



Flu Pandemic Contingency Plan

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PURPOSE

The purpose of this Flu Pandemic Contingency Plan is to minimize the health risk posed to The - Group employees from a potential avian flu pandemic and ensure on-going operation of essential business activities. The following is a general contingency plan specific to pandemic influenza, business continuity plans will be developed by business units and key support services taking into account the specific circumstances of their operations and location.

SCOPE

This guidance applies to all The - Group facilities and operations. In addition, business continuity planning for a pandemic should account for significant impacts to our supply chain, contractors, transportation resources, and essential community services.

BACKGROUND

Pandemic Characteristics and Impact

- **Widespread impact:**

The impact of a pandemic would likely be widespread, even nation-wide, not localized to a single area; therefore there may be little outside assistance.

- **Not a physical disaster:**

A pandemic is not a physical disaster. It has some unique characteristics that require implementation of activities to limit contact such as restriction of movement, quarantine, and closure of public gatherings.

- **Duration:**

A pandemic would not be a short, sharp event leading immediately to commencement of a recovery phase.

- **Notice:**

It is quite likely that there will be some advance warning from the development of the pandemic in regional areas, but it is always possible that any warning period may be very short. Should pandemic influenza spread within areas of The - Group, it will probably be some weeks before the full impact on workforce will be felt, although there may be some early impacts resulting from closures of schools and similar containment measures.

- **Primary effect is on staffing levels:**

Unlike natural disasters, where any disruption to business service provision is likely to be hardware-related, disruption to business operation in the event of a pandemic is anticipated to be mainly human-resource oriented. **The - Group should plan for up to 50% to 80% employee absences for periods of about two weeks at the height of a severe pandemic wave, and lower levels of employee absence for a few weeks either side of the peak. Overall a pandemic wave may last about 8 weeks.**

Note that the pandemic may come in waves of varying severity over time.

Employee absences can be expected for many reasons:

- illness / incapacity (suspected / actual / post-infectious);
- some employees may need to stay at home to care for the ill;
- people may feel safer at home (e.g. to keep out of crowded places such as public transport);
- some people may be fulfilling other voluntary roles in the community; and
- others may need to stay at home to look after school-aged children (as schools are likely to be closed).

A pandemic may have other impacts on The - Group, for example:

- supplies of materials needed for ongoing activity may be disrupted, e.g. if they are imported as air freight;
- similarly, availability of services from sub-contractors may be impacted (this may affect maintenance of key equipment, and is an area that merits close planning attention); and
- demand for services may be impacted – demand for some services may increase (internet access is a possible example); while demand for others may fall (e.g. certain types of travel activity may reduce).

The - Group business continuity plans need to be reviewed to ensure that they have addressed significant employee absences and other pandemic-related risks.

CONTINGENCY PLAN

Pandemic Influenza Planning Scenario Assumptions

- A pandemic may have multiple waves over the period of a year. Each wave should last approximately 6-8 weeks, with a peak period of two to four weeks
- During each pandemic wave, 20-50 percent of workforce may be unable to report to work for two to six weeks. In addition, to direct impact of influenza on the workforce, a significant number of workers (another 20-30 percent) may stay at home to care for ill family members and children whose schools may be closed, or be unwilling to take public transit from fear or not have available transit
- There is a significant chance of employee mortality with accompanied loss of personnel and experience
- Supply chain and contractors are likely to be similarly impacted and may not be able to provide services, or only at reduced capacity
- Essential services – such as fire and police – will likely be reduced
- Medical services will likely be over subscribed and may not be available
- Anticipate that countries may close borders, severely restrict travel, and may implement controls on imports/exports and quarantines
- Travel restrictions may be applied almost immediately upon documented human transmission in the country, or within days if the influenza is in a nearby country.

Evacuation plans need to assume an extremely short period of time is available and may require dedicated transportation

- IT resources could be stressed as more employees attempt to access The - Group systems from home

Short, Medium and Long-Term Planning

It is not possible to predict how long a pandemic may last. There could be more than one wave of infection during a pandemic period. Each wave could typically last about six to eight weeks, building to a peak in week four before abating again. During the pandemic estimates suggest that absenteeism will double in the private sector and increase by two thirds in the public sector. The - Group should plan for up to 50% employee absences for periods of about two weeks at the height of a pandemic wave and lower levels of employee absence for a few weeks either side of the peak. (A pandemic could last many months and may contain peaks followed by periods of reduced illness. The 50% is an estimate of employee absences at peaks of a significant pandemic.)

To ensure business continuity in a pandemic, short term planning, with a health focus, is paramount. Succession planning (in the event of employee deaths or long-term disability during the pandemic) and back up planning is also essential. Emergency management and recovery are greatly facilitated if essential services are available without significant interruption.

Continuity planning for a pandemic should include:

- Identification of essential business activities (and the core people and skills to keep them running), and ensuring that these are backed-up with alternative arrangements;
- Mitigation of business / economic disruptions, including possible shortages of supplies; and
- Minimizing illness in workers and customers.

Each of these items is addressed in following sections.

Identification of essential business activities

Identification of Core People and Core Skills

Issues to consider include:

- What are the “essential” parts of the business?
- Who are the core people required to keep the essential parts of the business running?
- What are the core skills required to keep business running?
- Are there sufficient back ups for people and skills if there is a high level of absence?
- Are there other resources (e.g., volunteers, retirees) that could be drawn on if necessary?
- Is it possible to co-ordinate/operate your business remotely using telephone and email?

- Who are the core people required to manage the pandemic contingency plan?
- Do you have systems that rely on periodic physical intervention by key individuals, to keep them going? How long would the system last without attention?

Business Planning for Absence

Issues to be considered include:

- What are critical employee numbers and skills required to keep essential functions of the business running –at what level does business stop?
- What arrangements need to be made to minimize risk to employee?
- Who will make the decision to shut activity down when absence rates threaten safe business continuity?
- Could some, or all, of your business operations shift to having most employee work from home with little warning?

An influenza pandemic may affect regions of the United States and the world differently in terms of timing, severity and duration. Some regions may be hit earlier, longer or harder. Businesses with regional offices may need to consider rotating service delivery from hard hit areas to influenza-free areas, or areas that have been declared to be in a post-pandemic period. Restrictions on movement of people from region to region may be imposed. Thus, rotation of employee may be difficult. Overseas operations, or products and services out-sourced from overseas may be disproportionately affected. Not all countries have the means to cope with a pandemic. Employees and employees contracted outside of the United States may have increased rates of illness and absence.

Information Management

Key operating and management information will need to be stored in known, accessible and shared locations.

Communications

Consider communication needs and how they might be maintained with:

- other business units within The - Group;
- government;
- key suppliers;
- key clients; and
- key contractors.

Supply shortages affect business operations

Supply shortages may occur due to increased demand during the pandemic. Pandemic planning should consider the need for ensuring adequate availability of essential supplies. Shortages may also occur due to disruptions in transportation systems or inability of suppliers to meet demands because of their own employee shortages. Some supplies travel considerable distances by truck, train, ship or aircraft, and are vulnerable to any disruption. Absences of workers/drivers and other transportation employees may affect both the production and delivery of needed supplies. Supply chains may also be affected by mandated or self-imposed travel restrictions (e.g., transporters unwilling to travel through or to infected areas).

Discuss with key suppliers a plan for regular shipments in the event of shortages or disruptions in transportation systems. International air movements may be disrupted in a pandemic, which may have an impact on imported goods, especially if they normally arrive in freight-holds of passenger aircraft.

Protecting employees and visitors from getting sick.

After identifying the core people and skills to keep the essential parts of your business operating, determine how to minimize illness among employees and visitors.

The main strategies include:

- Restrict workplace entry of people with influenza symptoms;
- Practice good personal hygiene and workplace cleaning habits;
- Increase social distancing (e.g., enable telecommuting, avoid face-to-face contact);
- Manage employees who become ill at work;
- Manage employees who travel overseas.
- Consider handwashing sanitizers for work areas

This section identifies some issues you may want to take into account in your plan as well as offering guidance as to how to address them.

Table 1. Influenza Protection Measures

Protection measure	Where applicable
Hand hygiene, cough etiquette, ventilation	Everyone, all the time
Organizational policies	Every organization, all the time
Social distancing	Everyone, whenever practical
Protective barriers (Disposable surgical masks, Disposable particulate respirator masks, eye protection, gloves)	In situations where normal work practice requires unavoidable, relatively close contact/proximity

Restrict workplace entry of people with influenza symptoms

Consider putting up notices at all workplace/facility entry points, advising employees and visitors not to enter if they have influenza symptoms.

Advise employees not to come to work when they are feeling ill, particularly if they are exhibiting any influenza symptoms and consult a health care provider, if necessary.

Educate employees about the differences in symptoms between influenza and a common cold (Appendices D & E). Workers who are ill should stay home until symptoms resolve.

Provide employees with information about how to stay well during an influenza pandemic, e.g., by posting The - Group notices and posters and distributing The - Group flu information (Appendix D).

Set up a process for ensuring that ill employees have completed any required quarantine period and are healthy before allowing return to work.

Note that employee who have recovered from the pandemic influenza are unlikely to be reinfected (they will have natural immunity) and should be encouraged to return to work as soon as they are well.

Personal Hygiene

Basic personal hygiene measures should be reinforced and employees should be encouraged to practice them to minimize potential influenza transmission:

- Cover nose and mouth when sneezing and coughing (preferably with a disposable single use tissue or coughing into the elbow);
- Immediately dispose of used tissues;
- Adopt good handwashing/ hygiene practices, particularly after coughing, sneezing or using tissues; and
- Keep hands away from the mucous membranes of the eyes, mouth, and nose.

Ensure that adequate supplies of hand hygiene products are available. This is a high planning priority as there may be interruption to the supply or shortages of soap and hand towels. Consider purchasing hand sanitizers. Communicate hand and personal hygiene information to employee and visitors using The - Group hygiene posters:

- Hygiene notices should be posted in all workplace entrances, washrooms, hand washing stations and public areas; and
- Use brochures, newsletters, global emails, employee notice boards, and information included with paychecks, to inform your employees of the importance of hand hygiene and environmental cleaning during a pandemic. Examples of notices can be found in appendix D.

Workplace Cleaning

During a pandemic, implement additional measures to minimize the transmission of the virus through environmental sources, particularly hard surfaces including sinks, handles, railings, objects and counters. Transmission from contaminated hard surfaces is unlikely, but influenza viruses may live up to two days on such surfaces.

Look at other shared equipment. Do not share a single telephone or pens, staplers, calculators and other small office equipment, if possible. Ask employees not to share these items or clean them with the appropriate cleaners and disinfectants. Hand sanitizers should be available to wipe phones, etc.

Influenza viruses are inactivated by alcohol and by chlorine. Cleaning of environmental surfaces with a neutral detergent followed by a disinfectant solution is recommended. Surfaces that are frequently touched with hands should be cleaned often, preferably daily.

Table 2. Workplace Cleaning Products

Disinfectants	Recommended use	Precautions
<p>Sodium hypochlorite: 1000 parts per million of available chlorine, usually achieved by a 1 in 5 dilution of hospital grade bleach.</p>	<p>Disinfection of material contaminated with blood and body fluids.</p>	<p>Should be used in well-ventilated areas.</p> <p>Protective clothing required while handling and using undiluted bleach.</p> <p>Do not mix with strong acids to avoid release of chlorine gas.</p> <p>Corrosive to metals.</p>
<p>Granular chlorine: To be diluted as per manufacturer's instructions.</p>	<p>May be used in place of liquid bleach, if it is unavailable.</p>	<p>Same as above.</p>
<p>Alcohol: e.g. Isopropyl 70%, ethyl alcohol 60%.</p>	<p>Smooth metal surfaces, tabletops and other surfaces on which bleach cannot be used.</p>	<p>Flammable and toxic.</p> <p>To be used in well-ventilated areas.</p> <p>Avoid inhalation.</p> <p>Keep away from heat sources, electrical equipment, flames, and hot surfaces.</p> <p>Allow to dry completely.</p>

Remind employees not to share cups and dishes.

Remove all magazines/papers from waiting rooms and common areas (such as reception areas).

When a person with suspected influenza is identified and has left the workplace, thoroughly clean and disinfect their work area/office, along with any other known places they have been.

Basic hygiene practices (including hand hygiene) are to be followed by cleaning staff.

Protocols for the use of personal protection equipment and methods for waste disposal must be followed.

Air Conditioning

Scientific and medical evidence shows that influenza may spread in inadequately ventilated internal spaces. All internal spaces should be well ventilated, preferably by fresh air via opening windows or otherwise by properly designed and maintained air-conditioning systems.

Increase Social Distancing

Another strategy to protect employees is to minimize their contact with others. Crowded places and large gatherings of people should be avoided, whether in internal or external spaces. A distance of at least three feet should be maintained between persons wherever practical. Larger distances are more effective. Visiting or other contact with unwell people should be avoided wherever practicable.

Following are suggestions on how to minimize contact.

- Avoid meeting people face to face – use the telephone, video conferencing, email, intranet and the internet to conduct business as much as possible – even when participants are in the same building.
- Avoid any unnecessary travel and cancel or postpone non-essential meetings / gatherings / workshops/ training sessions.
- If possible, arrange for employees to work from home or work variable hours to avoid contact at the workplace.
- Practice “ghost” shift changes wherever possible, with the shift going off duty leaving the workplace before the new shift enters. If possible, leave an interval before re-occupation of the workplace. If possible, thoroughly ventilate the workplace between shifts by opening doors and windows or turning up the air-conditioning.
- Avoid public transport: walk, cycle, drive a car or go early or late to avoid rush hour crowding on public transport.
- Bring lunch and eat at desk or away from others (avoid break areas and crowded restaurants). Introduce staggered lunchtimes so numbers of people in the lunchroom/break areas are reduced.
- Do not congregate in cafeterias and break areas or other areas where people socialize. Do what needs to be done and then leave the area.
- If a face-to-face meeting with people is unavoidable, minimize the meeting time, choose a large meeting room and sit at least one meter away from each other if possible; avoid shaking hands. Consider holding meetings in the open air if possible.
- Encourage employees to avoid recreational or other leisure classes / meetings etc. where they might come in contact with infectious people.

Managing Employee Who Become Ill at Work

If a person feels ill, or if someone observes that another person is exhibiting symptoms of influenza at work, they are to contact the Safety Manager/ HR Manager or the designated flu management contact **by telephone** if at all possible.

Using the screening flowchart (Appendix G), the Safety Manager or the designated flu management contact should:

1. Avoid visiting this person if possible—manage the process over the phone.
2. Check if the employee has any of the symptoms outlined in the first section of the flowchart.
3. If the employee does not have symptoms like those listed, they are very unlikely to have influenza. They should be reassured but advised to call the Safety Manager/ HR Manager or the designated flu management contact again later or to see their physician or health care provider if they are still concerned.
4. If the employee does have symptoms that match some of those listed, they should be treated as a “suspect case.” It may be helpful to have an employee influenza notification form (Appendix H) completed, including details of any employee and/or visitors they have been in contact with. This information will permit the Safety Manager/ HR Manager or the designated flu management contact to identify recent movements and monitor well-being during the pandemic.
5. The employee should be informed where they can find a surgical mask or N95 mask and instructed to wear it immediately. This is to help protect other employees.
6. The employee should leave work and immediately contact a health care provider. This may involve phoning the person’s normal doctor or nurse, or a specially designated center to seek further advice. The employee’s manager/supervisor should be informed that they have left work.
7. The employee, should, if at all possible, avoid public transportation when leaving work;
8. Contact management (see Contact Management section below for further information) – it is helpful to:
 - Identify contacts (once an employee is suspected to be infected);
 - Advise contacts in person that they have been in contact with a person suspected of having influenza;
 - Ask contacts to go home, and stay at home until advised otherwise.
9. The employee’s workstation should be cleaned and disinfected;
10. Human Resources will set up a system to manage the absence and return to work of the employee and their contacts. Some issues to consider include:
 - Advice to the employees on how long to stay away from work;
 - Decisions on the leave and cover arrangements;
 - Checking on the employee during his/her absence from work. This will facilitate treatment, contact tracing, etc., if they become ill;
 - Set up a process in your plan for ensuring both that:

- a. the employee is healthy before allowing them to return to work; and
- b. that they are encouraged to return to work once they are well.

Contact Management

Contact Definition

The - Group defines pandemic influenza contacts as people who have had close physical (less than one meter/yard) or confined airspace contact with an infected person, within 1 to 10 days of that person developing symptoms. These are likely to include family members and/or other living companions, work colleagues (if in close contact situations or confined airspace environments), and some recreational companions.

People who have not been in close proximity nor have shared a confined airspace with a sick person within one to 10 days of that person developing symptoms, are not considered to be a contact.

Epidemiological evidence from a developing pandemic may change the definition of a “contact”. Managers, supervisors and employees will be provided updated definitions and advice should a pandemic occur.

In any circumstances, managers and supervisors should direct sick employees with influenza-like symptoms to return home immediately and contact a health professional.

As indicated in the previous section, it is helpful for the Safety Manager/ HR Manager or the designated flu management contact to:

- identify contacts (once an employee is suspected to be infected);
- advise contacts in person that they have been in contact with a person suspected of having influenza; and
- ask contacts to go home, and stay at home until advised otherwise.

Employee Travel

Any employee traveling within the last 1-10 days to countries known to be affected by the flu, you should:

- Advise the employee not to report to work for the duration specified for the disease (as of November 2005, this was 10 days).
- Ask them to follow the instructions (Appendix H) for self-checking for influenza symptoms, which may include advice to telephone (rather than visit) their medical center to seek advice immediately if symptoms occur. They should report their travel history to the treating physician.
- Ask them to document all the people they have been in contact with since returning to the United States using the influenza contact form in Appendix H.
- Check on the employee during his/her absence from work.
- ensure that the employee has completed the time duration and is healthy before allowing them to return to work.

Border closures overseas may also cause disruption to travel.

Personal Protection Equipment

Using masks

Employees with respiratory infection symptoms should use a disposable surgical or N95 mask to help prevent exposing others to their respiratory secretions.

Any mask must be disposed of as soon as it becomes moist or after any cough or sneeze, in an appropriate waste receptacle and hands must be thoroughly washed and dried after the used mask has been discarded.

Non-infected employees may want to wear surgical or N95 masks to help prevent infection, particularly if close contact with other people cannot be avoided during the course of their job duties.

APPENDIX A

- BUSINESS UNIT PANDEMIC INFLUENZA PLANNING CHECKLIST

- BUSINESS UNIT PANDEMIC INFLUENZA PLANNING CHECKLIST

In the event of pandemic influenza, The - Group will play a key role in protecting employees' health and safety as well as limiting the negative impact to The - Group's business and our client's business. Planning for pandemic influenza is critical. To assist you in your efforts, the Department of Health and Human Services (HHS) and the Centers for Disease Control and Prevention (CDC) have developed the following checklist for large businesses. It identifies important, specific activities The - Group can do now to prepare, many of which will also help you in other emergencies. Refer to the The - Group Flu Pandemic Contingency Plan. Further information can be found at www.pandemicflu.gov and www.cdc.gov/business.

1.1 Plan for the impact of a pandemic on your business:

Completed	In Progress	Not Started	
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Identify a pandemic coordinator and/or team with defined roles and responsibilities for preparedness and response planning. The planning process should include input from labor representatives.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Identify essential employees and other critical inputs (e.g. raw materials, suppliers, sub-contractor services/ products, and logistics) required to maintain business operations by location and function during a pandemic.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Train and prepare ancillary workforce (e.g. contractors, employees in other job titles/descriptions, retirees).
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Develop and plan for scenarios likely to result in an increase or decrease in demand for your products and/or services during a pandemic (e.g. effect of restriction on mass gatherings, need for hygiene supplies).
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Determine potential impact of a pandemic on company business financials using multiple possible scenarios that affect different product lines and/or production sites.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Determine potential impact of a pandemic on business-related domestic and international travel (e.g. quarantines, border closures).
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Find up-to-date, reliable pandemic information from community public health, emergency management, and other sources and make sustainable links.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Establish an emergency communications plan and revise periodically. This plan includes identification of key contacts (with back-ups), chain of communications (including suppliers and customers), and processes for tracking and communicating business and employee status.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Implement an exercise/drill to test your plan, and revise periodically.

1.2 Plan for the impact of a pandemic on your employees and customers:

Completed	In Progress	Not Started	
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Forecast and allow for employee absences during a pandemic due to factors such as personal illness, family member illness, community containment measures and quarantines, school and/or business closures, and public transportation closures.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Implement guidelines to modify the frequency and type of face-to-face contact (e.g. hand-shaking, seating in meetings, office layout, shared workstations) among employees and between employees and customers (refer to CDC recommendations).

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Encourage and track annual influenza vaccination for employees.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Evaluate employee access to and availability of healthcare services during a pandemic, and improve services as needed.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Evaluate employee access to and availability of mental health and social services during a pandemic, including corporate, community, and faith-based resources, and improve services as needed.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Identify employees and key customers with special needs, and incorporate the requirements of such persons into your preparedness plan.

1.3 Establish policies to be implemented during a pandemic:

Completed	In Progress	Not Started	
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Establish policies for employee compensation and sick-leave absences unique to a pandemic (e.g. non-punitive, liberal leave), including policies on when a previously ill person is no longer infectious and can return to work after illness.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Establish policies for flexible worksite (e.g. telecommuting) and flexible work hours (e.g. staggered shifts).
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Establish policies for preventing influenza spread at the worksite (e.g. promoting respiratory hygiene/ cough etiquette, and prompt exclusion of people with influenza symptoms).
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Establish policies for employees who have been exposed to pandemic influenza, are suspected to be ill, or become ill at the worksite (e.g. infection control response, immediate mandatory sick leave).
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Establish policies for restricting travel to affected geographic areas (consider both domestic and international sites), evacuating employees working in or near an affected area when an outbreak begins, and guidance for employees returning from affected areas (refer to CDC travel recommendations).
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Set up authorities, triggers, and procedures for activating and terminating the company's response plan, altering business operations (e.g. shutting down operations in affected areas), and transferring business knowledge to key employees.

1.4 Allocate resources to protect your employees and customers during a pandemic:

Completed	In Progress	Not Started	
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Provide sufficient and accessible infection control supplies (e.g. hand-hygiene products, tissues and receptacles for their disposal) in all business locations.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Enhance communications and information technology infrastructures as needed to support employee telecommuting and remote customer access.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Ensure availability of medical consultation and advice for emergency response.

1.5 Communicate to and educate your employees:

Completed	In Progress	Not Started	
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Develop and disseminate programs and materials covering pandemic fundamentals (e.g. signs and symptoms of influenza, modes of transmission), personal and family protection and response strategies (e.g. hand hygiene, coughing/sneezing etiquette, contingency plans).
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Anticipate employee fear and anxiety, rumors and misinformation and plan communications accordingly.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Ensure that communications are culturally and linguistically appropriate.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Disseminate information to employees about your pandemic preparedness and response plan.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Provide information for the at-home care of ill employees and family members.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Develop platforms (e.g. hotlines, dedicated websites) for communicating pandemic status and actions to employees, vendors, suppliers, and customers inside and outside the worksite in a consistent and timely way, including redundancies in the emergency contact system.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Identify community sources for timely and accurate pandemic information (domestic and international) and resources for obtaining counter-measures (e.g. vaccines and antivirals).

1.6 Coordinate with external organizations and help your community:

Completed	In Progress	Not Started	
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Collaborate with insurers, health plans, and major local healthcare facilities to share your pandemic plans and understand their capabilities and plans.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Collaborate with federal, state, and local public health agencies and/or emergency responders to participate in their planning processes, share your pandemic plans, and understand their capabilities and plans.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Communicate with local and/or state public health agencies and/or emergency responders about the assets and/or services your business could contribute to the community.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Share best practices with other businesses in your communities, chambers of commerce, and associations to improve community response efforts.

APPENDIX B

THE - GROUP SUMMARY ACTIONS DURING EACH ALERT CODE

The - Group Summary Actions during Each Alert Code

WHO PHASE	PHASE DESCRIPTION	PLAN STATUS	BUSINESS CONTINUITY PLAN
1	No new influenza virus subtypes have been detected in humans. An influenza virus subtype that has caused human infection may be present in animals. If present in animals, the risk of human infection or disease is considered to be low.	Information/Advisory Strengthen influenza pandemic preparedness at the global, regional, national and sub-national levels.	<ul style="list-style-type: none"> - Identify essential services (including contractors), facilities/plants, other production inputs - Plan for up to 50% staff absences for periods of 2-3 weeks at the height of the pandemic - Assess core staff and skill requirement needs, and ensure essential positions are backed-up by an alternative staff member - Identify ways to minimize illness amongst staff and customers and consider how essential messages (e.g. basic hygiene) can be communicated to staff - Consider vulnerabilities to supply and sales disruption (wide disruption of imports and exports) - Identify ways to increase "social distancing" in the workplace, reduce movement, etc - Consider organizational policies to encourage the sick to stay at home; and enable staff to work from home
2	No new influenza virus subtypes have been detected in humans. However, a circulating animal influenza virus subtype poses a substantial risk of human disease.	Minimize the risk of transmission to humans; detect and report such transmission rapidly if it occurs.	
3	Human infection(s) with a new subtype, but no human-to human spread, or at most, rare instances of spread to a close contact.	Standby Ensure rapid characterization of the new virus subtype and early detection, notification and response to additional cases	<ul style="list-style-type: none"> - Alert staff to change in pandemic status - Activate staff overseas travel restrictions - Review/test essential business continuity measures - Purchase office supplies (Personal protective equipment and cleaning equipment etc.) - Activate any identified measure to tackle possible supply and sales disruption
4	Small cluster(s) with limited human-to-human transmission but spread is highly localized, suggesting that the virus is not well adapted to humans.	Activation Contain new virus within limited foci or delay spread to gain time to implement preparedness measures, including vaccine development	<ul style="list-style-type: none"> - Alert staff to change in pandemic status - Activate staff overseas travel restrictions - Review /test essential business continuity measures
5	Cluster Control Larger cluster(s) but human-to human spread still localized, suggesting that the virus is becoming increasingly better adapted to humans, but may not yet be fully transmissible (substantial pandemic risk).	Maximize efforts to contain or delay spread, to possibly avert a pandemic, and to gain time to implement pandemic response measures.	<ul style="list-style-type: none"> - Alert staff to change in pandemic status - Activate essential business continuity measures - Activate measures to minimize introduction and/or spread of influenza in the workplace (post notices, social distancing, managing ill staff members, workplace cleaning, etc.) - Communicate with staff to promote confidence - Activate contact tracing where staff become ill at work during the cluster control phase
6	Pandemic Management Pandemic: increased and sustained transmission in general population	Minimize the impact of the pandemic	
	Post Pandemic		-Manage return to business as normal

APPENDIX C

**AVIAN INFLUENZA PANDEMIC COMMUNICATION PLAN FOR THE - GROUP BUSINESS
UNITS**

Avian Influenza Pandemic Communication Plan for The - Group Business Units

Creating and maintaining consistent and coordinated communications will be most important to prevent the spread of influenza as well as prepare for a possible pandemic. The following steps and templates were developed to help business units and facilities build a local communication plans. Timing of communications may vary depending upon local status of a pandemic. Assistance is available to help you and additional communication tools and templates will be provided.

Considerations

When communicating with employees, think about their frame of mind and the effect your communications may have. Employees may be concerned about their own health or that of friends and family; they may be anxious about the unknown; or they may be concerned about misinformation they are hearing. Whatever the situation is, you can help them by providing accurate and timely information to help them focus on what they need to do.

Identify a communication contact or team that will be responsible for developing and maintaining the communication plan and creating communications for your business. Your business unit management, human resources management, focus factory management and HSE management should be a part of the planning process. Keep in mind that depending upon the World Health Organization (WHO) pandemic phase, you will need both internal and external communication strategies.

Preliminary Steps to Develop a Communication Plan

1. Identify your audiences and your stakeholders - Determine who you will need to communicate with and if any audiences need advance communications. For example, there may be instances where you want to advise supervisors about upcoming communications (or possibly give them additional information) so they are prepared for questions from employees.
2. Determine the best way to reach your audiences. You may want to consider:
 - **Face to face meetings** – Depending upon the level of response needed, consider including influenza messages or updates in town hall meetings or meetings especially created to discuss prevention and response. Provide presentation materials to leadership teams.
 - **Posters or flyers** – If posters or flyers are an effective way to communicate in your location, identify the types needed, where to post them and who will be responsible to replace them as needed.
 - **Email** – Create appropriate distribution lists for various audiences such as management team, all employees, contractors, clinics.
 - **Newslines and Phone Trees** – If your location has a newsline or emergency number, find out who is responsible for updating it, what the process is to update the message and how to communicate the phone number to employees. This will help you reach supervisors or employees at home with specific messages.
 - **Web** – Point employees to the Influenza Web site for prevention and education awareness. Determine if additional local information is needed on the Web to keep employees updated at home or at work concerning local responses to a potential pandemic (HR and PGPA can assist).
 - **Central Support Team** – Consider identifying and setting up a central team expert in prevention, response, business continuity and communications for your work location to address the various issues that employees will have. This group could also serve

as a referral service for employees seeking medical attention or needing employee assistance counseling.

3. List the challenges you may face when communicating with employees and contractors. For example, are employees working different shifts; are employees focused on personal issues; if you can't reach employees, do you have emergency contact information?
4. Identify key overarching messages. Key messages may include:
 - The - Group is taking an active role in preparing for a potential avian flu pandemic to minimize health risks to the workforce, their families and the communities where we live and operate.
 - The company will strive to prevent the spread of this virus and respond quickly and appropriately should the risk elevate to a level that affects local, regional or pandemic populations.
 - We are aligned with WHO and other experts in the field of infectious diseases to ensure that our communications and response efforts are accurate, credible and effective.
 - We will take measures to minimize disruption to our business operations in the event of an outbreak.
5. Gain management support and agreement on the communication approach, key messages, and timing.
6. Identify a cost center for communications.
7. To ensure business unit alignment with the corporate communication strategy, follow the template in the communications section of the pandemic plan and seek advice from the Pandemic Flu Planning Team as necessary. This will drive global consistency in the communications internally and externally.
8. Determine who will review and approve communications. It is suggested that all communications be approved by the same person or persons to ensure consistency and avoid conflicting messages.

Summary Template

Use this template to document the information obtained from the steps above for use in the Communication Plan template below.

Audiences	<ul style="list-style-type: none"> • Leadership Team • First line supervisors • All employees and families • Contractors • Health care providers • Community • Government / non-government agencies
Communication Methods	<ul style="list-style-type: none"> • Posters • Email • Newslines • Web • Meetings
Challenges	<ul style="list-style-type: none"> • Shift work • Off shore locations
Key Messages	<ul style="list-style-type: none"> •
Budget	<ul style="list-style-type: none"> •
Timing	<ul style="list-style-type: none"> •
Reviewers and Approvers	<ul style="list-style-type: none"> •

Communication Plan Template

Use this template to plan and track your communications by WHO phase. This is only an example of how to use the template. You should tailor this to meet your specific needs.

- **WHO Phase 3:** Human infection(s) with a new subtype, but no human-to-human spread, or at most rare instances of spread to a close contact.
- **WHO Phase 4:** Small cluster(s) with limited human-to-human transmission but spread is highly localized, suggesting that the virus is not well adapted to humans.

Timing	Audience	Message	Method	Who is responsible	Status
	Leadership Team	<ul style="list-style-type: none"> • We are taking a proactive approach and will be developing a strategy based on prevention, response and business continuity. • Please provide resources as needed. 	Meeting	Human Resources Presidents	
	Employees	<ul style="list-style-type: none"> • <i>Appendix 1 Influenza Education</i> - What is influenza and what can you do to protect yourself and others. • You are invited to attend an information session or view the EHS Website to learn more. • Here is the Influenza Web site for more information about preventing the spread of influenza. 	Email	Plant Managers Management in consultation with EHS Health and Safety Coordinators	
	Employees	<ul style="list-style-type: none"> • What is influenza and what you can do to protect yourself and others. • We are developing a strategy based on prevention, response, business continuity and communications. • There is no pandemic at this time, however, there are some simple behaviors we can practice now that will help prevent the spread of influenza. 	Shift Meeting with Pandemic Flu Safety Theme	Shift Supervisors	
	Employees and Contractors	<ul style="list-style-type: none"> • Keeping your hands clean is one of the most important steps you can take to avoid getting sick and spreading germs. 	Poster	Health & Safety Coordinators	
	Employees and Contractors	<ul style="list-style-type: none"> • Contain your coughs 	Poster	Health and Safety Coordinators	
	Employees and Contractors	<ul style="list-style-type: none"> • Be prepared by stocking critical items at home. 	Poster	Health and Safety Coordinators	

- **WHO Phase 5:** Larger cluster(s) but human-to-human spread still localized, suggesting that the virus is becoming increasingly better adapted to humans, but may not yet be fully transmissible (substantial pandemic risk).
- **WHO Phase 6:** Pandemic: increased and sustained transmission in general population.

Timing	Audience	Message	Method	Who is responsible	Status
MM/DD/YEAR	Expatriate Employees	<ul style="list-style-type: none"> • Communicate evacuation logistics and timing. 	Email	Local Management in alignment with other business units	
	Leadership Team	Based on your segment of the business continuity plan, begin to implement the plan so we can continue to operate over the next ___ months.	Email	Business Unit VPs	
	Employees	<p>Due to the avian influenza pandemic, we are reducing operations. Here's important information about:</p> <ul style="list-style-type: none"> • Your pay. • Calling your supervisor daily to check in. • Obtaining general information about the company's operation. • If you become ill, seek medical attention immediately and advise your supervisor. 	Discussion and document handed in person	Shift Supervisor	
	Employees working from home	<ul style="list-style-type: none"> • Here's how you will continue be paid. • Follow procedures outlined by your supervisor regarding ongoing communications and work. 	Email	Human Resources Business Partner	
	Employees healthy yet off work due to business disruption	<p>As follow-up:</p> <ul style="list-style-type: none"> • Here's how your pay will be treated. • You must call your supervisor weekly to check in. • Call _____ to keep informed about when you should report back to work. • If you become ill, please seek medical attention immediately and advise your supervisor. 	Letter mailed home	Human Resources Business Partner	

APPENDIX D

INFLUENZA POSTERS

WHAT ARE THE SYMPTOMS OF INFLUENZA AND HOW IS IT SPREAD?

Influenza is a highly contagious viral disease of the respiratory tract.

Influenza is characterized by rapid onset of respiratory and generalized signs and symptoms including: a high fever, headache, muscle aches and pains, fatigue, cough, sore throat, or a runny nose.

What is the Difference Between Influenza and a Common Cold?

SYMPTOM	INFLUENZA	COMMON COLD
Fever	Usual, sudden onset 38°-40° and lasts 3-4 days.	Rare
Headache	Usual and can be severe	Rare
Aches and pains	Usual and can be severe	Rare
Fatigue and weakness	Usual and can last 2-3 weeks or more after the acute illness	Sometimes, but mild
Debilitating fatigue	Usual, early onset can be severe	Rare
Nausea, vomiting, diarrhea	In children < 5 years old	Rare
Watering of the eyes	Rare	Usual
Runny, stuffy nose	Rare	Usual
Sneezing	Rare in early stages	Usual
Sore throat	Usual	Usual
Chest discomfort	Usual and can be severe	Sometimes, but mild to moderate
Complications	Respiratory failure; can worsen a current chronic condition; can be life threatening	Congestion or ear-ache
Fatalities	Well recognized	Not reported
Prevention	Influenza vaccine; frequent hand-washing; cover your cough	Frequent hand-washing, cover your cough

How is Influenza Spread?

Influenza is spread from person to person in the respiratory droplets generated by coughs and sneezes. It can also be spread when a person comes into contact with the respiratory droplets of another person by touching items on which droplets are present, and then touches their own eyes, mouth or nose before washing their hands. The virus may enter through the eyes, or more commonly through the nose or mouth, and into the throat and lungs where it begins to multiply. The time from first exposure to when symptoms begin is one to four days.

BASIC HYGIENE NOTICE

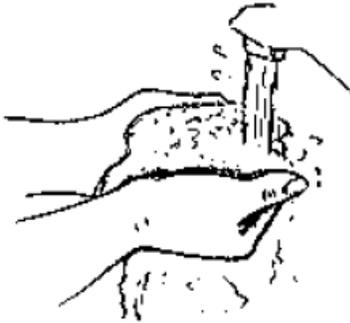
PROTECTING YOURSELF AND OTHERS AGAINST RESPIRATORY ILLNESS

- ❖ **HANDWASHING** IS THE MOST IMPORTANT THING YOU CAN DO TO PROTECT YOURSELF
- ❖ Cover your nose and mouth when coughing or sneezing
 - Use a tissue and dispose of this once used in the waste
 - Always wash hands after coughing and sneezing or disposing of tissues.
- ❖ Keep your hands away from your mouth, nose and eyes.
- ❖ Avoid contact with individuals at risk (e.g. small children or those with underlying or chronic illnesses such as immune suppression or lung disease) until influenza-like symptoms have resolved.
- ❖ Avoid contact with people who have influenza-like symptoms.
- ❖ Ask people to use a tissue and cover their nose and mouth when coughing or sneezing and to wash their hands afterwards.

HAND HYGIENE NOTICE

Hand Hygiene with Soap and Water

**1. Remove jewelry.
Wet hands with warm
water**



2. Add soap to palms



**3. Rub hands
together to create a
lather**



**4. Cover all surfaces of
the hands and fingers**



**5. Clean knuckles,
back of hands and
fingers**



**6. Clean the space
between the thumb
and index finger**



**7. Work the finger tips
into the palms to
clean under the nails**



**8. Rinse well under
warm running water**



**9. Dry with a single-
use towel and then
use towel to turn off
the tap**



Minimum wash time 10-20 seconds.

HAND HYGIENE NOTICE

Hand Hygiene with Alcohol-based Hand Sanitizer

1. Remove jewelry. Apply enough product to open palms.**



2. Rub hands together palms to palms



3. Rub in between and around fingers



4. Cover all surfaces of the hands and fingers



5. Rub backs of hands and fingers. Rub each thumb.



6. Rub fingertips of each hand in opposite palm



7. Keep rubbing until hands are dry.

****The volume required to be effective varies from product to product. Enough product to keep hands moist for 15 seconds should be applied.**

Do not use these products with water. Do not use paper towels to dry hands.

Note: Wash hands with soap and water if hands are visibly dirty or contaminated with blood or other body fluids. Certain manufacturers recommend washing hands with soap and water after 5-10 applications of gel.

Pandemic Influenza and You

World health experts want you to take action now to protect yourself from a global health threat—pandemic influenza.

Scientists are closely monitoring what could be the birth of a new and potentially deadly strain of influenza virus that began in Asia and has spread to Russia, and now threatens Eastern Europe. It may be only one flock of birds away from the U.S.

The Bird Flu Connection

The bird flu virus originates in wild birds and is spread by migrating flocks that carry the devastating disease to domestic flocks of chickens and ducks. Hundreds of millions of domestic chickens and ducks have died from the virus or been slaughtered to slow the spread of the disease.

Influenza viruses are highly unstable and have the ability to change rapidly, potentially jumping from one animal species to another. Scientists fear the bird flu virus could evolve into a form that is easily spread between people, resulting in an extremely contagious and lethal disease.

At this time, the virus has not developed the ability to pass easily from person to person and cause outbreaks in humans. But the virus is changing and has become capable of infecting mammals--tigers and pigs--making the danger of a human pandemic quite real.

Human Cases So Far

There have been some human infections so far that have been blamed on direct contact with infected chickens and their droppings. Over 50% of those who have contracted the disease have died.

Different From Seasonal Flu

A pandemic flu would be a much more serious flu virus than seen in a typical flu season. Different from the typical strains of flu, humans would have no or little natural resistance to a new strain. Also, there is a vaccine for seasonal flu, which is prepared each season against new variations of the seasonal influenza. The current influenza vaccine will not protect against pandemic flu.

Treatment

Flu drugs exist that may be used both to prevent people from catching bird flu and to treat those who have it. Tamiflu and Relenza are expected to work – though supplies could run out quickly if an outbreak occurs.

Currently there is no vaccine, although scientists are working to develop one. Most likely, a vaccine would not be ready in time to stop a worldwide human outbreak.

Potential United States Impacts:

The CDC predicts that that as much as 25% to 30% of the US population could be affected by a pandemic. Undoubtedly, a pandemic flu would be disruptive and costly to business. Up to 35% of the workforce could be affected at any given time. The economic impact in the United States could reach \$166.5 billion

When is it expected?

According to the World Health Organization, the world is “now overdue” for an influenza pandemic, since mass epidemics have occurred every 20 to 30 years. It has been nearly 40 years since the last one.

Protect Yourself, Your Family, and Co-workers

Public Health –

- **Stop germs from spreading.**
 - Stay home when you are sick
 - Cover your mouth and nose with tissue when coughing and sneezing
 - Wash your hands often. The key is to wash thoroughly with warm water, and to wash frequently.
 - When hand washing is not possible, use an alcohol based hand cleaner
 - Avoid touching your mouth, nose, and eyes
 - Have a good home disaster preparedness plan

- **Stay informed.** These web sites provide regularly updated information about bird flu and pandemic flu:
 - [Centers for Disease Control and Prevention](http://www.cdc.gov/flu/pandemic/) (CDC):
<http://www.cdc.gov/flu/pandemic/>
 - www.Pandemicflu.gov
The official U.S. government Web site for information on pandemic flu and avian influenza

If you plan to travel, check the [CDC web site for travel advisories: www.cdc.gov](http://www.cdc.gov)

APPENDIX E

AVIAN FLU PANDEMIC POWERPOINT TRAINING SLIDES

BUSINESS CONTINUITY PLAN GUIDANCE

Business Continuity Plan Guidance

Purpose

The purpose of a business continuity plan (BCP) is to ensure on-going operation of essential business activities. The following is general guidance specific to pandemic influenza, plans will be developed by business units and key support services taking into account the specific circumstances of their operations and location.

Scope

This guidance applies to all The - Group facilities and operations. In addition, business continuity planning for a pandemic may have to account for significant impacts to our supply chain, contractors, transportation resources, and essential community services.

Some The - Group business units / operations / facilities and key support functions may already have business continuity plans; The following is guidance for developing business continuity plans in response to a potential pandemic influenza.

Pandemic Influenza Planning Scenario Assumptions

- A pandemic may have multiple waves over the period of a year. Each wave should last approximately 6 weeks, with a peak period of two to four weeks
- During each pandemic wave, 20-50 percent of workforce may be unable to report to work for two to six weeks. In addition to direct impact of influenza on the workforce, a significant number of workers may stay at home to care for ill family members and children whose schools may be closed, or be unwilling to take public transit from fear or not have available transit
- There is a risk of employee mortality with accompanied loss of personnel and experience
- Supply chain and contractors are likely to be similarly impacted and may not be able to provide services, or only at reduced capacity
- Essential services – such as fire and police – will likely be reduced
- Medical services will likely be over subscribed and may not be available
- Anticipate that countries may close borders, severely restrict travel, and may implement controls on imports/exports and quarantines
- Travel restrictions may be applied almost immediately upon documented human transmission in the country, or within days if the influenza is in a nearby country. Evacuation plans need to assume an extremely short period of time is available and may require dedicated transportation
- IT resources could be stressed as more employees attempt to access The - Group systems from home

Recommended Considerations for Business Continuity Planning

The attached “checklist” can be used by management and facility teams to conduct a high level assessment of Business Continuity Planning for pandemic influenza; it includes the following topics:

Governance

- Establish clear lines of authority and decision making

Identification of critical business process and operations, skills, personnel and supplies

- Identify essential operations and those that can be shutdown if manpower loss becomes significant (projects, non-essential maintenance, administrative and support functions)

- Evaluate core skills needed to operate critical operations and business functions – identify back-up or cross-trained personnel who can perform these functions
- Evaluate supply chain for business facilities and operations

Planning for Absences

- Estimate 20 – 50 percent of workforce absent for two to six weeks
- Implement the Flu Pandemic Contingency Plan to prevent the spread of influenza and minimize absences such as providing alternative work locations or work from home to support essential operations

Knowledge Management and Infrastructure Protection

- Ensure critical information and data are backed-up in case of absence or loss of key personnel
- Where possible, provide redundancy and independence of storage of critical information in case access to facilities and locations becomes restricted
- Make sure IT can support the developed plans

Communications

- Have pre-identified communication channels regarding business continuity, including government notifications and potential shut down of business sectors, with:
 - Workforce
 - Other business units and supply chain segments
 - Management Team(s)
 - Key customers and suppliers
 - Key contractors
 - Relevant government agencies
 - As appropriate, community leaders and stakeholders
 - Corporation – for support and resources

Human Resource Issues

- Expatriate Employees
- Pay and Benefit Considerations
- Contractors
- Access to company facilities and tracking employees

Pandemic Influenza Checklist: Business Continuity Plan (BCP)

Component	Planned Action	Assigned
Governance	<i>Clear lines of authority and decision making</i>	
Who has responsibility to activate the BCP, is there a back-up in case of absence?		
Is proper delegation of authority in place to make BCP decisions, and succession if needed due to absences?		
Are criteria and authorities in place for deciding to shut down some, or all, operations or business functions?		
Identification of critical operations, skills, personnel and supplies	<i>“Critical”: safety, security, compliance, and operations material to the business</i>	
Have critical operations and business functions been identified? (safety systems, power, control rooms, keep production on-line, supply customers, pay bills)		
Are there any “single point of failure” scenarios where loss of key personnel due to absence could severely impact the business?		
Identify core skills needed to operate essential operations and business functions. Can these be backfilled due to absence?		
Can business continue if key “shared” infrastructure is significantly reduced or shut down? (Communications, IT, accounts payable, procurement)		
Could supply chain interruption and absences of suppliers lead to a shutdown? What is the critical path component and timing?		
Evaluate critical facility supplies (food, water, paper goods).		
Planning for Absences	<i>Estimate 20 – 50% workforce absence for 2-6 weeks</i>	
Evaluate critical workforce size and skills needed to keep essential functions operating. (control room operators, fire department). Identify trigger levels for shutdown.		
Is the lead time needed for safe reduction or shutdown of activities/operations understood and factored into shut down criteria?		
Evaluate if critical functions can be conducted from alternative locations, outsourced, or whether work practices can be modified to minimize number of personnel.		

Are appropriate measures in place to limit spread of the virus in the workplace, assess health care systems and provide EAP support?		
Knowledge Management	<i>Critical information is backed up and available</i>	
Are critical data, files, and information systems backed-up in case of loss of key personnel?		
Is critical information available from alternative locations if site access is restricted?		
Communications	<i>Timely and accurate information can be communicated</i>	
Have key contacts with stakeholders been established to communicate BCP actions, including reduction or shutdown? Includes employees, customers, labor unions, suppliers, government.		
Is government or contractual notifications required for BCP actions including suspension of operations, disruption of supply?		
Ensure critical employees have remote access to IT systems		
Human Resource Issues - <i>The following issues may need to be considered and counsel provided by Human Resources:</i>		

Identify and review Human Resource issues that may be raised in the planning for prevention and response to pandemic influenza. The local Human Resources manager can work with local business units and departments to conduct the review and recommend solutions. As appropriate, corporate HR guidance will be available. Policy decisions need to consider in-country laws and regulations and application within joint ventures. Outcomes for the review could include:

- current policies are sufficient;
- some policy decisions need to be made case by case as actual issues become known;
- some policies or guidance are needed in advance.

The following HR issues are examples of what should be considered when planning for prevention or response.

Expatriate Employees

- the approach to voluntary repatriation which may be requested by the employee or the employee's dependant
- repatriation authorized by The - Group
- mandatory repatriation required by The - Group

Pay and Benefit Considerations

Pay during forced stand down of non-essential operations and employees, such as forced vacation, furlough, disability leave and other leave scenarios. Policy or guidance on The - Group mandating employees to stay at home if they are ill, and/or if they have ill family members, including potentially contagious period. Consider using fitness for duty policies.

Policy or guidance for employee sick leave to care for sick family members.

Telecommute or other work from home policies, like the telecommute guidance in U.S., IT connectivity issues – “how to” must be planned ahead.

Prescription medication(s) covered and purchase amount limitations, allowed by benefit plans, may need to be evaluated

Contractors

Review local requirements.

Access to company facilities and tracking employees

Policy or guidance on barring entry to company facilities to employees, contractors, visitors. This may be based on temperature screening, or limiting contact within the work place.

Policy or guidance on tracking employee whereabouts, using local systems such as emergency contact lists, a common telephone number to call

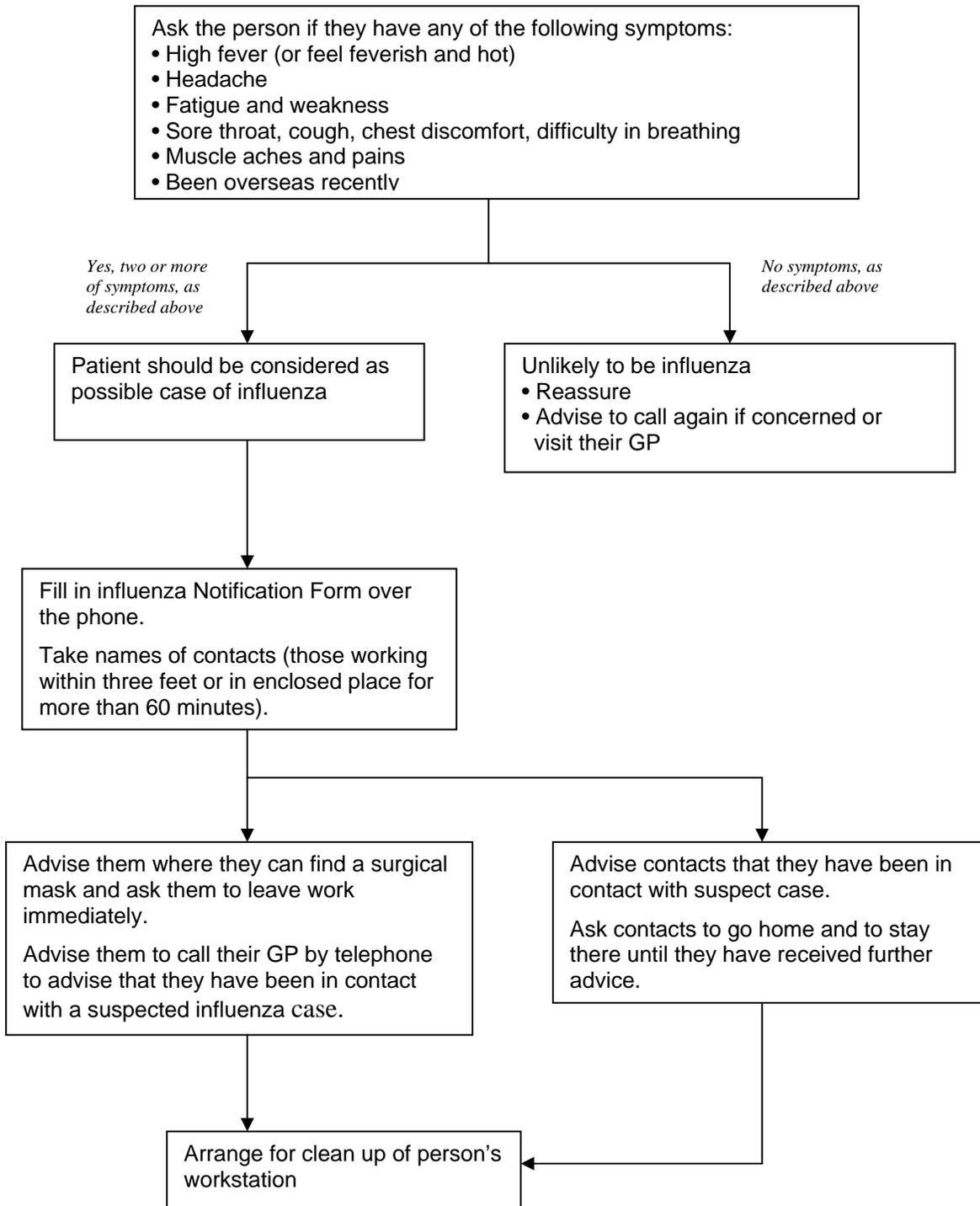
Guidance for “stranded” travelers unable to return due to travel restrictions (treat as continuation as business trip, needs, communication.

INFLUENZA SCREENING FLOW CHART

Influenza Screening Flowchart

For Detection and Management of Suspected Pandemic Influenza Cases Process

- 1) The Influenza Manager receives a call from a person suspecting they may have influenza
- 2) Do not visit the person if this can be avoided – manage the process over the telephone
- 3) Follow the flowchart below:



Notification Form

Suspected Flu Case at Work

Details of Affected Staff

Name:	Worksite:	Location of Isolation:
Job title:	Nationality if Visitor to Site:	Date of birth:
Address:		
Telephone nos:		
(Work):	(Home):	(Cell):
<i>Symptoms noticed</i>		
Fever: <input type="checkbox"/>	Body Aches: <input type="checkbox"/>	
Headache: <input type="checkbox"/>	Fatigue: <input type="checkbox"/>	
Dry cough: <input type="checkbox"/>	Others Details:	
Cold: <input type="checkbox"/>		
Time of fever on-set: _____		
Time of isolation: _____		
Travel history over the past 14 days:		
Countries visited: _____		
Flights taken: _____		
Where referred:		
Contact List:		
1.	6.	11.
2.	7.	12.
3.	8.	13.
4.	9.	14.
5.	10.	15.