

WAVE I Master Scenario Events List

Wave I Objectives:

1. Evaluate the ability to identify, establish, and manage necessary public-private partnerships during a pandemic influenza outbreak.
2. Verify the receipt, notification, documentation, and implementation of continuity protocols to effectively maintain essential functions during a pandemic influenza outbreak.
3. Substantiate mechanisms to effectively manage social distancing and other pandemic influenza protective measures among employees, stakeholders, and/or customers.
4. Assess the effects of high-levels of absenteeism on operational readiness during a pandemic influenza outbreak.

Absenteeism Model

	Target Abs. %	Actual Abs. %	Letter combo
Wave I	35	35.39	A, B, C, D, E, F, G
Wave II	50	50.18	B, C, H, M, S, U, W, X, Y, Z
Wave III	25	25.16	I, J, K, L, N, O, P, Q, T, V

Event #	Inject Type	Event Time	Short Description	Event Description	Who Delivers?	Recipient Player(s)	Tied to Objective #	Expected Outcome of Player Action
1	Contextual	0830	Master Control Cell Operational	Simulators are in place.	Master Control Cell	All controllers	N/A	Prepare for STARTEX.
2	Contextual	0845	Communication Check	Ensure communications are operable.	Master Control Cell	All controllers	N/A	All controllers establish communications with MCC.
3	Contextual	0850	Safety Brief	Ensure safety is stressed.	All Controllers	All participants	N/A	All controllers establish safety.
4	Contextual	0900	Video Inject #1 released	Cruise Ship w/ sick passengers returns to NY amid sanitation strike. Your leadership wants an account of all employees including those on leave to ensure everyone (ERG/Non ERG) is alerted of the current situation and to review Continuity Plan procedures.	All Controllers	All participants	2	Players will begin to utilize continuity and pandemic influenza plans / policies to respond to increasing complex incident.

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5	Contextual	0912	Contextual Inject #1 released	Medical technicians across the country threaten to strike as conditions worsen throughout the city Your leadership is requesting an assessment of the organization's continuity/pandemic plans and procedures.	Agency/ Organization Controller	Agency/ Organization Participants	2	Players will begin to identify essential functions in response to an increasingly complex incident.
6	Contextual	0924	Contextual Inject #2 released	Department heads report that rumors about the severity of Malta flu begin to swirl across the nation complicating travel. Your leadership would like to know what needs to be done to "secure methods of social distancing" at the organization.	Agency/ Organization Controller	Agency/ Organization Participants	2	Players will begin to examine if telework is an option and if telework capabilities have been tested.

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7	Contextual	0936	Contextual Inject #3 released	Financial regulators (SEC, The Federal Reserve, FDIC, and OCC) are requesting companies and industry groups for the plans for the sector to maintain critical functions. Your leadership is asking what measures are in place to ensure the continuance of the organization's essential functions.	Agency/ Organization Controller	Agency/ Organization Participants	2	Players will identify communications capabilities and systems (primary and backup) that were needed to perform essential functions.
8	Contextual	0948	Contextual Inject #4 released	Key personnel (including department heads and senior managers) are experiencing sick and dying family members causing leadership gaps. Your leadership wants to assess the essential functions to ensure the most important missions are being addressed first during the incident.	Agency/ Organization Controller	Agency/ Organization Participants	2	Players will establish delegations of authority to take into account the expected rate of absenteeism.

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9	Contextual	1000	Video Inject #2 released	Two commuter ferries crash in the Hudson River. Several members of senior management (Director/Administrator of Agency, President of Company and Director of Human Resources), were amongst those injured aboard the ferry. What procedures are in place to replace them during their absence? Where are these procedures located? Notify the senior leader next in line to make the decision. Do successors know the roles and responsibilities they are expected to assume through prior cross-training? How and how often is this training conducted?	All Controllers	All participants	2	Players will begin to implement plans to reallocate or reassign personnel as appropriate.

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10	Contextual	1010	Contextual Inject #5 released	<p>Department heads are reporting that employees are concerned about the daily commute due to increased public transportation incidents and health risks from the Malta Flu.</p> <p>Leadership wants to have an update about Transportation and telework plans. Discuss employee backups and how will you contact them to report to work?</p>	Agency/ Organization Controller	Agency/ Organization Participants	3	Players will implement non-medical protective measures for employees.
11	Contextual	1022	Contextual Inject #6 released	Absenteeism reaches 25%.	Agency/ Organization Controller	Agency/ Organization Participants	4	Players will begin to assess the impacts of high levels of absenteeism on maintaining agency or organization's essential functions.
12	Contextual	1040	Contextual Inject #7 released	Community activists and unions voice concerns about the ability of hospitals to adequately contain the pandemic.	Agency/ Organization Controller	Agency/ Organization Participants	2	Players will describe the process for developing guidelines to protect their workforce and their families.

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13	Contextual	1055	Contextual Inject #8 released	News reports accuse national humanitarian organizations of diverting donations away pandemic response.	Agency/ Organization Controller	Agency/ Organization Participants	1	Participants will identify opportunities for public-private partnerships.
14	Contextual	1100	Video inject #3 released	Due to a lack of vaccine, doctors have been dispensing Tamiflu which is not effective against the Malta Flu.	All Controllers	All participants	3	Players will identify potential key policy changes and resource requirements associated with protective measure strategies.
15	Contextual	1112	Contextual Inject #9 released	Pharmacies are beginning to be overrun for any kind of medicine and your leadership has been notified that the IT department is down to two employees with no immediate back-up available. Teleworking Employees are experiencing difficulties connecting to your organizations servers.	Agency/ Organization Controller	Agency/ Organization Participants	3	Players will identify services available for employees who are dealing with emotional issues or are under higher than normal stress.

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16	Contextual	1125	Contextual Inject #10 released	Your leadership is requesting information on the status of vital systems, databases and documents that are necessary to perform essential functions. Your organization's email system is going up and down leading to long delays in incoming and outgoing email.	Agency/ Organization Controller	Agency/ Organization Participants	4	Players will identify mitigation strategies to minimize the impacts of staff absenteeism on business operations.
17	Contextual	1137	Contextual Inject #11 released	Social media and twitter rumors are circulating among staff that a vaccine is only being provided to heads of major corporations and government agency Emergency Relocation Group (ERG) members. The media is inundated with worst case scenarios. Your leadership is asking what information needs to be released to employees.	Agency/ Organization Controller	Agency/ Organization Participants	2	Players will identify methods as to combat the communication of misinformation and rumors.

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18	Contextual	1151	Contextual Inject #12 released	Foreign governments offer humanitarian assistance (protective equipment, medical supplies, and OTC medications) to the country's largest metropolitan areas.	Agency/ Organization Controller	Agency/ Organization Participants	1	Players will determine the potential short and long term benefits of such a public-private partnership to address an issue or problem.
19	Contextual	1200	Video Inject #4 released	Taxi drivers stage a protest at area hospitals and refuse to transport passengers.	All Controllers	All participants	2	Players will monitor the status of essential functions and update plans to ensure appropriate allocation of personnel and resources.
20	Contextual	1215	Contextual Inject #13 released	A manager reports in with revised staffing levels for her department. Several staffers that she had thought were working from home are actually ill and unable to perform their job functions.	Agency/ Organization Controller	Agency/ Organization Participants	2	Players will craft messages to continuity personnel identifying key policy changes and resource requirements based on the situation.
21	Contextual	1227	Contextual Inject #14 released	A cyber-attack disrupts the internet capability across NY, NY and Pennsylvania.	Agency/ Organization Controller	Agency/ Organization Participants	2	Players will utilize back-up systems associated with COOP protocols.

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22	Contextual	1239	Contextual Inject #15 released	Payroll processors are ill and others refuse to come into the office. Payroll submission are due.	Agency/ Organization Controller	Agency/ Organization Participants	2	Players will update incident management procedures to manage their response to the situation.
23	Contextual	1250	Contextual Inject #16 released	Department heads report that fear and frustration is increasing among the workforce causing reduced productivity and higher absenteeism. Further, staff remains unaccounted for due to ongoing IT issues. Your leadership wants a full accounting of personnel.	Agency/ Organization Controller	Agency/ Organization Participants	2	Players will begin to establish plans and procedures for devolution for one or more essential functions.
24	Contextual	1300	Video Inject #5 released	All travel is severely hampered across the country beginning to affect supply chains and employee commutes.	All Controllers	All participants	2	Players will continue to account for and track essential functions, resources, and personnel.
25	Contextual	1320	Contextual Inject #17 released	Department heads report that it is necessary to begin reassigning personnel that were not previously designated as emergency staff or essential.	Agency/ Organization Controller	Agency/ Organization Participants	2	Players will review orders of succession and utilize processes to share information.

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26	Contextual	1335	Contextual #18 released	Senior staff reports that supply chain shortages have resulted in resources being unavailable to perform essential functions.	Agency/ Organization Controller	Agency/ Organization Participants	2	Players will utilize mechanisms to shift resources from one department to another to accomplish the highest rated functions.
27	Contextual	1352	Contextual Inject #19 released	Regulators halt trading on the Foreign Exchange Market (FOREX) due to widespread rigging. This has a widespread effect on the entire financial sector.	Agency/ Organization Controller	Agency/ Organization Participants	2	Players will identify and implement outreach to regulators, and peer firms on the status of the financial sector.
28	Contextual	1405	Contextual Inject #20 released	The absenteeism percentage rises above the 35% level for major metropolitan areas. Several key persons have died in the pandemic. The level of effort required from remaining staff is not sustainable, and new staff must be found as quickly as possible.	Agency/ Organization Controller	Agency/ Organization Participants	2	Players will implement plans or processes to reallocate or reassign personnel, as appropriate, to address gaps or shortfalls.