



GLOBAL BUSINESS SOLUTIONS

future thinking, now

CORONA VIRUS, COVID-19

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Corona Virus, Covid-19

A consideration of the framework design, human resources, labour relations responses and possible scenarios

A microscopic view of coronavirus particles, showing their characteristic spherical shape with a textured surface and numerous protruding spike proteins. The particles are rendered in shades of blue and white against a dark blue background.

Coronavirus disease (COVID-19)

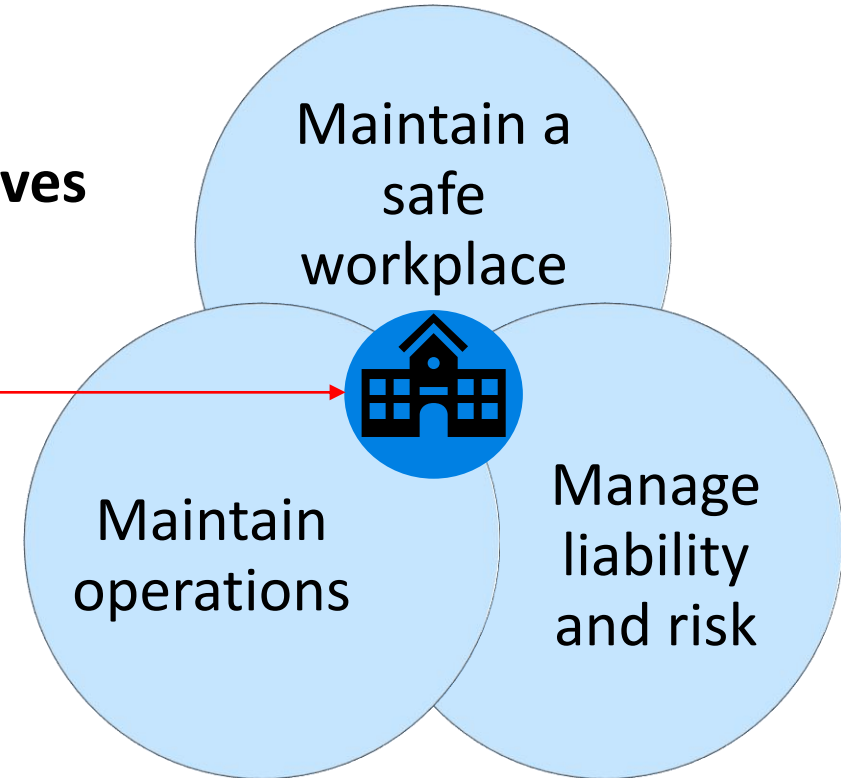


Corona Virus, Covid-19

Nerve center:

- Individual or team
- Co-ordination
- Tracker (meetings, registers, employee status etc)
- Advisory
- Inform plan (BRP) ←
- Identify key positions and suppliers
- Review key vendor contracts and liability clauses
- Consider employment law
- Review insurance coverage

Key Objectives



Coronavirus disease (COVID-19)

Employers have an obligation to take the necessary steps to ensure that their organisations are:

- Sustainable
- Healthy and safe
- Ensure fair discrimination and labour practices
- Able to identify and manage risk.



Given the nature and extent of the prejudicial impact of infectious diseases such as the Corona virus, reasonable steps must be taken to ensure that risk is identified, managed and monitored and to this end a holistic and integrated framework response is required and the following slides provide guidance as to how organisations can approach this:

- Framework approach** to Corona virus (this sets out a sequential, structural and substantive approach that could be used as a guideline to start addressing a meaningful response)
- Potential policy, practice and labour relations responses** to the Corona virus impact to manage risk and drive sustainability
- A **framework to map the inherent ability** of the organisation to respond to the situation based on job-type (this requires organisations to identify essential vs non-essential jobs as well as the extent to which they lend themselves to remote work practices and social distancing)
- Ensure **fair discrimination and labour practices**
- Potential **stakeholders to engage with** as required (this is used to determine the nature, extent and frequency of communications and engagements required with various stakeholders depending on the merits of each case)
- Governance** structure(s) and role of the nerve center.



Fast facts



- COVID-19
- Transmission 1.5 to 2x higher than flu
- 20% of cases require hospitalization (i.e. are severe)
- Mortality rate is around 1:50
- Pathogens spread via droplet or aerosolized routes
- There is a widescale corporate response and impact
- Modern transport infrastructure accelerates the spread
- Medical supplies often in short supply
- Mortality rate is higher in cases of pre-existing conditions such as compromised lung capacity and bad air quality



Fast Facts - Discovery

<https://www.discovery.co.za/portal/index.jsp>

How does the virus spread?

COVID-19 spreads quickly, though:

- The air, coughing or sneezing – people could catch COVID-19 if they are standing within one metre of a person who has the illness, by breathing in droplets coughed out or exhaled by the ill person;
- Close personal contact, such as when shaking hands or touching others;
- Touching an object or surface on which the virus is found (after an ill person coughs or exhales close to these objects or surfaces such as desks, tables or telephones), then – before washing the hands – touching the mouth, nose or eyes;
- Rarely, fecal contamination.

What are the symptoms of COVID-19 infection?

People who contact the Novel Coronavirus may take anywhere from 1 to 14 days to develop symptoms. There is no medication available to combat the virus during the asymptomatic phase. Symptoms of 2019 Novel Coronavirus infection included:

- Fever
- Cough
- Shortness of breath or difficulty breathing

Doctors can only treat the symptoms of COVID-19 as they present. No specific therapy has been shown to be effective against the virus itself.



Fast Facts - Discovery

What makes COVID-19 so tricky to deal with?

“There is limited information available about its clinical features and the severity of disease it causes,” says **Dr Noluthando Nematswerani**, Discovery Health’s Head of Centre for Clinical Excellence. “Recent data shows that more than 80% of people infected with COVID-19 have mild disease and recover. In about 5% of cases patients have critical disease and in 2% of cases the virus caused a fatal respiratory illness. The risk of death increases the older a person is. While scientists scramble to develop a vaccine for COVID-19, international efforts are concentrated on early detection and quarantining of infected patients.”

“The global outbreak has proven that no country or citizen is immune to the spread of coronavirus 2019. However, we are confident in our country’s ability to manage the first local case of COVID-19 and further cases as they present.”



Fast Facts - WHO

Situation updates

[WHO Situation Report >](#)

[Live tracker >](#)

[Latest Updates >](#)



What you need to know

[Travel notices from CDC >](#)

[Frequently asked questions >](#)

Additional resources

[World Health Organization >](#)

[National Institute for Communicable Diseases \(NICD\) >](#)

[National Department of Health >](#)

[Centers for Disease Control and Prevention >](#)



Fast Facts - NICD

<http://www.nicd.ac.za/diseases-a-z-index/covid-19/>

Criteria for Person Under Investigation (PUI)

Persons with acute respiratory illness with sudden onset of at least one of the following: cough, sore throat, shortness of breath or fever $\geq 38^{\circ}\text{C}$ (measured) or history of fever (subjective)] irrespective of admission status

AND

In the 14 days prior to onset of symptoms, met at least one of the following epidemiological criteria:

- Were in close contact¹ with a confirmed² or probable³ case of SARS-CoV-2 infection;

OR

- Had a history of travel to areas with presumed ongoing community transmission of SARS-CoV-2; i.e., Mainland China, South Korea, Singapore, Japan, Iran, Hong Kong, Italy, Vietnam and Taiwan

OR

- Worked in, or attended a health care facility where patients with SARS-CoV-2 infections were being treated

OR

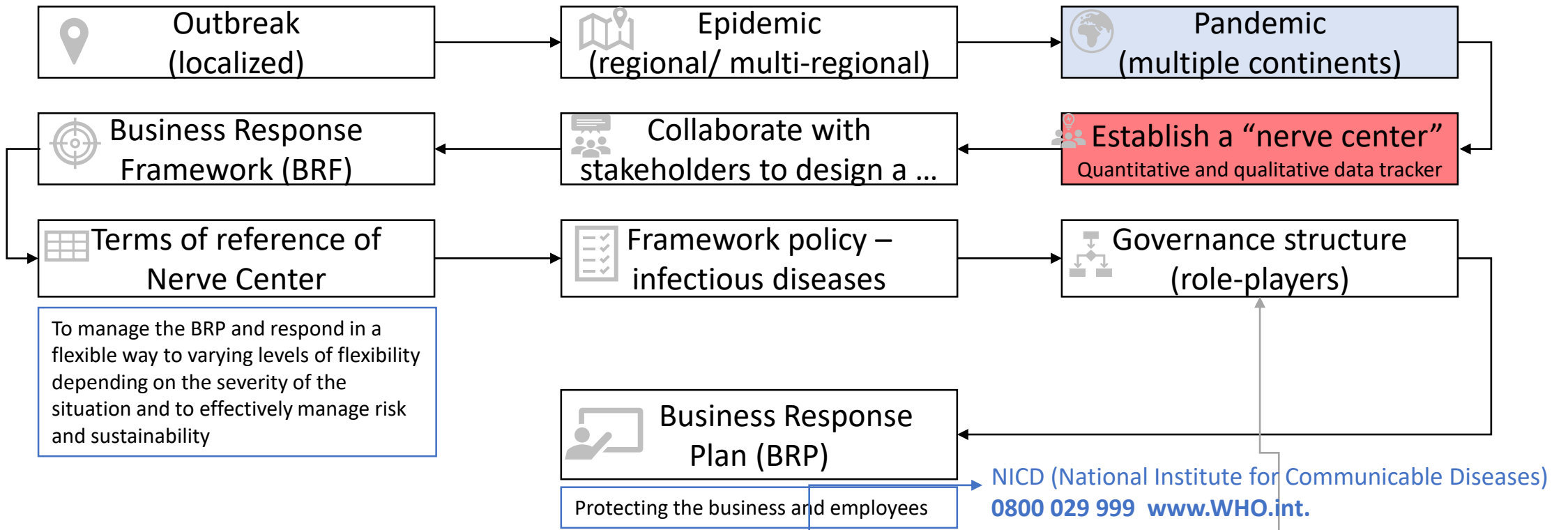
- Admitted with severe pneumonia of unknown aetiology

¹Close contact: A person having had face-to-face contact or was in a closed environment with a COVID-19 case; this includes, amongst others, all persons living in the same household as a COVID-19 case and, people working closely in the same environment as a case. A healthcare worker or other person providing direct care for a COVID-19 case, while not wearing recommended personal protective equipment or PPE (e.g., gowns, gloves, NIOSH-certified disposable N95 respirator, eye protection). A contact in an aircraft sitting within two seats (in any direction) of the COVID-19 case, travel companions or persons providing care, and crew members serving in the section of the aircraft where the index case was seated.

Useful for guiding questions at work

The screenshot shows the NICD website interface. At the top, there is a navigation menu with links for 'ABOUT US', 'CENTRES', 'OUR SERVICES', 'NOTIFIABLE MEDICAL CONDITIONS', 'MEDIA', and 'TRAINING'. Below the menu is a banner for 'COVID-19 SITUATIONAL REPORTS' with a breadcrumb trail: 'HOME » DISEASES A-Z INDEX » COVID-19 » COVID-19 SITUATIONAL REPORTS'. A central heading reads 'COVID-19 Situational Reports'. To the left is a vertical menu with categories: 'COVID-19 COMMUNICATION RESOURCES', 'COVID-19 TECHNICAL RESOURCES', 'FREQUENTLY ASKED QUESTIONS', 'COVID-19 SITUATIONAL REPORTS' (highlighted), 'COVID-19 PREVENTION', 'UPDATES OF COUNTRIES', and 'VIDEOS'. To the right are three buttons for 'COVID-19 Situational Report 04 March 2020', 'COVID-19 Situational Report 03 March 2020', and 'COVID-19 Situational Report 02 March 2020'.

Framework Approach to Corona Virus



Conduct a risk assessment to understand exposure, scenario-planning and detailed portfolio actions

Employment/labour relations responses

Refer to slide "potential responses" with the intention of leveraging fast twitch options first and then moving to other options if the situation becomes more severe

Social distancing and tech

Encourage sick to stay at home, space at work, decrease frequency contact postpone/cancel large events, nonessential travel..

Business continuity (emergency ops, shortages & absent. plan)

Engage with suppliers and TES to align, steps to maintain business operations, mitigate impact on other businesses, force majeure in contracts

Communications (general and emergency)

Reassure staff company is on top of situation, explain plan and precautions, EAP and support systems, need to report if concerned, point of contact and no discrimination

Government directives

Ensure ongoing communications with National Health Departments, local medical practitioners and other experts

Resources (staff and budget)

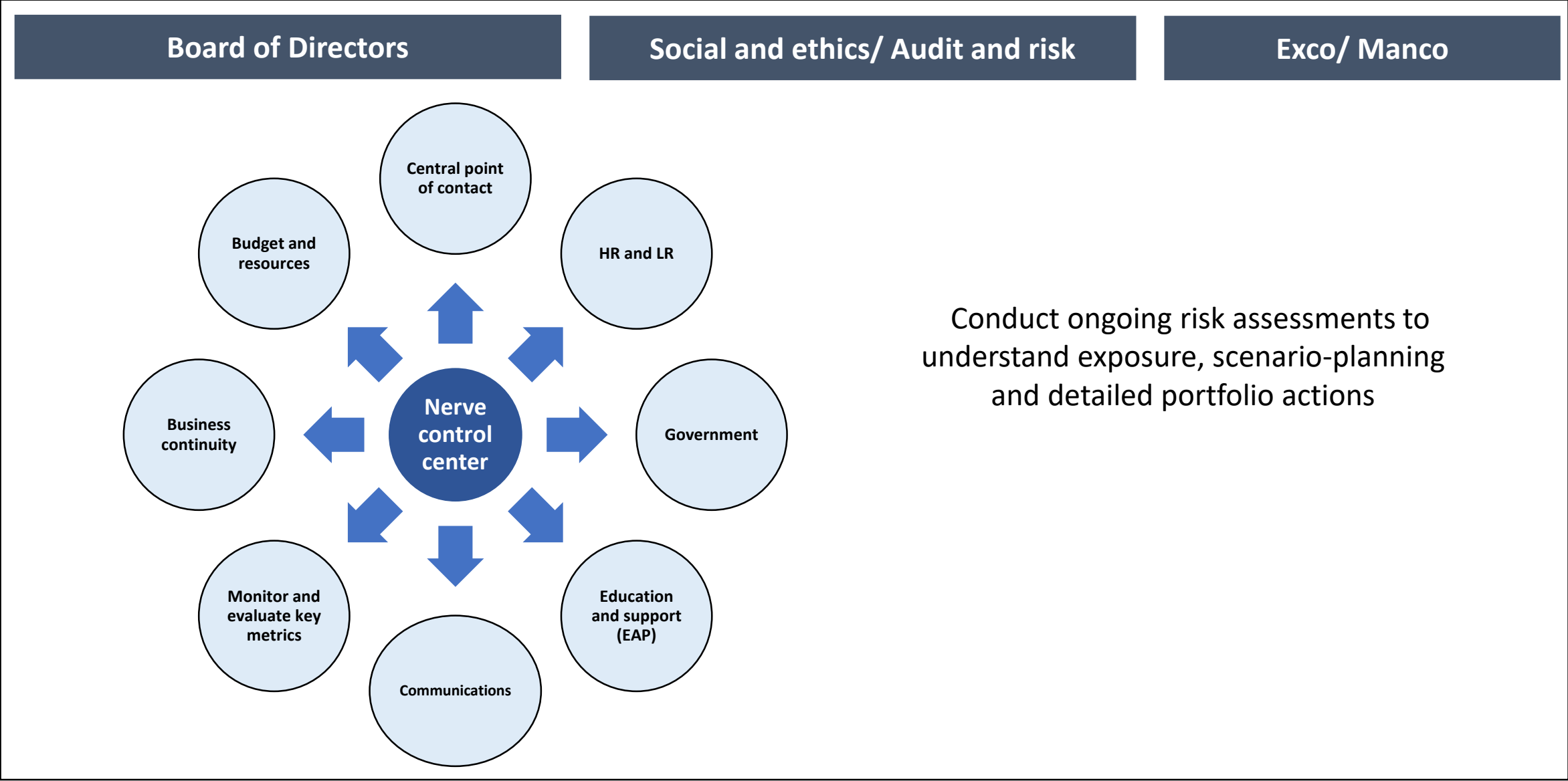
Identify key resource and contingency planning requirements and draft a project plan with a budget

Governance

Central port of call for these matters as well as requirements to report, notify of absence, evidence and frequency of contact by ee with business

Education and support (Health & risk)

Symptoms of acute respiratory illness of self/ family, protocols, what to do if sick at work, cover nose/mouth with a tissue when coughing, hand hygiene, posters, provide tissues & alcohol-based sanitizer (preventative habits



Tracker Example

Coronavirus tracker
Purpose: to record, analyse and interpret wide data that can be used in guiding management decisions

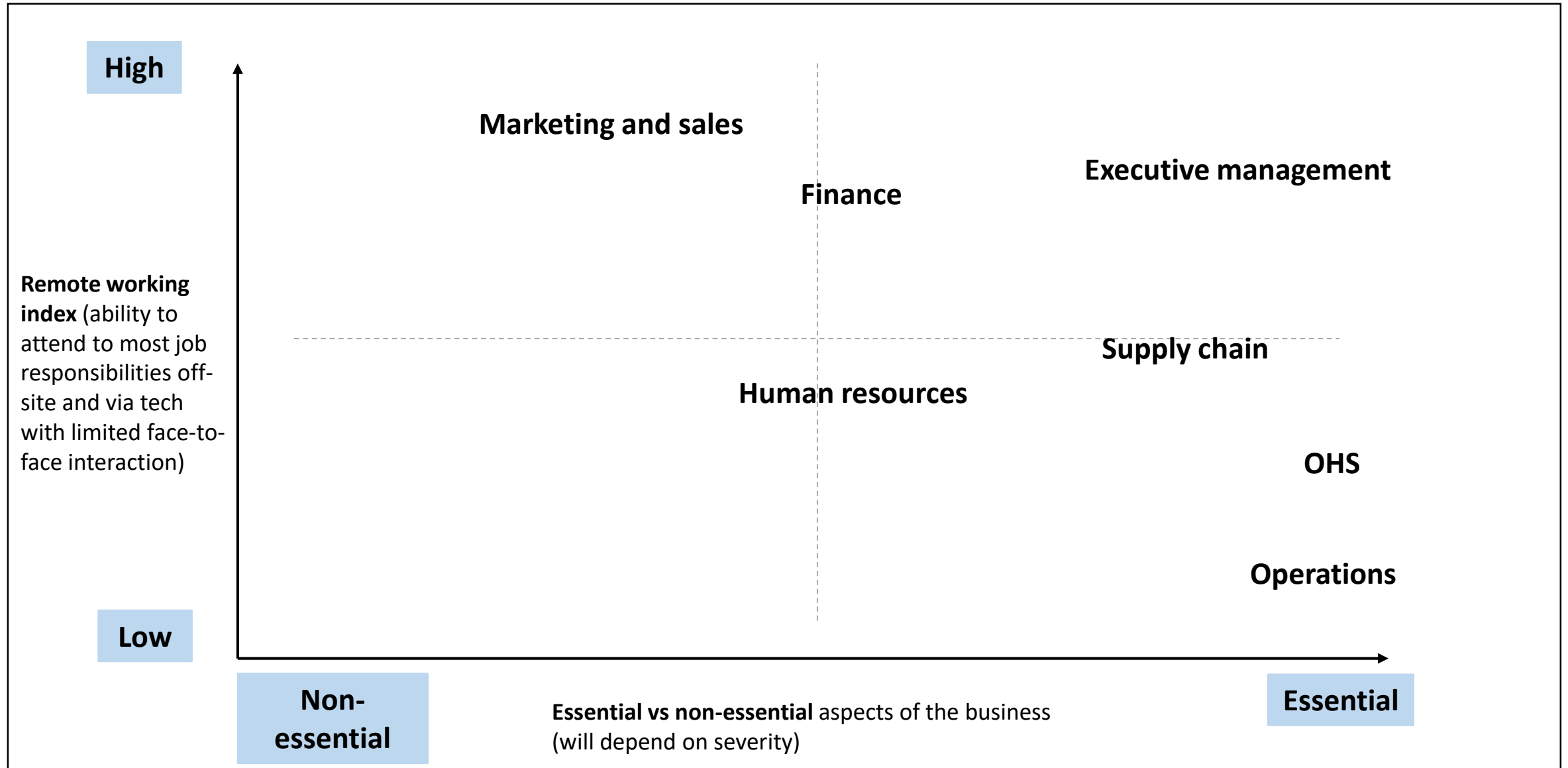
Date	Time	Event	Description	Company representative	Employee	Employee representative	Supplier	Other party	Outcome	Documentation relied on	Further action	Matter settled	Business impact	Workdays lost

- absenteeism
- advisory notifiable
- alleged discrimination
- alleged incapacity
- alleged misconduct
- alleged remunerative matter
- alleged unfair labour practice
- breathalyser
- education and advice
- failed to notify
- grievance
- handed over to HR/LR
- isolation
- OHS matter
- other
- potential exposure
- PPE
- concern started at work
- supplier issue
- client issue

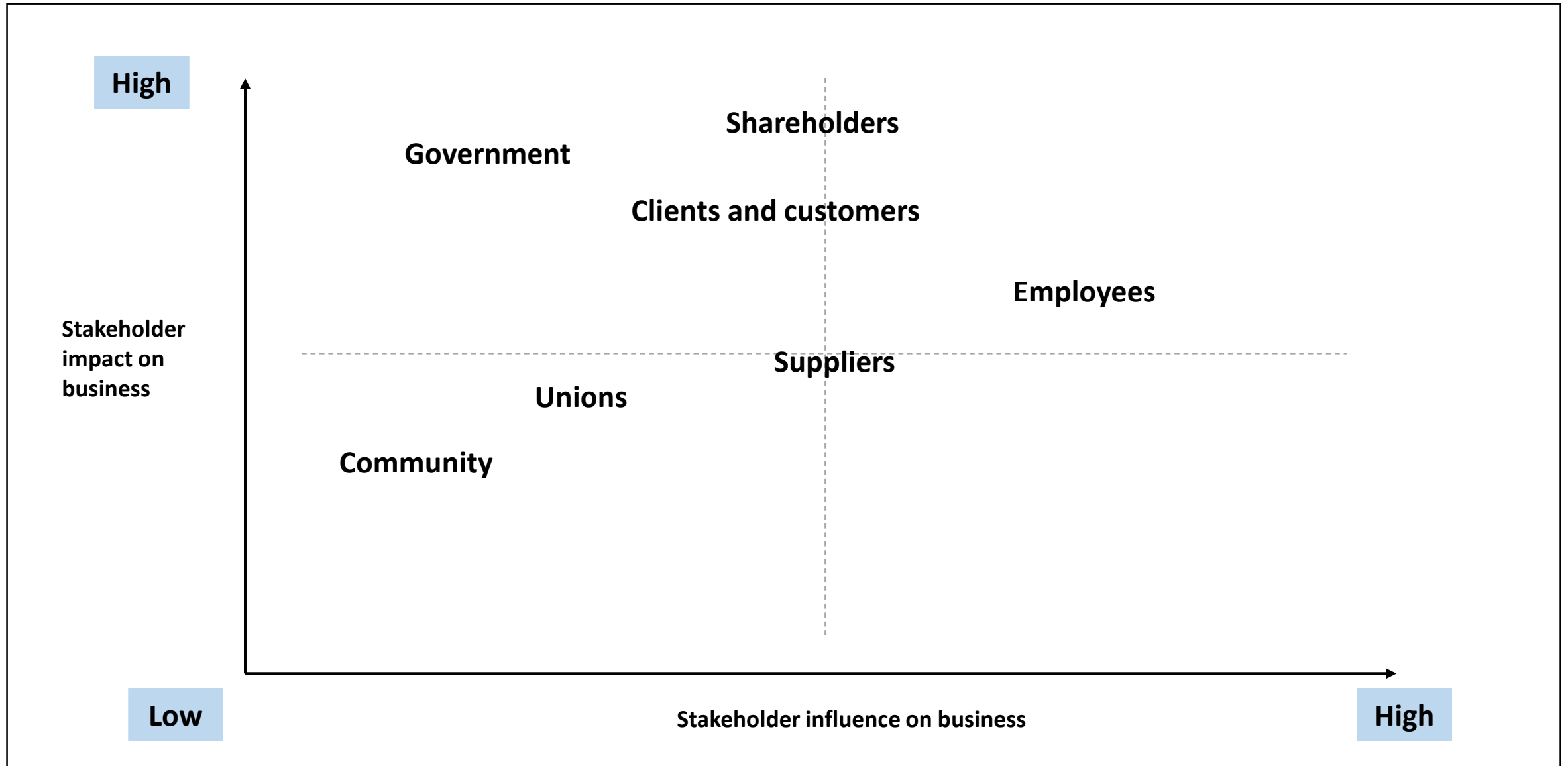
- email
- attendance register
- flight details
- policy
- grievance
- report
- witness statements
- supplier documents
- observations
- other forms of comms

- daily follow-up call
- awaiting medical documentation
- send advisory and educational content
- refer to expert
- possible misconduct
- isolation advisory
- possible incapacity
- update regarding travel status and risks
- possibly cancel event
- deduct off sick leave
- deduct off annual leave
- deduct off family responsibility leave
- unpaid leave

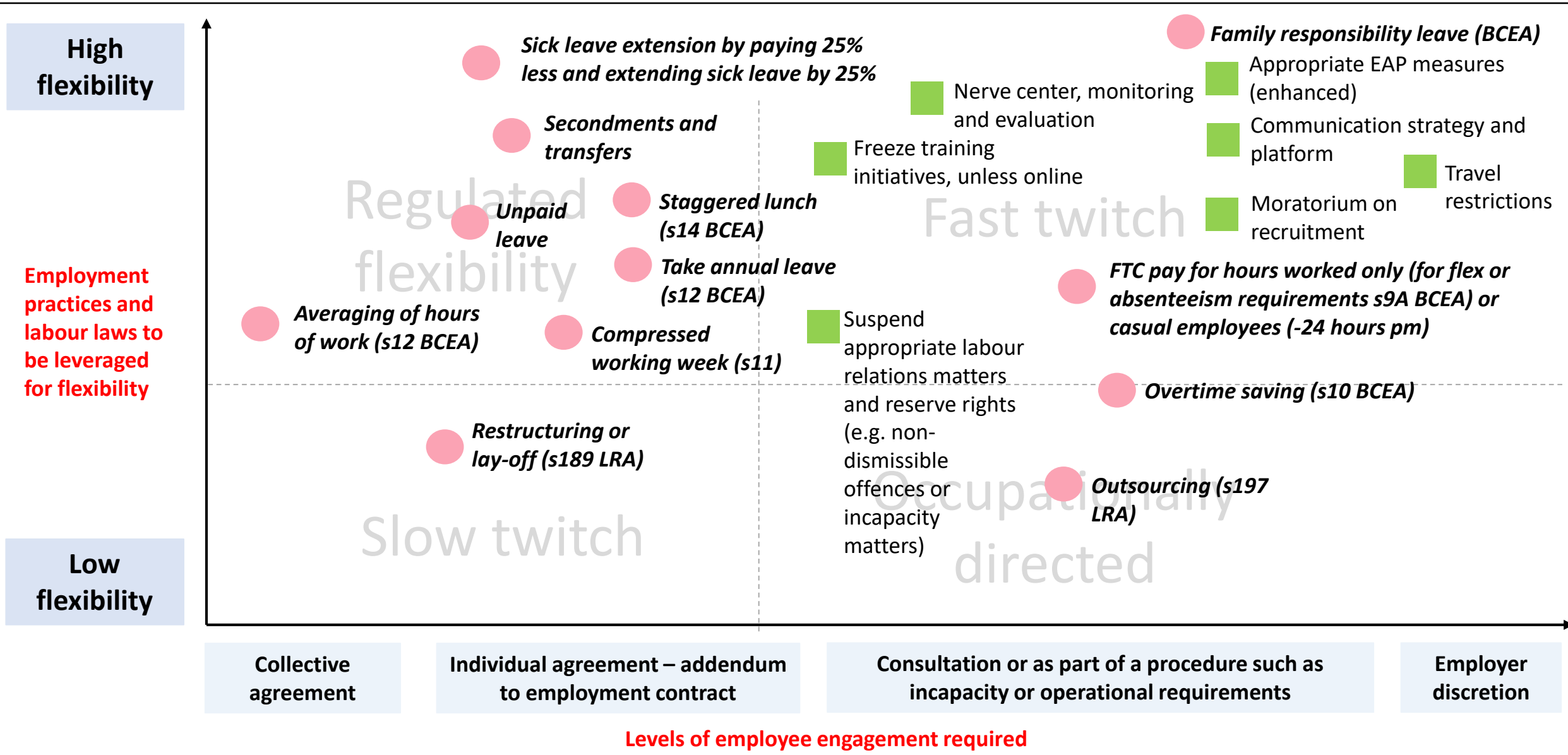
Inherent Ability To Respond Based On Job-type



Potential Stakeholders To Engage With As Required



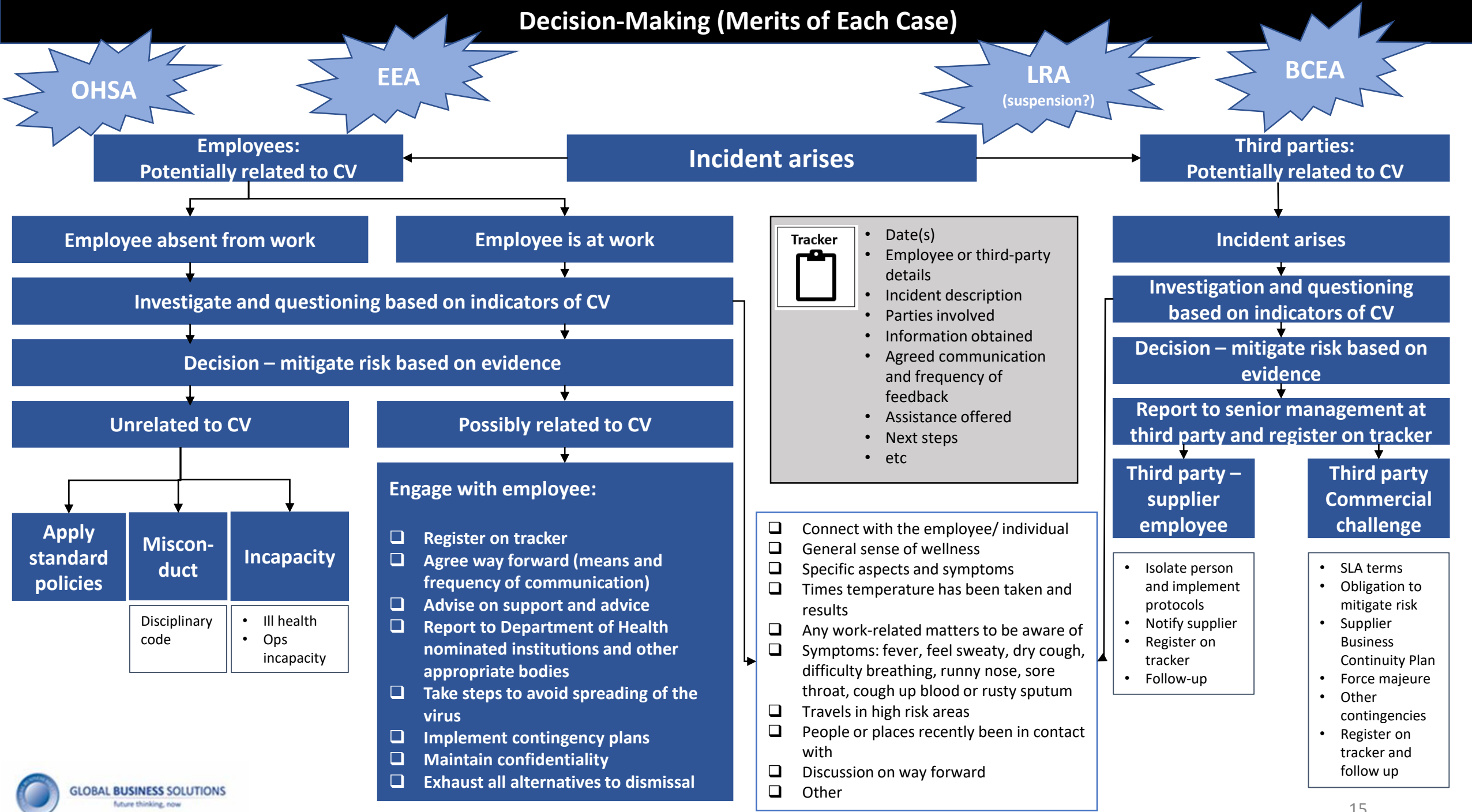
Potential Policy, Practice And Labour Relations Responses To Corona Virus Impact To Manage Risk And Drive Sustainability



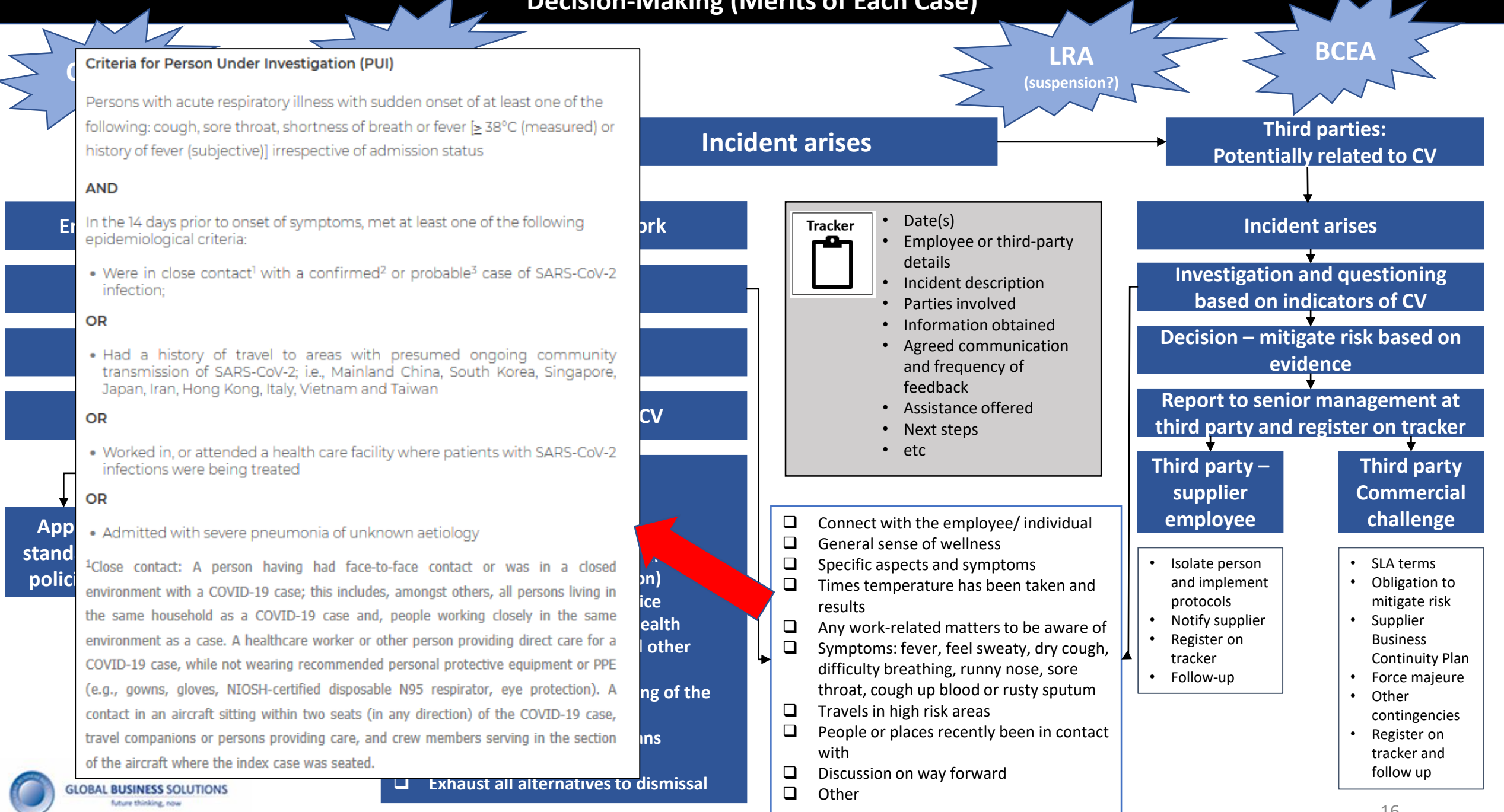
■ Employment practices

● Statutory options

Decision-Making (Merits of Each Case)



Decision-Making (Merits of Each Case)



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- Worked in, or attended a health care facility where patients with SARS-CoV-2 infections were being treated
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Incident arises

LRA
(suspension?)

BCEA

**Third parties:
Potentially related to CV**

Incident arises

**Investigation and questioning
based on indicators of CV**

**Decision – mitigate risk based on
evidence**

**Report to senior management at
third party and register on tracker**

**Third party –
supplier
employee**

**Third party
Commercial
challenge**

- Tracker**
- Date(s)
 - Employee or third-party details
 - Incident description
 - Parties involved
 - Information obtained
 - Agreed communication and frequency of feedback
 - Assistance offered
 - Next steps
 - etc

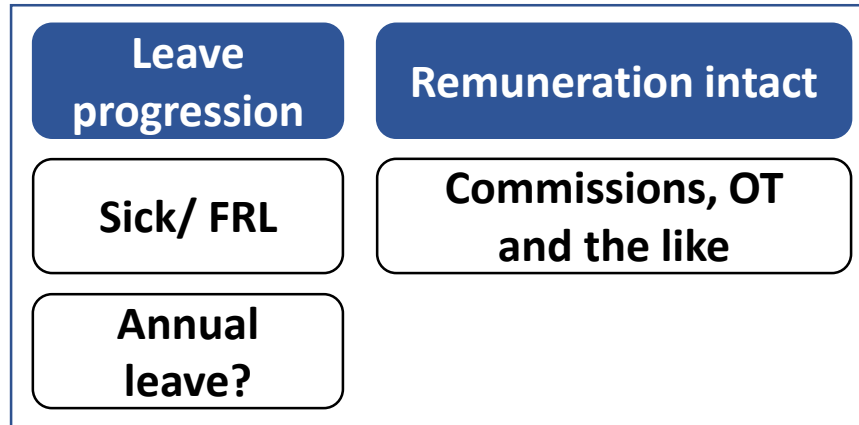
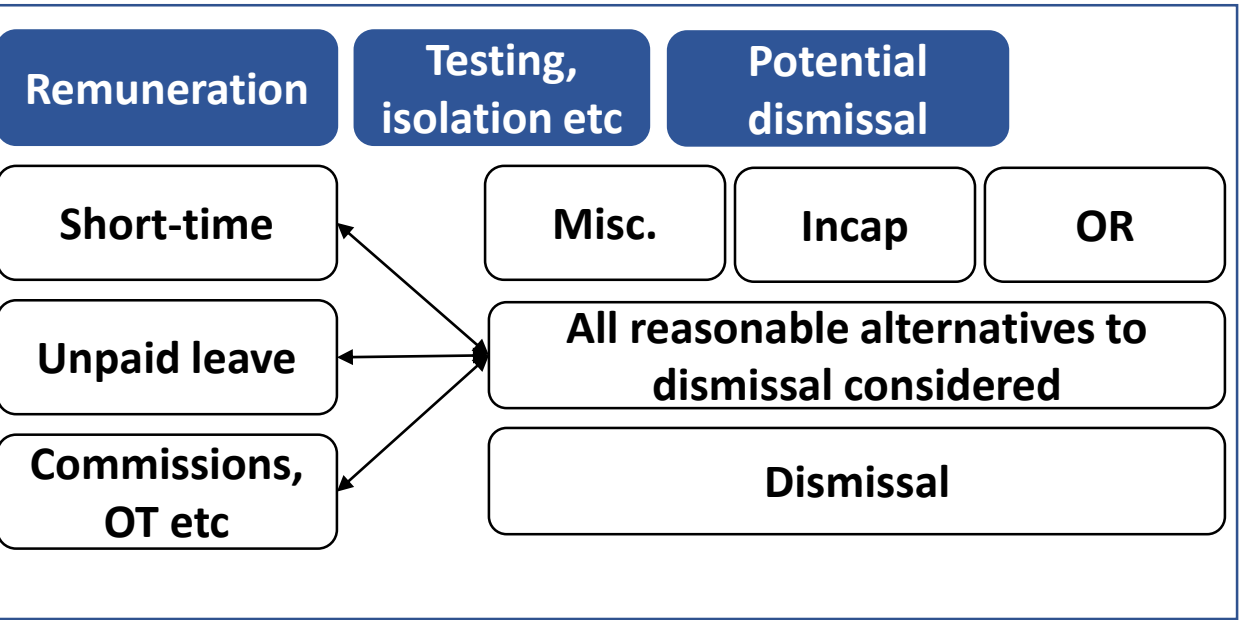
- Connect with the employee/ individual
- General sense of wellness
- Specific aspects and symptoms
- Times temperature has been taken and results
- Any work-related matters to be aware of
- Symptoms: fever, feel sweaty, dry cough, difficulty breathing, runny nose, sore throat, cough up blood or rusty sputum
- Travels in high risk areas
- People or places recently been in contact with
- Discussion on way forward
- Other

- Isolate person and implement protocols
- Notify supplier
- Register on tracker
- Follow-up

- SLA terms
- Obligation to mitigate risk
- Supplier Business Continuity Plan
- Force majeure
- Other contingencies
- Register on tracker and follow up

Exhaust all alternatives to dismissal

Avoiding Unfair Employment Practices



Specific Options

- ❑ **Encourage sick employees** to stay at home and where possible work from home (remember it takes 1 to 14 days to develop symptoms)
- ❑ As a general rule employees with flu-like symptoms **should be tested** and only if they have no signs of a fever (+37.8 degrees Celsius) and no other flu-like symptoms for 24 hours they can return
- ❑ Retain the need to **notify the business** of the above but be flexible on other areas as is required (daily agreed comms)
- ❑ Be flexible if employees need to **care for family members** in this context and extend FRL and other forms of leave (daily comms and evidence)
- ❑ Employees presenting with symptoms of respiratory illness should **be isolated at work (allocate a room)** and arrangements made for them to get home (not public transport)
- ❑ Ask employees to **disclose (without victimisation)** if they have come in contact with someone who is infected or may be infected – they should remain at home
- ❑ **Educate and communicate** (without causing alarm) as to how the virus spreads

- ❑ Provide **alcohol-based sanitisers and surgical masks** at appropriate locations and remind employees to wash hands regularly (min 60%) – droplets may not last long
- ❑ **Enhance general cleaning protocols**, particularly on desks, handles, bathrooms and other common areas (industrial grade disinfectants)
- ❑ In the event that an employee is tested and is infected **advise fellow employees** to remain at home in alignment with protocols described earlier
- ❑ Engage with **contractors and suppliers** and urge them to take the necessary steps themselves as well as to respect and align with steps you are taking
- ❑ Halt **non-essential travel**
- ❑ Possibly provide face masks and **paper tissues and provide closed bins** for disposal
- ❑ Be clear on the **leave utilization progression**
- ❑ Employees who have returned from **high risk areas** where the virus is spreading should monitor themselves and take their temperatures twice a day
- ❑ Promote **teleworking**
- ❑ Consider a medical certificate that **clears the employee to work**



Specific Options

- ❑ Remember **that certain medications**, such as paracetamol/acetaminophen, ibuprofen or aspirin, may mask symptoms of infection
- ❑ Keep **contact details and registers** of people attending events, meetings and the like
- ❑ Have a **plan** to address when the situation where one of the attendees tests positive
- ❑ **Start meetings or events with a statement of commitment** of the organization to playing a role in mitigating the impact on employees and business partners and then highlight any plans, precautions and a hotline for after the event
- ❑ If someone at the meeting or event was isolated as a suspected COVID-19 case, the organizer should **let all participants know** this (they should be advised to monitor themselves for symptoms for 14 days and take their temperature twice a day)
- ❑ If anyone develops even a mild cough or low-grade fever they should stay at home and **self-isolate** (this means avoiding close contact (1 meter or nearer) with other people, including family members)
- ❑ Also **telephone their healthcare provider or the local public health department**, giving them details of their recent travel and symptoms

Before traveling

- ensure employees have the **latest information** on areas where COVID-19 is spreading (<https://www.who.int/emergencies/diseases/novel-coronavirus-2019/situation-reports>)
- Assess the **benefits and risks** related to planned travel plans and avoid sending employees who may be at higher risk of serious illness (e.g. older employees and those with medical conditions such as diabetes, heart and lung disease)
- **Brief** all persons travelling (qualified professional) and possibly **issue** employees who are about to travel with small bottles (under 100 CL) of alcohol-based hand rub

While traveling:

- Encourage employees to wash their hands regularly and stay at least one meter away from people who are coughing or sneezing
- Ensure employees know what to do and who to contact if they feel ill while traveling.
- Ensure that your employees comply with instructions from local authorities where they are traveling

When you or your employees return from traveling:

- Employees who have returned from an area where COVID-19 is spreading should monitor themselves for symptoms for 14 days and take their temperature twice a day
- If they develop even a mild cough or low grade fever (i.e. a temperature of 37.3 C or more) they should stay at home and self-isolate. This means avoiding close contact (one meter or nearer) with other people, including family members.
- They should also telephone their healthcare provider or the local public health department, giving them details of their recent travel and symptoms.

The organization takes its responsibility to ensure that it maintains a safe workplace, maintains operations and manages liability and risk seriously.

In this regard, it has designed a Business Response Framework (BRF) and Business Response Plan (BRP) that will apply to all stakeholders including employees, suppliers, clients and other parties as appropriate from time to time.

The elements of the BRP are:

- Employment relations – steps will be taken to address this matter in the context of the current provisions but with due regard to the merits of each case (there will be fair discrimination, no victimization and retention of confidentiality as far as can be reasonable achieved in the circumstances)
- Social distancing where applicable – these steps may involve preventative measures such as working from home or staying at home, decreasing non-essential events and travel, special considerations at work and isolation rooms
- Business continuity – critical positions and suppliers will be identified and contingency plans put in place to safeguard the sustainability of the business
- Communication – with all stakeholders at appropriate frequencies and it will be expected of employees to reciprocate in situations where they are not at work or have potentially been in contact with infected persons or suspect that they may be infected with due regard to their duty of good faith (suppliers to do likewise)
- Comply with government directives – currently there is no legal requirement to report these matters but to take reasonable steps to act in the best interests of all parties
- Resource allocation – to take reasonable steps to allocate resources and budget to managing this situation based on the merits of each case
- Advocacy – to draft, publish and update information that can support the prevention and management of the situation
- Other reasonable steps as may be required.

Important:

All matters that pertain to the coronavirus or matters related thereto must be directed to the “nerve centre” either directly at the time of the situation arising or if this is not possible, as soon as possible thereafter.

CALL XYZ ABC DEF GHI (24/7)

In addition, information can be obtained at the following places:

- WHO
- NICD (National Institute for Communicable Diseases) 0800 029 999
- etc

Thank you for your commitment to this important matter.



Questions?





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