HOW TO COMMUNICATE RISK TO WORKERS IN A PANDEMIC

AIRWAYS

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Covid-19 Response- Timeline

Timeline	New Zealand Response	Alert Level	Timeline	Airways Response	Phase
24-Jan-20	New Zealand MoH sets up a team to monitor the situation, but says it is low risk. Australia reports 3 cases the following day.		23-Jan-20	PPE kits for International Travel distributed across all Airways office locations (face masks, gloves and hand sanitiser)	White 12 days
27-Jan	Public health staff begin meeting flights from China to look for signs of the virus.		28-Jan	Presentation to the ELT from Dr Rob Griffiths on the new virus - what we think we know today, potential medical and business risks, Airways response plan.	
			29-Jan	- Cease non-essential Travel to China. PPE for all international travel, social distancing and hygiene reminders for travellers. - COVID-19 preventative measures/hand hygiene posters circulated. - Daily monitoring of International Travel (Do Not Travel) started - COVID-19 Info page launched on inSITE	
3-Feb	New Zealand Government places entry restrictions on foreign nationals travelling here from, or transiting through, mainland China. Those who can enter the country must self-isolate for 14 days.		3-Feb	- China moved to 'DO NOT TRAVEL' status. - Pandemic Managers assigned/advised of what the role entails - Pandemic Management Team Established	Yellow 31 days
11-Feb	WHO names the disease COVID-19. There are now 43,103 cases and 1,018 have died.				
24-Feb	There are 79,331 cases confirmed globally, 2069 of which are outside of China.		24-Feb	China, Singapore, Hong Kong, Japan, Italy, South Korea now on Airways DO NOT TRAVEL list	
28-Feb	NZ reports its first case of COVID-19. The government places restrictions on people travelling to New Zealand from Iran.				
1-Mar	Global death toll tops 3000. The New Zealand government announces that anyone who has visited northern Italy and South Korea must self-isolate for 14 days.		2-Mar	COVID-19 update for the ELT from Dr Rob Griffiths	
4-Mar	Auckland woman in her 30s who has visited northern Italy is confirmed as being the second case of COVID-19 in New Zealand.		5-Mar	Pandemic Managers Training (role responsibilities & guidance) **Posters issued**: Hand Hygiene, What to do if you feel unwell, Personal Hygiene Measures, Increased Cleaning, Protecting yourself/others National Pandemic Manager: first "Daily COVID-19 Update" to all staff.	Orange 12 days
			6-Mar	Practice social distancing, non-handshaking	
			9-Mar	COVID-19@airways.co.nz email address	
11-Mar	WHO declares official pandemic		12-Mar	Initiation of weekly Pandemic Manager meetings	

Timeline	New Zealand Response	Alert Level	Timeline	Airways Response	Phase
14-Mar	New Zealand's sixth case of COVID-19 is confirmed. The New Zealand Government announces anyone entering the country must self-isolate for 14 days, except those arriving from the Pacific.		16-Mar	**Guidance issued:** • Workstation set-up and a safe home working environment • Positive wellbeing working from home • Guidance for self-isolation (what does it mean + what to do)	
16-Mar	Air New Zealand halts share trading and slashes services, and the Reserve Bank announces an emergency official cash rate cut. The next day, the government announces a $12.1 billion package.		17-Mar	**Airways moves to Red Phase 1** and outlines measures of increased cleaning, social distancing, skype meetings, cancel all international travel, activate BCP's, test ability for staff to work from home.	Red Phase 1 6 days
19-Mar	NZ has 28 confirmed cases - all linked to overseas travel. Government closes the country's borders to all but New Zealand citizens and permanent residents.				
21-Mar	**The Government introduces a four-level alert system to help combat covid-19. Ardern says the country is currently at Level 2, which means the risk of community transmission is growing.**	Alert Level 2 2 days			
23-Mar	The number of cases in New Zealand surpasses 100. The Prime Minister announces the country has moved to **Alert Level 3**, effective immediately. Schools closed and people instructed to stay at home.	Alert Level 3 3 days	23-Mar	**Airways moves to Red Phase 2** and encourages all employees who will be working from home under Level 4 to make today their last day in the office.	Red Phase 2 52 days
24-Mar	43 new cases announced. There are now four known cases of community transmission.				
25-Mar	A state of emergency is declared in NZ. At 11.59pm the country moves to **Alert Level 4**, effective for 4 weeks.	Alert Level 4 33 days	25-Mar	Essential staff list published. Last day for any non-essential workers in the office. Most already working from home. **Internal Resources Issued:** • Workstation cleaning on position in the Ops Centres/Towers • Community Transmission Guidance: what you can do to stay safe • Taking care of you or your loved ones with COVID-19 • Essential Workers: Protecting myself/my loved ones • Random D&A Testing during Alert Level 4 • Guidance on dealing with a suspected case at Airways • Workplan and Guidance for Essential Workers in Technology Group • Guidance for Pain & Discomfort working from home • Employee Support Services During COVID-19 Levels 3 & 4 • Guidance on exposure to a confirmed/suspect COVID-19 case	

Covid-19 Response

Airways' Covid-19 response teams and their responsibilities:

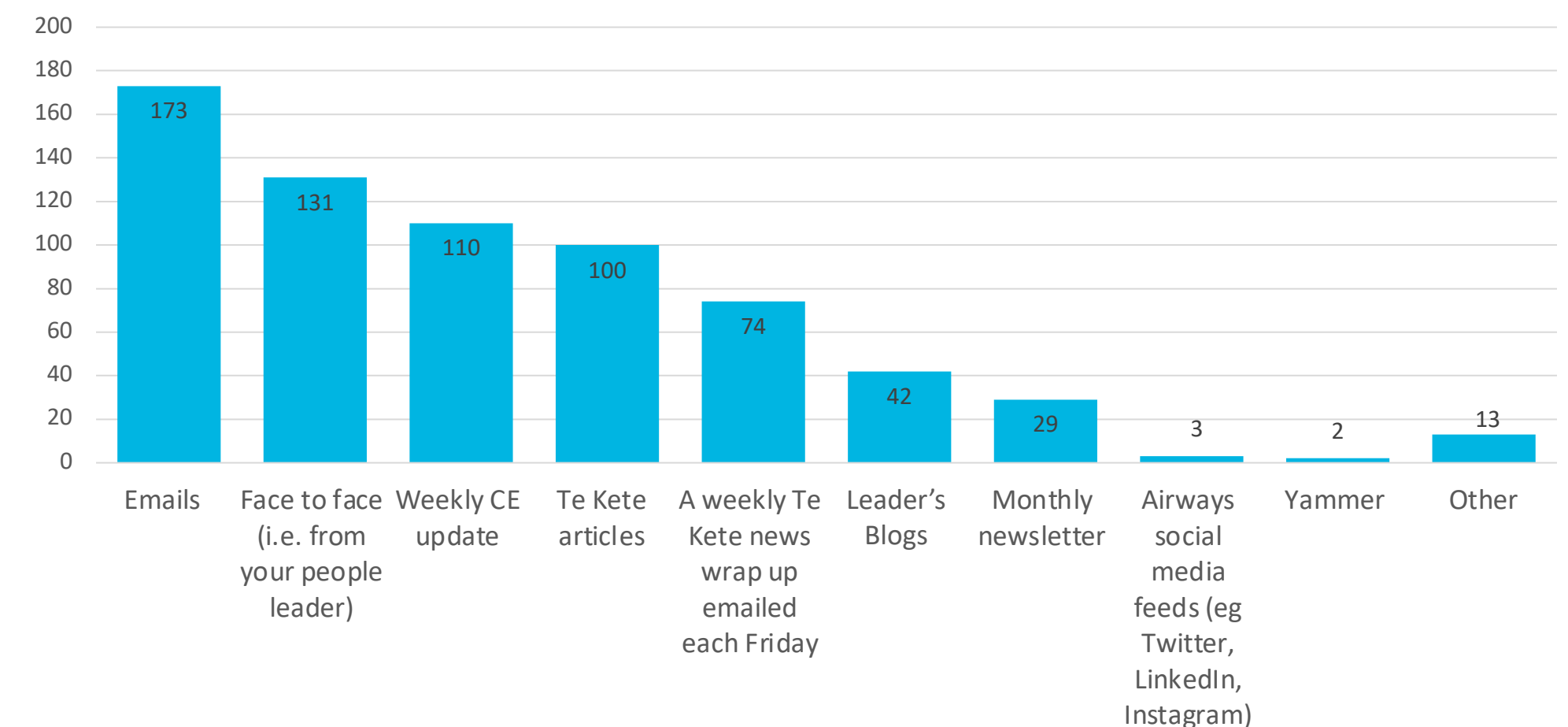| Team/Committee/Group	No.	Who	Responsible
Executive Crisis Management Group (ECMG)	10	Executive Leaders from across the business	On declaration by the WHO/NZ Ministry of Health (MoH) of a pandemic, appoint Pandemic Managers. Strategic decision making to manage and minimise the impact of the pandemic on Airways, its customers and key stakeholders, and keeping them properly informed during the crisis.
National Pandemic Manager	1	Airways Health, Safety & Wellbeing Manager	Report to and keep ECMG informed. Coordinate and oversee the Airways Pandemic response, including training Pandemic Managers.
Airways Corporate Medical Advisor	1	Dr Rob Griffiths (Director of Occupational and Aviation Medicine – University of Otago)	Specialist medical advice. Understanding of the virus and transmission (as global situation evolved). Provide guidance on high risk individuals, specific cases of potential exposure and best practice for how to protect employees and reduce the risk of exposure.
Covid-19 Management Team	4	Airways National Pandemic Manager + 3 Health & Safety Team members	Stay informed of the global and NZ situation (case numbers, spread, public health measures), prepare internal resources (guidance documents), answer queries & concerns, advice on how to stay safe in line with MoH recommendations. Ensure effective activation of business continuity plans.
Pandemic Managers	17	Appointed from across the business to represent all functions and physical locations	Report to the National Pandemic Manager. Attend regular meetings to report on Covid-19 response and wellness of staff at their location. Communicate with staff at their location.
Site Pandemic Managers	40+	Activated by Pandemic Managers (as needed) assist with carrying out guidance provided by Covid-19 Team	Ensure posters and signage is visible in their area and cleaning/sanitisation products replenished.

Airways - Covid-19 Communications

- Throughout the COVID-19 pandemic, the Health, Safety and Wellbeing team have been providing regular updates to all staff about significant changes to both Government and Airways policy and protocols, utilising a range of channels including:

  - All staff emails

  - Te Kete articles

  - Te Kete COVID-19 information page

  - Text messages

  - Since August 2021, weekly updates from the Chief Executive

- In November 2021, the Communications team surveyed employees about their preferred communications channels and response to COVID-19 comms with 240 responses from approximately 790 employees.

- The findings of this survey, along with a review of previous communications have been considered to provide a recommendation for improvements for COVID-19 communications in 2022.

- 80% of respondents to the Internal Communications survey rated the communications on COVID-19 as good or excellent.

The key outtake is that the existing communications channels and format are working. Looking forward it is a matter of refining rather than reinventing the communications approach.

Overall, how would you rate the communication on COVID-19 over the past 12 months?

- Poor 5%
- Adequate 15%
- Excellent 35%
- Good 45%
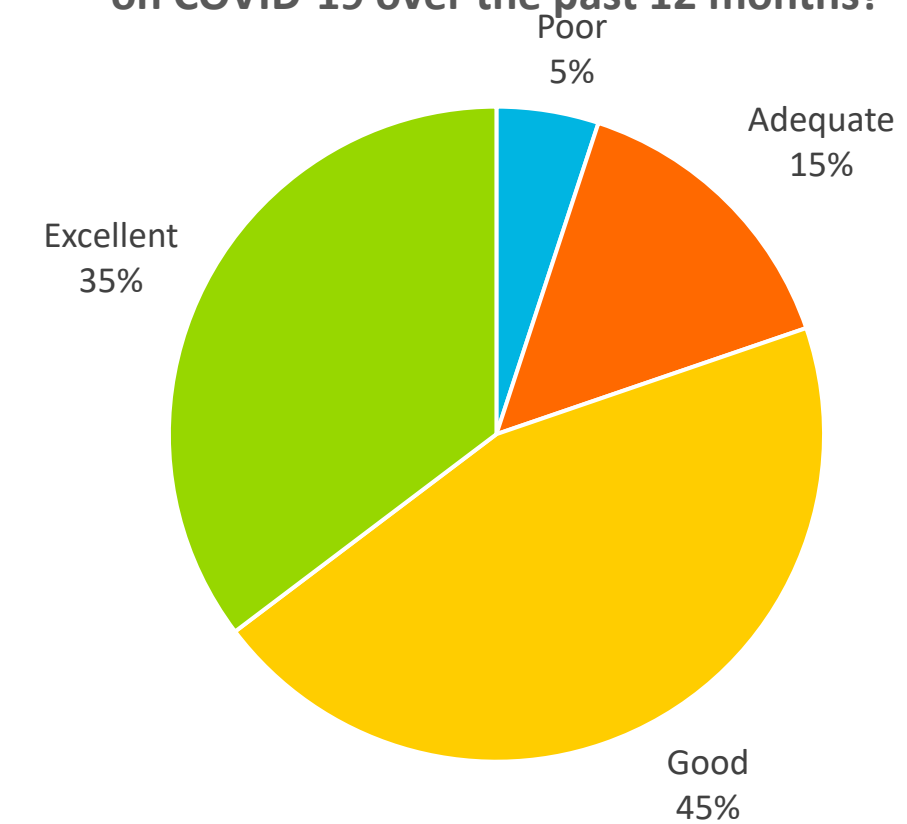
Which of the following are your preferred methods of hearing about news and company updates? (Choose as many as applicable)

Method	Count
Emails	173
Face to face (i.e. from your people leader)	131
Weekly CE update	110
Te Kete articles	100
A weekly Te Kete news wrap up emailed each Friday	74
Leader's Blogs	42
Monthly newsletter	29
Airways social media feeds (eg Twitter, LinkedIn, Instagram)	3
Yammer	2
Other	13

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Covid-19 Information Page

Covid-19

Airways' COVID-19 Traffic Light guidelines

Please take time to become familiar with the principles and measures that apply at our worksites under each setting.

Airways Guidelines

>> Go to | Airways Traffic Light Guidelines

Face Mask Exemption Pass

Under the Orange Traffic Light setting, wearing a surgical mask is **mandatory for everyone***
- when moving away from their usual desk or position, particularly in communal areas such as kitchens, bathrooms, hallways
- when meeting with visitors or Airways people from another team

***except those with a valid face mask exemption pass**

Please be respectful of anyone who is displaying a mask exemption pass.

COVID-19 Face Mask Exemption Pass
Puka Awere Ārai Kanohi KOWHEORI-19

Ingoa | Name

EVA JANINE ROFEE

The named pass holder has declared, as authorised by law, that they are unable to wear a face mask.

For use in Aotearoa New Zealand. Cannot be used internationally.

This pass is conclusive evidence that the named person is exempt from wearing a face mask under the COVID-19 Protection Framework Order.

He pūkete whaimana o tō aweretanga ārai kanohi KOWHEORI-19.

An official record of your COVID-19 face mask exemption.

Rapid Antigen Testing (RAT) Information

Please refer to the page linked opposite, for full details on Airways' RAT processes for:
- Surveillance testing of employees working on site
- Daily testing for return to work for close contacts identified under Section 70 of the Health Act.

>> Go to | Rapid Antigen Testing Information

Contacts
- **Pandemic Manager** for your area
- Email **Covid-19@airways.co.nz**

Airways Resources

Guidance | Notification of a positive COVID-19 case at Airways

Guidance for unwell people at work

Guidance for workplace cleaning

Guidance for mask use

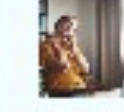Video on how to fit your P2/N95 and surgical mask at home

COVID-19 Risk Assessment.xlsx

Employee Support Services during COVID-19

Guidance for working from home safely

Pain and Discomfort | working from home

Guidance for taking care of you and your loved ones if you may have Covid-19

Guidance for 'at risk' people

Technology Group | Workplan Guidance

Technology Group | COVID-19 Safe Working Practices

Communication channels

There were some valuable insights for the COVID-19 communications from the Internal Communications survey.

Te Kete COVID-19 Information page (Intranet)

The survey asked how useful people found different channels.

- Email updates from the Health, Safety & Wellbeing team are well received, with among the highest positive and lowest negative scores of all categories, second only to hearing from your manager.

- Conversely, the COVID-19 information page on Te Kete had the lowest positive and highest negative scores. While the vast majority of people still scored this as somewhat or very useful, there is room to re-evaluate this page as we move into endemic COVID-19 to ensure the most relevant information is readily available. Work on this is now underway.
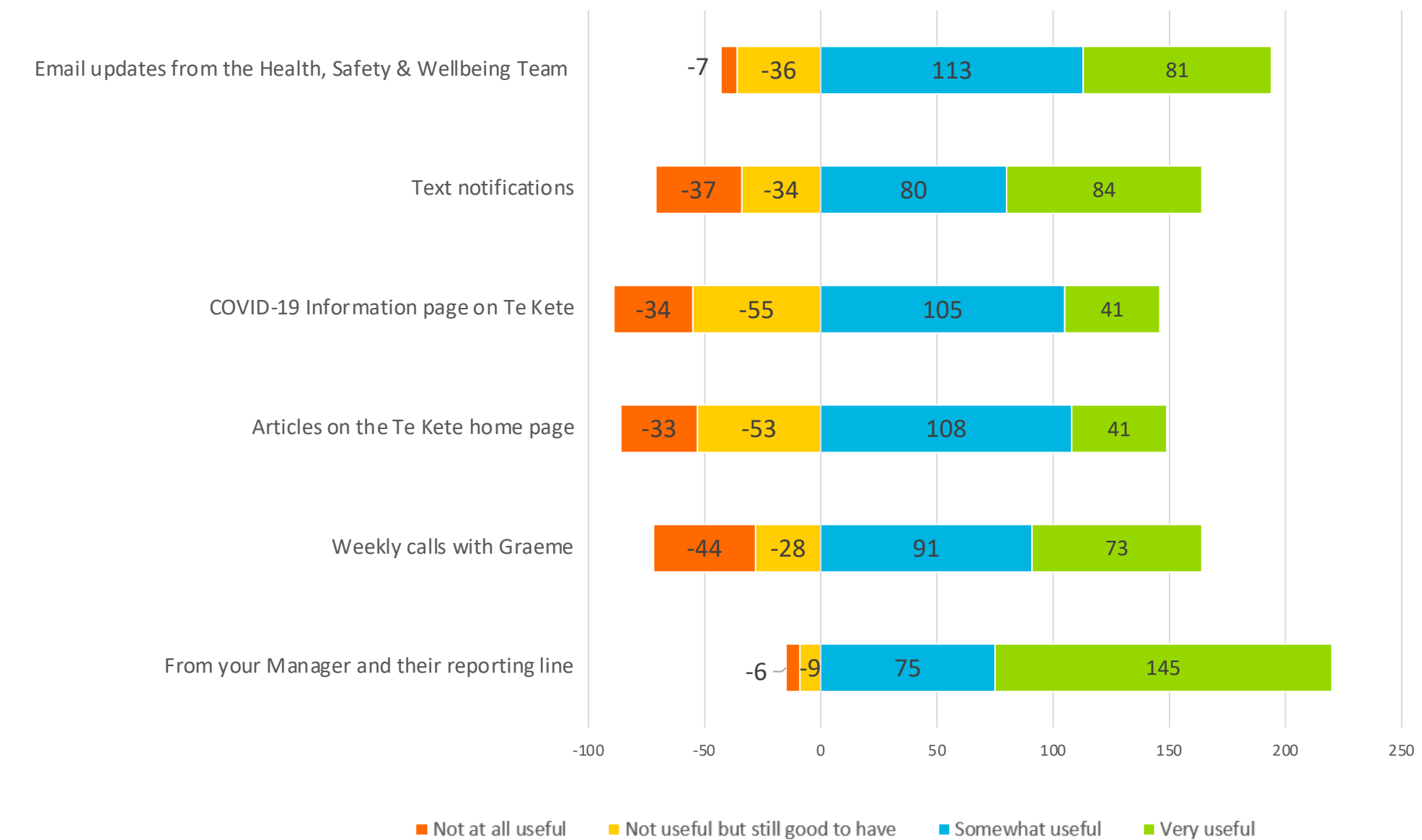
Text updates

The survey asked people the most appropriate channels for communicating time-critical changes. Email, text and via manager were the highest scoring channels.

There was clear feedback that people only want to receive urgent and time-critical communications via text. It is recommended we define a clear protocol of when this is used and limit use for immediate and business critical communication only.
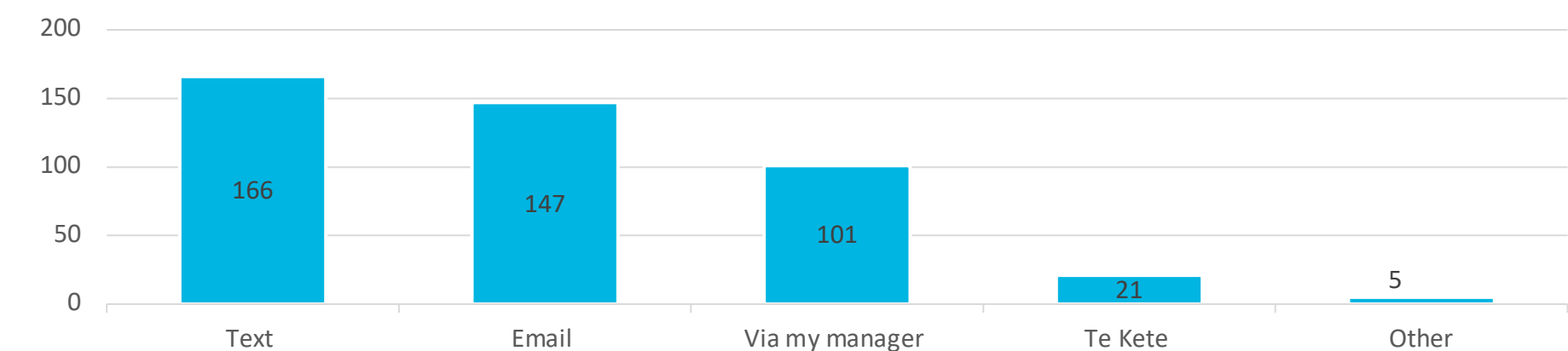
People leaders

Feedback is that many people don't have ready access to company devices or networks as part of their daily job – we need to look at how we can better develop people leaders as a communication channel to reach all employees as well as considering whether any non-digital channels are appropriate.

How would you rate the following communications channels in terms of ensuring you have the information you need to do your job?

Channel	Not at all useful	Not useful but still good to have	Somewhat useful	Very useful
Email updates from the Health, Safety & Wellbeing Team	-7	-36	113	81
Text notifications	-37	-34	80	84
COVID-19 Information page on Te Kete	-34	-55	105	41
Articles on the Te Kete home page	-33	-53	108	41
Weekly calls with Graeme	-44	-28	91	73
From your Manager and their reporting line	-6	-9	75	145

Legend: ■ Not at all useful ■ Not useful but still good to have ■ Somewhat useful ■ Very useful

Which of the following are the most appropriate channel for communicating time critical changes ?

Text	Email	Via my manager	Te Kete	Other
166	147	101	21	5

Optimising effectiveness of future communications

- Ensure information relevant to Airways employees is upfront and minimise focus on Government changes and announcements

- Make it clear upfront which workgroups or regions are affected by changes (particularly important for regional traffic light changes)

- Encourage managers to only share updates where there is a material change to their workgroup that is not covered in company-wide communications to remove duplication

- Consider people who are not computer-based when drafting and sharing communications – i.e. printable format and encouraging leaders to update their employees