BUILDING RESILIENCE

A Guide to
DISASTER RISK
MANAGEMENT
for the Postal Sector

2020

UPU | UNIVERSAL POSTAL UNION

In collaboration with

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ESCAP
Economic and Social Commission for Asia and the Pacific

**WORLD
METEOROLOGICAL
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UNIVERSAL
POSTAL
UNION

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A Guide to
DISASTER RISK MANAGEMENT
for the Postal Sector

Second edition, October 2020

Since the UPU developed the Guide on Disaster Risk Management in 2016, we have unfortunately witnessed many disasters. With climate change and urbanization, more and more people are forced to live with the threat of disasters.

In addition to this, we now face the new threat of a global pandemic. This pandemic has divided our world that was once tightly connected. The cross-border movement of people has been interrupted. Global logistics, including international mail, have been disrupted.

Japan is now preparing for the Tokyo Olympic Games in 2021. We need to restore the world to ensure people and goods can come and go freely. To be resilient to disasters, including pandemics, postal operators need to have a business continuity plan (BCP) and to train staff. This revised Guide includes the manuals dedicated to those areas. Also newly added is the Pandemic Checklist, an easy-to-use list for postal operators.

Disaster risk management is a top priority area of cooperation for Japan, which has been hit by many disasters. Since the UPU Doha Congress in 2012, Japan has been providing full-scale support in terms of financial and human resources to disaster prevention activities. The Japan Special Fund supports 20 technical assistance projects, and the total amount of support is over 1 million USD.

I am particularly delighted that Japan contributed to the revision of this Guide following the first edition. Japan will continue cooperating with the UPU's activities, including disaster risk management, so that postal services can contribute to the development of society as a whole.

Mr TAKEDA Ryota

Minister for Internal Affairs
and Communications of Japan

We are at a turning point in modern history. The Universal Postal Union (UPU) has existed for almost 150 years. In this time, the UPU has survived wars, the Great Depression and now the COVID-19 pandemic. It has witnessed enormous changes to technologies and business.

The technological evolution has created the closely connected world we live in today. The letter, once the sole means of global communication, has been replaced by new communication technologies. In a world where items and money move across borders freely, the electronic commerce marketplace continues to grow. It now serves hundreds of millions of customers globally. The humble post office has been transformed. In the 21st century, it is an institution providing life-saving remittances and other financial services for migrant families living in rural and remote areas.

Within this often challenging, globalized world, the UPU's role is clear. We must continue to serve those who need the UPU's international postal sector. This revised guide on disaster risk management (DRM) has all the elements necessary to help make this mission a powerful reality.

The UPU has been active in DRM for less than 10 years. However, DRM is fast becoming a key pillar of the UPU's development cooperation activities. Without the continued and generous support from Japan, however, we would find it difficult to achieve our mission in this field.

We now live in a world where disasters are a constant occurrence. If we are to help those most affected, we must always be prepared. The UPU is very fortunate to have a reliable partner in this field, and we will continue to make use of Japan's support to foster a disaster-resilient postal network. Once again, I warmly thank the Government of Japan for their support and cooperation on this crucial issue.

Mr Bishar A. Hussein
Director General of the International Bureau
of the Universal Postal Union

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PURPOSE

According to international observers, including the United Nations Office of Disaster Risk Reduction (UNISDR), the World Meteorological Organization (WMO), and the World Bank (WB), the scale of vulnerability and exposure to hazards and the resulting demand for assistance will increase in the coming decades. This is due to a combination of climate change, resource scarcity, land degradation, urbanization, demographic changes, and mass migration.

In recent years, a number of natural disasters have occurred around the world, including earthquakes, tsunamis, floods, volcanic eruptions, hurricanes and landslides. These disasters have been frequent and intense, affecting populations, infrastructure and socio-economic activities, not only where they occur but also elsewhere. According to the UNDRR's 2015 Global Assessment Report on Disaster Risk Reduction, economic losses resulting from such disasters are estimated at 250 to 300 billion USD each year. Future losses (expected annual losses) are estimated at 314 billion USD in the built environment alone. Expressed as a proportion of social expenditure, expected annual losses in low-income countries are five times higher than in high-income countries.

Today's threat environment and its potential for causing catastrophic losses has increased the need for robust capabilities in public services that have a unique and direct relationship with the general public, affecting their lives on a daily basis. The postal sector provides millions of people with a full range of daily services, including mail, parcels, logistics and financial services. Each Universal Postal Union member country has a postal operator designated by its government that ensures the provision of basic postal services to its citizens. This universal service, which is considered obligatory under the Universal Postal Convention to which all members must accede, maintains a single international postal territory connecting communities, provinces, countries and continents. The essential function of mail delivery worldwide must be strengthened and assured in the face of a broad spectrum of threats, especially natural disasters, which can severely impact postal infrastructures in a wide variety of ways. For example, the 2010 and 2011 earthquakes in Chile and Japan, respectively, significantly disrupted mail services in those countries, destroying postal facilities and displacing postal employees and their families. The devastation caused by Superstorm Sandy in the United States of America in 2012 and Typhoon Haiyan in the Philippines in 2013 limited postal services for days, and in some cases even weeks. Since national and

international postal flows are interrelated, these events impacted areas far beyond the immediate sites of their devastation, including damage and loss of postal items and delays in worldwide mail processing. In fact, according to UPU data, 30 percent of interruptions to international mail services are caused by natural events occurring in various regions of the world. These disruptions may be caused by impacts on postal facilities and employees, but they are also a result of breaks in the postal supply chain, which relies on electricity, information technology and all modes of transportation. However, postal networks have strong logistics and distribution infrastructures and are frequently one of the first government services to be restored after a disaster. Indeed, the restoration of postal services is one of the first signs that a community is "returning to normality".

Between October 2013 and December 2019, the UPU recorded a total of 146 disruptions to international mail service due to the following events in various regions:

44	Hurricanes/cyclones/typhoons
37	Floods
18	Snow and cold weather
15	Severe weather
11	Earthquakes
6	Heavy rains
5	Volcanic eruptions
4	Wildfires
4	Tropical storms
1	Landslides
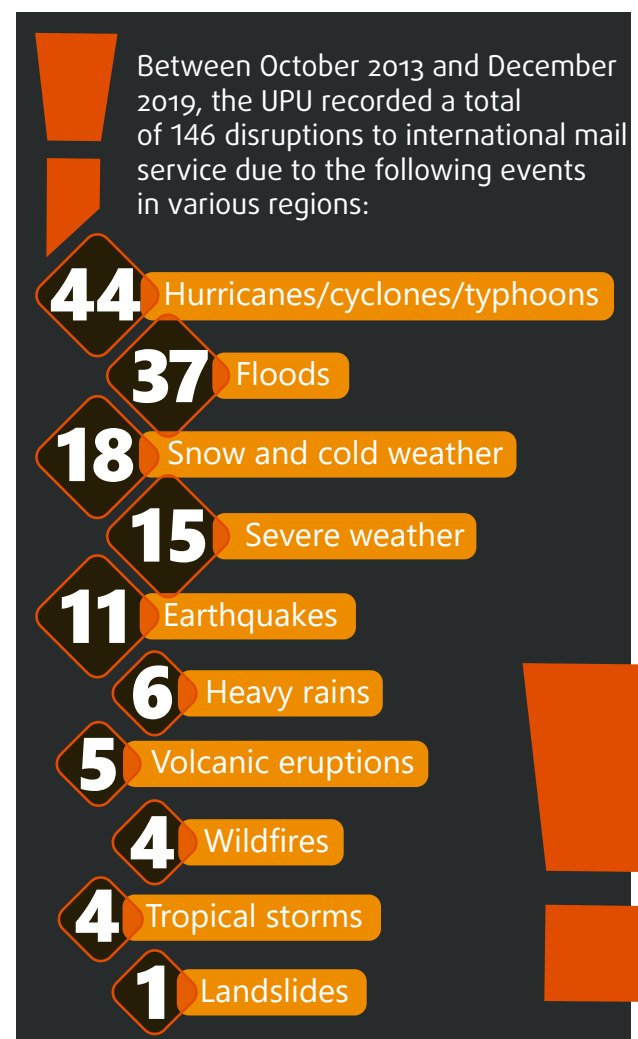
Postal operators can be key players in national disaster responses, serving as a distribution point for emergency supplies, coordinating emergency aid operations, assisting in locating missing persons, facilitating money transfers in affected areas, and acting as a basic means of communication where no other systems are available.

This Guide focuses on the unique and critical role of postal planning in responding to natural disasters. Disaster risk management (DRM) tools and products encourage the standardization of response actions to the emerging needs most likely to be encountered by postal employees, facilities and customers responding to such disasters. Personnel tasked with responding to, and aiding recovery from, all manner of emergency situations will require training in the use of these tools and products to achieve an acceptable state of readiness. A genuine capacity for business continuity must also be developed to ensure continued performance of essential functions and critical customer services during emergency events that disrupt normal operations.

As part of an overarching effort to develop and strengthen current emergency management programmes among its member countries and facilitate a forward-leaning posture when dealing with natural disasters, the UPU has developed this DRM Guide to define procedures for responding quickly to, and recovering expeditiously from, disruptions and emergencies to mail infrastructure. The concept and practice of disaster risk reduction (DRR) focuses primarily on pre-disaster mitigation and preparedness. DRR is further augmented by the broader concept and practice of DRM, which, through a management perspective, combines mitigation and preparedness with response and recovery. The DRM Guide also incorporates best industry practices, such as those identified in the 2013 United Nations Plan of Action on Disaster Risk Reduction for Resilience and the 2015 Sendai Framework for Disaster Risk Reduction.

The DRM Guide provides a framework and emergency checklist templates for various natural disasters for the entire risk management lifecycle (risk prevention, mitigation, preparedness, response and recovery). Postal operators are encouraged to adapt and integrate the tools provided in the Guide into their own emergency management programmes, taking into consideration specific needs and applicable risks. This will help to improve protection of personnel while minimizing damage and loss of postal assets, including mail, vehicles, facilities and financial instruments.

1.1 Applicability

The Guide provides a DRM framework and a set of tools to help postal operators respond efficiently and effectively to natural disasters that threaten or affect their employees and customers, mail operations and postal assets. Postal operators are encouraged to establish viable DRM programmes that will help them to be prepared for, and to respond to and recover from, such disruptions.

Rather than being implemented separately and disjointedly, these actions should be viewed in the context of a life-cycle of emergency management where each component builds and improves on its predecessor. Establishing a clear set of standard operating procedures will enable the execution of appropriate readiness, preparedness, and/or emergency response actions tailored and scaled to the characteristics of the specific incident(s). The information provided in this

Guide is suitable for DRM managers and business continuity managers alike.

The Guide focuses on DRM for the following natural hazards, which have historically caused the greatest impacts, directly or indirectly, on the postal sector:

- **Hydro-meteorological events**
  Hurricanes/cyclones/typhoons, floods, tropical storms
- **Tornadoes**
- **Earthquakes**
- **Wildfires**
- **Tsunamis**
- **Winter storms**
- **Volcanic eruptions**

A brief description for each of the natural events covered by this Guide is provided in Appendix A.

The Guide also includes a set of tools in the form of critical action checklists to be utilized before, during and after a disaster event (Appendix B). In order to identify priority risks, postal operators should first identify applicable hazards by conducting vulnerability and risk assessments. The checklists provided in this Guide should be further validated and adapted to the specific needs and operating environment of each postal operator and expanded or curtailed as necessary.

Two sets of checklists for designated postal operators, specifically senior leadership and operational managers, have been developed as part of this Guide:

- Central office operations
- Field offices, such as processing, delivery, and retail facilities

The checklists for central office operations focus on the guidance and supporting role provided by senior management when dealing with a disaster, including the importance of business continuity. The checklists for field offices target the necessary preparedness, response and recovery activities to be implemented at the facility level. This reinforces the basic DRM principle that all disasters are best handled at the local level, since expert knowledge of the community or region is crucial, especially if external parties arrive as part of a wider national or international response.

While the focus of this Guide is on natural disasters, the postal sector also routinely faces man-made threats (terrorism, sabotage, civil unrest), technological hazards (cyber-crimes, power outages, chemical spills) and pandemic outbreaks (coronavirus, Ebola, avian flu).

> **Using the checklist format provided in this Guide, postal operators are encouraged to expand their DRM initiatives to include these additional threats.**

CHAPTER 2

BASIC PRINCIPLES OF DISASTER RISK MANAGEMENT

DRM builds on the established DRR practice of proactively strengthening prevention, mitigation and preparedness activities (pre-disaster phase), and combines them, through a management perspective, with response and recovery actions (post-disaster phases). It also evaluates risk in terms of the probability of harmful consequences or expected losses from interaction between hazards and vulnerable conditions.

2.1 What is disaster risk management?

UNDRR defines DRM as the "systematic process of using administrative directives, organizations, and operational skills and capacities to implement strategies, policies and improved coping capacities in order to lessen the adverse impacts of hazards and the possibility of disaster." DRM can also be viewed as the process of designing and implementing policies and measures both to improve understanding of disaster risk and to promote DRR by proactively engaging organizations in all phases of disaster management (pre- and post-event). DRM mainly aims to reduce vulnerability to risks at all levels by developing and strengthening procedures and capabilities that contribute to the overall resilience of an organization. While some natural disasters, such as hurricanes or tsunamis, may be on a very large scale, most are more local. For example, localized floods destroy postal offices every year. DRM programmes must therefore be flexible and scalable to accommodate both large-scale and more localized events. This way, the investment in time, training and tools will be commensurate.

Disasters do not just appear one day — they occur over time and have a recurring life cycle. This cycle is matched by a series of management phases: establishing strategies to mitigate hazards; preparing for and responding to emergencies; and recovering from the effects.

2.2 How to implement a successful disaster risk management programme

A viable DRM programme focuses on the entire life-cycle of a disaster and establishes a clear set of standard operating procedures that enable the execution of appropriate readiness, preparedness and/or emergency response actions tailored and scaled to the characteristics of specific incident(s). During non-emergency periods, the focus of the programme shifts to preventing the emergence of risks, reducing and avoiding exacerbating existing risks, enhancing response capabilities through training, rehearsals, planning and preparedness, using innovative technologies and new methodologies, and incorporating lessons learned.

DRM is a continuous and dynamic process comprising five major components: risk prevention, mitigation, preparedness, response and recovery. The primary aims of the DRM programme are to:

- Identify potential disaster risks and manage actual ones;
- Reduce the number of disaster-related risks;
- Establish the emergency management organization utilized to plan for and mitigate any significant emergency or disaster;

- Identify the policies, responsibilities and procedures utilized to protect the health and safety of employees and customers as well as to effectively manage disasters;
- Conduct ongoing reviews and assessment of not only the policies associated with DRM, but also how these policies are integrated and coordinated with the organization's mission and programme priorities;
- Promote understanding of programme elements within the organization, through quality training, exercises and development of guidance for appropriate individuals and organizational elements;
- Establish the operational concepts and procedures associated with the day-to-day field response to emergencies.

The DRM programme must be tailored to the organization's specific needs as it improves the resilience of its specific, mission-critical operations, and maintains or restores them during a disaster. Additionally, there is a strong need for all stakeholders to act in a coordinated manner both before and during a disaster – no entity can act alone and expect to be successful. Individuals and organizations must understand their roles and responsibilities to ensure effective disaster risk prevention, risk reduction and incident management. Strategies, structures, initiatives, plans and procedures must be flexible and adaptable to the unique and dynamic environment created by each disaster risk and identified hazard. One of the first steps is to understand the organization's mission and objectives, as well as the obligations and expectations of partners, stakeholders and customers. Effective outreach to these players will improve coordination and unity of effort among the organization and internal/external parties, particularly following a disaster.

2.3 Key elements of disaster risk management programme

The building blocks for the development of an effective DRM programme include the following:

1. The organization's mission and the defined goals and objectives of the DRM programme;
2. A vulnerability and risk assessment to include internal and external dependencies;
3. Assessment of capabilities, skills, abilities, resources, obligations and authorities to develop plans and a management system;
4. Engagement of senior management, key stakeholders and customers from the outset to reduce unforeseen consequences, including establishing and supporting working groups at the various levels of the organization;
5. A realistic, flexible and adaptable DRM programme that responds to the unique conditions of disasters and complies with security measures and requirements;

6. Standard policies, procedures, resources and tools; integration of DRM and business continuity programmes;
7. Viable training and exercise plans; and
8. A framework for continuous improvement and a corrective action process for a fully viable life-cycle DRM programme.

One consideration often overlooked in establishing and maintaining a viable DRM programme is ensuring that internal individuals understand their own responsibilities and are aware of the roles, expectations, interdependencies and needs of partners, stakeholders, suppliers, customers and other entities involved. Equally important is ensuring that the organization understands how these entities will act and expect each partner and the partnership as a whole to engage during a disaster. By actively engaging its personnel and stakeholders in collaborative processes for DRM development, the organization and its partners can work in a common operational environment of mutually shared expectations and goals. Such an approach maximizes the strengths and synergies of each organizational unit, reduces inefficiency, and allows consistent transitions between phases (i.e. risk prevention, mitigation and preparedness, warning, response and recovery).

As it prepares for its critical role in supporting the response to catastrophic events or other emergencies that affect operations, the organization has unique responsibilities to:

- integrate risk prevention and risk reduction initiatives within the organization's overall investment strategies and operations;
- be present in the field to support the initial response to, and the short/long-term recovery from, an event;
- coordinate its critical and essential programmes, initiatives and functions not involved in the direct response;
- continue to provide leadership to stakeholders; and
- assist the broader community by providing crisis management, expertise and leadership.

During planning and preparation, the organization needs to be proactive in engaging the broader community (locally, nationally and internationally) to ensure its position is communicated effectively and incorporated into programme and policy development. As its programmes and policies change, the organization must also be able to quickly incorporate these into its own internal programmes.

Personnel and facilities must be kept aware of disaster risks and maintained in a constant state of readiness. Systems, processes, procedures, contact lists and other important elements must all be kept current, easily accessible and ready to be activated at a moment's notice. In the event that a disaster disrupts normal operations, the leadership of the organization and key personnel must be able to operate effectively and maintain integrity and viability, regardless of the circumstances.

2.4 Dependencies

As part of developing its DRM programme, the organization will need to conduct a review to identify existing internal and external interdependencies relating to operations that are relevant to the DRM planning context. These interdependencies may exist in various forms, including formal agreements, regulatory requirements, labour agreements, internal inventory-sharing agreements or other recognized forms of understanding. The organization should also examine external operational dependencies, which may include supply-chain vendors, contractors, regulatory agencies and mutual-aid agreements. These interdependencies will then be incorporated into the DRM programme as appropriate.

The organization will also need to develop a risk versus estimated cost analysis of recommended mitigation measures and utilize the results of the vulnerability and risk assessment to prioritize them. As part of this review, the organization will also examine various assets and critical infrastructure (i.e. vehicles, roads, airports, utilities, communications) to identify how they support the organization's operational needs.

2.5 Holistic approach to disaster risk management

The holistic approach to DRM combines a strategic management philosophy, predicated on integrating disaster risk, emergency and business continuity into all of the organization's resilience strategies and activities, with an analysis centred on maintaining the safety and continuity of its critical operations. The analysis of dependencies and risk assessment will help to determine those critical infrastructure systems that support the critical functions of the organization in disaster-related crises. In this manner, the organization will go beyond a reactive, post-event posture by driving towards conclusions that help to affect the pre-event environment and enable it to better understand the potential hazards posed to specific organizational assets. Analysis of the organization's infrastructure systems and assets based on the above considerations will lead to a more targeted mitigation and preparedness strategy. This will in turn serve to create a better-prepared and more resilient organization in the face of multiple hazards.

Implementation of the DRM approach will augment the organization's capabilities before, during and after a disaster. Informed decision making, proper resource allocation, viable relationships with stakeholders, clear lines of command and control and effective mission execution are indispensable components in critical incident management.

UNDERSTANDING RISKS – vulnerability and risk assessment

The vulnerability and risk assessment is a fundamental first step and a key component of a successful DRM programme. Determining the causes of existing vulnerabilities and understanding the risks associated with natural hazards makes it possible to eliminate or reduce the severity of their impacts.

3.1 How to conduct a vulnerability and risk assessment

To identify and understand vulnerabilities and natural hazard risks, three tasks should be completed:

1. Hazard data collection and mapping to determine the frequency, magnitude and location of risks. This helps determine which areas are higher risk. For example, a flood hazard map could show which postal facilities are at risk of high water levels and flooding. Maps showing flood-prone areas, geological features, distribution of utilities and other local information, such as historical data on disasters, tide charts and insurance records, can be obtained from national/international agencies (UNDRR, World Bank, etc.) or through geological surveys and emergency management and national weather agencies. Local governments (state and municipal authorities) often prepare regional hazard maps that are available for public use. Universities and libraries are also useful sources of information. Many university studies are published online.

Vulnerability is defined as a set of conditions that increase susceptibility to losses from the impact of natural hazards.

Risk is defined as the probability of harmful consequences or expected losses resulting from interactions between natural hazards and vulnerable conditions.

2. A vulnerability assessment to determine exposed employees and assets.
3. A risk assessment to determine the probability of losses, the extent of the damage and the likelihood of recurrence.

Figure 1 depicts the process flow of how vulnerability and risk assessment is used to identify mitigation options and ultimately support decisions directly related to DRM.

UPU members are encouraged to conduct a vulnerability and risk assessment based on the natural threats more likely to occur in their respective countries. In the assessment of what can happen to a Post, a threat is an event that can occur and has a detrimental impact on the postal facility and its operations. Risk is the product of the probability of a threat occurring and the expected economic loss from the threat. The identification and subsequent classification of threats to the Post in a risk grid is an effective approach.

Threats are then classified according to impact and likelihood. The resulting grid allows managers to focus on the top risks (high-high scenario) and helps to prioritize mitigation and preparedness initiatives. Familiarity with DRM procedures and postal operations is important for this determination.

Figure 1: Risk assessment process model framework (FEMA 452)
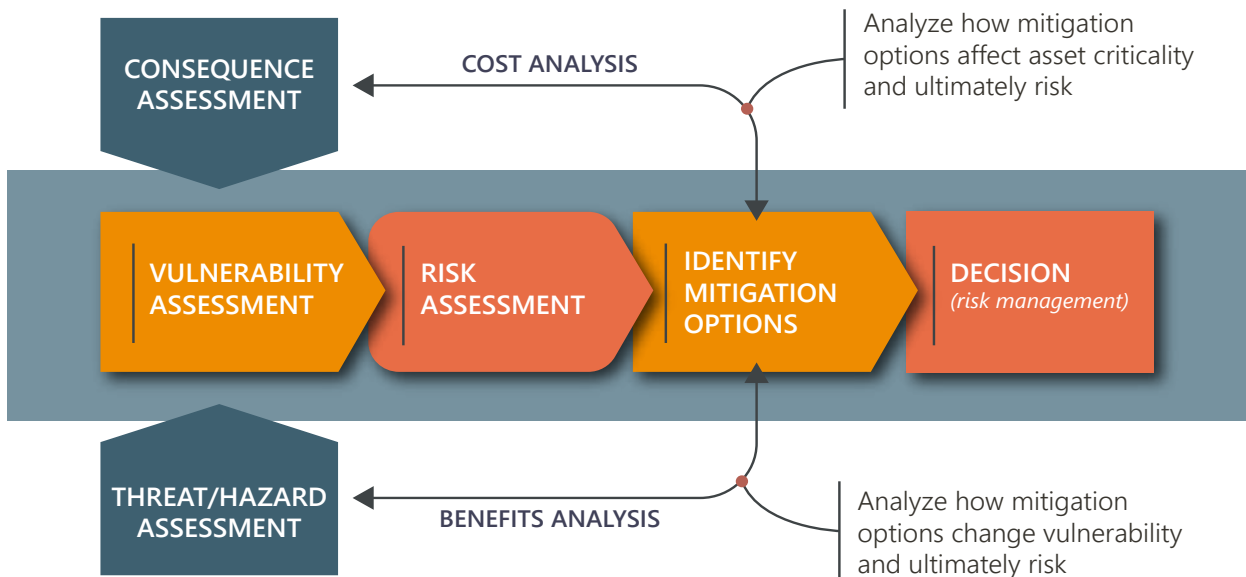
Using the risk grid as a starting point, direct efforts can be implemented in support of the highest priority risks. At this point, managers may even wish to validate their assessment with civil protection agencies.

When conducting a risk assessment, it is important to include general assumptions and considerations such as the following:

- A major emergency or incident could arise at any time with little or no warning;
- Availability of staff and resources may be severely limited;
- Actual or potential emergencies may adversely affect the ability to perform essential internal operations;
- Emergencies and incidents should be managed at the local level first;
- Emergencies require cooperation/coordination with first responders and other external entities at the city, province, regional and/or national levels. Contingencies should be evaluated if these support services are not available;
- Basic services, including electricity, water, natural gas, heating, telecommunications and other information systems may be interrupted;
- Buildings and other structures may be damaged; and
- Normal suppliers may not be able to deliver goods.
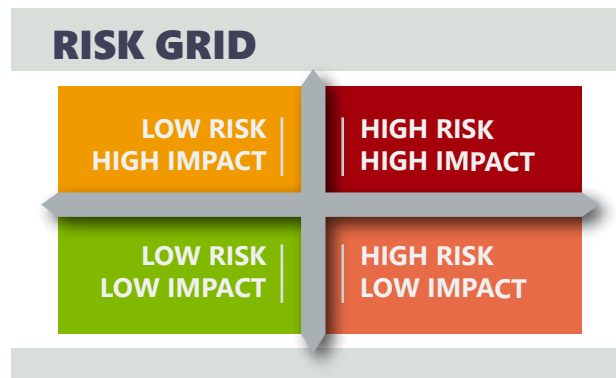
Completing all of these actions will help postal operators to accurately estimate what and how much risk they face and what preparations they can make in advance. It will also help to prioritize resources and focus efforts on the most critical risks. A useful tool to facilitate the risk assessment is the Central American Probabilistic Risk Assessment (CAPRA) programme (ecapra.org), developed by the World Bank. CAPRA offers a free modular software platform to support experts and practitioners in probabilistic risk analysis related to natural hazards such as earthquakes and tsunamis, volcanic eruptions, and hurricanes.

THE FIVE PHASES OF DISASTER RISK MANAGEMENT

DRM activities are often grouped into five phases:

1 PREVENTION

2 PREPAREDNESS

3 RESPONSE

4 RECOVERY

5 MITIGATION

Make structural and non-structural changes to limit impact of disasters

Preventive measures
Evacuation plans
Environmental planning
Design standards

Restore critical functions
Manage stabilization
Return to normalcy

Planning
Organizing
Training
Equipping
Exercising
Evaluating corrective action

Coordination and management of resources
Responding to a disaster

It is important to note that while this can be useful for planning work and resources, these activities are not usually distinct and can often overlap. For example, recovery actions often include elements of mitigation (build back better concept using improved building codes) and the response phase often includes recovery measures (debris removal after a hurricane).

The phases are depicted in cyclical form but, in reality, events do not occur in this way. The diagram is an attempt to emphasize the importance of lessons learned from a disaster, to be applied in preparedness efforts for future emergencies. In this Guide, we will often refer to activities as pre-disaster (risk identification, mitigation, risk transfer and preparedness) and post-disaster (emergency response, rehabilitation and recovery, and reconstruction).

4.1 Prevention

As described in the Sendai Framework for Disaster Risk Reduction, risk prevention refers to the implementation of integrated measures to strengthen resilience, namely by preventing new, and reducing existing, disaster risks, reducing the organization's exposure to hazards and vulnerability to disasters, and increasing preparedness for response and recovery. It constitutes dedicated actions to tackle underlying disaster risk drivers. It involves a broader and more people-centred preventive approach to disaster risk that is multi-hazard and multi-sectoral, inclusive and accessible in order to be efficient and effective. Risk prevention includes the implementation of policies for preventing the creation of risks and avoiding the exacerbation of known risks. These include:

- generating understanding of disaster risks;
- promoting a culture of disaster prevention, resilience and responsible corporate practices;
- adopting and implementing corporate disaster risk prevention strategies and plans across different timescales, with targets, indicators and time frames, aimed at preventing the creation of risks and avoiding the exacerbation of known risks;
- investing in disaster risk prevention through structural and non-structural and functional measures to enhance the organization's resilience; and
- redesigning, increasing investment in the protection of assets, supply chain and operations, or relocating, where possible, organizational assets and operations in disaster-risk-prone areas.

4.2 Preparedness

Preparedness aims to improve the capacity to respond rapidly and effectively to a natural disaster. This is achieved mainly by establishing emergency management plans for saving lives, business continuity plans (BCPs) for continued performance of essential functions, and training/exercise activities aimed at raising awareness among employees, correctly implementing emergency procedures and involving stakeholders. Roles and responsibilities as part of the DRM programme for each postal operator should be identified and acknowledged at all levels of the organization. All employees should clearly understand their role during a disaster. Improving the understanding of emergency management procedures and communication is critical in mobilizing response and reducing the potential impacts of disasters. The UPU's Disaster Resilience Fund, funded by Japan, may be available to postal operators in support of preparedness initiatives such as the development of emergency management plans, training and equipment.

"The Asian Development Bank and the World Bank estimate that every 1 USD spent on risk reduction saves 4–7 USD in costs associated with emergency response."

4.2.1 Alert and notification

A key goal of preparedness is to establish an effective alert and notification protocol during a disaster. This can be accomplished by:

- Creating activation and notification communication systems among key individuals at all levels of the organization. This can also be referred to as a call list, phone chain or text chain, and can be used as a telecommunications chain for notifying specific individuals of an event. These systems can be automated or manual and are especially useful for reaching key personnel after hours to notify them of a situation. For these systems to be successful, employee contact information must be up to date and individuals on the list should provide multiple means of contact, such as phone call, e-mail, SMS, MMS and other widely used services such as WhatsApp or LINE;
- Having redundant communication tools (fixed, mobile, satellite phones);
- Establishing employees' reporting requirements (status, initial damage assessment).

In a large-scale disaster, communication between central office and field offices may be hampered. As part of preparedness initiatives, having access to early warnings is important for saving lives by promptly making people aware of disasters. For example, in the case of tsunamis, far-reaching evacuation announcements must be made before the tsunami arrives. In this case, redundant notification procedures to issue alerts as soon as possible could include the use of a loudspeakers, SMS or broadcast media, in cooperation with national meteorological agencies.

4.2.2 Business continuity plan

Developing a viable BCP is essential to ensuring successful disaster response and recovery operations and to improving the overall resiliency of postal operators. The aim of a successful BCP is to mitigate the strategic, stakeholder and financial impact of a disruption, ensuring critical processes are quickly resumed. Key components of the BCP include:

- Defining the business impacts, risks or vulnerabilities that could significantly affect postal operations;

- Identifying critical activities to be maintained after a disaster;

- Providing for the continuation and effective performance of the critical activities through several contingency scenarios;

- Protecting critical resources (facilities, equipment, records, etc.) and personnel required for the performance of critical activities;

- Reducing or mitigating the impacts of disruptions to operations.

Additional BCP references are provided in Appendix E. Appendix G includes an integrated DRM plan template that is available to postal operators for use and customization.

The UPU has developed a **Business Continuity Planning** guide for senior postal officials and supervisory authorities.

Other available resources include the **Instructions for the Implementation of Disaster Response Plans in the Postal Network**, prepared by the Postal Union of the Americas, Spain and Portugal.

4.2.3 Emergency management team

Identifying roles in preparation for disasters is an important aspect of establishing clear lines of responsibility and clarifying roles and responsibilities in advance. An emergency management team (EMT) made up of the postmaster general, president, director general or general manager of the organization and senior leadership should be established to manage the response and recovery activities. Members of the EMT should include the postmaster general/president/director general/general manager, members of the board, and senior directors and subject-matter experts for operations, information technology, finance, human resources, facilities, DRM, health and safety, general counsel or their equivalents, and other directors as needed. At the field-unit level, roles include the plant or operations manager, postmaster, mail processors and delivery and retail clerks.

Postal operators' EMTs should consider focusing their response and recovery activities on the following groupings (the "postal three Ps"):

People: Safeguarding the welfare of staff, contractors and customers by maintaining proper accounting for personnel, safety and security support, and the payment of wages and provision of benefits.

Property: Maintaining a viable infrastructure of processing, transportation, retail and delivery facilities as well as the equipment necessary to process, transport and deliver mail.

Product: Ensuring the viability of mail acceptance, processing and delivery.

POSTAL THREE Ps

PEOPLE
employees, customers, vendors, contractors

PROPERTY
postal infrastructure and equipment/vehicles for acceptance, processing, transportation and delivery of mail

PRODUCT
mail, stamps, stock

The use of a standardized situational report based on the postal three Ps model at all levels of the organization will facilitate the assessment of any impacts, the prioritization of assistance, and efforts to normalize operations following a disaster.

At the central office level, the following roles and responsibilities are recommended in the event of a natural disaster:

- **Postmaster general or president:** head of EMT;
- **DRM board member:** deputy head of team;
- **Postal operations:** resumption of postal operations (collection, processing, delivery);
- **Human resources:** well-being of employees;
- **Information technology:** maintenance of IT network and protection of essential records;
- **Finance:** determination of budget and expense for response and recovery operations;
- **Facilities:** assessment and rehabilitation of facilities;
- **Corporate communications:** communication with internal/external stakeholders and maintenance of communication tools;
- **Public relations:** production of press releases;
- **General affairs:** communication with government;
- **DRM:** collection of information from all departments/ divisions and analysis;
- **Heads of division:** production of a standardized report consisting of a brief description of the event and status –of the postal three Ps;
- **Other employees:** reporting of own situation to respective heads of division.

At the field unit level, the following roles and responsibilities are recommended in the event of a natural disaster:

- Postmaster or facility manager:
  › Three Ps status report to central office (EMT);
  › Evacuation of facility based on threat conditions;
  › Resumption of service after initial response activities.
- Other employees:
  › Report own situation to postmaster or plant manager.

4.2.4 Training and exercises

Training and exercises are integral elements of the DRM programme; plans that sit on shelves are not helpful. To be effective, a DRM programme must include testing, training and exercises so that individuals not only understand their roles and responsibilities, but also have the confidence to fulfil them during a real disaster. The life-cycle continuous improvement framework uses lessons learned from training, exercises and real-world events to assist in improving the organization's capability to function by revising procedures and other programme elements.

The development of training programmes and the ability to produce quality instructions and materials are fundamental requirements for a successful DRM programme. The training programme must contain customized and targeted objectives that demonstrate knowledge of the postal organization, its mission, and its complexity. This is likely to be in the form of a multi-year training and exercise plan, which will become an important element of the DRM programme. A multi-year plan provides a mechanism for long-term coordination of training and exercise activities geared to the organization's overall preparedness goals. The plan should address training and exercise priorities and associated capabilities. A multi-year plan employs a building-block approach, in which training and exercise activities focus on specific capabilities in a cycle of escalating complexity.

Based on the review of the initial needs assessment, the type of exercise that best meets the organization's requirements is identified through analysis of capabilities, previous exercises conducted and the resources available for exercise planning, conduct and evaluation.

Training of employees is indispensable for full comprehension, clear judgement and correct response to disasters. Training should be conducted through exercises, including lectures, seminars, evacuation and response drills, facilitated discussions, tabletop exercises (TTXs) and full-scale exercises (FSEs). The training programme should be progressive and utilize a building-block approach that exposes participants to a cycle of annual training and exercises of increasing complexity, with each exercise designed to build on the previous one in terms of scale and subject matter. For example, a building-block series of exercises may include a seminar that leads to a TTX that leads to an FSE.

A brief description of the different exercise types is presented below. They are divided between decision-based and more complex operations-based exercises:

4.2.5 Decision-based exercises

Seminars

Seminars are generally conducted to orient participants to, or provide an overview of, authorities, strategies, plans, policies, procedures, protocols, response resources and/or concepts and ideas.

Workshops

Workshops differ from seminars in two important respects: participant interaction is increased, and the focus is on achieving or building a product (such as a draft plan or policy). To be effective, workshops must be highly focused on a specific issue, and the desired outcome or goal must be clearly defined.

Tabletop exercises

TTXs involve key personnel discussing simulated scenarios in an informal setting and are typically aimed at facilitating understanding of concepts, identifying strengths and shortfalls, and achieving changes in attitude.

They can be divided into two categories: basic and advanced. In a basic TTX, the scene set by the scenario materials remains constant. It describes an event or emergency incident (i.e. scenario) and situates the discussion participants in the simulated present time. Players use their knowledge and skills to solve a series of problems presented by the leader/moderator. Problems are discussed as a group, and resolutions are generally agreed on and summarized by the leader. In an advanced TTX, proceedings revolve around the delivery of pre-scripted messages to players that alter the original scenario. The facilitator usually introduces problems one at a time in the form of written messages (injects), simulated telephone calls or other means. Participants discuss the issues raised by the simulated problem, applying appropriate plans and procedures.

Games

A game is a simulation of operations that often involves two or more teams, usually in a competitive environment, using rules, data, and procedures designed to depict an actual or assumed real-life situation. The goal of a game is to explore decision-making processes and the consequences thereof.

Once decision-based exercises have been successfully completed, operations-based exercises represent the next step. These exercises will be used to validate the plans, policies, agreements and procedures solidified in discussion-based exercises. Operations-based exercises include drills, functional exercises (FEs) and FSEs. They can clarify roles and responsibilities, identify gaps in resources needed to implement plans and procedures, and improve individual and team performance. Operations-based exercises are characterized by actual reaction to simulated events; response to emergency conditions; mobilization of apparatus, resources, and/or equipment; and commitment of personnel, usually over an extended period of time.

4.2.6 Operations-based exercises

Drills

A drill is a coordinated, supervised activity carried out to test a single, specific operation or function. Drills are commonly used to test new policies or procedures, or practice and maintain current skills. Typical attributes of drills include:

› a narrow focus, measured against established standards;

› instant feedback;

› a realistic environment;

› performance in isolation.

Functional exercises

FEs are designed to test and evaluate individual capabilities, multiple functions, activities within a function, or interdependent groups of functions. Events are projected through an exercise scenario, with event updates that drive activity at the management level. FEs simulate the reality of operations in a functional area by presenting complex and realistic problems that require effective responses by trained personnel in a highly stressful environment. Recovery-focused FEs are generally focused on exercising plans, policies, procedures and staff, under the direction of the incident commander and the EMT. Movement of personnel and equipment is simulated.

Full-scale exercises

FSEs are the most complex type of exercise. Typically, FSEs are multi-agency, multi-jurisdictional, multi-organizational exercises that test many facets of emergency management. They focus on implementing and analyzing plans, policies, procedures and cooperative agreements developed in discussion-based exercises and honed in previous, smaller, operations-based exercises. In FSEs, the reality of operations in multiple functional areas presents complex and realistic problems that require critical thinking, rapid problem solving and effective responses by trained personnel. During FSEs, events are projected through a scripted exercise scenario, with built-in flexibility to allow updates to drive activity. FSEs are conducted in a real-time, stressful environment that closely mirrors real events.

> **Appendix H includes an exercise plan template that can be used to design, facilitate, and evaluate various types of exercise (tabletop, functional or full-scale).**

4.3 Response

The response stage starts immediately following the subsidence of life-threatening conditions caused by the natural disaster. This is a relatively short period (0 to 48 hours after the event) and includes activities focused on search and rescue, evacuation, employee accountability, damage assessment, and temporary restoration of transportation and communication. This stage encompasses humanitarian assistance to save lives and provide essential supplies just after a disaster strikes. It also focuses on prevention of a secondary disaster. In some cases, large natural disasters can cause secondary disasters, e.g. a fire after an earthquake, or the contamination of floodwater with raw sewage or toxic chemicals. Preventing a secondary disaster is critical to avoid further damage.

Within the first 48 hours after a disaster, postal operators should prioritize the following actions (three Ps):

■ **People**

› Activate EMT (both central office and field offices).

› Ensure safety of employees and customers first (facilitated evacuation and first aid if required).

› Prevent secondary or collateral damage.

■ **Property**

› Secure postal assets (mail, vehicles, stamps, money).

› Conduct an initial damage assessment.

■ **Product**

› Consider embargo of mail destined to damaged facilities and activation of BCP.

› Notify employees and customers of facility closures.

In the wake of a disaster, it may be some time before postal services can return to normal. This may be due to lack of accessibility, or the time needed to organize response teams or obtain equipment. During the recovery period, which usually follows the initial response activities, only the most basic of postal services may initially be available. At this stage, the UPU's Emergency and Solidarity Fund (ESF) may be able to help establish basic services.

4.4 Recovery

Recovery activities aim to restore relatively normal conditions in affected postal facilities and communities. Activities include temporary repair of buildings and infrastructure with a view to resuming processes, and social outreach and material services support for impacted populations.

Business resumption plans are a reflection of the complexity of the impacted facility and the extent of the loss. In the case of a single delivery office, a plan is relatively simple but still requires forethought. In the case of a large regional event affecting multiple postal facilities, the scale of the response is clearly more challenging, but the logic is similar.

Certain basic principles for response activities apply no matter the size of the disruption or the Post. The safety of employees and customers must be assured. Critical functions must be established first. While such functions need not all be running at 100%, a baseline of performance is nevertheless required. Leadership and staff must be familiar with the plan, and frequent and clear communication with internal and external stakeholders is critical to the successful resumption of activities.

In developing a recovery strategy, a key component is the ability to assess the damage caused to postal facilities and accurately evaluate the status of critical infrastructure (utilities such as electricity, water, roads, airports, etc.).

During the recovery phase, postal operators are asked not only to ensure the prompt resumption of postal operations, but in many cases, depending on the severity of the event, also to oversee the possible relocation, reconstruction, or replacement of postal facilities. Some of these options may involve setting up temporary operations, such as tents or mobile units, while a facility is rehabilitated, or reassigning personnel to a different facility to handle diverted mail. Rebuilding and replacing damaged facilities is often a long-term option that should follow the build back better (BBB) process. This includes taking into consideration the risk assessment for the area, historical data, and the fact that rebuilding a structure exactly as it was before an event often makes it susceptible to the same vulnerabilities. Reconstruction provides an opportunity to improve on the design of the initial structure and adopt up-to-date building codes, thereby improving the overall resiliency of the postal facility. Often included in the BBB process is the review of after-action reports (AARs) and lessons learned that should be developed after a disaster. These documents provide a good indication of areas of strength and weakness that should be accounted for. This is also where mitigation becomes an integral component of post-disaster recovery. During this phase, the UPU's ESF may be able to help rehabilitate damaged postal infrastructure.

4.5 Mitigation

Mitigation refers to the measures taken to eliminate or reduce the intensity of hazardous events. There are three types of measure: physical, socio-economic and environmental. Physical measures include actions such as construction to reduce the effects of a hazard event (e.g. installing flood/wind proofing or employing anti-seismic building techniques). Socio-economic measures require the cooperation of all economic sectors, including the postal sector as a critical driver for a country's economy. Therefore, it is necessary for each sector to exchange information on each activity. This will also help clarify the role of each stakeholder in a disaster. For example, regular meetings should be held between government and economic sectors to establish each role in the DRM, and public campaigns should be rolled out to establish citizens' cooperation when major natural disasters occur. Mitigation also includes the implementation of policies for development controls or environmental assessments, to reduce or eliminate the effect of human activities on the environment. Such policies include:

- physically reducing the risk and hazard as much as possible;
- establishing early warning systems; and
- increasing the resiliency of the supply chain.

4.6 Five phases of disaster risk management at a glance

The table below briefly describes each of the five DRM phases.

PHASE	OBJECTIVES	ACTIVITIES
1 PREVENTION	This phase includes strategies, investments and activities that prevent the creation of disaster risks and avoid the exacerbation of known risks. Risk prevention should be part of organizational investment strategies and operations. Prevention activities take place **in the absence of** disaster occurrence or emergencies.	Risk prevention measures include periodical identification and analysis of disaster risks and the use of such information to guide the organization's investment policies, supply chain and operations. These actions prevent the organization from creating, by design or inadvertently, new disaster risks, or from being exposed to risks. For instance, the results of investment in disaster risk assessment could be used to guide decision-making on the construction of infrastructure, the design of supply chains and the location of assets and facilities, and even in the hiring and training of human resources. Taken as a whole, these measures enhance the organization's awareness of disaster risks, reduce its vulnerability to such risks and prevent the exposure of its capital, assets and operations to the potential adverse impact of a disaster.
2 PREPAREDNESS Preparing to handle an emergency	This phase includes developing plans and preparing for what to do, where to go, or who to call for help before an event occurs – actions that will improve your chances of successfully dealing with an emergency, save lives, and aid response and rescue operations. Preparedness activities take place **before** an emergency occurs.	Typical preparedness measures include emergency planning (DRM plan, BCP, contingency plans), development of mutual aid agreements and memoranda of understanding, employee training, budgeting for and acquisition of vehicles and equipment, maintenance of emergency supplies, construction of an emergency operations centre (EOC), development of communications systems, and execution of evacuation drills and disaster exercises to train personnel and test capabilities.
3 RESPONSE Responding safely to an emergency	Includes actions taken to save lives and prevent further property damage in an emergency situation. The response phase involves putting your preparedness plans into action. Your safety and well-being in an emergency depend on how well prepared you are and how you respond to a crisis. By being able to act responsibly and safely, you will be able to protect yourself and your fellow employees. Response activities take place **during** an emergency.	Taking cover and holding tight in an earthquake, moving to the basement during a tornado, accounting for all employees, turning off gas valves and powering down equipment (if possible) before evacuation, and safely conducting a facility assessment after a disaster are examples of safe response. Response may also include life-saving actions such as fire-fighting, emergency rescue and medical care, and urban search and rescue. These actions are typically conducted by first responders.

④ RECOVERY

Recovering from an emergency

Includes actions taken to return to a normal or an even safer situation following an emergency. After an emergency and once the immediate danger is over, your continued safety and well-being will depend on your ability to recover from the event and resume normal operations.

Recovery activities take place **after** an emergency.

Recovery activities focus on the clean-up of disaster debris, rehabilitation, reconstruction and resumption of activities. Obtaining financial assistance is also important to help to pay for the repairs. During recovery, mitigation efforts that would lessen the effects of future disasters should also be considered and implemented.

⑤ MITIGATION

Preventing or minimizing the effects of future emergencies

This phase includes any activities that prevent an emergency, reduce the likelihood of occurrence, or reduce the damaging effects of unavoidable hazards. Mitigation activities should be considered long before an emergency.

Mitigation activities take place before and after emergencies.

Mitigation measures include compliance with safety standards, elevation/relocation of buildings prone to flooding, relocation of equipment such as generators and electrical panels to higher floors, and relocation of vehicles to higher ground. These actions reduce the danger and damaging effects of a flood. Other examples include installation of barriers to deflect disaster forces (such as levees for flooding or window shutters for hurricane force winds), active preventive measures such as releasing water from a dam or releasing snow accumulations to prevent avalanches), adopting more stringent building codes to improve disaster resistance of structures (BBB), and purchasing insurance to reduce the financial impact of disasters (fire, flood, earthquake, etc.). Mitigation measures can be general or hazard specific and are usually based on local vulnerabilities.

4.7 Emergency procedures checklists

Appendix B includes a series of threat-specific natural hazards checklists developed for the postal operator's central office and field offices (processing facilities, post offices, vehicle maintenance facilities, etc.). These checklists focus on both pre-disaster and post-disaster activities (DRM life-cycle) and include an all-hazard critical actions checklist and hazard-specific checklists consisting of initial critical actions (prior to and during the disaster), response procedures (initial 48 hours after the disaster), and recovery actions (48 or more hours after the disaster). Postal operators are encouraged to customize and adopt these checklists based on the results of their vulnerability and risk assessments for natural hazards and their specific operational environment.

Example of Emergency procedures checklist

Tornado – central office

SITUATION	TASKS
INITIAL CRITICAL ACTIONS Prior to and during event	☐ If the central office is potentially affected by a **TORNADO WATCH** or **WARNING**, direct all central office employees to the designated shelter in place (SIP) locations. Prepare to take cover immediately if weather sirens sound. ☐ Monitor media reports and weather alerts. ☐ Notify employees of evacuation routes, road closures and any advisories issued by state and local government.
RESPONSE PROCEDURES 0–48 hours	☐ If **TORNADOES** or high winds damage the central office, activate the EMT and the EOC, if applicable, to support assessment and communication efforts. ☐ Prepare situational reports on a regular basis and report status of three Ps (people, property, and product).
RECOVERY ACTIONS 48+ hours	☐ Coordinate with local authorities, postal police and facilities maintenance to determine if the central office is safe to return to service or if decontamination/clean-up needs to be done prior to re-entry. ☐ Contact facilities maintenance for support with the central office assessment and repairs. Initial focus of recovery operations should be on debris clearance and restoration of utilities, followed by rehabilitation and reconstruction.

POST-DISASTER DAMAGE AND NEEDS ASSESSMENT AND UPU SUPPORT PROGRAMMES

The post-disaster setting is a complex and demanding environment, where the most urgent task is to promptly assess humanitarian needs and provide life-saving relief assistance to those affected. The postal sector is routinely affected by natural disasters both directly and indirectly as a result of impacts on the critical infrastructure essential to its operations. As discussed in this Guide, post-disaster response and recovery activities require an assessment of the damage and needs resulting from the disaster and the development of a comprehensive recovery plan that leads back to a sustainable development process giving explicit consideration to risk reduction in the face of disasters. By conducting a post-disaster damage and needs assessment (PDNA) as part of the overall DRM programme, postal operators ensure that the postal sector's financial needs are accounted for.

The UPU has established various programmes aimed at providing emergency assistance to postal operators following a disaster. In recent years, the Posts of many countries affected by natural disasters have received funding and emergency assistance to restore postal services quickly through:

- the **ESF**, which provides emergency assistance to revive postal activity in affected areas;

- the **Disaster Resilience Fund**, based on the Emergency Assistance and Disaster Risk Management Task Force methodology and funded by a voluntary contribution from the Government of Japan; and

- financial credits from the **Quality of Service Fund (QSF)**

5.1 Post-disaster damage and needs assessment goal at the national level

In 2008, the European Union (EU), the World Bank and the United Nations Development Group agreed to mobilize member institutions and resources to harmonize post-disaster assessment methods and better support governments and affected populations through a coordinated approach. Under the agreement, PDNA partners commit to supporting government ownership and leadership of the post-disaster needs assessment process.

A PDNA is a mechanism for joint assessment and recovery planning following a disaster. Through this mechanism, the parties involved seek to assess the impact of a disaster and define a strategy for recovery, including the estimation of financial resources required. It pulls together information on the socio-economic aspects of damage, effects (economic losses, disaster-related changes in service delivery, governance and risk), impacts and needs, and highlights recovery priorities from a human perspective. The cumulative result is a consolidated report that lends to a resilient recovery strategy.

The main goal of the PDNA is to assist governments in assessing the full extent of a disaster's impact on the country and, on the basis of these findings, to produce an actionable and sustainable recovery strategy for mobilizing financial and technical resources. If necessary, additional external cooperation and assistance are requested to implement the goal, in view of the affected country's financial, technical and institutional capacities. More specifically, the objectives of a PDNA include the following:

- Supporting country-led assessments and initiating a coordinated recovery planning process through a coordinated inter-institutional platform integrating the concerted efforts of the United Nations system, the EU, the World Bank, other participating international donors, financial institutions, and non-governmental organizations;

- Evaluating the effect of the disaster on governance and social processes, and access to, and availability and quality of, goods and services across all sectors;

- Assessing damage to and loss of physical infrastructure, productive sectors and the economy, including an assessment of macro-economic consequences;

- Identifying all recovery and reconstruction needs while addressing underlying risks and vulnerabilities with a view to reducing risk and building back better;

- Contributing to a recovery strategy and outlining priority needs, recovery interventions, expected outputs and the cost of recovery and reconstruction;

- Providing a basis for resource mobilization for recovery and reconstruction through local, national and international sources.

In addition to a PDNA, the EU, the United Nations Development Group and the World Bank have supported the development of a disaster recovery framework, which builds on the information generated through a PDNA. The disaster recovery framework defines the vision for recovery, specifying objectives and interventions for each sector and affected region. It serves as a means of prioritizing, sequencing, planning and implementing recovery, and is meant to bring international and national stakeholders together behind a single, government-led recovery effort.

5.1.1. Post-disaster damage and needs assessment and the Post

Postal operations are usually included in the infrastructure sectors of the PDNA, under communications. From a postal perspective, a PDNA should draw on specific information directly related to the impact (damage and losses) experienced by the postal sector, such as damage to infrastructure (airport facilities, distribution centres, postal vehicles) and products. This information is included as part of the overall damage assessment conducted at the country level, but it should also be compiled and submitted to the UPU. This is particularly important for those postal operators seeking disaster relief funds. The UPU will act as a point of liaison and facilitate the gathering of resources and contributions from donor countries to help with repairs and reconstruction following a disaster.

PDNA information needed by the UPU

1   Establish baseline pre-disaster data/information on the Post, including the number and size of occupied facilities, assets and equipment.

2   Determine the extent of impacts on employees, mail operations and infrastructure (three Ps), including estimated damages from the disaster and losses related to business interruption.

3   Develop a recovery strategy for physical assets, infrastructure and resumption of service.

5.2 UPU support programmes

5.2.1 Emergency and Solidarity Fund

The UPU has published rules for the administrative management of the ESF, the purpose of which is to provide union members with additional ways and means of providing immediate response to natural disasters and/or special situations. Large-scale natural disasters (floods, earthquakes, hurricanes, fires) qualify for consideration under the ESF rules. Entitlement to emergency assistance will also depend on the extent of the damage and will apply in particular where postal infrastructure has been completely destroyed or badly damaged and/or the functioning of basic postal services has been severely jeopardized. The ESF is primarily used for short-term actions aimed at restoring basic postal services and for the preparation of plans for the reconstruction of damaged infrastructure. Member countries remain responsible for the reconstruction activities (medium- and long-term actions).

Member countries apply for ESF support by submitting requests via e-mail to the UPU DRM expert at DRM@upu.int.

www.upu.int/en/Universal-Postal-Union/ Activities/Sustainable-Development/ Disaster-Risk-Management

5.2.2 Disaster recovery framework

Given the increasing frequency and scale of disasters, it is more important than ever to build disaster-resilient postal services in order to ensure their stable provision worldwide. Union members from developing countries, and particularly the least developed countries, are invited to submit applications for DRM technical assistance (TA) projects to facilitate their readiness for natural disasters.

The following types of TA project are eligible:

- Development of new DRM plans or enhancement of existing ones based on the UPU DRM Guide, which sets out the general background, concepts, definitions and relevance of DRM in the postal sector;

- Development of DRM expertise (training, seminars, expert consultancy);

- Procurement of equipment and materials for DRM activities, including satellite phones, generators and other items that can be used in preparing for and responding to natural disasters.

The amount of financial support available for each project is typically in the range of 10,000 to 100,000 CHF. However, the final budget allocation is based on careful examination of the application. The project duration is determined by the nature of the activity. In principle, the project is expected to be completed within 12 months of the date of the announcement of selection by the UPU International Bureau. The TA applications are reviewed during two annual selection periods (April and September) each year. Since its launch in 2018, the TA programme has approved funding requests for projects involving DRM planning, training and equipment purchases.

> **Member countries should contact the UPU DRM expert (DRM@upu.int) for additional information regarding the disaster recovery framework.**

> **Interested member countries are encouraged to submit project applications by completing the application form found on the UPU website:**
>
> **www.upu.int/en/Postal-Solutions/ Capacity-Building/Development-Cooperation/ Disaster-Risk-Management**

5.2.3 QSF

A completed PDNA, detailing the damage and loss resulting from a natural disaster affecting postal operations and initial plans for reconstruction, should be prepared by each member Post in coordination with the UPU Regional Project Coordinator and submitted for review to the UPU International Bureau.

Information in a PDNA may also be useful for postal operators if they have resources available in their UPU QSF account. The QSF is financed by supplementary terminal dues allocations made to specific country accounts administered by the QSF Board, through the UPU International Bureau's QSF Unit. Postal operators can obtain information from the QSF Unit on the balance and availability of funds in their respective accounts and the possibility of submitting a request for funds on a fast-track basis to repair critical international mail infrastructure damaged in a disaster. "Fast-track" refers to the ability of eligible postal operators to request expeditious approval from the Board for a QSF project to repair damaged facilities or replace postal equipment or vehicles. Like the ESF, the QSF has specific regulations for use but the International Bureau is on hand to assist postal operators in the application process.

Other local, regional, national or international resources of less immediate relevance to the postal sector may still be available to postal operators for DRM-related activities. Chapter 6 provides further information on this issue.

PARTNERS AND RESOURCES FOR DISASTER RISK MANAGEMENT

Postal operators are encouraged to utilize a network of resources and partners when developing a new DRM programme or strengthening the disaster management capabilities of their organization. Numerous resource hubs are available at the local, national, regional and global levels.

6.1 Local and national resources

Typical partners and resources at the local and national levels include national disaster management agencies, development planning authorities, municipal planning departments and first responders (police, fire, emergency responders). The first category of partners includes decision-makers in the area of development, including disaster risks. These partners can assist with issuing alerts, planning evacuation routes and facilitating search and rescue operations. At the national level, the interior or home affairs ministry and academic and technical institutions such as geological survey and national weather agencies can provide resources for risk prevention and reduction assessments, as well as accurate and timely warning systems, emergency preparedness awareness, education and training, and response/recovery operations following a disaster.

The postal sector is often considered as part of a country's national infrastructure and is expected to demonstrate its alignment with policies on disaster resilience, implement risk prevention and risk reduction measures and support relief operations following large-scale natural disasters. This provides opportunities for postal operators to interact and train with other agencies typically involved in consequence management activities, both governance and development authorities in the case of risk prevention and risk reduction, as well as civil and military authorities.

6.2 Regional and global resources

In addition to local and national resources, postal operators should consider further resources provided by regional and global organizations focused on supporting DRM initiatives. Regional organizations can be an effective bridge between the national and international levels and are often a more valuable source of information and expertise. Regional organizations, including United Nations regional commissions, are uniquely positioned to help countries and organizations to leverage regional policies, norms and standards, share good practices, project a strong, unified voice at the global level and benefit from regional cooperation. The norms formulated by regional organizations are often consulted by national governments seeking guidance for the development of domestic policies. Furthermore, regional organizations facilitate regional networks and forums, organize regional training initiatives and develop joint protocols for the use of military assets in responding to natural disasters.

Volcanic risk in Italy

Poste Italiane (the Italian Post) is an active member of the National Commission for Updating the Emergency Plan for Mount Vesuvius. This body also includes the Civil Protection Department, universities, local and regional authorities, first responders, and utility providers.

They have participated in several exercises and mock evacuations since 1995.

Within the Mount Vesuvius red zone, the area most at risk of a volcanic eruption, Poste Italiane operates 41 buildings and manages over 300,000 bank accounts, 500,000 interest-bearing bonds and 58,250 monthly pension payments.

The contingency plan includes the transfer of postal operations based on a pre-designated relocation plan for the affected population. The Mount Vesuvius Emergency Plan provides for the relocation of approximately 600,000 people within seven days.

Among international organizations, the UNDRR, the Global Facility for Disaster Risk and Reconstruction, the World Bank and the International Federation of Red Cross and Red Crescent Societies are some of the most active in providing DRM awareness and training programmes and disaster relief support. Moreover, regional organizations have resources that match the characteristics and needs of the area they serve, and better understand the challenges which countries face in DRR and management. Many provide information, publications, training and other valuable tools from which postal operators may be able to benefit. Appendix F provides some examples of such organizations by region that can be consulted for further information.

The UPU has entered into a memorandum of understanding with the WMO, the United Nations specialized agency responsible for meteorology, operational hydrology and related geophysical sciences. The aim of this partnership is to help postal operators to address DRR challenges and increase their level of preparedness through better targeted and tailored weather and climate information in the face of natural disasters. This cooperation will improve postal operators' resiliency to natural disasters and help them to better plan their operations. Posts can also play an important role in facilitating the access of local communities to meteorological information, and in developing early warning systems.

APPENDICES | **TOOLKIT**

NATURAL DISASTERS AND PANDEMICS

A.1 Hydro-meteorological events

A.1.1 Hurricanes, cyclones and typhoons

Hurricanes, typhoons and tropical cyclones are different names for the same kind of violent cyclonic system that forms in the tropics, with winds of 120 km/h (74 mph) or mores. They also most frequently cause heavy rain, and in coastal areas, storm surge, which can result in sea levels exceeding the normal high tide levels as the system approaches the coast. While less intense systems, tropical storms may generate similar impacts to those associated with a hurricane and in some cases, may even be worse. One method of hurricane/cyclone/typhoon classification, such as the table presented below, identifies various categories of hurricanes based on the sustained winds measured (Saffir-Simpson). Other regional specialized meteorological centres (RSMCs) or meteorological agencies such as the ones from Japan and Australia use slightly modified scales to measure the intensity of the winds.

CATEGORY	WINDS	EFFECTS
ONE	119–152 km/h (74–95 mph)	No real damage to building structures. Damage primarily to unanchored mobile homes, shrubbery and trees. Also, some coastal road flooding and minor pier damage.
TWO	154–177 km/h (96–110 mph)	Some roofing material, door and window damage to buildings. Considerable damage to vegetation, mobile homes and piers. Coastal and low-lying escape routes flood 2–4 hours before arrival of centre. Small craft in unprotected anchorages break moorings.
THREE	178–207 km/h (111–129 mph)	Some structural damage to small residences and utility buildings with a minor amount of curtain wall failure. Mobile homes are destroyed. Flooding near the coast destroys smaller structures, with larger structures damaged by floating debris. Terrain continuously lower than 1.5 m (5 feet) above sea level may be flooded inland 13 km (8 miles) or more.
FOUR	209–251 km/h (130–156 mph)	More extensive curtain wall failure with some complete roof structure failure on small residences. Major erosion of beach. Major damage to lower floors of structures near the shore. Terrains continuously lower than 10 feet above sea level may be flooded, requiring massive evacuation of residential areas as far as 10 km (6 miles) inland.
FIVE	252 km/h and higher (157 mph and higher)	Complete roof failure on many residences and industrial buildings. Some complete building failures with small utility buildings blown over or away. Major damage to lower floors of all structures located less than 4.5 m (15 feet) above sea level and within 500 m of the shoreline. Massive evacuation of residential areas on low ground within 8 to 16 km (5 to 10 miles) of the shoreline may be required.

A.1.2 Flooding

Flooding is the overflow of water onto land that is normally dry. It can happen during heavy rains, when sea levels are excessively high, when snow melts too quickly for the rivers to move the resulting volumes of water within their normal water course, or when dams or levees break. Floodwater can range in depth from a few centimetres to several metres, potentially submerging buildings. It can occur quickly or over a long period, and may last several days, weeks or longer. Floods are the most common and widespread of all hydro-meteorological disasters.

Flash floods are the most dangerous kind of flood, because they can happen with little or no warning and combine the destructive power of flooding with incredible speed and unpredictability. They can occur wherever rainfall is too heavy for local drainage systems to cope with. They may also cause rain or storm water to fill normally dry creeks or riverbeds as well as already flowing creeks and rivers, causing rapid increases in water levels in a short amount of time.

Densely populated areas are particularly prone to flash flooding. The construction of buildings, highways, driveways and parking lots increases runoff by reducing the amount of rain absorbed by the ground. This runoff increases the potential for flash flooding. Sometimes, streams through cities and towns are routed underground into storm drains.

Areas near rivers are at risk of flash flooding. Embankments, sometimes known as levees, are often built along rivers and are used to prevent high water from flooding bordering land. Levee failures may result in devastating flash floods. Dam failures can also send a sudden destructive wall of water downstream.

Mountains and steep hills produce rapid runoff, causing streams to rise quickly. Rocks and clay soils do not allow much water to infiltrate the ground. Saturated soil also can rapidly lead to flash flooding. Very intense rainfall can produce flooding, even on dry soil.

A.1.3 Tropical storms

A tropical storm is a type of weather system that develops in tropical environments. It has similar characteristics to a typhoon, tropical cyclone or hurricane, but is not as intense. Wind speeds are typically between 72 and 135 km/h (39–73 mph), which is less than those experienced during a typhoon, tropical cyclone or hurricane. However, at these speeds, wind could still cause damage and storm surges, particularly if its landfall coincides with high tide. Tropical storms may also be associated with very heavy rain, which could easily lead to flash or riverine flooding. Wind speeds of less than 72 km/h would indicate a tropical depression, and higher than 135 km/h a hurricane.

The two primary causes of damage during a tropical storm are wind and water.

- **Wind damage:** high winds, flying debris, etc.
- **Water damage:** heavy rain, storm surges, large waves and swells, mud slides.

Some of the more common areas where tropical storms can occur include the Pacific, Atlantic and Indian Oceans, the South Pacific (near Australia) and the Arabian Sea.

A.2 Tornadoes

A tornado is a mobile, destructive vortex of violently rotating winds having the appearance of a funnel-shaped cloud and advancing beneath a large thunderstorm system. The severity of tornadoes is measured on the F-scale (Fujita) and includes the following classifications:

F-SCALE CLASSIFICATION	WIND SPEED	DAMAGE CAUSED
F-0	64–115 km/h (40–72 mph)	Light damage, chimney damage, broken tree branches
F-1	117–180 km/h (73–112 mph)	Moderate damage, mobile homes removed from foundations or flipped
F-2	181–252 km/h (113–157 mph)	Considerable damage, mobile homes demolished, trees uprooted
F-3	254–331 km/h (158–206 mph)	Severe damage, roofs and walls torn down, trains overturned, cars lifted from ground
F-4	333–418 km/h (207–260 mph)	Devastating damage, well-constructed walls levelled
F-5	420–511 km/h (261–318 mph)	Violent damage, homes lifted off foundations and carried considerable distances, vehicles thrown as far as 100 metres

A.3 Earthquakes

An earthquake is a sudden and violent shaking of the ground, sometimes causing great destruction, as a result of movements within the earth's crust and tectonic plates, or volcanic action. The severity of earthquakes is measured on the Richter scale, which includes the following classifications:

CLASS	RICHTER MAGNITUDE	DAMAGE CAUSED
MINOR	<3.9	Usually not felt, but can be recorded by seismograph
LIGHT	4–4.9	Often felt, but causes only minor damage
MODERATE	5–5.9	Slight damage to buildings and other structures and loose objects
STRONG	6–6.9	May cause a lot of damage in more populated areas; can overturn vehicles; can cause wall cracks, falling of plaster and breaking of pipes
MAJOR	7–7.9	Significant damage caused; can cause complete demolition of buildings and railway lines; can cause additional events, including landslides and flooding
GREAT	8 or more	Total destruction of infrastructure; the rise and fall of the ground is visually observable

A.4 Wildfires

A wildfire is an uncontrolled and destructive fire which burns in wilderness or rural areas. Wildfires are dangerous, so the necessary precautions should be taken in bushfire-prone areas and the advice of local authorities should be heeded where fires occur. They are often measured based on the severity of burning and the amount of time required for vegetative recovery.

A.5 Tsunamis

Tsunami is a Japanese word meaning "harbour wave". Tsunamis are usually associated with earthquakes, volcanic eruptions and landslides, which can cause sudden movements in oceanic water columns and create fast-moving waves. They consist of a series of waves and can cause inundation and destruction when they hit land. Those living in vulnerable areas are encouraged to familiarize themselves with their local tsunami warning systems. A good source of information on tsunamis is the Australian Tsunami Advisory Group website, at knowledge.aidr.org.au/resources/the-ultimate-guide-tsunami.

A.6 Winter storms

Major winter storms can last for several days and be accompanied by high winds, freezing rain or sleet, heavy snowfall and cold temperatures. They can cause people to become trapped in their homes, without utilities or other services. Heavy snowfall and blizzards can also trap motorists in their cars. Attempting to walk for help in a blizzard can be a deadly decision.

Winter storms can range from moderate snowfall over a few hours to blizzard conditions with blinding, wind-driven snow that lasts for several days. Some winter storms may affect large areas while others may affect only a single community. They are sometimes accompanied by low temperatures and heavy and/or blowing snow, which can severely reduce visibility.

Freezing rain is rain that falls at sub-zero temperatures, forming a layer of ice on cars, roads and other surfaces. Freezing rain that freezes immediately on impact is referred to as an ice storm and can disrupt communications and power for days. Small accumulations of ice may also cause extreme hazards to motorists and pedestrians.

A.7 Volcanic eruptions

Volcanic eruptions can spew hot and dangerous gases, ash, lava and rock, with devastatingly destructive consequences and potentially high fatality. Volcanic eruptions are measured on a scale called the volcanic explosivity index (VEI) and are classified according to their ejection volume, plume height and frequency of eruption. Classification ranges from a VEI of 0 to 8. Eruptions with a VEI of 0 have an ejection volume of less than 10,000 m^3 and a plume height of less than 100 m (these occur frequently). Eruptions with a VEI of 8 have an ejection volume greater than 1,000km^3, a plume height greater than 50 km and a frequency of eruption of more than 10,000 years.

The most common cause of death from volcanic eruptions is suffocation. Exposure to ash can be harmful. Infants, elderly persons and those with respiratory conditions such as asthma, emphysema and other chronic lung diseases, may encounter difficulties if they breathe in volcanic ash.

Volcanic eruptions can result in additional collateral hazards, including floods, mudslides, power outages, drinking water contamination and wildfires. Associated health concerns include infectious diseases, respiratory illnesses, burns, injuries from falls and road traffic accidents as a result of skidding and hazy conditions caused by ash. However, when warnings are heeded, the chances of adverse health effects from a volcanic eruption are significantly lowered.

A.8 Influenza pandemics

An influenza pandemic is a global outbreak of a new influenza A virus. Pandemics happen when new (novel) influenza A viruses emerge which are able to infect people easily and spread from person to person in an efficient and sustained way. A pandemic is a disease epidemic that has spread across a large region, for instance, multiple continents or worldwide. A widespread endemic disease with a stable number of infected people is not a pandemic. Further, flu pandemics generally exclude recurrences of seasonal flu. Throughout history, there have been a number of pandemics of diseases such as smallpox and tuberculosis. One of the most devastating pandemics was the Black Death, which killed an estimated 75–200 million people in the 14th century. Current pandemics include HIV/AIDS and COVID-19. Other notable influenza pandemics include the Spanish flu (1918) and H1N1 (2009).
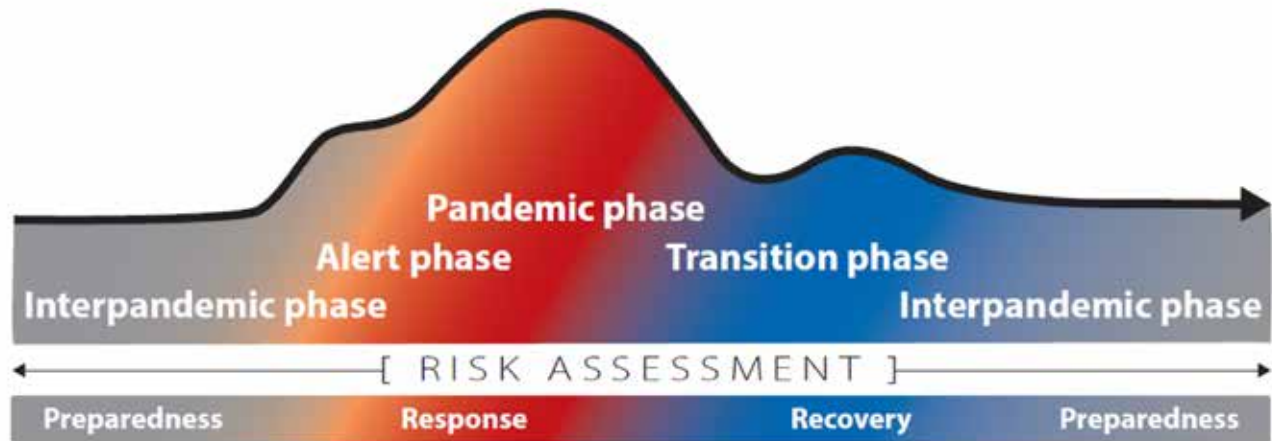
The World Health Organization (WHO) has established six phases of pandemic alert:

1 In nature, influenza viruses circulate continuously among animals, especially birds. Even though such viruses might theoretically develop into pandemic viruses, no viruses circulating among animals have been reported to cause infections in humans in **PHASE 1**.

2 In **PHASE 2**, an animal influenza virus circulating among domesticated or wild animals is known to have caused infection in humans and is therefore considered a potential pandemic threat.

3 In **PHASE 3**, an animal or human-animal influenza reassortant virus has caused sporadic cases or small clusters of disease in people but has not resulted in human-to-human transmission sufficient to sustain community-level outbreaks. Limited human-to-human transmission may occur under some circumstances, for example, when there is close contact between an infected person and an unprotected caregiver. However, limited transmission under such restricted circumstances does not indicate that the virus has gained the level of transmissibility among humans necessary to cause a pandemic.

4 **PHASE 4** is characterized by verified human-to-human transmission of an animal or human-animal influenza reassortant virus able to cause "community-level outbreaks". The ability to cause sustained disease outbreaks in a community marks a significant upward shift in the risk for a pandemic. Any country that suspects or has verified such an event should urgently consult with the WHO so that the situation can be jointly assessed and a decision made by the affected country if implementation of a rapid pandemic containment operation is warranted. Phase 4 indicates a significant increase in risk of a pandemic but does not necessarily mean that a pandemic is a forgone conclusion.

5 **PHASE 5** is characterized by the human-to-human spread of a virus into at least two countries in one WHO region. While most countries will not be affected at this stage, the declaration of phase 5 is a strong signal that a pandemic is imminent and that the time available to finalize the organization, communication and implementation of planned mitigation measures is limited.

6 **PHASE 6**, the pandemic phase, is characterized by community-level outbreaks in at least one other country in a different WHO region in addition to the criteria defined in phase 5. Designation of this phase will indicate that a global pandemic is under way.

WHO PANDEMIC INFLUENZA PHASES

PHASE	DESCRIPTION
PHASE 1	No animal influenza virus circulating among animals have been reported to cause infection in humans.
PHASE 2	An animal influenza virus circulating in domesticated or wild animals is known to have caused infection in humans and is therefore considered a specific potential pandemic threat.
PHASE 3	An animal of human-animal influenza reassortant virus has caused sporadic cases or small clusters of disease in people, but has not resulted in human-to-human transmission sufficient to sustain community-level outbreaks.
PHASE 4	Human-to-human transmission of an animal or human-animal influenza reassortant virus able to sustain community-level outbreaks has been verified.
PHASE 5	Human-to-human spread of the virus in two or more countries in one WHO region.
PHASE 6	In addition to the criteria defined in Phase 5, the same virus spreads from human-to-human in at least one other country in another WHO region.
POST PEAK PERIOD	Levels of pandemic influenza in most countries with adequate surveillance have dropped below peak levels.
POST PANDEMIC PERIOD	Levels of influenza activity have returned to the levels seen for seasonal influenza in most countries with adequate surveillance.

The continuum of pandemic phases*

Pandemic phase

Alert phase   Transition phase

Interpandemic phase   Interpandemic phase

{ RISK ASSESSMENT }

Preparedness   Response   Recovery   Preparedness

* This continuum is according to a "global average" of cases, over time, based on continued risk assessment and consistent with the broader emergency risk management continuum

During the post-peak period, pandemic disease levels in most countries with adequate surveillance will have dropped below peak observed levels. The post-peak period signifies that pandemic activity appears to be decreasing; however, it is uncertain whether additional waves will occur and countries will need to be prepared for a second wave.

Previous pandemics have been characterized by waves of activity spread over months. Once the level of disease activity drops, a critical communications task will be to balance this information with the possibility of another wave. Pandemic waves can be separated by months and an immediate "at ease" signal may be premature. Included below is the depiction of the pandemic phases and how they relate to the emergency management life-cycle (the WHO's "continuum of pandemic phases").

In the post-pandemic period, influenza disease activity will have returned to levels normally seen for seasonal influenza. It is expected that the pandemic virus will behave as a seasonal influenza A virus. At this stage, it is important to maintain surveillance and update pandemic preparedness and response plans accordingly. An intensive phase of recovery and evaluation may be required.

> **The WHO has published a guidance document entitled "Pandemic Influenza Risk Management" which outlines an "all-hazards" emergency risk management approach to pandemic influenza risk management. The document is available in multiple languages at:**
>
> www.who.int/influenza/preparedness/pandemic/influenza_risk_management/en/

> **The United States Federal Emergency Management Agency has published a pandemic plan template, available at:**
>
> www.fema.gov/media-library/assets/documents/93250

NATURAL DISASTERS AND PANDEMIC EMERGENCY PROCEDURE CHECKLISTS

This appendix includes a series of disaster emergency procedure checklists that are aimed at facilitating both the pre-disaster (mitigation and preparedness) and post-disaster (response and recovery) phases of DRM. They include a critical action checklist (non-hazard specific) and a series of checklists for central office (senior management) and field offices (processing facilities, post offices and retail units) based on a specific natural hazard. Each of the hazard-specific checklists is colour-coded to differentiate between:

- **actions** required prior to and during the disaster;
- **response** procedures during the first 48 hours after the event; and
- **recovery** actions after the first 48 hours.

These checklists should be regarded as an initial template to be customized and further refined based on the specific needs and applicability of the natural hazards identified in this Guide. Industry best practices have been utilized to compile the initial checklists. These should be routinely reviewed and updated based on operational or infrastructure changes and recommendations from AARs following exercises or real-world events. Postal operators are encouraged to familiarize themselves with the checklists and to disseminate them among their staff. They should be reviewed in preparation for each hurricane, cyclone and typhoon season and should form the basis for planning responses to announced and unannounced events.

B.1 CRITICAL ACTION CHECKLISTS
CENTRAL OFFICE

SITUATION ASSESSMENT AND ACTIONS

Conduct an initial assessment of the central office building immediately after the natural disaster, to include:

B.1 Critical action checklists
– central office

PEOPLE

☐ Accounting for all employees, visitors and contractors;

☐ Determining the status of central office employees and the number and extent of injuries;

☐ Calling local first responders if there are injuries and providing details thereof;

☐ Designating an employee to monitor local media (radio and TV), including national weather reports;

☐ Activating the central office EMT, including senior management and key personnel, setting up a 24-hour schedule if necessary;

☐ Identifying and assigning an individual to track and record all decisions and communications in and out of the emergency operations centre;

☐ Determining whether the incident has the potential to escalate or cause further damage or if it is life threatening;

☐ Encouraging on-site employees to remain at the installation if travel to their homes is likely to be jeopardized;

☐ Contacting employees working away from central office at time of incident, providing instructions for their safety and communicating the situation and impacts;

☐ Communicating information to employees as updates are provided by the media and local/national authorities;

☐ If operations at central office cannot be continued, instructing all central office employees to proceed to an alternate facility designated by the emergency manager (see BCP for additional details);

☐ If incident occurs outside normal hours, encouraging employees to utilize local media and the employee emergency hotline, if available, to receive reporting instructions;

☐ Coordinating with internal resources (Human Resources and Communications) to update employee emergency hotline messaging with reporting procedures and locations, if applicable, for central office employees.

SITUATION ASSESSMENT AND ACTIONS

Conduct an initial assessment of the central office building immediately after the natural disaster, to include:

B.1 Critical action checklists
– central office

PROPERTY

☐ Assessing the structure of the central office building;

☐ Determining if there are any unsafe situations at the central office building which may present safety, health or environmental concerns to employees or the public;

☐ Checking the functionality of utilities, paying particular attention to phone lines and gas supply (check for odours such as natural gas and smoke);

☐ Determining whether evacuation of the central office building is warranted based on the event and conditions;

☐ Determining the initial extent of damage to the central office facility and what repairs are needed;

☐ Determining the main systems (water, power, gas, fuel) to be secured;

☐ Contacting the facilities department (insert phone No. _____) for damage assessment and repairs;

☐ For larger scale events, contacting postal facilities within the affected area as soon as possible using established protocols;

☐ If the natural disaster does not affect the central office building, assessing its impact on field offices.

PRODUCT

☐ Ensuring that the central office building and its assets are secured. This should include mail, stamps, stock, valuables, computer hardware and irreplaceable hard-copy files;

☐ Liaising with law enforcement and local police as needed;

☐ Collecting contact information for central office and field staff if not already placed off-site.

INITIAL CRITICAL ACTIONS

Prior to and during event

B.1.1 Tornado emergency checklist
– central office

TASKS

☐ If the central office is potentially affected by **TORNADO WATCH** or **WARNING**, alert all central office employees to the designated SIP locations. Prepare to take cover immediately if weather sirens sound.

☐ If SIP is ordered, ensure all employees report to the designated locations and account for all employees (head count). Follow the central office emergency evacuation plan.

☐ Monitor radio and television reports to determine the actions that central office should take to ensure the safety of employees. Follow all local emergency guidance.

☐ Take appropriate action to isolate damaged areas of the facility. Shut off damaged utilities if possible (gas, water).

☐ When safe, determine whether any employees are injured or missing. Contact your local first responders' emergency number for medical and search-and-rescue support.

☐ Update the field unit emergency contact directory and emergency contact information.

☐ If the central office building is not affected by the incident, determine whether field offices are affected and move to field emergency checklist.

☐ Monitor media reports and weather alerts.

☐ Notify employees of evacuation routes, road closures and any advisories issued by state and local government.

☐ Advise field unit staff of the situation and provide status updates as required.

☐ Implement a process to ensure that all meetings are documented and all documents are retained for subsequent review.

☐ Ensure that field offices outside the potential tornado impact zone have plans and procedures to implement change of address processes at evacuee shelters, if activated.

☐ Assist with the establishment of contingency sites.

☐ Remind field offices to park vehicles so as to minimize damage (side-to-side and front-to-rear).

☐ Ensure that mail processing centres have a plan in place for emergency refuelling if fuel is not available at local outlets.

☐ Ensure that field offices contact local authorities to find out if, where, and in what circumstances local officials will call for mandatory evacuation.

☐ Ensure that field offices (processing facilities, post offices) have plans in place to migrate their sorting programmes to alternate facilities.

B.1.1 Tornado emergency checklist
– central office

TASKS

☐ If tornadoes or high winds damage the central office facility, activate the EMT and the EOC, if applicable, to support assessment and communication efforts.

☐ Prepare situational reports on a regular basis and provide a status update on the three Ps (people, property, product).

☐ Ensure that details of the emergency incident are being recorded.

☐ Confer with local first responders to determine the extent of damage in the local area and for how long the incident may impact the central office building.

☐ Determine whether the central office operations need to move to an alternate facility. Incidents expected to last 24 hours or more may warrant alternate site activation.

☐ Ensure safety of employees.

☐ Keep employees informed of the situation and review what to expect before next operational period. Inform staff where to report for duty. Include safety-related messaging to employees related to the event. Share employee emergency hotline number, if available.

☐ Notify appropriate national agencies if central office duties have shifted to an alternate facility.

☐ Consider activating central office BCP if damage to facility or impacts on immediate area are severe. Inform field offices and external stakeholders as required if operations move to alternate facility.

☐ Establish communication with field unit staff. Cellular networks and landlines may be overwhelmed. Consider text messaging (SMS) and priority telecommunication services, if available. Use satellite phones where available.

☐ Determine extent of power outages and identify need for emergency generators/fuel.

☐ Consider providing ready-to-eat meals (MREs) and bottled water for EMT initially, and for employees if sheltered in place.

☐ Secure postal assets (mail, vehicle stamps, money).

☐ Conduct an initial damage assessment. This is likely to require the involvement of a multidisciplinary team composed of structural engineers and environmental, safety and security specialists.

☐ Monitor radio and television reports to determine what actions central office should take to ensure the safety of employees. Follow all local emergency guidance.

RECOVERY ACTIONS

48+ hours

B.1.1 Tornado emergency checklist
– central office

TASKS

☐ Coordinate with local authorities, postal police and facilities maintenance to determine whether the central office building is safe to return to service or if decontamination/clean-up needs to be done prior to re-entry.

☐ Contact facilities maintenance for support with central office assessment and repairs. Initial focus of recovery operations should be on debris clearance and restoration of utilities followed by rehabilitation and reconstruction.

☐ Cover broken windows with plastic sheeting and torn roofs with heavy duty tarpaulins to prevent rainwater from entering the building

☐ Track status of repairs and restoration efforts in respect of all essential operations. Maintain accurate records of restoration and recovery costs for insurance purposes.

☐ If a tornado has affected field offices, provide coordination support and assistance with the mobilization of mobile units for collection and delivery of mail.

☐ Provide support to field offices impacted by the tornado, including processing the anticipated high number of change-of-address requests.

☐ If central office staff were directed to report to an alternate operating facility, develop a plan for their return upon reconstitution of the central office building.

☐ Ensure that termination of the emergency incident is communicated to all staff.

☐ Coordinate after-action meeting and report with EMT staff to determine whether plans, procedures or contacts need to be updated or changed. Capture comments in final AAR and corrective action plan.

INITIAL CRITICAL ACTIONS

Prior to and during event

B.1.2 Flooding/flash flooding emergency checklist – central office

TASKS

☐ Ensure implementation of all corrective actions from the previous season's AARs.

☐ Monitor weather alerts (WMO, national agencies) and media reports.

☐ If **FLOODING** conditions are liable to impact the central office building, prepare to evacuate facility, headcount employees and shift duties as dictated by conditions.

☐ If the central office building is not affected by the incident, determine whether field offices are affected and implement emergency field procedures.

☐ Update the central office emergency contact directory and emergency contact information.

☐ If FLOOD waters impact the central office facility, evacuate or SIP as dictated by conditions (shelter up). Follow the central office emergency evacuation plan. Evacuation before flood waters reach the facility is preferred.

☐ Advise field unit staff of the situation and provide status update as required.

☐ Implement a process to ensure all meetings are documented and all documents are retained for later review.

☐ Assign duties and confirm central office and field unit personnel have completed preparedness tasks.

☐ Ensure that field offices outside the potential flood impact zone have plans and procedures to implement change-of-address processes at evacuee shelters if activated.

☐ Assist with the establishment of contingency sites for impacted facilities.

☐ Instruct field offices to take collection boxes out of service in areas likely to be impacted by flooding.

☐ Move central office vehicles to higher ground (pre-identified location) if time permits. Secure assets, including mail, stamps, money, essential records and electronic equipment, above anticipated water levels to limit damage.

☐ Monitor road closures and alternate routes for evacuation. Monitor local media for reports related to the incident. Notify employees of evacuation routes, road closures and any advisories issued by state and local government.

☐ Ensure that field offices evaluate the potential for the flooding of car parks and make plans to relocate vehicles to higher ground and refuel all vehicles.

☐ Ensure that field offices have a plan in place for emergency refuelling of vehicles and emergency generators if fuel is not available at local outlets.

☐ Ensure that facilities contact local authorities to understand whether, where and in what circumstances local officials will call for mandatory evacuation.

☐ Determine where water and debris are likely to flow and accumulate around the central office building and divert those pathways using barriers (sandbags, gravel bags, fibre rolls, lumber, plywood, plastic sheeting, rubber seals, and concrete block).

☐ Ensure that facilities have plans in place to migrate their sorting programmes to alternate facilities.

RESPONSE PROCEDURES

0–48 hours

B.1.2 Flooding/flash flooding emergency checklist – central office

TASKS

☐ Activate central office EMT and emergency operations centre as required to support assessment and communication efforts. Assign someone to record and track decisions.

☐ Ensure the safety of employees. Floodwaters are often contaminated with raw sewage, chemicals and dangerous wildlife, such as alligators and snakes. Follow applicable procedures for personal protective equipment.

☐ Prepare situational reports on a regular basis and provide status updates on the three Ps (people, property, and product).

☐ Consider activating BCP and relocation of central office operations to the alternate facility in the event of severe damage to the central office building or impact on the immediate surroundings. Incidents expected to last 24 hours or more may warrant alternate site activation. Inform field offices and external stakeholders as required if operations move to alternate facility.

☐ Establish communication with field unit staff. Cellular networks and landlines may be overwhelmed. Consider text messaging (SMS) and priority telecommunication services, if available. Use satellite phones where available.

☐ Determine extent of power outages and identify need for emergency generators/fuel.

☐ Consider providing MREs and bottled water for EMT initially, and for employees if sheltered in place.

☐ Secure postal assets (mail, vehicles, stamps, money).

☐ Conduct an initial damage assessment. This is likely to require the involvement of a multidisciplinary team composed of structural engineers and environmental, safety and security specialists.

☐ Keep employees informed of the situation and review what to expect before next operational period. Inform staff where to report for duty. Include safety-related messaging to employees related to the event. Share employee emergency hotline number, if available.

☐ Continue monitoring radio and television reports to determine what actions central office should take to ensure the safety of employees. Follow all local emergency guidance.

RECOVERY ACTIONS

48+ hours

B.1.2 Flooding/flash flooding emergency checklist – central office

TASKS

☐ Coordinate with local authorities, postal police and facilities maintenance to determine whether the central office building is safe to return to service or if decontamination/clean-up is needed prior to re-entry.

☐ Once floodwaters start receding, focus initial efforts on pumping out water and drying out the content of the building. This will require fans and dehumidifiers. Wet carpets and wall insulation may need to be removed. Clean-up of flood water and mould may require special contractor support. Depending on humidity and temperature, mould may start growing within 24 to 48 hours.

☐ Track status and restoration of all essential operations. Maintain accurate records of restoration and recovery costs for insurance purposes.

☐ If floodwaters have affected field offices, provide coordination support and assistance with the mobilization of mobile units for collection and delivery of mail.

☐ Provide guidance for dealing with mail, money and stamps that may have been contaminated by floodwater.

☐ Assist field offices affected by the flood with processing of a potentially high number of change-of-address requests.

☐ If central office staff were directed to report to an alternate operating facility, develop a plan for their return upon reconstitution of the central office building.

☐ Ensure that termination of the emergency incident is communicated to all staff.

☐ Coordinate after-action meeting and report with EMT staff to determine whether plans, procedures or contacts need to be updated or changed. Capture comments in final AAR and corrective action plan.

INITIAL CRITICAL ACTIONS

Prior to and during event

B.1.3 Hurricane/cyclone/typhoon emergency checklist – central office

TASKS

☐ Ensure implementation of all corrective actions from the previous season's AARs.

☐ Monitor weather alerts (WMO, national agencies) and media reports.

☐ If **HURRICANE/CYCLONE/TYPHOON** conditions are forecast for the central office building, activate EMT and/or emergency operations centre as required, while supporting assessment and communication efforts. Assign someone to record and track decisions.

☐ Update the central office contact directory and emergency contact information.

☐ If the central office building is not affected by the incident, determine whether field offices are affected and implement emergency field procedures.

☐ Depending on the track, consider providing notice of central office closure in advance of the hurricane/cyclone/typhoon. Devastating winds, storm surge, heavy rainfall and inland flooding are likely to occur before and after the hurricane/cyclone/typhoon.

☐ Notify employees of evacuation routes, road closures and any advisories issued by national and local government.

☐ Advise field unit staff of the situation and provide status updates as required.

☐ Implement a process to ensure all meetings are documented and all documents are retained for subsequent review.

☐ Ensure that field offices outside the potential hurricane/cyclone/typhoon impact zone have plans and procedures to implement change-of-address processes at evacuee shelters if activated.

☐ Assist with the establishment of alternate sites for field offices within the impact zone.

☐ Ensure that there is a process to take collection boxes out of service in areas likely to be affected by the hurricane/cyclone/typhoon.

☐ Refuel central office vehicles and park them on pre-identified higher ground to minimize damage (side-to-side and front-to-rear). Secure assets, including mail, stamps, money, essential records and electronic equipment above anticipated water levels to limit damage if flooding is anticipated.

☐ Ensure that field offices evaluate the potential for flooding of car parks and make plans to refuel and relocate vehicles to higher ground.

☐ Ensure that field offices have a plan in place for emergency refuelling of vehicles and emergency generators if fuel is not available at local outlets.

☐ Ensure that facilities contact local authorities to find out if, where and in what circumstances local officials will call for mandatory evacuation.

☐ If flooding conditions are anticipated, determine where water and debris are likely to flow and accumulate around the central office building and divert those pathways using barriers (sandbags, gravel bags, fibre rolls, lumber, plywood, plastic sheeting, rubber seals and concrete block).

☐ Ensure that field offices (processing facilities and post offices) have plans in place to migrate their sorting programmes to alternate facilities.

RESPONSE PROCEDURES

0–48 hours

B.1.3 Hurricane/cyclone/typhoon emergency checklist – central office

TASKS

☐ Following the initial force of the hurricane/cyclone/typhoon, instruct the central office EMT to determine the boundaries of the affected areas.

☐ Ensure the safety of employees involved with response procedures.

☐ Prepare situational reports on a regular basis and provide status updates on the three Ps (people, property, and product).

☐ Ensure that details of the emergency incident are recorded. Ensure the provision of regular situational update reports.

☐ Consider activating BCP and relocation of central office operations to the alternate facility in the event of severe damage to the central office building or impact on immediate surroundings. Incidents expected to last 24 hours or more may warrant alternate site activation. Inform field offices and external stakeholders as required if operations move to alternate facility.

☐ Establish communication with field unit staff. Cellular networks and landlines may be overwhelmed. Consider text messaging (SMS) and priority telecommunication services, if available. Use satellite phones where available.

☐ Determine extent of power outages and identify need for emergency generators/fuel.

☐ Consider providing MREs and bottled water for EMT initially, and for employees if sheltered in place.

☐ Secure postal assets (mail, vehicles, stamps, money).

☐ Conduct an initial damage assessment. This is likely to require the involvement of a multidisciplinary team composed of structural engineers and environmental, safety and security specialists.

☐ Keep employees informed of the situation and review what to expect before next operational tour. Inform staff where to report for duty. Include safety-related messaging to employees related to the event. Share employee emergency hotline number, if available.

☐ Continue to monitor radio and television reports to determine what actions central office should take to ensure the safety of employees. Follow all local emergency guidance.

RECOVERY ACTIONS

48+ hours

B.1.3 Hurricane/cyclone/typhoon emergency checklist – central office

TASKS

- ☐ Coordinate with local authorities, postal police and facilities maintenance to determine whether the central office building is safe to return to service or if decontamination/clean-up needs to be done prior to re-entry.

- ☐ Once floodwaters start receding and winds decrease, focus initial efforts on pumping out water and drying out contents of the building. This will require fans and dehumidifiers. Wet carpets and wall insulation may need to be removed. Clean-up of floodwater and mould may require special contractor support. Depending on humidity and temperature, mould will start growing within 24 to 48 hours.

- ☐ Cover broken windows with plastic sheeting and damaged roofs with heavy duty tarpaulins to prevent additional rainwater from entering the building.

- ☐ Staff the EOC (potentially around the clock) to coordinate recovery actions.

- ☐ Track status and restoration efforts of all essential operations. Maintain accurate records of restoration and recovery costs for insurance purposes.

- ☐ If hurricane/cyclone/typhoon has affected field offices, provide coordination support and assistance with the mobilization of mobile units for collection and delivery of mail.

- ☐ Assist field offices affected by the hurricane/cyclone/typhoon with processing of a potentially high number of change-of-address requests.

- ☐ If central office staff were directed to report to an alternate operating facility, develop a plan for their return upon reconstitution of the central office building.

- ☐ Ensure that termination of the emergency incident is communicated to all staff.

- ☐ Coordinate after-action meeting and report with EMT staff to determine whether plans, procedures or contacts need to be updated or changed. Capture comments in final AAR and corrective action plan.

B.1.4 Earthquake emergency checklist
– central office

TASKS

☐ Ensure that implementation of all corrective actions from the previous season's AARs.

☐ Where an **EARTHQUAKE** affects the central office, activate EMT and/or emergency operations centre as required, while supporting assessment and communication efforts. Assign someone to record and track decisions.

☐ Instruct central office employees inside the building to SIP, staying clear of windows, and to drop, cover, and hold on.

Employees should not leave the building immediately or until the aftershocks have subsided, unless there is a gas or chemical smell. When evacuating the building, do not use elevators. Central office employees who were outdoors should stay outside until the shaking stops and move to an open area away from buildings, street lights, utility poles and power lines.

☐ When safe, complete head-counting procedures and determine whether any employees are injured or missing. Contact local emergency number for medical and search-and-rescue support.

☐ Monitor radio and television reports to determine what actions central office should take to ensure the safety of employees. Follow all local emergency guidance.

☐ Take appropriate action to isolate damaged areas of the central office building. Turn off damaged utilities (water, gas), if possible, using external shut-off valves. Do not enter the building until a structural assessment has been conducted.

☐ If the central office building is not affected by the earthquake, determine whether field offices are affected and implement emergency field procedures.

☐ Notify employees of evacuation routes, road closures and any advisories issued by state and local government.

☐ Advise field office staff of the situation and provide status updates as required.

☐ Implement a process to ensure all meetings are documented and all documents are retained for subsequent review.

☐ Ensure that field offices outside the potential earthquake impact zone have plans and procedures to implement change-of-address processes at evacuee shelters if activated.

☐ Ensure that field offices have a plan in place for emergency refuelling of vehicles and emergency generators if fuel is not available at local outlets.

☐ Ensure that facilities contact local authorities to find out if, where and in what circumstances local officials will call for mandatory evacuation.

☐ Ensure that field offices (processing facilities and post offices) have plans in place to migrate their sorting programmes to alternate facilities.

☐ Assess any employee injuries and call the local emergency number for medical assistance.

RESPONSE PROCEDURES

0–48 hours

B.1.4 Earthquake emergency checklist
– central office

TASKS

☐ Following the last of the aftershocks, conduct initial damage assessment. This is likely to require the involvement of a multidisciplinary team composed of structural engineers and environmental, safety and security specialists.

☐ If an earthquake damages the central office building, activate the central office EMT and the emergency operations centre as required to support assessment and communication efforts.

☐ Prepare situational reports on a regular basis and provide status updates on the three Ps (people, property, and product).

☐ Consider activating BCP and relocating central office operations to the alternate facility in the event of severe damage to the central office building or impact on immediate surroundings. Incidents expected to last 24 hours or more may warrant alternate site activation. Inform field offices and external stakeholders as required if operations move to alternate facility.

☐ Establish communication with field unit staff. Cellular networks and landlines may be overwhelmed. Consider text messaging (SMS) and priority telecommunication services, if available. Use satellite phones where available.

☐ Determine extent of damage to field offices and help to coordinate and prioritize damage assessments.

☐ Determine extent of power outages and identify need for emergency generators/fuel.

☐ Identify any gas leaks or other impacts on utilities following the earthquake. Evacuate facility if gas leak is suspected. Watch for downed power lines outside the central office building.

☐ Consider providing MREs and bottled water for EMT initially, and for employees if sheltered in place.

☐ Secure central office building and postal assets (mail, vehicles, stamps, money).

☐ Keep employees informed of the situation and review what to expect before next operational period. Inform staff where to report for duty. Include safety-related messaging to employees related to the event. Share employee emergency hotline number, if available.

☐ Monitor radio and television reports to determine what actions central office should take to ensure the safety of employees. Follow all local emergency guidance.

RECOVERY ACTIONS

48+ hours

B.1.4 Earthquake emergency checklist
– central office

TASKS

☐ Coordinate with local authorities, postal police and facilities maintenance to determine whether the central office building is safe to return to service or if decontamination/clean-up needs to be done prior to re-entry. Structural assessment of the building may require special contractor support.

☐ Once the aftershocks have subsided (this can take several days after a strong earthquake), focus initial efforts on debris removal in and around the central office building. Structural damage may require bracing and reinforcement of the central office building. Heavily damaged structures may be condemned by the local authorities and be unfit for re-occupancy.

☐ Track status and restoration of all essential operations. Maintain accurate records of restoration and recovery costs for insurance purposes.

☐ If the earthquake has affected field offices, provide coordination support and assistance with the mobilization of mobile units for collection and delivery of mail.

☐ Assist field offices affected by the earthquake with processing of a potentially high number of change-of-address requests.

☐ If central office staff were directed to report to an alternate operating facility, develop a plan for their return upon reconstitution of the central office building.

☐ Ensure that termination of the emergency incident is communicated to all staff.

☐ Coordinate after-action meeting and report with EMT staff to determine whether plans, procedures or contacts need to be updated or changed. Capture comments in final AAR and corrective action plan.

INITIAL CRITICAL ACTIONS

Prior to and during event

B.1.5 Wildfire emergency checklist
– central office

TASKS

☐ Ensure implementation of all corrective actions from the previous season's AARs.

☐ Monitor weather alerts (local and national agencies) and media reports.

☐ Determine the geographic boundaries of the **WILDFIRE** and its potential impact on the central office building and, depending on the information received via various news media and first responder agencies, evaluate the need to shut down or evacuate the central office building.

☐ If the central office building is not affected by this incident, determine whether field offices are affected and implement emergency field procedures.

☐ If an evacuation is required, assess the safety of the building and evacuation routes.

☐ If evacuation can be carried out safely, follow the evacuation procedures outlined in the central office building emergency evacuation plan, including head-count procedures.

☐ Upon evacuation, secure access to the central office building and postal assets (mail, vehicles, stamps, money). Turn off the main gas supply line to the building.

☐ Relocate vehicles to a secure area if it is possible and safe to do so.

RESPONSE PROCEDURES

0–48 hours

B.1.5 Wildfire emergency checklist
– central office

TASKS

☐ Depending on the impact caused by the wildfire, consider activation of central office EMT and/or emergency operations centre as required to support assessment and communication efforts. Assign someone to record and track decisions.

☐ Prepare situational reports on a regular basis and provide status updates on the three Ps (people, property, and product).

☐ Consider activating BCP and relocating central office operations to the alternate facility in the event of severe damage to the central office building or impact on immediate surroundings. Incidents expected to last 24 hours or more may warrant alternate site activation. Inform field offices and external stakeholders as required if operations move to alternate facility.

☐ Establish communication with field unit staff. Cellular networks and landlines may be overwhelmed. Consider text messaging (SMS) and priority telecommunication services, if available. Use satellite phones where available.

☐ After the wildfire is no longer active, conduct an initial damage assessment. This is likely to require the involvement of a multidisciplinary team of structural engineers and environmental, safety and security specialists.

☐ Keep employees informed of the situation and review what to expect before next operational tour. Inform staff where to report for duty. Include safety-related messaging to employees related to the event. Share employee emergency hotline number, if available.

☐ Monitor radio and television reports to determine what actions central office should take to ensure the safety of employees. Follow all local emergency guidance.

RECOVERY ACTIONS

48+ hours

B.1.5 Wildfire emergency checklist
– central office

TASKS

☐ If the building has been damaged, coordinate with local authorities, postal police and facilities maintenance staff to determine whether central office building is safe to return to service or if repair/reconstruction is required prior to re-entry.

☐ Track status and restoration of all essential operations. Maintain accurate records of restoration and recovery costs for insurance purposes.

☐ If the wildfire has affected field offices, provide coordination support and assistance with the mobilization of mobile units for collection and delivery of mail.

☐ Assist field offices affected by the earthquake with processing of a potentially high number of change-of-address requests.

☐ Ensure that termination of the emergency incident is communicated to all staff.

☐ If central office staff were directed to report to an alternate operating facility, develop a plan for their return upon reconstitution of the central office building.

☐ Coordinate after-action meeting and report with EMT staff to determine whether plans, procedures or contacts need to be updated or changed. Capture comments in final AAR and corrective action plan.

INITIAL CRITICAL ACTIONS

Prior to and during event

B.1.6 Tsunami emergency checklist
– central office

TASKS

- [ ] At the first warning of a **TSUNAMI** affecting the central office building, the EMT should be activated and begin to perform emergency measures. Recommended evacuation routes may be different from the usual routes planned. Local authorities may direct you to higher ground. Follow their advice.

- [ ] Ensure implementation of all corrective actions from the previous season's AARs.

- [ ] Update the central office contact directory and emergency contact information.

- [ ] If the central office building is not affected by the incident, determine whether field offices are affected and implement emergency field procedures.

- [ ] Monitor media reports and national tsunami alerts.

- [ ] Notify employees of evacuation routes, road closures and any advisories issued by national and local government.

- [ ] Determine whether vehicles, equipment and other postal property should be moved to another facility or to a temporary facility (time permitting).

- [ ] Advise field unit staff of the situation and provide status updates on the three Ps as required.

- [ ] Implement a process to ensure all meetings are documented and all documents are retained for subsequent review.

- [ ] Ensure that field offices outside the potential tsunami impact zone have plans and procedures to implement change-of-address processes at evacuee shelters, if activated.

- [ ] Assist with the establishment of alternate sites for field offices within the impact zone.

- [ ] Ensure that field offices (processing facilities, post offices) have plans in place to migrate their sorting programmes to alternate facilities.

**RESPONSE
PROCEDURES**

0–48 hours

B.1.6 Tsunami emergency checklist
– central office

TASKS

☐ Once the tsunami surge has receded, activate and instruct the central office EMT to determine the boundaries of the affected areas.

☐ Consider activating the emergency operations centre as required to support assessment and communication efforts. Assign someone to record and track decisions.

☐ Ensure the safety of employees involved in response procedures. Surge waters associated with tsunamis are often contaminated with raw sewage and chemicals and can produce large debris fields. Follow applicable procedures for personal protective equipment.

☐ If the central office building was in the path of the surging waters, conduct initial damage assessment. This is likely to require the involvement of a multidisciplinary team composed of structural engineers and environmental, safety and security specialists.

☐ Consider activating BCP and relocating central office operations to the alternate facility in the event of severe damage to the central office building or impact on immediate surroundings. Incidents expected to last 24 hours or more may warrant alternate site activation. Inform field offices and external stakeholders as required if operations move to alternate facility.

☐ Establish communication with field unit staff. Cellular networks and landlines may be overwhelmed. Consider text messaging (SMS) and priority telecommunication services, if available. Use satellite phones where available.

☐ Determine extent of power outages and identify need for emergency generators/fuel.

☐ Consider providing MREs and bottled water for EMT initially, and for employees if sheltered in place.

☐ Secure postal assets (mail, vehicles, stamps, money).

☐ Keep employees informed of the situation and review what to expect before next operational tour. Inform staff where to report for duty. Include safety-related messaging to employees related to the event. Share employee emergency hotline number, if available.

☐ Continue monitoring radio and television reports to determine what actions central office should take to ensure the safety of employees. Follow all local emergency guidance.

RECOVERY ACTIONS

48+ hours

B.1.6 Tsunami emergency checklist
– central office

TASKS

☐ Coordinate with local authorities, postal police and facilities maintenance to determine whether the central office building is safe to return to service or if decontamination/clean-up needs to be done prior to re-entry.

☐ Once surge waters start receding, focus initial efforts on debris removal, pumping out water and drying out contents of the building. This will require fans and dehumidifiers. Wet carpets and wall insulation may need to be removed. Clean-up of surge and mould may require special contractor support. Depending on humidity and temperature, mould will start growing within 24 to 48 hours.

☐ Staff EOC (potentially around the clock) to coordinate recovery actions.

☐ Track status and restoration of all essential operations. Maintain accurate records of restoration and recovery costs for insurance purposes.

☐ If the tsunami has affected field offices, provide coordination support and assistance with the mobilization of mobile units for collection and delivery of mail.

☐ If central office staff were directed to report to an alternate operating facility, develop a plan for their return upon reconstitution of the central office building.

☐ Ensure that termination of the emergency incident is communicated to all staff.

☐ Coordinate after-action meeting and report with EMT staff to determine whether plans, procedures or contacts need to be updated or changed. Capture comments in final AAR and corrective action plan.

INITIAL CRITICAL ACTIONS

Prior to and during event

B.1.7 Winter storm emergency checklist
– central office

TASKS

☐	Ensure implementation of all corrective actions from the previous season's AARs.
☐	Monitor weather alerts (WMO, national agencies) and media reports.
☐	If the central office could potentially be affected by **WINTER STORMS**, prepare employees by sharing safety precautions and weather-related information prior to the storm's arrival.
☐	If the central office building is not affected by the incident, determine whether field offices are affected and implement emergency field procedures.
☐	Update the central office emergency contact directory and emergency contact information.
☐	Consider limited activation of central office EMT and/or emergency operations centre as required to support assessment and communication efforts. Assign someone to record and track decisions.
☐	Refuel central office vehicles and top off emergency generator tanks.
☐	Ensure that field offices have a plan in place for emergency refuelling of vehicles and emergency generators if fuel is not available at local outlets.
☐	Consider impacts that may accompany the storm (power outages, travel restrictions, etc.). Make provision for emergency support to replace any of these lost services if possible.
☐	Ensure that field offices (processing facilities, post offices) in the path of the storm have plans in place to migrate their sorting programmes to alternate facilities.

RESPONSE PROCEDURES

0–48 hours

B.1.7 Winter storm emergency checklist
– central office

TASKS

☐ Ensure that details of the emergency incident are recorded. Ensure the provision of regular situational update reports.

☐ Continue monitoring of media reports and national weather alerts to determine what actions central office should take to ensure the safety of employees. Follow all local emergency guidance.

☐ Determine whether central office operations can be maintained with minimal staff or by exercising telework capabilities. Notify central office staff of decisions.

☐ Keep employees informed of the situation and review what to expect before next operational period. Inform staff where to report for duty. Include safety-related messaging to employees related to the incident. Share employee emergency hotline number if applicable.

RECOVERY ACTIONS

48+ hours

B.1.7 Winter storm emergency checklist
– central office

TASKS

☐ If the building is damaged, coordinate with local authorities, postal police and facilities maintenance to determine whether the central office building is safe to return to service or coordinate facility assessment/repairs prior to re-entry.

☐ Track status and restoration of all essential operations. Maintain accurate records of restoration and recovery costs for insurance purposes.

☐ Coordinate after-action meeting and report with EMT staff to determine whether plans, procedures or contacts need to be updated or changed. Capture comments in final AAR and corrective action plan.

B.1.8 Volcanic eruption emergency checklist
– central office

TASKS

☐ Monitor weather alerts (WMO, national agencies) and media reports.

☐ Take emergency measures at first warning for **VOLCANIC ERUPTIONS** potentially affecting the central office building. Recommended evacuation routes away from the central office building may be different from the usual routes planned.

☐ Consider the options of SIP or evacuation depending on the distance and type of eruption (lahar, pyroclastic flow or lava flow). Follow the advice of local officials.

☐ If you are warned to evacuate because an eruption is imminent, leave the central office building immediately. Consider using a vehicle but keep doors and windows closed and air conditioning off, and drive across the path of danger if possible, or away from the danger if not. Watch for unusual hazards along the road, such as rocks released by the volcanic explosion. Avoid driving in heavy ash fall as ash can clog and stall engines.

☐ If allowed to SIP, close all windows and doors. Turn off all fans and heating and air-conditioning systems. SIP may not be possible for extended periods during ash falls owing to the danger posed by the accumulation of ash on the roofs of buildings. If you have to go outdoors during an ash fall, consider wearing long-sleeved shirts, full-length trousers, goggles and disposable particulate respirators. If your eyes, nose and throat become irritated from volcanic gases and fumes, move away from the area immediately.

☐ If near a stream or river, be aware of rising water and possible mudflows in low-lying areas. Move uphill as quickly as possible.

☐ Activate central office EMT and/or emergency operations centre as required to support assessment and communication efforts. Assign someone to record and track decisions.

RESPONSE PROCEDURES

0–48 hours

B.1.8 Volcanic eruption emergency checklist
– central office

TASKS

☐ Following the volcanic eruption, instruct the central office EMT to determine the boundaries of the affected areas.

☐ Ensure the safety of employees involved with response procedures. Exposure to volcanic ash is a health hazard, particularly for the respiratory tract. Follow applicable procedures for personal protective equipment.

☐ Ensure that details of the emergency incident are recorded. Ensure the provision of regular situational update reports.

☐ Consider activating BCP and relocating central office operations to an alternate facility in the event of severe damage to the central office building or impacts on the immediate surroundings. Incidents expected to last 24 hours or more may warrant alternate site activation. Inform field offices and external stakeholders as required if operations move to alternate facility.

☐ Establish communication with field unit staff. Cellular networks and landlines may be overwhelmed. Consider text messaging (SMS) and priority telecommunication services, if available. Use satellite phones where available.

☐ Determine extent of power outages and identify need for emergency generators/fuel.

☐ Consider providing MREs and bottled water for EMT initially, and for employees if sheltered in place.

☐ Secure postal assets (mail, vehicles, stamps, money).

☐ Conduct an initial damage assessment. This is likely to require the involvement of a multidisciplinary team composed of structural engineers and environmental, safety and security specialists.

☐ Keep employees informed of the situation and review what to expect before next operational tour. Inform staff where to report for duty. Include safety-related messaging to employees related to the event. Share employee emergency hotline number, if available.

☐ Continue monitoring radio and television reports to determine what actions central office should take to ensure the safety of employees. Follow all local emergency guidance.

RECOVERY ACTIONS

48+ hours

B.1.8 Volcanic eruption emergency checklist
– central office

TASKS

☐ Coordinate with local authorities, postal police and facilities maintenance to determine whether the central office building is safe to return to service or if decontamination/clean-up needs to be done prior to re-entry.

☐ After the volcanic eruption has ceased, determine a plan of action for clearing ash deposits in and around the central office building. This is likely to require the use of specialist contractors.

☐ Staff the EOC (potentially around the clock) to coordinate recovery actions.

☐ Track the status and restoration of all essential operations. Maintain accurate records of restoration and recovery costs for insurance purposes.

☐ If the volcanic eruption has affected field offices, provide coordination support and assistance with the mobilization of mobile units for collection and delivery of mail.

☐ If central office staff were directed to report to an alternate operating facility, develop a plan for their return upon reconstitution of the central office building.

☐ Ensure that termination of the emergency incident is communicated to all staff.

☐ Coordinate after-action meeting and report with EMT staff to determine whether plans, procedures or contacts need to be updated or changed. Capture comments in final AAR and corrective action plan.

INITIAL CRITICAL ACTIONS

Prior to and during event

B.1.9 Pandemic emergency checklist
– central office

TASKS

☐ Monitor pandemic alerts (WHO, national agencies) and media reports.

☐ Ensure that that employees have a clear understanding of their roles and responsibilities, in particular for business continuity management and crisis management.

☐ Review and update, if necessary, the succession plan and specific delegation arrangements for the continuity of leadership in the absence of key decision makers and executives.

☐ Identify critical staff and their deputies based on the business impact analysis results. Also identify and train back-up staff for critical activities to facilitate any business transfer strategy.

☐ Prepare and validate employee and stakeholder contacts to be used for updates and evaluate the adoption of a mass notification system, covering different channels (e.g. SMS, mail, mobile, voice, apps).

☐ Apply social distancing arrangements, allowing remote working and alternative site recovery strategies, limiting visitors in the workplace, postponing or cancelling large meetings.

☐ Encourage sick employees to stay at home.

☐ Develop a set of instructions for all staff (central office and field office) on proper handwashing and hygiene procedures. Utilize multiple channels and visual aids (posters, videos, e-mail) to communicate the message.

☐ Set up tele/videoconferencing services and increase capacity for remote access to the IT network.

RESPONSE PROCEDURES

0–48 hours

B.1.9 Pandemic emergency checklist
– central office

TASKS

☐ Review employee management policies on issues such as leave of absence, absentee-ism, sick leave, overseas travel, workplace closure and recall of non-critical employees and their families from affected countries. In particular, review and embed remote working policies and arrangements.

☐ Ensure that details of the pandemic response are recorded. Ensure the provision of regular situational update reports.

☐ Consider activating BCP and implementing telework for central office operations. Inform field offices and external stakeholders as required.

☐ Establish communication with field office staff. Cellular networks and landlines may be overwhelmed. Consider text messaging (SMS) and priority telecommunication services, if available. Use satellite phones where available.

☐ Consider stocking up on soap and hand sanitizer and intensifying the cleaning/disin-fection protocols of the central office.

☐ Gauge potential impacts on business-related domestic and international travel (i.e. quarantines, border closures).

☐ Monitor EmIS reports from the UPU to determine which countries have suspended or restricted mail services.

☐ Implement an emergency communications plan and revise periodically. Include key contacts (primary and alternate), including suppliers and customers and processes for tracking and reporting business and employee status.

☐ Implement guidelines to modify the frequency and forms of face-to-face contact among employees and between employees and customers (handshaking, seating in meetings, office layout, shared workstations, interactions during acceptance and delivery of mail).

RECOVERY ACTIONS

48+ hours

B.1.9 Pandemic emergency checklist
– central office

TASKS

☐ Review human resource policies to allow absence during pandemics owing to such factors as illness of either employees or their family members, quarantines, school closures and the restriction or suspension of public transportation services.

☐ Evaluate employee access to mental health and social services during the pandemic and improve services as needed.

☐ Review options for the hiring of additional staff if the number of sick or quarantined employees is affecting operational continuity.

☐ Evaluate disinfection protocols in coordination with health authorities (disinfectants, application methods and personal protective equipment) where a staff member tests positive.

☐ Develop procedures for the return to work of staff that previously tested positive.

☐ If central office staff were instructed to telework, develop a plan for their return once the pandemic emergency is over.

☐ Ensure that termination of the emergency is communicated to all staff.

☐ Coordinate after-action meeting and report with EMT staff to determine whether pandemic plans, procedures or contacts need to be updated or changed. Capture comments in final AAR and corrective action plan.

B.2 CRITICAL ACTION CHECKLISTS
FIELD OFFICES

SITUATION ASSESSMENT AND ACTIONS

B.2.1 Critical action checklists
– field office

SITUATIONAL ASSESSMENT AND ACTIONS

- ☐ Determine the extent of the natural disaster and its impact on your facility and the surrounding community.

- ☐ Request central office support to conduct an initial assessment of your facility after the incident, to include:

- ☐ *Assessing the structure of the central office building;*

- ☐ *Determining the status of central office employees and the number and extent of injuries;*

- ☐ *Checking the functionality of utilities, paying particular attention to phone lines and gas supply (check for odours such as natural gas and smoke).*

- ☐ Call local first responders if there are injuries and provide details thereof.

- ☐ Assess the safety of the building and evacuation routes to determine whether to SIP or evacuate.

- ☐ Designate an employee to monitor local media (radio and TV), to include national weather reports.

- ☐ Activate facility EMT and EOC if warranted. Set up 24-hour schedule if necessary.

- ☐ Identify and assign an individual to track and record all decisions and communications in and out of the EOC. Issue alerts to employees and update incident status throughout the event.

- ☐ Determine whether the event has the potential to escalate or cause further impacts or life- threatening conditions.

- ☐ Contact local first responders if required. Follow first responder instructions.

- ☐ Contact postal police or local law enforcement for guidance and response, as required.

- ☐ Communicate situation and impacts to next-level management. Follow local protocols for reporting incidents.

EMPLOYEES

- ☐ Determine status of employees. Perform headcount if employees evacuate or SIP.

- ☐ Communicate with employees by any means possible as conditions are determined.

- ☐ Contact employees working away from the postal facility at the time of the incident, providing instructions for their safety and communicating the situation and impacts.

- ☐ Provide updated emergency hotline messaging to employees, including reporting procedures and locations.

SITUATION ASSESSMENT AND ACTIONS

Conduct an initial assessment of the central office building immediately after the natural disaster, to include:

B.2.1 Critical action checklists
– field office

MAIL

☐ Consider any issues related to mail and postal assets within the facility, including security of mail and damage to mail.

☐ Consider embargoing mail at originating facilities or other locations, with assistance from central office if your facility is impacted by the event.

FACILITY

☐ Assess whether postal operations can/should continue at this location. Do not re-occupy a damaged building until it is determined that it is safe to do so. Consider activating the facility's BCP and an alternate site.

☐ If evacuation is ordered, consider whether designated EMT staff should report to off-site EOC to direct operations.

☐ Work with local maintenance and facility personnel to perform facility assessment (may be considered a prioritized facility) prior to re-occupying a damaged facility.

NETWORK/TRANSPORTATION

☐ Determine whether/when vehicles, equipment and other property should be moved to another installation or to a temporary site.

☐ Consider any issues affecting transportation to or from the facility. Consider impacts on local and regional roads/airports.

CUSTOMERS

☐ Account for any customers that may have been in the facility at the time of the incident. Ensure that customer safety is addressed.

☐ Provide communications to customers who may have been immediately affected by the incident. Identify alternative sites for customers and bulk mail entry. Seek the assistance of central office in contacting customers.

SAFETY/SECURITY

☐ Ensure that the facility's assets are secured. Coordinate with postal police or local law enforcement as needed.

☐ Contact central office safety/environmental staff for assistance and guidance related to the natural disaster response.

INITIAL CRITICAL ACTIONS

Prior to and during event

B.2.2 Tornado emergency checklist
– field offices

1/2

TASKS

☐ Monitor weather alerts (WMO/central office, national agencies) and media reports.

☐ Tornado WARNING indicates conditions are imminent for tornado formation. Remain extra vigilant and ready to take immediate action if local sirens sound.

☐ Instruct employees to take shelter (SIP if indoors) at designated locations and account for all employees (headcount).

☐ Ensure completion of relevant preparedness activities and advise central office of any gaps.

☐ Contact local authorities to determine whether, where, and in what circumstances local authorities will call for a mandatory evacuation.

☐ Update the facility emergency contact directory and emergency contact information.

☐ Contact postal police or local law enforcement for support and assistance in securing or evacuating facility.

☐ Ensure that there is a process to take collection boxes out of service in areas likely to be impacted by tornadoes.

☐ Refresh current plant equipment inventory.

☐ Review equipment power-down and support system procedures. If/when appropriate, ensure local maintenance team powers down all existing equipment and support systems.

☐ Identify alternative facilities to which to migrate sorting programmes.

☐ Implement a process to ensure all meetings are documented and all documents are retained for subsequent review.

☐ Locate and hold mail transport equipment needed for the movement of mail from areas forecast to be affected to neutral territory.

☐ Update power and utility company contacts.

☐ If applicable, ensure all emergency generators are operational/fuelled and any necessary repairs are made. Ensure that all generators include operating instructions.

☐ Monitor the storm via media reports and weather alerts.

☐ If applicable, park vehicles so as to minimize damage (side-to-side and front-to-rear).

INITIAL CRITICAL ACTIONS

Prior to and during event

B.2.2 Tornado emergency checklist
– field offices

2/2

TASKS

☐ Ensure that mail processing centres evaluate the potential for damage to vehicle parking areas.

☐ Ensure that mail processing centres have a plan in place for emergency refuelling if fuel is not available at local outlets.

☐ Account for all employees assigned to the facility. Headcount employees on site and consider methods for contacting employees that were off-duty during the tornado. Use media to inform employees to call national employee emergency hotline if unable to contact supervisor.

☐ Instruct all employees to stay clear of any windows and exterior doorways.

☐ If the facility is damaged, have an emergency evacuation team check for safe exits before releasing employees from SIP location.

☐ Call local emergency number for assistance with any injuries or evacuation.

RESPONSE PROCEDURES

0–48 hours

B.2.2 Tornado emergency checklist
– field offices

TASKS

☐ Monitor national weather reports on the radio, local news or other media for updated information related to the emergency.

☐ Ensure safety of employees.

☐ Secure postal assets (mail, vehicles, stamps, money).

☐ Activate EMT to support assessment and communication efforts. Assign someone to record and track decisions.

☐ Ensure that details of the emergency incident are being recorded. Ensure the provision of regular situational update reports and provide status updates on the three Ps.

☐ Prioritize employee safety in all actions following a tornado.

☐ Conduct an initial damage assessment. This is likely to require the involvement of a multidisciplinary team composed of structural engineers and environmental, safety and security specialists (internal resources or contractors) before the space can be re-occupied.

☐ Request large facility generator support from central office as necessary.

☐ Determine whether incoming mail and employees need to be diverted to an alternate operating facility based on impacts of incident. Coordinate with next-level manager to determine whether it is necessary to offload all or some mail types (if permitted by local first responders). Request assistance from central office with notification of other facilities as required.

☐ Keep employees informed of the situation and review what to expect before next operational period. Inform staff where to report for duty. Share employee emergency hotline number, if available.

☐ Notify employees and customers of facility closures.

RECOVERY ACTIONS

48+ hours

B.2.2 Tornado emergency checklist
– field offices

TASKS

- [ ] Coordinate with local authorities, postal police and facilities maintenance to determine whether the postal facility is safe to return to service or if repair/clean-up is required prior to re-entry.

- [ ] If mail was offloaded to alternate operating facility, develop a plan for return of service to facility.

- [ ] Request support from local resources and next-level management to expedite repairs to facilities.

- [ ] Inform employees of alternate operational plans and instruct employees to report to alternate facility or stay at home as appropriate. Notify unions, if applicable.

- [ ] If applicable, update the recorded information on the national employee emergency hotline. Request central office assistance with this.

- [ ] Track status and restoration of all essential mail processing operations. Maintain accurate records of restoration and recovery costs for insurance purposes.

- [ ] Ensure that termination of the emergency incident is communicated to all staff.

- [ ] Coordinate after-action meeting and report with EMT staff to determine whether plans, procedures or contacts need to be updated or changed. Capture comments in final AAR and corrective action plan and distribute to senior management.

INITIAL CRITICAL ACTIONS

Prior to and during event

B.2.3 Flooding/flash flooding emergency checklist – field offices

TASKS

☐ Monitor weather alerts (WMO/central office, national agencies) and media reports.

☐ Take any actions that will minimize damage from **FLOODING** if safe to do so. Move items to elevated areas within the facility and move vehicles to pre-designated higher ground.

☐ Ensure completion of relevant preparedness activities and advise central office of any gaps.

☐ Contact local authorities to determine whether, where, and in what circumstances local authorities will call for a mandatory evacuation.

☐ Update the facility emergency contact directory and emergency contact information.

☐ Contact postal police or local law enforcement for support and assistance in securing or evacuating facility.

☐ Ensure that there is a process to take collection boxes out of service in districts likely to be affected by the flooding.

☐ Refresh current plant equipment inventory.

☐ Review equipment power-down and support system procedures. If/when appropriate, ensure local maintenance team powers down all existing equipment and support systems.

☐ Identify alternative facilities to which to migrate sorting programmes.

☐ Implement a process to ensure all meetings are documented and all documents are retained for subsequent review.

☐ Locate and hold mail transport equipment needed for the movement of mail from areas forecast to be affected to neutral territory.

☐ Update power and utility company contacts.

☐ If applicable, ensure all generators are operational/fuelled and any necessary repairs are made. Ensure that all generators include operating instructions.

☐ Monitor the storm via media reports and weather alerts.

☐ Evacuate sub-surface areas of the building that could potentially flood and trap occupants.

☐ Call local emergency number where injuries are sustained or assistance is needed.

☐ Ensure that mail processing centres evaluate the likelihood of flooding in vehicle parking areas and make plans to relocate vehicles to higher ground.

☐ Ensure that mail processing centres have a plan in place for emergency refuelling if fuel is not available at local outlets.

☐ Account for all employees assigned to the facility. Headcount employees on site and consider methods for contacting employees who were off-duty during the flooding. Use media to inform employees to call national employee emergency hotline if unable to contact supervisor.

☐ Call local emergency number for evacuation assistance as needed.

B.2.3 Flooding/flash flooding emergency checklist – field offices

TASKS

☐ Monitor national radios, local news and other media for updated information related to the emergency.

☐ Ensure the safety of employees. Floodwaters are often contaminated with raw sewage, chemicals and dangerous wildlife, such as alligators and snakes. Follow applicable procedures for personal protective equipment.

☐ Secure postal assets (mail, vehicles, stamps, money).

☐ Activate EMT to support assessment and communication efforts. Assign someone to record and track decisions.

☐ Ensure that details of the emergency incident are being recorded. Ensure the provision of regular situational update reports and provide updates on the status of the three Ps.

☐ Prioritize employee safety in all actions following flooding.

☐ Conduct an initial damage assessment. This is likely to require the involvement of a multidisciplinary team composed of structural engineers and environmental, safety and security specialists (internal resources or contractors) before the space can be re-occupied.

☐ Request large facility generator support from central office as necessary.

☐ Determine whether incoming mail and employees need to be diverted to an alternate operating facility based on impacts of incident. Coordinate with next-level manager to determine whether it is necessary to offload all or some mail types. Request assistance from central office for notifying other facilities as required.

☐ Keep employees informed of the situation and review what to expect before next operational period. Inform staff where to report for duty. Share employee emergency hotline number, if available.

☐ Notify employees and customers of facility closures.

☐ If possible and safe to do so, ask Maintenance to shut off utilities in the affected area.

☐ Contact local maintenance and facility staff with a view to initiating response actions. Building flooding will need to be assessed and cleaned by authorized contractors before the space can be re-occupied.

☐ Ensure that facility and central office safety/environmental specialists are engaged in response actions and notifications to employees.

☐ If drinking water is not available, procure and provide bottled water (and MREs if required) for employees in the facility until normal water supplies are determined to be safe.

RECOVERY ACTIONS

48+ hours

B.2.3 Flooding/flash flooding emergency checklist – field offices

TASKS

☐ Coordinate with local authorities, postal police, environmental and maintenance authorities to determine whether postal facility is safe to return to service or if repair/ clean-up is required prior to re-entry.

☐ If mail was offloaded to alternate operating facility, develop a plan for return of service to facility.

☐ Request support from local resources and next-level management to expedite repair of facilities.

☐ Inform employees of alternate operation plans, instructing them to report to alternate facility or stay at home as appropriate. Notify unions, if applicable.

☐ If applicable, update the recorded information on the national employee emergency hotline. Request central office assistance with this.

☐ Track status and restoration of all essential mail-processing operations. Maintain accurate records of restoration and recovery costs for insurance purposes.

☐ Ensure that termination of the emergency incident is communicated to all staff.

☐ Coordinate after-action meeting and report with EMT staff to determine whether plans, procedures or contacts need to be updated or changed. Capture comments in final after-action report and corrective action plan and distribute to senior management.

INITIAL CRITICAL ACTIONS

Prior to and during event

B.2.4 Hurricane/cyclone/typhoon emergency checklist – field offices

1/2

TASKS

☐ Monitor weather alerts (WMO/central office, national agencies) and media reports.

☐ Take any actions that will minimize damage from **HURRICANE/CYCLONE/TYPHOON** if safe to do so. Secure loose outdoor items and move items from areas prone to flooding to elevated areas within the facility.

☐ Ensure completion of relevant preparedness activities and advise central office of any gaps.

☐ Contact local authorities to determine whether, where, and in what circumstances local authorities will call for a mandatory evacuation.

☐ Update facility emergency contact directory and emergency contact information.

☐ Contact postal police or local law enforcement for support and assistance in securing or evacuating facility.

☐ Ensure that there is a process to take collection boxes out of service in districts likely to be affected by the hurricane/cyclone/typhoon.

☐ Refresh current plant equipment inventory.

☐ Review equipment power-down and support system procedures. If/when appropriate, ensure local maintenance team powers down all existing equipment and support systems.

☐ Identify alternative facilities to which to migrate sorting programmes.

☐ Implement a process to ensure all meetings are documented and all documents are retained for subsequent review.

☐ Locate and hold mail transport equipment needed for the movement of mail from areas forecast to be affected to neutral territory.

☐ Update power and utility company contacts.

INITIAL CRITICAL ACTIONS

Prior to and during event

B.2.4 Hurricane/cyclone/typhoon emergency checklist – field offices

2/2

TASKS

☐ If applicable, ensure all generators are operational/fuelled and any necessary repairs are made. Ensure that all generators include operating instructions.

☐ Monitor the storm via media reports and weather alerts.

☐ If applicable, park vehicles so as to minimize damage (side-to-side and front-to-rear).

☐ Ensure that mail processing centres evaluate the likelihood of flooding in vehicle parking areas and make plans to relocate vehicles to higher ground.

☐ Ensure that mail processing centres have a plan in place for emergency refuelling if fuel is not available at local outlets.

☐ Call local emergency number where injuries are sustained or assistance is needed.

☐ Account for all employees assigned to the facility. Headcount employees on site and consider methods for contacting employees who were off-duty during the hurricane/cyclone/typhoon. Use media to inform employees to call national employee emergency hotline if unable to contact supervisor.

☐ Instruct all employees to stay clear of any windows and exterior doorways.

☐ If facility is damaged, have emergency evacuation team check for safe exits before releasing employees from SIP location.

RESPONSE PROCEDURES

0–48 hours

B.2.4 Hurricane/cyclone/typhoon emergency checklist – field offices

TASKS

- ☐ Monitor national radio, local news and other media for updated information related to the emergency, such as mandatory evacuation, road closures and location of local shelters.

- ☐ Ensure the safety of employees.

- ☐ Secure postal assets (mail, vehicles, stamps, money).

- ☐ Activate EMT to support assessment and communication efforts. Assign someone to record and track decisions.

- ☐ Ensure that details of the emergency incident are recorded. Ensure the provision of regular situational update reports and provide status updates on the three Ps.

- ☐ Prioritize employee safety in all actions following a hurricane/cyclone/typhoon.

- ☐ Conduct an initial damage assessment. This is likely to require the involvement of a multidisciplinary team composed of structural engineers and environmental, safety and security specialists (internal resources or contractors) before the space can be re-occupied.

- ☐ Request large facility generator support from central office as necessary.

- ☐ Determine whether incoming mail and employees need to be diverted to alternate operating facility based on impacts of incident. Coordinate with next-level management to determine whether it is necessary to offload all or some mail types. Request assistance from district office for notifying other facilities as required.

- ☐ Keep employees informed of the situation and review what to expect before next operational period. Inform staff where to report for duty. Share national employee emergency hotline number, if applicable.

- ☐ Notify employees and customers of facility closures.

RECOVERY ACTIONS

48+ hours

B.2.4 Hurricane/cyclone/typhoon emergency checklist – field offices

TASKS

☐ Coordinate with local authorities, postal police, environmental and facilities maintenance authorities to determine whether the postal facility is safe to return to service or if repair/clean-up is required prior to re-entry.

☐ Request support from local resources and next-level management to expedite repairs to facilities.

☐ Inform employees of alternative operational plans and instruct employees to report to alternate facility or stay at home as appropriate. Notify unions, if applicable.

☐ If mail was offloaded to alternate operating facility, develop a plan for return of service to facility.

☐ If applicable, update the recorded information on the national employee emergency hotline. Request central office assistance with this.

☐ Track status and restoration of all essential mail processing operations. Maintain accurate records of restoration and recovery costs for insurance purposes.

☐ Ensure that termination of the emergency incident is communicated to all staff.

☐ Coordinate after-action meeting and report with EMT staff to determine whether plans, procedures or contacts need to be updated or changed. Capture comments in final AAR and corrective action plan and distribute to senior management.

B.2.5 Earthquake emergency checklist
– field offices

1/2

TASKS

☐ During **EARTHQUAKES**, instruct central office employees inside the building to SIP, staying clear of windows, and to **drop**, **cover**, and **hold on**.

Employees should not leave the building immediately or until the aftershocks have subsided, unless there is a gas or chemical smell. When evacuating the building, do not use elevators. Central office employees who were outdoors should stay outside until the shaking stops and move to an open area away from buildings, street lights, utility poles and power lines.

☐ Ensure completion of relevant preparedness activities and advise area management of any gaps.

☐ Contact local authorities to determine whether, where, and in what circumstances local authorities will call for a mandatory evacuation.

☐ Update the field unit emergency contact directory and emergency contact information.

☐ Contact postal police for support and assistance in securing or evacuating facility.

☐ Ensure that there is a process to take collection boxes out of service in districts likely to be impacted by earthquakes.

☐ Refresh current plant equipment inventory.

☐ Review equipment power-down and support systems procedures. If/when appropriate, ensure local maintenance team powers down all existing equipment and support systems.

☐ Identify alternative facilities to which to migrate sorting programmes.

☐ Implement a process to ensure all meetings are documented and all documents are retained for subsequent review.

☐ Locate and hold mail transport equipment needed for the movement of mail from areas forecast to be affected to neutral territory.

☐ Update power and utility company contacts.

INITIAL CRITICAL ACTIONS

Prior to and during event

B.2.5 Earthquake emergency checklist
– field offices

2/2

TASKS

☐ If applicable, ensure all generators are operational and necessary repairs are made. Ensure that all generators include operating instructions.

☐ Monitor the event via media reports and weather alerts.

☐ If applicable, park vehicles so as to minimize damage (side-to-side and front-to-rear).

☐ Ensure that mail processing centres evaluate the potential for damage to vehicle parking areas.

☐ Ensure that mail processing centres have a plan in place for emergency refuelling if fuel is not available at local outlets.

☐ Call local emergency number where injuries are sustained or assistance is needed.

☐ Account for all employees assigned to the facility. Headcount employees on site and consider methods for contacting employees who were off-duty during the earthquake.

☐ Instruct all employees to stay clear of any windows and exterior doorways.

☐ If facility is damaged, have emergency evacuation team check for safe exits before releasing employees from SIP location.

☐ Once tremor has subsided, order evacuation of facility and perform headcount of staff.

☐ Call local emergency number where injuries or fire result from earthquake (local first responders will be overwhelmed initially). Take steps to address injuries with trained first aid staff if possible.

☐ Contact postal police or local law enforcement for support and assistance in securing facility.

RESPONSE PROCEDURES

0–48 hours

B.2.5 Earthquake emergency checklist
– field offices

TASKS

☐ Ensure safety of employees.

☐ Secure postal assets (mail, vehicles, stamps, money).

☐ Monitor national radio, local news and other media for updated information related to the emergency, such as mandatory evacuation, road closures and location of local shelters.

☐ If the facility is damaged, contact local maintenance to secure utilities such as natural gas, water, electricity.

☐ Evacuate employees from damaged facilities. Instruct emergency evacuation team to identify safe evacuation route(s) prior to releasing employees. Ensure that employees are moved to a safe distance from the facility to avoid injuries from collapsed or falling debris during aftershocks.

☐ Activate EMT to support assessment and communication efforts. Assign someone to record and track decisions.

☐ Request large facility generator support from central office as necessary.

☐ Determine whether incoming mail and employees need to be diverted to alternate facilities based on impacts of incident. Coordinate with next level to determine whether it is necessary to offload all or some mail types. Request assistance from central office for notifying other facilities as required.

☐ Perform initial damage assessment of facility. Contact local maintenance and facilities departments with a view to having the facility assessed by an engineer or contractor.

☐ Keep employees informed of the situation and review what to expect before next operational period. Inform staff where to report for duty. Share national employee emergency hotline number, if applicable.

☐ Notify employees and customers of facility closures.

RECOVERY ACTIONS

48+ hours

B.2.5 Earthquake emergency checklist
– field offices

TASKS

☐ Coordinate with local authorities, postal police, environmental and facility support departments to determine whether postal facility is safe to return to service or if repair/clean-up is required prior to re-entry.

☐ Request support from local resources and next-level management to expedite repairs to facilities.

☐ Inform employees of alternative operational plans and instruct them to report to alternate facility or stay at home as appropriate. Notify unions, if applicable.

☐ If mail was offloaded to alternate operating facility, develop a plan for return of service to facility. Track status and restoration of all essential mail processing operations.

☐ If applicable, update the recorded message on the national employee emergency hotline. Request central office assistance with this.

☐ Ensure that termination of the emergency incident is communicated to all staff.

☐ Coordinate after-action meeting and report with EMT staff to determine whether plans, procedures or contacts need to be updated or changed. Capture comments in final AAR and corrective action plan and distribute to senior management.

**INITIAL
CRITICAL
ACTIONS**

Prior to and
during event

B.2.6 Wildfire emergency checklist
– field offices

TASKS

☐ Monitor alerts (local and national agencies) and media reports.

☐ Take any actions that will minimize damage from **WILDFIRE** incidents if safe to do so. Move vehicles to alternate vehicle storage area identified for your facility.

☐ Follow instructions from local authorities for evacuation. Inform next-level manager.

☐ Account for all employees assigned to the facility. Headcount employees on site and consider methods for contacting employees who were off-duty during the incident. Use media to inform employees to call national employee emergency hotline if unable to contact supervisor.

☐ Contact postal police for support and assistance in securing facility. Turn off the main gas supply line to the building.

RESPONSE PROCEDURES

0–48 hours

B.2.6 Wildfire emergency checklist
– field offices

TASKS

☐ Monitor national radio, local news and other media for updated information related to the emergency, such as mandatory evacuation, road closures and location of local shelters.

☐ Activate EMT to support assessment and communication efforts. Assign someone to record and track decisions.

☐ Prepare situational reports on a regular basis and provide status updates on the three Ps (people, property, and product).

☐ Determine whether incoming mail and employees need to be diverted to alternate operating facility based on impacts of incident. Coordinate with next level to determine whether it is necessary to offload all or some mail types. Request assistance from central office for notifying other facilities as required.

☐ Keep employees informed of the situation and review what to expect before next operational period. Inform staff where to report for duty. Share national employee emergency hotline number, if applicable.

RECOVERY ACTIONS

48+ hours

B.2.6 Wildfire emergency checklist
– field offices

TASKS

☐ If facility is damaged, contact facilities maintenance to determine whether facility is safe to return to service and prioritize repairs to be done prior to re-entry.

☐ Request support from local resources and next-level management to expedite repairs to facilities.

☐ If facility is not damaged, ensure that access roads and surrounding area allow safe travel to the facility. Develop a plan to return to service, including restoring utilities.

☐ Inform employees of alternative operational plans, if appropriate, and instruct them to report to alternate facility or stay at home as appropriate. Notify unions, if applicable.

☐ If mail was offloaded to alternate operating facility, develop a plan for return of service to facility. Track status and restoration of all essential mail processing operations.

☐ If applicable, update the recorded message on the national employee emergency hotline. Request central office assistance with this.

☐ Ensure that termination of the emergency incident is communicated to all staff.

☐ Coordinate after-action meeting and report with EMT staff to determine whether plans, procedures or contacts need to be updated or changed. Capture comments in final after-action report and corrective action plan and distribute to senior management.

INITIAL CRITICAL ACTIONS

Prior to and during event

B.2.7 Tsunami emergency checklist
– field offices

1/2

TASKS

☐ Take any actions that will minimize damage from flooding caused by the **TSUNAMI** if safe to do so. Move items from areas prone to flooding to elevated areas within the facility. Move vehicles to higher ground identified for your facility.

☐ Ensure completion of relevant preparedness activities and advise central office of any gaps.

☐ Contact local authorities to determine whether, where, and in what circumstances local authorities will call for a mandatory evacuation.

☐ Update the facility emergency contact directory and emergency contact information.

☐ Contact postal police or local law enforcement for support and assistance in securing or evacuating facility.

☐ Ensure that there is a process to take collection boxes out of service in districts likely to be impacted by the tsunami.

☐ Refresh current plant equipment inventory.

☐ Review equipment power-down and support system procedures. If/when appropriate, ensure local maintenance team powers down all existing equipment and support systems.

☐ Identify alternative facilities to which to migrate sorting programmes.

☐ Implement a process to ensure all meetings are documented and all documents are retained for subsequent review.

☐ Locate and hold mail transport equipment needed for the movement of mail from areas forecast to be affected to neutral territory.

INITIAL CRITICAL ACTIONS

Prior to and during event

B.2.7 Tsunami emergency checklist
– field offices

2/2

TASKS

☐ Update power and utility company contacts.

☐ If applicable, ensure that all generators are operational/fuelled and any necessary repairs are made. Ensure that all generators include operating instructions.

☐ Monitor the tsunami via media reports and weather alerts.

☐ If applicable, park vehicles so as to minimize damage (side-to-side and front-to-rear).

☐ Evacuate sub-surface areas of the building that could potentially flood and trap occupants.

☐ Call local emergency number where injuries are sustained or assistance is needed.

☐ Account for all employees assigned to the facility. Headcount employees on site and consider methods for contacting employees who were off-duty during the tsunami.

☐ Ensure that mail processing centres evaluate the likelihood of vehicle parking areas flooding and make plans to relocate vehicles to higher ground.

☐ Ensure that mail processing centres have a plan in place for emergency refuelling if fuel is not available at local outlets.

☐ If proper evacuation from the area is not possible, move occupants to highest levels of the building.

☐ Follow instructions from local authorities for evacuation. Inform next-level manager.

☐ Contact postal police or local law enforcement for support and assistance in securing facility.

B.2.7 Tsunami emergency checklist
– field offices

TASKS

☐ Monitor national radio, local news and other media for updated information related to the emergency, such as mandatory evacuation, road closures and location of local shelters.

☐ If time permits, shut off utilities to facility when evacuating in case water breaches the facility.

☐ Activate EMT to support assessment and communication efforts. Assign someone to record and track decisions.

☐ Ensure safety of employees.

☐ Secure postal assets (mail, vehicles, stamps, money).

☐ Request large facility emergency generator support from central office as necessary.

☐ Ensure that details of the emergency incident are recorded. Ensure the provision of regular situational update reports and provide status updates on the three Ps.

☐ Determine whether incoming mail and employees need to be diverted to alternate operating facility based on impacts of incident. Coordinate with next level to determine whether it is necessary to offload all or some mail types. Request assistance from central office for notifying other facilities as required.

☐ Conduct an initial damage assessment before re-occupying the space. This is likely to require the involvement of a multidisciplinary team composed of structural engineers and environmental, safety and security specialists (internal resources or contractors) .

☐ Keep employees informed of the situation and review what to expect before next operational tour. Inform staff where to report for duty. Share national employee emergency hotline number, if applicable.

☐ Notify employees and customers of facility closures.

☐ Contact local maintenance and facility departments for support in assessing damage. Building flooding will need to be assessed and cleaned by authorized contractors before the space can be re-occupied.

☐ Ensure that central office safety and environmental specialists are engaged in response actions and notifications to employees.

☐ If drinking water is not available, procure and provide bottled water (and MREs if required) for employees in the facility until normal water supplies are determined to be safe.

RECOVERY ACTIONS

48+ hours

B.2.7 Tsunami emergency checklist
– field offices

TASKS

☐ Coordinate with local authorities, postal police, environmental and facilities maintenance authorities to determine whether the postal facility is safe to return to service or if repair/clean-up is required prior to re-entry.

☐ Request support from local resources and next-level management to expedite repairs to facilities.

☐ Inform employees of alternative operational plans and instruct them to report to alternate facility or stay at home as appropriate. Notify unions, if applicable.

☐ Track status and restoration of all essential mail processing operations. Maintain accurate records of restoration and recovery costs for insurance purposes.

☐ If mail was offloaded to alternate operating facility, develop a plan for return of service to facility.

☐ Update the recorded message on the national employee emergency hotline. Request central office assistance with this.

☐ Ensure that termination of emergency incident is communicated to all staff.

☐ Coordinate after-action meeting and report with EMT staff to determine whether plans, procedures or contacts need to be updated or changed. Capture comments in final AAR and corrective action plan and distribute to senior management.

INITIAL CRITICAL ACTIONS

Prior to and during event

B.2.8 Winter storm emergency checklist
– field offices

TASKS

☐ Monitor weather alerts (WMO/HQ, national agencies) and media reports.

☐ Take any actions that may lessen the impacts of the **WINTER STORM**. Instruct employees on safe operation of vehicles and personal safety as appropriate.

☐ Obtain medical assistance for employees that have suffered the effects of exposure or sustained any injuries.

☐ Instruct staff to account for employees in the facility. Coordinate with central office communications specialist to inform media, if needed.

☐ Contact postal police or local law enforcement for support and assistance in securing or evacuating facility.

RESPONSE PROCEDURES

0–48 hours

B.2.8 Winter storm emergency checklist
– field offices

TASKS

☐ Monitor national radio, local news and other media for updated information related to the emergency, such as mandatory evacuation, road closures and location of local shelters.

☐ Activate EMT to support assessment and communication efforts. Assign someone to record and track decisions.

☐ Ensure that details of the emergency incident are recorded. Ensure the provision of regular situational update reports and provide status updates on the three Ps.

☐ Ensure that walkways and driveways remain clear for employee safety and emergency access to facility.

☐ Ensure that facility and central office safety specialists are engaged in response actions and notifications to employees.

☐ Determine whether incoming mail and employees need to be diverted to alternate operating facility based on impacts of the winter storm. Coordinate with next level to determine whether it is necessary to offload all or some mail types. Request assistance from central office for notifying other facilities as required.

☐ If necessary, request large facility emergency generator support from central office if power outage occurs in conjunction with the winter storm.

☐ Keep employees informed of the situation and review what to expect before next operational period. Inform staff where to report for duty. Share national employee emergency hotline number, if applicable.

RECOVERY ACTIONS

48+ hours

B.2.8 Winter storm emergency checklist
– field offices

TASKS

- [ ] Coordinate with local authorities, postal police and environmental and facilities maintenance departments to determine whether local roads are safe and if facility operations can be restored (if closed during winter storm).

- [ ] Request support from local resources and next-level management to expedite the repair of any damage caused to facilities.

- [ ] Inform employees of alternative operational plans and instruct them to report to alternate facility or stay at home as appropriate. Notify unions, if applicable.

- [ ] If mail was offloaded to alternate operating facility, develop a plan for return of service to facility.

- [ ] Track status and restoration of all essential mail processing operations. Maintain accurate records of restoration and recovery costs for insurance purposes.

- [ ] Update recorded message on the national employee emergency hotline. Request central office assistance with this.

- [ ] Ensure that termination of the emergency incident is communicated to all staff.

- [ ] Coordinate after-action meeting and report with EMT staff to determine whether plans, procedures or contacts need to be updated or changed. Capture comments in final AAR and corrective action plan and distribute to senior management.

INITIAL CRITICAL ACTIONS

Prior to and during event

B.2.9 Pandemic emergency checklist
– field offices

TASKS

☐ Instruct field office staff to follow pandemic alerts and instructions from local authorities and monitor media reports.

☐ Set up a communication channel for employees to report their status and to make enquiries.

☐ Apply social distancing arrangements, limiting visitors in the workplace and postponing or cancelling large meetings.

☐ Identity critical staff and train back-up staff for critical activities to allow for anticipated absenteeism among staff due to illness.

☐ Prepare and validate employee and stakeholder contacts to be used for updates and evaluate the adoption of a mass notification system, covering different channels (e.g. SMS, mail, mobile, voice, apps).

☐ Encourage sick employees to stay at home.

RESPONSE PROCEDURES

0–48 hours

B.2.9 Pandemic emergency checklist
– field offices

TASKS

☐ Communicate employee management policies on issues such as leave of absence, absenteeism, sick leave, overseas travel and workplace closures.

☐ Ensure that details of the pandemic response are recorded. Ensure that that situational update reports are provided to the central office on a regular basis.

☐ Make available soap and hand sanitizer along with washing instructions (notices and posters). Intensify cleaning/disinfection protocols as directed by the central office.

☐ Communicate the channels that will be used to keep field office employees and stakeholders informed during the outbreak.

☐ Implement an emergency communications plan and revise periodically. Include key contacts (primary and alternate), including suppliers and customers and processes for tracking and reporting business and employee status.

☐ Implement guidelines to modify the frequency and forms of face-to-face contact among employees and between employees and customers (handshaking, seating in meetings, office layout, shared workstations, interactions during acceptance and delivery of mail).

RECOVERY ACTIONS

48+ hours

B.2.9 Pandemic emergency checklist
– field offices

TASKS

☐ Implement human resource policies to allow absence during pandemics owing to such factors as illness of either employees or their family members, quarantines, school closures and the restriction or suspension of public transportation services.

☐ Evaluate employees' access to mental health and social services during the pandemic and improve services as needed.

☐ In coordination with health authorities, implement applicable office disinfection protocols (disinfectants, application methods and personal protective equipment) where a staff member tests positive. Elevated hygiene protocols may be required in order to slow down the spread of the disease, such as:

- keeping common surface areas and items clean;
- maintaining a sufficient supply of cleaning and disinfectant agents and other personal protective equipment, towels, soap and hand sanitizers;
- ensuring that housekeeping personnel are appropriately trained on cleaning and disinfection methods and adequately supervised;
- educating employees about handwashing, cough hygiene, self-isolating and other good hygiene habits.

☐ Ensure that termination of the emergency is communicated to all staff.

☐ Coordinate after-action meeting and report with EMT staff to determine whether pandemic plans, procedures or contacts need to be updated or changed. Capture comments in final AAR and corrective action plan.

ACRONYMS

AAR	After-action report
BBB	Build back better
BCP	Business continuity plan
COA	Change of address
DG	Director General
DRF	Disaster Recovery Framework
DRJF	Disaster Resilience Japan Fund
DRM	Disaster risk management
DRR	Disaster risk reduction
EM	Emergency Manager
EMT	Emergency Management Team
EOC	Emergency Operations Centre
ESF	Emergency and Solidarity Fund
EU	European Union
EXPLAN	Exercise Plan
FEMA	Federal Emergency Management Agency
FSE	Full-scale Exercise
GFDRR	Global Facility for Disaster Reduction and Recovery
GM	General Manager
HR	Human resources
ICT	Information and communication technology
IFRC	International Federation of Red Cross and Red Crescent Societies

IT	Information technology
IP	Improvement Plan
MPH	Miles per hour
MRE	Ready-to-eat meal
MSEL	Master Scenario Events List
NGO	Non-governmental organization
NWS	National weather service
PDNA	Post-disaster needs assessment
PMG	Postmaster General
POC	Point of Contact
SIP	Shelter in place
SME	Subject matter expert
SOP	Standard Operating Procedures
TTX	Tabletop exercise
UN	United Nations
UNDG	United Nations Development Group
UNDP	United Nations Development Programme
UNDRR	United Nations Office for Disaster Risk Reduction
UPU	Universal Postal Union
VIP	Very Important People
WB	World Bank
WHO	World Health Organization

GLOSSARY

A copy of the UNDRR disaster risk reduction terminology translated in multiple languages can be found at the following link:

www.unisdr.org/we/inform/terminology

TERMPOST is the UPU's official terminology database created from the Multilingual Vocabulary (available on paper from 1952 to 2003), which contains data in eight languages: Arabic, Chinese, English, French, German, Portuguese, Russian and Spanish. Definitions are currently provided in English and French only. TERMPOST contains a selection of postal terms and expressions drawn from the UPU Acts and publications. It also includes everyday vocabulary used within the postal sector. TERMPOST can be found at the following link:

upu.multitranstms.com/TERMPOST/Account.mvc/LogOn

Note: As of April 2020, the website for this database does not include Chinese or Russian terms.

The WHO publishes a glossary of health emergency and disaster risk management terminology. The glossary is designed for policymakers, practitioners and other stakeholders who work in the many fields that contribute to reducing the health risks and consequences of all types of emergencies and disasters. A copy of the glossary can be found at the following link:

apps.who.int/iris/bitstream/handle/10665/331716/9789240003699-eng.pdf

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REGIONAL ORGANIZATIONS AND DISASTER RISK MANAGEMENT

Africa

African Union (AU)

Common Market for Eastern and Southern Africa (COMESA)

Community of Sahel-Saharan States (CEN-SAD)

East African Community (EAC)

Economic Commission for Africa (ECA)

Economic Community of Central African States (ECCAS)

Economic Community of West African States (ECOWAS)

Indian Ocean Commission (IOC)

Inter-Governmental Authority on Development (IGAD)

League of Arab States (Arab League)

Organization of Islamic Cooperation (OIC)

Permanent Interstate Committee for Drought Control in the Sahel (CILSS)

Southern African Development Community (SADC)

Americas

Andean Community of Nations (CAN)

Association of Caribbean States (ACS)

Caribbean Community (CARICOM)

Caribbean Institute for Meteorology and Hydrology (CIMH)

Caribbean Meteorological Organization (CMO)

Central American Integration System (SICA)

Department of Emergency Management of Barbados (DEM)

Economic Commission for Latin America and the Caribbean (ECLAC)

Inter-American Development Bank (IDB)

Organization of American States (OAS)

Southern Common Market (MERCOSUR)

Asia

Asian Disaster Reduction Center (ADRC)

Asian Ministerial Conference on Disaster Risk Reduction (OAS)

Asia-Pacific Economic Forum (APEC)

Association of Southeast Asian Nations (ASEAN)

Economic and Social Commission for Asia and the Pacific (ESCAP)

Economic and Social Commission for Western Asia (ESCWA)

South Asian Association for Regional Cooperation (SAARC)

Europe

Council of Europe (COE)

European Union (EU)

North Atlantic Treaty Organization (NATO)

Organization for Security and Co-operation in Europe (OSCE)

Organization of the Black Sea Economic Cooperation (BSEC)

South-East European Cooperation Process (SEECP)

United Nations Economic Commission for Europe (ECE)

Pacific

Pacific Community (SPC)

Pacific Island Forum (PIF)

Pacific Regional Environment Programme (SPREP)

INTEGRATED DISASTER RISK MANAGEMENT PLAN TEMPLATE

Integrated Disaster Risk
Management Plan

[INSERT POSTAL OPERATOR NAME]

[INSERT MONTH, INSERT YEAR]

G.1 Senior leadership signatures

By signing this document, I confirm that I have read and understand the concepts and information provided within this Plan and have met the annual requirement to certify its viability and the validity of the data presented herein.

Approved by:

_____

[NAME]

_____

[NAME]

_____

[TITLE]

_____

[TITLE]

_____

[DATE]

_____

[DATE]

G.2 Record of changes

Unless otherwise stated, changes are made in conjunction with the annual certification of this plan. Notation of the changes made should be by section/page No. with a simple, high-level description (e.g. "addition/deletion of alternate operating facility", "adjustment to critical activities", etc.).

REVISION NO.	SECTION/ PAGE NO.	DESCRIPTION OF CHANGE	DATE CHANGED	POSTED BY

G.3 Introduction

The mission of *[INSERT POSTAL OPERATOR]* is to *[INSERT MISSION]*. It is the policy of *[INSERT POSTAL OPERATOR]* at every level to safely and quickly respond to and recover from any human, natural or technological disruption, emergency or threat to the postal infrastructure. During an emergency or a situation that may disrupt normal operations, a viable disaster risk management (DRM) plan must be in place to ensure the continuation of *[INSERT POSTAL OPERATOR]*'s core mission.

Applicability and scope

The provisions of this plan are applicable to the operations, facilities and employees within the purview of *[INSERT POSTAL OPERATOR]*.

This plan:

- applies to all types of emergency that could adversely affect *[INSERT POSTAL OPERATOR]* in the performance of its critical activities (see section 2.1.6);

- is NOT an evacuation plan (i.e. an emergency action plan);

- is activated by *[INSERT SENIOR LEADERSHIP POSITION/TITLE]* in response to emergencies impacting employees, facilities, and/or customers within the purview of *[INSERT POSTAL OPERATOR]*;

- identifies the actions to be taken by *[INSERT POSTAL OPERATOR]* to establish, activate and disseminate a viable business continuity plan and ensure long-term operational capability until normal operations can resume;

- can be activated during normal business hours and after hours for emergencies that occur with or without warning;

- concerns the employees, facilities, systems and equipment belonging to and/or operated by *[INSERT POSTAL OPERATOR]* and lays the foundations for the performance of critical activities from alternate operating facilities;

- enables the continuity of management and decision making where senior leadership is unavailable or designated to support activities during emergencies.

DRM planning is an ongoing, dynamic process – lessons learned from exercises and actual emergencies will be incorporated into the DRM plan to improve the response the next time it is activated.

Purpose

The purpose of this plan is to safeguard the welfare of *[INSERT POSTAL OPERATOR]* employees and ensure the continuation of critical activities. This plan constitutes a best effort at planning and preparedness; it is not a substitute for direction and strategic decision making during an emergency.

Key elements of disaster risk management planning

DRM planning encourages the standardization of response actions to the emerging needs most likely to be experienced by employees, facilities and customers responding to emergencies. It combines the concepts of preparedness, business continuity and incident management.

Preparedness

Preparedness aims to improve the capacity to respond rapidly and effectively to an emergency. This is achieved by establishing business continuity and incident management planning/protocols to ensure minimal impact to employees, facilities and customers, while maintaining the performance of critical activities.

Business continuity

Developing a viable business continuity strategy is essential to ensuring successful emergency response and recovery operations, and to improving the overall resilience of *[INSERT POSTAL OPERATOR]* business operations. The aim of a successful strategy is to mitigate the strategic, stakeholder and financial impact of an emergency or disruption, ensuring critical postal operations are quickly recovered.

Incident management

Incident management is an integrated framework within which *[INSERT POSTAL OPERATOR]* can reduce vulnerability to hazards and mitigate the impacts of an emergency. It is broken down into two distinct planning phases:

- Pre-incident planning, which identifies the roles and responsibilities of a pre-established EMT, outlines the process for alerting and notifying all levels of the postal organization (from leadership down), and provides a basis for relocating employees to alternate operating facilities;

- Post-incident planning, which identifies the protocols for emergency command and control, and establishes a framework for crisis communication (both internally and externally) and the transition from emergency response and recovery to the resumption of normal operations.

G.4 Concept of operations

Business continuity

The overall goal of business continuity planning is to enable *[INSERT POSTAL OPERATOR]* to provide uninterrupted services and support while maintaining organizational viability before, during and after an emergency. To achieve this, *[INSERT POSTAL OPERATOR]* must assess its existing capabilities (i.e. personnel and equipment), determine its critical activities, and ascertain which vulnerabilities and risks pose the greatest threat to the performance of these critical activities during an emergency. Section 2.1.7 provides an overview of this assessment.

Alternate operating facility

[INSERT POSTAL OPERATOR] is encouraged to designate alternate operating facilities as part of its own continuity planning and to prepare senior leadership for the possibility of unannounced relocation. Alternate operating facilities are for the relocation of senior leadership and those key support staff who will assume responsibility for critical activity oversight. The capacity of the alternate facility will determine how many key support staff should be assigned (identified as critical on the staff roster, see Appendix A).

After consulting with the appropriate points of contact at the alternate operating facilities, the *[INSERT SENIOR LEADERSHIP POSITION/TITLE]* has designated both primary and secondary alternate facilities (see Table 1). Staff identified as critical will be instructed either to work remotely or to report to the designated alternate operating facility to carry out critical activities. Once *[INSERT POSTAL OPERATOR]* has re-established critical activities, either remotely or at the alternate operating facility, the *[INSERT SENIOR LEADERSHIP POSITION/TITLE]* will communicate to the appropriate departments/functions that critical staff are in place and critical activities are being addressed.

Table 1
Alternate operating facilities for
[INSERT POSTAL OPERATOR]

Designation	Facility name	Number of staff facility can accommodate	Address
Primary alternate	*[Insert name]*	*[Insert number]*	*[Insert address]*
Secondary alternate	*[Insert name]*	*[Insert number]*	*[Insert address]*

Note: For pre-planning purposes, the *[INSERT SENIOR LEADERSHIP POSITION/TITLE]* should consider a location in close proximity to the normal operating site as the primary alternate facility. The secondary alternate facility should be one that is a considerable distance from the normal operating site (recommended at least 80 km).

Staff roster

The staff roster is organized by hierarchy – senior leadership/managers/direct reports – and serves as a call tree when the plan is activated. The roster includes the names and contact information of senior leadership/ managers/direct reports located at the facility of *[INSERT POSTAL OPERATOR]*. In addition to contact information, the roster indicates teleworking capability.

The roster can also include names and contact information of contracted staff with assigned space at the designated facility of *[INSERT POSTAL OPERATOR]*. These contractors are expected to continue providing support from their home office or an alternate location provided by their company. The *[INSERT SENIOR LEADERSHIP POSITION/ TITLE]* will determine whether contracted staff without teleworking capability should relocate to an alternate operating facility. The staff roster is appended to this plan (see Appendix A).

Emergency orders of succession

Pre-identifying orders of succession is critical to ensuring effective leadership during an emergency. [INSERT POSTMASTER GENERAL OR SENIOR LEADERSHIP POSITION/TITLE] is responsible for establishing, disseminating, and maintaining emergency orders of succession for their position and for their direct reports. Such orders of succession are an essential part of an organization's continuity planning. They ensure that employees know who assumes these roles when leadership is incapacitated or otherwise unavailable. Emergency orders of succession are sufficiently detailed (two levels for senior leadership and one level for direct reports) to ensure continued direction and management.

If communication with the primary position holder cannot be established within [INSERT NUMBER OF HOURS] of the plan's activation, emergency succession will automatically take place. Successors are officially relieved of duty by the primary position holder, once available. Table 2 shows the emergency order of succession for [INSERT POSTAL OPERATOR] under the plan, when activated.

Table 2
Emergency orders of succession for
[INSERT POSTAL OPERATOR]

| Designation	Name
Primary position	*[Insert name and title]*
First successor	*[Insert name and title]*
Second successor	*[Insert name and title]*

Emergency delegations of authority

To ensure a rapid response to any incident and to minimize disruptions to the implementation of the plan, the *[INSERT POSTMASTER GENERAL OR SENIOR LEADERSHIP POSITION/TITLE]* has established pre-delegated decision-making authority. The emergency delegations of authority grant the full suite of authorities to the emergency successor, with the exception of any authority not granted in emergency situations. This ensures that emergency successors have the legal and fiscal authority to carry out their duties during any period for which the *[INSERT POSTMASTER GENERAL OR SENIOR LEADERSHIP POSITION/TITLE]* is unavailable or absent.

Generally, predetermined delegations of authority will take effect when emergency orders of succession are enacted. These will terminate when normal management channels are re-established. An emergency delegation of authority memorandum detailing which authorities are (and are not) transferred to successors is appended to this plan (see Appendix B).

Vulnerability and risk assessment

Vulnerability and risk assessments are a key component of the DRM process. Determining the causes of existing vulnerabilities and understanding the risks associated with hazards, or "threats" (both natural and anthropogenic), makes it possible to eliminate or reduce the severity of their impacts.
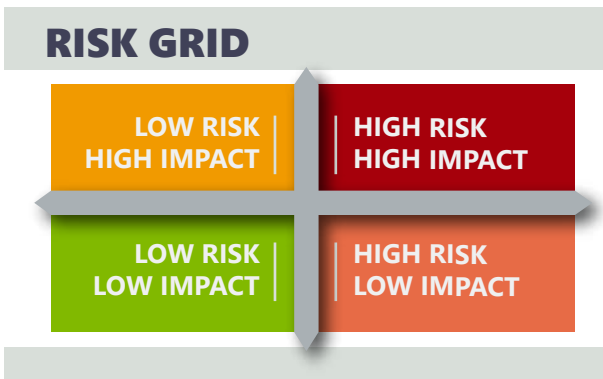
In the assessment, a threat is an event that can occur and has a detrimental impact on postal operations. Risk is the product of the probability of a threat occurring and the expected loss (human and/or economic) incurred by that threat. The identification and subsequent classification of the threat in a risk grid is the chosen approach of *[INSERT POSTAL OPERATOR]*.

Threats are classified according to impact and likelihood (as determined by factors such as location, climate, etc.). The grid allows *[INSERT POSTAL OPERATOR]* to focus on the most pressing risks – high risk/high impact scenarios. Using the risk grid as a starting point, direct efforts are then made to address the highest-priority risks.

When conducting the risk assessment, *[INSERT POSTAL OPERATOR]* will include the following general assumptions and considerations:

- A major emergency can happen at any time with little or no warning.

- Availability of staff and resources may be severely limited.

- Actual or threatened emergencies may adversely affect the ability of *[INSERT POSTAL OPERATOR]* to carry out its critical activities.

- Emergencies require cooperation/coordination with first responders and other external entities at all levels of government.

- Basic services (including electricity, water, natural gas, heating and telecommunications) may be interrupted.

- Buildings and other structures may be damaged.

The list below gives examples of hazards (natural, anthropogenic and technological) that have historically caused the greatest impact, directly or indirectly, on the wider postal sector.

Natural hazards:

- **Hydro-meteorological events**
  (hurricanes/cyclones/typhoons, floods, tropical storms)
  › Tornadoes
  › Earthquakes
  › Wildfires
  › Tsunamis
  › Winter storms
  › Volcanic eruptions

- **Anthropogenic hazards:**
  › Terrorism
  › Civil unrest
  › Pandemic outbreaks

- **Technological hazards:**
  › Cyber-crimes
  › Power outages
  › Chemical spills

Based on a thorough review of the above hazards, including historical data, by the department heads of *[INSERT POSTAL OPERATOR]*, the following vulnerability and risk assessment table was developed (see Table 3).

Table 3 – **[INSERT POSTAL OPERATOR] vulnerability and risk assessment**

Hazard	Low risk, low impact	Low risk, high impact	High risk, low impact	High risk, high impact
[INSERT IDENTIFIED HAZARD]				X
[INSERT IDENTIFIED HAZARD]			X	
[INSERT IDENTIFIED HAZARD]		X		
[INSERT IDENTIFIED HAZARD]	X			

The vulnerability and risk assessment is often conducted in conjunction with a business impact analysis (BIA) to provide an overall assessment of the organization. While the vulnerability and risk assessment identifies existing vulnerabilities in the business's environment, the BIA determines how the organization would be impacted if critical activities and processes were interrupted by a disaster.

Critical activities

Critical activities are those activities which the various departments/functions of [INSERT POSTAL OPERATOR] have identified as priorities and which must continue with limited or no interruption during an emergency. Each of these activities have undergone a BIA to determine their criticality rating. The criticality ratings and qualitative impacts are described in Table 4.

Table 4 – **Criticality impact ratings**

Criticality rating/ BIA value range	Impact description
Vital *[Insert rating range]*	**Loss, failure, disruption or degradation would have an immediate and catastrophic effect on core mission and business functions, including:** ■ loss of life, injury, or environmental damage; ■ loss of public confidence and damage to reputation; ■ financial losses; ■ legal liability. To qualify as vital, assets must meet the following criteria: ■ Sustains primary business functions. ■ Impact will include life safety and/or environmental health issues.
Essential *[Insert rating range]*	**Loss, failure, disruption or degradation would have a severe adverse effect on core mission and business functions, including:** ■ loss of public confidence and damage to reputation; ■ financial losses; ■ legal liability. To qualify as critical, assets must meet the following criteria: ■ Supports secondary business functions. ■ Short-term outages are tolerable; extended outages are intolerable.
Important *[Insert rating range]*	**Loss, failure, disruption or degradation would have a significant adverse effect on core mission and business functions, including:** ■ damage to reputation; ■ financial losses. To qualify as important, assets must meet the following criteria: ■ Supports secondary business functions. ■ May have a significant business impact if unavailable for an extended period.
Supportive *[Insert rating range, e.g. 0–60]*	**Loss, failure, disruption or degradation may affect the efficiency or effectiveness of day-to-day operations but would not prevent the performance of core business functions. Supportive assets must meet the following criteria:** ■ Would degrade the efficiency and effectiveness of operational functions if unavailable. ■ Performs or supports administrative functions for the convenience of the organization. ■ May have a minor business impact if unavailable for an extended period.

Business impact analysis

As part of the development of this plan, information from *[INSERT POSTAL OPERATOR]*'s BIA results were reviewed to determine the impact rating of each critical activity following the process below:

Step 1: The department heads of [INSERT POSTAL OPERATOR] were asked to complete a critical activities questionnaire (see Appendix C).

Step 2: The questionnaires were reviewed with the department heads by *[INSERT RESPONSIBLE PARTY/GROUP]* to determine criticality ratings. The following BIA table (Table 5) was used to determine this rating.

Table 5 – **Business impact analysis**

Critical activity name: *[to be inserted by POSTAL OPERATOR]*				
Effects	No impact	Low	Medium	High
Loss of this function will affect the ability to safeguard the welfare of *[INSERT POSTAL OPERATOR]* employees or to provide payroll or benefits to employees.				
Loss of this function will affect the safety of consumers while on *[INSERT POSTAL OPERATOR]* property.				
Loss of this function will affect the ability to process products.				
Loss of this function will affect the ability to provide surface and/or air transportation.				
Loss of this function will affect the ability to deliver products.				
Loss of this function will affect *[INSERT POSTAL OPERATOR]* cash flow management.				
Loss of this function will affect sales and/or income.				
Loss of this function will result in higher operating expenses for *[INSERT POSTAL OPERATOR]* (labour, contracting, supplies, etc.).				
Loss of this function will result in statutory or regulatory discipline and/or fines.				
Loss of this function will affect the ability to meet contractual requirements.				
Loss of this function will result in customer dissatisfaction.				
Loss of this function will result in a loss of market share.				

Note: Each category (no impact, low, medium, high) has a numerical value associated with it.

The total value for all categories was then added up to determine the final criticality rating.

The consequences from the loss of these critical activities were assessed using the following impact categories and pre-determined thresholds, where applicable:

Human health, safety & environment

Metric description – used to express consequences in terms of the health and wellbeing of *[INSERT POSTAL OPERATOR]* employees, customers and the environment

Impact metric	Impact magnitude
No impact	
Low	Unsafe conditions 24 hr +
Medium	Unsafe conditions within 8–24 hrs of the loss of activity
High	Unsafe conditions immediately

Finance & revenue generation

Metric description – used to express financial consequences as well as efficiency and value for money on behalf of *[INSERT POSTAL OPERATOR]*

Impact metric	Impact magnitude
No impact	
Low	Costs/losses less than *[INSERT $ VALUE]*
Medium	Costs/losses *[INSERT $–$ RANGE VALUE]*
High	Costs/losses greater than *[INSERT $ VALUE]*

Customer confidence, public image & reputation

Metric description – used to express consequences in terms of how [INSERT POSTAL OPERATOR] is perceived by customers, business partners, and the general public

Impact metric	Impact magnitude
No impact	
Low	Negative article local/state radio/newspaper/television
Medium	Negative article national radio/newspaper/television
High	Negative social media viral distribution

Legal & regulatory compliance

Metric description – used to express consequences in terms of compliance with government law and regulations

Impact metric	Impact magnitude
No impact	
Low	Fines and penalties less than *[INSERT $ VALUE]*
Medium	Fines and penalties between *[INSERT $–$ RANGE VALUE]*
High	Fines and penalties greater than *[INSERT $ VALUE]*

Step 3: Following the quantitative results of the BIA, a BIA criticality rating was provided for each of the *[INSERT # OF CRITICAL ACTIVITIES]* critical activities identified by the *[INSERT POSTAL OPERATOR]*.

The criticality rating of each critical activity as determined by *[INSERT POSTAL OPERATOR]* is provided in Table 6.

Table 6 – **[INSERT POSTAL OPERATOR] critical activities**

Critical activity	BIA criticality rating
[INSERT NAME OF CRITICAL ACTIVITY]	Vital
[INSERT NAME OF CRITICAL ACTIVITY]	Vital
[INSERT NAME OF CRITICAL ACTIVITY]	Essential
[INSERT NAME OF CRITICAL ACTIVITY]	Essential
[INSERT NAME OF CRITICAL ACTIVITY]	Important
[INSERT NAME OF CRITICAL ACTIVITY]	Important
[INSERT NAME OF CRITICAL ACTIVITY]	Supportive
[INSERT NAME OF CRITICAL ACTIVITY]	Supportive

Critical applications and systems

The critical applications and systems that support the critical activities of [INSERT POSTAL OPERATOR] are listed in Table 7. They have been grouped into three categories based on their criticality. They should be made available (either hard copy or electronic media) at an alternate operating facility:

- **Category 1: mission critical** – applications and systems that must remain operational at all times within 8 hours of the incident.
- **Category 2: immediate post-incident** – applications and systems that must be operational within 24 hours of the incident.
- **Category 3: normal** – applications and systems that do not need to be operational until the emergency phase of the incident has passed, and category 1 and 2 applications and systems are operational.

Table 7 – **Critical applications and systems**

Critical applications and systems	
Critical activity	**Associated critical application and system**
[Insert critical activity name]	*[Insert associated application, system]*
[Insert critical activity name]	*[Insert associated application, system]*
[Insert critical activity name]	*[Insert associated application, system]*

Critical equipment

In the event that the primary facility of [INSERT POSTAL OPERATOR] is lost and relocation to an alternate operating facility is needed, some basic resources will be required to continue operations. Table 8 identifies any equipment needs, should relocation be necessary.

Table 8 – **Alternate operating facility equipment needs**

Equipment	Quantity
Desktop computers	*[Insert #]*
Laptop computers	*[Insert #]*
Photocopiers	*[Insert #]*
Fax machines	*[Insert #]*
Desks	*[Insert #]*
Telephones	*[Insert #]*
Chairs	*[Insert #]*
Printers	*[Insert #]*
Network connections/Wi-Fi	*[Insert #]*
Routers	*[Insert #]*
Scanners	*[Insert #]*
Emergency generators	*[Insert #]*
Other, please describe:	*[Insert description]*

Incident management (pre-incident)

The importance of preparing for an emergency cannot be overstated. Planning done prior to an emergency often determines the success or failure of an emergency response. Assigning roles to key staff in advance and understanding the warning conditions for each of the pre-identified hazards, activation scenarios and procedures, and phases of response are critical to an effective response.

Personnel roles and responsibilities

Key personnel and their responsibilities under the activated DRM plan and during the emergency response are identified below.

[INSERT LEAD POSTAL OPERATOR LEADERSHIP ROLE/ POSITION TITLE] **is responsible for:**

- fostering the *[INSERT POSTAL OPERATOR]* culture of emergency preparedness;
- ensuring DRM planning is compliant;
- providing policy direction and guidance during the implementation of the DRM plan;
- utilizing the staff roster as a call tree to provide day-of instructions to the *[INSERT POSTAL OPERATOR]* EMT and *[INSERT POSTMASTER GENERAL OR POSTAL OPERATOR LEADERSHIP ROLE/POSITION TITLE]*;
- coordinating with the appropriate personnel on all matters relating to alternate operating facilities, workspace allocations and information technology requirements;
- participating in the EMT;
- participating in training and exercises (when called upon);
- evaluating the effectiveness of the DRM Plan.

[INSERT POSTAL OPERATOR DRM LEAD/POSITION TITLE] **is responsible for:**

- assisting in identifying and prioritizing critical activities across the organization;
- maintaining the staff roster to be used under the activated DRM plan;
- utilizing the staff roster as a call tree to provide day-of instructions to the *[INSERT POSTAL OPERATOR]* department heads;
- coordinating DRM plan training and exercises;
- overseeing revisions and updates to the DRM plan;
- participating in the EMT.

[INSERT POSTAL OPERATOR] **department heads are responsible for:**

- consulting with and advising appropriate *[INSERT POSTAL OPERATOR]* leaders during implementation of the DRM plan;
- ensuring that *[INSERT POSTAL OPERATOR]* leaders are apprised of the overall status of the DRM plan in relation to their department;
- providing department-specific policy direction and guidance during the implementation of the DRM plan;
- utilizing the staff roster as a call tree to provide day-of instructions to their direct reports;
- participating in training and exercises (when called upon);
- participating in the EMT (select department heads only).

[INSERT POSTAL OPERATOR] **personnel are responsible for:**

- understanding their role in the *[INSERT POSTAL OPERATOR]* DRM plan and being willing to act to ensure the uninterrupted performance of critical activities in emergency situations;
- utilizing the staff roster as a call tree to provide day-of instructions to their direct reports;
- knowing and being committed to their specific duties in an emergency situation;
- embracing the *[INSERT POSTAL OPERATOR]* DRM culture and committing to enhancing personal preparedness in the workplace and at home;
- participating in training and exercises (when called upon).

The *[INSERT POSTAL OPERATOR]* **EMT is responsible for:**

- providing DRM plan notification and guidance in an emergency situation (to include alternate operating facility relocation instructions);
- managing the *[INSERT POSTAL OPERATOR]* emergency response;
- directing department-specific actions during an emergency response;
- communicating *[INSERT POSTAL OPERATOR]* updates with (and receiving situational updates from) first responders, media, customers, government officials/ agencies and partner businesses during an emergency response.

A detailed description of EMT responsibilities is provided in Section 2.3.1.

Notification/activation

The decision to activate the DRM plan and is crucial to maintaining critical activities after an incident. Since not every emergency will trigger activation of the plan, the process of evaluating the situation, gauging its impact and determining a course of action must take place quickly. Each situation must be evaluated in terms of its impact on the ability of *[INSERT POSTAL OPERATOR]* to continue to perform critical activities. A flexible and scalable response must be adopted to address the spectrum of emergencies that could disrupt *[INSERT POSTAL OPERATOR]*. A BIA (discussed in Section 2.1.6.1) was utilized to determine which of the critical activities are vital or essential, and therefore need to be addressed first.

In the event that an emergency requires activation of the DRM plan:

- the *[INSERT POSTAL OPERATOR DRM LEAD/POSITION TITLE]* will use the staff roster as a call tree to provide day-of instructions to the *[INSERT POSTAL OPERATOR]* EMT and *[INSERT POSTAL OPERATOR LEADERSHIP ROLE/POSITION TITLE]*;
- the *[INSERT POSTAL OPERATOR DRM LEAD/POSITION TITLE]* will provide day-of instructions to the *[INSERT POSTAL OPERATOR]* department heads;
- the *[INSERT POSTAL OPERATOR]* department heads will provide day-of instructions to their direct reports.

The following conditions affect activation:

- **Warning.** In some cases, *[INSERT POSTAL OPERATOR]* may receive a warning before an emergency. This normally enables the full execution of the DRM plan with a complete and orderly alert, notification and emergency response, as required.
- **No warning.** Many events occur with little or no warning and require a rapid response by management. The ability to execute the present plan following an event with little or no warning depends on the severity of its impact on personnel and resources, and on whether personnel are available at the time. The plan utilizes orders of succession and delegations of authority to minimize the impact of no-warning events.
- **Non-office hours.** Even if a location is rendered inoperable, it should still be possible to alert and call to action most critical personnel.
- **Office hours.** If possible, the present plan will be activated and incident management personnel (as discussed in Section 2.2.1) will be called to action.

Incident management (post-incident)

In the event of an emergency requiring DRM plan activation, the *[INSERT POSTMASTER GENERAL OR LEAD POSTAL OPERATOR LEADERSHIP ROLE/POSITION TITLE]* would activate the *[INSERT POSTAL OPERATOR] EMT. The [INSERT LEAD POSTAL OPERATOR LEADERSHIP ROLE/ POSITION TITLE]* will assume command of the EMT upon activation of the DRM plan. The *[INSERT POSTAL OPERATOR LEADERSHIP ROLE/POSITION TITLE]* and select [INSERT POSTAL OPERATOR] department heads will serve as department group leads for their particular areas of expertise.

The main objective of the *[INSERT POSTAL OPERATOR]* EMT is to coordinate disaster risk management and ensure organization-wide continuation of critical activities.

[INSERT POSTAL OPERATOR] **EMT roles**

As previously mentioned, the *[INSERT LEAD POSTAL OPERATOR LEADERSHIP ROLE/POSITION TITLE]* will assume command of the EMT and responsibility for:

- overall management of the EMT;
- assigning and prioritizing critical activities to the department group leads;
- reviewing and approving department lead deliverables;
- conducting EMT briefings (or situation reports) according to a pre-determined cadence;
- reviewing and approving communications messaging;
- communicating [INSERT POSTAL OPERATOR] updates with first responders, media, customers, government officials/agencies and partner businesses.

EMT department leads will be responsible for:

- assigning and prioritizing critical activities to the pertinent department heads and direct reports;
- reviewing and approving department head and direct report deliverables;
- providing situational updates to Command and balancing the EMT during briefings/situation reports;
- coordinating the movement of assets (personnel and equipment) to assist with critical activities;
- crafting communications messaging (both internal and external) for dissemination.

Return to normality

The EMT, in consultation with emergency officials, will inform all levels of *[INSERT POSTAL OPERATOR]* that the emergency situation is over and a return to normal operations is under way. Following the notification/activation procedures outlined in Section 2.2.2, all *[INSERT POSTAL OPERATOR]* employees will return to a normal operational posture at a time to be determined by the EMT and/or *[INSERT POSTAL OPERATOR]* senior leadership.

G.5 Programme management and maintenance

Programme management for DRM planning is the process of planning, organizing, staffing and coordinating all DRM activities to achieve and maintain a viable capability. Programme management for the DRM plan focuses on ensuring that critical activities can be successfully continued during an emergency, and that the plan is evaluated and updated regularly.

The *[INSERT POSTAL OPERATOR DRM LEAD/TITLE]* is responsible for revising the plan, overseeing training and exercises, and coordinating DRM-related activities for *[INSERT POSTAL OPERATOR]*.

Training and exercises

A key element of programme management of the DRM plan is training and exercises. To be effective, the DRM plan must be the subject of testing, training and exercises so that individuals not only understand their roles and responsibilities, but also have the confidence to assume them during an emergency. The life-cycle continuous improvement framework uses lessons learned from training, exercises and real-world events to assist in improving the capacity of [INSERT POSTAL OPERATOR] to function by revising procedures and other plan elements.

The training of employees is vital in ensuring full comprehension, clear judgement and correct responses to emergencies. Training will be conducted through exercises, including thematic lectures (focused on particular elements of the plan), facilitated discussions/tabletop exercises, functional (or command post) exercises and full-scale exercises. A building-block approach will be adopted to expose participants to a cycle of increasingly complex training and exercises. A "no fault" concept will apply to all training and exercise evaluation (i.e. no responsibility or blame assigned to the exercise participants). Evaluation is only intended to identify systemic weaknesses and suggest corrective actions to be taken to enhance operational readiness.

Exercises types

A brief description of the different types of exercise to be utilized by *[INSERT POSTAL OPERATOR]* is presented below:

- **Thematic lectures** orient participants to, or provide an overview of, a particular authority, strategy, policy, procedure, protocol, response resource/mechanism and/or a particular concept related to the DRM plan.
- **Tabletop exercises** (TTXs) involve key personnel (from senior leadership to direct reports) discussing simulated scenarios in an informal setting and are typically aimed at facilitating understanding of particular elements of the DRM plan.

Once discussion-based lectures and exercises have been successfully completed, operations-based exercises will be carried out. Operations-based exercises are characterized by actual reactions to simulated events, responses to emergency conditions and mobilization of resources (personnel and equipment) over an extended period of time.

- **Functional exercises** are designed to validate and evaluate capabilities, multiple functions and/or sub-functions or interdependent groups of functions. These exercises focus on the policies, procedures and staff involved in implementing and directing the *[INSERT POSTAL OPERATOR]* response to an emergency using the DRM plan.
- **Full-scale exercises** (FSEs) are typically multi-agency, multi-jurisdictional, multi-organizational exercises that test many facets of incident management as a whole. FSEs focus on implementing and assessing the plans, policies, procedures and cooperative agreements (e.g. memoranda of understanding or association) fostered and developed during discussion-based exercises and honed during follow-on functional exercises. During an FSE, events are presented through a scripted exercise scenario, with built-in flexibility to allow for updates to drive exercise play. FSEs are conducted in real-time, stressful environments that closely mirror actual emergencies.

After-action and improvement planning

All *[INSERT POSTAL OPERATOR]* training and exercises will be followed by an after-action report (AAR) process. The AAR is a detailed summary and assessment of a particular training or exercise. Developed by the evaluator(s), the AAR compares actual participant response to the policies, procedures and protocols set forth in the DRM plan. The primary output of the AAR is the identification of best practices and areas for improvement.

A key element of the AAR is the improvement plan (IP). In addition to enabling *[INSERT POSTAL OPERATOR]* to prioritize and subsequently address areas for improvement, the IP:

- assigns responsible parties and timelines for corrective action;
- identifies programme funding requirements (if any);
- identifies critical personnel requirements.

Maintaining the disaster risk management plan

As previously mentioned, the *[INSERT SENIOR LEADERSHIP POSITION/TITLE]* is responsible for overseeing the revision of the plan. The AAR and follow-on IP will serve as the basis for annual DRM plan updates. In addition, the *[INSERT POSTAL OPERATOR DRM LEAD/TITLE]* will reach out to the different levels of management for updates related to personnel changes (e.g. changes in position or title or amendment of contact information).

The plan will be reviewed and updated annually (at a minimum) and as required for upcoming training or exercises.

ATTACHMENT A
[INSERT POSTAL OPERATOR] STAFF ROSTER

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[INSERT POSTAL OPERATOR NAME] personnel necessary to ensure the performance of critical activities or the normal daily operation of [INSERT POSTAL OPERATOR NAME] are identified in the table below. Personnel identified as "critical" and without telework capability will be instructed to report to the designated alternate workspace to re-establish [INSERT POSTAL OPERATOR NAME] and to ensure the performance of critical activities. Personnel not identified as critical will receive instructions for reporting to work in accordance with [INSERT POLICY RELATED TO TELEWORK/ADMINISTRATIVE LEAVE, etc.].

Initial notifications

Personnel roster

Employee name (Last, first)	Position	Work phone No.	Mobile phone No.	Work e-mail	Critical (Y/N)	Telework capability (Y/N)

Anyone notified in the initial notification has a responsibility to contact additional staff, indicated in the second-tier notification table.

Second-tier notifications

Personnel roster

Employee name (Last, first)	Position	Person/team notified	Work phone No.	Mobile phone No.	Work e-mail	Critical (Y/N)	Telework capability (Y/N)

Anyone notified in the second-tier notification has a responsibility to contact additional staff, indicated in the third-tier notification table.

Third-tier notifications

Personnel roster

Employee name (Last, first)	Position	Person/team notified	Work phone No.	Mobile phone No.	Work e-mail	Critical (Y/N)	Telework capability (Y/N)

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ATTACHMENT B
[INSERT POSTAL OPERATOR] EMERGENCY
DELEGATION OF AUTHORITY MEMORANDUM

TO: *[INSERT NAME OF DEPARTMENT PRIMARY POSITION]*
                [INSERT NAME OF FIRST SUCCESSOR]
                [INSERT NAME OF SECOND SUCCESSOR]

FROM: *[INSERT POSTAL OPERATOR DRM LEAD NAME]*

SUBJECT: **Emergency delegation of authority, DRM plan activation**

To ensure a rapid response to any emergency and to minimize disruptions that require implementation of disaster risk management plans, the *[INSERT NAME OF DEPARTMENT PRIMARY POSITION]* is pre-delegating the authority to make policy determinations and decisions for *[INSERT POSTAL OPERATOR]*, *[DEPARTMENT NAME]*, in the event they cannot be located within *[INSERT # OF HOURS]* hours of the activation of the plan. This delegation of authority identifies who is authorized to act on behalf of the *[INSERT NAME OF DEPARTMENT PRIMARY]* during the activations of the DRM plan for specified purposes and ensures that designated individuals have the legal authorities to carry out their duties. The delegation of authority will follow the orders of succession as identified in Table 2, Section 2.1.3.

By means of this memorandum, I, *[INSERT NAME OF DEPARTMENT PRIMARY POSITION]*, if unavailable during the activation of the DRM plan, delegate my authorities to _____ (next in line of succession), subject to the following terms and conditions:

The successors may, on my behalf, inherit all authorities vested in my position, with these exceptions:
- *[INSERT EXCEPTIONS]*
- *[INSERT EXCEPTIONS]*

Predetermined delegations of authority will take effect when normal channels of direction are disrupted and communication with the [INSERT NAME OF DEPARTMENT PRIMARY POSITION] cannot be established within [INSERT # OF HOURS] hours of the activation of the DRM plan; they will terminate when normal channels are re-established. Sub-delegation of delegated authorities is not permitted without my prior and express written consent.

Approved by: **Acknowledged and agreed:**

_____   _____
Signature   Signature

_____   _____
[INSERT NAME OF DEPT PRIMARY] and *[INSERT TITLE]*   Name and title:

Date: _____   Date: _____

Cc: *[INSERT NAME AND TITLE OF HUMAN RESOURCES CONTACT]*

ATTACHMENT C
[INSERT POSTAL OPERATOR]
CRITICAL ACTIVITES QUESTIONNAIRE

1.	*[INSERT POSTAL OPERATOR]* **Department name:**	
2.	**Critical activity name:**	
3.	**Critical activity manager:**	
4.	**Frequency of critical activity:** *Check one*	☐ Daily ☐ Weekly ☐ Monthly ☐ Ad hoc
5.	**Critical activity details:**	
	Describe what the critical activity entails and why it is carried out. If there is a contractual or regulatory requirement, please specify:	
5a.	Point(s) of contact who perform(s) the critical activity:	
5b.	How many *[INSERT POSTAL OPERATOR]* personnel and contractors are needed to carry out the activity?	
5c.	Can the critical activity be carried out from an alternate operating facility?	
6.	**Electronic systems or applications utilized to conduct the critical activity:**	
7.	**Equipment utilized to conduct the critical activity:**	
7a.	Specify who can be contacted if there is an issue with the system/application/equipment (please provide POC information):	
7b.	Provide any unique access requirements for any system/application/equipment listed above (be sure to identify the system or application):	
8.	**Can the critical activity be carried out under a teleworking arrangement?**	
9.	**Steps in carrying out the critical activity:**	
9a.	Briefly list the major steps required to carry out the critical activity:	
9b.	Can the critical activity be carried out without the process step(s)? If yes, for how long?	
10.	**Outputs/results:**	
10a.	Specify the output/results (product/reports/etc.) of the critical activity:	
10b.	Who (or what department/vendor/etc.) receives the results of the critical activity and in what format? (Please provide POC information.)	
10c.	Who is responsible for providing the results?	

11.	Within what time frame will loss of the critical activity affect the operations of *[INSERT POSTAL OPERATOR]? (Select one)*	☐ No impact
		☐ Impacts within 0–8 hours
		☐ Impacts within 8–24 hours
		☐ Impacts within 24–96 hours
12.	How quickly can the critical activity be transferred and operational in an alternate location under established plans that leverage teleworking, contractual services or manual operations? *(Select one)*	☐ Expected within 0–8 hours
		☐ Expected within 8–24 hours
		☐ Expected within 24–96 hours
		☐ No contingency currently available
13.	Do you have established standard operating procedures and contingency plans (workarounds) for the critical activity so that it can be continued if key personnel or systems/applications/equipment are not available? (If so, enter filename, storage location and access restrictions, if any.)	
	Prepared by:	
	Date prepared:	

DISASTER RISK MANAGEMENT EXERCISE PLAN TEMPLATE

[INSERT POSTAL OPERATOR NAME]

Disaster risk management

Choose option below:

[Tabletop exercise]

[Functional exercise]

[Full-scale exercise]

EXERCISE PLAN

H.1. Exercise introduction

Overview

It is the policy of *[INSERT POSTAL OPERATOR]* at every level to safely and quickly respond to and recover from any human, natural or technological disruption, emergency or threat to the postal infrastructure. During an emergency or situation that may disrupt normal operations, a viable DRM plan must be in place to ensure continued performance of *[INSERT POSTAL OPERATOR]*'s core mission.

To assess the operational readiness of its DRM plan, *[INSERT POSTAL OPERATOR]* has established a training and exercise programme. This year's DRM exercise will take place on *[INSERT DATE(S)]*. The format of this exercise will be that of a *[choose: tabletop exercise/functional exercise/full-scale exercise]*

[Use for tabletop exercise]

A tabletop exercise (TTX) is a low-cost/low-stress training activity that brings together key officials with DRM roles and responsibilities to discuss, in a non-threatening environment, simulated emergency situations. TTXs are designed to familiarize personnel with their roles and responsibilities under the organization's DRM programme.

[Use for functional exercise]

A functional exercise focuses on DRM policies, procedures and personnel involved in the management, direction, command and control of a particular functions. Functional exercises are designed to familiarize personnel with their roles and responsibilities under the organization's DRM programme.

[Use for full-scale exercise]

A full-scale exercise (FSE) is a multi-agency, multi-jurisdictional, multidisciplinary exercise involving the physical movement of personnel and equipment. FSEs require close coordination with internal and external stakeholders. They are designed to familiarize personnel with their roles and responsibilities under the organization's DRM programme.

At the end of exercise play there will be a post-exercise debrief (or hotwash) where participants will be given the opportunity to provide honest/constructive feedback on the topics addressed.

Objectives

[INSERT POSTAL OPERATOR] objectives around which the exercise was developed and against which it will be evaluated include:

- *[INSERT OBJECTIVE 1]*
- *[INSERT OBJECTIVE 2]*
- *[etc.]*

Exercise play will be driven by an evolving scenario and *[use for TTX – facilitated discussion with corresponding thematic questions focused on specific elements of the DRM plan.] [use for functional exercise or FSE – the introduction of events, or "injects", requiring participants to respond to that particular inject based on operational knowledge of the DRM plan.]* The scenario will focus on internal and external coordination (if applicable), critical decisions related to business continuity, and the necessary steps to prepare for and manage the response to an emergency while ensuring the protection of employees, the public and critical infrastructure. This exercise will also support ongoing efforts to improve and build tools such as the DRM plan to assist postal operators in future emergencies.

Scope

This exercise will focus on the roles and responsibilities of postal operators in preparing for, responding to and recovering from a *[INSERT EMERGENCY SCENARIO]*. Processes and decision-making are more important than minute details. Participants should place emphasis on threat identification, coordination, integration of capabilities, and resolution. Feedback from the participants will also be utilized to validate and improve future updates to the DRM plan.

Exercise Flow

Exercise play will begin at *[INSERT TIME AND DATE]* and continue until *[INSERT TIME AND DATE]*. The exercise will begin with a scenario brief (or "state of the world") where all pertinent scenario information will be provided by the *[use for TTX – facilitator/use for functional exercise or FSE – the controller(s)]* to participants. Scenario updates will be provided at pre-determined intervals throughout the exercise. Exercise *[use for TTX – discussion will proceed under the direction of the facilitator/use for functional exercise or FSE – play will proceed according to the scenario events outlined in the master scenario events list (MSEL)]*.

[Use for TTX]

Exercise discussion will follow an approach similar to the key elements of DRM planning as outlined in the *[INSERT POSTAL OPERATOR]* DRM plan.

Preparedness

Following the presentation of the scenario, exercise discussion will focus on those preparedness steps/actions that would need to be put in place to help to mitigate the damage caused by an emergency as outlined in the scenario.

Business continuity

Using the scenario as a baseline, discussion will shift to business continuity strategies that can be implemented to improve the overall business resilience of *[INSERT POSTAL OPERATOR]* and mitigate the financial impact of an emergency.

Incident Management

In this phase, discussion will focus on: the roles and responsibilities of the *[INSERT POSTAL OPERATOR]* EMT; the process for alerting and notifying all operational levels of *[INSERT POSTAL OPERATOR]*; the process for relocating employees to alternate operating facilities; the protocols for emergency command and control; crisis communications (both internally and externally); and the transition from emergency response and recovery to resumption of normal operations.

[Use for functional exercise and FSE]

Incident management

This phase will focus on: the roles and responsibilities of the *[INSERT POSTAL OPERATOR]* EMT; alerting and notifying all operational levels of *[INSERT POSTAL OPERATOR]*; relocating employees to alternate operating facilities; emergency command and control; crisis communications (both internally and externally); and transitioning from emergency response and recovery to resumption of normal operations.

The exercise will conclude upon completion of activities and attainment of exercise objectives, as determined by the exercise director.

Roles and responsibilities

Participants	Participants are *[INSERT POSTAL OPERATOR]* personnel who have an active role in responding to the simulated emergency and perform their regular roles and responsibilities during the exercise. Participants initiate actions as outlined in the *[INSERT POSTAL OPERATOR]* DRM plan.
Observers	Observers observe exercise play/discussion. They are not active participants in the exercise, nor do they perform facilitation, control or evaluation functions. Observers view the exercise from a designated area. VIPs are considered observers. Dedicated exercise staff may be assigned to manage these groups.
Director	As the senior decision maker, the exercise director has the authority to suspend or cancel the exercise in response to real-world emergencies and can authorize changes in exercise conduct to ensure exercise continuity.
Evaluators	Evaluators assess and document participants' performance against the established plans/procedures and exercise evaluation criteria. They are chosen on the basis of their expertise in the areas they have been assigned to evaluate, as well as their familiarity with the procedures set forth in the *[INSERT POSTAL OPERATOR]* DRM plan. The information they collect serves as the basis for the AAR.
Support staff	Exercise support staff include individuals who are assigned administrative and logistical support tasks during the exercise.

For TTX, add the following:

Facilitator	Facilitators manage and direct exercise discussion. They provide key data to participants and may prompt or initiate participant responses to ensure exercise continuity.

For functional exercises and FSEs, add the following

Controllers — Controllers plan and manage exercise play in addition to setting up and operating the exercise site(s). They direct the pace of exercise play, provide key data to participants and may prompt or initiate certain participant actions and injects as described in the MSEL to ensure exercise continuity.

Simulators — Simulators act as proxies for individuals, departments and/or partner agencies expected to take response actions but do not directly participate in the exercise. Simulators are typically chosen on the basis of their expertise in the areas they have been assigned to.

Exercise location(s)

Exercise play will be conducted at the following location:

For a TTX or functional exercise (if one site), add the following:

[INSERT BUILDING NAME]

[INSERT ROOM NO.]

[INSERT ADDRESS]

[INSERT POINT OF CONTACT NAME AND NO.]

For a functional exercise (if multiple sites) or FSE, add the following:

Site name	Address	Point of contact name	Point of contact No.
[INSERT SITE #1 NAME]	*[INSERT ADDRESS]*	*[INSERT POC NAME]*	*[INSERT POC PHONE #]*
[INSERT SITE #2 NAME]	*[INSERT ADDRESS]*	*[INSERT POC NAME]*	*[INSERT POC PHONE #]*
[INSERT SITE #3 NAME]	*[INSERT ADDRESS]*	*[INSERT POC NAME]*	*[INSERT POC PHONE #]*

Assumptions and artificialities

A number of assumptions and artificialities may be needed to complete the exercise in the time provided. Therefore, the following principles apply:

- The scenarios are plausible, and events occur as they are presented. However, the scenarios as presented are general, and are necessarily limited in terms of specific, local impacts for any particular location. **The participants are encouraged to draw upon their intimate knowledge of operations for their area and translate the potential impacts of the scenario incidents into likely specific local damage or issues relevant to their operations.**

- The exercise will be conducted in a no-fault learning environment (i.e. no responsibility or blame assigned to the exercise participants), wherein plans and processes, not individuals, will be evaluated.

- There are no hidden agendas or trick questions/ situations.

- Participants should assume that, while they are concentrating on their local response, local and national agencies are also initiating their plans, procedures and protocols. Participants should assume that cooperation and support would be forthcoming from these agencies.

- Participants may need to balance exercise play with real-world emergencies. Real-world emergencies will take priority.

Exercise rules

The following general rules govern exercise play:

- Real-world emergency actions take priority over exercise actions.

- Exercise participants will comply with real-world response procedures, unless otherwise directed by exercise controllers and facilitators.

- Participants are to respond based on their knowledge of current plans and capabilities, including the DRM Guide. However, discussion/response actions are not limited by existing *[INSERT POSTAL OPERATOR]* positions and policies (make the best decision or direct the discussion based on the situations presented).

- Discussions and decisions during the exercise do not set any precedent and may not reflect the final position on a given issue.

For functional exercises and FSEs, add the following:

- Exercise participants placing telephone calls or initiating communication with simulators must identify the office and/or individual with whom they wish to speak. They are required to clearly state that "this is an exercise".

- If participants decide to contact *[INSERT POSTAL OPERATOR]* entities that are not participating in the exercise, they are required to clearly state that "this is an exercise".

Participant instructions

Before exercise play, participants should:

- review the *[INSERT POSTAL OPERATOR]* DRM plan to ensure they understand of the protocols and procedures within it;

- bring their *[INSERT POSTAL OPERATOR]* issued laptop and/or iPad, power cords, smart phones, and VPN tokens;

- bring their *[INSERT POSTAL OPERATOR]* or agency ID badge in order to be processed in as an exercise participant;

- review appropriate exercise support documents;

- arrive at least 30 minutes before the exercise starts;

- sign in when they arrive.

For functional exercises and FSEs, add the following:

- if media is participating, attend a briefing on the ground rules for interacting with the media during exercise play;

- if the exercise venue is outside, attend a site safety briefing conducted by the lead controller at that site.

During exercise play, participants should:

- respond to the exercise events and information as if the scenarios and facilitated discussion topics are real, unless otherwise directed by an exercise controller or facilitator;

- recognize that parts of the scenario may seem implausible. Depending on the objectives, the exercise may incorporate artificialities. Note that every effort has been made to balance realism with the incident time frame to create an effective learning and evaluation environment;

- recognize that facilitators and controllers will only give information they are specifically directed to disseminate.

For functional exercises and FSEs, add the following:

- ensure that all spoken and written exercise communications begin and end with the phrase "this is an exercise". This precaution ensures that anyone overhearing the conversation will not mistake the exercise play for a real-world emergency;

- respond to exercise events and information as if the emergency were real, unless otherwise directed by an exercise controller;

- obtain necessary information through existing information channels. Controllers will give you only information they are specifically directed to disseminate;

- not engage in personal conversations with controllers, evaluators, observers or media personnel. If they are asked an exercise-related question, they should give a short, concise answer. If they are busy and cannot immediately respond, they should indicate so but report back with an answer as soon as possible;

- ask a controller if they do not understand the scope of the exercise, or if they are uncertain about an organization's or agency's participation in the exercise;

- identify the organization, agency, office or individual with whom they wish to speak when communicating with simulators;

- speak when they take an action so that evaluators are aware of critical actions as they occur;

- maintain an activity log, which may often include documentation of activities that were missed by a controller or evaluator.

Following exercise play, participants should:

- take part in an exercise debrief or "hotwash" with the controllers, facilitators and evaluators. They will be asked to provide an honest assessment of, and suggest possible revisions to, the DRM plan or any other policies/procedures/protocols addressed;

- complete the participant questionnaire. This will allow for candid comments on the response activities undertaken or planned and on the effectiveness of the exercise. Participants should provide the completed form to an exercise staff member before departing;

- provide any notes or materials generated from the exercise to your controller or evaluator for review and inclusion in the AAR.

Exercise safety (for FSEs only)

Exercise participant safety takes priority over exercise events. Participants share the basic responsibility for ensuring a safe environment for all personnel involved in the exercise. Since some aspects of an emergency response are dangerous, participants should follow professional health and safety ethics in order to fulfil their assigned roles in the safest manner possible. The following general requirements apply to the exercise:

- All controllers, evaluators and exercise staff members will serve as safety officers while exercise activities are under way. Any safety concerns must be immediately reported to the exercise director.

- Participants will be responsible for their own and for each other's safety during the exercise. All persons associated with the exercise must stop play if, in their opinion, a real safety issue exists. After the issue has been corrected, exercise play can resume.

- All organizations will comply with their respective environmental, health and safety plans and procedures, as well as with appropriate local, state and federal safety regulations.

Additional resources

Participants may need additional specific information in the decision-making process. As the exercise evolves, participants should draw on their experience and knowledge of how *[INSERT POSTAL OPERATOR]* departments, and external agencies (if applicable), work together in an emergency response situation.

Attachment A provides note/observation sheets for the participants to use during the exercise.

Attachment B includes a list of top strengths/areas for improvement, note sheets for hotwash comments/remarks, and a participant questionnaire.

Attachment C provides a list of key considerations for developing *[INSERT POSTAL OPERATOR]*-sponsored exercises, broken down by exercise type: TTX, functional exercise and FSE.

H.2 Exercise schedule

Tabletop, functional or full-scale exercise schedule

[INSERT DATE(S)]

Time	Exercise activity
[INSERT TIME]	**STARTEX** ***Welcome and introductions*** ▪ Overview ▪ Scope/objectives ▪ Schedule
[INSERT TIME]	**Module 1** *[INSERT TOPICS FOR DISCUSSION OR FIELD PLAY]*
[INSERT TIME]	**Module 2** *[INSERT TOPICS FOR DISCUSSION OR FIELD PLAY]*
[INSERT TIME]	**Module 3** *[INSERT TOPICS FOR DISCUSSION OR FIELD PLAY]*
[INSERT TIME]	**Hotwash** ▪ Strengths ▪ Areas for improvement ▪ Q&A
[INSERT TIME]	**ENDEX**

H.3 Exercise evaluation and post-exercise activities

Evaluators

Evaluators will be listening for common themes, best practices and issues that may arise during the course of the exercise. During the exercise, data will be collected by means of an exercise evaluation guide or evaluator notes (to be determined during exercise development). The evaluators will record observations of participant actions as related to the exercise objectives.

Hotwash

Immediately following exercise play, the *[for TTX – lead facilitator] [for functional exercise or FSE – lead controller]* will conduct a hotwash with exercise participants. At this time, evaluators can seek clarification on certain actions and what prompted participants to take them. Evaluators will take notes during the hotwash and include these observations in their analysis.

Participant questionnaire

The participant questionnaire included in Attachment B will be used for data collection and evaluation purposes. While evaluation is primarily the responsibility of exercise evaluators, all exercise participants will provide some evaluation input. They will be expected to record significant findings and observations during the exercise and transcribe those findings onto the participant questionnaire. The information collected via these forms will go into the AAR and follow-on improvement plan (IP).

After-action report

The official AAR is a written report which provides a summary of the exercise and outlines the strengths and areas for improvement identified during the exercise. The AAR will include an executive summary, scenario description, outcomes and capability analysis.

Improvement plan

The IP is used by exercise evaluation personnel to track recommendations made, including what corrective actions will be taken, who is responsible and the timeline for completion. These recommendations will also be taken into consideration when developing follow-on training and/or exercise initiatives.

H.4 Exercise scenario

[INSERT TYPE OF SCENARIO]

SCENARIO

Module 1   *[INSERT MODULE 1 FOCUS (e.g. Preparedness)]*

[INSERT MODULE TIME FRAME (e.g. -48 to 0 hours)]

Below is an example of a typhoon scenario

Typhoon Louis

As of 13 November 2019, Louis is a tropical storm and is strengthening. Louis developed in the North Pacific Ocean and is headed west towards land. The storm is expected to reach the Very Strong Typhoon Category by the time it reaches land, with sustained winds in excess of 177 km/h (95 knots).

TYPHOON LOUIS ADVISORY

REGIONAL SPECIALIZED METEOROLOGY CENTER TOKYO

8.00 (ICT), WEDNESDAY, 13 NOVEMBER 2019

Louis is now a typhoon and continues to strengthen and accelerate west.

At 8.00 (ICT), typhoon warnings were issued for coastlines on the South China Sea. Tropical storm warnings are extended to include coastlines on the East China Sea and the Gulf of Thailand.

Latest reports from air force reserve craft indicate that Typhoon Louis is now a very strong typhoon according to RSMC Tokyo's tropical cyclone intensity scale, reaching wind speeds of 177 km/h, and is expected to continue gaining strength. Residents in areas for which warnings were issued should have completed evacuations and preparations for the typhoon. Details of actions to be taken are included in statements being issued by local weather services.

At 8.00 (ICT), the centre of Louis was located about 300 km east of landfall. Louis is moving west-northwest at a rate of 25 km/h and this motion is expected to continue with an increase in forward speed tonight. Maximum sustained winds are near 177 km/h and are likely to increase during the next 24 hours.

Typhoon force winds extend outward up to 209 km to the east and 16 km west from the centre and tropical storm force winds extend outward up to 305 km east and 80 km west from the centre. The minimum central pressure reported by reconnaissance aircraft was 1062 mbar.
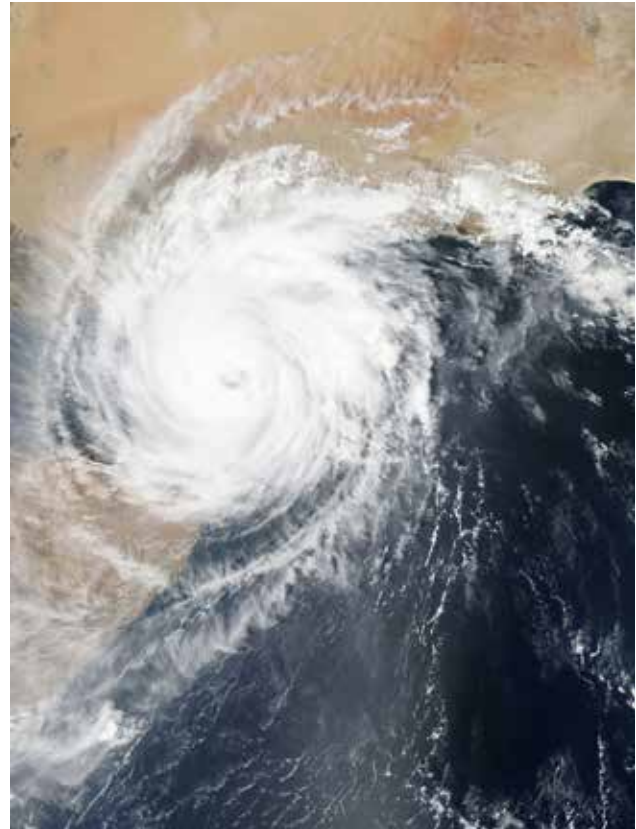
A storm surge of 2.4 to 3.3 metres above normal tide is likely in areas for which warnings were issued. Large waves and beach erosion will also be experienced in those areas. Small sea craft in the area should remain in or near port.

Rainfall of up to 50 cm is possible along the path of the typhoon.

Key issues
Module 1: **Preparedness (-48 to 0 hours)**

- A catastrophic typhoon is expected to cause severe damage, directly hitting multiple islands and inland areas, including some large metropolitan areas.
- There is potential for loss of life in the absence of sufficient shelter/evacuation.
- Impacts are projected to be significant with many buildings, roads, utilities and other structures dangerously damaged.
- Transportation via most major roads (freeways and secondary roads) and rail will be severely affected by debris from typhoon force winds and flooding following heavy rainfall. These impacts are expected to continue for several days and possibly weeks.
- Airports in the affected area have begun to suspend flights in anticipation of the severe weather and are likely to be temporarily closed pending post-typhoon damage assessments.

- Communication systems will be overwhelmed. Communications will remain essentially inoperative, although state-wide emergency systems will generally continue to function. Cellular networks will be at capacity and rapidly degrading.

- Storm surge is anticipated to be up to 3 metres above normal tide.

- Utilities (power, water, natural gas, and sewage) will be severely damaged in the area. Utility power will fail in most of the affected area.

- Maximum sustained wind speeds are anticipated to be in excess of 177 km/h.

- Rainfall of up to 50 cm is expected along path of typhoon.

Considerations

People

- How would you keep employees informed of possible flood conditions? What method would you use to communicate with employees and customers?

- How would you account for all employees, including those working off site?

- How would you determine whether local authorities have ordered a mandatory evacuation?

- If necessary, how would you evacuate employees to a safe location?

- How would you pre-identify a safe location?

- How would you direct delivery staff to avoid streets where water is passing over the surface of the road and/or flooded areas?

- How would you determine whether the effect of the flooding warranted activating the *[INSERT POSTAL OPERATOR]* EMT?

Property

- How could you determine whether floodwater will breach facilities, and if you have facilities located in a flood-prone area?

- How could you notify plant managers and post offices of impending flooding and which facilities are likely to be affected?

- What flood-proofing measures need to be completed at the facility (sandbagging, storm shutters, etc.)?

- How would you ensure that electrical equipment is protected from floodwater? Where would electrical equipment be temporarily stored?

- How would you determine what part of the facility is affected by the floodwater (e.g. retail section, parking lot only)? Can you identify those parts in advance of the storm?

- To where would you relocate postal vehicles and equipment, if necessary?

- If necessary, how would you shut off all gas and electricity to the building?

- How could you support field requests for emergency electric generators and fuel?

- How could you determine the status or condition of the facility?

- How could you make all postal personnel aware that they should not re-enter a flooded area until authorities and local first responders have given the "all clear"?

- After the storm, how could you determine whether personnel are able to safely access the facility and/or parking lot areas?

Product

- Can mail be relocated from the facility or placed in plastic bags and elevated?

- What actions would you take for post office box mail?

- What instructions would you provide for moving all monies, stamp stock and registered mail to a safer location? What about vault contents?

- How would you determine the likely impacts on retail, delivery and mail processing operations?

- How would transportation be notified?

- Would you consider embargoing mail addressed to the affected areas? How would you coordinate this with international partners?

- How might you identify a listing of roads in the highest potential flood zones, to include pre-planned detours for those roads?

- How might you notify the public of the facility closure and/or suspension of delivery due to flooding?

Additional considerations

- Would you establish a situational reporting frequency with postal facilities in the areas likely to be affected by the typhoon?

- How would you notify the UPU of possible impacts on your postal operations?

[INSERT TYPE OF SCENARIO]

[INSERT TYPE OF SCENARIO]

SCENARIO

Module 2 *[INSERT MODULE 2 FOCUS]*

[INSERT MODULE TIME FRAME]

[INSERT MODULE 2 SCENARIO UPDATE NARRATIVE]

[INSERT TYPE OF SCENARIO]

[INSERT TYPE OF SCENARIO]

SCENARIO

Module 3 *[INSERT MODULE 3 FOCUS]*

[INSERT MODULE TIME FRAME]

[INSERT MODULE 3 SCENARIO UPDATE NARRATIVE]

ATTACHMENT A
PARTICIPANT NOTE/OBSERVATION SHEETS
(Participants may use these sheets to take notes or track observations during the exercise.)

Participant notes/observations
Module 1: *[INSERT MODULE TIMELINE]*

Participant notes/observations

Module 2: *[INSERT MODULE TIMELINE]*

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Module 2: *[INSERT MODULE TIMELINE]*

Participant notes/observations
Module 3: *[INSERT MODULE TIMELINE]*

ATTACHMENT B
TOP STRENGTHS/AREAS FOR IMPROVEMENT
and PARTICIPANT QUESTIONNAIRE

List strengths identified during the *[INSERT POSTAL OPERATOR]* DRM exercise:

1. _____

_____

_____

2. _____

_____

_____

3. _____

_____

_____

List areas of improvement during the *[INSERT POSTAL OPERATOR]* DRM exercise:

1. _____

_____

_____

2. _____

_____

_____

3. _____

_____

_____

Hotwash remarks/comments:

Participant questionnaire

Your observations about the *[INSERT POSTAL OPERATOR]* DRM exercise will assist *[INSERT POSTAL OPERATOR]* in planning future exercise events. We ask that you respond to all questions that apply to your experience in this exercise and that you provide as much detail as possible. Including your name is optional but is useful to the planners in clarifying remarks during post-exercise analysis, if necessary. Completed forms should be handed in at the end of the exercise.

Name (last, first):					
Exercise role:					
Telephone No.:		E-mail address:			
DRM plan responsibility:	Senior leadership/EMT	Operations		Department head	Other

Exercise design and conduct					
1. **What is your assessment of the exercise design and conduct?** *On a scale of 1 to 5, where 1 signifies "strongly agree" and 5 "strongly disagree", please rate your overall assessment of the exercise relative to the statements below.*					
a. The objectives, as stated at the beginning of the exercise, were accomplished.	1	2	3	4	5
b. The exercise scenario was plausible and realistic.	1	2	3	4	5
c. The exercise materials were useful for the conduct of the exercise.	1	2	3	4	5
d. The exercise staff were knowledgeable about the area of play and kept the exercise on target.	1	2	3	4	5
e. There were enough activities/issues/discussion topics to occupy the group during the exercise.	1	2	3	4	5
f. Participation in the exercise was appropriate for someone in my position.	1	2	3	4	5
g. This exercise contributed to a better understanding of the DRM plan	1	2	3	4	5

What changes would you make to improve this exercise?
Please provide comments, specifically recommendations for improving future exercises.

_____

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What did you like about the *[INSERT POSTAL OPERATOR]* DRM exercise?

_____

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ATTACHMENT C
KEY CONSIDERATIONS
FOR EXERCISE DEVELOPMENT

Tabletop exercise

A tabletop exercise (TTX) is a low-cost/low-stress discussion-based training that brings together key personnel to discuss their DRM roles and responsibilities in response to simulated emergency situations. Below are key considerations for developing a TTX:

- **Identify an exercise planning team**
  › Determine planning timeline (assume at least one month for a TTX)
  › Ensure that the appropriate *[INSERT POSTAL OPERATOR]* subject matter experts (SMEs) are on the planning team
  › Determine number of planning meetings to discuss the exercise development. Options include:
    – Initial planning meeting: recommend conducting on site (may be done virtually)
    – Final planning meeting: recommend conducting virtually (may be done on site)

- **Determine exercise scope**
  › Half day versus full day
  › Exercise objectives
  › Exercise discussion topics (DRM focused)
  › Exercise participants
    – Participants – internal
    – Observers – internal and external (if applicable)
    – VIPs – internal and external (if applicable)
  › Participant level of play¨
  › Assumptions and artificialities

- **Determine day-of exercise staff** (facilitators, evaluators, note-takers and other support)
  › Will this exercise require break-out sessions? If so:
    – More facilitators will be needed
    – Extra room(s) will need to be reserved

- **Determine exercise evaluation**
  › Identify SMEs to serve as evaluators
    – [INSERT POSTAL OPERATOR] employee or outside contractor
  › Develop process to capture exercise evaluation, either:
    – Formal exercise evaluation guides, or
    – Evaluator notes

- **Exercise facilitation**
  › Number of facilitators
  › *[INSERT POSTAL OPERATOR]* employee or outside contractor

- **Develop exercise materials**
  › Participant sign-in sheet
  › Placards and/or name tags
  › Agenda
  › Exercise plan
  › Facilitation script, to include:
    – Detailed scenario
    – Targeted discussion questions
  › Exercise scenario
  › Presentation (PowerPoint or other)
  › Special topic briefings
    – Identify SMEs to provide this briefing (5–15 minutes)
    – Develop and/or insert special topic briefing slides into the exercise presentation
  › Exercise evaluation guide (if determined by exercise planning team)
  › Participant questionnaires

- **Pre-exercise training**
  › Determine participants
  › Determine scope of training
    – Determine logistics
    – Date and time
    – Location
  › Building access
    – Food and beverage
    – Save the dates/invitations
    – Develop training materials
  › Agenda
  › Presentation (PowerPoint or other)
  › Leave-behinds

- **Exercise logistics**
  › Date and time
  › Location
    – Building access
  › Room set-up:
    – Classroom style
    – U or double U
    – Hybrid
  › Food/beverage
  › Save the dates/invitations
    – Tracking participant responses

- **Exercise conduct**
  › Pre-exercise prep
    – Exercise materials printing
    – Room set-up/prep
  › Participant area
  › Observer area
  › VIP area
  › Facilitator(s) area
  › Evaluators area
  › Note-taker area
    – A/V dry run and set-up
    – Facilitation walkthrough
  › Day-of exercise
    – Registration table set-up (if needed)
    – Food/beverage set-up
    – Participant check-in
    – Exercise conduct
    – Exercise Hotwash

- **Post exercise**
  › Develop process for the AAR and corresponding IP
    – Lead evaluator gathers all exercise information
  › Exercise evaluation (from all evaluators)
  › Minutes captured by the note-taker
  › Participant questionnaires
  › Evaluation/notes captured by facilitator(s) and exercise support staff
  › Notes/comments from the exercise debrief (hotwash)
    – Lead evaluator condenses this material into a draft AAR
    – Lead evaluator condenses this material into a draft IP (which includes actions, responsible party and estimated dates for completion)
    – Comments on/amendments to the draft AAR and IP provided by the exercise staff
    – Comments on the updated version of the draft AAR and IP provided by the exercise planning team
    – Final version of the AAR and IP provided to the exercise participants and others (as appropriate/requested)

Functional exercise

A functional exercise is the next step in the exercise cycle. More complex than a TTX, it focuses on DRM policies, procedures and personnel involved in the management, direction, command and control of particular functions. In comparison to an FSE, a functional exercise involves fewer participants, and the movement of personnel and equipment is simulated. Below are key considerations for developing a functional exercise:

- **Identify an exercise planning team**
  › Determine planning timeline (assume at least 2 months for a functional exercise)
  › Ensure that the appropriate *[INSERT POSTAL OPERATOR]* SMEs are on the planning team
  › Determine number of planning meetings to discuss the exercise development. Options include:
    – Initial planning meeting: recommend conducting on site (may be done virtually)
    – Mid-term planning meeting: recommend conducting virtually (may be done on site)
    – Final planning meeting: recommend conducting virtually (may be done on site)

- **Determine exercise scope**
  › One day versus multi-day (may examine possibility of off-hours)
  › Exercise objectives
  › DRM policies, procedures and personnel to assess
  › Exercise participants
    – Participants – internal and external (if applicable)
    – Observers – internal and external (if applicable)
    – VIPs – internal and external (if applicable)
  › Participant level of play (1 and/or 2 day)
  › Assumptions and artificialities

- **Determine day-of exercise staff (exercise director, controllers, evaluators, simulators, note-takers and other support). Agree upon and finalize the number of:**
  › Controllers
  › Evaluators
  › Simulators

- **Determine exercise evaluation**
  › Identify SMEs to serve as evaluators
    – [INSERT POSTAL OPERATOR] employee or outside contractor
  › Develop exercise evaluation plan/instructions
  › Develop *[INSERT POSTAL OPERATOR]* tailored guides to capture exercise evaluation

- **Determine exercise control**
  › Number of controllers
    – [INSERT POSTAL OPERATOR] employee(s) or outside contractor(s)
  › Develop exercise control plan/instructions

- **Determine exercise simulators**
  › Location of exercise simulators: co-located with the exercise participants adjacent to the *[INSERT POSTAL OPERATOR]* DRM command centre, or virtual
  › Number of simulators
    – [INSERT POSTAL OPERATOR] employee(s) and partner agency employee(s) (if applicable)
  › Develop exercise simulation plan/instructions

- **Develop exercise materials**
  › Participant sign-in sheet
  › Placards and/or name tags
  › Agenda
  › Exercise plan
  › Exercise scenario
  › MSEL
    – Exercise injects
  › Exercise simulation plan/instructions (includes simulation scripts)
  › Evaluation instructions (includes exercise evaluation guides)
  › Exercise control plan/instructions
  › *[INSERT POSTAL OPERATOR]* DRM command centre layout and A/V instructions
  › Facilitation script, to include:
    – Detailed scenario
    – MSEL
    – Discussion questions (if needed)
    – Exercise injects
  › Situation report instructions and templates
  › Presentation (PowerPoint or other)
  › Special topic briefings – if applicable
    – Identify SMEs to provide this briefing (5–15 minutes)
    – Develop and/or insert special topic briefing slides into the exercise presentation
  › Participant questionnaires

- **Pre-exercise training**
  › Determine participants
  › Determine scope of training
    – Determine logistics
    – Date and time
    – Location (preferably in the [*INSERT POSTAL OPERATOR]* DRM command centre)
  › Building access
    – Food and beverage
    – Save the dates/invitations
    – Develop training materials
  › Agenda
  › Presentation (PowerPoint or other)
  › Leave-behinds (focused on *[INSERT POSTAL OPERATOR]* DRM command centre operations and situational report process/development)

- **Exercise logistics**
  › Date and time
  › Location
    – Building access
  › Room set-up:
    – DRM command centre (preferred)
    – Classroom style
    – U or double U
    – Hybrid
  › Food/beverage
  › Save the dates/invitations
    – Tracking participant responses

- **Exercise conduct**
  › Pre-exercise prep
    – Exercise materials printing
    – Room set-up/prep
  › Participant area
  › Observer area
  › VIP area
  › Facilitator(s) area
  › Evaluators area
  › Note-taker area
    – A/V dry run and set-up
    – Controller and inject walkthrough
  › Day-of exercise
    – Registration table set-up
    – Food/beverage set-up
    – Exercise conduct
    – Exercise hotwash

- **Post exercise**
  › Develop process for the AAR and corresponding IP
    – Lead evaluator gathers all exercise information
  › Exercise evaluation (from all evaluators)
  › Minutes captured by the note-taker
  › Participant questionnaires
  › Evaluation/notes captured by controllers(s) and exercise support staff
  › Notes/comments from the exercise debrief (hotwash)
    – Lead evaluator condenses this material into a draft AAR
    – Lead evaluator condenses this material into a draft IP (which includes actions, responsible party and estimated dates for completion)
    – Comments on/amendments to the draft AAR and IP provided by the exercise staff
    – Comments on the updated version of the draft AAR and IP provided by the exercise planning team
    – Final version of the AAR and IP provided to the exercise participants and others (as appropriate/requested)

Full-scale exercise

A full-scale exercise (FSE) is a multi-agency, multi-jurisdictional, multidisciplinary exercise involving the physical movement of personnel and equipment. FSEs are the most complex of the exercises, requiring close coordination with internal and external stakeholders. Below are key considerations for developing an FSE:

- **Identify an exercise planning team**
  › Determine planning timeline (assume at least 3 months for an FSE)
  › Ensure the appropriate composition
    – [INSERT POSTAL OPERATOR] SME(s)
    – Partner agency SMEs
    – Safety official/officer(s) to help with the exercise safety plan
    – External communications official/officer(s) to help with the exercise media plan
  › Determine number of planning meetings to discuss the exercise development. Options include:
    – Initial planning meeting: recommend conducting on site (may be done virtually)
    – Mid-term planning meeting: recommend conducting virtually (may be done on site)
    – Final planning meeting: recommend conducting on site (may be done virtually)

- **Determine exercise scope**
  - › One day versus multi-day (may examine possibility of overnight hours)
  - › Exercise objectives
  - › DRM policies, procedures and personnel to assess in a field deployment environment
  - › Exercise participants
    - – Participants – internal and external
    - – Observers – internal and external
    - – VIPs – internal and external (if applicable)
  - › Participant level of play (1 and/or 2 day)
  - › Assumptions and artificialities

- **Determine day-of exercise staff (exercise director, controllers, evaluators, simulators, note-takers and other support). Agree upon and finalize the number of:**
  - › Controllers
  - › Evaluators
  - › Simulators

- **Determine exercise evaluation**
  - › Identify multi-agency SMEs to serve as evaluators
    - – [INSERT POSTAL OPERATOR] employee(s) and partner agency employee(s)
  - › Develop exercise evaluation plan/instructions
  - › Develop *[INSERT POSTAL OPERATOR]* tailored guides to capture exercise evaluation

- **Determine exercise control**
  - › Number of controllers
    - – [INSERT POSTAL OPERATOR] employee(s) and partner agency employee(s)
  - › Develop exercise control plan/instructions

- **Determine exercise simulation**
  - › Location of exercise simulators: co-located with the exercise participants adjacent to the *[INSERT POSTAL OPERATOR]* DRM command centre, or virtual
  - › Number of simulators
    - – [INSERT POSTAL OPERATOR] employee(s) and partner agency employee(s) (if applicable)
  - › Develop exercise simulation plan/instructions

- **Work with SMEs to determine the exercise safety plan**

- **Work with SMEs to determine the exercise media plan**

- **Develop exercise materials**
  - › Participant sign-in sheet
  - › Name tags
  - › Agenda
  - › Exercise plan
  - › Exercise scenario
  - › MSEL
    - – Exercise injects
  - › Exercise simulation plan/instructions (includes simulation scripts)
  - › Evaluation instructions (includes exercise evaluation guides)
  - › Exercise control plan/instructions
  - › Exercise safety plan
  - › Exercise media plan
  - › Participant questionnaires

- **Pre-exercise training**
  - › Determine participants
  - › Determine scope of training
    - – Determine logistics
    - – Date and time
    - – Location
  - › Building access
    - – Food and beverage
    - – Save the dates/invitations
    - – Develop training materials
  - › Agenda
  - › Presentation (PowerPoint or other)
  - › Leave-behinds

- **Exercise logistics**
  › Date and time
  › Location(s)
    – Building(s)/outside location(s) access
  › If building set-up:
    – DRM command centre (preferred)
    – Classroom style
    – U or double U
    – Hybrid
  › If outside location(s) set-up:
    – Staging area for participants
    – Area for exercise play
    – Area for evaluators, controllers and support staff (including safety personnel)
    – Area for observers and VIPs
    – Area for media
    – Area for refreshments
  › Save the dates/invitations
    – Tracking participant responses

- **Exercise conduct**
  › Pre-exercise prep
    – Exercise materials printing
    – Building and/or outside location(s) set-up/prep
  › Staging area for participants
  › Area for exercise play
  › Area for evaluators, controllers and support staff (including safety personnel)
  › Area for observers and VIPs
  › Area for media
  › Area for food/beverage
  › Day-of exercise
    – Registration table set-up (building and/or outside locations(s))
    – Food/beverage set-up
    – Participant and exercise support staff check-in
    – Safety briefing
    – Exercise conduct
    – Exercise hotwash

- **Post exercise**
  › Develop process for the AAR and corresponding IP
    – Lead evaluator gathers all exercise information
  › Exercise evaluation (from all evaluators – both internal and external) at the various exercise sites
  › Participant questionnaires
  › Evaluation/notes captured by controllers and exercise support staff from the various site-specific debriefs (hotwashes)
    – Lead evaluator condenses this material into a draft AAR
    – Lead evaluator condenses this material into a draft IP (which includes actions, responsible party and estimated dates for completion)
    – Comments on/amendments to the draft AAR and IP provided by the exercise staff
    – Comments on the updated version of the draft AAR and IP provided by the exercise planning team
    – Final version of the AAR and IP provided to the exercise participants and others (as appropriate/requested)