



IWE 2008 EXERCISE RAFFLES II

Industry Briefing 3

16 July 2008



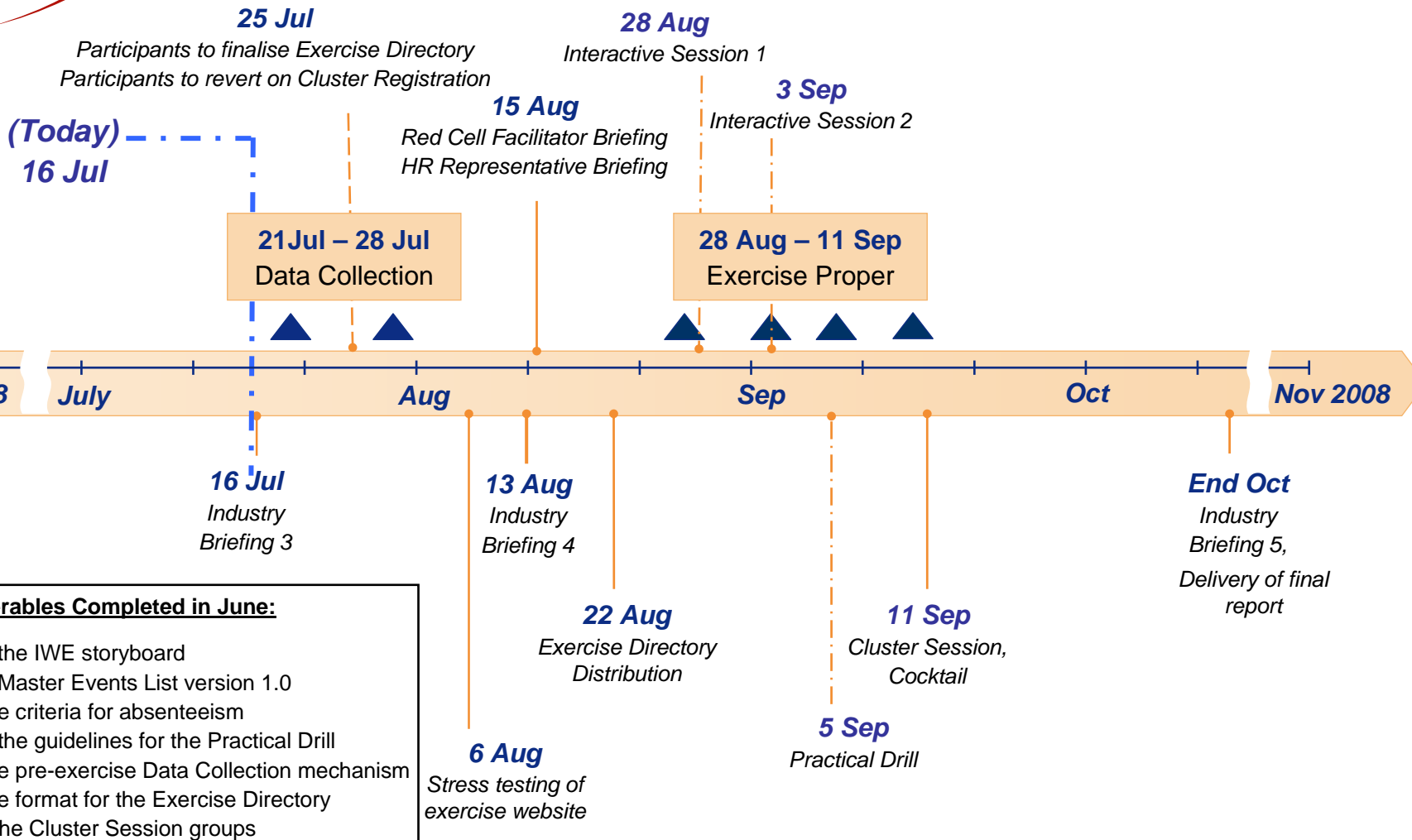
ABS
THE ASSOCIATION OF BANKS
IN SINGAPORE



Agenda

- National Response Plans
- Project Update
- Practical Drill
- Cluster Session
- HR Representative Briefing
- Exercise Website Stress Testing
- Q & A

- Ministry of Home Affairs (MHA) is the Secretariat to the Homefront Crisis Management System, which is the Government's central crisis coordination and response framework for managing national level crisis and large-scale incidents
- MHA's briefing covers the planning parameters that guides the national strategy, response plans and triggers for the activation of various measures and responses



Major Deliverables Completed in June:

- Completed the IWE storyboard
- Completed Master Events List version 1.0
- Finalised the criteria for absenteeism
- Completed the guidelines for the Practical Drill
- Finalised the pre-exercise Data Collection mechanism
- Finalised the format for the Exercise Directory
- Confirmed the Cluster Session groups

- Objectives
 - To test out the operational response plans collectively as an industry
 - Create public awareness
 - Educate public on the responses of financial institutions during a 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
- Practical Drill will be based on DORSCON Red Level
- Please note that the Practical Drill has been changed from 29 Aug 2008 to 5 Sep 2008

	Within Organization Premises	External Location / Public Venue
In-House Staff	<p><u>Internal Pandemic Response Drills</u></p> <ul style="list-style-type: none">▪ Quarantine Procedures▪ Activation of isolation room▪ Management of suspect case▪ Contact Tracing	<p><u>Activity-based Drills</u></p> <ul style="list-style-type: none">▪ Banking/Capital Markets Sector BCM Crisis Communication▪ SGD / USD Cheque-Clearing
Public Participation	<p><u>Infection Control Measures</u></p> <ul style="list-style-type: none">▪ Deploying Pandemic Procedures at<ul style="list-style-type: none">➤ Bank Branches➤ Securities/ Brokerage Counters➤ Insurance Companies' Customer Counters	<p><u>Pandemic Exhibition</u></p> <ul style="list-style-type: none">▪ Exhibition Location<ul style="list-style-type: none">➤ UOB Plaza Atrium➤ One Raffles Quay

Infection Control Measures (branches with client-facing counter)

- Participants are expected to exercise at least the following measures for the practical drill:
 - Temperature screening and declaration for all visitors
 - Recording all relevant visitors' information for contact tracing
 - Workplace protection measures for counter staff, e.g. surgical mask, hand sanitizer
 - Donning of PPE by staff carrying out temperature checks, according to MOH guidelines, which include wearing N95 masks and gloves

Infection Control Measures (branches with client-facing counter)

- Minimum Participation:
 - Client facing measures will be exercised from Branch/Counter opening on 5 Sep 2008 till 11am
 - At least one branch (client facing counters) from each of the participating institutions within Raffles Place area, Shenton Way area and Marina Centre area (including Millennia Tower, Suntec City, Raffles City)

Infection Control Measures (Public Awareness)

- Health Promotion Board brochures will be distributed to participating institutions for distribution during the day of the practical drill
- An Exercise Raffles II signage and Health Promotion Board posters will be distributed to participating institutions to be put up at their premises
- Media representatives will be invited to observe the implementation of the infection control measures performed at selected branches and pandemic response plan at the premises of selected participating institutions
- Participating institutions should incorporate a standardised Exercise Raffles II logo and web link to information on the exercise

Internal Pandemic Response Drills

- Institutions are required to exercise their internal pandemic plan on the management of at least one suspected case of pandemic flu. Measures taken include the following:
 - Quarantine procedures
 - Activation of isolation room
 - Contact tracing procedures
- Details of the management of suspected cases can be found within MOH guidelines on Influenza Pandemic Preparedness – Guide on Infection Control measures for Workplaces (Non-healthcare) – updated May 2007; <http://www.crisis.gov.sg/FLU/Precautions/Workplace/>

Public Awareness – Pandemic Exhibition

- There will be flu pandemic exhibitions to educate the public on what to expect during a flu pandemic
- The exhibition will be held at:
 - UOB Plaza Atrium
 - One Raffles Quay Atrium

Activity-based Drills

- SGD Cheque Clearing Contingency Live Drill
 - Participants:
 - Operator of both SGDCCS and USDCCS
 - Banking Computer Services Pte Ltd (BCS) and
 - All members of Singapore Clearing House Association (SCHA)
 - Scope: Offline media preparation and processing and submission procedures at Singapore Automated Clearing House (SACH) Production Site
 - Details of this test have been communicated by BCS to the participating institutions

Activity-based Drills

- Banking and Capital Markets sectors BCM Crisis Communications
 - Participants: Crisis Co-ordination team (CCT)/SGX and members
 - Scope: Activation of Conference Line and invoking respective sector specific Command Centres
 - Details of this test will be communicated to the participating institutions.

- Facilitated session focusing on industry issues drawn from earlier sessions/drill and organized by breakout groups or “clusters”
- Objective is to leverage industry knowledge and experience to identify and resolve industry issues that may occur in a pandemic situation
- The full day will be split up into 2 sets of half-day cluster discussions/workshops ending with a wrap-up session among the clusters to share discussion outcomes
- Managers with specific responsibilities can target the relevant cluster session while managers having broad responsibilities for pandemic planning may choose to attend a cluster session in each of the half day workshops (i.e. attend both the morning and the afternoon sessions)
- Relevant industry specialists and government agencies such as the MAS and Ministry of Home Affairs will participate in the cluster discussions

- **Cluster 1 - Human Resources:** Policies/strategies to address staff absenteeism, incentives, remuneration, anxiety, family issues, repatriations, succession planning, staff residential densities etc
- **Cluster 2 - Technology:** Remote working, home bandwidth issues, video conferencing, thin client technology, use of modern bank technology, internet banking etc
- **Cluster 3 - Communications:** Response to escalating media coverage (hype vs facts), communication to staff/clients/customers (when, what, how) etc
- **Cluster 4 - Retail/Institutional Banking:** Cash withdrawals, flight-to-cash investments, supply of cash to branches and ATMs, branch closures, market volatility, short/long strategies, liquidity, hedging, wholesale investments, capital markets etc

- **Cluster 5 - Workplace Hygiene & Security:** Desk cleaning, common area cleaning, building management responsibilities, minimum protection for contract cleaners, frequency, cleaning staff resourcing, use of isolation rooms, maintaining min. security standards with reduced manpower, cash thefts, pandemic exploitation etc
- **Cluster 6 - legal and Compliance:** Employer responsibilities, declaration of force majeure, regulatory flexibility (trading, reporting, settlements etc), internal oversight measures etc
- **Cluster 7 - Securities/Derivatives:** Ability to meet clearing and settlement obligations, disruptions or delays in market data feed, identification of essential services/operations, etc
- **Cluster 8 - Insurance:** Insurers' ability to meet claim servicing and payments, delays in premium collections, potential of insolvency due to rise in claims, etc

Activity	Estimated Duration
Session starts at 9am to 12:15pm	
Introduction: Key issues identified, emphasis objectives	30
Session 1: Industry issue identification	45
Morning Tea Break	15
Session 2: Action plan to resolve industry issues	45
Presentations: 10min presentation from each cluster on issues and industry actions	40
Cluster Q&A and wrap-up	20
Session starts at 2:00pm to 5:15pm	
Introduction: Key issues identified, emphasis objectives (repeat)	30
Session 1: Industry issue identification	45
Afternoon Tea Break	15
Session 2: Action plan to resolve industry issues	45
Presentations: 10min presentation from each cluster on issues and industry actions and wrap-up	40
Cluster Q&A and wrap-up	20

- Participating institutions can nominate representatives for each of the clusters
- Participating institutions can choose to have more than one representative per cluster subject to seat availability
- Participating institutions will be informed to register their representatives for the cluster session by 25 July.

- Each participating institution should nominate a HR Representative
- The HR Representatives are expected to prepare various listings of absent employees based on the absenteeism criteria provided by the IWE project team
- The employee absenteeism listings will be based on event triggers in the IWE storyboard
- A briefing will be provided to equip and prepare the HR Representatives on 15 Aug. HR Representatives are requested to prepare the employee absenteeism listings prior to the first Interactive Session on 28 Aug

- Two mechanisms will be used to simulate the impact of the events in the scenario on absenteeism in individual participating institutions:
 - Filtering out staff based on absenteeism criteria (e.g. a percentage of contract/non-permanent employees); supplemented by filtering out a percentage of random employees at certain points in the scenario
- All participating institutions will experience a minimum level of absenteeism at various stages of the exercise
- Participating institutions will be allowed to choose which mechanism to use during the exercise, but absenteeism lists have to be prepared according to the selected mechanism

- Stress testing of the exercise website to be conducted on 6 August
- Main purpose of the stress test is to identify and resolve any technical or bandwidth issues that may arise during exercise proper
- Instructions on the stress test will be disseminated to all the participating institutions via an email
- Participating institutions are expected to revert on the results of the stress test to the Project Management Office to facilitate the smooth running and viewing of the exercise website during the exercise proper

- Registration for Cluster Session: 18 Jul – 25 Jul
- Data Collection: 21 Jul – 28 Jul
- Response for Exercise Directory: 25 Jul
- Exercise Website Stress Testing by Participants: 6 Aug
- HR Representative Briefing: 15 Aug
- Red Cell Facilitator Briefing: 15 Aug

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