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PANDEMIC RESPONSE CHECKLIST

1.1 Plan for maintaining business continuity during and after a pandemic.

Completed	In Progress	Not Started	
			Select a Company-wide Pandemic Coordinator and back-ups if the Coordinator becomes incapacitated.
			The Coordinator should be aware of ADA, OSHA, collective bargaining and other legal obligations.
			Select a pandemic coordinator at every individual facility to oversee local planning and implementation processes, threat assessment and related financial considerations, and to coordinate with the home office.
			Ensure that the local pandemic coordinator is in communication with the organization's overall pandemic coordinator on an ongoing basis.
			Ensure that plans are in place at overseas locations and for Ex Pat employees.
			Establish pandemic planning and implementation at every national and international facility, including clearly defined roles, responsibilities, and authority. Establish lines of communication and authority within the overall organization.
			 Each location's Committee (team) should include representatives from: 1. HR and Industrial Relations 2. Safety, Environmental, and Emergency Response 3. Housekeeping and Sanitation 4. Employee Education and Internal Communications 5. Legal/Contract Management 6. PR/Media/Investor Relations 7. Employee Health 8. IT 9. Financial 10. Vendors, contractor, sales relationships 11. Security
			Gather your Committee and start listing everything necessary to keep the business safely running and to protect the Company reputation and "brand."
			Develop a list of essential employees by department, ranked by "a," "b," and "c," so that you may develop procedures to ensure their availability.
			Understand national and local governments' policies and the potential impact they may have on your business operations and emergency plans.
			Designate contacts with government emergency response entities at local, regional and national levels.
			Serve on local, regional, or national pandemic committees and task forces.

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Completed	In Progress	Not Started	
			Analyze the capability of national and local governments to provide assistance to your company and employees both in the U.S. and abroad.
			Carry out economic forecasting to determine the possible effects of a pandemic on the economy and each business location, including with regard to collections, business volume and orders, ability to meet customer commitments, availability of finance, staffing, etc.
			If publicly traded, assess whether to discuss and disclose the significance and possible effects of a pandemic on your business as an additional business risk factor in financial reports, MD&A as well as Form 10-K.
			Prepare for the possibility/impact of a currency devaluation on your overseas business operations during a pandemic.
			Monitor the status of the pandemic as reported through the CDC, HHS, The World Health Organization (WHO) and other official sources such as PandemicFlu.gov (www.pandemicflu.gov). 1. Assign individuals to monitor and brief leadership. 2. Sites may include Situation Updates at <u>http://www.cdc.gov/h1n1flu/</u> , World Health Organization at <u>http://www.who.int/csr/disease/swineflu/en/index.html</u> and State Health Departments at <u>http://www.cdc.gov/h1n1flu/states.htm</u> OSHA – <u>http://www.osha.gov</u>
			Identify the specific circumstances and factors which would force the overall business to declare a staffing crisis, close, reduce levels of service, or transfer operations to other locations.
			 Identify essential employees and other critical inputs required to maintain business operations by location and function during a pandemic, including: Raw materials. Suppliers and vendors. Subcontractor services. Subcontractor products. Utilities. Transportation and Logistics. Credit. Manpower.
			Identify potential pandemic effects on supply chain and shipments, particularly if the organization uses "just-in-time" delivery.
			 Request vendors and key contractors to share their plans to maintain service during a pandemic or to certify that they have prepared a plan.
			2. Consider establishing back-up providers.
			 Work with suppliers and customers to ensure that all of your partners' pandemic plans work together with your organization to maintain business continuity in the event of transportation or distribution disruptions in accordance with priorities and critical needs. 1. Do not take on responsibility for the means and methods of their compliance or services.
			Identify and develop a plan to augment the current workforce capability with special attention to redundant staffing of critical business operations, including:
			1. Engaging temporary employees, contractors and retirees.

Completed	In Progress	Not Started	
			2. Cross-training the existing workforce.
			3. Special emphasis on critical areas, such as IT and maintenance.
			Identify business functions that could be outsourced or transferred to other facilities within the organization in the event of high employee absenteeism, infrastructure failure, or vendor disruption.
			Review business insurance policies to determine what coverage may be necessary to mitigate the risks and effects of a pandemic. Shift risk to insurers where possible, including contracts with customers and suppliers.
			Review and/or actually test plans through regular exercises and revise plans on a periodic basis.
			1. Emergency communications.
			2. Plans to shift operations, including the corporate office.
			 Emergency Response, Emergency Action, Evacuation, National Disaster programs.
			4. PR and Internal Communications.

1.2 Plan for the impact of a pandemic on the lives and welfare of your employees.

Completed	In Progress	Not Started	
			Understand local and national health policies and plans regarding possible quarantines, border closures, airport closures, school closures, and transportation limitations. Monitor <u>www.pandemicflu.com</u> and local and state websites, including Situation Updates at <u>http://www.cdc.gov/h1n1flu/</u> ; State Health Departments at <u>http://www.cdc.gov/h1n1flu/states.htm</u> , and Travel guidance at <u>http://www.pandemicflu.gov/faq/travel/</u> .
			 Forecast and allow for employee absences during a pandemic due to factors such as: Personal illness. Mental health needs. Family member illness. Community containment measures. Quarantines and other measures to limit public gathering and exposure. School and/or business closures. Public transportation disruption. Employee fear of leaving home or sending children to school.
			Ensure staffing plans have sufficient redundancy to allow for anticipated absenteeism, and cross-train employees to fill essential vacancies that might occur, specifically including employees responsible for Pandemic Coordination and Business Continuation.
			Survey employees to determine employees whose attendance may be disrupted due to transportation, school, or other needs. Use a form similar to that found on the EEOC website at EEOC/ADA Guidance at http://www.eeoc.gov/facts/h1n1_flu.html to survey employees.

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Completed	In Progress	Not Started	
			 Review and analyze legal requirements that determine your obligations to personnel including: Individual employment contracts. Collective Bargaining agreements. State and Federal WARN Acts. State and Federal FMLA laws. ADA, Title VII, and other state and federal Non-Discrimination Laws. ADA Title III Access provisions. State wage payment, break, pay stub, and related laws. Wage-Hour. OSHA Whistleblower/Concerted Protected Activity.
			Evaluate Collective Bargaining and NLRA obligations.
			Address Influenza Response issues at the next bargaining session.
			Determine issues that must be raised with any unions in advance of regular bargaining.
			Identify employees with special health or other needs and incorporate the requirements of such persons into your preparedness planning.
			Track current Government Guidance regarding vaccines at Vaccine Guidance at http://www.pandemicflu.gov/vaccine/index.html .
			Encourage annual seasonal influenza vaccination for appropriate employees following local public health guidelines.
			Determine whether to offer or require a Seasonal Flu vaccination.
			Determine approach with regard to H1N1 vaccine once available.
			Evaluate the legality of mandatorily requiring vaccines, including consideration of restrictions on governmental employers, and based on current state of HHS and other guidance. Consider when declinations are appropriate.
			Assess the availability of medical advice, healthcare services, prescription medications, mental health services, social services, and other support services (including alternate transportation, meals, grief counseling, etc.) for employees during a pandemic. If needed, consider supplementing local resources with organizational ones.
			Determine if onsite medical services are needed, including occupational nurses, clinics, or additional first aid training for employees.
			Assess the potential availability of pandemic vaccine in any host countries, determine its reliability, and plan for its distribution during a pandemic.
			Evaluate the need for antiviral medications and plan for access, storage, dispensing by medical personnel, and distribution consistent with local laws and regulations. Monitor Antivirals Guidance at http://www.pandemicflu.gov/faq/antivirals/
			Review all business health insurance policies to determine what coverage may be necessary to mitigate the country-specific risks and effects of a pandemic, and assess whether changes are needed in employee health coverage.

Completed	In Progress	Not Started	
			For foreign locations or ex-pat employees, determine if in-country medical services and/or medications will be available to traveling or expatriate employees during a pandemic, and consider planning for early evacuation and/or repositioning, if needed once a pandemic begins. Consider evacuation insurance. Consult travel guidance at http://www.pandemicflu.gov/faq/travel/ , World Health Organization at http://www.who.int/csr/disease/swineflu/en/index.html and Foreign evacuation guidance at http://www.pandemicflu.gov/faq/travel/ , World Health Organization at http://www.who.int/csr/disease/swineflu/en/index.html and Foreign evacuation guidance at http://www.who.int/csr/disease/swineflu/en/index.html and Foreign evacuation guidance at http://www.who.int/csr/disease/swineflu/en/index.html and Foreign evacuation guidance at http://www.pandemicflu.gov/faq/travel/ .
			Remind employees that normal supply lines may be slowed or inoperable for an extended period of time and to make personal preparations for pandemic for up to 12 weeks (e.g., stockpiling appropriate food, water, and regularly used prescription drugs).

1.3 Establish policies and guidelines to be implemented during a pandemic to avoid creating policies "on demand" in the midst of a pandemic.

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Completed	In Progress	Not Started	
			Establish triggers and set up procedures for activating and terminating the different aspects of the company's response and staffing plans.
			 Establish a security plan that includes personnel, asset, confidential and trade secret material, and infrastructure protection. Prepare for the possibility of social/security breakdown. 1. Physical plant security. 2. Electronic communications. 3. Trade secret and confidentiality. 4. Traveling. 5. Lodging.
			 Develop guidelines to prevent influenza spread at the worksite: Facility cleaning and disinfection. How to clean and disinfect at http://www.pandemicflu.gov/individual/panfacts.html Social distancing methods to modify frequency and type of contact (e.g., reducing hand-shaking, limiting face-to-face meetings and shared workstations, promoting telecommuting, liberal leave policies, etc.). Personal Protective Equipment (PPE) including respiratory protection, gloves, and for use of cleaning materials, OSHA Job Hazard Analysis at 1910.132(d) at http://www.osha.gov/pls/oshaweb/owadisp.show document?p table =STANDARDS&p_id=9777, OSHA Respiratory Protection Standards at OSHA Respiratory Protection Standards at OSHA Respiratory Protection Standards at OSHA Respiratory Protection Standards at osha.gov/pls/oshaweb/owadisp.show document?p table =STANDARDS&p_id=9777, OSHA Respiratory Protection Standards at OSHA Respiratory Protection Standards at OSHA Respiratory Protection Standards at OSHA Respiratory Protection Standards at osha.gov/pls/oshaweb/owadisp.show document?p table standards.html, http://www.osha.gov/pls/oshaweb/owadisp.show document?p table http://www.osha.gov/pls/oshaweb/owadisp.show document?p table standards.http://www.osha.gov/pls/oshaweb/owadisp.show document?p tab

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Completed	In Progress	Not Started	
			Develop culturally and linguistically appropriate educational guidelines on modes of influenza transmission, signs and symptoms of infection, basic infection control procedures (e.g., good hand hygiene and cough etiquette) http://www.pandemicflu.gov/professional/business/index.html#employees), contingency plans, travel awareness, when to get help, and how to care for someone with the Flu at http://www.pandemicflu.gov/health/index.html#symptoms , and General H1N1 information at http://www.pandemicflu.gov/health/index.html#symptoms , and General H1N1
			Develop procedures for housing essential employees onsite or offsite, or otherwise ensuring the availability of IT, key operations and technical employees, etc.
			 Develop guidelines to inform and address needs of employees whose jobs will not allow telework (e.g., production or assembly-line employees). 1. Determine company systems capabilities and needs. 2. Determine employee needs for remote work. 3. Determine how to handle costs to employees for set-up. 4. Establish wage-hour related procedures to ensure proper recordkeeping and payment for all hours worked. 5. Revise electronic communication and confidentiality and trade secret policies. 6. Review employment contracts and collective bargaining agreements.
			Review Workplace Questions at <u>http://www.pandemicflu.gov/faq/workplace_questions/</u> and EEOC/ADA Guidance at <u>http://www.eeoc.gov/facts/h1n1_flu.html</u> and obtain legal guidance.
			Establish and clearly communicate policies on sick leave, family leave, and employee compensation.
			Advise employees who are ill with influenza during a pandemic to stay home from work in compliance with current public health guidance, when to get help, and how to care for someone with the Flu as explained at: http://www.pandemicflu.gov/health/index.html#symptoms .
			Review attendance policies for changes to encourage sick workers to stay home.
			Monitor "evolving" Federal Guidance and develop Guidelines for:
			1. Basic Employee Education.
			2. When to send employees home.
			3. When to permit employees to return.
			4. When or whether to require a doctor's note or certification.
			5. When an absence is OSHA recordable.
			6. When absences are covered by FMLA.
			Develop and create guidelines for the possible downsizing and evacuation of expatriate employees and families. Guidelines should identify multiple evacuation locations.

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Completed	In Progress	Not Started	
			 Develop policies for restricting travel (domestic and international) to affected areas and guidance for employees or visitors returning from affected areas. 1. Business travel. 2. Personal travel. 3. How to handle costs associated with employees who must cancel personal travel. 4. Enforcement.
			Develop options for conducting safer customer contacts in the event of pandemic.
			 Establish policies for alternative or flexible worksite: 1. Videoconferencing. 2. Telecommuting. 3. Work hours.
			Develop or expand guidelines for conducting business online with customers and suppliers, allowing self-service when possible. 1. Consider network/provider limitations.
			Conduct Job Safety Analysis (JSA) as required at OSHA Job Hazard Analysis at 1910.132(d) at http://www.osha.gov/pls/oshaweb/owadisp.show_document?p_table=STAND_ARDS&p_id=9777 where PPE required, including gloves and respirators.
			Ensure that you have up-to-date Job Safety Analysis (JSA's) for all jobs requiring PPE use.
			Provide policies and training for employees in the use of personal protective equipment (PPE) when necessary. See OSHA's Pandemic Page at http://www.osha.gov/dsg/topics/pandemicflu/index.html and OSHA Respiratory Protection Page at http://www.osha.gov/dsg/topics/pandemicflu/index.html and OSHA Respiratory Protection Page at http://www.osha.gov/dsg/topics/pandemicflu/index.html and OSHA Respiratory Protection Page at http://www.osha.gov/dsg/topics/pandemicflu/index.html and OSHA Respiratory Protection Page at http://www.osha.gov/SLTC/respiratoryprotection/index.html
			Comply with the OSHA Hazard Communication Standard at OSHA Hazard Communications Page at <u>http://www.osha.gov/SLTC/hazardcommunications/index.html</u> for chemicals used for clean-up, and provide appropriate PPE.
			Review any existing Respiratory Protection Program for compliance with OSHA standards at OSHA Respiratory Protection Page at <u>http://www.osha.gov/SLTC/respiratoryprotection/index.html</u> and OSHA Respiratory Protection Standards at <u>http://www.osha.gov/SLTC/respiratoryprotection/standards.html</u>
			Determine the need and arrange for appropriate Personal Protective Equipment (PPE) based on WHO and CDC recommendations and provide necessary training.
			Review and Update OSHA Bloodborne Pathogens Policy at OSHA Bloodborne Pathogens Page at <u>http://www.osha.gov/SLTC/bloodbornepathogens/index.html</u> .

1.4 Determine resources required to fulfill actions in your pandemic plan.

Completed	In Progress	Not Started	
			Maintain a contact list of current suppliers and develop an alternate list of suppliers for critical supplies and essential resources and services.
			Maintain sufficient and accessible infection control supplies (e.g., hand- hygiene products, tissues, receptacles for their disposal, surgical masks, thermometers, cleaning materials, gloves, etc.) at all business locations based on WHO and CDC recommendations.
			Ensure availability of medical consultations and advice for emergency response. 1. Make available contact information.
			Enhance communications and information technology infrastructure as needed to support telecommuting and remote employee customer access.
			Work with local law enforcement and security firms to develop security plans to protect operations, facilities, etc.
			Plan for expenditures in the event of slowing of cash flow or disruption of financial activities.

1.5 Create an emergency communications system.

Completed	In Progress	Not Started	
			Make pandemic plan available to all employees and stakeholders in advance of a pandemic, including the expected roles/actions for employees and other stakeholders during implementation, so that they may provide input.
			Update and maintain current contact information for staff, ancillary personnel, clients, customers, vendors, health departments, utilities, hospitals, contractors, public safety, and FEMA groups.
			Anticipate employee fear, anxiety, rumors and misinformation, and the effects of school closures, overwhelming of hospitals, and the local public safety responses.
			Ensure that communications are culturally and linguistically appropriate and address individuals with disabilities.
			Develop a 24/7 means (e.g., hotline, dedicated website) for communicating pandemic status updates, actions to employees and service delivery news to vendors and customers.
			 Develop alternate forms of communication (e.g., cell phones, pagers, and other processes, etc). 1. Consider the lack of modern communication devices in many developing countries. 2. Consider how to communicate in the event of some disruption of utilities or networks. 3. Consider ADA accessibility issues.
			Disseminate information for at-home care of ill employees and family members.

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Completed	In Progress	Not Started	
			Disseminate rules regarding staying at home when ill or potentially infectious, including following public health guidance regarding potentially infectious family members.
			Establish system to account for employee status (e.g., dial-in system).
			Establish a procedure and a person to determine when a "critical staffing" event occurs.

1.6 Work to coordinate with external organizations and your community.

Completed	In Progress	Not Started	
			Collaborate with local and national health officials and emergency responders.
			Prepare a list of local, regional, and national government Pandemic organizations and contact information. See State Health Departments at http://www.cdc.gov/h1n1flu/states.htm and Community Response Planning at http://www.cdc.gov/h1n1flu/states.htm and Community Response Planning at http://www.cdc.gov/h1n1flu/states.htm and Community Response Planning at http://www.pandemicflu.gov/faq/planningresponse/
			Prepare lists of pubic safety, emergency responders, healthcare providers, and utilities, and contact information.
			Establish state and Federal FEMA contacts.
			Familiarize organization with the role of the WHO in pandemic response in your country and region.
			Select point of contact to coordinate with the U.S. Embassy or Consulate that is nearest to your facility. Embassy may facilitate introductions for business sector to local ministries and officials.
			Share best practices with other businesses to improve community response efforts.
			Coordinate and collaborate with local U.S. Chambers of Commerce or other U.S. business associations.

1.7 Prepare for post-pandemic scenarios.

Completed	In Progress	Not Started	
			Assess the location's ability and the criteria that need to be met to resume normal operations and provide notification of activation of the business resumption plan.
			Assess the availability of medical, mental health, and social services for employees after the pandemic.
			Conduct post-pandemic review of response and revise plan as needed.
			Prepare for possible follow-on pandemic waves.
			Review and revise plans to also accommodate Natural Disasters, terrorism, or other local, regional, or national disruption.

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