



BUILDING RESILIENCE

A guide to
disaster risk management
for the postal sector



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POSTAL
UNION

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AUTHOR: Paolo Iscaro, Senior Program Manager, AECOM

COORDINATION AND PROJECT MANAGEMENT:

Olivier Boussard, *Coordinator,*
Development Cooperation Directorate,
Universal Postal Union (UPU)

Project team:

Patrick Mendonca, *Senior Director,*
United State Postal Service (USPS)

Flori Berrocal McClung,
Senior Advisor, United State Postal Service (USPS)

Yukio Teramura,
Associate Expert, Universal Postal Union (UPU)

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The UPU wished to thank for their contribution:

Alasdair Hainsworth, *Chief,*
Disaster Risk Reduction Services Division,
World Meteorological Organization (WMO)

Puji Pujiono, *Regional Adviser on Disaster Risk reduction,*
United Nations' Economic and Social Commission for Asia and the Pacific (UNESCAP)

DESIGN:

UPU Graphic Unit

CONTACT:

Olivier Boussard, *Coordinator,*
Development Cooperation Directorate,
Universal Postal Union

EMAIL: olivier.boussard@upu.int

TELEPHONE: +41 31 350 33 80

For more: <http://www.upu.int/en/activities/disaster-risk-management-in-the-postal-sector/about-disaster-risk-management-in-the-postal-sector.html>

In collaboration with





BUILDING RESILIENCE

A guide to disaster risk management for the postal sector



Ms Sanae Takaichi
Minister for Internal Affairs and
Communications of Japan

Japan has experienced many and various natural disasters such as the Great East Japan Earthquake in 2011. Globally, natural disasters have become more frequent and intense with greater damages, strongly affecting postal services as well as other socio-economic activities. The postal network is one of the most important infrastructure which provides services essential to people's lives, so it is necessary to make it more resilient against disasters.

In this context, Japan proposed a recommendation that the UPU should reinforce the formulation of disaster prevention policy and human resources development, in order to share the knowledge and experience of disaster prevention activities, and the recommendation was adopted at the UPU Doha Congress in 2012. Since then, Japan has been providing full-scale support in terms of financial and human resources to the disaster prevention activities that the UPU began following this adoption.

This Guide on Disaster Risk Management is one of the achievements of such disaster risk reduction activities by the UPU, and is an outcome of the experiences and knowledge of member countries, including Japan. I am particularly delighted that Japan contributed to the completion of this guide, and hope that this guide will be a valuable tool for member countries to understand disaster risks and its prevention and to establish own structure on disaster risk management.

Japan will continue cooperating with UPU's activities, including disaster risk management, so that postal services can contribute to the development of society as whole.

高市早苗



Mr Bishar A. Hussein
Director General of
Universal Postal Union

In recent years, the world has experienced a number of natural disasters, such as earthquakes, tsunamis, floods, volcanic eruptions, hurricanes and landslides. The number and intensity of large-scale disasters has increased in the past several years, resulting in more human casualties and increased economic damage. Economic losses now reach an average of 250 billion USD to 300 billion USD each year. According to international observers, the scale of vulnerability and exposure to hazards and the resulting demand for assistance are expected to increase in the coming decades.

The postal sector is not immune and has been severely affected by natural disasters, which have caused destruction and interrupted postal services. Building the resilience of infrastructures is a key concern and objective not only for the postal community, but also for the international community, and is an integral component of the United Nations Sustainable Development Goals. In this context, building the resilience of postal networks has become vital. Since 2013, the UPU has worked hard to raise awareness, establish a disaster risk management policy framework, and provide its member countries and their designated operators with capacity-building tools and a platform for the exchange of best practices.

The UPU Guide for Disaster Risk Management in the Postal Sector is one of the key tools that the UPU is proud to deliver to its member countries. This comprehensive guide addresses all types of hazards and touches upon every aspect of disaster risk management. The guide includes practical information, providing postal operators with a set of concrete and detailed checklists on what to do before, during and after a disaster. I am convinced that, with this guide, our member countries and their postal operators will be better prepared to face natural disasters and deal with their impact on the postal infrastructure.

On behalf of the Universal Postal Union, I would like to thank our sponsor in this endeavour, the Ministry of Internal Affairs and Communications of Japan, and our partners, the World Meteorological Organization and the United Nations Economic and Social Commission for Asia and the Pacific, for their invaluable input and support.

A handwritten signature in black ink, appearing to read 'B. Hussein', with a stylized flourish at the end.

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BUILDING RESILIENCE | DRM GUIDE



CHAPTER 1

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 over the next 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 taken place 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 UNISDR'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 which have a unique 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 (UPU) 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 across the 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 impact to postal facilities and employees but they are also a result of the break 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 restored after a disaster and one of the first signs that a community is "returning to normalcy."

During the period of October 2013 through December 2015, the UPU recorded a total of 45 disruptions to international mail service due to the following events in various regions:



In fact, 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 the affected areas, and acting as a basic means of communication when 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 experienced by postal employees, facilities and customers responding to such disasters. Personnel tasked to respond to, and recover 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 viable business continuity capability must also be developed to ensure continued performance of essential functions and critical customer services during emergency events that disrupt normal operations.

In an 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 Universal Postal Union (UPU) has developed this DRM Guide to define procedures for responding quickly and recovering expeditiously from disruptions and emergencies to the mail infrastructure. The concept and practice of Disaster risk reduction (DRR) focuses primarily on pre-disaster mitigation and preparedness. The 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 UN Plan of Action on Disaster Risk Reduction for Resilience and the 2015 Sendai Framework for Disaster Risk Reduction (SFDRR).

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

1.1 Applicability

The Guide is to provide a framework on DRM along with a set of tools to aid postal operators to efficiently and effectively respond to natural disasters that threaten or impact their employees and customers, mail operations and postal assets. Postal operators are encouraged to establish a viable DRM programme that will allow the organization to be prepared for, respond to, and recover from such disruptions.

Rather than implementing these actions as separate and often disjointed efforts, they 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 result in the execution of appropriate readiness, preparedness, and/or emergency response actions tailored and scaled to the characteristics of the specific incident(s). Furthermore, information provided in this Guide would be useful and applicable to DRM managers as well as business continuity managers.

The Guide focuses on DRM for a selected list of natural hazards, which have historically caused the largest amount of impacts, directly or indirectly, to the postal sector:

- Hydro-meteorological events
 - › Hurricanes/cyclones/typhoons, floods, tropical storms
- Tornados
- 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 conduct vulnerability and risk assessments to identify applicable hazards.

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 contracted as necessary.

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

- Headquarters operations
- Field units such as processing, delivery, and retail facilities

The checklists for headquarters' 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 units 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 (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 DRM

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



2.1 What is DRM

UNISDR 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 to both improve the understanding of disaster risk and promote disaster risk reduction by pro-actively engaging an organization in all phases of the disaster management (pre and post-event). DRM mainly aims to reduce vulnerability to risks across all levels by developing and strengthening procedures and capabilities that contribute to the overall resilience of an organization. While some natural disasters may be on a very large scale, such as a hurricane or a tsunami, most are more local. For example, localized floods destroy postal offices every year. It is important to design a DRM programme that is flexible and scalable to accommodate both large scale and more localized events. That way, the investment in time, training and the tools provided will be the same.

Disasters do not just appear one day - they occur throughout time and have a recurring life cycle. This cycle is matched by a series of management phases: establish strategies to mitigate hazards; prepare for and respond to emergencies; and recover from the effects.

2.2 How to implement a successful DRM programme

A viable DRM programme focuses on the entire life-cycle of a disaster and establishes a clear set of standard operating procedures that result in 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, avoiding exacerbating - as well as reducing - existing risks, enhancing response capabilities through training, rehearsals, planning and preparedness, and use of innovative technologies and new methodologies, and incorporating the lessons learned.

DRM is a continual and dynamic process comprising five major components: risk prevention, mitigation, preparedness, response and recovery. The primary purpose of the DRM programme is 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 on-going 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, exercising 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 resiliency of its specific, mission-critical operations, and maintain or restore 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 management of the incident. Strategies, structures, initiatives, plans and procedures must be flexible and adaptable to the unique and dynamic environment created by each disaster risk and foreseen hazardous occurrence. 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 DRM 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 for 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 at the outset and throughout 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;
7. Integration of DRM and business continuity programs
8. Viable training and exercise plans; and
9. A framework for continual improvement and corrective action process for a fully viable life-cycle DRM programme.

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 various 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, an organization has unique responsibilities to:

- integrate risk prevention and risk reduction initiatives within the organization's overall – investment strategies and operations;
- be in the field to support the initial response and the short/long-term recovery to 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.

In planning and preparations, the organization needs to be proactive in engaging the broader community (local, national, international levels) 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 them 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, etc., must all be kept current, very easily accessible, and at the 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 circumstances.

2.4 Dependencies

As part of developing its DRM programme, an organization will need to conduct a review to identify existing internal and external interdependencies that relate to operations and have relevance in the DRM planning context. These interdependencies may exist in various forms including formal agreements, regulatory requirements, labour agreements, internal inventory sharing agreements, or other accepted understandings. It should also examine the 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 DRM

The holistic approach to DRM combines a strategic management philosophy predicated on integrating disaster risks, emergency and business continuity into all of the organizational strategy towards resilience and its activities as well as an analysis centered on maintaining the safety and continuity of its critical operations. The analysis of dependencies and risk assessment will help 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-events posture by driving toward conclusions that help 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.





CHAPTER 3

UNDERSTANDING RISKS

VULNERABILITY AND RISK ASSESSMENT A FUNDAMENTAL FIRST STEP TO DRM

Vulnerability and risk assessment is 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 risks assessment

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

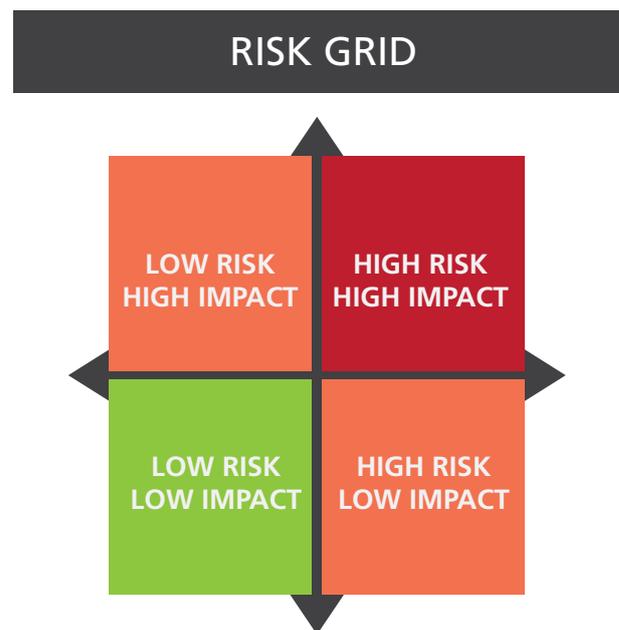
1. Hazard data collection and mapping to determine the frequency, magnitude and location of risks. This helps determine which areas have higher risks. For example, a flood-hazard map could show which postal facilities are at risk of high water levels and flooding. Maps (flood, geological, utilities distribution) and other local information such as historical data on disasters, tide charts and insurance records can be obtained from national/international agencies (UNISDR, 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 for their respective territories that are available for public use. Universities and libraries are also a source of information with many of their studies published online.
2. A vulnerability assessment to determine the exposed employees and assets.
3. A risk assessment to determine the probability of expected losses, the extent of the damages and the anticipated recurrence.

The diagram on the page 20 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 of the threats to the Post, and then subsequently their classification, in a risk grid is an effective approach.

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



Using the risk grid as a starting point, direct efforts can then 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 the risk assessment it is important to include general assumptions and considerations such as:

- A major emergency or incident could 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 to perform essential internal operations;

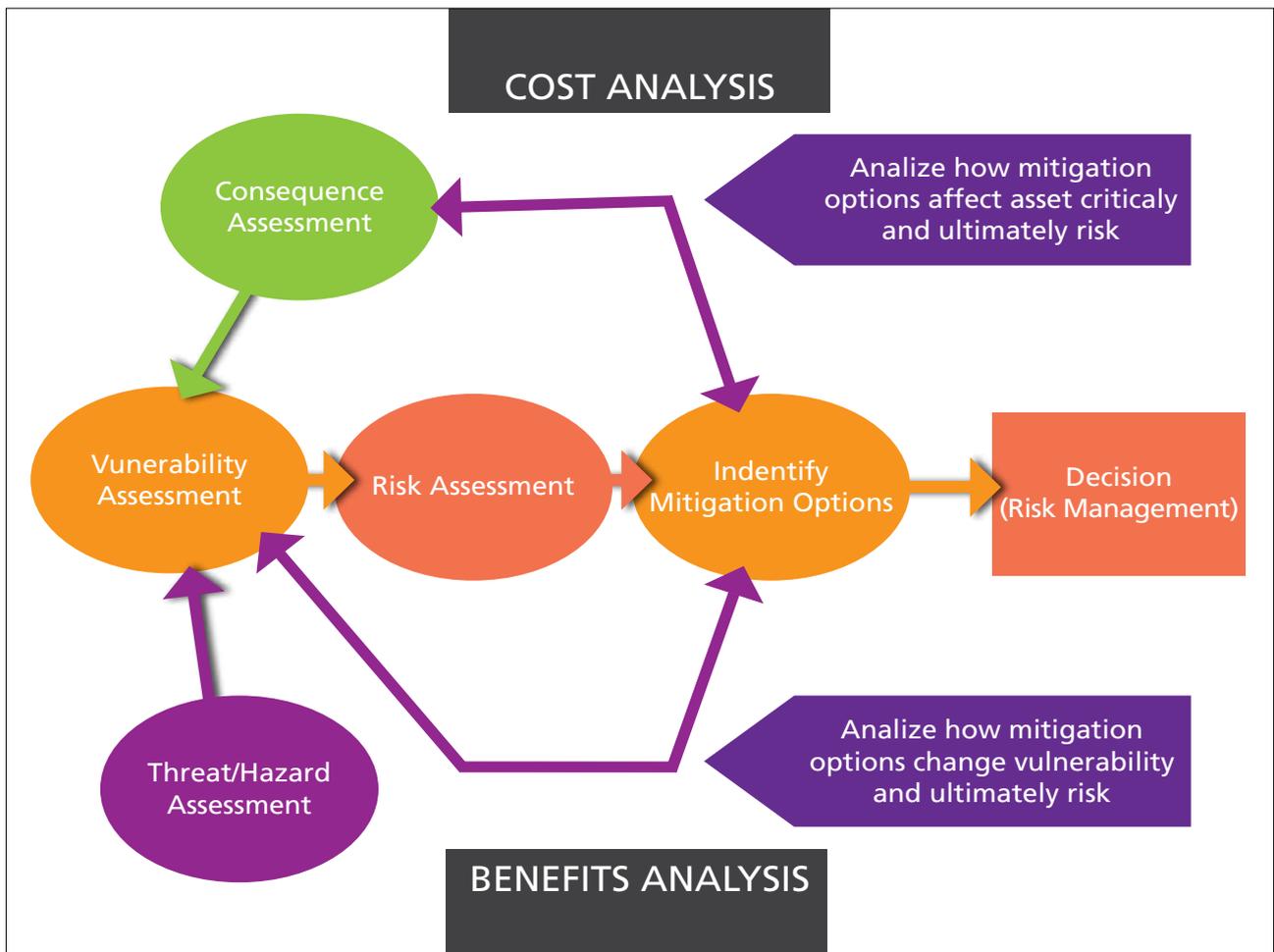


Figure 1: Risk assessment process model framework (FEMA 452)

- 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 accurately estimate what and how much risk they face and what can be prepared in advance. It will also help in prioritizing resources and focusing efforts on the most critical risks. An available tool to facilitate the risk assessment is the Central American Probabilistic Risk Assessment (CAPRA) programme (<http://ecapra.org/>) developed by the World Bank. CAPRA offers a modular and free software platform to support experts and practitioners in probabilistic risk analysis related to natural hazards such as earthquakes and tsunamis, volcanic eruptions, and hurricanes.

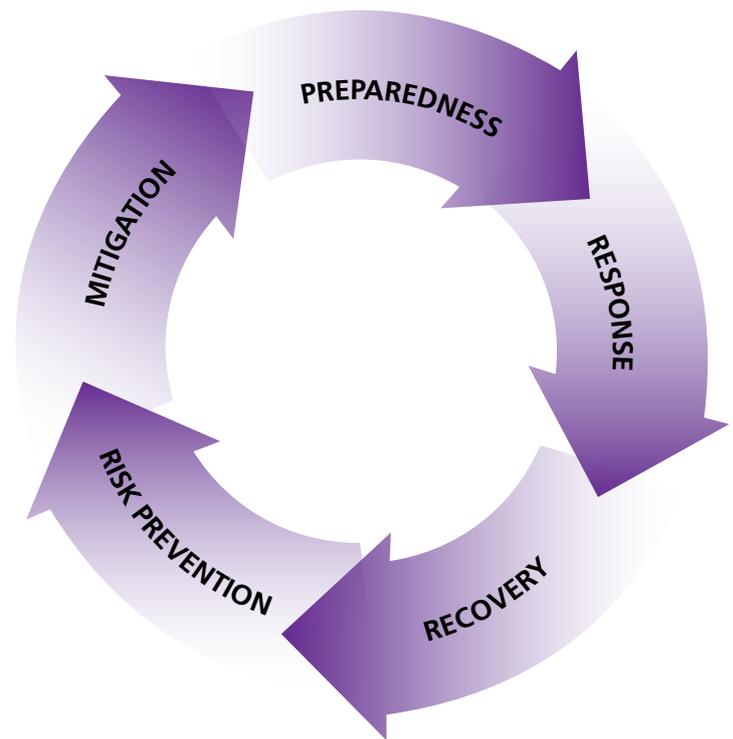
Vulnerability is defined as a set of conditions which increase susceptibility to losses from the impact of natural hazards

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

CHAPTER 4

THE FIVE PHASES OF DRM

DRM activities are often grouped into five phases: (0) **risk prevention**, (1) **mitigation**, (2) **preparedness**, (3) **response**, and (4) **recovery**. It is important to note that while the division in five phases is useful for planning efforts and resources, they are not usually distinct and activities in each phase often overlap. For example, recovery actions often include elements of mitigation (build-it-back-better concept using improved building codes) and response often includes recovery measures (debris removal after a hurricane). The phases are depicted in cyclical form but, in reality, events do not occur in such organic manner. The diagram is an attempt to emphasize the importance of lessons learned from a disaster, to be applied in preparedness efforts for future emergencies. For the purpose of this Guide, we will often refer to pre-disaster activities (risk identification, mitigation, risk transfer and preparedness) and post-disaster activities (emergency response, rehabilitation and recovery, and reconstruction).



4.1 Risk prevention

As presented in the SFDRR, risk prevention refers to the implementation of integrated measures taken to prevent new and reduce existing disaster risk, reduce the organization's hazard exposure and vulnerability to disaster, increase preparedness for response and recovery, and thus strengthen resilience. It constitutes dedicated actions to tackle underlying disaster risk drivers. It involves a broader and more people-centered preventive approach to disaster risk, which 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 exacerbation known risks:

- 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 risk and exacerbation of known risks;
- investing in disaster risk prevention through structural and non-structural and functional measures to enhance the organization's resilience;

- redesigning, increasing investment in the protection of assets, supply chain and operations, or relocating, where possible, organizational assets and operations in disaster-risk-prone zones.

4.2 Mitigation

Mitigation refers to the measures taken to eliminate or reduce the intensity of hazardous events. There are three types of measures; physical, socio-economic and environmental. Physical measures include actions like construction to reduce the effects of a hazard event (e.g. installing flood/wind proofing or anti-seismic buildings). 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, this should include regular meetings between government and economic sectors to recognize each role in DRM, and public campaigns 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 as:

- Physically reduce the risk and hazard as much as possible;
- Establishment of early warning systems;
- Resiliency of supply chain.

4.3 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 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.

4.3.1 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. They can be automated or carried out manually and are especially helpful to reach key personnel after hours to notify them of a situation. For such a system to be successful, employee contact information must be up-to-date and individuals on the list should supply multiple contact options such as phone calls, e-mails, and texts via SMS, MMS, or other widely used services such as WhatsApp;
- Having redundant communication tools (fixed, mobile, satellite phones);
- Establishing employees' reporting requirements (status, initial damage assessment).

In a large-scale disaster, it may be difficult to communicate between field units and headquarters. As part of the preparedness initiatives, having access to early warnings is important to saving lives by making people aware of disaster as soon as possible. For example, in cases

of tsunamis, it is crucial to announce widely to evacuate before the tsunami arrives. In this case, establishing redundant notification procedures to announce an alert as soon as possible could be accomplished through the use of a loud speaker, SMS, or broadcasting in cooperation with a national meteorological agency.

4.3.2 Business continuity plan (BCP)

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 recovered. 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 performance of critical activities;
- Reducing or mitigating the impacts of disruptions to operations.

Additional BCP references are provided in Appendix E.

4.3.3 Emergency management team (EMT)

Identifying roles in preparation for disasters is important for setting up clear lines of responsibilities, clarifying roles and responsibilities in advance. An emergency management team (EMT) made up of the postmaster general (PMG), president, director general (DG), or general manager (GM) of the organization and senior leadership should be established to manage the response and recovery activities. Members of the EMT should include the PMG/president/DG/GM, 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, delivery and retail clerks.

At the HQ level, it is recommended that the following roles be responsible for the subsequent responsibilities in the event of a natural disaster:

- PMG 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: messaging to internal/external stakeholders and maintenance of communication tools;
- Public relations: production of a press release;
- General affairs: communication with government;
- DRM: collection of information from all departments/divisions and analysis;
- All heads of division: standardized report consisting of a brief caption of the event and status based on people, property, and product - postal 3P;
- Other employees: reporting of own situation to respective heads of division.

At the field unit level, it is recommended that the following roles be assigned in the event of a natural disaster:

- Postmaster or plant manager:
 - › 3P status report sent to HQ (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

4.3.4 Training and exercise

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 be tested, trained and exercised so individuals not only understand their roles and responsibilities, but also have the confidence to implement 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 via 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 will likely 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 towards 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.

Postal 3P

PEOPLE

employees, customers, vendors, contractors

PROPERTY

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

PRODUCT

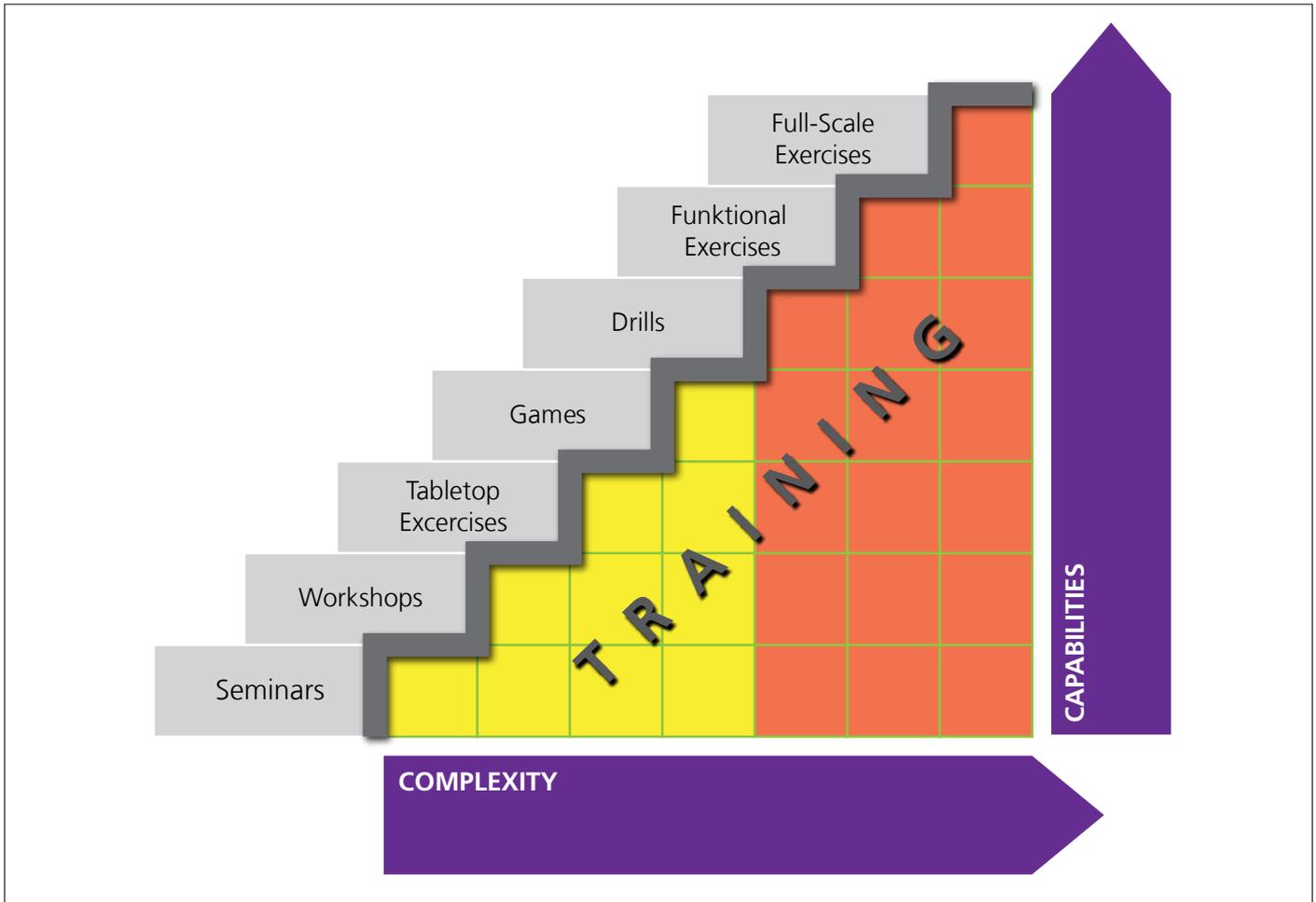
mail, stamps, stock
The use of a standardized situational report throughout all levels of the organization will facilitate the assessment of impacts; prioritization of assistance needed; and work towards support in normalizing operations following a disaster.

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

Training of employees is indispensable for total 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 (TTX) and full-scale exercises (FSE). 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, which leads to a TTX, which leads to a FSE.

A brief description of the different types of exercises is presented on the page 25. They are divided between decision-based and more complex operations-based exercises:



Postal 3P Situational report template

Situation

- Brief caption of the event

People

- Employee accountability
- Employee availability (%)
- Employee needs (e.g. food, shelter, water, pay)
- Any needs/help requested

Property

- Facility loss
- Processing facility closures and/or degraded status

- Retail office closures and/or degraded status
- Resources being mobilized to keep service operational (e.g. mobilizing generators, fueling, emergency equipment, etc.)
- Any needs / help being requested (e.g. cases, labels, mobile retail units, etc.)

Product

- Missed deliveries
- Induction, acceptance, drop shipments
- Network (Any "pause" to the network at origin)
- Last mile (e.g. remittance)
- Any needs/help being requested

DECISION-BASED EXERCISES

- Seminars** Seminars are generally employed 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)** 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. TTXs 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 brings discussion participants up to the simulated present time. Players apply their knowledge and skills to a list of problems presented by the leader/moderator, problems are discussed as a group, and resolution is generally agreed on and summarized by the leader. In an advanced TTX, play revolves around 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 a written message (injects), simulated telephone call, or by 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 full-scale exercises (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.

OPERATIONS-BASED EXERCISES

- Drills** A drill is a coordinated, supervised activity employed to test a single, specific operation or function within the MTA. 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** The FE is 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. An FE simulates 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 the 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** The FSE is 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 the 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.

4.4 Response

The response stage starts immediately after life-threatening conditions caused by the natural disaster have subsided. This is a relatively short period (0-48 hours post event) and includes activities focused on search and rescue, evacuation, employee accountability, damage assessment, and temporary restoration of transportation and communication. This stage is humanitarian assistance to save lives and provide essential supplies just after a disaster strikes. This stage also focuses on prevention of a secondary disaster. In some cases, large natural disasters can cause secondary disasters, such as a fire after an earthquake, or flood waters contaminated 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 (3Ps):

- People
 - › Activate EMT (both HQ and field units)
 - › Secure 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 initial damage assessment
- Product
 - › Consider embargo of mail destined to damaged facilities and activation of BCP
 - › Notify employees and customers of closed facilities

In the wake of a disaster, it may be some time before it is possible for postal services to return to normal. This may be due to lack of accessibility, time needed to organize response teams, or lead time to obtain equipment. This period, which usually starts usually after the initial response activities are completed is referred to as recovery. In postal terms it is a period when initially only the most basic of postal services may be available. During this period, the UPU's Emergency and Solidarity Fund (ESF) may be available to assist in establishing basic services.

4.5 Recovery

Recovery activities aim to restore relatively normal conditions in affected postal facilities and communities. Activities include temporary repair of buildings and infrastructure to resume processes as well as 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 size of the Post. The safety of employees and customers must be assured. Critical functions must be started first. While they do not all need to be 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 a successful resumption of activities.

In developing a recovery strategy, a key component is the ability to conduct an assessment of the damage to postal facilities along with an accurate evaluation of the status of critical infrastructure (utilities such as electricity, water, roads, airports, etc.).

During the recovery phase after a disaster, 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 involve re-assigning personnel to a different facility to handle the volume of diverted mail. Rebuilding and replacing damaged facilities is often a long-term option that should adopt the build back better (BBB) process. This includes taking into consideration the risk assessment for the area, historical data, and the understanding that rebuilding a structure exactly as it was before the event often makes it susceptible to the same vulnerabilities. Reconstruction after a disaster offers an opportunity to improve on the design and adoption of up-to-date building codes compared to the initial structure, thereby improving the overall resiliency of the postal facility. Often included in the BBB process is the review of after-action reports 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.

4.6 Five phases of DRM at a glance

Table 1: The five phases of DRM

PHASE	OBJECTIVES	ACTIVITIES
<p>Risk prevention</p> <p>Preventing or minimizing the effects of future emergencies</p>	<p>This phase includes strategies, investments, and activities that prevent the creation of disaster risks and exacerbation of known risks. Risk prevention should be part of organizational investment strategies and operations.</p> <p>Disaster risk prevention take place in the absence of disaster occurrence or emergencies.</p>	<p>Risk prevention measures include periodical identification and analysis of disaster risks and using 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 being exposed to risks. For instance, investing in disaster risk assessment and using the results to guide the decision making on the construction of infrastructure, design of supply chain, and 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, avert its building vulnerability to such disaster risks, and prevent exposure of its capital, assets and operations to the potential adverse impact of disaster occurrence in the first place.</p>
<p>Mitigation</p> <p>Preventing or minimizing the effects of future emergencies</p>	<p>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.</p> <p>Mitigation activities take place before and after emergencies.</p>	<p>Mitigation measures include compliance with safety standards elevation/relocation of buildings prone to flooding, moving 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 of water from a dam or releasing of snow accumulations to prevent avalanches), adopting more stringent building codes to improve disaster resistance of structures (BBB), and purchasing of insurance to reduce the financial impact of disasters (fire, flood, earthquake, etc.). Mitigation measures may be general or hazard specific, and are usually based on local vulnerabilities.</p>
<p>Preparedness</p> <p>Preparing to handle an emergency</p>	<p>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 help response and rescue operations.</p> <p>Preparedness activities take place before an emergency occurs.</p>	<p>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 acquiring of vehicles and equipment, maintenance of emergency supplies, construction of an emergency operations centre, development of communications systems, and conducting of evacuation drills and disaster exercises to train personnel and test capabilities.</p>

PHASE	OBJECTIVES	ACTIVITIES
<p>Response</p> <p>Responding safely to an emergency</p>	<p>Includes actions taken to save lives and prevent further property damage in an emergency situation. Response is putting your preparedness plans into action. Your safety and well-being in an emergency depend on how prepared you are and on 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.</p> <p>Response activities take place during an emergency.</p>	<p>Taking cover and holding tight in an earthquake, moving to the basement during a tornado, accounting for all the 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.</p>
<p>Recovery</p> <p>Recovering from an emergency</p>	<p>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.</p> <p>Recovery activities take place after an emergency.</p>	<p>Recovery activities focus on disaster debris cleanup, rehabilitation, reconstruction, and resumption of activities. Obtaining financial assistance is also important to help pay for the repairs. During recovery, mitigation efforts that would lessen the effects of future disasters should also be considered and implemented.</p>

4.7 Emergency procedures checklists

Appendix B includes a series of threat specific natural hazards checklists developed for the postal operators headquarters and field units (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 checklists 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+ hours after the disaster). Postal operators are encouraged to customize and adopt these checklists based on the results of their vulnerability and risk assessment for natural hazards and their specific operational environment.

SITUATION

**INITIAL
CRITICAL
ACTIONS**

Prior to and during event

B1.1 Tornado Emergency Checklist Headquarters

TASKS

- If the HQ office is potentially affected by **TORNADO WATCH** or **WARNING**, alert all HQ employees to the designated shelter in place (SIP) locations. Prepare to take cover immediately if weather sirens alert
- If SIP is directed, ensure all employees report to the designated locations and account for all employees (head count). Follow the HQ emergency evacuation plan

SITUATION

**RESPONSE
PROCEDURES**

(0-48 hours)

TASKS

- If **TORNADO** or high winds damage the HQ facility, activate the EMT and the Emergency Operations Centre (EOC), if applicable, to support assessment and communication efforts
- Prepare situational reports on a regular basis and provide 3P status (people, property, and product)

SITUATION

**RECOVERY
ACTIONS**

(48+ hours)

TASKS

- Coordinate with local authorities, postal police, and facilities maintenance to determine if the HQ 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 HQ assessment and repairs. Initial focus of recovery operations should be on debris clearance and restoration of utilities followed by rehabilitation and reconstruction

CHAPTER 5

POST-DISASTER DAMAGE AND NEEDS ASSESSMENT

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 to 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 where risk reduction in the face of disasters is explicitly considered. By adopting the protocol of 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.

5.1 PDNA goal at the national level

In 2008, the European Union (EU), the World Bank, and the United Nations Development Group (UNDG) agreed to mobilize member institutions and resources to harmonize post-disaster assessment methods to better support governments and affected populations with a coordinated approach. Through 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 damages, effects (economic losses, disaster-caused changes in service delivery, governance and risk), impacts and needs, and highlights recovery priorities from a human recovery perspective. The cumulative result is a consolidated report that leads 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; and, if necessary, to request additional external cooperation and assistance to implement it, given 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 UN system, the EU, the World Bank, other participating international donors, financial institutions, and NGOs;
- Evaluating the effect of the disaster on governance, social processes, and access to goods and services across all sectors, including their availability and quality;
- Assessing the damage and losses to 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 so as to reduce risk and build back better;
- Contributing to a recovery strategy, 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, UNDG, and the World Bank have supported the development of a disaster recovery framework (DRF), which builds on the information generated through a PDNA. The DRF 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.

5.2 PDNA and the Post

Postal operations are usually included in the infrastructure sectors – communications of the PDNA. From a postal perspective, a PDNA requires specific information directly related to the impact (damages 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.

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 it will apply in particular when 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 the damaged infrastructure. Member countries are responsible for the reconstruction activities (medium- and long-term actions).

A completed PDNA, detailing the damages and losses resulting from a natural disaster impacting 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 Quality of Service Fund (QSF) account. This fund is financed by supplementary terminal dues allocations made to specific country accounts administered by the QSF Board of Trustees through the UPU International Bureau's QSF Unit. A postal operator can obtain information from the QSF Unit on the balance and availability of funds in their respective accounts and the option of submitting a request for funds on a "fast-track" basis to use 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 of Trustees 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 available to assist the postal operator in the process.

There may be other local, regional, national or international resources available that may not be postal-related but can still be available to postal operators for use in the sector for DRM-related activities. The following chapter provides further information on this issue.

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 (3Ps), 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.



CHAPTER 6

PARTNERS AND RESOURCES FOR DRM

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

6.1 Local and national resources

Typical partners and resources at the local/national levels include national disaster management agencies (NDMAs), development planning authorities, municipal planning departments and first responders (police, fire, emergency responders). The first category of partners includes the decisions-makers regarding development, of which disaster risks are inevitably an inherent part. The latter are those that can assist with alert warnings, planning evacuation routes, and facilitating search and rescue operations. At the national level, the interior or home affairs ministry, and academic and technical organizations such as the geological survey and national weather service, can provide resources for both risk prevention and risk reduction assessments as well as accurate and timely warnings, emergency preparedness awareness, education and training, and response/recovery operations following a disaster.

The postal sector is often included as part of a country's national infrastructure, and is expected to demonstrate its alignment with policies on disaster resilience and to implement risk prevention and risk reduction measures and to support relief operations following large-scale natural disasters (see page 34). This provides opportunities for postal operators to interact and train alongside other agencies typically involved with 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 the local and national resources, postal operators should consider the additional resources provided by regional and global organizations focused on supporting DRM initiatives. Regional organizations are often viewed as an effective bridge between the national and international systems, and often provide a greater source of information and local expertise. Regional organizations, including UN regional commissions, are uniquely positioned to help countries and organizations leverage regional policies, norms and standards, sharing of good practices, platforms for the articulation of strong regional voice at the global level, and regional cooperation. Among others, regional organizations, formulate regional norms which are often consulted by national governments seeking guidance when developing their national policies, facilitate regional network and forums, organize regional training initiatives, and also develop joint protocols for the use of military assets in responding to natural disasters.

Among the international organizations, the UNISDR, the Global Facility for Disaster Risk and Reconstruction (GFDRR), the World Bank, and the International Federation of Red Cross and Red Crescent Societies (IFRC) are some of the most active in providing DRM awareness, training programmes, and disaster relief support. Regional organizations also have resources that respond to the characteristics and needs of the area they serve and have a better understanding of the challenges countries face in disaster risk reduction and management. Many provide information, publications, training and other valuable tools that postal operators may be able to benefit from. Appendix F lists some examples of these organizations by region that could be consulted for further information.

The UPU has also recently signed a memorandum of understanding (MOU) with the WMO, a UN specialized agency responsible for meteorology (weather and climate), operational hydrology and related geophysical sciences. The partnership between the WMO and the UPU aims to help postal operators address disaster risk reduction 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 operator's resiliency to natural disasters and help them 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.

VOLCANIC RISK IN ITALY

- Poste Italiane (the Italian Post) is an active member of the National Commission for Updating the Mount Vesuvius Emergency Plan. This 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 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.



APPENDICES | TOOLKIT



APPENDIX A

NATURAL DISASTERS

A1 Hydro-meteorological events

A1.1 Hurricane/cyclone/typhoon

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 kmh (74 mph) or more. 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 (RSMC) 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 kph (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 kph (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 kph (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 5 feet ASL may be flooded inland 8 miles or more.
FOUR	209-251 kph (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 ASL may be flooded, requiring massive evacuation of residential areas as far as 6 miles inland.
FIVE	252 kph 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 15 feet ASL and within 500 yards of the shoreline. Massive evacuation of residential areas on low ground within 5 to 10 miles of the shoreline may be required.

A1.2 Flood

Flooding is an overflowing of water onto land that is normally dry. Floods can happen during heavy rains, when ocean waves come on shore, when snow melts at a rate which is too fast for the rivers to move the resulting volume of water within their normal water course, or when dams or levees break. Flooding may happen with only a few inches of water, or it may cover a house to the rooftop. It can occur quickly or over a long period and may last days, weeks or longer. Floods are the most common and widespread of all hydro-meteorological disasters.

Flash floods are the most dangerous kind of floods, because they can happen with little or no warning and they combine the destructive power of a flood with incredible speed and unpredictability. Flash floods may occur anywhere following rainfall which is heavier than that with which local drainage systems can cope. They may also be characterized by rain or storm water filling normally dry creeks or river beds along with currently flowing creeks and rivers, causing rapid rises of water in a short amount of time.

Densely populated areas face a high risk of flash floods. 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 flash flood potential. Sometimes, streams through cities and towns are routed underground into storm drains.

Areas near rivers are at risk from flash floods. 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 lead rapidly to flash flooding. Very intense rainfall can produce flooding even on dry soil.

A1.3 Tropical storm

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 39 and 73 miles per hour (72 – 135 kmh), which is less than those experienced in a typhoon, tropical cyclone or hurricane. However, these wind strengths are still potentially damaging and could be associated with storm surge, particularly if their landfall coincides with a high tide. Tropical storms may also be associated with very heavy rain which could easily lead to flash or riverine flooding. Lower or higher wind speeds would be another classification (lower: tropical depression; higher: 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 a tropical storm can occur include the Pacific, Atlantic, and Indian Oceans, the South Pacific (near Australia) and the Arabian Sea.



A2 Tornado

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

A3 Earthquake

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 and includes the following

CATEGORY	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 over-turn 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; can visually observe the rise and fall of ground



A4 Wildfire

A wildfire is an uncontrolled and destructive fire which burns in wilderness or rural areas. Wildfires are dangerous and people need to prepare for them in bushfire prone areas and heed advice from the relevant authorities when they occur. They are often measured based on the severity of burning and the amount of time required for the vegetative recovery.

A5 Tsunami

Tsunami is a Japanese word that translates as "harbor wave". Tsunamis are usually associated with earthquakes, volcanic eruptions and landslides, which can cause a sudden movement of the water column in the ocean and create fast-moving waves. A tsunami is a series of waves, and can cause inundation and destruction when it hits land. Those living in vulnerable areas are encouraged to become aware of and familiar with their local tsunami warning systems. A good source of information on tsunamis is the Australian Tsunami Advisory Group (ATAG) website at: <https://www.emknowledge.gov.au/connect/tsunami-the-ultimate-guide/#/>.

A6 Winter storm

A major winter storm can last for several days and be accompanied by high winds, freezing rain or sleet, heavy snowfall, and cold temperatures. People can become trapped at home, without utilities or other services. Heavy snowfall and blizzards can trap motorists in their cars. Attempting to walk for help in a blizzard can be a deadly decision.

A winter storm can range from a moderate snowfall over a few hours to blizzard conditions with blinding wind-driven snow that lasts several days. Some winter storms may be

large enough to affect a large area while others may affect only a single community. Many winter storms are accompanied by low temperatures and heavy and/or blowing snow, which can severely reduce visibility.

Freezing rain is rain that falls on a surface with a temperature below freezing; this causes it to freeze to surfaces such as trees, cars and roads, forming a glaze of ice. An ice storm occurs when freezing rain falls and freezes immediately on impact; communications and power can be disrupted for days, and small accumulations of ice may cause extreme hazards to motorists and pedestrians.

A7 Volcanic eruption

Volcanic eruptions can spew hot and dangerous gases, ash, lava and rock that can have devastatingly destructive consequences and 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 zero to eight. With a VEI of zero, the ejection volume is less than 10,000m³ and the plume height less than 100m (these occur persistently). A volcanic eruption with a VEI of 8 has an ejection volume of greater than 1,000km³, a plume height greater than 50km, and a frequency of eruption of more than 10,000 years.

The most common cause of death from a volcanic eruption is suffocation. Exposure to ash can be harmful. Infants, the elderly, and people with respiratory conditions such as asthma, emphysema and other chronic lung diseases, may have problems 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 disease, respiratory illness, burns, injuries from falls, and vehicle accidents related to the slippery, hazy conditions caused by ash. However, when warnings are heeded, the chances of adverse health effects from a volcanic eruption are significantly lowered.

APPENDIX B

NATURAL DISASTERS

EMERGENCY PROCEDURES

CHECKLISTS



This Appendix includes a series of disaster emergency procedures 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 headquarters (senior management) and field units (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 considered an initial template to be customized and further refined based on the specific needs and applicability of the natural hazards identified in this DRM Guide. Industry best practices have been utilized to compile the initial checklists and they should be routinely reviewed and updated based on operational or infrastructure changes and recommendations from after-action reports following exercises or real-world events. Postal operators are encouraged to become familiar with the checklists and to disseminate them among their staff. They should be reviewed in preparation for each hurricane/cyclone/typhoon season, and should form the basis for planning the response to announced and unannounced events.

B1 Critical actions checklists headquarters

SITUATION ASSESSMENT AND ACTIONS

Conduct an initial assessment of the HQ building immediately after the **natural disaster** to include:

- **Status of HQ employees and level and number of injuries**

- **Structure of the HQ building**

- **Functionality of utilities, paying particular attention to phone, smells of gas or smoke**

- Call local first responders if there are injuries and provide details of injuries

- Designate an employee to monitor local media (radio and TV) including national weather reports

- Activate HQ EMT, including senior management and key personnel. 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 emergency operations centre

- Issue alert to employees and update incident status throughout the event

- Determine if an evacuation of the HQ building is warranted based on the event and conditions

- For larger scale events, contact postal facilities within the affected area as soon as possible using established protocols

- Determine if the incident has the potential to escalate or cause further damage or if it is life threatening

- If the HQ building is not impacted by the natural disaster, assess its impact on field units

EMPLOYEES

- Account for all employees

- Encourage on-site employees to remain at the installation if travel to their home is likely to be jeopardized

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

- Communicate information to employees as updates are provided by the media and local/national authorities

- If operations at HQ cannot be continued, instruct all HQ employees to proceed to an alternate facility designated by the emergency manager. **See business continuity plan for additional details**

- If incident occurs outside normal hours, employees should be encouraged to utilize local media and the employee emergency hotline, if available, to receive reporting instructions

- Coordinate with internal resources (HR and communications) to update employee emergency hotline messaging with reporting procedures and locations if applicable, to HQ employees

FACILITY

- Determine extent of damage to HQ facility and what repairs are needed

- Determine the main systems (water, power, gas, fuel) that need to be secured

- Contact the facilities department (**insert phone #**) for damage assessment and repairs

SAFETY / SECURITY

- Ensure that the HQ building and its assets are secured. Liaise with law enforcement and local police as needed

- Determine if there are any situations at the HQ building which may present safety, health or environmental concerns to employees or the public

SITUATION

INITIAL
CRITICAL
ACTIONS

prior to and
during event

B1.1 Tornado emergency checklist
Headquarters

TASKS

- If the HQ office is potentially affected by **TORNADO WATCH** or **WARNING**, alert all HQ employees to the designated shelter in place (SIP) locations. Prepare to take cover immediately if weather sirens alert

- If SIP is directed, ensure all employees report to the designated locations and account for all employees (head count). Follow the HQ emergency evacuation plan

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

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

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

- Update the field units emergency contact directory and emergency contact information

- If the HQ building is not affected by this incident, determine if 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 as required

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

- Ensure that field units outside the potential tornado impact zone have plans and procedures to implement change of address (COA) processes at evacuee shelters if activated

- Assist with the establishment of contingency sites

- Remind field offices to park vehicles to minimize damage (park close side-to-side and front-to-rear)

- Ensure mail processing centres have a plan in place for emergency refueling if fuel is not available at local outlets

- Ensure field units contact local authorities to understand if, where, and under what circumstances local officials will call for mandatory evacuation

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

SITUATION

RESPONSE
PROCEDURES

(0-48 hours)

B1.1 Tornado emergency checklist
Headquarters

TASKS

- If **TORNADO** or high winds damage the HQ facility, activate the EMT and the Emergency Operations Centre (EOC), if applicable, to support assessment and communication efforts
- Prepare situational reports on a regular basis and provide 3P (people, property, product) status.
- Ensure details of the emergency incident are being recorded
- Confer with local first responders to determine the extent of damages in local area and length of time this incident may impact the HQ building
- Determine if the HQ 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 this event. Share employee emergency hotline number, if available
- Notify appropriate national agencies if HQ duties have shifted to an alternate facility
- Consider activation of HQ business continuity plan if damages to facility or impacts to immediate area are severe. Inform field units and external stakeholders as required, if operations move to alternate facility
- Establish communication with field unit staff. Cellular network and telephone 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 supplies of MREs and bottled water for EMT initially, and for employees if sheltered in place
- Secure postal assets (mail, vehicles stamps, money)
- Conduct initial damage assessment. This will likely include a multi-discipline team composed of structural engineers, environmental, safety and security specialists
- Monitor radio and television reports to determine what actions HQ should take to ensure the safety of employees. Follow all local emergency guidance

SITUATION

**RECOVERY
ACTIONS**

(48+ hours)

B1.1 Tornado emergency checklist

Headquarters

TASKS

- Coordinate with local authorities, postal police and facilities maintenance to determine if the HQ 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 HQ 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 tarps 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 tornado impacted field units, provide coordination support and assistance with the mobilization of mobile units for collection and delivery of mail
- Provide support to field units impacted by the tornado with processing the anticipated large number of change-of-address requests
- If HQ staff were directed to report to an alternate operating facility, develop plan for their return upon reconstitution of the HQ building
- Ensure termination of the emergency incident is communicated to all staff
- Coordinate after-action meeting and report with EMT staff to determine if plans, procedures or contacts need to be updated or changed. Capture comments in final after-action report and corrective action plan

SITUATION

INITIAL
CRITICAL
ACTIONSprior to and
during eventB1.2 Flooding/flash flooding emergency checklist
Headquarters

TASKS

- Ensure all corrective actions from the previous season's after-action reports are implemented
- Monitor weather alerts (WMO, national agencies) and media reports
- If FLOODING conditions may impact the HQ building, prepare to evacuate facility, headcount employees, and shift duties as required by conditions
- If the HQ building is not affected by this incident, determine if field units are affected and implement emergency field procedures
- Update the HQ emergency contact directory and emergency contact information
- If FLOOD waters impact the HQ facility, evacuate or shelter-in-place as required by the conditions (shelter up). Follow the HQ emergency evacuation plan. Evacuation in advance of flood waters reaching the facility is preferred
- Advise field unit staff of the situation and provide status as required
- Implement a process to ensure all meetings are documented and all documents are retained for later review
- Make assignments and confirm HQ and field unit personnel have completed preparedness tasks
- Ensure 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 units to take collection boxes out of service in areas likely to be impacted by flooding
- Move HQ 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 damages
- Monitor road closures and alternate routes for evacuation. Monitor local media for reports related to this incident. Notify employees of evacuation routes, road closures and any advisories issued by state and local government
- Ensure field units evaluate the potential for flooding of vehicle parking areas and make plans to relocate vehicles to higher ground and refuel all vehicles
- Ensure field units have a plan in place for emergency refuelling of vehicles and emergency generators if fuel is not available at local outlets
- Ensure facilities contact local authorities to understand if, where, and under what circumstances local officials will call for mandatory evacuation
- Determine where water and debris are likely to flow and collect around the HQ building and implement diversions on those identified flow pathways using barriers (sandbags, gravel bags, fiber rolls, lumber, plywood, plastic sheeting, rubber seals, and concrete block)
- Ensure facilities have plans in place to migrate their sorting programs to alternate facilities

SITUATION

RESPONSE
PROCEDURES

(0-48 hours)

B1.2 Flooding/flash flooding emergency checklist
Headquarters

TASKS

- Activate HQ 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. Flood-waters 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 3P (people, property, and product) status

- Consider activation of business continuity plan and relocation of HQ operations to the alternate facility if damages to the HQ building or impacts to immediate area are severe. Incidents expected to last 24 hours or more may warrant alternate site activation. Inform field units and external stakeholders as required if operations move to alternate facility

- Establish communication with field unit staff. Cellular network and telephone 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 supplies of MREs and bottled water for EMT initially, and for employees if sheltered in place

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

- Conduct initial damage assessment. This will likely include a multi-discipline team composed of structural engineers, 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 this event. Share employee emergency hotline number, if available

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

SITUATION

**RECOVERY
ACTIONS**

(48+ hours)

B1.2 Flooding/flash flooding emergency checklist Headquarters

TASKS

- Coordinate with local authorities, postal police, and facilities maintenance to determine if the HQ building is safe to return to service or if decontamination/clean up needs to be done prior to re-entry
- Once flood waters start receding, focus initial efforts on pumping out waters and drying out content of the building. This will require fans and dehumidifiers. Wet carpets and wall insulation may need to be removed. Cleanup of flood water and mold may require specialty contractor support. Depending on the level of humidity and temperature, mold will start growing within 24-48 hours
- Track status and restoration efforts in respect of all essential operations. Maintain accurate records of restoration and recovery costs for insurance purposes
- If flood-waters impacted field units, 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 flood waters
- Provide support to field units impacted by the flood with processing the anticipated large number of change-of-address requests
- If HQ staff were directed to report to an alternate operating facility, develop plan for their return upon reconstitution of the HQ building
- Ensure termination of the emergency incident is communicated to all staff
- Coordinate after-action meeting and report with EMT staff to determine if plans, procedures, or contacts need to be updated or changed. Capture comments in final after-action report and corrective action plan

SITUATION

INITIAL
CRITICAL
ACTIONS

prior to and
during event

B1.3 Hurricane/cyclone/typhoon
emergency checklist - **headquarters**

TASKS

- Ensure all corrective actions from the previous season’s after-action reports are implemented

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

- If **HURRICANE/CYCLONE/TYPHOON** conditions are forecasted for the HQ building, activate EMT and/or Emergency Operations Centre as required, supporting assessment and communication efforts. Assign someone to record and track decisions

- Update the HQ contact directory and emergency contact information

- If the HQ building is not affected by this incident, determine if field units are affected and implement emergency field procedures

- Depending on the track, consider issuing a notice of HQ 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 as required

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

- Ensure field units 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 units within the impact zone

- Ensure there is a process to take collection boxes out of service in areas likely to be impacted by the hurricane/cyclone/typhoon

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

- Ensure field units evaluate the potential for flooding of vehicle parking areas and make plans to refuel and relocate vehicles to higher ground

- Ensure field units have a plan in place for emergency refuelling of vehicles and emergency generators if fuel is not available at local outlets

- Ensure facilities contact local authorities to understand if, where, and under what circumstances local officials will call for mandatory evacuation

- If flooding conditions are anticipated, determine where water and debris are likely to flow and collect around the HQ building, and implement diversions on those identified flow pathways using barriers (sandbags, gravel bags, fiber rolls, lumber, plywood, plastic sheeting, rubber seals and concrete block)

- Ensure field units (processing facilities and post offices) have plans in place to migrate their sorting programs to alternate facilities

SITUATION

RESPONSE
PROCEDURES

(0-48 hours)

B1.3 Hurricane/cyclone/typhoon
emergency checklist - **headquarters**

TASKS

- Following the initial force of the hurricane/cyclone/typhoon, instruct the HQ 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 3P (people, property, and product) status

- Ensure details of the emergency incident are recorded. Ensure that situational report updates are provided on a regular basis

- Consider activation of business continuity plan and relocation of HQ operations to the alternate facility if damages to the HQ building or impacts to immediate area are severe. Incidents expected to last 24 hours or more may warrant alternate site activation. Inform field units and external stakeholders as required if operations move to alternate facility

- Establish communication with field unit staff. Cellular network and telephone 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 supplies of MREs and bottled water for EMT initially, and for employees if sheltered in place

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

- Conduct initial damage assessment. This will likely include a multi-discipline team composed of structural engineers, 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 this event. Share employee emergency hotline number, if available

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

SITUATION

RECOVERY
ACTIONS

(48+ hours)

B1.3 Hurricane/cyclone/typhoon
emergency checklist - **headquarters**

TASKS

- Coordinate with local authorities, postal police and facility maintenance to determine if the HQ building is safe to return to service or if decontamination/clean up needs to be done prior to re-entry
- Once flood-waters start receding and winds decrease, focus initial efforts on pumping out waters and drying out contents of the building. This will require fans and dehumidifiers. Wet carpets and wall insulation may need to be removed. Cleanup of flood-water and mold may require specialty contractor support. Depending on the level of humidity and temperature, mold will start growing within 24-48 hours
- Cover broken windows with plastic sheeting and torn roofs with heavy duty tarps to prevent additional rain-water from entering the building
- Staff 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 impacted field units, provide coordination support and assistance with the mobilization of mobile units for collection and delivery of mail
- Provide support to field units impacted by the hurricane/cyclone/typhoon with processing the anticipated large number of change-of-address requests
- If HQ staff were directed to report to an alternate operating facility, develop plan for their return upon reconstitution of the HQ building
- Ensure termination of the emergency incident is communicated to all staff
- Coordinate after-action meeting and report with EMT staff to determine if plans, procedures, or contacts need to be updated or changed. Capture comments in final after-action report and corrective action plan

SITUATION

INITIAL
CRITICAL
ACTIONSprior to and
during eventB1.4 Earthquake emergency checklist
Headquarters

TASKS

- Ensure all corrective actions from the previous season's after-action reports are implemented

- Following an **EARTHQUAKE** impacting the HQ office, activate EMT and/or Emergency Operations Centre as required, supporting assessment and communication efforts. Assign someone to record and track decisions

Instruct HQ employees inside the building to shelter in place, 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. HQ 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 powerlines

- When safe, complete head counting procedures and determine if any employees are injured or missing. Contact local emergency number for medical and search support
- Monitor radio and television reports to determine what actions HQ should take to ensure the safety of employees. Follow all local emergency guidance
- Take appropriate actions to isolate damaged areas of HQ building. Turn off damaged utilities (water, gas) if possible from outside shut-off valves. Do not enter building until a structural assessment has been conducted
- If the HQ building is not affected by the earthquake, determine if field units 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 as required
- Implement a process to ensure all meetings are documented and all documents are retained for subsequent review
- Ensure field units outside the potential earthquake impact zone have plans and procedures to implement change-of-address processes at evacuee shelters if activated
- Ensure field units have a plan in place for emergency refuelling of vehicles and emergency generators if fuel is not available at local outlets
- Ensure facilities contact local authorities to understand if, where, and under what circumstances local officials will call for mandatory evacuation
- Ensure field units (processing facilities and post offices) have plans in place to migrate their sorting programs to alternate facilities
- Assess any employee injuries and call the local emergency number for medical assistance
- Advise field office staff of the situation and provide status as required

SITUATION

RESPONSE
PROCEDURES

(0-48 hours)

B1.4 Earthquake emergency checklist
Headquarters

TASKS

- Following the last of the aftershocks, conduct initial damage assessment. This will likely include a multi-discipline team composed of structural engineers, environmental, safety and security specialists

- If earthquake damages the HQ building, activate the HQ EMT and the Emergency Operations Centre as required to support assessment and communication effort

- Prepare situational reports on a regular basis and provide 3P (people, property, and product) status

- Consider activation of business continuity plan and relocation of HQ operations to the alternate facility if damages to the HQ building or impacts to immediate area are severe. Incidents expected to last 24 hours or more may warrant alternate site activation. Inform field units and external stakeholders as required if operations move to alternate facility

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

- Determine extent of damages to field units and help coordinate and prioritize damage assessments

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

- Determine if any gas leaks or other utility impacts are present following earthquake. Evacuate facility if gas leak is suspected. Watch for downed power lines outside the HQ building

- Consider supplies of MREs and bottled water for EMT initially, and for employees if sheltered in place

- Secure HQ 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 this event. Share employee emergency hotline number, if available

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

SITUATION
RECOVERY
ACTIONS

(48+ hours)

B1.4 Earthquake Emergency Checklist
Headquarters**TASKS**

-
- Coordinate with local authorities, postal police, and facility maintenance to determine if the HQ 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 specialty 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 HQ building. Structural damage may require bracing and reinforcement of the HQ building. Heavily damaged structures may be condemned by the local authorities and not available for re-occupancy
-
- Track status and restoration efforts in respect of all essential operations. Maintain accurate records of restoration and recovery costs for insurance purposes
-
- If the earthquake impacted field units, provide coordination support and assistance with the mobilization of mobile units for collection and delivery of mail
-
- Provide support to field units impacted by the earthquake with processing the anticipated large number of change-of-address requests
-
- If HQ staff were directed to report to an alternate operating facility, develop plan for their return upon reconstitution of the HQ building
-
- Ensure termination of the emergency incident is communicated to all staff
-
- Coordinate after-action meeting and report with EMT staff to determine if plans, procedures or contacts need to be updated or changed. Capture comments in final after-action report and corrective action plan
-

SITUATION

INITIAL
CRITICAL
ACTIONSprior to and
during eventB1.5 Wildfire emergency checklist
Headquarters

TASKS

- Ensure all corrective actions from the previous season's after-action reports are implemented

- Monitor weather alerts (local and national agencies) and media reports

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

- If the HQ building is not affected by this incident, determine if field units are affected and implement emergency field procedures

- If an evacuation is required, assess the safety of the building vs. safe evacuation and evacuation routes

- If evacuation is safe, follow the evacuation procedures outlined in the HQ building emergency evacuation plan, including head count procedures

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

- Relocate vehicles to safe area if possible and safe to do so

SITUATION

RESPONSE
PROCEDURES

(0-48 hours)

B1.5 Wildfire emergency checklist
Headquarters

TASKS

- Depending on the impacts caused by the wildfire, consider activation of HQ 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 3P (people, property, and product) status
- Consider activation of business continuity plan and relocation of HQ operations to the alternate facility if damages to the HQ building or impacts to immediate area are severe. Incidents expected to last 24 hours or more may warrant alternate site activation. Inform field units and external stakeholders as required if operations move to alternate facility
- Establish communication with field unit staff. Cellular network and telephone 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 will likely include a multi-discipline team of structural engineers, 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 this event. Share employee emergency hotline number, if available
- Monitor radio and television reports to determine what actions HQ should take to ensure the safety of employees. Follow all local emergency guidance

SITUATION

RECOVERY
ACTIONS

(48+ hours)

B1.5 Wildfire emergency checklist
Headquarters

TASKS

-
- If building damage occurred, coordinate with local authorities, postal police, and facility maintenance staff to determine if HQ building is safe to return to service or if repairs/reconstruction is required prior to re-entry

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

 - If the wildfire impacted field units, provide coordination support and assistance with the mobilization of mobile units for collection and delivery of mail

 - Provide support to field units impacted by the earthquake with processing the anticipated large number of change-of-address requests

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

 - If HQ staff were directed to report to an alternate operating facility, develop plan for their return upon reconstitution of the HQ building

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

SITUATION

INITIAL
CRITICAL
ACTIONSprior to and
during eventB1.6 Tsunami emergency checklist
Headquarters

TASKS

- At first warning for a **TSUNAMI** affecting the HQ building, the EMT should be activated and begin to perform emergency measures. Recommended evacuation routes may be different from the usual route planned. Local authorities may direct you to higher ground. Follow their advice
- Ensure all corrective actions from the previous season's after-action reports are implemented
- Update the HQ contact directory and emergency contact information
- If the HQ building is not affected by the incident, determine if field units 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 if 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 3P status as required
- Implement a process to ensure all meetings are documented and all documents are retained for subsequent review
- Ensure field units 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 units within the impact zone
- Ensure field units (processing facilities, post offices) have plans in place to migrate their sorting programmes to alternate facilities

SITUATION

RESPONSE PROCEDURES

(0-48 hours)

B1.6 Tsunami emergency checklist
Headquarters

TASKS

- Following retreat of the tsunami surge, activate and instruct the HQ EMT to determine the boundaries of the affected areas

- Consider activation of 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 with 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 HQ building was in the path of the surging waters, conduct initial damage assessment. This will likely include a multi-discipline team composed of structural engineers, environmental, safety and security specialists

- Consider activation of business continuity plan and relocation of HQ operations to the alternate facility if damages to the HQ building or impacts to immediate area are severe. Incidents expected to last 24 hours or more may warrant alternate site activation. Inform field units and external stakeholders as required if operations move to alternate facility

- Establish communication with field unit staff. Cellular network and telephone 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 supplies of 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 this event. Share employee emergency hotline number, if available

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

SITUATION

**RECOVERY
ACTIONS**

(48+ hours)

B1.6 Tsunami emergency checklist Headquarters

TASKS

- Coordinate with local authorities, postal police and facility maintenance to determine if the HQ 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 waters and drying out contents of the building. This will require fans and dehumidifiers. Wet carpets and wall insulation may need to be removed. Cleanup of surge and mold may require specialty contractor support. Depending on the level of humidity and temperature, mold will start growing within 24-48 hours
- Staff EOC (potentially around the clock) to coordinate recovery actions
- Track status and restoration efforts in respect of all essential operations. Maintain accurate records of restoration and recovery costs for insurance purpose
- If tsunami impacted field units, provide coordination support and assistance with the mobilization of mobile units for collection and delivery of mail
- If HQ staff were directed to report to an alternate operating facility, develop plan for their return upon reconstitution of the HQ building
- Ensure termination of the emergency incident is communicated to all staff
- Coordinate after-action meeting and report with EMT staff to determine if plans, procedures or contacts need to be updated or changed. Capture comments in final after-action report and corrective action plan

SITUATION

INITIAL
CRITICAL
ACTIONSprior to and
during eventB1.7 Winter storm emergency checklist
Headquarters

TASKS

- Ensure all corrective actions from the previous season's after-action reports are implemented

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

- If the HQ office could potentially be affected by **WINTER STORMS**, prepare employees by sharing safety precautions and weather-related information prior to storm arrival

- If the HQ building is not affected by the incident, determine if field offices are affected and implement emergency field procedures

- Update the HQ emergency contact directory and emergency contact information

- Consider limited activation of HQ EMT and/or Emergency Operations Centre as required to support assessment and communication efforts. Assign someone to record and track decisions

- Refuel HQ vehicles and top off emergency generator tanks

- Ensure field units 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 accommodations to provide emergency support to replace any of these lost services if possible

- Ensure field units (processing facilities, post offices) in the path of the storm have plans in place to migrate their sorting programmes to alternate facilities

SITUATION

RESPONSE
PROCEDURESB1.7 Winter Storm Emergency Checklist
Headquarters

TASKS

- Ensure details of the emergency incident are recorded. Ensure that situational report updates are provided on a regular basis
- Continue monitoring of media reports and national weather alerts to determine what actions HQ should take to ensure the safety of employees. Follow all local emergency guidance
- Determine if HQ operations can be maintained with minimal staff or by exercising telework capabilities. Notify HQ 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 this incident. Share employee emergency hotline number if applicable

SITUATION

RECOVERY
ACTIONS

(48+ hours)

TASKS

- If building damage occurred, coordinate with local authorities, postal police and facility maintenance to determine if the HQ building is safe to return to service or coordinate facility assessment/repairs prior to re-entry
- Track status and restoration efforts in respect of all essential operations. Maintain accurate records of restoration and recovery costs for insurance purpose
- Coordinate after-action meeting and report with EMT staff to determine if plans, procedures, or contacts need to be updated or changed. Capture comments in final after-action report and corrective action plan

SITUATION

INITIAL
CRITICAL
ACTIONSprior to and
during eventB1.8 Volcanic eruptions emergency checklist
Headquarters

TASKS

-
- Monitor weather alerts (WMO, national agencies) and media reports
-
- Perform emergency measures at first warning for **VOLCANIC ERUPTIONS** potentially affecting the HQ building. Recommended evacuation routes away from the HQ building may be different from the usual route 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 HQ building immediately. Consider using a vehicle and when driving keep doors and windows closed, air conditioning system off, and drive across the path of danger if possible, or away from the danger if not possible. 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 engines and stall vehicles
-
- 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 an extended period of time during an ash fall due to the dangerous weight accumulation of ash on the roof of the building. Consider wearing long-sleeved shirts, long pants, and using goggles and disposable particulate respirators during an ash fall if you have to move outdoors. 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 up-slope as quickly as possible
-
- Activate HQ EMT and/or Emergency Operations Centre as required to support assessment and communication efforts. Assign someone to record and track decisions
-

SITUATION

RESPONSE
PROCEDURES

(0-48 hours)

B1.8 Volcanic eruptions emergency checklist
Headquarters

TASKS

- Following the volcanic eruption, instruct the HQ 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 the respiratory tract. Follow applicable procedures for personal protective equipment

- Ensure details of the emergency incident are recorded. Ensure that situational report updates are provided on a regular basis

- Consider activation of business continuity plan and relocation of HQ operations to the alternate facility if damages to the HQ building or impacts to immediate area are severe. Incidents expected to last 24 hours or more may warrant alternate site activation. Inform field units and external stakeholders as required if operations move to alternate facility

- Establish communication with field unit staff. Cellular network and telephone 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 supplies of MREs and bottled water for EMT initially and for employees if sheltered in place

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

- Conduct initial damage assessment. This will likely include a multi-discipline team composed of structural engineers, 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 this event. Share employee emergency hotline number, if available

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

SITUATION

**RECOVERY
ACTIONS**

(48+ hours)

B1.8 Volcanic eruptions emergency checklist Headquarters

TASKS

- Coordinate with local authorities, postal police, and facility maintenance to determine if the HQ 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 HQ building. This will likely require the use of specialized contractors
- Staff 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 purpose
- If the volcanic eruption impacted field units, provide coordination support and assistance with the mobilization of mobile units for collection and delivery of mail
- If HQ staff were directed to report to an alternate operating facility, develop plan for their return upon reconstitution of the HQ building
- Ensure termination of the emergency incident is communicated to all staff
- Coordinate after-action meeting and report with EMT staff to determine if plans, procedures, or contacts need to be updated or changed. Capture comments in final after action report and corrective action plan

B2 Field units

B2.1 Critical actions checklists Field units

SITUATION ASSESSMENT AND ACTIONS

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

- Request HQ support to conduct an initial assessment of your facility after incident to include:**

 - **Status of HQ employees and level and number of injuries**

 - **Structure of the HQ building**

 - **Functionality of utilities, paying particular attention to phone, smells of gas or smoke**

- Call local first responders if there are injuries and provide details of injuries

- Assess the safety of the building to shelter in place vs. safe evacuation and evacuation routes

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

- Activate Facility Emergency Management Team (EMT) and Emergency Operation Centre (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 alert to employees and update incident status throughout the event

- Determine if 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 shelter-in-place

- Communicate with employees by any means available as conditions are identified

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

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

MAIL

- Consider any issues related to mail and postal assets within the facility. Security of mail; damage to mail, etc.

- Consider “embargo” for mail at originating facilities or other locations, with assistance from HQ 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 safe to do so. Consider activating the facility's business continuity plan and the alternate site

- If evacuation is directed, consider if 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 if/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 to local and regional roadways/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 this incident. Work to identify alternate sites for customers and bulk mail entry. Contact HQ for assistance in contacting customers
-

SAFETY / SECURITY

- Ensure the facility assets are secured. Coordinate with postal police or local law enforcement as needed
-

- Contact HQ safety/environmental staff for assistance and guidance related to the natural disaster response
-

SITUATION

INITIAL
CRITICAL
ACTIONSprior to and
during eventB2.2 Tornado emergency checklist
Field units

TASKS

- Monitor weather alerts (WMO/HQ, 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 activate

- Instruct employees to take shelter (shelter-in-place if indoors) at the designated locations and account for all employees (head-count)

- Ensure completion of relevant preparedness activities and advise HQ of any gaps

- Contact local authorities to determine if, where, and under 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 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 powers down all existing equipment and support systems

- Identify alternative facilities 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 forecasted impacted areas to neutral territory

- Update power and utility company contacts

- If applicable, ensure all emergency generators are operational/fuelled and repairs are made as needed to confirm readiness. Ensure all generators include operating instructions

- Monitor the storm via media reports and weather alerts

- If applicable, park vehicles to minimize damage (park close side-to-side and front-to-rear)

- Ensure mail processing centres evaluate the potential for damage of vehicle parking areas

- Ensure mail processing centres have a plan in place for emergency refueling if fuel is not available at local outlets

SITUATION

**INITIAL
CRITICAL
ACTIONS**

prior to and
during event

B2.2 Tornado emergency checklist
Field units

TASKS

- Account for all employees assigned to the facility. Head-count employees on site and consider methods for contacting employees that were off-duty during impact of the tornado. Use media to inform employees to call national employee emergency hotline for reporting if unable to contact supervisor
- Instruct all employees to stay clear of any windows and exterior doorways
- If facility damage occurs, have emergency evacuation team check for safe exits before releasing employees from SIP location
- Call local emergency number for any injuries or evacuation assistance as needed

TASKS

- Monitor national weather radios, local news or other applications 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 details of the emergency incident are being recorded. Ensure that situational report updates are provided on a regular basis and provide 3P status
- Consider employee safety a priority in all actions following a tornado event
- Conduct initial damage assessment. This will likely include a multi-discipline team composed of structural engineers, environmental, safety and security specialists (internal resources or contractors) before re-occupying the space
- Request large facility generator support from HQ as necessary
- Determine if operations need to divert incoming mail and employees to an alternate operating facility based on impacts of incident. Coordinate with next level manager to determine if the need exists to offload all or some mail types (if allowed by local first responders). Request assistance from HQ for notifications to 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 closed facilities

SITUATION

**RESPONSE
PROCEDURES**

(0-48 hours)

SITUATION

**RECOVERY
ACTIONS**

(48+ hours)

B2.2 Tornado emergency checklist

Field units

TASKS

- Coordinate with local authorities, postal police and facility maintenance to determine if the postal facility is safe to return to service or if repairs/clean up needs to be done prior to re-entry
- If mail was offloaded to alternate operating facility, develop 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 operations 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 number. Request HQ assistance with this item
- Track status and restoration efforts in respect of all essential mail processing operations. Maintain accurate records of restoration and recovery costs for insurance purposes
- Ensure termination of the emergency incident is communicated to all staff
- Coordinate after action meeting and report with EMT staff to determine if 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

SITUATION

INITIAL
CRITICAL
ACTIONS

prior to and
during event

B2.3 Flooding/flash flooding emergency checklist
Field units

TASKS

- Monitor weather alerts (WMO/HQ, 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 HQ of any gaps
- Contact local authorities to determine if, where, and under 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 there is a process to take collection boxes out of service in districts likely to be impacted by the flooding
- Refresh current plant equipment inventory
- Review equipment power down and support system procedures. If/when appropriate, ensure local maintenance powers down all existing equipment and support systems
- Identify alternative facilities 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 forecasted impacted areas to neutral territory
- Update power and utility company contacts
- If applicable, ensure all generators are operational/fuelled and repairs are made as needed to confirm readiness. Ensure 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 for any injuries or assistance needed
- Ensure mail processing centres evaluate the likelihood of vehicle parking areas flooding and make plans to relocate vehicles to higher ground
- Ensure 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. Head count employees on site and consider methods for contacting employees who were off-duty during impact of the flooding. Use media to inform employees to call national employee emergency hotline for reporting if unable to contact supervisor

SITUATION

RESPONSE
PROCEDURES

(0-48 hours)

B2.3 Flooding/flash flooding emergency checklist
Field Units

TASKS

- Monitor national weather radios, local news or other applications for updated information related to the emergency

- Ensure the safety of employees. Flood waters 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 details of the emergency incident are being recorded. Ensure that situational report updates are provided on a regular basis and provide 3P status

- Consider employee safety a priority in all actions following flooding incidents

- Conduct initial damage assessment. This will likely include a multi-discipline team composed of structural engineers, environmental, safety and security specialists (internal resources or contractors) before re-occupying the space

- Request large facility generator support from HQ as necessary

- Determine if operations need to divert incoming mail and employees to an alternate operating facility based on impacts of incident. Coordinate with next level manager to determine if the need exists to offload all or some mail types. Request assistance from HQ for notifications to 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 closed facilities

- If possible and safe to do so, request maintenance to shut off utilities to the impacted area

- Contact local maintenance and facility staff for initiating response actions. Building flooding will need to be assessed and cleaned by authorized contractors before re-occupying the space

- Ensure facility and HQ safety/environmental specialists are engaged in response actions and notifications to employees

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

SITUATION

RECOVERY
ACTIONS

(48+ hours)

B2.3 Flooding/flash flooding emergency checklist
Field units

TASKS

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

- If mail was offloaded to alternate operating facility, develop 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 operations 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 number. Request HQ assistance with this item

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

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

- Coordinate after-action meeting and report with EMT staff to determine if 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

SITUATION

INITIAL
CRITICAL
ACTIONSprior to and
during eventB2.4 Hurricane/cyclone/typhoon
emergency checklist – **field units**

TASKS

- Monitor weather alerts (WMO/HQ, 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 HQ of any gaps

- Contact local authorities to determine if, where, and under 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 there is a process to take collection boxes out of service in districts likely to be impacted by the hurricane/cyclone/typhoon

- Refresh current plant equipment inventory

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

- Identify alternative facilities 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 forecasted impacted areas to neutral territory

- Update power and utility company contacts

- If applicable, ensure all generators are operational/fuelled and repairs are made as needed to confirm readiness. Ensure all generators include operating instructions

- Monitor the storm via media reports and weather alerts

- If applicable, park vehicles to minimize damage (park close side-to-side and front-to-rear)

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

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

SITUATION

**INITIAL
CRITICAL
ACTIONS**

prior to and
during event

B2.4 Hurricane/cyclone/typhoon
emergency checklist – **field units**

TASKS

- Call local emergency number for any injuries or assistance needed
- Account for all employees assigned to the facility. Head-count employees on site and consider methods for contacting employees who were off-duty during impact of the hurricane/cyclone/typhoon. Use media to inform employees to call national employee emergency hotline for reporting if unable to contact supervisor
- Instruct all employees to stay clear of any windows and exterior doorways
- If facility damage occurs, have emergency evacuation team check for safe exits before releasing employees from SIP location

SITUATION

**RESPONSE
PROCEDURES**

(0-48 hours)

TASKS

- Monitor national weather radios, local news or other resources for updated information related to the emergency, such as mandatory evacuation, road closures and 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 details of the emergency incident are recorded. Ensure that situational report updates are provided on a regular basis and provide 3P status
- Consider employee safety a priority in all actions following a hurricane/cyclone/typhoon event
- Conduct initial damage assessment. This will likely include a multi-discipline team composed of structural engineers, environmental, safety and security specialists (internal resources or contractors) before re-occupying the space
- Request large facility generator support from HQ as necessary
- Determine if operations needs to divert incoming mail and employees to alternate operating facility based on impacts of incident. Coordinate with next level management to determine if the need exists to offload all or some mail types. Request assistance from district office for notifications to 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 closed facilities

SITUATION

**RECOVERY
ACTIONS**

(48+ hours)

B2.4 Hurricane/cyclone/typhoon
emergency checklist – **field units**

TASKS

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

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

- Inform employees of alternate operations 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 plan for return of service to facility

- Track status and restoration efforts in respect of all essential mail processing operations

- If applicable, update the recorded information on the national employee emergency hotline number. Request HQ assistance with this item

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

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

- Coordinate after-action meeting and report with EMT staff to determine if 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

SITUATION

INITIAL
CRITICAL
ACTIONS

prior to and
during event

B2.5 Earthquake emergency checklist
Field units

TASKS

During **EARTHQUAKES**, instruct HQ employees inside the building to shelter in place, 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. HQ 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 powerlines

- Ensure completion of relevant preparedness activities and advise area management of any gaps
- Contact local authorities to determine if, where, and under 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 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 powers down all existing equipment and support systems
- Identify alternative facilities 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 forecasted impacted areas to neutral territory
- Update power and utility company contacts
- If applicable, ensure all generators are operational and repairs are made as needed to confirm readiness. Ensure all generators include operating instructions
- Monitor the event via media reports and weather alerts
- If applicable, park vehicles to minimize damage (park close side-to-side and front-to-rear)
- Ensure mail processing centres evaluate the potential for damage of vehicle parking areas
- Ensure mail processing centres have a plan in place for emergency refueling if fuel is not available at local outlets
- Call local emergency number for any injuries or assistance needed

SITUATION

INITIAL
CRITICAL
ACTIONSprior to and
during eventB2.5 Earthquake emergency checklist
Field units

TASKS

- Contact postal police or local law enforcement for support and assistance in securing facility
- Account for all employees assigned to the facility. Headcount employees on site and consider methods for contacting employees who were off-duty during impact of the earthquake
- Instruct all employees to stay clear of any windows and exterior doorways
- If facility damage occurs, 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 for any injuries or fire that may result from earthquake (local first responders will be overwhelmed initially). Take steps to address injuries with trained first aid staff if possible

SITUATION

RESPONSE
PROCEDURES

(0-48 hours)

TASKS

- Ensure safety of employees
- Secure postal assets (mail, vehicles stamps, money)
- Monitor national weather radios, local news or other resources for updated information related to the emergency, such as mandatory evacuation, road closures and 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 employees are moved to a safe distance from the facility to avoid injuries from collapsed or falling debris during aftershock incidents
- Activate emergency management team to support assessment and communication efforts. Assign someone to record and track decisions
- Request large facility generator support from HQ as necessary
- Determine if operations need to divert incoming mail and employees to alternate facilities based on impacts of incident. Coordinate with next level to determine if the need exists to offload all or some mail types. Request assistance from HQ for notifications to other facilities as required
- Perform initial damage assessment of facility. Contact local maintenance and facilities departments for support to complete facility assessment by 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 closed facilities

SITUATION

RECOVERY
ACTIONS

(48+ hours)

B2.5 Earthquake emergency checklist
Field units

TASKS

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

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

 - Inform employees of alternate operations 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 plan for return of service to facility. Track status and restoration efforts in respect of all essential mail processing operations

 - If applicable, update the recorded message on the national employee emergency hotline number. Request HQ assistance with this item

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

 - Coordinate after action meeting and report with EMT staff to determine if 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

SITUATION

INITIAL
CRITICAL
ACTIONSprior to and
during eventB2.6 Wildfire wmergency checklist
Field units

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 impact of the incident. Use media to inform employees to call national employee emergency hotline number for reporting 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

SITUATION

RESPONSE
PROCEDURES

(0-48 hours)

TASKS

- Monitor national weather radios, local news or other resources for updated information related to the emergency such as mandatory evacuation, road closures and 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 3P (people, property, and product) status
- Determine if operations needs to divert incoming mail and employees to alternate operating facility based on impacts of incident. Coordinate with next level to determine if the need exists to offload all or some mail types. Request assistance from HQ for notifications to 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

SITUATION

**RECOVERY
ACTIONS**

(48+ hours)

B2.6 Wildfire emergency checklist

Field units

TASKS

- If facility **was** damaged, contact facilities to determine if 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 **was not** damaged, ensure access roads and surrounding area allow safe travel to the facility. Develop a plan to return to service, including restoring utilities
- Inform employees of alternate operations 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 efforts in respect of all essential mail processing operations
- If applicable, update the recorded message on the national employee emergency hotline number. Request HQ assistance with this item
- Ensure termination of the emergency incident is communicated to all staff
- Coordinate after-action meeting and report with EMT staff to determine if 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

SITUATION

INITIAL
CRITICAL
ACTIONSprior to and
during eventB2.7 Tsunami emergency checklist
Field units

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 HQ of any gaps
- Contact local authorities to determine if, where, and under 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 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 powers down all existing equipment and support systems
- Identify alternative facilities 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 forecasted impacted areas to neutral territory
- Update power and utility company contacts
- If applicable, ensure all generators are operational/fuelled and repairs are made as needed to confirm readiness. Ensure all generators include operating instructions
- Monitor the tsunami via media reports and weather alerts
- If applicable, park vehicles to minimize damage (park close 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 for any injuries or assistance needed
- Account for all employees assigned to the facility. Head-count employees on site and consider methods for contacting employees who were off-duty during impact of the tsunami
- Ensure mail processing centres evaluate the likelihood of vehicle parking areas flooding and make plans to relocate vehicles to higher ground
- Ensure mail processing centres have a plan in place for emergency refueling 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

SITUATION

RESPONSE
PROCEDURES

(0-48 hours)

B2.7 Tsunami emergency checklist
Field Units

TASKS

- Monitor national weather radios, local news or other resources for updated information related to the emergency, such as mandatory evacuation, road closures, and local shelter
- 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 HQ as necessary
- Ensure details of the emergency incident are recorded. Ensure that situational report updates are provided on a regular basis and provide 3P status
- Determine if operations needs to divert incoming mail and employees to alternate operating facility based on impacts of incident. Coordinate with next level to determine if the need exists to offload all or some mail types. Request assistance from HQ for notifications to other facilities as required
- Conduct initial damage assessment before re-occupying the space. This will likely include a multi-discipline team composed of structural engineers, 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 closed facilities
- Contact local maintenance and facility departments for support in assessing damages. Building flooding will need to be assessed and cleaned by authorized contractors before re-occupying the space
- Ensure HQ 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 ready to eat meals if required) for employees in the facility until normal water supplies are determined to be safe

SITUATION

**RECOVERY
ACTIONS**

(48+ hours)

B2.7 Tsunami emergency checklist

Field units

TASKS

- Coordinate with local authorities, postal police, environmental and facility maintenance authorities to determine if the postal facility is safe to return to service or if repairs/clean up are required prior to re-entry
- Request support from local resources and next level management to expedite repairs to facilities
- Inform employees of alternate operations plans and instruct them to report to alternate facility or stay at home as appropriate. Notify unions, if applicable
- Track status and restoration efforts in respect 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 plan for return of service to facility
- Update the recorded message on the national employee emergency hotline number. Request HQ assistance with this item
- Ensure emergency incident is terminated and communicated to all staff
- Coordinate after-action meeting and report with EMT staff to determine if 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

SITUATION

**INITIAL
CRITICAL
ACTIONS**

prior to and
during event

B2.8 Winter storm emergency checklist
Field units

TASKS

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

- Take any actions that may lessen the impacts of the **WINTER STORM**. Direct employees on safe operation of vehicles and any personal safety instructions that may be appropriate

- Get medical assistance for employees that have become compromised through exposure or for any injuries

- Direct staff to account for employees in the facility. Coordinate with HQ communications specialist to inform media, if needed

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

SITUATION

**RESPONSE
PROCEDURES**

(0-48 hours)

TASKS

- Monitor national weather radios, local news or other resources for updated information related to the emergency such as mandatory evacuation, road closures and local shelters

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

- Ensure details of the emergency incident are recorded. Ensure that situational report updates are provided on a regular basis and provide 3P status

- Ensure walkways and driveways remain cleared for employee safety as well as emergency access to facility

- Ensure facility and HQ safety specialists are engaged in response actions and notifications to employees

- Determine if operations need to divert incoming mail and employees to alternate operating facility based on impacts of the winter storm. Coordinate with next level to determine if the need exists to offload all or some mail types. Request assistance from HQ for notifications to other facilities as required

- If necessary, request large facility emergency generator support from HQ 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

SITUATION

**RECOVERY
ACTIONS**

(48+ hours)

B2.8 Winter Storm Emergency Checklist Field Units

TASKS

- Coordinate with local authorities, postal police, environmental and facility maintenance departments to determine if local roadways are safe to travel and if facility operations can be restored (if closed during winter storm)
- Request support from local resources and next level management to expedite repairs to any damage caused to facilities
- Inform employees of alternate operations 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 plan for return of service to facility
- Track status and restoration efforts in respect 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 number. Request HQ assistance with this item
- Ensure termination of the emergency incident is communicated to all staff
- Coordinate after-action meeting and report with EMT staff to determine if 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

Appendix C Acronyms

AAR	After action report
BBB	Build back better
BCP	Business continuity plan
COA	Change of address
DG	Director General
DRF	Disaster Recovery Framework
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
FEMA	Federal Emergency Management Agency
GFDRR	Global Facility for Disaster Reduction and Recovery
GM	General Manager
HQ	Headquarters
HR	Human resources
ICT	Information and communication technology
IFRC	International Federation of Red Cross and Red Crescent Societies
IT	Information technology
MPH	Miles per hour
MRE	Ready-to-eat meal
NGO	Non-governmental organization
NWS	National weather service
PDNA	Post-disaster needs assessment
PMG	Postmaster General
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
UNISDR	United Nations Office for Disaster Risk Reduction
UPU	Universal Postal Union
WB	World Bank

Appendix D Glossary

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

- <https://www.unisdr.org/we/inform/terminology>

TERMPOST is the UPU's official terminology database created from the Vocabulaire Polyglotte (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:

- http://ukmcm01.multicorpora.net/TermbaseUPU_En/Main2.aspx?changeTermbase=0

Note: as of January 2016, the website for this database does not include Chinese or Russian terms.

Appendix E

References

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National Fire Protection Association (NFPA); Standard on Disaster/Emergency Management and Business Continuity Programs (NFPA 1600) - <http://www.nfpa.org/assets/files/AboutTheCodes/1600/1600-13-PDF.pdf>

UN; Plan of Action on DRR for Resilience - http://www.preventionweb.net/files/33703_actionplanweb14.06cs1.pdf

UN; Sendai Framework for Disaster Risk Reduction 2015-2030 - <http://www.unisdr.org/we/coordinate/sendai-framework>

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The World Bank; CAPRA (Probabilistic Risk Assessment) Program -<http://ecapra.org/>

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UPU; DRM website - <http://www.upu.int/en/activities/disaster-risk-management-in-the-postal-sector/about-disaster-risk-management-in-the-postal-sector.html>

Photos:

Japan Post CO.,Ltd. | Pošte Srpske | PhilPost | USPS | Haiti Post | Bermuda Post | <http://www.scmp.com/news/asia/article/1737441/cyclone-pam-leaves-trail-destruction-pacifics-vanuatu> (page 36) | <http://www.maxisciences.com-photo> by Joshua Yurche (page 33) | <http://fr.123rf.com> |

Appendix F

Regional organizations and disaster risk management

1. Africa

- Economic Commission for Africa (ECA)
- African Union (AU)
- Permanent Interstate Committee for Drought Control in the Sahel (CILSS)
- Community of Sahel-Saharan States (CEN-SAD)
- Common Market for Eastern and Southern Africa (COMESA)
- East African Community (EAC)
- Economic Community of Central African States (ECCAS)
- Economic Community of West African States (ECOWAS)
- Inter-Governmental Authority on Development (IGAD)
- Indian Ocean Commission (IOC)
- Southern African Development Community (SADC)

2. America

- Economic Commission for Latin America and the Caribbean (ECLAC)
- Organization of American States (OAS)
- Central American Integration System (SICA)
- Caribbean Community (CARICOM)
- Association of Caribbean States (ACS)
- Andean Community of Nations (CAN)
- Southern Common Market (MERCOSUR)
- Caribbean Meteorological Organization (CMO)
- Caribbean Institute for Meteorology and Hydrology (CIMH)
- Department of Emergency Management of Barbados (DEM)
- Inter-American Development Bank (IDB)

3. Asia

- Economic and Social Commission for Asia and the Pacific (ESCAP)
- Economic and Social Commission for Western Asia (ESCWA)
- Asian Ministerial Conference on Disaster Risk Reduction (OAS)
- Asian Disaster Reduction Center (ADRC)
- The League of Arab States (LAS)
- Organization of Islamic Cooperation (OIC)
- South Asian Association for Regional Cooperation (SAARC)
- Association of Southeast Asian Nations (ASEAN)
- Asia-Pacific Economic Forum (APEC)

4. Europe

- Economic Commission for Europe (ECE)
- Organization of the Black Sea Economic Cooperation (BSEC)
- Council of Europe (COE)
- European Union (EU)
- North Atlantic Treaty Organization (NATO)
- Organization for Security and Cooperation in Europe (OSCE)
- South East European Cooperation Process (SEECP)

5. Pacific

- Secretariat of the Pacific Community (SPC)
- Pacific Regional Environmental Programme (SPREP)
- Pacific Island Forum (PIF)



UNIVERSAL POSTAL UNION

P.O. Box 312
3000 BERNE 15
SWITZERLAND

