

COVID-19 Business Continuity Preparation - **DRAFT**

Considering the recent instances of COVID-19 coronavirus internationally and locally, departments/divisions should review, update, and test their current business continuity plans to help minimize a potential disruption to essential services or activities.

All plans are to be in line with institutional policies and guidance being provided by the Institutional Corona Virus Task Force found at <https://news.dartmouth.edu/covid-19/covid-19-coronavirus-information>. Any issues or questions regarding policy not available on this site should be raised with an Institutional Task Force member <https://news.dartmouth.edu/covid-19/task-force>:

Potential scenarios to include in your planning include the following.

- Employees don't want to be on campus
- Canceled classes
- Monitoring/Quarantine/Isolation of members of the community (faculty, staff, students)
- Coworker(s) suspected or confirmed to be infected
- Closed campus except for essential services
- Respond to rumors and communicating with your team

Other working groups are focused on academic continuity, travel support.

QUESTIONS TO CONSIDER WHEN DEVELOPING YOUR PLANS

1. What are the essential services that you provide to the campus which—if disrupted—would cause a significant or harmful outcome for Dartmouth College? Please list.

For example, FOM is unable to provide electrical power and steam to the campus.

2. What other departments rely on your essential services? If you were unable to provide these services would those programs or operations be shut down? You should coordinate plans with those other departments.

For example, Dining Services is unable to prepare enough meals.

3. Once you have identified your essential services, which of these services can you provide “manually” or through alternative means?

For example, Payroll is unable to prepare and distribute checks via its usual method because of an information technology problem. Is there another way to do this?

4. What departments do you rely on? If they were unable to provide their normal services, would your operation have to shut down? You should coordinate plans with these departments.
5. What is the minimum number of employees you would need to carry out your essential function under each of the different scenarios? Have you identified these individuals? Are they presently aware of the roles they would have to play in an emergency situation?
6. Are these employees sufficiently versed in the key aspects of your function so they could fill in for others?
7. What equipment, information/data or supplies must you always have available to deliver your essential services? How do you maintain that availability? Do you have what you need today to either protect those resources or replace what may be lost?

For example, are there hard copies of critical documents that you would otherwise manage routinely electronically—is there a need for some duplication? Similarly, are there key replacement parts you may need that even under ideal circumstances would take time to acquire? If so, should they be inventoried or should spares always be on hand?

8. Have you discussed with your staff how you will communicate with one another in the event of an emergency?

For example, do you have a phone tree? If the phone services are inoperative; do you have a pre-determined list of responsibilities that should be taken care of and in what order? Do you have a core group that knows they should report to campus in an emergency? Do those outside the core group understand that they can stay home?

9. Who within your organization makes key decisions?

Who is considered primary, secondary and tertiary in your division or department? Sometimes the key decision makers may not be senior management when it comes to practical decisions about services. Who might be called on in such situations if they might apply in your organization?

10. What would be your preferred way of receiving notification that a campus wide emergency had been declared?

For example, local radio stations, mass blitz message, phone tree, etc.

11. If circumstances require that you relocate your essential services, what type of facility or facilities would you need? Do you have a list of items that would need to go with you?

12. What external services, vendors, and suppliers are critical to your ability to provide essential services? How would you contact or include them during a business disruption? Have you established an understanding with these individuals, companies, etc. to ensure a preferred status? Who has the ability to make the purchases in an emergency situation (authority and credit card)?

Testing your plans

Test and secure remote access for work-from-home situations

- Provision laptop computers, monitors, keyboards, etc.; avoid, if possible, shifting work to personally owned computers;
- Consider employees that require access to paper documents/files;
- Confirm remote access capabilities (e.g., VPN, systems up-to-date and internet service lines have sufficient capacity. Test web and voice conferencing capabilities and ensure employees have access to and understand how to use these);
- Test employees' ability to work remotely (e.g., rotate staff to work remotely on selected days during the week to identify issues proactively in anticipation of a facilities closure or quarantine order); and
- Set up communication options to allow office phones to be answered from home and communicate to others you interact with how they will be able to contact you.
- Require employees to carry laptop computers home each day as quarantines and closures may be enacted with little warning;

Conduct staff training

- Share plans with the team
- Ensure employees understand roles and responsibilities during a business disruption;
- Conduct tabletop exercises in preparation for office closures, quarantines, health emergencies as well as public transportation and critical service provider disruptions; and
- Ensure employees understand how to access critical business systems and communicate with supervisors