

**IWE 2008**  
**Exercise Raffles II**  
Communiqué 2  
Project Status &  
Plan of Action

## **Introduction**

Welcome to the second communiqué which focuses on providing participating institutions an update on the project as well as the next steps. This will form an integral part of your preparation for Exercise Raffles II which has been set from 28 August to 11 September 2008.

In May, the project team completed the following major deliverables:

- Finalised the Exercise Raffles II Information Portal;
- Scripted the high level scenario and also identified the relevant impacts on the financial services industry. This will be broken down into a detailed plan called the Master Event List (MEL);
- Identified the format of the two interactive sessions, which have been scheduled on 28 Aug and 3 September 2008;
- Identified the components of the Practical Drill, which has been scheduled on 29 August 2008; and
- Identified the format of the Cluster Session, which has been scheduled on 11 September 2008.

The above activities could not have been undertaken without the support and commitment of the industry associations, institutions, regulator and government ministries in providing their resources to the project. We would like to take this opportunity to acknowledge these organisations and thank them for their continued commitment and provision of resources to the project.

All participating institutions should have received an invitation to the second industry briefing on 11 June. As part of the broader communications to all involved in the Exercise, we look forward to having the opportunity to meet and discuss the project with you.

We hope that you find the communications informative and useful for your preparation. Should you have any queries or comments please do not hesitate to contact the Project Management Office:

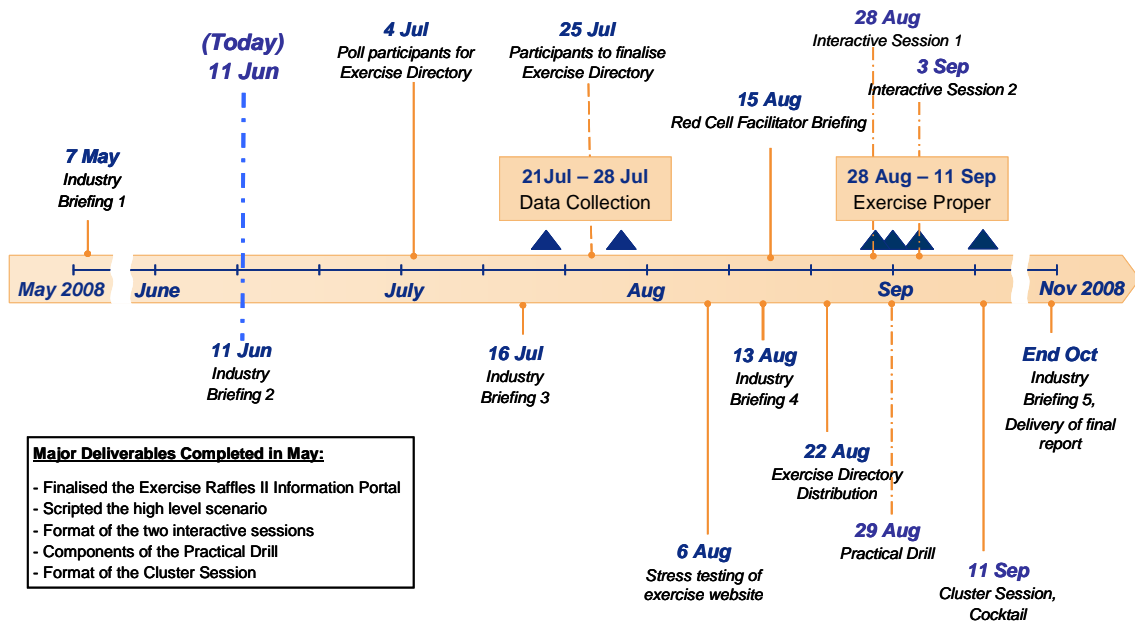
### **Project Management Office Contact Details**

Telephone: 6411-8900/8903

Email: [abs-iwe@kpmg.com.sg](mailto:abs-iwe@kpmg.com.sg)

## Project Update

Some of the key timelines are represented in the diagram below.



### Scenario Building Blocks

The Scenario Building Blocks have been approved. This is the basis upon which the scenario will be constructed. It defines the type of incident that will occur (sudden impact or rising tide), the parties involved as well as the likely decisions that will need to be made.

From the Scenario Building Blocks, the development of the high level script around the Master Events List (MEL) has been completed. The Master Events List is “the scenario” which provides inputs to the Exercise. The MEL will not be disclosed to participating institutions until the commencement of the exercise proper.

### Format of the 2 Interactive Sessions

There will be 2 sub-components within each interactive session, namely:

- Escalated time – Participants will be provided a storyboard which will contain a scenario based on a compressed timeline of several weeks. They will then need to address issues which will arise based on the scenario provided; and
- Real time – Participants will receive scenario injects via the exercise website and telephone, etc. These scenario injects will correspond to the actual time of the day. Participants are expected to react to these injects where appropriate.

### **Components of the Practical Drill**

The objectives of the practical drill are to test out the operational response plans collectively as an industry, create public awareness and educate public on the operational responses of the government and financial institutions during a flu pandemic. To achieve a meaningful outcome for the practical drill, participating institutions are expected to enact and respond from their own premises based on the broad exercise scope.

The scope of the practical drill includes, but is not limited to:

- Client facing measures. For example, health screening and declaration procedures at banking halls;
- Workplace protection measures. For example, issuance of Personal Protective Equipment (PPE), activation of isolation room and institute contact tracing procedure;
- Specific business functions' business continuity plans. For example, exercising response plans of currency issuance and distribution; and
- Flu pandemic exhibitions at CBD to educate the public on what to expect during a flu pandemic.

While the participating institutions are required to participate in the practical drill, they can decide the extent of their participation. There will be no surprises to the participating institutions during the practical drill day. Details of the practical drill will be provided to all participating institutions in the third communiqué.

### **Format of Cluster Session**

The Cluster Session is a facilitated session which is focused on industry issues drawn from the earlier interactive sessions and practical drill. Participants will be organised into breakout groups or "clusters" to discuss:

- Generic issues cutting across industries such as HR, Technology, Communication, Workplace Hygiene, Security, etc.; and
- Industry-specific issues such as Regulatory requirements, Industry dependencies and Banking/Insurance/Securities-Specific issues.

There will be participation from the MAS, MHA, medical experts and utility/service providers. The session will conclude with industry consensus on issues and broad action plans. The sessions are meant to be open and informal without assessment/rating of participants' responses.

More details will be provided at subsequent Industry Briefings.

## **Data Collection**

### **Pre-exercise**

A questionnaire will be available in the Information Portal to participating institutions for completion five weeks (i.e. 21 Jul 08) before the exercise proper. Responses will be collated after a week (i.e. 28 Jul 08) to compare firms' readiness with the responses received in 2006, and the questionnaire will be re-issued after the exercise to quantify the tangible planning benefits delivered by the IWE concerning pandemic preparedness.

### **Exercise Proper**

Participants will be required to complete an online questionnaire after each session (i.e. Interactive Session, Practical Drill, and the Cluster Session).

### **Post-exercise**

A questionnaire similar to the pre-exercise data collection will be available to the participating institutions for completion after the exercise proper. The responses will be used for formulating findings and recommendations in the final report.

### **Data confidentiality**

Data confidentiality will be ensured and anonymity of the participating institutions will be maintained.

## **Red Cell Facilitators**

The Red Cell Facilitators play an important role in Exercise Raffles II. The Red Cell Facilitators are expected to:

- Facilitate the exercise for their institution and ensure that their institution learns as much as possible from the experience;
- Assess the tempo of the exercise within their institution and provide feedback to the Command Centre;
- Facilitate their Crisis Management Team's (CMT) discussion of issues identified in the facilitator checklist; and
- Keep the scenario confidential.

The following are the suggested characteristics of the Red Cell Facilitators:

- Have adequate seniority to interact with the institution's CMT;
- Be familiar with the institution's Business Continuity Plan; and
- Have an understanding of the business priorities of their institution.

It is important to emphasise that the Red Cell Facilitators' role is not to assist participating institutions in their decision making during the Exercise.

Each participating institution should nominate a primary Red Cell Facilitator and a backup if possible. A briefing will be provided to equip and prepare the Red Cell Facilitators on 15 Aug 08.

## **Preparation for Exercise Raffles II**

### **Business and support functions**

To have an effective exercise, participating institutions could consider involving staff from the following functions in their preparation for the exercise:

- Crisis Management Team;
- Crisis Response Teams;
- Human Resources;
- Medical support (internal or external staff and services);
- Facilities, Health & Safety;
- IT Services;
- Operational Risk Management;
- Corporate Communications;

- Client Contact Centre; and
- Critical business units.

In addition, participants could consider setting up a corporate communication programme about Exercise Raffles II.

Participants should contact ABS should they want to hold external publicity events regarding Exercise Raffles II.

### **Local Crisis Management Team (CMT) and facilities**

The IWE 2008 will be delivered from the central Command Centre, where the exercise management team will be housed.

The storyboard, questionnaires, scenario injects and video media will be presented to the participants through an exercise website.

Participating institutions will need to prepare their own CMT, including representatives from HR, Corporate Communications, Real Estate, etc.

CMT facilities needed locally will include an equipped meeting room, a configured workstation (and video projector) with an internet connection to access and display the exercise websites, writing materials, phones, fax, whiteboard/flip-chart and conference-bridge.

### **Interactive Sessions**

In the interactive sessions, the Command Centre will provide the participants with several scenarios and injects. Participants will be expected to respond to the scenarios in tabletop format, which means that no real measures will actually be implemented.

An example of an interactive session scenario which has to be played is that the DORSCON Level increases to ORANGE.

In this example, a participant's CMT may have to make decisions about (fictitious) implementation of measures, e.g.:

- Travel monitoring;
- Awareness & communications;
- Staff dispersal;
- Situation monitoring;
- Building management;
- Internal premises cleaning;

- Critical supplies management; and
- Quarantine and Isolation.

### **Practical Drill**

The practical drill will test the participants' operational response plans. An example of a practical drill exercise is to assume the scenario at DORSCON RED Level.

In the example mentioned, the participants may decide to actually implement the following options in line with their pandemic response plan:

- Temperature screening;
- Contact tracing;
- Client-facing measures (e.g. wearing of facemasks); and
- Workplace cleaning.

Actual implementation of these measures during the exercise may be limited to a pre-selected part of the organisation.

**Good practices**

A key recommendation is to integrate pandemic planning in the overall business continuity management process. Common elements of this process include:

- Business impact analysis: identify key business processes and critical resources, including key personnel, capacity of IT services and critical suppliers;
- Risk analysis: identify characteristics of a pandemic, potential consequences and vulnerabilities of business processes and critical resources; and
- Preparation and Implementation of a pandemic response plan, including pandemic crisis management team and procedures, strategies and a set of measures for each DORSCON level.

Specific measures may include:

- Hygiene guidelines;
- Suspending non-critical functions;
- Cross-training of workers, alternative work schedules;
- Implementation of a staff dispersal plan, travel restrictions;
- Active personal health monitoring;
- Monitoring pandemic preparedness of suppliers of key goods and services, e.g. telecoms, utilities, transportation, medical services, and prepare contingency plans accordingly;
- Aiming for harmonisation of processes and technology across sites in the long run. This will increase flexibility in work redistribution; and
- Exercising and maintaining plans and arrangements.

Participants could also refer to the ABS Pandemic Preparedness Guidelines on the IWE 2008 Information Portal and the Government Crisis Information Website on Flu, Bird Flu and Flu Pandemic<sup>1</sup>. The following are some useful information and documentations:

- MOH Influenza Pandemic Readiness and Response Plan;
- MOH Guide on Infection Control Measures For Workplace (Non-Healthcare); and
- A Flu Pandemic Business Continuity Guides for SMEs.

---

<sup>1</sup> <http://www.crisis.gov.sg/flu/>

## Exercise Directory

The exercise directory is a collation of contact details of all participants involved in Exercise Raffles II. The exercise directory acts as a virtual contact list for participants to contact one another during the exercise proper.

All participants are required to complete the exercise directory form, which will be circulated to all participants on 4 July. This information will be then collated and distributed to all participants before the exercise proper.

### Participating Institution

Point of Contact (PoC) details

⇒ Full name: \_\_\_\_\_

⇒ Function: \_\_\_\_\_

⇒ DID number : \_\_\_\_\_

⇒ Mobile number: \_\_\_\_\_

⇒ Email: \_\_\_\_\_

⇒ Back up PoC with contact details: \_\_\_\_\_

Role on the Exercise Day	Full Name & Function	DID number (*)	Mobile number (**)	Email & other contacts
<b>Facilitator</b>	<b>ABC, IRM</b>	<b>1234 5678</b>	<b>9876 5432</b>	<b>abc@kpmg.co.uk</b>
<b>Backup Fac.</b>	<b>XYZ, IRM</b>			<b>xyz@kpmg.com.sg</b>
<i>Participant Team Members</i>				
<b>ABC</b>	<b>Press Office</b>	<b>XXXXXX</b>	<b>XXXXX</b>	
<b>XYZ</b>	<b>Equities front office</b>	<b>XXXXXX</b>	<b>XXXXX</b>	
<b>DEF</b>	<b>Treasury</b>	<b>XXXXXX</b>	<b>XXXXX</b>	

(\*) This is the number that will be used to contact your participant team members during the exercise

(\*\*) Mobile numbers are optional

## Information Portal

Information relating to the exercise will be uploaded to the information portal (e.g. communiqués, industry briefing slides, FAQs, etc.). Participants are reminded to log in for regular updates on Exercise Raffles II and to check the FAQ for answers to common questions participants may have.

The ABS' guidelines on pandemic preparedness have been uploaded to help participants better prepare for Exercise Raffles II.

**IWE 2008  
EXERCISE RAFFLES II  
INFORMATION PORTAL**

Welcome, KPMG

ABS  
THE ASSOCIATION OF BANKS  
IN SINGAPORE

MAS

Exercise launch

**INDUSTRY WIDE BUSINESS  
CONTINUITY EXERCISE 2008**

Privacy Statement

Terms of Use

**Privacy Statement**

1. This is The Association of Banks in Singapore (ABS)
2. This site may contain links to sites whose data protection practices are responsible for the content and privacy practices of those sites.

**Terms of Use**

By accessing and using this Website, you shall be deemed to have accepted the following Terms of Use. Please read the following carefully.

1. Agreement - Terms

All access of any area of [iwe08.com.sg](http://iwe08.com.sg) ("The Website") you do not accept any of these Terms, exit immediately. The words "we", "our" and "us" refers to ABS.

2. Access To The Website

Home Privacy Statement Terms of Use

**Copyright 2008  
The Association of Banks in Singapore**

## Terms of Use and Privacy Statement

Participants are reminded that all information relating to Exercise Raffles II is restricted and proprietary to The Association of Banks in Singapore. Participants should contact ABS for permission to release or duplicate any part of exercise materials.

Please refer to the Terms of Use and Privacy Statement on the Information Portal.

### **Schedule of Communiqués and Industry Briefings**

The table below shows the schedule of remaining communiqués/ industry briefings to be held as part of this project:

<b>Communiqué/ Industry Briefing</b>	<b>Date</b>	<b>Objective</b>
Communiqué 3 Industry Briefing 3	14 Jul 16 Jul	Information relating to the national response and IWE Practical Drill
Communiqué 4 Industry Briefing 4	11 Aug 13 Aug	Final information relating to the exercise for participants
Communiqué 5 Industry Briefing 5	End Oct End Oct	Post exercise debrief

### **Next Steps**

<b>Items</b>	<b>Date</b>
Exercise Directory Contacts	4 Jul – 25 Jul
Data Collection	21 Jul – 28 Jul
Red Cell Facilitators (Briefing will be held on 15 Aug)	Now – 25 Jul

### **Press enquiries**

All participating institutions should refer all press enquiries to the ABS Secretariat.  
Email: [banks@abs.org.sg](mailto:banks@abs.org.sg)

### **Project Management Office contacts**

Any questions and all communications should be directed through the Project Management Office:

Telephone: 6411-8900/8903  
Email: [abs-iwe@kpmg.com.sg](mailto:abs-iwe@kpmg.com.sg)

### **Notice of Proprietary Property**

All rights reserved. These materials are proprietary to The Association of Banks in Singapore (ABS), and no part of these materials should be reproduced or published in any form by any means, electronic or mechanical, including photocopy or any information storage or retrieval system nor should the materials be disclosed to third parties without the expressed written authorization of ABS.