



PANDEMIC INFLUENZA PREPAREDNESS PLAN

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Table of Contents

1	Executive Summary	4
1.1	Background.....	4
1.1.1	Terminology	4
1.1.2	General	5
1.2	Pandemic Plan Purpose	5
1.2.1	Pandemic Plan Timing Summary.....	5
1.3	Pandemic Plan Objectives	6
1.3.1	Pandemic Plan Policy Statement.....	6
1.4	Pandemic Plan Scope.....	6
1.5	Pandemic Planning Assumptions	6
1.6	Incident Escalation and Management Plan.....	7
1.6.1	Incident Escalation Plan	7
1.6.2	Standard Operating Procedures	7
1.6.3	Incident Escalation Model.....	7
1.7	Pandemic Plan Success Factors	8
1.8	Plan Approval, Testing and Maintenance	8
1.8.1	Plan Approval Process	8
1.8.2	Plan Testing.....	8
1.8.3	Plan Maintenance	8
1.8.4	Plan Location	9
2	Pandemic Influenza Response – The Teams	10
2.1	Corporate Emergency Operating Committee.....	10
2.2	Recovery Control Group	10
2.3	Pandemic Influenza Response Team (PIRT)	10
2.4	Business Continuity Management – Working Team Primes.....	10
3	Pandemic Phases and Severity Levels.....	11
3.1	World Health Organization Pandemic Phases.....	11
3.1.1	WHO Pandemic phases.....	11
3.2	SaskTel Severity Response Table.....	12
3.3	Pandemic Monitoring Strategy	13
3.4	Managing Emergency Information during a Pandemic.....	14
4	Corporate Strategies.....	14
4.1	Human Resources	14
4.2	Corporate Communications	14
4.3	Corporate Services	15

4.4	Information Technology	15
4.5	Corporate Security	15
5	Responding to a Pandemic.....	15
5.1	Pandemic (Phase 3)	15
5.2	Pandemic (Phase 4)	15
5.3	Pandemic (Phase 5 & 6)	16
5.3.1	Responding to an Incident of Low Severity (Phase 5&6).....	16
5.3.2	Responding to an Incident of Medium Severity (Phase 5&6)	17
5.3.3	Responding to an Incident of High Severity (Phase 5&6).....	18
6	Recovery from a Pandemic - Post Pandemic Period.....	20
6.1	Declaration.....	20
6.1.1	Taking Stock	20
6.2	Pandemic Plan De-activation.....	21
7	Corporate Summary of Pandemic Strategies	22
7.1	Corporate People Strategies.....	22
7.2	Corporate Workplace Strategies.....	23
8	Appendices	24
8.1	Human Resources Pandemic Guidelines	24
8.2	Pandemic Monitoring Websites	25
8.2.1	World Health Organization (WHO).....	25
8.2.2	Government of Canada Pandemic Influenza Site.....	25
8.2.3	Province	25
8.2.4	The Centres for Disease Control & Prevention (CDC) – USA	26
8.3	Incident Escalation Roles	27
8.4	Pandemic Communications Plan	28
8.5	Definition of Acronyms	29

1 Executive Summary

The Pandemic Influenza Preparedness Plan is a plan that documents SaskTel corporate strategies in the event of an influenza pandemic, which is a worldwide outbreak of influenza.

It is intended to serve as a guideline for SaskTel in maintaining continuity of business in the face of human resource reductions and major community disruptions due to a pandemic.

The World Health Organization Phase 1 thought 6 is criteria to indicate the presence and ease of transmission of the influenza around the world. It has become evident through the pandemic of 2009 that this method of measure was inadequate as the severity of impact on the affected communities was not reflected. The SaskTel Pandemic Plan has been revised to allow response to the pandemic to be triggered by the severity of impact and not worldwide presence alone.

SaskTel provides critical services to the Government of Saskatchewan and the province, telecommunications services that the people of Saskatchewan rely on in the event of an emergency.

This plan ensures SaskTel can continue to provide critical services; landline voice – 911 and PAD (Priority Access for Dialing) wireless voice, to the general public and its customer base. It ensures that SaskTel is prepared to support the Government of Saskatchewan and the services that are deemed critical. The plan also ensures that SaskTel is able to provide a safe and healthy workplace for its employees.

All business units within SaskTel as well as SaskTel subsidiaries - SecurTek, Hospitality Network and DirectWest are either covered fully or in part by this plan dependant on the nature of their business operations.

Each business unit and subsidiary has departmental pandemic plans that identify people and workplace strategies as well as contact information for their critical employees.

It should be noted that this plan is a living document and is subject to change as new information becomes available from now until the threat of a pandemic subsides.

1.1 Background

1.1.1 Terminology

A number of terms are used throughout this document. The following are descriptions of these terms.

Pandemics:

- are worldwide epidemics from a new influenza virus subtype;
- result in a high rates of illness and death worldwide;
- occur 3 to 4 times per century;
- are caused by Influenza A viruses only; and,
- will require new vaccines be developed.

Viruses:

- are the smallest of all microbes;
- consist mainly of genetic material;
- have many different structures;
- live in the cells of other species;

- need host cells to reproduce and survive; and,
- often take over host's cell genetic material killing the host cell.

There are three types of viruses that cause disease: Influenza A, Influenza B and Influenza C. Viruses enter the body through the nose, mouth, eyes, and skin, and typically leave the same way (e.g. Person coughs or sneezes).

1.1.2 General

The World Health Organization (WHO) monitors viruses and bacteria for possible epidemics and pandemics. The WHO has suggested that all countries develop a pandemic plan. Currently the WHO has predicted a high likelihood for a pandemic to occur, with the exact timing uncertain.

1.2 Pandemic Plan Purpose

The goal of pandemic influenza preparedness planning is to reduce illness and death, as well as the business disruption associated with a pandemic by providing appropriate preventative guidelines and contingency staffing options. In addition, the process of preparedness planning will educate managers about the worldwide risks of an influenza pandemic and provide them with the information required to fulfill their roles and responsibilities in developing a response plan for their groups and informing their employees.

1.2.1 Pandemic Plan Timing Summary

The SaskTel plan timing summary and this document's layout is as follows:

Phase 3

- Gather information;
- Assess risks;
- Develop a communication plan;
- Set a pandemic strategy;
- Develop an action plan for each Business Unit;
- Test the plan annually.

Phase 4

- Review the Corporate and Business Unit plans
- Determine content and develop employee communication

Phase 5 & 6

- Activate the Pandemic Influenza Response Team (PIRT)
- Activate the RCG (Recovery Control Group)
- Activate the CEOC (Corporate Emergency Operating Committee)
- Implement the Corporate Pandemic Plan
- Semi or fully activate BCP to protect critical resources and SaskTel customers
- Ensure the delivery of critical products and services
- Communicate frequently with employees, stakeholders and customers

Post Pandemic

- RCG will determine the process for full recovery of business operations
- Communicate to employees, stakeholders and customers on business operations
- RCG and PIRT will debrief and document gaps and lessons learned
- Business Units will revise plans based on gaps identified during pandemic
- Business Units will replenish resources and supplies

1.3 Pandemic Plan Objectives

The objectives of this plan are:

- Ensure SaskTel continues to provide critical services; landline voice – 911 and Priority Access for Dialing (PAD) and wireless voice, to the general public and its customer base.
- Ensure SaskTel is prepared to support the Government of Saskatchewan Pandemic Influenza Preparedness Plan.
- Provide a safe and healthy workplace

1.3.1 Pandemic Plan Policy Statement

A Pandemic Plan is developed to manage infectious disease and support SaskTel's objectives. SaskTel will prepare for infectious disease outbreaks, as part of its Business Continuity Plan, in order to maintain a healthy and safe workplace for its employees. To this end, SaskTel will work to:

- Prevent or mitigate disruption to our business.
- Minimize the spread of infectious disease.
- Maintain critical processes throughout any disruption created by a disease outbreak.

1.4 Pandemic Plan Scope

The scope of the plan will encompass all HoldCo. This includes Telco and the subsidiaries SecurTek, Hospitality Network and DirectWest.

This plan addresses the physical locations where the critical processes are being performed.

1.5 Pandemic Planning Assumptions

- 15% to 35% illness/infection rate
- Up to 50 % absenteeism rate (e.g.: absenteeism may be due to illness, caring for sick family members or friends, closures of schools and daycare facilities, fear, etc.)
- Absenteeism peak may last for a 2 week duration
- It is predicted that the effects of an influenza pandemic on individual communities will last from six to eight weeks with subsequent waves occurring within three to nine months after the initial wave.
- There will be multiple waves
- Pandemic will be 18 months in duration
- Once a novel strain of influenza is detected, it will take between one and six months from time of initial identification to the time that outbreaks begin to occur simultaneously throughout Canada.
- The impact of an influenza pandemic in Saskatchewan would likely evolve over a 2 – 4 month period.

Based on information from the U.S. Centers for Disease Control, the number of people in Saskatchewan that could potentially be affected if no prevention is available is estimated to be:

- 150,000 – 350,000 people will become clinically ill
- 60,000 – 160,000 people will require outpatient care
- 1,000 – 2,800 people will require hospitalization
- 300 – 1,000 people will die from influenza or complications of influenza

These numbers are based on an infection rate of between 15% and 35%, although it is not possible to reliably predict the severity of the disease associated with a pandemic.

1.6 Incident Escalation and Management Plan

1.6.1 Incident Escalation Plan

An Incident Escalation Plan has been developed to accelerate the decision-making process in the event of a business disruption. This plan has been approved by the BCM (Business Continuity Management) Steering Committee.

1.6.2 Standard Operating Procedures

Standard operating procedures following a business disruption are detailed in the Emergency Operations procedures, IT Trouble Ticket Management / Disaster Declaration, and Crisis Communication Plan.

The process for escalating the interruption to the impacted BCM team members, key steps, how the BCM team will be notified, and escalation within the organization are detailed in this section.

1.6.3 Incident Escalation Model

SaskTel interfaces with a number of Government departments and agencies at a local, provincial and federal level as well as the Provincial Crown utilities on which there is a high degree of interdependency.

SaskTel is also represented on the Canadian Telecommunications Emergency Preparedness Association (CTEPA) representing wireline, wireless and satellite facility-based telecommunications companies in Canada. This committee has established protocols and procedures to be used in the event of an emergency.

CTEPA has established an Emergency Communications Coordination procedure to:

- Facilitate a centralized communications coordination function among the CTEPA members and Industry Canada during emergency situations.
- Facilitate access to mutual aid among the CTEPA members during an emergency

Documentation of the protocols and procedures to be used in the event of all emergencies, can be found with the SaskTel Emergency Operations Procedures on The Source, SaskTel's corporate intranet and forms the greater body of information necessary in managing Emergency Response and Business Continuity disruptions not entirely specific to pandemic.

1.7 Pandemic Plan Success Factors

The success factors to measure this plan are:

- Establishment of effective lines of communication;
- Plan is in place;
- Critical services, applications and people are identified;
- Authority is effectively delegated;
- Effective teamwork in enacting this plan;
- Plan awareness is high among employees, contractors and other SaskTel critical stakeholders;
- Plan is tested and validated.

1.8 Plan Approval, Testing and Maintenance

1.8.1 Plan Approval Process

The SaskTel Pandemic Plan will be managed and reviewed by the HR department with input from the PIRT. The VP of Human Resources will review and approve this document.

1.8.2 Plan Testing

This plan will be tested annually, or every time the overall SaskTel Pandemic Plan is updated. The purpose of plan testing is to ensure the plan is effective.

The pandemic plan will be tested with a table-top exercise in the 4Q2009. The exercise will be integrated across the Business Unit functions in the organization.

1.8.3 Plan Maintenance

This plan will be updated after each of the following events:

- Organizational changes and employee staff turnover or changes in employee responsibilities;
- Changes to employee contact numbers (e.g. phone and cell numbers);
- Changes to business functions;
- Completion of a plan exercise, based on exercise report recommendations;
- Updates to the Saskatchewan Government Provincial Plan;
- Major revisions to the Canadian Pandemic Influenza Plan;
- Change in the Phase level by the World Health Organization;
- Or at minimum annually

CEOC and the Executive of the RCG will have access to updated electronic and hard copies of the plan. This process will be managed by the Corporate Business Continuity Planner.

1.8.4 Plan Location

The Pandemic Influenza Preparedness Plan is located in the BCP database.

It is recommended that the NOC (Network Operations Centre) and critical locations such as the CEOC (Corporate Emergency Operating Committee) and RCG (Recovery Control Group) prime and alternate EOCs (Emergency Operations Centres) retain a current hard copy (paper) of this plan and any other relevant emergency documents for reference at all times. While these documents are linked from the database, in times of high activity and/or failure, the database could be rendered inaccessible.

2 Pandemic Influenza Response – The Teams

2.1 Corporate Emergency Operating Committee

The CEOC is a committee composed of members of the SaskTel Executive Committee and other senior managers. The CEOC must approve decisions made and funding required by the RCG during crisis at SaskTel. The CEOC also works with other senior officials from industry and government concerning escalation and mutual aid requirements when necessary.

2.2 Recovery Control Group

The RCG is a committee of SaskTel managers who provide overall operational management for SaskTel during crisis. The RCG also provides corporate direction and support concerning the priority of service recovery and restoration to the response team managers and site managers who are called in to respond to the crisis.

2.3 Pandemic Influenza Response Team (PIRT)

SaskTel's Pandemic Influenza Response Team (PIRT) is a sub-committee of the Recovery Control Group (RCG) and coordinates its functions with those of the EOC.

The PIRT is composed of managers from SaskTel's key business units, including Human Resources, Corporate Services and Corporate Communications.

When the PIRT is activated, the PIRT members may perform duties other than those normally assigned to them. PIRT's decisions and actions will be based upon the collective expertise of the PIRT and its resources.

2.4 Business Continuity Management – Working Team Primes

SaskTel is organized into 22 Business Units (BU), and the Business Continuity Manager works with each BU Prime to support the creation and maintenance of their Business Continuity Plans and Pandemic Plans. The BU Primes serve as liaisons between the Corporate Business Continuity Program Office and their BU. They work with their plan authors and subject matter experts to ensure plans are developed and maintained for critical business processes for the corporation. BU Primes are also responsible for delivering Business Continuity and Disaster Recovery information and programs within their respective organizational unit and are the key points of contact into each of the Business Units during an Incident.

3 Pandemic Phases and Severity Levels

3.1 World Health Organization Pandemic Phases

3.1.1 WHO Pandemic phases

The World Health Organization (WHO) has identified three distinct pandemic periods:

- a. the interpandemic period, when there are outbreaks of influenza in animals and/or birds but no new influenza strains are detected in humans;
- b. the pandemic alert period, characterized by human outbreaks of a new influenza strain; and
- c. the pandemic period, with sustained human-to-human transmission of the virus in the general population.

Each period is further subdivided in specific phases, according to the assessed risk of a pandemic. Changes from one phase to another are triggered by several factors, including the spread of the disease among humans and the characteristics of circulating viruses. Each phase coincides with a series of recommended activities to be undertaken by the WHO, the international community, governments and industry.

Interpandemic period

Phase 1: There have been no new influenza virus subtypes detected in humans that would signal the conditions required for a pandemic. Based on past evidence, the influenza viruses detected in animals are considered to be of low risk to humans.

Phase 2: There have been no new influenza virus subtypes detected in humans. However, a circulating animal influenza virus subtype poses a substantial risk of human disease. This assessment is based on various factors, such as past history of a similar strain causing serious illness in humans and the extent of the outbreaks in animals.

Pandemic alert period

Phase 3: A new influenza virus subtype is detected in humans. There may be rare instances of an infected individual spreading the virus to other individuals they have been in close contact with, but in general there is no evidence of the virus spreading easily among humans.

Phase 4: Small clusters of human-to-human spread of the virus are reported. But outbreaks are localized, which suggests that the virus does not spread easily to and among humans.

Phase 5: One or more larger clusters are reported, but human-to-human spread is still localized, which suggests that the virus is becoming increasingly capable of infecting humans but may not be fully transmissible (there is a substantial pandemic risk).

Pandemic period

Phase 6: The virus is easily transmitted to and among humans, resulting in increased and sustained spread of the virus in the general population.

3.2 SaskTel Severity Response Table

The Severity Response Table is a guideline for management to assess the pandemic situation and make decisions not only by the geographical spread of the virus but also by the severity.

THE WHO HAS DECLARED A LEVEL 5/6

Level A – Disease Detected Outside of North America

Level B – Disease Detected in North America

Level C – Disease Detected in Saskatchewan

Level D – Disease Detected at SaskTel

Yellow – Low Severity

Orange – Medium Severity

Red – High Severity

Low Severity

- Corporate Absenteeism is normal

A = Outside of North America

B = In North America

C = In Saskatchewan

D = In SaskTel

Medium Severity

- Corporate Absenteeism is at 10% greater than normal

A = Outside of North America

B = In North America

C = In Saskatchewan

D = In SaskTel

High Severity

- Corporate Absenteeism is at 30% greater than normal

A = Outside of North America

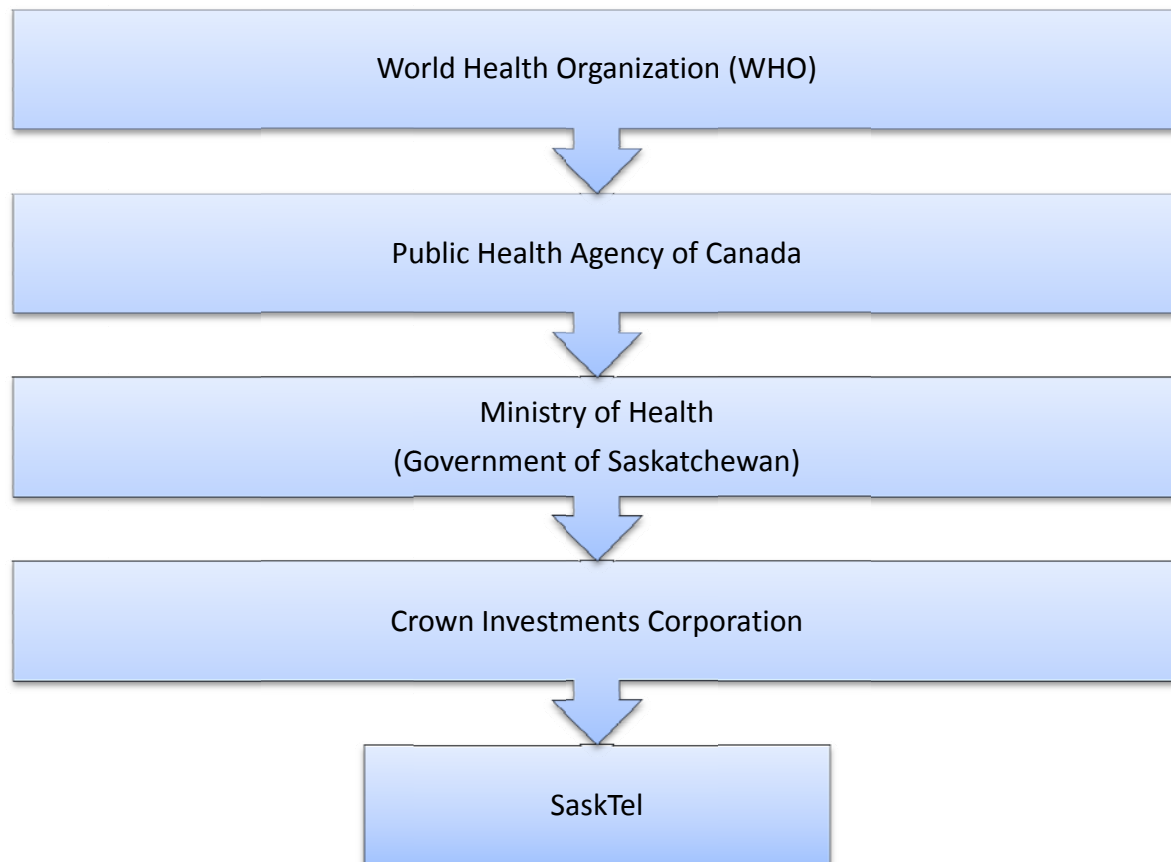
B = In North America

C = In Saskatchewan

D = In SaskTel

The actions for each severity level have been detailed in an internal document.

3.3 Pandemic Monitoring Strategy



The PIRT will monitor the pandemic websites (see Appendix 10.3 Pandemic Monitoring websites for additional details and the links) on the following suggested basis:

- The World Health Organization site is a key site to monitor, as it is the authority to declare a pandemic, and issue health advisories.
- Public Health Agency of Canada (PHAC) Pandemic Influenza Site is another key site as it gives the federal government response for the country, including travel advisories.
- The Saskatchewan Ministry of Health provides updates on provincial information
- Provincial Regional Health Authorities will also provide information and updates regarding response in their specific region
- The US Centres for Disease Control & Prevention (CDC) has a useful summary of the current situation and analysis of emerging risks associated with the virus. There are further details regarding bird, human, and other animal outbreaks and the evolution of the virus.

The purpose of the monitoring should be to check for: i) pandemic phase changes, and ii) any new recommendations for cleaning, anti viral medication, vaccines and personal protective equipment.

3.4 Managing Emergency Information during a Pandemic

The following is the process for communicating the pandemic within SaskTel:

- HR identifies the situation using the pandemic monitoring strategy;
- At every increase in pandemic level, HR contacts the SaskTel PIRT;
- A decision-making team comprised of the SaskTel PIRT will determine appropriate actions and make communications decisions;
- SaskTel will use existing corporate communication tools to communicate internally and externally. Internally, broadcast e-mail and the corporate intranet are the primary corporate communication tools for employee notification during a crisis. In addition, the SaskTel Employee Alert Line (SEAL), a toll-free, call in number that employees can call for crisis information /updates anytime and from anywhere in Canada for no charge, is also available to provide updates on extreme crisis situations. Fax and Talkmail are also used as part of the crisis communication tool set. Externally, news releases and advisories, as well as the external web site are the primary communication tools.

4 Corporate Strategies

4.1 Human Resources

SaskTel will make every effort to provide employees with a safe work environment during an infectious outbreak/pandemic. The primary focus for operations will be to keep employees healthy in order to maintain critical services for our customers.

Actions that are designed to minimize the entrance of the infectious agent into the workplace or of being spread from one person to another through modifications to the environment in which we work or the way we do our work will be implemented as required.

4.2 Corporate Communications

Corporate Communications will work with Human Resources, the continuity teams and other relevant emergency committees internally and externally:

- To provide timely, accurate and consistent information regarding pandemic preparation as well as during a pandemic.
- To raise broad awareness regarding the flu and provide employees with information on preventative action and preparedness resources.
- To provide regular updates and continued communication with the relevant audiences externally and internally.

4.3 Corporate Services

Corporate Services will develop an infectious disease response plan to ensure utmost safety of employees through the implementation of infection control protocols, augmented maintenance procedures and personal protective equipment for employees. The severity level of the pandemic will determine the required response. Procedures and associated triggers outlining the required maintenance and cleaning protocols at the respective pandemic stages will be developed.

It is important to gain assurances from SaskTel's vendors as to their preparedness for business continuity and in particular a pandemic situation. For vendors assessed to be critical, SaskTel will request and obtain a summary of vendor's plans as well as engage them in coordinated exercises and develop joint continuity strategies as appropriate. For those vendors without pandemic plans or BCPs, Purchasing will assess the risks and possible mitigations for the future.

4.4 Information Technology

In the event of a Business Continuity disruption where critical business processes cannot be conducted at the current work location SaskTel where possible will conduct business off-premises by employees working from home. A separate Work at Home Plan will outline each areas accountability and responsibilities to ensure documented procedures exist to allow both critical and non critical employees access to work from home.

4.5 Corporate Security

Corporate Security will manage the physical security of buildings through processes currently in place. The Emergency Operations Procedures - Alert Conditions will be referenced during a pandemic. Corporate Security will provide a strategy to ensure the maintenance of the security and privacy needs of SaskTel employees, facilities, technology and information.

5 Responding to a Pandemic

5.1 Pandemic (Phase 3)

- Development of the Corporate Pandemic Plan and Business Unit Plans.
- Communicate general information about Corporate and Personal preparation to employees.

5.2 Pandemic (Phase 4)

- Corporate and Business Units plans will be reviewed to ensure they are current and complete.
- Action plans will be implemented to fulfill the identified gaps.

5.3 Pandemic (Phase 5 & 6)

5.3.1 Responding to an Incident of Low Severity (Phase 5&6)

Responding to an Incident of Low Severity (Phase 5&6)

A = Outside North America, B = In North America, C = In Sask., D = In SaskTel location
Absenteeism is at a normal level corporately.

Management Committees

- Emergency Committees will activate and assess the situation with information from CIC and Ministry of Health along with other pandemic monitoring sites – WHO, PHAC.
- PIRT will provide updates to the RCG.
- RCG will update the CTO and/or executives.
- PIRT will identify appropriate guidelines to ensure a safe work environment.

Business Continuity Management Team

- The Business Continuity Planner will review the priority business processes to identify any potential risks and mitigations.
- Business Units will review critical supplies and ensure adequate stock of critical supplies.

Communications

- Internal communications will advise SaskTel employees of the world pandemic status and SaskTel's actions.
- Internal communications will communicate expectations of employees and management.
- Communicate with SaskTel employees the direction from Ministry of Health and CIC.
- Communications will communicate available training on infection control.
- Provide employees with information on disaster preparations for families.
- Provide information and instruction to managers in regards to the frequently identified questions and issues.

Human Resources

- Human Resources will review all infectious outbreak guidelines to ensure they are current and complete.
- Review training programs on infection control and personal protective equipment to ensure they are adequate.
- Implement policies as required.

Corporate Services

- Review critical suppliers lists submitted by business unit to validate accuracy and identify to the Business Unit gaps that exist.
- Review and order supplies for the maintenance and cleanliness of SaskTel buildings.
- Corporate Services will ensure hand sanitizer is at all designated locations as per the Safe Work Place Policy.
- Ensure proper signage is posted providing instruction on good hand cleaning techniques.
- Re-enforce cleaning of shared work space.
- Augment cleaning of common areas.

5.3.2 Responding to an Incident of Medium Severity (Phase 5&6)

Responding to an Incident of Medium Severity (Phase 5&6)

A = Outside North America, B = In North America, C = In Sask., D = In SaskTel location
Absenteeism is 10% greater than normal levels corporately.

Management Committees

- Emergency Committees will activate and assess the situation with information from CIC and Ministry of Health along with other pandemic monitoring sites – WHO, PHAC.
- PIRT will provide updates to the RCG.
- RCG will update the CTO and/or executives.
- PIRT will identify appropriate guidelines to ensure a safe work environment.

Business Continuity Management Team

- The Business Continuity Planner will review the priority business processes to identify any potential risks and mitigations.
- Business Units will review critical supplies and ensure adequate stock of critical supplies.

Communications

- Internal communications will advise SaskTel employees of status and SaskTel's actions.
- Internal communications will communicate expectations of employees and management.
- Communicate with SaskTel employees the direction from Ministry of Health and CIC.

- Communications will communicate available training on Personal Protective Equipment and infection control.
- Provide employees with information on disaster preparations for families.
- Provide information and instruction to managers in regards to the frequently identified questions and issues.

Human Resources

- Human Resources will review guidelines to ensure they are current and complete.
- Review training programs on infection control and personal protective equipment to ensure they are adequate.
- Implement policies as required.

Corporate Services

- Review critical suppliers lists submitted by business unit to validate accuracy and identify to the Business Unit gaps that exist.
- Review and order supplies for the maintenance and cleanliness of SaskTel buildings.
- Ensure hand sanitizer is at all designated locations as per the Safe Work Place Policy.
- Ensure proper signage is posted providing instruction on good hand cleaning techniques.
- Re-enforce cleaning of shared work space.
- Augment cleaning of common areas.
- Distribute PPE throughout province to employees.
- Distribute personal pandemic kits to all employees.
- Implement infection control procedures as needed.

5.3.3 Responding to an Incident of High Severity (Phase 5&6)

Responding to an Incident of High Severity (Phase 5&6)

A = Outside North America, B = In North America, C = In Sask., D = In SaskTel location
 Absenteeism is 30% greater than normal levels corporately.

Management Committees

- Emergency Committees will activate and assess the situation with information from CIC and Ministry of Health along with other pandemic monitoring sites – WHO, PHAC.
- PIRT will provide updates to the RCG.
- RCG will update the CTO and/or executives.

- PIRT will identify appropriate guidelines to ensure a safe work environment.

Business Continuity Management Team

- The Business Continuity Planner will review the priority business processes to identify any potential risks and mitigations.
- Business Units will review critical supplies and ensure adequate stock of critical supplies.
- Business Units to test work from home process and equipment.
- Assess need for repatriation of SI employees according to location of employees and location of pandemic.
- Assess need for implementation for work from home, alternate work location and staffing reductions.
- Modify business operations according to RCG.
- Potentially implement work modifications including work from home.

Communications

- Internal communications will advise SaskTel employees of status and SaskTel's actions.
- Internal communications will communicate expectations of employees and management.
- Communicate with SaskTel employees the direction from Ministry of Health and CIC.
- Communications will communicate available training on Personal Protective Equipment and infection control.
- Provide communication about critical functions and corporate response.
- Communicate expectations of customers to employees going on site.
- Provide employees with information on disaster preparations for families.
- Communicate on-line training.
- Communicate to collocates, security, contractors, tenants, consultants on procedures regarding onsite visits.
- Provide information and instruction to managers in regards to the frequently identified questions and issues.
- External communications will update customers and stakeholders on business changes.
- Internal communications will update critical employees.
- Implement the SaskTel Employee Alert Line.
- Communicate STEPPP services to employees.
- Post appropriate notices at SaskTel locations regarding building access.
- Provide daily communication to employees.

Human Resources

- Human Resources will review guidelines to ensure they are current and complete.
- Human Resources may implement Travel Policy and track employee travel.
- Potentially implement the Attendance Management Guideline.
- Implement policies as required.
- Implement the use of PPE.

Corporate Services

- Review critical supplier lists submitted by Business Unit to validate accuracy and identify to the Business Unit gaps that exist.
- Review and order supplies for the maintenance and cleanliness of SaskTel buildings.
- Ensure hand sanitizer is at all designated locations as per the Safe Work Place Policy.
- Ensure proper signage is posted providing instruction on good hand cleaning techniques.
- Distribute personal pandemic kits to all employees.
- Distribute PPE throughout province.
- Implement infection control procedures as needed.
- Monitor inventory of food and PPE.
- Re-enforce cleaning of shared work space.
- Augment cleaning of common areas.
- Modify cleaning procedures to enhance employee health & safety.
- Ensure positive pressure is maintained at all entrances.
- Implement HVAC system maintenance plan.
- Implement cafeteria policy.
- Assess need to limit access to SaskTel buildings.
- Discuss expectations of leased property with tenants and landlords.
- Implement procedures to collocates, security, contractors, tenants, consultants regarding onsite visits.
- Activate the pandemic purchasing processes.
- Activate the pandemic vendor communication policy (with input from the Crisis Management Team).

6 Recovery from a Pandemic - Post Pandemic Period

6.1 Declaration

The Saskatchewan Ministry of Health will provide direction regarding decreased level of risk and resumption of business operations.

6.1.1 Taking Stock

Each business unit will be asked to take stock of impact of disruption on the business and follow the prioritization process until such time as critical services are operating at full capacity. Critical processes and services continue to be the priority until such time as business has returned to normal. As that time, employees will resume non-critical services.

Departments will be asked to provide indication of staffing requirements.

6.2 Pandemic Plan De-activation

Management Committees

- PIRT reviews all lessons learned with the RCG and CEOC and adjusts the Pandemic Plan accordingly. Develop and implement new mitigation actions from lessons learned.
- PIRT monitors the pandemic situation for any new updates and changes to the virus, containment strategies and government mandates.
- RCG determines order for process recovery and informs the BCM Team.

Business Continuity Management Team

- Each individual Business Unit assesses staffing requirements and works with Human Resources as needed.
- Each individual Business Unit restarts suspended processes in a controlled fashion as directed by the RCG.
- Each business unit develops a plan to address the incomplete work.
- Each individual Business Unit assesses stock and replenishes.

Communications

- Communications is prepared and sent to all SaskTel employees in regards to the resumption of business operations.

Human Resources

- Human Resources will work with individual Business Unit to deal with the identified staffing requirements.
- Human Resources will complete the processes required due to the death of an employee.
- Human Resources will identify and address any outstanding employee issues that result from the pandemic.

Corporate Services

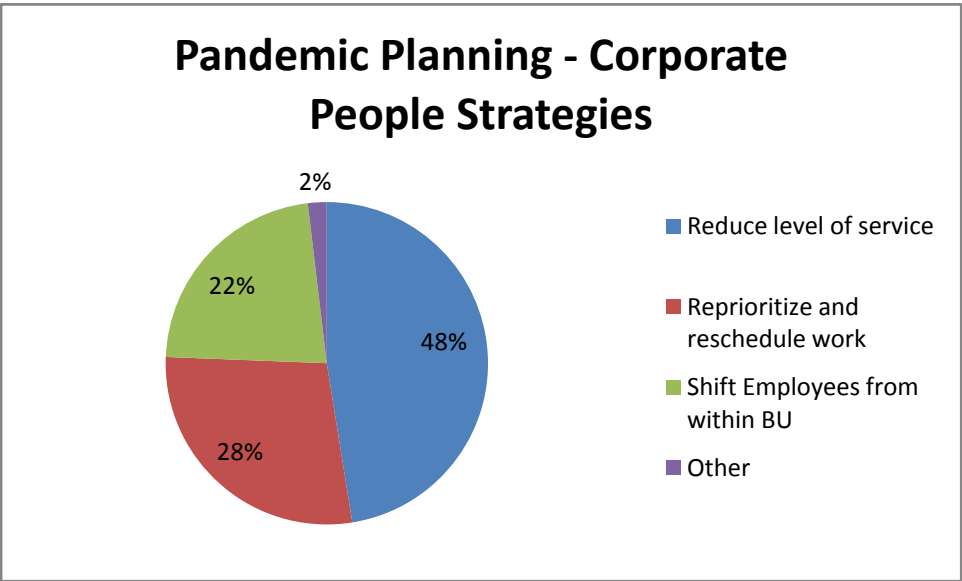
- Corporate Services will assess building maintenance requirements.
- An overview will be conducted on the status of supplies and vendors.

7 Corporate Summary of Pandemic Strategies

Percentages outlined in the following charts are the breakdowns according to the individual Business Unit strategies.

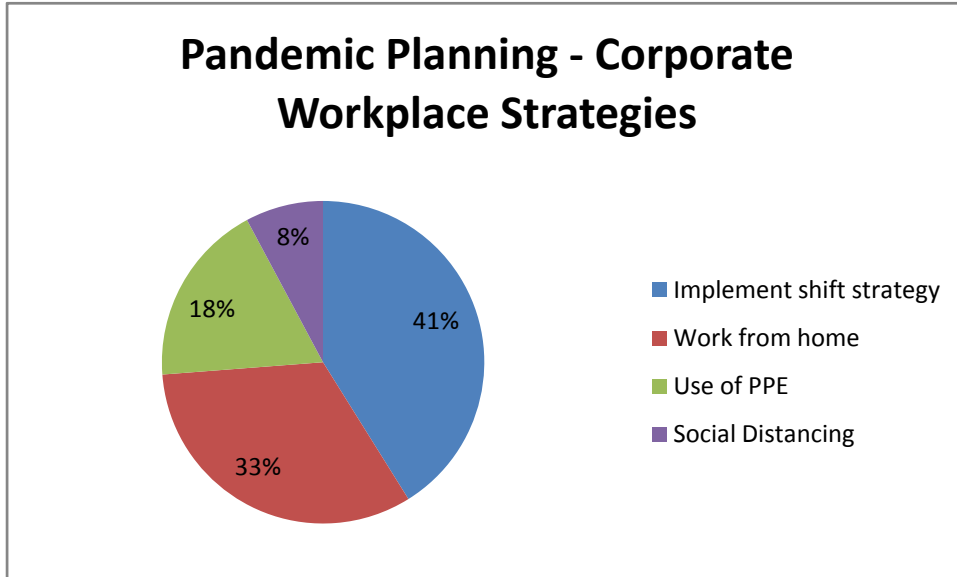
7.1 Corporate People Strategies

People strategies are strategies that a business unit would use to address absenteeism in critical positions in the business unit. Strategies include - Bring in former employees/ retirees, shift employees from within BU, shift employees from another BU, reduce level of service, reprioritize and reschedule work, outsource workload or ask HR for support.



7.2 Corporate Workplace Strategies

Workplace strategies are strategies that a Business Unit would use to keep employees healthy in order to maintain critical services. Strategies include - Implement shift strategy, work from home, social distancing or use of personal protective equipment (PPE).



Each SaskTel business unit has plans and strategies to deal with business disruption and high absenteeism.

8 Appendices

8.1 Human Resources Pandemic Guidelines

Human Resource Area	Guideline Statement
Leaves of Absence	In the event of a pandemic, normal leaves of absence (i.e. Vacation, education) may be suspended. Emergency leaves may still be available (i.e. personal emergency days).
Employment Insurance	In the event of a pandemic, SaskTel will follow government regulations regarding Employment Insurance.
Position Backups	In the event of a pandemic, SaskTel will ensure all critical positions are filled. Business Units have identified alternates to ensure critical services are maintained.
Contact Information	It's the responsibility of every SaskTel manager to have emergency contact information for their employees.
Crisis Communication	It is the responsibility of every employee to access on a daily basis the information provided during a crisis (i.e. SEAL).
Alternate Work Location	In the event of a pandemic SaskTel may implement alternate work location arrangements which could include shift work, working from home, flexible work hours for the purpose of social distancing to reduce viral transmission through limiting interaction between employees.
Benefits and Compensation	In the event of a pandemic, full pay and benefits will be maintained for all SaskTel employees who fulfill their assigned duties.
Occupational Health & Safety	In the event of a pandemic, SaskTel will comply with the provisions of the Canada Labour Code except where that legislation may be overwritten.
Employees with Face-to-face client Interactions	In the event of a pandemic, RCG and CEOC will provide directions in regards to business modifications with respect to client interactions.
Quarantine Act Enforcement	SaskTel will comply should the Quarantine Act be enacted.
Return to Work (following suspected/confirmed infection or quarantine period)	It is the responsibility of every SaskTel employee to secure the appropriate medical clearance and documentation to support their safe return to the workplace, in accordance with the guidelines provided by the Ministry of Health and WHO.
Sick Leave Benefits	In the event of a pandemic, sick leave benefits will continue.
Statutory Holidays	In the event of a pandemic, staffing levels will be as required to maintain critical services.
Absenteeism	In the event of a pandemic, managers will track the absenteeism of their employees until the central reporting tool is implemented.
HR Procedures	In the event of a pandemic, HR procedures will continue to be followed as closely to normal operations as possible. In the event that emergency procedures are required, all changes will be communicated to management and staff.

8.2 Pandemic Monitoring Websites

8.2.1 World Health Organization (WHO)

The World Health Organization is the authority to declare a pandemic, and issue health advisories for a country or region. They are also responsible for coordinating the global response to H5N1 virus.

This page provides information on the latest cases of the pandemic influenza, as well as a link on advice for travellers, fact sheets, frequently asked questions. There is also a link to a table summarizing the total number of cumulative cases reported to WHO by year and by country.

Advisories published on this site will tell what the exact status is as the situation evolves.

<http://www.who.int/en/>

8.2.2 Government of Canada Pandemic Influenza Site

The Public Health Agency of Canada (PHAC) is responsible for federal level response to a health crisis. The PHAC will take the lead in determining how the country will respond to such an emergency, working together with Health Canada.

Health Canada is the federal department responsible for helping the people of Canada maintain and improve their health. PHAC's mission is "to promote and protect the health of Canadians through leadership, partnership, innovation and action in public health".

This site provides information to protect the health and well-being of Canadians during a pandemic influenza outbreak.

http://www.influenza.gc.ca/index_e.html

The http://www.influenza.gc.ca/surv_e.html link will have details on the spread of the disease in and its spread nationally and internationally. Provincial and Municipal health authorities will follow PHAC's guidance and public communications on the evolving situation.

8.2.3 Province

The Province link should be used to monitor regional advice during WHO Phase 5/6 for provincial information. During Phase 6 this link should be monitored daily to ensure that the most current information regarding provincially administered services and disruptions are understood and communicated to employees.

<http://www.health.gov.sk.ca/>

<http://www.health.gov.sk.ca/healthline>

8.2.4 The Centres for Disease Control & Prevention (CDC) – USA

The CDC site provides a very useful summary of the current situation and analysis of emerging risks associated with the virus. There are further details regarding bird, human, and other animal outbreaks, the evolution of the virus, animal import bans, and travel.

<http://www.cdc.gov/flu/avian/outbreaks/current.htm>

8.3 Incident Escalation Roles

The plan includes a copy of the BCP escalation roles that identifies process for multiple/various crisis.

BCP Call out Process

Hard copies of the call out directory are held by the EOC.

Umbrella BCP Activation Process

If the RCG is activated, the Corporate Business Continuity Planner will marshal the BCP Working Team and provide a situation report.

Members of the BCP Working Team will disseminate the information to their BCP representatives and member of the BCM Steering Committee for their assessment of impact to their Business Unit.

Situation Report meetings will continue to be held for the purposes of providing information to the BCP Working Team, receiving Business Unit process impact information, discussing issues, receiving requests for support from the BCM Steering Committee and / or the RCG, and sharing appropriate details regarding BCP activation.

The Standing Agenda will be as follows:

- Attendance roster
- Situation overview
- Employee safety and well-being status
- Buildings and Properties impacts
- IT impacts
- BCP activation and requirements submitted to RCG
- Absenteeism status (if infectious disease incident otherwise discuss resource availability)
- Actions for RCG Chair to support requirements and communication to CEO
- Communications plan
- Contingency and fail over plans
- Next meeting

8.4 Pandemic Communications Plan

The SaskTel pandemic plan has defined the severity according to low/medium/high combined with employee absentee levels. This will be adjusted to align with the World Health Organization (WHO) and public health criteria currently under revision. The corporate crisis communication plan will be initiated in high severity phase.

Communication Objectives

- To ensure timely, accurate and consistent messaging that is aligned with the relevant government agencies and stakeholders.
- To provide information on simple preventative measures and preparedness resources.
- To reassure the employee and contractor community by providing information about preparedness activities and measures that are in place to protect health and safety at the work place.
- To provide effective and consistent communications so employees can take appropriate actions to protect themselves and their families.
- To provide information to employees about their rights and responsibilities.

Communication Tools

Communication tools include, but are not limited to the following: corporate intranet, sasktel.com, employee call-in line, e-mail, video, meetings, conference call, print, direct mail, as well as news release, public service announcements and advisories.

8.5 Definition of Acronyms

BCP – (Business Continuity Plans) are plans that identify mitigation strategies and workarounds to minimize disruption to critical business processes.

BU – (Business Unit) is a SaskTel group/unit that performs a certain Business function.

CEOC – (Corporate Emergency Operating Committee) is a committee composed of members of the SaskTel Executive Committee and other senior managers. The CEOC approves decisions made and funding required by the RCG during crises at SaskTel.

CTEPA – (Canadian Telecommunications Emergency Planning Association) is an association representing wireline, wireless and satellite facility-based telecommunications companies in Canada for information sharing on emergency and business continuity planning and mutual aid.

CSIRT – (Computer Security Incident Response Team) is a sub-team of the RCG (Recovery Control Group) and resolves all IT issues from desk tops to network IT systems.

EOC – (Emergency Operations Centre) is a centre where an Emergency Operations Committee such as the RCG meets to manage a crisis for SaskTel.

NOC – (Network Operations Centre) is a centre for 24/7 network operations monitoring.

PAD – (Priority Access for Dialing) is the program that designates essential phone numbers for emergency communications. The designated numbers have priority access to dial tone as a contingency arrangement for emergency situations.

PPE – (Personal Protective Equipment) is specialized clothing or equipment worn to protect the wearer against a hazard including an infectious disease. It can range from a mask or a pair of gloves to a combination of gear that might cover some or all of the body.

PIRT – (Pandemic Influenza Response Team) is the SaskTel Pandemic Influenza Response Team (PIRT) which is a sub-committee of the Recovery Control Group (RCG) whom coordinates its functions with those of the EOC. The PIRT is composed of managers from SaskTel's key business units, including Human Resources, Corporate Services and Corporate Communications.

RCG – (Recovery Control Group) is a committee of SaskTel managers who provide overall operational management for SaskTel during crises. The RCG also provides corporate direction and support concerning the priority of service recovery and restoration to the response team managers and site managers who are called in to respond to the crisis.

STEPPP – (SaskTel Employee Personal Problem Program) is a program available to help employees and their families deal with many of life's difficulties, including marital problems, parenting challenges, depression, grief, addiction, financial troubles, legal issues and problems experienced by children and teens.

WHO – (World Health Organization) is the directing and coordinating authority for health within the United Nations system. It is responsible for providing leadership on global health matters, shaping the health research agenda, setting norms and standards, articulating evidence-based policy options, providing technical support to countries and monitoring and assessing health trends.