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Companion Checklist to the Article: **Post-Pandemic Checklist: A Human Resource Guide to Normalization of Business Operations**

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BUSINESS PLANNING

- Review strategic plan, business plan, or recent SBA Loan before pandemic (not PPP or other SBA loan in the CARES Act or subsequent acts). Use for guidance and outline of how to launch/relaunch.
- Develop or review a Disaster Recovery Plan
- Develop or review an Infectious Disease Control Plan
 - Exposure response planning

OPERATIONAL CONSIDERATIONS

- Review cash reserves
- Make 13-week cash flow forecast
- Communicate with vendors, suppliers, and customers/clients around their business needs and intentions for normalizing operations
- Build out business forecast models reflecting anticipated business growth
- Determine priorities by function and location (if multiple site locations).
For example— Human Resources, Operations, Accounting/Finance, Sales, and others.
- For each department/function/location— determine which roles are critical to bringing on first or immediately to make it viable for the next group(s) to come back on board.
- Determine which remote, furloughed, and/or laid-off employees to bring back in each stage after first.
- Bring back Human Resource function
 - Post new OSHA and FFCRA Employee Rights posters (*Visit bhcagroup.com/ffcra for posters to download*)
 - Update employee manuals to reflect recent changes in the law (*Visit bhcagroup.com/ffcra for templates to download*)
 - Find or work with a current qualified and strategic HR business partner/expert

COMMUNICATION PLANNING

Be positive and celebratory, but also respectful as some may have lost loved ones. Tone and content will be important.

- Determine a timeline for bringing back teams in order of priority
- Remote Employees** (if applicable)
 - Build a communication plan for employees returning to onsite— include business case, onsite contact hours and expectations, and any opportunities/options for occasional remote work. Also, include any changes in expectations and the work environment to assure they will work in a healthy and safe environment.
 - If a subset of employees will remain working remotely – build a communication plan for employees remaining as a remote workforce— include business case, work expectations, and any changes in equipment, software, or expectations as a result of this change
 - Plan to inquire around the mental and emotional health of the employee and/or family. Ensure you have services at the ready to share for help and support. If an employee is on a medical benefit plan, or if the company has an EAP program, share covered support.
- Furloughed Employees** (if applicable)
 - Build a communication plan for employees to return to work— include onsite work schedule/shift and any changes in expectations and the work environment to assure they will work in a healthy and safe environment.
 - Plan to inquire around the mental and emotional health of the employee and/or family. Ensure you have services at the ready to share for help and support. If an employee is on a medical benefit plan, or if the company has an EAP program, share covered support.

COMMUNICATION PLANNING

Continued — Post-Pandemic Checklist: A Human Resource Guide to Normalization of Business Operations

- Laid-Off Employees** (if applicable)
 - Build a legally defensible business case supporting why some individuals or groups will be brought back and not others.
 - Build a communication plan for employees to return to work – include onsite work schedule/shift and any changes in expectations and the work environment to assure they will work in a healthy and safe environment.
 - Phone call— gain return to work commitment
 - Offer letter and written communication

RETURN TO ONSITE: Hire, Rehire & Onboarding

- Ensure appropriate staffing to handle work processes and administrative flow
- Remote employees likely won't need any return-to-work process.
- Furloughed employees
 - Update HRIS status
 - Update payroll status
- Laid-off employees (hire and rehire process)
 - Onboard rehired employees
 - If a massive rehire, make sure you have appropriate staffing to handle the large volume, especially if you are using an ASO/PEO to help. Partner accordingly.
- Compliance – Review benefits programs (medical, dental, vision, 401k, etc.) for appropriate notifications, delays or waiting periods in compliance with current laws and contractual agreements.

DAILY OPERATIONS

- Ensure appropriate staffing to handle the process and administrative flow.
- Determine entrance and exit strategy
- Testing— Will there be testing (the temperature at the least)? Ensure equipment, sanitation, training, administrative capabilities, and confidentiality of PHI to comply with existing employment law. Including, but not limited to:
 - OSHA – e.g. Disposal of biological hazards related to testing, record keeping and reporting requirements.
 - HIPAA – e.g. Confidentiality of PHI related to testing results and question responses.
 - GINA – Confidentiality of genetic disabilities, diseases, and illnesses of the employee and their family related to testing results and question responses
- Personal Protective Equipment (PPE)
 - Company supplied?
 - Inventory available and stocked
 - Is homemade PPE acceptable?
 - Determine which employees, departments, or groups are required to wear or use PPE and which are optional.
 - Structural protections such as additions of plexiglass around workstations?
- Social distancing – signage, posting, training and other such instruction
- Personal Hygiene & Facility Sanitation
 - Signage posting, direction, and expectations set for personal hygiene.
 - Appropriate levels and types of cleaning supplies procured and stocked
 - Maintenance and janitorial staff to clean the facility throughout the day (door handles, light switches, handrails, work tables, and other).
 - All employees instructed around the set-up, break-down, open, and close procedural changes related to cleaning worksite and work locations.



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