

LEADING PEOPLE | THROUGH DISASTERS

HR POLICY and PROGRAM PLANNER

Policy	Current	Contingent	Comment
Pay for Time not Worked	“Emergency Closing” “Rainy Day” Policy	How many days will you pay for time non-exempt employees are not able to work due to the crisis?	Union contract Implications? Exempt employees are paid on a salary basis, i.e. a fixed monthly amount irrespective of hours worked. Have a policy statement regarding paying or not paying employees who have not checked in with the company
Use of Vacation Pay	Time must usually be requested in advance. What restrictions if any might you have if you have a Paid Time-Off program?	Can you let employees use their vacation pay when the company cannot pay them during the downtime? Employees might wish to take vacating instead of working due to stress or working conditions. Will managers be able to approve this use of vacation pay?	Union contract Implications?
Timecards	Must be completed and signed off	What is your back-up reporting system? What are your contingent timekeeping plans? How to account for employees working at home?	May need special accounting procedures and codes depending on labor costing system
Working at Home		Can you assign employees to work at home? What equipment will they need? What expenses will you be willing to reimburse them for?	Fi set up a “Fire Account” where these expense reimbursements could be charged
Flex Hours		If employees commute further due to relation of offices, you may need to establish flex hours	Union contract Implications?

Rescheduling hours		You may need to change work shifts times and lengths due to lack of space or equipment. What impacts on pay might this have?	Union contract Implications?
New Employee Start Date		Should employee start new job? If not, get agreement to postpone the start date and start of pay	Take care to not create a liability due to “detrimental Reliance” or causing economic harm as a result of changing the promise.
Parking		How to continue this as a benefit if normal parking lots or areas are inaccessible?	
Pre-paid Bus or Train passes		If they are unusable, will you reimburse employees for their expense?	This could be part of an employee transportation incentive program.
Reimbursement for loss of personal property		What about property that may be lost due to the crisis?	FI reimbursed employees for their homeowners insurance deductible with evidence of insurance and acceptance of the claim; and, reimbursed employees w/out insurance if they provided documentation that was satisfactory to the Bank’s insurance providers
Delivery of Paychecks		Plan ahead for alternate delivery instructions and locations	
Discipline	“Progressive Discipline”	May need an Urgent Discipline policy where employees who are acting badly can be suspended until issue is reviewed with HR.	
Health Benefits		May need to plan in advance for unusual situations like medications lost in the devastation, broken glasses, claims out of network as a result of dislocation or loss of facilities	

Policy	Current	Contingent	Comment
Hazardous duty pay	"Hazardous Duty Pay"	Policy where workers are asked to place themselves in more danger due to damaged buildings, workspaces	
Disaster-based leaves of absence	Leaves of Absence	Can employees request and receive special leaves of absence due to need to be home caring for families?	Can you/do you have capability share banked time so that one employee can donate time to another?
Bereavement Leave	Usually just immediate family members	Contingent policy should be broadened in cases of employee or community deaths	

CONTINGENT PROGRAMS

IDEA	HOW WOULD IT FIT?	Comment
Contributions from employees	What restrictions do you have on employee solicitations?	
Special days off	How would the company feel about giving managers the right to give people a "Mental Health Day?"	
Set up memorials	How might you deal with this?	
Establish foundations in employee's honor	How might you deal with this?	
Ad hoc social activities	Fi made great use of pizza parties, ice cream socials, picnics and just lunch-time "hooky" to give symptom relief to stressed employees	
T-Shirts, et al to memorialize the success of getting through the crisis	A simple thank you to people who suffered through and succeeded.	
An employee communications program	Communicate, communicate, and communicate!	