

Broad principles of the Progressive Business Resumption Plan for the Institut Pasteur campus

COVID-19 pandemic crisis and activation of the Business Continuity Plan

The COVID-19 pandemic led to the implementation of a Business Continuity Plan (BCP) at the Institut Pasteur, with the aim of maintaining **essential activities** and **protecting staff**.

The BCP demonstrated the Institut Pasteur's ability to offer the response expected of it during a pandemic, given its engagement in various public health missions (especially its National Research Centers), its important role in responding to national interests and its ability to take effective action to address health and scientific needs (research teams working on COVID-19).

The BCP helped control the risks raised by the situation, namely:

- the long-term unavailability of staff on campus (working from home for preventive reasons, infected by the virus or at risk)
- the inability to maintain normal operation of infrastructures (laboratories, animal facilities, heating, air conditioning, etc.)
- a situation of reduced operation for the vast majority of staff
- high exposure in terms of image and reputation

The **priority activities** considered as essential are listed below:

- Coronavirus Task Force, BCP Committee, governance activities
- National Research Center (CNR) for Influenza, Laboratory for Urgent Response to Biological Threats (CIBU), other CNRs, Anti-Rabies Center and priority activities at the Institut Pasteur Medical Center
- SARS-CoV-2 research activities
- Animal facilities, technological platforms and support services that are vital for these activities and for maintaining the integrity of the Institut Pasteur's scientific heritage
- Communication to the public about the outbreak

Other non-priority activities, both scientific and administrative, have either been maintained remotely or suspended since March 16, 2020.

Exiting the crisis and implementing the PBRP

The arrangements for resuming activities are outlined in the Progressive Business Resumption Plan (PBRP), which details all the resources, means and procedures needed to ramp up the Institut Pasteur's research and support activities with the aim of returning to a normal level of operation. The plan represents stage 4 of the BCP within the overall crisis management system.

Since the main impact of the ongoing pandemic has been the unavailability of staff, the PBRP aims to promote a **progressive resumption, with flexible arrangements**, taking into account:

- The government measures and how they may develop
- Which staff are in a position to resume their work on site
- Protective equipment for staff
- Ongoing evaluation of the risk of a resurgence in the pandemic
- Preliminary capacities required for research activities (in terms of infrastructure, support, replenishment of material and animal resources and consumables, information, etc.).

For **joint research units**, activities must be resumed in accordance with a **plan agreed by all supervisory partners**.

At this stage, the government guidelines issued at the end of April will play a key role, especially when it comes to measures regarding transport and schools.

1- Broad principles

There is no obligation for staff to return to campus, especially if they may have to deal with transport or school issues.

As of April 24, 2020, the main principles of the PBRP are as follows:

- a. **Keeping vulnerable individuals at home** – those identified by the French High Council for Public Health (link to the COVID-19 information sheet on Webcampus: https://webcampus.pasteur.fr/jcms/j_21/fr/accueil-webcampus#fiche)
- b. **Strictly enforcing social distancing and preventive hygiene measures** to avoid putting oneself and others in danger, and **applying isolation measures** where possible
- c. **Making it compulsory to wear face masks in shared workspaces and when moving around campus**. Four surgical masks will be distributed per person each day (the **distribution procedure will be simplified** by providing each person with a box of 50 masks every two weeks)
- d. **Continuing and encouraging home working where at all possible**, allowing those working from home to access campus on an occasional basis if necessary
- e. Ensuring that **staff placed on the partial furlough scheme** comply with their percentage of working time – checking that they take their non-working days (non-working days or half days must be planned and entered in the HR portal)
- f. **Organizing the progressive resumption** of activities to **maximize safety and smooth management**, with the possibility of **adapting the approach to reflect new developments in the pandemic at any time**

At this stage, a maximum overall daily workforce equal to 40% of total staff numbers is the target for the period from May 11 to June 1, 2020. This percentage may change and be adjusted as the situation develops. It is an overall average with variations according to the type of activity (essential versus non-priority activities, support activities for essential activities, other support activities).

- g. **Making it possible for all research units and platforms to open, encouraging the presence on campus of staff that most need access to campus facilities to produce data and those in scientific support roles on campus**
 - i. **Science (priority COVID-19 activities)**: no more than 70% of staff on a daily basis, ensuring compliance with social distancing and hygiene measures when working and allowing rest times for teams (rotation, etc.)
 - ii. **Science (other activities)**:
 1. Prioritize the production of laboratory data and the presence on campus of PhD students, post-doctoral fellows, technicians and engineers

2. Encourage remote management, since in-person management may be limited by the rotation of management staff
 3. Continue to hold laboratory meetings and one-to-one meetings by video conference
 4. **Give heads of unit and department the responsibility of organizing the presence of their staff on campus, complying with the maximum percentages of time on campus for their team: no more than 40% of the total workforce on a daily basis in this first period from May 11 to June 1, 2020**, possibly taking advantage of an extension of campus access hours, with broad tolerance regarding staff arrival and departure times
- iii. **Technical support:** at the very maximum, those staff needed to provide essential support for science, ensuring compliance with social distancing and hygiene measures when working and allowing rest times for teams (rotation, etc.)
 - iv. **Administrative support:** as many staff as possible should continue working from home, with the possibility of occasional campus access
- h. **Reaching agreement with other supervisory partners for joint Inserm and CNRS units** (the primary responsibility is with the host institution)
 - i. **Limiting campus access and suspending access for the general public** (see staff memo of April 24, 2020 on suspended activities and access restrictions)
 - j. **Facilitating vehicle access to campus and parking**
 - k. **Reopening the company restaurant for staff as soon as possible**, with extended opening times, social distancing inside the restaurant and regulation of numbers entering/leaving

2- Organization

The decision-making body for the Progressive Business Resumption Plan remains the BCP Committee, renamed the PBRP Committee. The following arrangements will also be introduced:

- A **PBRP operational unit** with a lean organizational structure will be set up, with a kick-off meeting on May 4, 2020 with the entire team and subsequent meetings only as necessary
 - A summary of decisions will be sent out after each BCP/PBRP Committee meeting with a copy to the Senior Management Board (CODIR)
 - Information will be communicated by members of the PBRP operational unit to their respective areas, in coordination with their directors if necessary
 - The unit will keep the BCP/PBRP Committee informed of any details, problems or issues requiring it to take a decision
 - Leadership: HR Department/Technical Resources and Environment Department/Delegate for Safety and Security
 - The COVID-19 operational unit will resume work with contact people for the Animal Facility/Technical Resources and Environment/Legal Affairs/Finance/HR/Technology Transfer/Information Systems/Communications/Medical Research/Science/International Affairs
 - The generic address cellule-PRPA@pasteur.fr will be set up

- The address PRPA-priorite@pasteur.fr will be set up for questions that cannot be answered directly by managers

A specific PBRP implementation strategy will be produced by each functional department, in ongoing consultation with the leaders of the operational unit and the BCP/PBRP Committee.

The PBRP for the Institut Pasteur in Paris will be shared with the directors of the institutions in overseas France so that the measures can be adapted at local level.