Planning and Preparedness for Business

Contents

Hazards and Your Business

This manual is for distribution to business owners and operators to assist in the improvement of emergency preparedness in their business. Overseas experience indicates that many businesses are ill prepared for most disasters.

Each building and type of occupancy brings with it individual conditions. Therefore, each owner or operator must tailor plans to actual needs and operating styles.

This manual is not intended to address specific sectors or industries. It is intended as a primer to assist business managers with a range of questions that will aid in the preparation of their own specific preparedness plans.

This manual is the second of three, which have been produced for the Public Education Advisory Committee of the Ministry of Civil Defence. It concentrates on the steps that can be taken by you (through a series of checklists) to minimise the hazards which present a risk to your business. Each question represents the outcome of a process. Your task is to set in place the processes and to document them in your plan.

Because each business has both problems and assets, which are unique, the planning process for individual businesses will vary. You will need to work out the best way of incorporating your business emergency plan into your overall corporate/business plan. The checklists provided in this document are designed to show an "ideal" to aim for.

As you proceed through the checklists, don't be discouraged if you do not meet or comply with the points raised. **REMEMBER** *that every corrective action increases the emergency preparedness of your business.*

Business Emergency Planning

The overall objective in managing emergency operations is to ensure effective and efficient response to emergency situations resulting from natural or technological disasters.

A most important consideration is that an undue reliance on Emergency Services may be unrealistic, as they will be committed to essential life-saving tasks. You may need to be self-reliant for some time after a major emergency.

There is a likelihood that essential lifelines such as roads, bridges, transit systems, telephones and power could be severely disrupted. Senior or key staff of your work may be unavailable, injured at home or in transit. Continuity of management must recognise and plan for disruption of normal lines of authority.

Specifically, business emergency planning will include:

- Policy direction of emergency operations.

- Overall management and coordination of emergency operations.

- Coordination of requests for assistance and allocation of company resources and other support.

- Establishing of priorities and resolution of conflicting demands for support.

- Coordination, direction and distribution of emergency public and employee information.

- Collection, evaluation and distribution of damage reports and other essential information for internal use, as well as for the wider emergency response action.

- Rapid transition to the business recovery plan.

The goal of any business emergency planning is to promote business continuity and safety, minimise impact, and assist in speedy recovery.

Your Emergency Plan

Most organisations already have a fire or evacuation plan for their facilities. This is obligatory under the Fire Safety and Evacuation of Buildings Regulations and the Health and Safety in Employment Act (1992). Working through this checklist will help you fulfil your other existing obligations. If yours is a smaller business, without a plan of any type – for fire, or any major emergency – this general plan may provide a framework in which to judge your needs.

If your business uses hazardous substances you have additional obligations under the Hazardous Substances and New Organisms Bill.

A plan is only a hard-copy part of what should be a broader total program of preparedness. It should be aimed at ensuring staff awareness about the possibilities of an emergency occurring, and about the company's approaches to anticipating and responding to such an emergency.

Manual One identified existing and potential hazards to your business.

This manual, <u>Manual Two</u>, provides the seven steps to follow to compile a business emergency plan specifically for your business. A fire, either as an isolated on-site event or as a result of other emergencies, is a constant threat. A Fire Management Checklist is included to simplify planning.

Step One:

Floor Plan

A floor plan will serve many purposes. It can be used to note potential hazards and the location of utilities, emergency equipment and supplies. Further, it will provide a basis for:

- establishing an evacuation route. ❑ ❑

- identifying a safe, open-spaced assembly area. ❑ ❑

- developing procedures for conducting emergency ❑ ❑
  response activities (e.g. search and rescue, damage
  assessment). It should serve for both Fire and other
  emergencies.

Mark clearly by name the location of all offices and work areas, heating plant, and all doors.

The plan shows:

- main shut-off valves for water and gas. ❑ ❑

- electrical power master switch. ❑ ❑

- stoves, heating/air conditioning equipment. ❑ ❑

- hazardous material stored such as cleaning ❑ ❑
  fluids/gas bottles/other chemicals.

- portable, battery-powered PA equipment/radios/lighting. ❑ ❑

- fire extinguishers. ❑ ❑

- first aid and rescue equipment. ❑ ❑

- outside water taps and fire hoses. ❑ ❑

- overhead and underground power lines/gas lighting. ❑ ❑

- open area for assembly. ❑ ❑

It may assist to make a list of information needs, then contact the appropriate information source(s) in the community (e.g. The Fire Service, Council Works Office, local tradesmen or appropriate utility).

Now proceed to the checklists as an easy-to-use guide to information that is relevant to your business, and needs to be included in your plan.

Step Two:
Evacuation Procedures

Evacuation is most commonly the result of on-site fire. In addition, modern buildings with sealed windows may have to be evacuated during power failure as a result of air-conditioning system shutdown and/or failure of fans to remove carbon dioxide particularly from underground parking facilities.

	To Do	Completed
Do all employees understand signals for evacuation?	❏	❏
Have personnel been appointed/tasked to control and check evacuation procedures?	❏	❏
Are all floor plans prominently posted showing exit routes and stairways from floor areas?	❏	❏
Are all exits clearly marked?	❏	❏
Is each route always kept free of obstruction with a minimum clear width of 1.1 metres?	❏	❏
Is every door leading to an exit always free to open from the interior so there is no chance of anyone being locked inside?	❏	❏
Do exit passages have emergency lighting?	❏	❏
Are there a minimum of two alternate means of escape from floors above or below ground level?	❏	❏
Are elevators programmed to return to the ground floor level automatically in the event of an emergency?	❏	❏

	To Do	Completed
Is your Evacuation Procedures complete?	❏	❏

Step Three:
An Emergency Response Organisation

	To Do	Completed
Has the Emergency Team (floor wardens, monitors or coordinators) been designated to organise employees, customers, and coordinate their activities?	❑	❑
Has a staff succession plan been established?	❑	❑
Have emergency team members been trained in their duties, such as rationing food and materials, defining tasks and making assignments, determining of stairs are safe, and direction evacuation?	❑	❑
Have emergency response team members been given the responsibility training for an initial search immediately following the event (because help may be hours away)?	❑	❑
Have wardens been instructed in their responsibilities with respect to building management, city officials and other key Emergency Services personnel?	❑	❑
Are these key contact numbers included in the plan?	❑	❑
Have wardens been instructed to inspect each work area to determine what equipment and furnishings might potentially injure employees?	❑	❑
Is there a schedule for giving wardens training sessions once or twice? a year?	❑	❑
Does your company encourage employees to be trained in first aid? and cardiopulmonary resuscitation?	❑	❑
Have drills been scheduled that are realistic enough to verify that procedures are sound and that important components are not overlooked?	❑	❑

	To Do	Completed
Is your Emergency Response Organisation complete?	❑	❑

Step Four:
Fire Management Checklist

	To Do	Completed
Is your facility equipped with an approved fire alarm and/or voice communication system?	❏	❏
Are all fire exits clearly marked?	❏	❏
Do fire exit area have battery-operated auxiliary lights which come on automatically if commercial power or emergency power fails?	❏	❏
Do all employees understand signals for evacuation?	❏	❏
Are periodic fire safety drills conducted in accordance with your approved "Fire Safety and Evacuation Building Regulations 1992"?	❏	❏
Is there an approved smoke control system?	❏	❏
Is your facility equipped with carbon dioxide, hose reels and/or sprinkler systems?	❏	❏
If applicable, have these systems be evaluated for seismic capabilities in accordance with the requirements of the applicable standards?	❏	❏
Are fire/smoke alarms and/or sprinkler systems periodically inspected and continuously maintained in accordance with the 1991 Building Act?	❏	❏
Are sufficient numbers of fire extinguishers available?	❏	❏
Are fire extinguishers located along paths of travel?	❏	❏
Are employees trained in the use and locating of fire extinguishers and any other fire emergency systems?	❏	❏
Are hose reels and fire extinguishers regularly inspected and serviced?	❏	❏

Is you Fire Management preparedness complete?	❏	❏

Contact the New Zealand Fire Service for more information and training advice.

Step Five:
On Site Emergency Resources

(A)   Emergency Supplies Checklist

	To Do	Completed
It may be necessary for employees/customers to remain on site for at least 24 hours following an emergency.	❑	❑
Are at least 2 Wardens trained in basic rescue techniques?	❑	❑
Are members of the Emergency Response Team designated in charge of Staff Welfare?	❑	❑
If main water supply is cut, have alternative sources been identified?	❑	❑
Are supplies of sanitary materials such as toilet paper and plastic refuse/garbage bags maintained?	❑	❑
Are alternative food sources readily available?	❑	❑
Dependent on the vulnerability of your business to hazards identified, emergency response equipment should be held on site. At minimum this could include:	❑	❑

Space blankets x 2

Sledgehammer

Crow bar

Multisaw x 2 (hack and wood)

Ropes x 4 20m long: 10mm (polyester or nylon)

Debris gloves

As vulnerability levels increase, further resources should be added. Consult NZ Safety Limited for ready prepared cabinets and further advice.

	To Do	Completed
Has an adequately stocked and easily recognizable Emergency Supplies Cabinet been installed?	❑	❑

Step Five:

	To Do	Completed
	❑	❑

On Site Emergency Resources

(B)   First Aid Supplies Checklist

	To Do	Completed
Are first aid supplies readily available?	❏	❏
Are first aid supplies in a cabinet safe from damage?	❏	❏
Are there enough medical supplies so that minor injuries can be cared for?	❏	❏
Are first aid supplies dispersed to locations throughout the office so that they are convenient to all employees and so they will not all be destroyed in a single event?	❏	❏
Are medical supplies portable in case they need to be moved to safer locations in an emergency?	❏	❏
Are the medical supplies secured so they will be available when needed and can be strictly controlled by the first aid attendant and/or warden?	❏	❏
Are there enough supplies to handle the needs of clients and others whom the business may have some legal liability to protect?	❏	❏
Are the first aid supplies regularly inspected and replenished?	❏	❏
Have selected employees been trained in the use of all the medical supplies?	❏	❏
Are your First Aid Supplies ready?	❏	❏

Step Six:
Vulnerable Areas Checklists

(A) Electronic Data Processing Control Room Facilities

	To Do	Completed
Has your company developed comprehensive disaster preparedness plan for its electronic data processing facilities?	❑	❑

In earthquake vulnerable areas has your computer or control room facility been prepared to resist earthquakes in the following ways:

	To Do	Completed
Have the built-up floors in the computer room been braced?	❑	❑
Are all walls and light fixtures braced?	❑	❑
Are all ceiling grids braced to handle sway?	❑	❑
Has the computer been placed away from walls or columns to minimise the possibility of damage due to falling objects?	❑	❑
Has computer equipment and tape storage shelving been anchored?	❑	❑
Have cables and their connections been tested for ability to resist a major earthquake?	❑	❑
Have cables been secured to avoid unnecessary movement?	❑	❑
Have air conditioning and cold/hot water supply systems been made earthquake resistant?	❑	❑
For all areas are there plastic or vinyl tarps/covers available to protect computers from leakage from fire sprinklers and pipes in the area?	❑	❑
Are all staff familiar with the operation of quick release connections to allow equipment to be moved rapidly?	❑	❑

Are staff familiar with evacuation procedures and emergency/Auto shut down procedures?

	To Do	Completed
Is your Electronic Data Control room facility preparedness complete?	❑	❑

Step Six:
Vulnerable Areas Checklists

(B)   Utilities Checklist – Gas

Unnecessary shutoffs of gas may result in long delays while waiting for service to be restored.	❏	❏
Are there designated personnel to shut off gas if necessary?	❏	❏
Do other tenants (where applicable) know this?	❏	❏
Do all employees know where the main gas service shutoff valve is located, if turning it off becomes necessary? Call your local gas utility office now if assistance is needed to find it.	❏	❏
Is there a crescent type spanner approximately 30cm long available in a location where anyone needing to turn off the main gas service valve will find it?	❏	❏
Have you contacted your gas utility if the meter appears vulnerable to vehicular traffic, or objects falling from overhead structures?	❏	❏
Is gas piping, water piping, sewage piping, electrical conduits, secured against excessive movement and protected from objects that could fall from overhead structures?	❏	❏

Is your Gas Utility preparedness complete?	❏	❏

Step Six:
Vulnerable Areas Checklists

(C) Utilities Checklist – Electrical

All employees should be familiar with the following electrical power utility features and procedures:

	To Do	Complete
Have they been informed of the location of the main service shutoff and Shutdown procedures?	❏	❏
Have they designated personnel to switch electricity off at the mains?	❏	❏
Are supplemental power supplies available? (e.g. emergency generators, emergency lighting).	❏	❏
Are procedures in place to routinely test supplemental emergency power supplies?	❏	❏
Are all main switches and/or breakers clearly identified as to their function in electrical rooms/vaults?	❏	❏
Is electrical equipment such as transformers, breakers and switchgear adequately secured?	❏	❏
Are any of your electrical services below groundwater level?	❏	❏
Are any of your electrical services within flood vulnerable areas?	❏	❏
Are there procedures in place to ensure the shutdown of machinery and equipment in an emergency?	❏	❏

	To Do	Complete
Is your Electrical Utility preparedness complete?	❏	❏

Step Six:
Vulnerable Areas Checklists

(D)   Utilities Checklist – Telecommunications

Telephones should not be used for emergency situations requiring assistance. Telephone services, including pagers and cellular phones, are likely to be congested right after a major emergency because many people will be attempting to make calls at the same time.

Have you pre-arranged for a distant out-of-region contact to act as your Message Centre in the event of a major disaster?	❑	❑
Have key clients been pre-advised to check with that contact?	❑	❑
Have provisions been made for a communications system other than telephone so families of employees can be informed of the employees' conditions and vice versa?	❑	❑
Has a communication network been organised so families of employees can go to a central communication point near their homes where two-way radio or other link can be made with the office?	❑	❑
Has a notification network been established using "fan-out" or alternate reporting site call procedures to facilitate distribution of information to employees and their families?	❑	❑
Are you aware that loss of electrical power will result in your telephone switchboard/network being inoperable?	❑	❑

Is your Telecommunications Utility preparedness complete?	❑	❑

Step Seven:
Business Recovery Plan

The effectiveness of a business recovery plan after an emergency can mean the difference between the success or failure of your business. For example after the 1989 San Francisco Bay Earthquake, it is estimated that 50% of small businesses in Santa Cruz were permanently disabled. The directly related loss of jobs has significantly impacted the economy of the area.

Business should resume as soon as practical after life safety concerns and initial damage assessments are dealt with.

The chances of survival as a business will be dependent on many factors. Companies should consider the following concerns:

Does your company emergency plan include resuming business?	❏	❏
Does your company have an alternate location from which to operate?	❏	❏
Have you identified any functions of each department that must remain operating, and the staff needed to perform them?	❏	❏
Does your company have a staff succession plan in place? Can essential staff who may be injured or unavailable be replaced by other staff?	❏	❏
Has your company planned a debriefing procedure, and professional guidance for distressed employees?	❏	❏
Has your company assessed employee availability?	❏	❏
Does your company have a plan for keeping essential employees at work and for the orderly departure of non-essential employees?	❏	❏
Does your company have a mobilisation plan for essential employees?	❏	❏
Does your company have a plan to obtain sufficient food and other necessary provisions to sustain essential employees who must stay at, or return to work, after a disaster to get computer and other vital systems operating?	❏	❏
Is there a plan for the orderly return of various employee groups?	❏	❏
Do employees have proper company identification that will give them access to office locations?	❏	❏
If you are in a branch facility or office, is there a procedure for gathering, analysing and reporting to your headquarters data on the impact of the disaster? (Consider injury to employees, damage to facilities, losses to shareholders).	❏	❏

Step Seven:
Business Recovery Plan

Have people been designated to report injuries, deaths, damage and ❏ ❏
needed resources to the appropriate authorities, including the Emergency
Services and employees' families?

Is a Current Assets Register kept up to date? ❏ ❏

Does your company have in place a priority list for the replacement ❏ ❏
and/or repair of facilities and equipment?

Are operating and leasing records, legal and financial information, essential ❏ ❏
computor data bases, programmes and software kept in secure on-site fireproof
facilities and/or duplicated elsewhere?

Does your company have a plan or prearranged agreement with suppliers from ❏ ❏
outside the impact zone to provide critical parts for equipment that may have
been damaged?

Do you have arrangements with suppliers to ensure business can continue ❏ ❏
– are you aware of suppliers' plans?

If vulnerable to earthquakes, are essential company vehicles parked in ❏ ❏
seismically – secure locations rather than unreinforced structures that could
Collapse?

If vulnerable to flooding, are essential company vehicles parked in areas above ❏ ❏
flood levels?

Does your plan include a provision for transportation of employees and/or work ❏ ❏
crews within a disaster area?

Does your company have an auxiliary communication system, such as a radio ❏ ❏
transmitter and receiver, that can operate independently of normal power supplies?

Have arrangements been made to provide portable radio units in company ❏ ❏
vehicles if required to do business?

Have provisions been made for a communication system other than telephone ❏ ❏
so employees can contact their families as to their condition and vice versa?

Do you have sufficient cash credit immediately available to purchase, ❏ ❏
for example meals and supplies?

Has security been arranged to control access to facilities if your building ❏ ❏
has been damaged?

Does your business recovery plan include periodic rehearsals? ❏ ❏

Is your Business Recovery Plan complete? ❏ ❏

Persons With Special Needs
Checklist

Have employees who have special needs (e.g hearing, sight, mobility impairments, or pregnancy) and who would be disproportionately affected by disaster, been identified? ❏ ❏

Has an evaluation been made of these special needs staff? ❏ ❏

Has your company requested its employees to assess their own needs in each emergency? ❏ ❏

Have wardens been directed to recruit specific individuals as "buddies" to assist them in emergencies? ❏ ❏

Have they been advised to carry medical information and extra medical supplies? ❏ ❏

Have employees requiring special equipment been advised to have back-up equipment? ❏ ❏
(They may need extra batteries for powered wheelchairs, and alternative power supply for respirators, extra batteries for hearing aids, and extra catheters or bladder pads, because toilets may be out of operation).

Has management conducted an evacuation drill to evaluate the specific needs of employees and customers? ❏ ❏

Are you now ready for Persons with Special Needs? ❏ ❏

Employee Awareness Training

Employees fully aware of the potential impact of an emergency in their place of work and at home will react well in the event of such a disaster.

If your employees are properly trained in their responsibilities and duties prior to, during, and after an emergency, the magnitude of personal injuries, damage to equipment/property and business interruption can be kept at a minimal level.

Failure to educate and train your employee will increase the risk for significant losses in these areas.

The following checklist is designed to assist businesses to evaluate their awareness and training needs for emergency planning:

Are emergency plans and procedures part of your company employee training programme?	❏	❏
Does your programme included preparedness at home for your employees?	❏	❏
Does that program include provisions for contact with family and friends of employees after a disaster?	❏	❏
Do you have an emergency response team to deal with all emergency teams?	❏	❏
Are objectives established for training and drills of emergency teams?	❏	❏
Have you developed an inventory of your company's emergency response training requirements, e.g first aid, rescue, fire extinguisher usage?	❏	❏
Have you completed a survey of your employees' skill levels?	❏	❏
Have you assessed what staff resources might be available after a major disaster?	❏	❏
Do all employees understand their duties and responsibilities during an emergency or disaster?	❏	❏
Are all floor plans prominently posted, showing exit routes and stairwells from floor areas?	❏	❏
Are all appropriate personnel conversant with emergency shutdown procedures and controls in their work areas?	❏	❏
Are all employees fully aware of the meaning of different audible and/or visual alarm devices?	❏	❏
Are all personnel trained in the use of the hand portable fire extinguishers installed in your facility?	❏	❏
Are all employees familiar with the operation of buildings and equipment fire suppression systems?	❏	❏
Is your Employee Awareness Training complete?	❏	❏