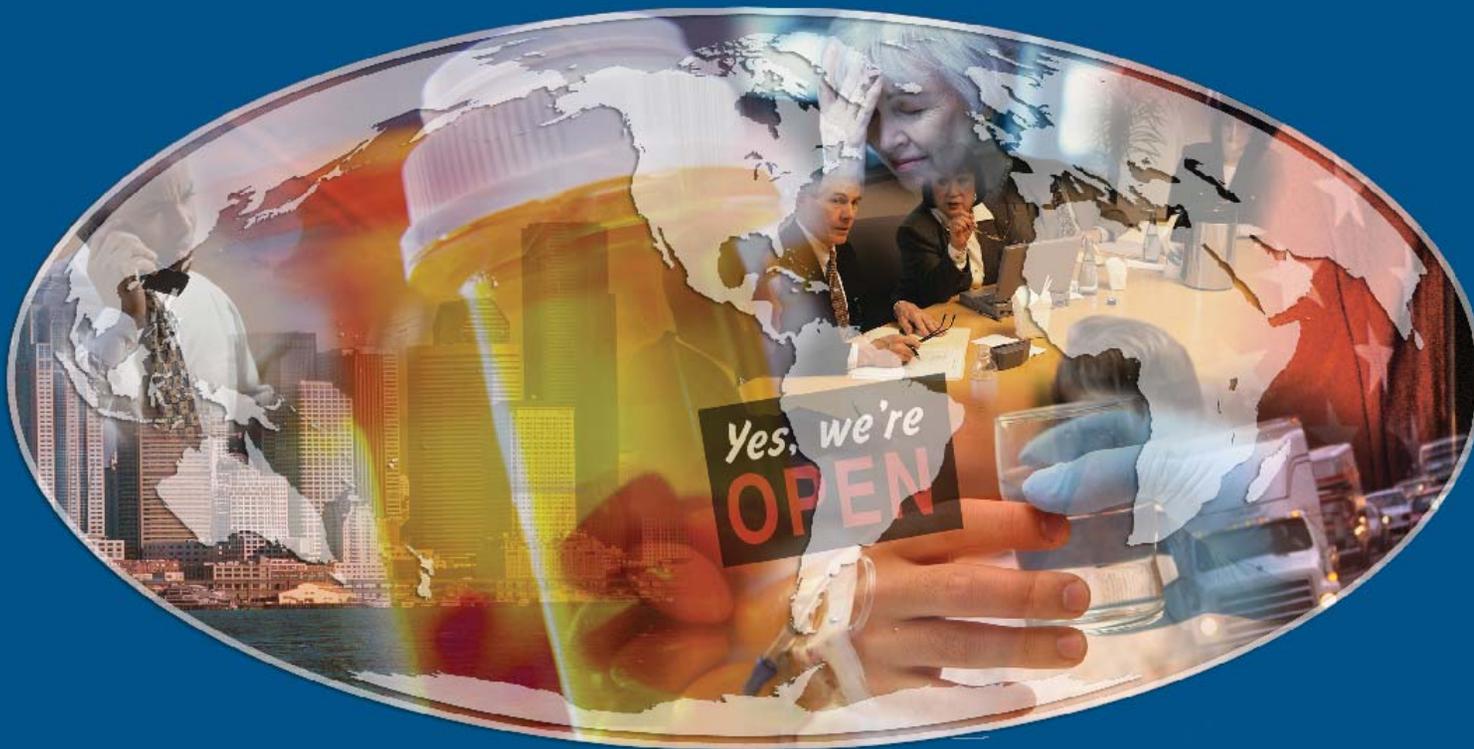


PANDEMIC INFLUENZA

Preparedness, Response, and Recovery

GUIDE FOR CRITICAL INFRASTRUCTURE AND KEY RESOURCES



Homeland
Security

Annex:
Postal and Shipping
Sector Pandemic
Guideline



ANNEX: Postal and Shipping Sector Pandemic Influenza Planning Guidelines

Purpose: This Sector-specific guideline is an annex to the *Pandemic Influenza Preparedness, Response, and Recovery Guide for Critical Infrastructure and Key Resources* (CI/KR Pandemic Influenza Guide) and intends to assist the Postal and Shipping Sector plan for a catastrophic pandemic influenza. Companies that fail to prepare for such a prolonged catastrophic event may find themselves without the staff, equipment, or supplies necessary to continue providing essential transportation services for their customers and the nation. For a copy of the complete CI/KR Pandemic Influenza Guide, please see www.pandemicflu.gov/plan/pdf/cikrpandemicinfluenzaguide.pdf.

How to Use Guidelines: The guideline serves as a non-prescriptive reference for owner-operators and a practical tool for business planners to augment and tailor existing emergency response plans given the unique challenges an influenza pandemic presents. **It is important to integrate this pandemic influenza planning with your existing business continuity and emergency response plans and/or the CI/KR Pandemic Influenza Guide's comprehensive framework for pandemic influenza catastrophic planning.** This annex addresses the major challenges the Postal and Shipping Sector may face and should assess in its pandemic influenza planning within the seven key areas of vulnerability highlighted in blue boxes in the Guideline. While not necessarily applicable to all businesses or entities in a given sector, each relevant *Action*, *Supporting Action*, and *Question* in this Guideline can be integrated and managed as a separate checklist item during the planning process.

- **Actions:** These are primary checklist items with numerous related supporting actions and questions to consider.
- **Supporting Actions:** Expanding on the overarching action, these supporting actions offer specific suggestions for further study.
- **Questions to Consider:** These questions are designed to focus on the main and supporting actions. The questions are not comprehensive; they are designed simply to represent a starting point to stimulate thinking about further actions and options.

Planning Assumptions: Influenza pandemics are unpredictable events; it is impossible to forecast their characteristics or severity accurately. The Centers for Disease Control and Prevention define a severe pandemic influenza as a Category 4 or 5 with case fatality ratio of 1 percent or higher. Given today's highly mobile population, if a severe pandemic influenza emerges, outbreaks may occur nearly simultaneously across the country making reallocation of resources more difficult than in other emergencies. Therefore, each sector must rely primarily on its own internal resources and workers, for protection (including security) and response. While an influenza pandemic will likely affect a given community for six to eight weeks, nationally a wave may linger for up to 12 weeks. Thus, even though a community outbreak may have subsided, businesses in those communities that depend on a national supply chain may find themselves without the necessary materials, supplies, and workforce because other communities across the country may still be affected by an outbreak. The guidance, which is based on disease impact assumptions (pandemicflu.gov/plan/pandplan.html) from the CDC, includes the following:

- *Susceptibility to the pandemic influenza virus will be universal.*
- *Once sustained person-to-person transmission begins, the disease will spread rapidly around the globe.*
- *The clinical disease attack rate will likely be 30 percent or higher in the overall population during the influenza pandemic.*
- *Rates of absenteeism will depend on the severity of the influenza pandemic. In a severe influenza pandemic, absenteeism attributable to illness, the need to care for ill family members, and fear of infection may reach 40 percent during the peak weeks of a community outbreak.*
- *Epidemics will last 6-8 weeks in affected communities.*
- *Multiple waves (periods where community outbreaks strike across the country) will likely occur with each lasting 2-3 months.*

For detailed information on the complete set of planning assumptions and the influenza pandemic context, see Section 3 of the CI/KR Pandemic Influenza Guide and the other Federal guidance at www.pandemicflu.gov.



ESSENTIAL SERVICES, FUNCTIONS, AND PROCESSES

The Postal and Shipping Sector is an integral component to the U.S. economy, employing more than 1.5 million people and earning revenues of more than \$148 billion per year. The Sector performs a host of critical functions, including receiving, warehousing, tracking, moving and delivering essential documents, equipment, goods, materials and supplies. Postal and shipping activity is differentiated from general cargo operations by its focus on small- and medium-size packages and by service from millions of senders to millions of destinations. The sector is highly concentrated, with a handful of providers holding approximately 96% of the market share.¹

ACTION Identify and assess all of your system’s essential services, functions, and processes.

✓	SUPPORTING ACTIONS	QUESTIONS TO CONSIDER
<input type="checkbox"/>	Maintain all essential services, functions, and processes required to sustain essential business operations.	<ul style="list-style-type: none"> • What are the influenza pandemic implications on volume, supply, and demand for your most critical customers, and what would the impacts be on your business operations (e.g. increased demand for home delivery)? • How might your business’ typical services be adapted creatively during an influenza pandemic to other more essential purposes for the community, region, or nation? • How will the sector manage the surge levels of emergency and express deliveries for equipment (i.e. pharmaceuticals, masks and gloves) and supplies (i.e. basic consumables)? • Have you communicated with your critical customers and your community emergency response officials the need to jointly plan and prepare for an influenza pandemic? • Have you established alternatives to limit cash transactions with the public? • Have you communicated with your financial institutions on how they will support your continued need and ability to make appropriate fund transfers should the pandemic influenza affect usual mechanisms for funding suppliers and paying employees?
<input type="checkbox"/>	Prioritize critical customers given their value to sustaining the business and the community.	
<input type="checkbox"/>	Prioritize business services and functions based on their value to essential customers and the community.	
<input type="checkbox"/>	Identify potential “non-essential” services, functions, and processes you can suspend or adapt to other more essential uses.	

ESSENTIAL ASSETS AND EQUIPMENT

Unlike other disasters, an influenza pandemic will not physically damage transportation assets and infrastructure. However, planners need to assess the impact that personnel losses will have on the systems, physical assets and equipment that support the operations of the sector. In addition, the negative impact of the influenza pandemic on the supply chain (i.e., “just-in-time” delivery, warehousing, and logistics) could have a significant impact on the ability to get replacement parts and supplies, or to conduct routine maintenance on systems and equipment. Planners should have contingency plans that address the lack of parts and supplies and reduced maintenance for operating essential systems and equipment. Essential physical and cyber assets of the Postal and Shipping sector include: high volume automated processing facilities; tens of thousands local delivery units; many and varied collection, acceptance and retail operations; mail transport equipment; and information and communication networks.

ACTION Review all equipment critical to support each essential function.

✓	SUPPORTING ACTIONS	QUESTIONS TO CONSIDER
<input type="checkbox"/>	Identify equipment and systems that must operate continuously and/or at key times to sustain essential functions.	<ul style="list-style-type: none"> • How will you maintain and repair essential equipment given potential supply chain issues? • Can typical processes be modified temporarily to sustain essential systems and equipment?

¹ Department of Homeland Security. “National Infrastructure Protection Plan,” 2006.



<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<p>Plan to rely on in-house or available local maintenance and repair/replacement support for up to 12 weeks during an influenza pandemic wave.</p> <p>Review the business' primary and supporting assets to identify potential single-point failures and possible cascading consequences.</p> <p>Consider how each action relates to those developed to address other emergencies in existing business contingency plans.</p>	<ul style="list-style-type: none"> • Is your equipment clearly mapped and marked so it can be located in case of emergency repair or replacement by non-regular staff? • Do you have pre-established contracts with multiple equipment vendors for emergency replacement and repair during an influenza pandemic? • Can you modify your typical processes temporarily to sustain essential assets and equipment (e.g., employing drivers and vehicles in a more efficient manner or sharing equipment with less essential local businesses)? • How will changes in demand affect essential equipment demand and operations? • When assessing potential single-point failures, have you considered all possible primary and supporting asset/equipment challenges (e.g., driver availability; fueling availability; repair center operations; replacement and repair part accessibility; and Internet and telecommunications scheduling and control)? • Have you developed standard operating and emergency procedures for your essential processes and equipment, and, have you distributed them broadly to managers and staff? • Do your contingency plans specifically address the potential disruption of critical fueling and maintenance and repair sites, and the potential for a shortage of fuel, repair parts and supplies at those sites still operating?
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ACTION Prepare to sustain essential equipment for a wave lasting up to 12 weeks.

✓	SUPPORTING ACTIONS	QUESTIONS TO CONSIDER
<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<p>Prioritize the options available to you to support demands on your resources.</p> <p>Assess recurring and preventative maintenance requirements.</p> <p>Assess implications if your essential assets fail early on during the pandemic outbreak.</p> <p>Consider establishing an influenza pandemic mutual aid program among similar small/medium and even large businesses to assist each other with sustaining essential assets.</p>	<ul style="list-style-type: none"> • Is excess operational capacity available in your business' essential assets to sustain functions and reduce demands on equipment and workers? • If you do not have sufficient replacements parts available on-site or locally, could you develop a mutual aid pact (e.g., collaborate among small businesses to support a local shared maintenance site with adequate stocks of repair parts and backup key personnel)? • What is the frequency for all routinely scheduled maintenance on essential primary and secondary assets and equipment, and the criticality of performing on this schedule? And, can you easily defer or accelerate scheduled maintenance on short notice? • Do you have updated emergency operating plans for these assets to effectively address pandemic conditions (e.g., incorporated social distancing strategies, disciplined personal hygiene, possible use of personal protective equipment, and equipment decontamination)?



ESSENTIAL RAW MATERIALS AND SUPPLIES

A severe pandemic may disrupt access to your essential materials and supplies for up to 12 weeks. The negative effects on individuals, businesses, and the nation from the illness directly, and disease mitigation strategies indirectly, may affect the production and delivery of all types of materials and supplies for much longer than other disasters. Postal and shipping businesses should, where possible, fully explore and assess their supply chain networks from their in-house storage capacity through all 1st, 2nd, and beyond distributor levels to the source of the materials. Given a reliance on “just-in-time” delivery and the potential impacts that could shut down your supply chain, you may want to consider stockpiling items such as food, water, fuel, replacement and maintenance parts, personal protective equipment (PPE) (e.g., masks, gloves) and other infection control supplies (cleaning supplies, tissues, hand sanitizer) on-site or locally.

ACTION Identify materials and supplies to sustain essential functions and equipment for up to 12 weeks.

✓	SUPPORTING ACTIONS	QUESTIONS TO CONSIDER
<input type="checkbox"/>	Identify critical material and supplies (e.g., fuel, repair parts) necessary to maintain essential assets and equipment.	<ul style="list-style-type: none"> • How much of which materials/supplies are required to sustain the most essential operations for up to 12 weeks? • How might shortages of essential materials and supplies affect business operations? • Have you developed plans to minimize the high potential for a fuel shortage during a pandemic? • Are there realistic options for obtaining these essential materials/supplies elsewhere during an influenza pandemic (e.g., fed/state/local government stockpile, mutual assistance business stockpile, or excess capacity in large or non-essential businesses)? • What available supplies might you substitute as backups temporarily for preferred essential ones? • Are there operations and maintenance/repair processes you could modify to reduce demand on stocking supplies? • How might small businesses collaborate to reduce their risk and vulnerability for essential supplies and materials? • Do you have sufficient PPE and cleaning supplies to ensure high levels of hygiene in common work areas that will be used by personnel required to maintain essential services? • What can you afford to stockpile and what must you stockpile, and how do you fund these extraordinary costs (e.g., retained earnings, special disaster fund, government support)?
<input type="checkbox"/>	Prioritize essential material and supplies necessary to operate equipment and sustain essential functions.	
<input type="checkbox"/>	Identify options to reduce demand for essential supplies and materials.	
<input type="checkbox"/>	Assess all internal and external supply-chain support operations and contracts.	
<input type="checkbox"/>	Explore options for expanding stockpiles and close-by storage.	
<input type="checkbox"/>	Assess costs to procure, stock, and/or ensure delivery of essential materials.	

ACTION Determine the most effective ways to ensure an adequate supply of essential materials.

✓	SUPPORTING ACTIONS	QUESTIONS TO CONSIDER
<input type="checkbox"/>	Identify physical or safety limitations in stocking sufficient essential supplies and materials locally.	<ul style="list-style-type: none"> • Is there adequate space on-site to expand storage of fuels and supplies temporarily? • Are open warehouses or storage containers available locally on short notice?



<ul style="list-style-type: none"> <input type="checkbox"/> Identify a formal chain of command to ensure someone is available to authorize major emergency procurements. <input type="checkbox"/> Identify additional security needs for expanded and newly created high-value or at-risk material stockpiles. <input type="checkbox"/> Identify potential risk through 1st/2nd/3rd-order vulnerabilities or unintended effects to supply chain (i.e., who supplies your suppliers?). <input type="checkbox"/> Coordinate with all supply-chain vendors and normal support sites. 	<ul style="list-style-type: none"> • Can these essential materials and supplies be safely, legally, and practically stored at regional distribution centers or at dispersed sites along likely travel routes? • Have you authorized essential workers to make purchases via credit card or purchase order? • Have you developed cooperative arrangements with suppliers of critical parts and supplies required to keep equipment running? • What happens if your supply chain cannot provide critical materials or supplies? How quickly would your ability to provide essential service be affected, and how will you notify and coordinate with customers, vendors, and government emergency response officials? • Have you integrated your planning with all your local/regional suppliers to promote priority support for your essential requirements? • Are there vulnerabilities in the support to your primary suppliers and supply sites? • How can you provide incentives for your essential suppliers and support contractors to become better prepared (e.g., collaborate on planning, integrate preparedness training, and stipulate pandemic planning and certification in all supply contracts)?
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ESSENTIAL WORKERS

A severe pandemic may generate extended absences for essential workers that might affect you and your supply chain. During a severe pandemic, the level of workforce absenteeism may approach 40 percent. To complicate matters, the disease will strike randomly among employees from the boardroom to the mailroom. The loss of critical workers anywhere along the chain from initial receipt to final delivery could cause major disruptions to the entire process. Implementing disciplined personal hygiene and social distancing strategies in the workplace may reduce potential worker absenteeism for illness and other related reasons. Businesses may consider stockpiling certain medical (e.g., antiviral medications, see www.pandemicflu.gov/vaccine/medantivirals.html) and non-medical countermeasures (e.g., masks, gloves, and disinfectants). A list of essential workers will likely include: drivers/operators; sorters and warehouse employees, mail handlers and other field personnel; maintenance and repair technicians; security personnel; business and HR support; and operations and management.

ACTION	Identify the types and numbers of workers critical to sustain essential functions.	
✓	SUPPORTING ACTIONS	QUESTIONS TO CONSIDER
<ul style="list-style-type: none"> <input type="checkbox"/> Identify essential workers based on their position/skills necessary to sustaining essential functions and equipment. <input type="checkbox"/> Define the roles and responsibilities of employees, staff, supervisors, managers, and staff medical personnel during an influenza pandemic. <input type="checkbox"/> Assess impacts from short-term and extended absences by essential workers. 	<ul style="list-style-type: none"> • Have you formally identified and communicated the worker categories and specific workers who are essential to operate and maintain the essential functions and equipment necessary to sustain your most essential services? • What different challenges do you face with full-time, part-time, or seasonal employees, and how will you address these in your planning and preparedness efforts? • What types of workers will be in high demand in an influenza pandemic? How will you ensure there will be enough workers to meet the demand? • What essential services do contract employees provide to your facility (e.g., workplace cleaning, equipment maintenance and repair)? 	



<input type="checkbox"/> Assess requirements given differences in operational demands for essential workers (e.g., couriers vs. office-based workers). <input type="checkbox"/> Assess your options to obtain contractor backup support on essential operations and determine how quickly that can be started.	<ul style="list-style-type: none"> • What essential operations might you need to maintain temporarily through external contract support? • What are the different workforce challenges for on-site vs. off-site and full vs. part-time contractors to perform critical functions? • Are there differences in your workforce by age and/or family status (e.g., employees with younger children may be affected more by school closures and self-quarantine)?
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ACTION	Identify policies and procedures to protect and sustain workers during an influenza pandemic.	
✓	SUPPORTING ACTIONS	QUESTIONS TO CONSIDER
<input type="checkbox"/> Reduce demands on essential workers. <input type="checkbox"/> Temporarily augment essential worker ranks. <input type="checkbox"/> Coordinate with officials on using non-licensed workers during an influenza pandemic. <input type="checkbox"/> Emphasize worker/workplace disease control/protection. See: www.pandemicflu.gov/plan/workplaceplanning/index.html . <input type="checkbox"/> Determine the types of Personal Protective Equipment (PPE) that may be best for your various worker types and worksites. For information on suggested PPE use, see: www.osha.gov/Publications/influenza_pandemic.html . <input type="checkbox"/> Consider, where practical, plans to have an increased number of employees work from a safer off-site location, such as their homes. <input type="checkbox"/> Develop protocols (i.e., seek medical attention, stay away from work, notify supervisor) for employees to follow if they contract virus, show symptoms, or have ill family members. <input type="checkbox"/> Consider implementing a process to screen employees and visitors at the entrances to your critical facilities.	<ul style="list-style-type: none"> • Are there practical temporary options you can exploit to increase worker availability (e.g., extending shifts to 12 hours, adding overtime, and using other non-essential workers)? • Could you send non-essential staff home to reduce disease transmission at the workplace? • Have you considered stockpiling emergency supplies such as food and water for workers who are sequestered at the worksite? • Have you cross-trained workers to perform essential jobs temporarily in an emergency? • Have you developed procedures for all aspects of your operation to minimize human contact? • Have you considered securing housing for critical employees who prefer to stay away from their family while working in a pandemic? • Have you developed alternative routing that may reduce opportunities for human contact? • Have you considered increasing security for warehouses and vehicles? • How will you ensure IT systems can support any increases in employees working offsite? • How will you enhance your worksite and vehicle cleaning procedures (www.osha.gov/Publications/influenza_pandemic.html)? • How do you fund the costs associated with stocking worker protection items such as masks and additional cleaning materials, and possibly, with appropriate medical oversight and support, antiviral medications? • What impacts will disease protection options such as PPE use have on worker productivity (e.g., can you use PPE when performing your heavy physical labor in warehouse movement and truck loading operations)? • Have you established a process to monitor and support ill employees and their families? • Have you considered closing non-critical common areas, such as break and lunch rooms? 	



ACTION Identify Human Resource (HR) and protective actions to sustain essential workforce.

✓	SUPPORTING ACTIONS	QUESTIONS TO CONSIDER
<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<p>Assess standard business HR policies and procedures.</p> <p>Develop additional HR policies specific to pandemic response.</p> <p>Identify likely legal considerations that may arise from these new HR actions.</p> <p>Develop plans and procedures that provide support and assistance to employees' families.</p> <p>Provide regular communication to all staff on the latest pandemic recommendations.</p>	<ul style="list-style-type: none"> • Have you adapted existing and/or developed new sick leave policies to support ill workers and ill family members (www.pandemicflu.gov/plan/community/commitigation.html)? • Have you developed policies to address drivers/operators who refuse routes into certain areas? • Have you communicated with workers and their families about potential HR policy changes? • Have you identified possible actions to help reduce potential abuse of the leave policies you have adapted to account for the possible extended absences by employees? • Have you identified legal and business effects from employing emergency HR policies (e.g., costs associated with leave policies, essential vs. non-essential worker status)? • Have you considered relevant Federal, State, or local laws (e.g., Federal Medical Leave Act, www.dol.gov/esa/whd/fmla/) that govern extended emergency leave for employees?

ESSENTIAL INTERDEPENDENCIES

When an influenza pandemic strikes, it will affect all sectors of society. Preparedness and response will require a coordinated nation-wide response, including Federal, State, and local governments and most importantly the private sector. To enable a swift pandemic response and recovery, the Sector must identify and be able to sustain its essential interdependencies within and across sectors. The Postal and Shipping Sector has many dependencies and interrelationships with a wide range of other sectors. The Banking and Finance, Government Facilities, Commercial Facilities, and Public Health and Healthcare Sectors all rely heavily on the Postal and Shipping Sector for the shipment and delivery of critical documents and packages. The Postal and Shipping Sector itself relies on the Transportation Sector, Energy Sector, Information Technology Sector and Communications Sector to maintain operations.

ACTION Identify the interdependent relationships and take actions to sustain this essential support.

✓	SUPPORTING ACTIONS	QUESTIONS TO CONSIDER
<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<p>Assess your sector and external cross-sector essential service support requirements.</p> <p>Assess the capability of government alert networks, as well as other informal mutual aid and assistance networks in order to reduce vulnerabilities.</p> <p>Collaborate with public/private partners, such as State/local health and emergency response authorities and first responders, who support and rely on you.</p> <p>Consider developing joint operational plans with service providers, suppliers, and customers.</p>	<ul style="list-style-type: none"> • Within your sector, what other sub-sectors are you most reliant on for support and do you support? • What other sectors (e.g., Communications, Energy, Transportation) are you most reliant on to sustain your essential operations and what have you done to enhance your support priority from these sectors' businesses? • What critical customers (e.g., hospitals, pharmacies) depend most on your operations, and what should you do to prioritize support for them? • Are you part of your State and community's pandemic planning and preparedness process? • Have you integrated your pandemic plans with other sector and cross-sector plans? • Do you participate in public and private pandemic planning and response training exercises? • Can you collaborate and plan with similar businesses to establish mutual support agreements for equipment, supplies and workers?



REGULATORY ISSUES

In response to an influenza pandemic, the government may provide direct support in the form of vaccines, antiviral medications, and PPE for essential workers; priority and clearances for a business' supply deliveries; on-site public safety and physical security augmentation. Indirect support may come from governmental relief and waivers from sector-specific regulatory requirements. It is important to understand clearly that businesses should not rely on possible regulatory relief and/or waivers in their pandemic planning. Early discussions with regulatory officials can identify issues that may be appropriate to address before and during an influenza pandemic.

ACTION Identify Federal, State, and local regulatory requirements that may affect business operations.

✓	SUPPORTING ACTIONS	QUESTIONS TO CONSIDER
<input type="checkbox"/>	Identify regulations that, if temporarily modified, would reduce impacts on your critical functions, resources, and workers.	<ul style="list-style-type: none"> Are there direct/indirect impacts on business operations that should be addressed, such as enacting temporary safety policies, and enhancing enforcement of existing regulations? What impacts could result from government response actions and cross-jurisdictional differences in response (e.g., quarantine, widespread or localized travel restrictions)? Have you coordinated with federal, local and state officials to raise awareness of possible regulatory relief and/or waivers that may arise during an influenza pandemic? What temporary government actions may help with continuity and delivery of essential services and functions (e.g., ensure waivers are valid across all State/local lines, and issuance of International Registration Plan/International Fuel Tax Agreement allowing interstate travel without obtaining fuel and trip permits for each State)? Are there potential temporary worker and workforce strategies you can use in response to regulatory challenges generated by pandemic influenza (e.g. credentialing and licensing of workers, extending work hours)?
<input type="checkbox"/>	Identify government direct and indirect support options that may be necessary to ensure sustaining your business or sector.	
<input type="checkbox"/>	Coordinate possible direct and indirect support and specific regulatory constraints and relief options in advance with your appropriate Federal/State/local government officials.	
<input type="checkbox"/>	Communicate potential relief actions in advance to workers, supporting businesses, insurance carriers and customers.	

IMPACTS FROM COMMUNITY DISEASE MITIGATION STRATEGIES

To reduce impacts from an influenza pandemic, Federal, State, local, and tribal government authorities, as well as private entities, may implement strategies, including: voluntary isolation, voluntary home quarantine, school closures, and social distancing of adults in the community and workplace. The public health and social distancing strategies may ultimately contain the disease and reduce the risk of infection and death, but they also will have potentially significant consequences for businesses. For more information on potential community mitigation strategies, please see CDC's *Community Mitigation Strategies* at www.pandemicflu.gov/plan/community/commitigation.html, particularly Appendix 4 of this document, and Section 3 of the *CI/KR Pandemic Influenza Guide* at www.pandemicflu.gov/plan/pdf/cikrpandemicinfluenzaguide.pdf.

ACTION Identify effects from mitigation strategies; take actions to reduce negative impacts.

✓	SUPPORTING ACTIONS	QUESTIONS TO CONSIDER
<input type="checkbox"/>	Calculate effects of Mitigation Strategies (www.pandemicflu.gov/plan/community/commitigation.html) on your business, workers, and community.	<ul style="list-style-type: none"> What impacts will the strategies have on worker absentee rates (e.g., how will it affect your workers if schools/childcare facilities close for weeks at a time)? What are the costs associated with changing your sick leave policies to support mitigation strategies like home isolation and family quarantine?



<ul style="list-style-type: none"><input type="checkbox"/> Calculate effects of Mitigation Strategies (www.pandemicflu.gov/plan/community/commitigation.html) on your business, workers, and community.<input type="checkbox"/> Coordinate and determine the strategies your State/community may employ.<input type="checkbox"/> Discuss the potential impacts from strategies with your workers.<input type="checkbox"/> Familiarize yourself with your community's pandemic planning trigger points and the CDC's Pandemic Severity Index to determine the timing and use of mitigation interventions. For more information, see: www.pandemicflu.gov/plan/community/commitigation.html#IV.	<ul style="list-style-type: none">• How can you survey your employees to identify who may need to stay home, telework, or work an alternate schedule to care for children because they are dismissed from school or childcare?• If you do not have adequate sick leave or other compensation options available, what are the near- and long-term impacts on your workforce and your business if workers are absent for prolonged periods?• What workplace social distancing measures (e.g., work-at-home options, reduced non-essential travel, and physical separation throughout the worksite) can and should you implement?• Have you met with your local government and emergency response officials on timing of measures, alerts, and implementation and on the triggers for your operational response?• Do your pandemic plans integrate practical support options for worker families in order to directly and indirectly aid in decreasing worker absentee rates?• Have you compiled a list of employee contact numbers and email addresses to assure communications during the influenza pandemic?• Have you considered contracting with a Pharmaceuticals Distribution Manager (PDM) to help manage the legal and logistical aspects of procuring, storing and distributing any antivirals or vaccines that your organization secures?
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For additional information, including a PDF copy of the complete *Pandemic Influenza Preparedness, Response, and Recovery Guide for Critical Infrastructure and Key Resources* as well as copies of all Sector-Specific Pandemic Guidelines, visit www.pandemic.gov or email your questions to dhspandemic@dhs.gov.