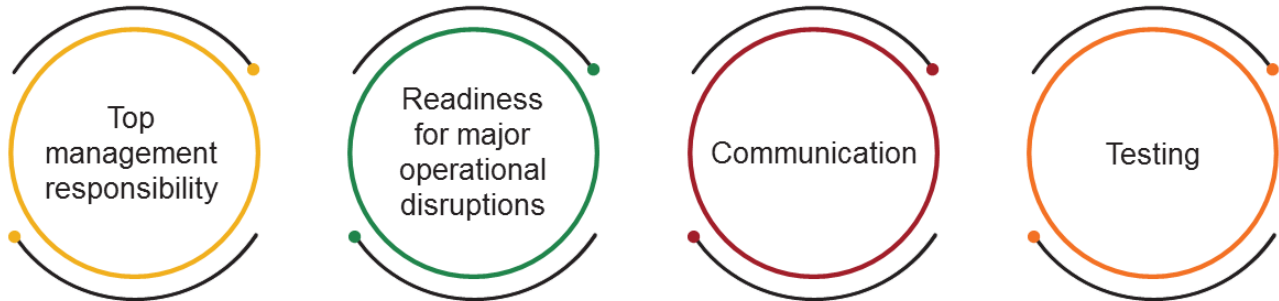
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Source: Basel Committee on Banking Supervision. *High-level principles for business continuity.* Basel: Bank for International Settlements. August, 2006.

Section summary:

- Infectious diseases are diseases that spread directly or indirectly from one individual to another.
- A pandemic is an infection that spreads globally and has a high morbidity and mortality rate. The responsibility for declaring a pandemic lies at the professionals working for the World Health Organization (WHO).
- There are different forms of disease transmission, some of the most common being direct transmission, indirect transmission, and vector transmission.
- Diseases that are most likely to cause a pandemic include those that spread through the respiratory route or over mosquito bites, those that are contagious prior to symptom development, over the incubation period, or during mild symptoms, and those that include viral groups whose genomic composition is RNA.
- A pandemic can have severe impact, not only on the economy of a country, but also on the social and political sphere.
- Considering that a pandemic is expected to last for a longer period of time, the ability of an organization to absorb and adapt in a pandemic environment can be an important factor which will determine its survival.
- Business continuity management allows organization restore their operations after a disruption.

Section 3

Preparing for a pandemic

- The role of private organizations in a pandemic
- Having a strategy to respond to pandemics
- The importance of business continuity in pandemics
- Adapting the policies for pandemic response
- Business continuity plans
- Testing the pandemic plan

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This section provides information that will help participants gain knowledge on business continuity planning, how to respond to a pandemic situation as a business, and what measures must be taken in order to minimize the impact on business operations.

The Role of Private Organizations in a Pandemic

During a pandemic, governments and public health institutions will serve as the first line of defense. However, during this time, their resources can be overstretched, which could diminish their ability to manage the situation.

Private organizations can play an important role by supporting governments and public health institutions. Actions that can be taken include, but are not limited to, equipping employees with protective equipment, raising awareness and advocating protective measures, providing resources (either in the form of supplies, funds, or expertise), helping the surrounding communities, and preventing the spread of misinformation.

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What can organizations do in such crisis?

Whether public or private, organizations have to continue to produce their products and provide their services while keeping in mind the health and safety of their employees.

Numerous organizations have been impacted by the COVID-19 outbreak, either because they operate in China or because they directly or indirectly work with Chinese organizations (clients or suppliers). A majority of these organizations have already activated their business continuity plan (BCP) or similar ones. Moreover, such organizations should also take into account the potential psychological and psychosocial effect that such outbreaks could cause.

Therefore, concrete steps should be taken to minimize negative impacts. These would include:

1. The prevention of discrimination against Chinese workers, as potential fears could arise around possible infectious cases (due to presumptions of geographical proximity).
2. Teleworking should be encouraged and established.
3. Medical screening, surveillance, care, and psychological support should be provided by organizations. It is their responsibility to provide optimal prevention means at the workplace, which would protect the health and safety of their workers.
4. Follow-up of workers can also be done regularly through telemedicine by the designated health service, which would also further reduce in-person contact.
5. Training and information sessions about the responsibility of each employee in preventing the spread of the disease should be provided by health practitioners. These could include topics such as basic hygiene practices, mask usage, etc.
6. Upon returning to work, specific support should be provided. This should include an assessment of eligibility for employment injury benefit. These recommendations ought to be included in the occupational health and safety risk assessment framework.

Source: Fadel, Marc, Jérôme Salomon, and Alexis Descatha. *Coronavirus Outbreak: The Role of Companies in Preparedness and Responses.* Lancet Public Health 2020. February 28, 2020
https://www.thelancet.com/action/showPdf?pii=S2468-2667%2820%2930051-7

Having a Strategy to Respond to Pandemics

Example — an organization's pandemic strategy

- The ABC organization's pandemic emergency plan is designed with the intention to prevent the potential spread of disease within the organization. This plan is initiated in cases when the public health authorities declare a pandemic emergency. The plan includes a suspension on the limitations regarding sick leave days with the intention of making employee health a priority. Moreover, employees are encouraged to stay home and support sick family members.

- The plan requires that all areas where employees are in the close vicinity with customers or vendors are thoroughly sanitized on a daily basis. Additionally, every employee ought to be provided personal sanitation gloves and face masks.

- Moreover, all employees returning from a business trip to an infected area will have to telework from home via a VPN for seven days, before they are allowed to enter the office.

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The Importance of Pandemic Planning

In order to reduce the impact of a pandemic on business operations, workers, customers, and the general public, it is crucial that organizations develop their business continuity planning for a pandemic as soon as possible.

Organizations that lack business continuity planning could face numerous difficulties. In such cases, employers would attempt to address pandemic challenges with insufficient or inadequate resources, whereas employees would be left without proper training, thus being unable to carry out their work.

Appropriate and timely planning, however, would allow employers to better protect their employees and, at the same time, prepare organizations for the potential changing patterns of business disruptions that could occur in the supply chain.

PECB

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An organization's most important and valuable asset is its workers. They are well informed about their jobs and specifics, and often are more aware about the business than the employers themselves. Thus, it is crucial that they are involved in the planning phase of the business continuity plan. Including them from early on in the planning process will ensure that they are engaged and motivated, which can lead to a more effective emergency plan for the organization. Engaging workers will ensure that they understand the planning process and are able to help the organization in implementing it.

Source: Missouri Department Of Health And Senior Services. *Pandemic Influenza Business Planning Toolkit*. Accessed March 23, 2020.

https://health.mo.gov/emergencies/panflu/pdf/panflubusinesstoolkit.pdf

The Importance of Business Continuity in Pandemics

ISO 22313, Figure 3

Illustration of business continuity being effective for gradual disruption (e.g. approaching pandemic)
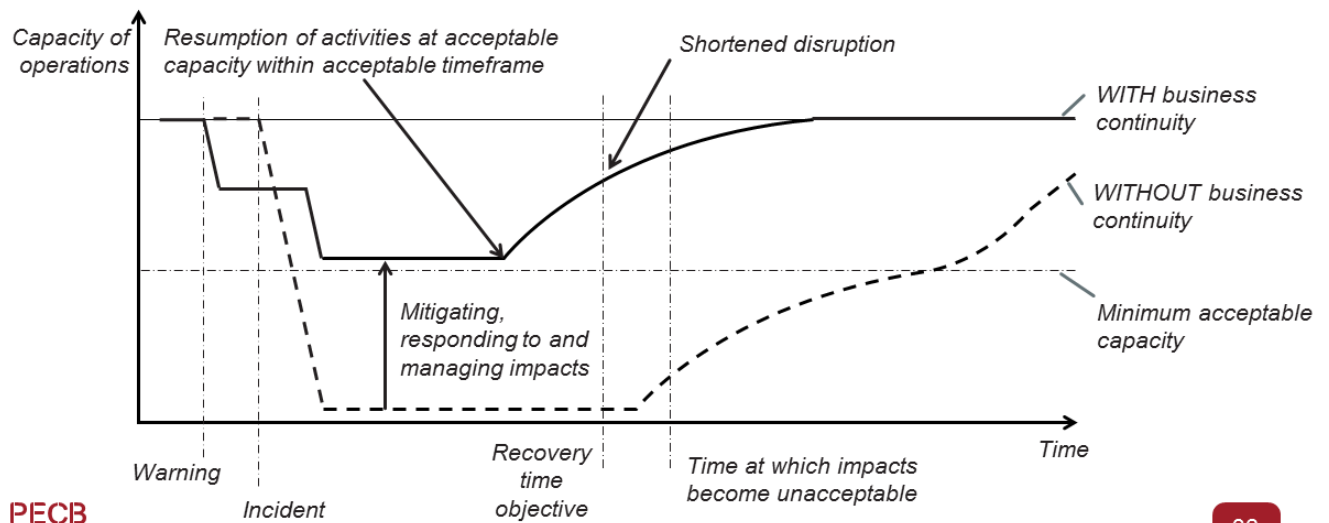
Pandemic Emergency Manager

Pandemics are considered to be a special type of emergency, mostly because of their rather wide-ranging and long-standing nature. Therefore, it is the pandemic emergency manager's duty to educate employees on the potential problems that could arise as a result of the outbreak. Furthermore, they ought to coordinate the authoring of plans which minimize contact between employees, vendors, and customers.

It is also the pandemic emergency manager's responsibility to apply their medical knowledge in order to lead the organization through an extended medical emergency. Moreover, organizational policies need to be adopted and extensive sanitation measures applied.

Another important thing to keep in mind when planning for a pandemic is to identify one or more employees who will serve as "influenza managers" and be responsible for workplace health and safety. Some of their tasks could be to:

- Establish and update employee policies or procedures related to an influenza pandemic
- Establish a system which helps monitor employees that are sick or suspected to be sick in the event of a pandemic. (This would also require that employees who are unexpectedly absent from work are contacted.)
- Ensure that their doctor or family has been notified and that someone is able to take care of them.
- Set up a process which would facilitate the return of workers at their workplace once they are healthy or their quarantine time has come to an end
- Make sure the work spaces are equipped with appropriate supplies of tissues,, hand hygiene, and cleaning products beforehand (these may become difficult to purchase once a pandemic has broken out)

Sources:

- Wallace, Michael, and Lawrence Webber. The Disaster Recovery Handbook: A Step-by-Step Plan to Ensure Business Continuity and Protect Vital Operations, Facilities, and Assets. New York: AMACOM, 2018.
- Missouri Department Of Health And Senior Services. Pandemic Influenza Business Planning Toolkit. Accessed March 23, 2020.
- https://health.mo.gov/emergencies/panflu/pdf/panflubusinesstoolkit.pdf

Workplace Coordination

During the SARS pandemic in 2004, the International Labour Office (ILO) published guidelines for workplace coordination that suggested the creation of occupational health and safety committees in order to coordinate the preventive efforts with regard to the pandemic.

The coordination efforts should include issues related to:
- Applying national laws, policies, and guidelines
- Revising relevant health and safety provisions within the workplace
- Creating a catalogue of workplace areas which lack the necessary provisions against the pandemic
- Outlining action plans to amend these deficiencies
- Ensuring proper communication with all employees regarding the policies, guidelines, and actions plans
- Establishing a system which continually assesses and monitors the effectiveness of the measures against the pandemic
- Establishing an accessible procedure for employees to express their ideas, questions, or concerns related to the pandemic to their employer or persons in charge

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The abovementioned guidelines offer advice to employers to consult ILO standards and other related occupational health and safety national standard and guidelines. Moreover, this should be done in consultation with employees or their representatives within organizations. In general, the nature of these guidelines is quite broad and allows their applicability to any pandemic situation.

Source: International Labour Office. *SARS: Practical and Administrative Responses to an Infectious Disease in the Workplace*. Geneva: International Labour Office. 2004.

Adapting Policies for Pandemic Response

Establish or update employee policies on:

- Flexible work schedule
- Telecommuting
- Overseas travel (e.g., avoid noncritical travel to affected areas)
- Absenteeism and extended medical leave (e.g., employee compensation)
- Recall of employees based on affected areas
- Voluntary quarantine or isolation
- Public health recommendations

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According to the Missouri Department of Health and Senior Services, the abovementioned steps should be taken in order to adapt the employee policies in case of a pandemic response. It is important to also verify that the organization's human resource policies align with national labor laws
(if applicable, international laws and regulations, as well).

Sources:

- Wallace, Michael, and Lawrence Webber. The Disaster Recovery Handbook: A Step-by-Step Plan to Ensure Business Continuity and Protect Vital Operations, Facilities, and Assets. New York: AMACOM, 2018.
- Missouri Department Of Health And Senior Services. Pandemic Influenza Business Planning Toolkit. Accessed March 23, 2020.

https://health.mo.gov/emergencies/panflu/pdf/panflubusinesstoolkit.pdf

Identifying Key Organization Functions

Determine the people and resources needed for the organization to function

- What jobs are needed to carry out the daily activities?
- Who are the organization's key partners, suppliers, and (sub)contractors?
- What key materials does the organization need to function?

Consider how the organization will need to adjust when resources are constrained

- How can the organization fill positions if employees are absent?
- How can the organization accomplish critical tasks if its key partners are unavailable?
- How can the organization adapt if its supply chain is interrupted?

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The questions provided on the slide are meant to be considered when identifying key organization functions in case of a pandemic. They were initially published by the CDC (Center for Disease Control and Prevention) in the US in order to assist organizations in preparing for the COVID-19 outbreak and later adapted by Seattle & King County Public Health.

Source: Public Health — Seattle & King County. *Planning For A Coronavirus Pandemic: A guide for businesses and organizations*. 2020. Accessed March 23, 2020. https://www.kingcounty.gov/depts/health/communicable-diseases/disease-control/~/media/depts/health/communicable-diseases/documents/planning-for-coronavirus-pandemic-printable.ashx

Essential Services/Functions Response Priority List

Example

Priority	Service/function	Current number of employees	Number of minimum employees required for this service	Surge increase potential (Yes/No)	Work performed at home (Yes/No)

The table on the slide is an example of a list for essential service functions of an organization which could be utilized in case of a pandemic outbreak.

Source: Missouri Department Of Health And Senior Services. *Pandemic Influenza Business Planning Toolkit*. Accessed March 23, 2020.

https://health.mo.gov/emergencies/panflu/pdf/panflubusinesstoolkit.pdf

Business Recovery Team and Other Essential Employees
Example

Name and surname	Position	Contact (phone number, email)	Service supported	Alternate contact	Contact (phone number, email)

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The table on the slide is an example of a list for the business recovery team and other essential employees.

Sustaining essential employees

Steps that could be taken in this regard:

- Evaluate and propose a pandemic response policy and accompanying steps which would protect and sustain all employees, their family members, customers, clients, and the public and establish a more specific plan which would cover the essential employees
- Monitor and encourage employee annual influenza vaccination
- Educate and train new employees
- Establish policies which would restrict travel to or work from affected domestic or international areas
- Ensure that these policies and procedures are tested and train managers and workers about them
- Identify key workers who are dual-income working parents, those who are single, and those that are heads of households
- Identify the number of workers with school-age children or other dependents at home
- Review and identify the number of employees and their families who rely solely on public transportation
- Consider whether or not there is an availability of social and community services support
- Establish a plan for potential grief counseling and psychological care
- Establish a plan which identifies medical support actions to be taken with regard to protecting employees and their families (this should include steps on collaborating with insurers, health plans, and health care facilities)

Source: Missouri Department Of Health And Senior Services. *Pandemic Influenza Business Planning Toolkit*. Accessed March 23, 2020.
https://health.mo.gov/emergencies/panflu/pdf/panflubusinesstoolkit.pdf

Planning for the Relocation of Staff

In cases when an organization plans for its employees to work from home during a pandemic, the following aspects should be considered and addressed as appropriate:

| Transportation of equipment | Accommodation | Personal and family commitments | Working from home challenges |

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Business Continuity Plans

ISO 22301, clause 3.4

Business continuity plan

Documented information that guides an organization to respond to a disruption and resume, recover and restore the delivery of products and services consistent with its business continuity objectives

Based on this definition, the business continuity plan:

Should be kept as a written document	Provide the necessary information and guidance to help an organization respond to and recover from a disruption

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- The plan must address the business disruption, interruption, or loss from the initial response to the point at which normal business operations are resumed.
- The plan must provide procedures and processes for both the business continuity and resource recovery teams.
- In particular, the plan must define the roles, responsibility, and authority of certain individuals.
- The plan must also detail the interfaces and principles for dealing with a number of key issues, like internal or external communications, key suppliers, external bodies, emergency services, and the media.
- The components and content of business continuity plans will vary from one organization to the other and will have a different level of detail, based on criticality, importance, and technical complexity.

What Do Business Continuity Plans Contain?

ISO 22301, clause 8.4.4.2

Collectively, the business continuity plans shall contain:

a) *details of the actions that the teams will take in order to:*

    1) *continue or recover prioritized activities within predetermined time frames;*

    2) *monitor the impact of the disruption and the organization's response to it;*

b) *reference to the pre-defined threshold(s) and process for activating the response;*

c) *procedures to enable the delivery of products and services at agreed capacity;*

d) *details to manage the immediate consequences of a disruption giving due regard to:*

    1) *the welfare of individuals;*

    2) *the prevention of further loss or unavailability of prioritized activities;*

    3) *the impact on the environment.*

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Business Continuity Plans

ISO 22301, clause 8.4.4.3

Each plan shall include:

a) the purpose, scope and objectives;

b) the roles and responsibilities of the team that will implement the plan;

c) actions to implement the solutions;

d) supporting information needed to activate (including activation criteria), operate, coordinate and communicate the team's actions;

e) internal and external interdependencies;

f) the resource requirements;

g) the reporting requirements;

h) a process for standing down.

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Define the Format and Structure of the Business Continuity Plan

Recommendations

- The structure of the BCP should be customized to meet the specific needs of the organization.

- Even though it is not mandatory to use one particular BCP structure, it is recommended that a standard BCP format be adopted to enable consistent application across the organization.

- Experience and good practice shows that a BCP should be modular in design, with different consecutively numbered sections.

- The different sections of the BCP provide an opportunity to form separate documents (modules, sections, or "sub-plans") that can be given to individuals or teams on a need-to-know basis.

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Draft the Business Continuity Plan

Content to be included in a BCP as required by ISO 22301

1. Purpose and scope

2. Objectives

3. Activation criteria and procedure

4. Implementation procedure

5. Roles and responsibilities

6. Communication procedure

7. Internal and external interdependencies and interactions

8. Resource requirements

9. Information flow and documentation processes

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Considering that the business continuity plan may contain sensitive operational information, its distribution should be carefully controlled. Copies of the plan are usually provided to the recovery personnel for storage. A copy of the plan should also be stored at an alternate site: this ensures its availability and good condition in situations where the copies of the plan cannot be accessed because of a disaster.

Business Continuity Plan Content

Example

Section	Description
1. Plan overview	Introduction, purpose of the plan, scope, objectives, assumptions, plan ownership, event log, and decision log
2. Accountability, responsibilities, and authority	Site business continuity manager, business unit manager
3. Notification, invocation, and escalation	Notification process or flowchart, invocation process or flowchart, escalation process or flowchart, call out lists (call trees, including a reverse cascade) process or flowchart
4. BCM team	BCM team membership, location and contact details of BCM command centers, map of BCM command center locations, command center locations
5. Contacts	Internal personnel, external contacts including subject experts
6. Task checklist and memorandums	Mandatory tasks, discretionary tasks, task completion tracking process

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ISO 22300, clause 3.130 Invocation

Act of declaring that an organization's business continuity arrangements need to be put into effect in order to continue delivery of key products or services

Business Continuity Plan Content (Cont'd)

Section	Description
7. Supporting information	Staff injuries and fatalities, staff welfare and counseling, media and public relations, health and safety, emergency services liaison, finance, legal advice, suppliers, insurance, involvement of specialist services, communications
8. Critical business activities	Schedule of critical business activities or support activities, recovery action plan, BCM resource recovery profile, BCM recovery profile
9. Recovery site location (intra-organization or outsourced supplier)	Invocation process or flowchart, recovery site (work area) floor plan layout, recovery site location map, relocation of staff (including transport and accommodation), security, mail
10. Recovery resource profile	Standard workstations, i.e., desk, chair, telephone and PC, computer equipment, software applications, technology connectivity, telecommunications, backed-up data, vital documents, specialist equipment, office supplies, recovery site requirements (e.g., disabled person access)
11. Templates	Meeting agenda, internal briefing, decision and action log, task list status report, telephone message, action or task worksheet
Appendices	Contracts and service-level agreements

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A well-prepared business continuity plan provides answers to the following questions:

- Who should perform the recovery?
- What actions should be taken?
- When should the recovery start?
- Where will the recovery take place?
- How should the recovery be done?
- What parties should be involved?

Why Evaluate the Business Continuity Plan?

Business continuity plans need to be evaluated at predefined intervals in order to:

Provide the adequacy, completeness, and accuracy of the current recovery plans

Ensure that all aspects of the business are covered

Improve business recovery procedures

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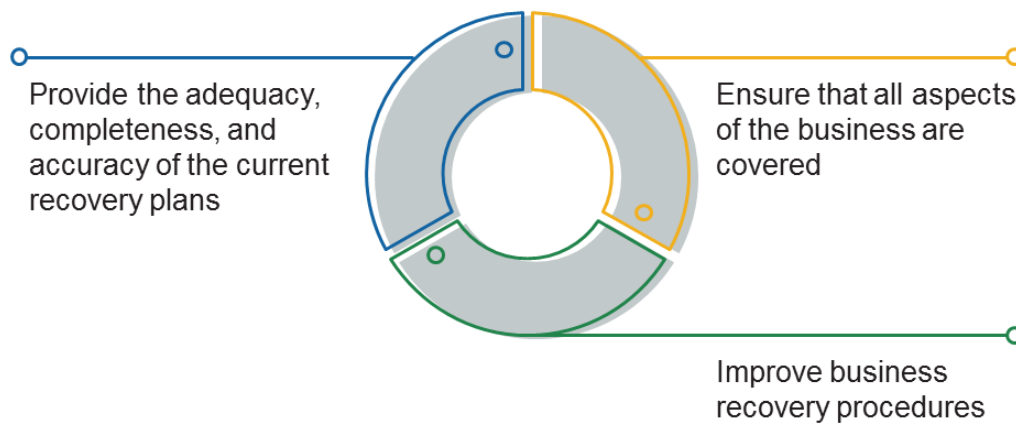
Testing the Pandemic Plan

Pandemic plans are usually tested through tabletop exercises, and their main focus is to safeguard the well-being of people by preventing the spread of infections.

It is important that the pandemic plan is periodically tested and reviewed. By testing the plan, organizations make sure that the personnel are aware of their roles and responsibilities during a pandemic situation. In addition to that, the organization minimizes the possibility of the plan becoming an obsolete strategy. This will also help detect potential gaps in the plan and see whether or not it is in line with the organization's mission and direction.

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Every now and then, public organizations carry out tests of their pandemic plans. This provides a chance for them to identify and integrate unforeseen reactions of the organization during such tests, which would serve as lessons for improvement. Drills or exercises of a larger scale add a hint of realism to these tests and potentially lead to new ideas for your pandemic plan.

Source: Wallace, Michael, and Lawrence Webber. *The Disaster Recovery Handbook: A Step-by-Step Plan to Ensure Business Continuity and Protect Vital Operations, Facilities, and Assets.* New York: AMACOM, 2018.

Questions?

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Section summary:

- In order to reduce the impact of a pandemic on business operations, personnel, customers, and the general public, it is crucial that organization start their business continuity planning for a pandemic as soon as possible.
- Because employees are the most valuable asset of any business, their health and safety must be ensured by properly planning for pandemic situations.
- Pandemic plans and responses require that procedures and policies be adapted and updated, so that remote working is encouraged, extended sick leave is provided to those affected (or their family members), policies are adjusted according to public health authorities communications, and so on.
- Teams or committees should be established in order to properly plan and manage pandemic situations, by adapting health and safety policies, sick leave polices, creating a list of essential employees and processes crucial for the organization's operations.
- Business continuity plans provide the necessary information and guidance to help an organization respond to and recover from a disruption.
- Pandemic plans as well as business continuity plans must be tested periodically so as to ensure their adequacy and effectiveness.

Quiz 1

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1.What is a pandemic?

    A. An infection that spreads in more than 20 states and has a high morbidity and mortality rate
    B. An infection that spreads globally and has a high morbidity and mortality rate
    C. A relatively new infection that spreads fast and there is a vaccine

2.What type of disease transmission is the one where an insect bite transmits the disease?

    A. Vector transmission
    B. Direct transmission
    C. Indirect transmission

3.What is an index case?

    A. The last person infected with the pathogen
    B. The organism that carries the disease from one host to another
    C. The first person infected with the pathogen

4.What is the difference between a seasonal flu and pandemic flu?

    A. Pandemic flu follows a predictable pattern, whereas seasonal flu occurs rarely
    B. There exist vaccines for pandemic flu, but there are no vaccines for seasonal flu
    C. The pandemic flu puts the whole population at risk, whereas seasonal flu only endangers sensitive groups

5.What is business continuity?

    A. The capability of an organization to continue the delivery of products and services within acceptable time frames at predefined capacity during a disruption
    B. The process of analyzing activities and the effect that a business disruption can have upon them
    C. The way in which different organizations (public or private) or parts of the same organization work or act together in order to achieve a common objective

Quiz 1

6.Which of the following diseases is most likely to cause a pandemic?

    A. Diseases that spread through blood and other body fluids
    B. Diseases that spread through respiratory routes
    C. Diseases in which the microbe is not contagious during incubation

7.Which of the following is a business continuity principle?

    A. Top management responsibility
    B. Employee awareness
    C. Interested parties commitment

8.What is the most important objective of a pandemic emergency plan?

    A. To prevent the potential spread of diseases within the workplace
    B. To prevent the potential spread of information within the workplace
    C. To ensure that the community and the businesses nearby are protected

9.What are some of the steps that organizations (private or public) can take in order to minimize the negative impacts of pandemics?

    A. Encourage teleworking and provide medical care
    B. Remind workers to take care of themselves
    C. Make sure that all workers are present at work

10.Business continuity can be effective in managing:

    A. Only gradual disruptions, such as pandemics
    B. Sudden disruptions (e.g., explosions) and gradual ones (e.g., pandemics)
    C. Only sudden disruptions, such as explosions

11.Which of the options below is the duty of the pandemic emergency manager?

    A. Protecting the workers and their families
    B. Creating an environment where workers feel free to communicate with clients

C. Educating workers and making plans to minimize the contact between workers, customers, and vendors

12. Which of the following policies should be adapted in times of a pandemic?

A. Work schedules and medical leave policies according to public health recommendations
B. Only remote working policies (teleworking)
C. Depends on the situation created by the pandemic outbreak

13. When planning the relocation of employees, what aspects do we need to consider?

A. Leave it in the employees' hands
B. The transportation of equipment
C. Only accommodation

14. According to ISO 22301, what are some of the required content components of a business continuity plan?

A. Objectives, roles and responsibilities, and resource requirements
B. Primarily the scope and purpose
C. Clearly stated implementation procedures and their respective activities

Quiz 1

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15. Why is it important to periodically test pandemic plans?

A. The tests are a legal requirement
B. Testing will enable organizations to better project future market trends
C. Testing will help detect potential gaps and make necessary improvements

Section 4

Responding to a pandemic

- Pandemic emergency
- Pandemic emergency plan
- Preventing the spread of the virus
- Social distancing at the workplace
- Virtual private networks (VPNs)
- Virtual meetings
- Cooperating with surrounding communities

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This section provides valuable information on how to respond to a pandemic situation, including activities such as the activation of the pandemic emergency plan, social distancing, working from home, holding virtual meetings, etc.

Pandemic Emergency

A pandemic can have a major impact on an organization's availability of employees, as they or their family members may be infected from the virus.

Organizations (regardless of the sector they operate in) should have pandemic emergency plans in place during the pandemic so that they continue their operations.
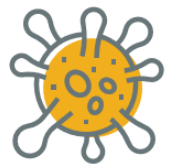
58

Pandemic Emergency Plan

Having a pandemic emergency plan in place is essential to effectively respond to and recover from a pandemic.

The specifics of the plan should be based on the severity of the pandemic and the size of the organization's workplace and workforce, complexity of the day-to-day operations, and type of services and products that the organization provides.

The pandemic emergency plan must take into account the following:

> Employees

> Customers

> Vendors

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Employees

- Employees must be encouraged to work from their home by using a VPN connection, and the number of employees working in the organization's facilities must be reduced to a minimum.
- The sick leave policy must be modified so that the sick employees are not obliged to go to the workplace. In addition, employees are encouraged to stay home when they are sick or when a family member is sick.
- The offices must be periodically cleaned and disinfected.
- Employees who travel into areas with a high rate of pandemic infection should work from home at least in the first week of their return.

Customers

- When customers are present in the organization's facilities, areas must be disinfected so that any virus brought in from the outside is eliminated.
- Hand sanitizers should be placed in all entrances of the organization.
- Individual sanitation supplies might be necessary for an extended period of time.
- All products returned from customers should be disinfected prior to examination.

Vendors

- The use of teleconferences and other electronic tools for meetings with vendors should be facilitated.
- In cases when in-person meetings are necessary, a careful selection of places with a low rate of pandemic occurrence should be made.

Source: Wallace, Michael, and Lawrence Webber. *The Disaster Recovery Handbook: A Step-by-Step Plan to Ensure Business Continuity and Protect Vital Operations, Facilities, and Assets.* New York: AMACOM, 2018.

Pandemic Emergency Plan — Example

#	Activity	Who	When
PHASE 1: Confirmed cases in one of the neighboring countries			
1	1. Evacuate Group 1 of employees 2. Establish remote working from their homes 3. Group 1 consists of departments that can easily be moved to teleworking with little impact on the overall operations, including: • Social media mangers • Content writers • Graphic designers • Interns	Evacuation task force	Immediately upon activating PHASE 1
2	• Purchase a reasonable stock of masks and hand sanitizers • Distribute the masks for the staff remaining at the office • Enact social distancing policies, supply hand sanitizers, hold awareness session • Distribute the masks for staff remaining at the office	Procurement manager/ Administration manager	Immediately upon activating PHASE 1
3	1. Migrate necessary files to a cloud-based server 2. Prepare Group 2 for evacuation	IT Team	Immediately after completing the evacuation of Group 1
4	Evaluate the necessity of the planned travels to countries where the infection is spreading	Top management and departmental directors	Upon completing evacuation of Group 1

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The slide presents an example of activating the pandemic emergency plan into three phases.

Pandemic Emergency Plan — Example (Cont'd)

#	Activity	Who	When
PHASE 2: First confirmed case in the organization's operating country			
1	1. Evacuate Group 2 of employees 2. Establish remote working from their homes 3. Group 2 consists of departments that can be moved to teleworking with medium impact on the overall operations, including: • Legal office • Administrative assistants for the sales team and business representatives • Software development • Costumer service team	Evacuation task force	Immediately upon activating PHASE 2
2	1. Migrate necessary files to a cloud-based server 2. Prepare Group 2 for evacuation	IT Team	Immediately after completing evacuation of Group 2
3	1. Provide the necessary personal protective equipment to employees 2. Close the canteen and other areas that are frequented by groups of employees	IT Team/ Administration manager	Upon completing evacuation of Group 2
4	Cancel all planned business-related travels	Top management	Upon completing evacuation of Group 2

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Pandemic Emergency Plan — Example (Cont'd)

#	Activity	Who	When
PHASE 3: The 10th confirmed case in the organization's operating country			
1	1. Evacuate Group 3 of employees 2. Establish remote working from their homes 3. Group 3 consists of departments that are moved last to teleworking due to its impact on the overall operations, including: • Top management • Departmental directors • Accounting staff • Procurement and logistics staff • Administration staff • Cleaning staff	Evacuation task force	Immediately upon activating PHASE 3
2	1. Inform all business partners with regard to the actions taken by the organization 2. Inform critical customers with regard to potential delays in the provision of services to them	IT Team	Immediately after completing evacuation of the Group 3
3	Close the offices	CEO	Upon successful evacuation of Group 3
4	The following activities must be conducted even after the office has been closed: • Repairing of computers at the office, if needed by IT Manager • Cleaning of the premises (once a week) Physical security will remain 24/7 at the office.		

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Preventing the Spread of the Virus

Infection control measures

1. Place posters that encourage staying home when sick
2. Put cough and sneeze etiquettes in high visibility locations
3. Put alcohol-based hand sanitizer at all entrances
4. Provide soap, water, and alcohol-based hand rubs in multiple locations
5. Instruct employees to wash hands often for at least 20 seconds, and to use the alcohol-based hand sanitizer
6. Supply tissues and no-touch waste bins
7. Disinfect the facilities, specifically the commonly touched surfaces

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In many cases, employees or customers are infected but do not show any symptom. Their contacts with various facilities in the organization raise the chances of passing the infection on to others. Therefore, the organization must step up its level of hygiene during a pandemic by sanitizing the following areas on a daily basis:

- Doorknobs and push plates
- Banister rails
- Light switches
- Lunchrooms
- Vending machines
- Shared workstations and tools

In this way, the organization can prevent the spread of the germs through the contact with contaminated items. It should be noted that implementing these control measures can be very costly for an organization, but those costs do not overweigh the cost of having employees sick and not show up to work.

Sources:

Public Health — Seattle & King County. *Planning For A Coronavirus Pandemic: A guide for businesses and organizations*. February 2020. Accessed March 23, 2020.

https://www.kingcounty.gov/depts/health/communicable-diseases/disease-control/~/media/depts/health/communicable-diseases/documents/planning-for-coronavirus-pandemic-printable.ashx

Wallace, Michael, and Lawrence Webber. *The Disaster Recovery Handbook: A Step-by-Step Plan to Ensure Business Continuity and Protect Vital Operations, Facilities, and Assets.* New York: AMACOM, 2018.

Social Distancing at the Workplace

Social distancing is a control measure that requires keeping physical distance between people in order to prevent the spread of infection.

When recommended by public health authorities, the organization should ensure that it has appropriate policies and procedures in place for remote working.

In such cases, the organization should be prepared for social distancing by:

- Allowing telecommuting where possible
- Allowing flexible work hours
- Ensuring that the current technology and infrastructure support multiple employees working from home

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Another useful social distancing measure that an organization can take is alternate shifts, i.e., altering employees' working schedules. For example, if an employee works alone, then this work can be completed on another work shift, and then passed on to the next employee.

Other important measures that can help in reducing human-to-human contact at the workplace include:

- Advising employees that have a cough, fever, sneezing, headache, or other symptoms to not show up to work
- Ensuring that each workstation has an appropriate distance from each other (1.5 m at least)
- Promoting one-way use of staircases and paths as much as possible
- Closing the canteens, cafeteria, or pantries where employees can gather; however, placing only drinking water in a big room, and asking from employees to take the water one-by-one
- Organizing online meetings instead of face-to-face meetings
- Cleaning and disinfecting regularly all the facilities within the organization
- Providing safer transportation means for employees
- Providing all the necessary items for the cleaning staff, such as caps, masks, gloves

Sources:

Public Health — Seattle & King County. *Planning for a Coronavirus Pandemic: A guide for businesses and organizations*. February 2020. Accessed March 23, 2020.

https://www.kingcounty.gov/depts/health/communicable-diseases/disease-control/~/media/depts/health/communicable-diseases/documents/planning-for-coronavirus-pandemic-printable.ashx

Kawakami, Tsuyoshi. *Protecting Your Employees and Business from Pandemic Human Influenza*. International Labour Organization. 2009. Accessed March 23, 2020. https://www.ilo.org/wcmsp5/groups/public/---asia/---ro-angkok/documents/publication/wcms_101422.pdf

Wallace, Michael, and Lawrence Webber. *The Disaster Recovery Handbook: A Step-by-Step Plan to Ensure Business Continuity and Protect Vital Operations, Facilities, and Assets.* New York: AMACOM, 2018.

Virtual Private Networks (VPNs)

When employees work from home, the organization must ensure that all communications are encrypted.

VPN systems have technical limits to the number of users that they can support. As such, even when the VPN capability exists, the next step for the organization is to ensure the VPN adequacy for the simultaneous users in the pandemic plan.

Most organizations use physical "authentication token" to identify a person.

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Through the VPN, employees can work from home when they are sick or when caring for a sick family member during the pandemic situation. For some organizations, this is considered as the best option, while for others this way of working involves too many distractions. However, remote working is a suitable option for those that work with computers and share work electronically.

Naturally, remote working has some disadvantages. The security of information is considered to be a major issue because all the data can be printed locally or downloaded to a local PC storage. The organization must ensure that all employees are instructed to not use insecure environments for storing or processing sensitive and critical data.

Source: Wallace, Michael, and Lawrence Webber. *The Disaster Recovery Handbook: A Step-by-Step Plan to Ensure Business Continuity and Protect Vital Operations, Facilities, and Assets.* New York: AMACOM, 2018.

Virtual Meetings

〉 Teleconferencing is another social distancing technology tool that can be used by organizations during a pandemic to conduct meetings with distant work groups.

〉 Virtual meetings save time and money and, most importantly, prevent the potential infectious contacts with others.

〉 Teleconferencing allows for more flexibility in sharing of documents when more people are involved.

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Microsoft's *NetMeeting*, released in 1996, is an online product that enables virtual presentations while providing audio narrative over a phone line.

It should be noted that virtual meetings add the organization's green credentials because the employee commuting is reduced.

Source: Wallace, Michael, and Lawrence Webber. *The Disaster Recovery Handbook: A Step-by-Step Plan to Ensure Business Continuity and Protect Vital Operations, Facilities, and Assets.* New York: AMACOM, 2018.

Things to Consider When Traveling

There are a few things that everyone in an organization that decides to travel during a pandemic must consider in order to prevent the spread of infections.

These can be categorized into three parts:

Before traveling	While traveling	Returning from the travel

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Before traveling

- Everyone must have access to the latest information about the areas where the pandemic is spreading.
- Organizations are suggested to reconsider the business travel plans of their employees.
- Organizations should ensure that qualified professionals instruct and inform employees that need to travel.
- Organizations, when applicable, should equip employees that need to travel with alcohol-based hand rubs.

While traveling

- Employees should be advised to stay at least one meter away from people who are sneezing or coughing and should regularly wash their hands.
- Employees should be well informed and fully aware of whom to contact and what to do when they feel ill while traveling.
- Organizations should ensure that employees that are traveling are following the instructions of the local authorities.

Returning from the travel

- Those that return from an area where a pandemic is spreading should follow the suggestions from the WHO and proceed to monitor themselves for symptoms for 14 days and measure their body temperature twice a day.
- In cases where employees develop any symptoms, even mild ones, they should self-isolate. These employees are advised to call their health care provider and give them details of symptoms.

Cooperation with Communities

An organization cannot stand alone in a pandemic situation; a close and effective cooperation should exist between the organization and the community.

- Collaboration with the local, state, or regional health departments, emergency response teams, and municipal infrastructure managers

- Coordination of potential support requirements of health care, municipal infrastructure, movement, and security

- Identification of assets and services that the organization could offer to the community

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Source: Missouri Department of Health and Senior Services. *Pandemic Influenza Business Planning Toolkit*. Accessed March 23, 2020.

https://health.mo.gov/emergencies/panflu/pdf/panflubusinesstoolkit.pdf

Questions?

Section summary:

- The organization's pandemic emergency plan must take account of major stakeholders: employees, customers, and vendors.
- Some of the control measures that the organization can take to prevent the spread of the virus include: placing posters that encourage employees to not show up at work when feeling sick, putting cough and sneeze etiquettes in high visibility locations, placing alcohol-based hand sanitizer at the entrances, providing soap, water, and alcohol-based hand rubs in multiple locations, disinfecting the facilities, etc.
- Social distancing is another control measure to prevent the spread of infection.
- The organization should facilitate telecommuting where possible, permit flexible working hours, and ensure that the current technology and infrastructure support multiple employees working from home.
- Virtual private networks (VPNs) enable employees to work from home during a pandemic.
- Teleconferencing is a technology tool that is used by organizations during a pandemic to conduct meetings with distant work groups.
- For effective operations during a pandemic, the organization should closely cooperate with relevant communities.

Section 5

Communicating during a pandemic

- Purpose of communication
- Clear, honest, and compassionate communication
- Internal communication
- External communication
- Social media communication during pandemic
- Psychological impacts of isolation

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The following recommendations are based on ISO 22313:

With whom to communicate

The organization should identify each relevant interested party with whom it should share information during a pandemic.

What will be communicated

The communication on the actions taken to address the pandemic can be needed depending on the nature of the organization and the situation, i.e., the severity of the outbreak in the area where the organization operates. In addition, it should be taken into consideration that during pandemics, when national emergencies are activated, there might be additional information that must be shared with the employees as well as the relevant authorities.

When communication should take place

The organization should determine the thresholds beyond which certain information becomes imperative to communicate. The frequency of the communication can be determined by several factors:

- The context of the organization
- The severity of the situation
- The audience (for example, employees might require weekly updates, whereas communication with suppliers can be carried out in a monthly basis)

What means of communication should be used

Determining the methods, tools, and channels of communication, including alternatives, in advance will enable the organization to communicate effectively. These may be affected by the degree of person-to-person contact required, geographic dispersion, size of individual sites, etc. Communication means can include, but are not limited to, team meetings, updates through emails and websites, status reports, instructional videos.

Slides Notes Extension

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Who is responsible for the communication activities

The organization should designate competent persons to be points of contact before, during, and after a pandemic. They should be responsible for communicating with employees, vendors, and suppliers. The responsibility for communicating with employees can be given to an existing member of the organization, such as the HR manager. If a member of the organization has relevant knowledge on pandemics (either as university education or professional specialization), the organization should consider giving them the task of communicating internally. This reinforces the credibility of the information that is being shared and can serve as an additional level of assurance for the employees.

Where appropriate or required, persons that represent the organization to the external interested parties should be identified.

Clear, Honest, and Compassionate Communication

The following is a set of principles that organizations should take into consideration when communicating with the interested parties. Adhering to these principles can help organizations present information related to the pandemic in a way that best communicates the risks:

Clarity

The information should be communicated in a way that facilitates understanding.

Honesty

There should be a clear distinction between opinions and facts.

Compassion

The concerns expressed by the audience should be addressed.

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Communicating clearly

If the information that is communicated is not tailored to the audience's level of understanding, the audience can either refuse to acknowledge it or may even become hostile toward it. Potential cognitive biases that might exist should be taken into consideration as well (such as anchoring or cognitive dissonance).

Communicating honestly

An evidence-based exchange of information, without embellishing the situation or the challenges that the organization faces, should be practiced. During a pandemic, most organizations will be adversely affected, and this impacts the interested parties. In such situations, the interested parties will undoubtedly question everything that is communicated to them; therefore, it is easier to base the communications on facts.

Communicating compassionately

The uncertainty that originates from a pandemic will most likely cause an uneasiness among interested parties. The concerns will not go away simply because the organization refuses to address them, and in all cases, it is preferable to deal with them as soon as they become known. This reflects a good image of the organization and assures the interested parties that they are being listened to.

Source: Lundgren, Regina E., and Andrea H. McMakin. *Risk Communication (5th ed.).* Hoboken, NJ: John Wiley & Sons, Inc., 2013.

Communication

When communicating to an audience, the organization should consider the following:

1 Credibility

2 Context

3 Content

4 Clarity

5 Continuity and consistency

6 Channels

7 Capability of the audience
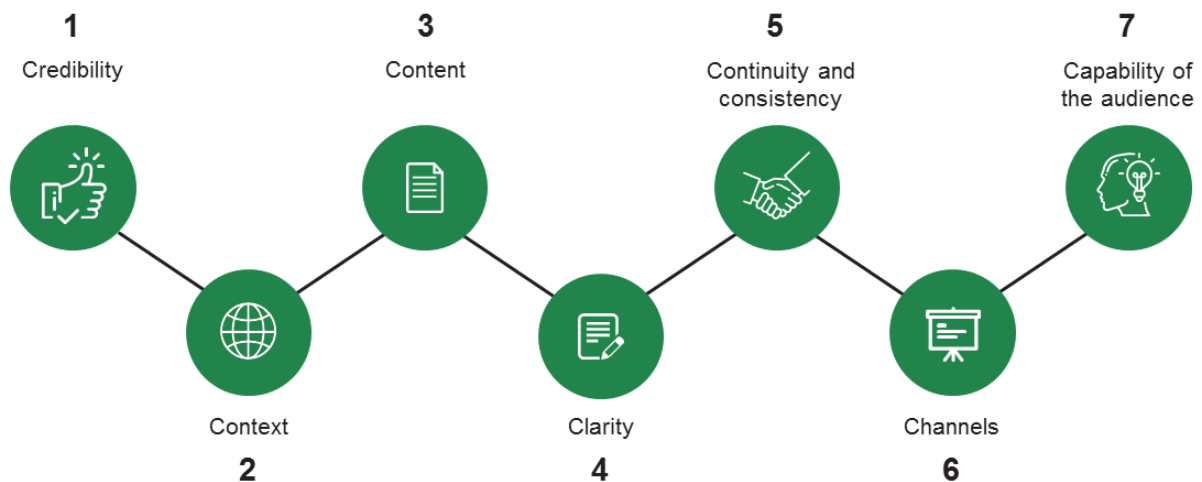
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1. The organization must provide credible information to the interested parties.
2. The communication should accept the certainties of its environment. The context should validate the message, not deny it.
3. The information provided must be meaningful and in agreement with the audience's value system. Therefore, people generally choose the pieces of information that seem to be more promising to them.
4. The terms used must be kept simple and have the same meaning to the audience and the organization. More complicated issues need to be cut into subjects which are easily comprehended.
5. Repetition in communication helps the factual and attitudinal comprehension.
6. Communication should be available through a variety of channels that are in accordance with the target audience.
7. We should know how capable the audience is in order to deliver the information properly through the process of communication.

Source: Fewtrell, Lorna and Jamie Bartram. *Water Quality: Guidelines, Standards and Health: Assessment of risk and risk management for water-related infectious disease.* World Health Organization, 2001.

Communicating Reliable Information

- Over the past three decades, the internet has revolutionized the way humans communicate. A text written by a random person in a remote part of the world can circulate in countless websites.

- While the benefits of the internet are countless and self-evident, there are also risks associated with it. Some of the risks are the spread of misinformation, misleading information, or rapid dissemination of unsubstantiated rumors.

- In a study titled *Zika virus pandemic—analysis of Facebook as a social media health information platform*, Sharma et al. found out that misleading posts were far more popular that the posts with accurate information. It is safe to assume that during a global pandemic such issues will only be exacerbated.

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The spread of misinformation is not always done with malicious intent. Due to the anxiety and uncertainty that a global pandemic may cause, people will try to make sense of the situation, which could lead them to make false assumptions. Cultural factors can also shape the perceptions. The speed of the unfolding events can be a source of inaccurate information as well.

Source: Sharma, Megha et al. Zika virus pandemic—analysis of Facebook as a social media health information platform. American Journal of Infection Control. March 2017. Accessed March 25, 2020. https://www.sciencedirect.com/science/article/abs/pii/S019665531630918X

Communicating Reliable Information

- All things considered, organizations should ensure that the information shared with employees and other relevant interested parties is reliable and based on credible sources. Furthermore, employees should be encouraged to seek information from credible sources themselves.

- Credible sources of information include, but are not limited to, international, national, and local public health agencies, respectable newspapers, and scientific journals.

Internal Communication

The following are some approaches to internal communication:

| Team meetings | Email updates | Websites | Status reports | Videotaped reports | Instructional videos |

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- **Team meetings:** Team meetings provide opportunities to share the most recent information and to respond to questions and concerns. They can be held either in person (where appropriate) or online.
- **Email updates:** Emails allow an organization to provide the same information to a large group of people at the same time. However, one disadvantage of communication via email is that emails can be ignored by the interested parties, especially if the latter are too busy with their day-to-day activities.
- **Websites:** One of the advantages of using websites is the accessibility that they offer. They allow employees to access information in demand. However, this is a passive way of communicating, meaning that the information provided on a website is useful only if interested parties reach out to them.
- **Status reports:** Status reports can be useful for obtaining a clear understanding of the progress on pandemic planning and response activities that the organization has undertaken. When used, status reports should be targeted narrowly (e.g., factory floor, factory office, factory supervision) and should contain concise information relevant to the target audience (the relevant department or functions within the organization). This is due to the fact that status reports can be time-consuming to prepare.
- **Videotaped reports:** These types of reports are visually appealing and can be effective tools of communication. However, they require resources (skills and time) to prepare and are not suitable for quick information sharing.
- **Instructional videos:** Similar to videotaped reports, instructional videos can be very useful in providing information on issues such as proper sanitizing and social distancing, before or during a pandemic.

Source: Wallace, Michael, and Lawrence Webber. *The Disaster Recovery Handbook: A Step-by-Step Plan to Ensure Business Continuity and Protect Vital Operations, Facilities, and Assets.* New York: AMACOM, 2018.

Internal Communication

Office employees have constant access to email, therefore communication could be carried out through emails.

Ultimately, the best way to ensure effective internal communication is to use a combination of communication approaches. For example:

Factory employees or field staff who move a lot during their workday might be easier to reach through posters and brochures.

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External Communication

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Source: Wallace, Michael, and Lawrence Webber. *The Disaster Recovery Handbook: A Step-by-Step Plan to Ensure Business Continuity and Protect Vital Operations, Facilities, and Assets.* New York: AMACOM, 2018.

Social Media Communication during Pandemic

- A tool that organizations can use to communicate information with regard to a pandemic is using social media.

- While for small- and medium-sized organizations, the traditional forms of communication may be sufficient, large organizations with thousands of employees and a high impact on the surrounding communities can utilize social media tools to share information and generate engagement.

- The table on the following slide shows how each type of social media tool can be used to communicate important information with regard to a pandemic.

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Source: Lundgren, Regina E., Andrea H. McMakin. *Risk Communication (5th ed.).* Hoboken, NJ: John Wiley & Sons, Inc., 2013.

Social Media Communication during Pandemic

Type of social media	Use
Video- and photo-sharing sites (e.g., YouTube, Vimeo, Pinterest)	• Develop visually appealing videos and awareness posters and share them before and during the pandemic
Social networking sites (e.g., Facebook, LinkedIn) and microblogging (e.g., Twitter)	• Provide updates on the organization's response • Share information on actions that the audience can take • Counter misinformation • Gather information on those at risk
Blogging and podcasts (e.g., Blogger, WordPress)	• Coordinate the activities that are part of pandemic preparedness plan before a pandemic takes place
Mapping	• Display the spread of pandemic • Provide directions (evacuation routes, emergency shelters) • Identify infrastructure
Mobile phones	• Provide updates on emergency response activities and protective actions • Gather information on those at risk

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Source: Lundgren, Regina E., Andrea H. McMakin. *Risk Communication (5th ed.).* Hoboken, NJ: John Wiley & Sons, Inc., 2013.

The Mental Health of Employees

> "Just as physical disease has its pathogens, disseminates through vectors, follows the modes of transmission, ferments during the incubation, and erupts to overpower the host, so the public, psychological aspects of the outbreak have kernels of misinformation, feed on uncertainty, grow in doubt as they incubate in the limbic system, and then, through vectors of media and communication, explode in form of individual or mass panic, threatening to overpower the coping resources of an individual or an entire community."

Psychiatry of Pandemics — A Mental Health Response to Infection Outbreak

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Source: Humerovic, Damir (ed.). *Psychiatry of Pandemics — A Mental Health Response to Infection Outbreak*. Cham, Switzerland: Springer Nature Switzerland AG., 2019.

Psychological Impacts of Isolation

As the situation with COVID-19 unfolds, people are asked to stay indoors in order to limit the transmission of the virus, and organizations are asking employees to work from their homes.

Under normal circumstances, working remotely should not have a big impact on productivity. However, during a global pandemic, organizations should account for a decrease in productivity and motivation. There are various impacts linked to staying isolated, which organizations should take into account:

- Adaptation
- Anxiety and uncertainty
- Monotony and boredom
- Low mood and motivation

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Adaptation

Isolation will undoubtedly impact the employees (their life, routines, habits); therefore they will need a few days (according to some researches, up to ten days) to adapt to the situation. Organizations can support their employees by communicating this fact to them. Recognizing the situation can help employees cope with the situation that they are facing and anticipate the time when things will gradually improve. It also underlines the fact that the organization is aware of the situation and is supporting them. A recommendation that organizations can provide to their employees is to establish a routine. Routines help employees develop a sense of control and help them reduce uncertainty by building a consistent structure into each day.

Anxiety and uncertainty

A pandemic situation can cause anxiety and fear among people. Organizations should support their employees by helping them see the positive aspects of the current situation and, where possible, help them detach emotionally from the situation and focus on thinking rationally. This helps in having a clearer understanding of the actual risks and what they could do to minimize those risks.

A strategy that organizations can use during this time is to give their employees achievable and immediate tasks: things that could be done in a few hours or days. This challenges employees and keeps their focus in the present.

Monotony and boredom

As employees spend more time in isolation, monotony and boredom will likely set in. This is due to repetition of daily routines and lack of variety. For most employees, access to internet offers them a wide array of entertainment options and sources of distraction (movie-streaming services, podcasts, gaming platforms, video calls, etc.). Nevertheless, the internet may also have a negative impact, especially if employees are overexposed to news reporting and social media information sharing (including exposure to misinformation).

To counter this, organizations should encourage managers and employees to communicate more during this time (not only on work-related matters).

Low mood and motivation

At some point in isolation, employees will most likely experience feelings of low mood and a lack of motivation. In these situations, managers should communicate with their subordinates in order to acknowledge the fact that it is perfectly normal to have difficult days and lack of motivation. In addition to showing empathy, managers can also motivate their subordinates by acknowledging the process that has been made to date and by focusing on the achievements.

In order to increase employee motivation, the organization could celebrate achievements, preferably through video calls or other means of technology. These celebrations could be work-related (such as the achievement of an objective or a milestone) or those not related to work (e.g., birthday). These acts help foster a sense of companionship in the organization.

Employees can be encouraged to keep a journal or find a sense of purpose (for their work and personal life). These will likely help them during the isolation period.

- Keeping a journal can help with the processing of thoughts and expression of feelings (worries, hopes, frustrations, challenges).
- A sense of purpose can provide a valuable source of focus and goal-directed pursuits during quarantine.

Other ways of keeping the motivation up could include taking online courses and learning new skills. If an organization has conducted a training needs assessment and has identified any training needs to fill the gaps, this might be a good opportunity to obtain those competences, provided that these trainings can be followed

online or in a self-study form.

Source: Smith, Nathan and Emma Barret. "Coping with life in isolation and confinement during the Covid-19 pandemic." *The Psychologist*, March 18, 2020. Accessed March 23, 2020.
https://thepsychologist.bps.org.uk/coping-life-isolation-and-confinement-during-covid-19-pandemic

Questions?

Section summary:

- The aim of communication before, during, and after a pandemic should be to help relevant interested parties understand the gravity of the situation and the basis on which decisions are made.
- Organizations should communicate with clarity, honesty, and compassion during a pandemic.
- Organizations should base their decisions on information provided by credible sources.
- Organizations can use various approaches to communicate with internal and external interested parties. In any case, mixed approaches of communication are more effective.
- Organizations should encourage their employees to seek credible sources of information.
- Organizations, especially large ones, can use social media as a tool to communicate information before and during a pandemic.
- During a pandemic, the mental health of employees should be taken into consideration, especially in cases when they are isolated and are asked to work from their homes.

Quiz 2

1.How can an organization prevent the spread of a virus during a pandemic?

  A. By performing medical check-up for employees on a daily basis
  B. By supplying tissues and no-touch waste bins
  C. By banning travel for employees to the most infected places

2.Virtual private networks (VPNs) enable employees to work from their homes. Which of the options below is considered the major risk of working remotely?

  A. The security of the organization's information
  B. Loss of productivity and employee motivation
  C. VPN limited capability

3.What is the purpose of communication during and after a pandemic?

  A. To tell interested parties on how to behave during a pandemic
  B. To help interested apply the infection control measures
  C. To help interested parties understand the risks and the basis on which decisions are made

4.What are the principles of an effective communication during a pandemic?

  A. Knowledge, clarity, inconclusiveness
  B. Clarity, honesty, compassion
  C. Honesty, empathy, sustainability

5.Based on the external communication plan, what should the customers be informed of?

  A. The steps taken by the organization during a pandemic
  B. The organization's status during a pandemic
  C. The requirements forecast for its suppliers

6.Which of the following tools for internal communication is more advantageous in terms of accessibility?

    A. Email updates
    B. Websites
    C. Videotapes reports

7.Which of the following social media tools can be used to coordinate activities related to pandemic preparedness plan before a pandemic takes place?

    A. Video- and photo-sharing sites
    B. Mapping
    C. Blogging and podcasts

8.A global pandemic can cause anxiety and uncertainty. How can an organization support its employees?

    A. By giving employees achievable and immediate tasks
    B. By suggesting employees to stay away from the internet
    C. By celebrating work-related achievements through video calls

9.What factors can determine the frequency of communication during a pandemic?

    A. The methods, tools, and channels of communication
    B. The size of the organization
    C. The severity of the situation

10.What factors can directly affect the determination of the means of communication during a pandemic?

    A. The degree of person-to-person contact required
    B. The context of the organization
    C. The audience with whom the organization communicates

11.What actions can the organization take in order to encourage social distancing at workplace?

A. Modify the sick leave policy
B. Permit flexible work hours for employees
C. Allow telecommuting for employees whose work has little impact on the organization's operations

12. How can an organization utilize instructional videos for internal communication?

A. By providing information on the pandemic planning and response activities
B. By providing the same information to a large group of people at the same time
C. By providing information on proper sanitizing and social distancing

13. What is considered as the best way to ensure effective internal communication during a pandemic?

A. Weekly update of employees on particular actions taken by the organization
B. Designation of the responsibility for communication to the HR manager
C. Use of a combination of communication approaches

Quiz 2

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14. According to the research paper mentioned in the training course, what types of posts related to a pandemic are more popular in social media?

    A. Posts with scientifically sound information
    B. Posts containing misleading information
    C. Posts from credible international health organizations

15. Should organizations expect a decrease in productivity when employees are asked to work remotely and under movement restrictions during a global pandemic?

    A. No, organizations should emphasize that they will not tolerate lack of productivity and should increase employee monitoring during this time
    B. No, as a global pandemic can impact motivation but does not impact productivity
    C. Yes, a global pandemic is likely to cause anxiety among employees potentially causing a decrease in productivity and motivation

Section 6

Closing of the training course

- Evaluation of the training
- PECB certification of persons
- Other PECB training courses and certifications

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Evaluation of the Training

Training evaluation form

We strive to constantly improve the quality and the practical relevance of our trainings. Therefore, your opinion on this training is of great value to us.

We would be very grateful if you could provide us with your evaluation of the training course and the trainer(s).

Moreover, if you have any suggestions for improving PECB's training course materials, we would like to hear from you. Please open a ticket directed to the Training Development Department on PECB's website (www.pecb.com) in the Contact Us section. We thoroughly read and evaluate the input we get from our members.

In case of dissatisfaction with the training (trainer, training room, equipment, etc.), please open a ticket under the Make a complaint category on PECB's website (www.pecb.com) in the Contact Us section.

PECB Certification of Persons

- A personal certification is a formal recognition by PECB which states that the individual has proficiency within, and a comprehension of, a specified body of knowledge.

- Individuals can apply for various professional credentials in the PECB certification schemes. Each PECB certification has specific education and experience requirements.

Example:

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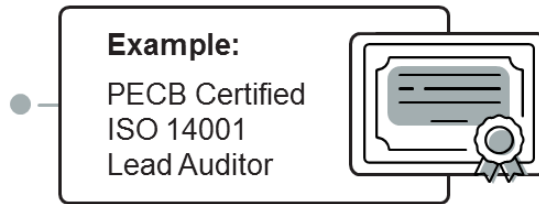
Other PECB Services

Certification of management systems	A PECB certified management system enhances an organization's ability to achieve sustained success.
Certification of training courses (PTCP)	A PECB certification demonstrates that the respective training course is of high quality and reliability.
Certification of applications (AppCert)	This certification shows that the software product has the attributes of functional suitability, usability, and security.
Certification of teams (TeamCert)	Being certified against the PECB TeamCert Program gives confidence to all interested parties that the team meets the specific requirements to perform effectively and successfully.
PECB University	PECB University offers online MBA and Graduate Certificate Programs in Business Continuity Management, Information Security Management, Information Technology Service Management, Quality Management, and Risk Management.

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Certification of management systems:

While organizations continuously seek for ways to gain competitive advantage in the market, having a certified management system in place is the best solution. The benefits are manifold: improved quality of products and services, increased international recognition, reduced costs, enhanced customer satisfaction, and so on.

Certification of training courses:

Organizations or individuals seeking to certify their training courses (also referred to as "training developers") must comply with the requirements of the training course certification program established by PECB.

Certification of applications:
Considering the tremendous increase in the number of software application users worldwide, PECB has developed a Software Certification Program. This program aims to define the common, qualitative and quantitative rules, characteristics, and minimum conditions applicable for the software products to be used by software development organizations to assess their conformity.

Certification of teams:

PECB offers team certifications that help organizations enhance the effectiveness and productivity of their teams. Teams seeking to get certified will be subject to evaluation and assessment in order to verify the fulfillment of the requirements and criteria.

All the above-mentioned certifications are valid for three years. PECB will periodically review the performance of the individuals, teams, management systems, products, and applications to ensure that they are satisfying the requirements and ensure that continual improvement is taking place.

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PECB University:

The objective of PECB University is to provide high quality graduate-level education and comprehensive services that inspire continual improvement, demonstrate recognition, and benefit an organization, a community, a state, and the society as a whole.

Important notes:

1. To complete any of the MBA programs, candidates must receive a total of 48 credits. The programs are composed of three sets of courses categorized as: Business Core, Specialization, and Elective — plus the MBA thesis. Each course within the three above-mentioned categories is worth 3 credits, while the thesis is worth 12 credits.
2. Each of the Graduate Certificate programs is a twelve-credit worth program. Candidates will have to complete four courses that fall within the respective portfolios. Should a candidate decide to carry on with academic endeavors and progress toward an MBA degree, the candidate can complete two Graduate Certificate programs of choice combined with the Graduate Certificate in Business Administration, submit the thesis, and graduate with a degree as a result.

Candidates who hold valid PECB certificates that fall under the course requirements of the university program of interest may transfer those credits to receive full credits for the respective course at the university. For more information about the PECB University or the transfer of certificate credits, please contact university@pecb.com.

Other PECB Training Courses and Certifications

ISO 14001 Lead Implementer (five days)

- Fundamental principles and concepts of an environmental management system (EMS)
- Environmental management system (EMS)
- Planning an EMS implementation based on ISO 14001
- Implementing an EMS based on ISO 14001
- Performance evaluation, monitoring, and measurement of the EMS
- Continual improvement of the EMS
- Preparing for an EMS certification audit

ISO 14001 Lead Auditor (five days)

- Fundamental principles and concepts of an environmental management system (EMS)
- Fundamental audit concepts and principles
- Preparing an ISO 14001 audit
- Conducting an ISO 14001 audit
- Closing an ISO 14001 audit
- Managing an ISO 14001 audit program

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PECB Certified ISO 14001 Lead Implementer

This intensive five-day training course enables participants to develop the necessary expertise to support an organization in establishing, implementing, managing, and maintaining an environmental management system (EMS) based on ISO 14001. During this training course, you will also gain a thorough understanding of the best practices in environmental management, consequently reducing your organization's negative environmental impacts and improving the overall performance and efficiency.

PECB Certified ISO 14001 Lead Auditor

This training course aims to equip the participants with the skills and knowledge needed to perform an environmental management system (EMS) audit by applying widely recognized audit principles, procedures, and techniques. During this training course, participants acquire the knowledge and skills to plan and carry out internal and external audits in compliance with ISO 19011 and the certification process according to ISO/IEC 17021-1.

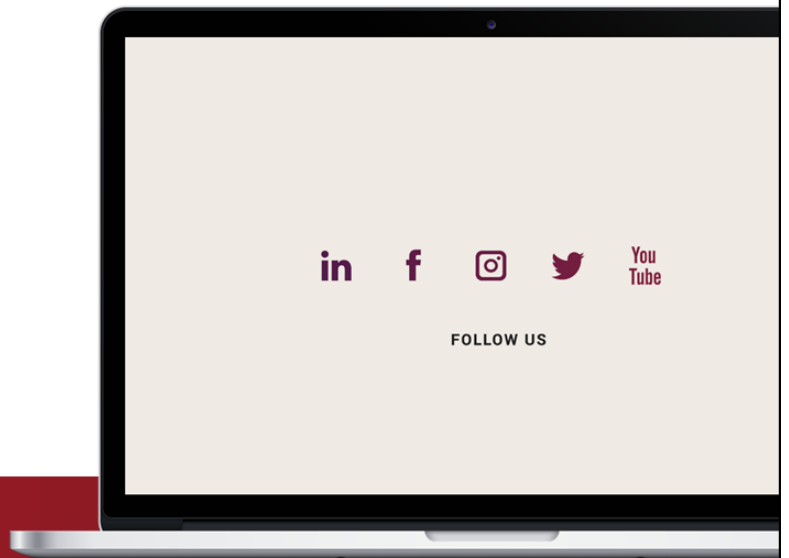# Questions?

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