



PANDEMIC INFLUENZA CONTINUITY CONSIDERATIONS CHECKLIST

This checklist provides guidance to organizations for incorporating pandemic influenza considerations into Continuity of Operations (COOP) planning. As indicated in the National Strategy for Pandemic Influenza, pandemic influenza requires specialized continuity planning. Unlike traditional Continuity events, a pandemic will not be geographically or temporally bounded, and will significantly affect planning considerations. Organizations should build upon existing Continuity plans, and incorporate considerations that address the pandemic threat. This guidance assists organization in identifying special considerations for maintaining essential functions and services during a pandemic outbreak.

Continuity Elements	National Strategy for Pandemic Influenza Guidance	Pandemic Influenza Continuity of Operations (COOP) Considerations	Status
Essential Functions	During a pandemic, or any other emergency, these essential functions must be continued to facilitate emergency management and overall national recovery. Particular attention must be given to Primary Mission Essential Functions of an organization.	<ul style="list-style-type: none"> ▪ Established Continuity plans to ensure perform of essential functions beyond 30 days while considering the effect that a pandemic may have on internal and external interdependencies. ▪ Conducted a Business Process Analysis (BPA) with all stakeholders to determine essential functions and identify non-essential functions that can be suspended during a pandemic. 	<ul style="list-style-type: none"> <input type="checkbox"/> Complete <input type="checkbox"/> In Progress <input type="checkbox"/> Not Initiated

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Orders of Succession	Because a pandemic influenza may affect regions of the United States differently in terms of timing, severity, and duration, organizations with geographically dispersed assets and personnel should consider dispersing their order of succession.	<ul style="list-style-type: none"> ▪ Established succession orders for agency head and other key leadership positions that are at least three deep for each position while considering geographical dispersion and absenteeism. 	<input type="checkbox"/> Complete <input type="checkbox"/> In Progress <input type="checkbox"/> Not Initiated
Delegations of Authority	Because absenteeism may reach a peak of 40 percent at the height of a pandemic wave, delegations of authority are critical.	<ul style="list-style-type: none"> ▪ Established delegations of authority that are at least three deep while considering geographical dispersion and absenteeism. ▪ Established and documented delegations of authority prior to a pandemic that specify limits of authority. 	<input type="checkbox"/> Complete <input type="checkbox"/> In Progress <input type="checkbox"/> Not Initiated

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Continuity Facilities	<p>Because a pandemic presents essentially simultaneous risk everywhere, the use of alternate operating facilities must be considered in a non-traditional way. COOP planning for pandemic influenza will involve alternatives to staff relocation/co-location such as “social distancing” in the workplace through telecommuting or other means.</p>	<ul style="list-style-type: none"> ▪ Established procedures to ensure reliable logistical support, services, and infrastructure systems at continuity facilities to include: <ul style="list-style-type: none"> - Prioritization/determination of accessible facilities/buildings (as alternative to relocating to remote facility) - Necessary support staff - Social distancing policies - Public health guidance for operation of facilities and safety of employees - Sanitation - Essential services - Food/water. ▪ Developed plans to use multiple Continuity facilities if applicable, to ensure performance of essential functions during a pandemic. 	<ul style="list-style-type: none"> <input type="checkbox"/> Complete <input type="checkbox"/> In Progress <input type="checkbox"/> Not Initiated

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Continuity Communications	Systems that facilitate communication in the absence of person-to-person contact can be used to minimize workplace risk for essential employees and can potentially be used to restrict workplace entry of people with influenza symptoms.	<ul style="list-style-type: none"> ▪ Identified appropriate communication resources needed such as laptops, high-speed telecommunications links, Personal Digital Assistants (PDAs), and other systems that support perform essential functions. ▪ Ensured each continuity facility has appropriate communication systems needed to maintain essential functions during a pandemic. 	<ul style="list-style-type: none"> <input type="checkbox"/> Complete <input type="checkbox"/> In Progress <input type="checkbox"/> Not Initiated
Vital Records Management	Pandemic influenza COOP planning must identify and ensure the integrity of vital systems that require periodic maintenance or other direct physical intervention by employees.	<ul style="list-style-type: none"> ▪ Identified records needed to sustain operations for longer than 30 days and established plans for maintenance of vital systems that rely on periodic physical intervention/servicing. ▪ Developed and maintained a current list of vital records, systems and databases. ▪ Ensured hard copies of vital records are current at each continuity facility ▪ Ensured employees can access vital records and systems from continuity facilities to include telework locations. 	<ul style="list-style-type: none"> <input type="checkbox"/> Complete <input type="checkbox"/> In Progress <input type="checkbox"/> Not Initiated

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Human Capital	<p>Each organization must develop, update, exercise, and be able to implement comprehensive plans to protect its workforce. Although an influenza pandemic will not directly affect the physical infrastructure of an organization, a pandemic will ultimately threaten all operations by its impact on an organization’s human resources. The health threat to personnel is the primary threat to COOP during a pandemic.</p>	<ul style="list-style-type: none"> ▪ Coordinated with human resources to determine the impact of Pandemic Influenza on workforce capabilities to include: <ul style="list-style-type: none"> - Compensation policy for nonessential and essential employees - Sick leave policy - Fitness for Duty policy - Family medical leave policy - Grievance policy - Telework policy - Family Assistance Programs. ▪ Reviewed terms and conditions of contract work to ensure contractor responsibility for essential functions (where relevant) and to suspend non-essential work. ▪ Evaluated need for hygiene supplies, medicines, and other medical necessities to promote the health and wellness of personnel. ▪ Developed and/or modify an employee accountability system. 	<ul style="list-style-type: none"> <input type="checkbox"/> Complete <input type="checkbox"/> In Progress <input type="checkbox"/> Not Initiated

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Human Capital (continued)	<p>Each organization must develop, update, exercise, and be able to implement comprehensive plans to protect its workforce. Although an influenza pandemic will not directly affect the physical infrastructure of an organization, a pandemic will ultimately threaten all operations by its impact on an organization's human resources. The health threat to personnel is the primary threat to COOP during a pandemic.</p>	<ul style="list-style-type: none"> ▪ Developed plans to promote health and safety of personnel to include: <ul style="list-style-type: none"> - Infection control - Personal hygiene - Social distancing techniques - Travel restrictions. ▪ Established plans to provide employees and families with relevant information and advisories about the pandemic, via <ul style="list-style-type: none"> - Hotlines - Web sites - Voice Messaging System Alerts. 	<ul style="list-style-type: none"> <input type="checkbox"/> Complete <input type="checkbox"/> In Progress <input type="checkbox"/> Not Initiated

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Test, Training, and Exercises	Pandemic influenza COOP plans should test, train, and exercise sustainable social distancing techniques that reduce person-to-person interactions within the workplace.	<ul style="list-style-type: none"> ▪ Performed testing, training, and exercises that include social distancing techniques, telework capabilities and impacts of a reduced staff on facilities and essential functions and services. ▪ Cross-trained employees to ensure staff is available to perform functions and services. 	<input type="checkbox"/> Complete <input type="checkbox"/> In Progress <input type="checkbox"/> Not Initiated
Devolution of Control and Direction	Because local outbreaks will occur at different times, have variable durations, and may vary in their severity, devolution planning may need to consider rotating operations between regional/field offices as the pandemic wave moves throughout the United States.	<ul style="list-style-type: none"> ▪ Developed detailed guidance for full or partial devolution, including: <ul style="list-style-type: none"> – Essential functions and services – Supporting tasks – Points of contacts – Resources and phone numbers ▪ Established Memorandum of Understandings (MOUs) or Memorandum of Agreements (MOAs) to ensure essential functions continue when staffs are unavailable. 	<input type="checkbox"/> Complete <input type="checkbox"/> In Progress <input type="checkbox"/> Not Initiated

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Reconstitution	Because a pandemic will not harm the physical infrastructure or facilities of an organization, and because long-term contamination of facilities is not a concern, the primary challenge for organizations after a pandemic will be the return to normal and bringing systems back to full capacity.	<ul style="list-style-type: none"> ▪ Established plans to replace employees unable to return to work and prioritized hiring efforts ▪ In conjunction with public health authorities, developed plans and procedures to ensure facilities/buildings are safe for employees to return to normal operations. 	<ul style="list-style-type: none"> <input type="checkbox"/> Complete <input type="checkbox"/> In Progress <input type="checkbox"/> Not Initiated