

Corporate Pandemic Planning Presented by

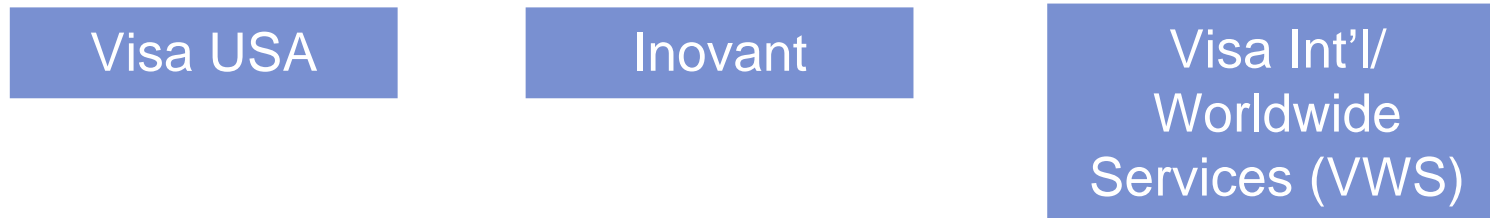
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Visa Business Structure



United States



Other Regions





Initial Pandemic Planning At Visa Spring 2005 - 2006



How Pandemic Planning Started



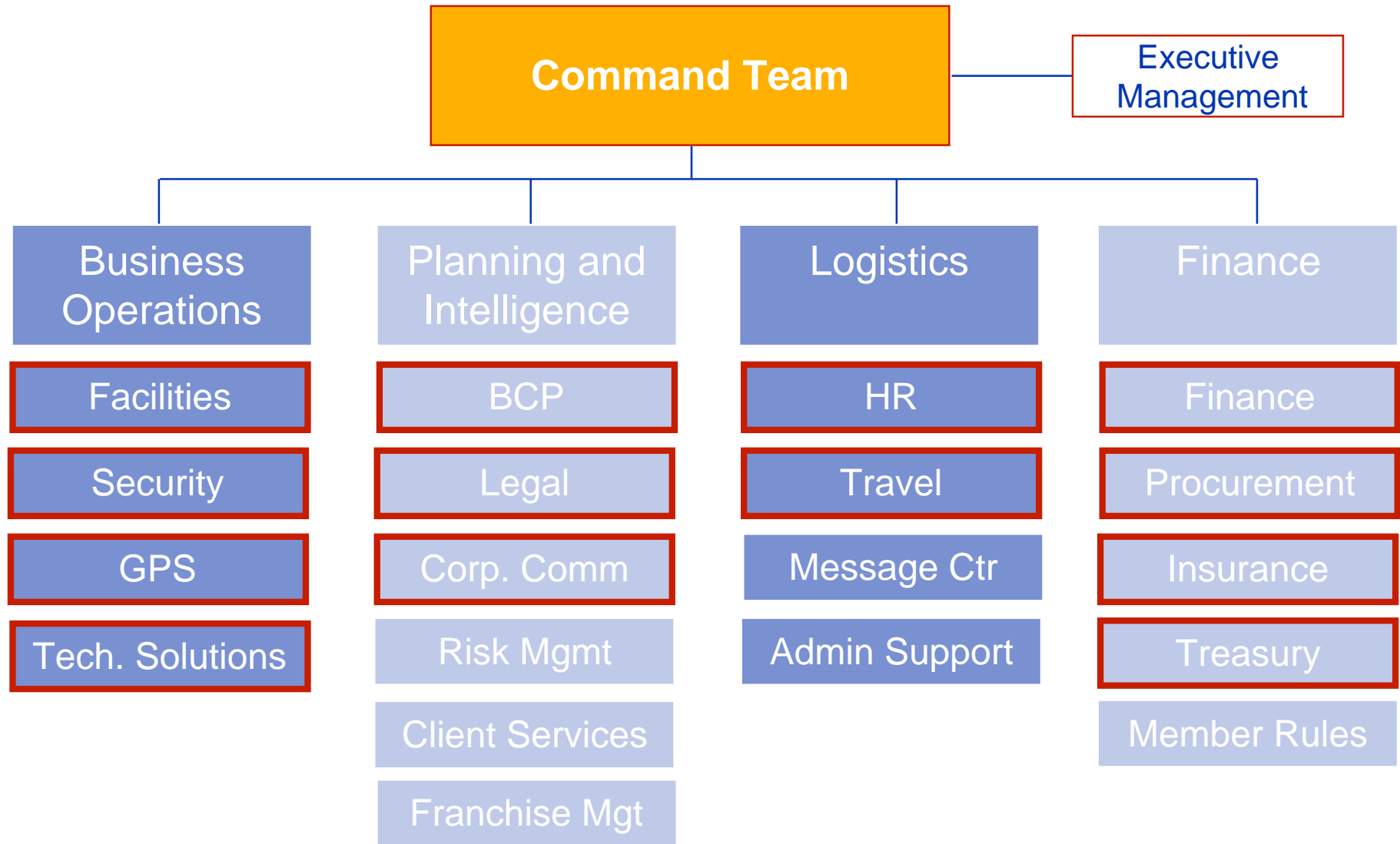
- Executive Management Teams asked us to check into the probability and impact of this type of event
- Conducted Research
 - World Health Organization and Center for Disease Control
 - Local County Department of Health
 - Worked with Consultant
- Developed a Position Paper
 - Outlined probability and impact
 - The current state of the organization's ability to respond to such event
 - Proposal to develop and test a Pandemic Plan
 - Paper was approved by the three organizations

Task Force Membership



- **Pandemic Task Force Participants**
 - Key functions from the CMT were tapped to participate in task force
 - Any additional function that would have a role in a pandemic event
- **Meeting Frequency**
 - Task Force met monthly (and continue to meet)
 - Individual functions met once or twice prior to CMT exercises
- **Key Learnings**
 - Hard to get people to focus on event because when we started it did not seem realistic
 - Not a lot of information on economic impact and operational planning in the early stages

Visa CMT Structure Pandemic Plan Functions



Visa's Pandemic Plan



The goal of pandemic planning is to reduce transmission of the pandemic virus strain, to decrease illness amongst staff, to maintain mission critical business activities and customer service, and to reduce the economic impact of a pandemic.

Plan Components

- Business Continuity
- Corporate Communications
- Client Services
- Crisis Management
- Executive Management Teams
- Facilities
- Human Resources
- Mail Room
- Physical Security
- Strategic Sourcing/Supply Chain Solutions
- IT/Technology Management
- Travel

First Round Of Accomplishments



- Created Task Force and developed plan
 - Functional checklists by Pandemic Phase
 - Policies (e.g. Visitor, Travel, HR Compensation)
- Conducted tabletop exercises for all US-based CMTs
- Developed a US-based Pandemic Communications and Training Plan
 - Conducted Brown Bag Lunch Sessions (Avian Flu 101)
 - Used scenario with Business Units for BC testing
 - Trained Security and Emergency Response Team (ERT) members at all locations on Personal Protective Equipment (PPE)
- Partnered with regional BC managers for global planning
- Met with all Department of Health representatives in areas where Visa has major operations
- Conducted Pandemic Exercises



Initial Stumbling Blocks

- Participation
- Lack of information
- Change to Business Continuity Planning Assumptions
 - One location is down; can turn to other facilities and resources to pick up the business
- Education and Awareness
 - Business Continuity Planners
 - Executive Leadership
 - Staff
 - Industry



CMT/EOC Pandemic Exercise #1

Narrative Summary

Initial Information

- H5N1 transmission human-to-human and had hit the United States – San Francisco and Los Angeles had reported cases
- Local Department of Health was on alert

Simulation

- SMC Department of Health contacted Visa with information on seven sick employees at local hospitals – requested information
 - Travel history of employees
 - Complete list of all employees who sit within 50 feet of these employees
 - List of all employees who have been sick in the past seven days
 - Listing of all Visa employees from other locations and contractors (including vendors) who have been in the building in the past seven days
- SMC Department of Health Quarantined Visa Facilities for 10 days



CMT/EOC Pandemic Exercise #1

Key Learnings

- Business Continuity Planning
 - Geographic dispersion
 - Succession planning
 - Cross-training or clear documentation of job responsibilities
- Education and Awareness
 - Employees
 - Security and Facilities staff
 - Crisis Management Teams
 - Coordination with Local Agency efforts
 - Local Department of Health
 - Police



CMT/EOC Pandemic Exercise #1

Key Learnings (Cont'd)

- Employees that have contracted Illness
 - Tracking absenteeism
 - Balancing act with HIPPA prior to pandemic declaration
 - Quarantine issues
- Robust 'work-from-home' strategy
 - Distribution mechanism for any equipment needed
 - Consider implications to key controls
 - Staff compensation
 - Transfer of information
 - Virtual EOC protocol
- Personnel Concerns
 - Schools closed = child care issues
 - Sick family members = need to provide care
 - If family is quarantined, how do we get information/equipment to them
 - Develop policy on Visa's responsibility to employees affected
- Local Agency Concerns
 - Invocation of State Law – Quarantine of facilities for an undetermined period of time

Challenges

- Lack of resources from all levels of government at time of pandemic (we're on our own...)
- Lack of telecommuting capacity
 - Most companies requesting additional network bandwidth
 - Text messaging could be the best option as it takes very little “space”
- Mission Critical employees identified through the annual business continuity cycle
 - Identified critical business functions (i.e. Treasury)
- Getting Staff to get prepared at home
- Funding
- Need for global coordination



Activities Since Initial Launch of Plan



Public/Private Partnership



Visa established a County Emergency Preparedness Forum

- All companies with 500+ staff
- All City Police and Fire Chiefs
- Other agencies (DHS, FBI, etc.)
- City EOC Coordinators
- Department of Health

Activities We Are Working On

- Emergency Contact Information for each Company
- Integrated Pandemic Planning
- Integrated Tabletop Exercises

Funded two emergency Arks for City

Company Emergency Contact Information		
Company Name:		
Address:		
City, State, Zip Code:		
Company Emergency Operations Center (EOC) Contact Information		
EOC Cell Phone Number:	EOC Satellite Phone Number :	Amateur Radio Frequency:
Primary EOC Location:		Primary EOC Phone Number:
Back-Up EOC Location:		Back-Up EOC Phone Number:
Crisis Management Personnel (Authority to Move Equipment)		
Primary Name:	Phone Number	Cell/Satellite Phone Number:
1 st Back-up Name:	Phone Number	Cell/Satellite Phone Number:
2 nd Back-up Name:	Phone Number	Cell/Satellite Phone Number:

Human Resources/BCP



Communications Plan

- Staff
- Contractors/
Consultants onsite
- Critical Vendors/
Third Parties
- Internal Suppliers
- Internal Customers

BIA

- Critical Processes identified (RTO/RPO)
- Staff and Vendors identified who can execute these processes
- Each Individual is assigned a category
- Categorization information housed in employee profile in LDRPS

BCP/Reports

- Critical Processes and recovery steps/tasks
- Critical Staff by category/process/location

More Recent Accomplishments



Training and Exercises

- Participated in Bay Area Pan Flu exercise
- Helped develop and participated in San Mateo County Pan Flu exercise
- Conduct second round of internal Pan Flu exercises on all US-based teams

Policies and Procedures

- Enhanced initial policies (Travel, Security, HR Compensation)
- Developed Facilities Cleaning Requirements
 - Including Staff Space Cleaning
- Established protocol with onsite food/beverage vendor

Communications

- Developed procedures to use Automated Notification System including Communication templates

Supplies and Equipment

- Initial Stockpile of Personal Protective Equipment Obtained



CMT/EOC Pandemic Exercise #2

Summary

- Conducted a two part exercise
 - **Going from a Phase III to IV in Asia Pacific Area**
 - Affects on global economy (crude oil prices, supply chain, travel)
 - Visa's operations in AP
 - Fear and widespread panic right out the gate
 - **A global pandemic (Phase V to VI)**
 - Activating plan with CMTs managing remotely
 - How does Visa help in the community and the realization of "We're on our own" concept
 - School and public gathering place closures and the impact to staff, technology
 - Sustaining operations
 - Managing Visa Stakeholder needs
 - Critical Vendors



Current Activities

- Researching use of Antivirals
- Developing Facility Social Distancing Plan
- Enhancing Internal Pan Flu website
- BU BCP Tests include a Pan Flu scenario

Stakeholder Management

- Communicating with critical vendors
- Working Closely with Stakeholders on their preparedness plans and integration points with Visa

Staff

- Continuing Staff Home Preparedness Education and Awareness
- Classification of Workforce
- Developing job procedures manuals



Thank you

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