

# PANDEMIC PREPAREDNESS PLANNING FOR US BUSINESSES WITH OVERSEAS OPERATIONS

A human influenza pandemic may occur in the future. In the event of pandemic influenza, businesses will play a key role in protecting employees' health and safety as well as limiting the negative impact to the economy and society. The United States Government has created the following guide to help U.S. businesses with overseas operations prepare and implement pandemic business continuity. This is a list of suggestions and can serve as a starting point for developing a comprehensive plan. The checklist highlights actions applicable to businesses of all sizes, although each item does not necessarily apply to every overseas business. For further information and resources, see [www.pandemicflu.gov](http://www.pandemicflu.gov).

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

Completed	In Progress	Not Started	
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Select a pandemic coordinator at every international facility to oversee local planning and implementation processes, threat assessment and related financial considerations, and coordinate with headquarters. Ensure local pandemic coordinator is in communication with the organization's overall pandemic coordinator on an ongoing basis.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Establish pandemic planning and implementation team(s) at every international facility, including chain of command, with clearly defined roles, responsibilities, and authorities. Establish lines of communication and authority within the overall organization.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Understand national and local governments' policies and the potential impact they may have on your business operations and emergency plans.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Analyze the capability of national and local governments to provide assistance to your company and employees.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Prepare for the possibility/impact of a currency devaluation on your business operations during a pandemic.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Monitor the status of pandemic as reported through the World Health Organization (WHO) ( <a href="http://www.who.int/csr/disease/avian_influenza/en/">www.who.int/csr/disease/avian_influenza/en/</a> ) and other official sources such as PandemicFlu.gov ( <a href="http://www.pandemicflu.gov/">www.pandemicflu.gov/</a> ).
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Identify circumstances under which business may be forced to close or reduce levels of service.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Identify essential employees and other critical inputs (e.g., raw materials, suppliers, subcontractor services/products and logistics) required to maintain critical business operations by location and function during a pandemic.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Identify potential pandemic effects on supply chain and shipments, particularly if the organization uses "just-in-time" delivery.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Work with suppliers and clients to ensure all pandemic plans work together to maintain business continuity in the event of transportation or distribution disruptions in accordance with priorities and critical needs.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Identify and develop plan to augment the current workforce capability (e.g., engaging temporary workers, contractors and retirees, and/or cross-training the existing workforce) with special attention to redundant staffing of critical business operations.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Identify business functions that could be outsourced or transferred to other facilities within the organization in the event of high employee absenteeism.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Review business insurance policies to determine what coverage may be necessary to mitigate the country-specific risks and effects of a pandemic.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Test plans through regular exercises and revise plans on a periodic basis.



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

Completed	In Progress	Not Started	
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Understand local and national health policies and plans regarding possible quarantines, border closures, airport closures, school closures, and transportation closures.
<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, mental health needs, 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"/>	Ensure staffing plans have sufficient redundancy to allow for anticipated absenteeism, and cross-train employees to fill essential vacancies that might occur.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Review and analyze labor laws that determine your obligations to personnel.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Identify employees with special health or other needs and incorporate the requirements of such persons into your preparedness plan.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Encourage annual seasonal influenza vaccination for appropriate employees using local public health guidelines.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Assess availability of medical advice, healthcare, prescription medications, mental health services, social services, and other support services (e.g., alternate transportation, meals, grief counseling) for employees during a pandemic. If needed, consider supplementing local resources with organizational ones.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Review 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.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Assess potential availability of pandemic vaccine in host country, determine its reliability, and plan for its distribution during a pandemic.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Evaluate need for antiviral medications and plan for access, storage, dispensing by medical personnel, and distribution consistent with local laws and regulations.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Determine if in-country medical services and/or medications will be available for employees during a pandemic, and consider planning for early evacuation and/or repositioning, if needed once a pandemic begins.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	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 food, water, and 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

Completed	In Progress	Not Started	
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Establish triggers and set up procedures for activating and terminating the company’s response plan.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Establish a security plan that includes personnel, asset, and infrastructure protection. Prepare for the possibility of social/security breakdown.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Align business policies with national and local labor laws.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Develop and create guidelines for the possible downsizing and evacuation of expatriate employees and families. Guidelines should identify multiple evacuation locations.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Develop policies for restricting travel (domestic and international) to affected areas and guidance for employees or visitors returning from affected areas.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Develop options for conducting safer customer contacts in the event of pandemic.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Develop guidelines to prevent influenza spread at worksite, including facility cleaning and disinfection and 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.).

### 1.3 Establish policies and guidelines to be implemented during a pandemic to avoid creating policies “on demand” in the midst of a pandemic (*continued*)

Completed	In Progress	Not Started	
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Develop guidelines to inform and address needs of employees whose jobs will not allow telework (e.g., production or assembly-line workers).
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	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.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Develop or expand guidelines for conducting business online with customers and suppliers, allowing self-service when possible.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Provide policies and training for employees in the use of personal protective equipment (PPE) when necessary.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Determine the need and arrange for appropriate Personal Protective Equipment (PPE) based on WHO and CDC recommendations and provide necessary training.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	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) ( <a href="http://www.pandemicflu.gov/plan/business/index.html#employees">www.pandemicflu.gov/plan/business/index.html#employees</a> ), contingency plans, and travel awareness.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Establish policies for alternate or flexible worksite (e.g., videoconferencing and telecommuting) and work hours.

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

Completed	In Progress	Not Started	
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Maintain a contact list of current suppliers and develop an alternate list of suppliers for critical supplies and essential resources and services.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Maintain sufficient and accessible, infection control supplies (e.g., hand-hygiene products, tissues, receptacles for their disposal, surgical masks, and thermometers) at all business locations based on WHO and CDC recommendations.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Ensure availability of medical consultations and advice for emergency response.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Enhance communications and information technology infrastructure as needed to support telecommuting and remote employee and customer access.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Work with local law enforcement and security firms to develop security plans to protect operations, facilities, etc.

### 1.5 Create an emergency communications system

Completed	In Progress	Not Started	
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Disseminate pandemic plan to all employees and stakeholders in advance of a pandemic, including expected roles/actions for employees and other stakeholders during implementation.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Maintain current contact information for staff, ancillary personnel, clients, and other stakeholders.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Anticipate employee fear, anxiety, rumors and misinformation.
<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"/>	Develop 24/7 means (e.g. hotline, dedicated website) for communicating pandemic status updates/ actions to employees and service delivery news to vendors and customers.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Develop alternate forms of communication (e.g., cell phones, pagers, and other processes, etc.). Consider the lack of modern communication devices in many developing countries.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Disseminate information for at-home care of ill employees and family members.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Establish system to account for employee status (e.g. dial-in system).

## 1.6 Work to coordinate with external organizations and your community

Completed	In Progress	Not Started	
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Familiarize organization with the role of the WHO in pandemic response in your country and region.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	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.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Coordinate and collaborate with local U.S. Chambers of Commerce or other U.S. business associations.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Collaborate with local and national health officials and emergency responders.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Share best practices with other businesses to improve community response efforts.

## 1.7 Prepare for post-pandemic scenarios

Completed	In Progress	Not Started	
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Assess ability and criteria that need to be met to resume normal operations and provide notification of activation of the business resumption plan.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Assess availability of medical, mental health, and social services for employees after the pandemic.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Conduct post-pandemic review of response and revise plan as needed.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Prepare for possible follow-on pandemic waves.