

ACHRO/EEO

ADA DISABILITY COMPLIANCE : COVID-19 Managing Work from Home Requests

October 30, 2020

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COVID-19: ADA DISABILITY COMPLIANCE TRAINING

Managing Work From Home Accommodation Requests

Presented by Rachel Shaw

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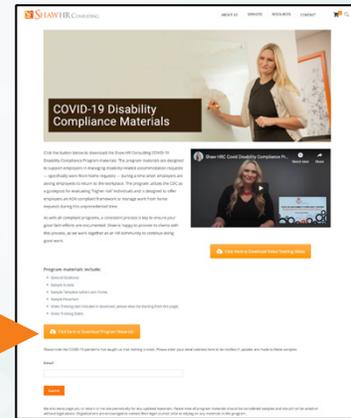
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Materials

- Visit www.shawhrconsulting.com/covid
- Login if you are already a member of the Shaw HRC site; if not, you will be asked to sign up to be a member of the site
- View the training video from this page as well as download documents including:
 - Word version documents,
 - PPT, and
 - Program flowchart



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General Information

- Rules, regulations and guidelines pertaining to COVID-19 are not static; please be sure to stay updated
- I have not read your Personnel Rules or Collective Bargaining Agreements and best practices may conflict with your organization's rules or policies, so
- Before implementing any practices, you are encouraged to consult with your legal counsel to determine if there are any meet and confer obligations and/or regulations that must be taken into consideration before changes are made.
- I am not an attorney. This is not legal advice.

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COVID-19 & Disability Compliance:

What do employers do when employees are asked to return to the workplace and employees request to work from home for a personal medical reason?

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COVID-19 & Disability Compliance

The COVID-19 Disability Compliance Program Basics

1. A Short-Term Program Compliant with the ADA
2. Understand CDC guidelines for individuals “at increased risk”
3. Establish Your COVID-19 Disability Organizational Philosophy
4. Communicate Your Plan
5. Consistency is Key

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A Short-Term Program

The COVID-19 Disability Compliance Program is a Short-Term Program

- This program directly responds to persons requesting disability accommodations for themselves in relation to the COVID-19 pandemic
- Accommodations are temporary and provided for short increments, and will end at some point
- Low Risk = Lower Process

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A Short-Term Program

ADA Mandates of the Employer Remain the Same:

1. Employers must engage in a Timely Good Faith Interactive Process when triggered by:
 - Request, perception, or knowledge
- AND**
2. Employers must provide Reasonable Accommodation for qualified individuals with a disability

Each is a stand-alone statutory obligation

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EEOC Guidelines

- **Recent EEOC language provides guidance that work from home accommodation requests should be treated in accordance with ADA/FEHA law**

D.15. Assume that an employer grants telework to employees for the purpose of slowing or stopping the spread of COVID-19. When an employer reopens the workplace and recalls employees to the worksite, does the employer automatically have to grant telework as a reasonable accommodation to every employee with a disability who requests to continue this arrangement as an ADA/Rehabilitation Act accommodation? *(9/8/20; adapted from 3/27/20 Webinar Question 21)*

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EEOC Guidelines

Answer: No. Any time an employee requests a reasonable accommodation, the employer is entitled to understand the disability-related limitation that necessitates an accommodation. If there is no disability-related limitation that requires teleworking, then the employer does not have to provide telework as an accommodation. Or, if there is a disability-related limitation but the employer can effectively address the need with another form of reasonable accommodation at the workplace, then the employer can choose that alternative to telework.

To the extent that an employer is permitting telework to employees because of COVID-19 and is choosing to excuse an employee from performing one or more essential functions, then a request—after the workplace reopens—to continue telework as a reasonable accommodation does not have to be granted if it requires continuing to excuse the employee from performing an essential function. The ADA never requires an employer to eliminate an essential function as an accommodation for an individual with a disability.

The fact that an employer temporarily excused performance of one or more essential functions when it closed the workplace and enabled employees to telework for the purpose of protecting their safety from COVID-19, or otherwise chose to permit telework, does not mean that the employer permanently changed a job's essential functions, that telework is always a feasible accommodation, or that it does not pose an undue hardship. These are fact-specific determinations. The employer has no obligation under the ADA to refrain from restoring all of an employee's essential duties at such time as it chooses to restore the prior work arrangement, and then evaluating any requests for continued or new accommodations under the usual ADA rules.

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A Short-Term Program

- For temporary / short-term restrictions, process can reflect the risk
- For COVID-19 you are required to consider reasonable accommodations
- We do not recommend you consider medical separation
- Process goals: Timely, Manageable and one that Produces Realistic Documentation

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A Short-Term Program

Short-Term Reasonable Accommodations:

1. Offer of Temporary Modified Work

- Temp. Modified: Current classification, performing all essential functions, same efficiency and effectiveness
 - Optional: Temp. Light Duty - Performing part of / some of the EF of current job or set of meaningful work duties or special assignments
 - Supporting medical improvement / stabilization, and
 - Performing organizationally meaningful work

2. Offer of an Extended Leave of Absence

- Potentially in excess of your policies
 - Job-protected, not paid

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Individuals “at Increased Risk”

The CDC has outlined people at increased risk for severe illness include:

1. Older Adults
2. People with underlying medical conditions

Source: <https://www.cdc.gov/coronavirus/2019-ncov/need-extra-precautions/people-at-higher-risk.html>

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Individuals “at Increased Risk”

1. Older Adults

Among adults, the risk for severe illness from COVID-19 increases with age, with older adults at highest risk.

As you get older, your risk for severe illness from COVID-19 increases. For example, people in their 50s are at higher risk for severe illness than people in their 40s. Similarly, people in their 60s or 70s are, in general, at higher risk for severe illness than people in their 50s. The greatest risk for severe illness from COVID-19 is among those aged 85 or older.

Source: <https://www.cdc.gov/coronavirus/2019-ncov/need-extra-precautions/people-at-higher-risk.html>

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Individuals “at Increased Risk”

2. People with underlying medical conditions as defined by the CDC as:

- People of any age with the following conditions **are at increased risk** of severe illness from COVID-19:
 - Cancer
 - Chronic kidney disease
 - COPD (chronic obstructive pulmonary disease)
 - Immunocompromised state (weakened immune system) from solid organ transplant
 - Obesity (body mass index [BMI] of 30 kg/m² or higher but < 40 kg/m²)
 - Severe Obesity (BMI ≥ 40 kg.m²)
 - Serious heart conditions, such as heart failure, coronary artery disease, or cardiomyopathies
 - Sickle cell disease
 - Type 2 diabetes mellitus
- People with the following conditions **might be at an increased risk** for severe illness from COVID-19:
 - Asthma (moderate-to-severe)
 - Cerebrovascular disease (affects blood vessels and blood supply to the brain)
 - Cystic fibrosis
 - Hypertension or high blood pressure
 - Immunocompromised state (weakened immune system) from blood or bone marrow transplant, immune deficiencies, HIV, use of corticosteroids, or use of other immune weakening medicines
 - Neurologic conditions, such as dementia
 - Liver disease
 - Overweight (BMI > kg/m², but < 30 kg/m²)
 - Pregnancy
 - Pulmonary fibrosis(having damaged or scarred lung tissues)
 - Smoking
 - Thalassemia (a type of blood disorder)
 - Type 1 diabetes mellitus

Source: <https://www.cdc.gov/coronavirus/2019-ncov/need-extra-precautions/people-at-higher-risk.html>

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Individuals “at Increased Risk”

Americans suffering from the first list total more than 293 million = 89% of the U.S. population

❖ Note: While many may suffer from more than one of the conditions below, this number does not take into consideration age, or Americans suffering from conditions on the second list

Number of Americans with the following conditions outlined by the CDC that **are at increased risk** of severe illness from COVID-19:

- 18 million = Cancer
 - » Reference: Our World Data, 5.5% of U.S. Population per <https://ourworldindata.org/cancer>
- 37 million = Chronic kidney disease
 - » Reference: National Kidney Foundation, <https://www.kidney.org/news/newsroom/factsheets/KidneyDiseaseBasics>
- 16 million = COPD (chronic obstructive pulmonary disease)
 - » Reference: CDC, <https://www.cdc.gov/copd/index.html>
- 36,527 = Immunocompromised state (weakened immune system) from solid organ transplant
 - » Number a year that have solid organ transplant, Reference: UNOS, <https://unos.org/data/transplant-trends/>
- 70 million = Obesity (body mass index [BMI] of 30 or higher)
 - » Reference: CDC, https://ftp.cdc.gov/pub/Health_Statistics/NCHS/NHIS/SHS/2015_SHS_Table_A-15.pdf
- 121.5 million = Serious heart conditions, such as heart failure, coronary artery disease, or cardiomyopathies
 - » Reference: Science Daily, <https://www.sciencedaily.com/releases/2019/01/190131084238.htm>
- 100,000 = Sickle cell disease
 - » Reference: CDC, <https://www.cdc.gov/ncbddd/sicklecell/data.html>
- 30.6 million = Type 2 diabetes mellitus
 - » Reference: CDC, <https://www.cdc.gov/diabetes/basics/type2.html>

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Individuals “at Increased Risk”

Ensure Medical Privacy

- The CDC outlines specific medical conditions which may put individuals “at increased risk,” but you still cannot ask for protected medical information:
 - No Diagnosis, condition or treatment
- You don’t get to ask “which risk are you?”
- You can request medical certification to trigger a paid leave, you can also accept a verbal notification for job-protected leave that is unpaid and unbenefited.

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Individuals “at Increased Risk”

Don’t Perceive Disability

- Be careful with assumptions of someone being “at increased risk”
 - **Age:** Per the EEOC – “The Age Discrimination in Employment Act (ADEA) prohibits employment discrimination against individuals age 40 and older. The ADEA would prohibit a covered employer from involuntarily excluding an individual from the workplace based on his or her being 65 or older, even if the employer acted for benevolent reasons such as protecting the employee due to higher risk of severe illness from COVID-19.”
 - You can prioritize limited accommodations to persons over age 65
 - Ref: <https://www.eeoc.gov/wysk/what-you-should-know-about-covid-19-and-ada-rehabilitation-act-and-other-eeo-laws>

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Individuals “at Increased Risk”

Don’t Perceive Disability

- Be careful with assumptions of someone being “at increased risk”
 - **Pregnancy:** Per EEOC Guidelines – “Sex discrimination under Title VII of the Civil Rights Act includes discrimination based on pregnancy. Even if motivated by benevolent concern, an employer is not permitted to single out workers on the basis of pregnancy for adverse employment actions, including involuntary leave, layoff, or furlough.”
 - Ref: <https://www.eeoc.gov/wysk/what-you-should-know-about-covid-19-and-ada-rehabilitation-act-and-other-eeo-laws>

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Individuals “at Increased Risk”

Don’t Perceive Disability

- Be careful with assumptions of someone being “at increased risk”
 - **Weight, diabetes, asthma, etc.** – employees may have shared their disability with you in the past, DO NOT use this information now, unless the employee requests accommodations or exhibits illness

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Your Organizational Philosophy

Establish Your Organizational Philosophy

- Flexible or “Return Focused”
- The program has been designed to be customizable
- You have choices as an organization to align your program to your philosophy
- Your philosophy can change over time
- The key is to determine ahead of time how you will manage requests related to COVID-19 and stay consistent in practice and program implementation

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Your Organizational Philosophy

You Have Choices as an Organization. Determine how much process you want/will need:

- Will you require a medical note?
- Will you offer a temporary work from home option while an employee seeks medical clarification?
- If a medical clarification is not received back will you allow a leave of absence with no medical certification? Paid or Unpaid?

Once you establish your process adjust your scripts, forms and flowchart accordingly

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Communicate Your Plan

Call-Back Communication Strategy

- You care about your people. You would not bring them back until it is safe to do so... communicate this.
- Share why you are bringing them back now
- How are you going to keep them safe? Be specific.
- Share statistics of safety
- Remind the organization why being back in the workplace matters, why they matter to your organization/community
- Don't underestimate the power of marketing the return!

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Consistency is Key

Follow Your Process Consistently!

- Develop your plan and follow it, consistently.
- You will have employees motivated by non-medical reasons, e.g., commute or convenience preferences
- Manage what you believe are legitimate and non-legitimate requests the same
- Should you centralize your program?
 - Can you be consistent if Departments/Divisions are managing your program?
- Your program can change overtime.
- See sample program!

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DISABILITY INTERACTIVE PROCESS SAMPLE PROGRAM

**COVID-19 & Making Short-Term (Temporary) Reasonable
Accommodation Decisions**

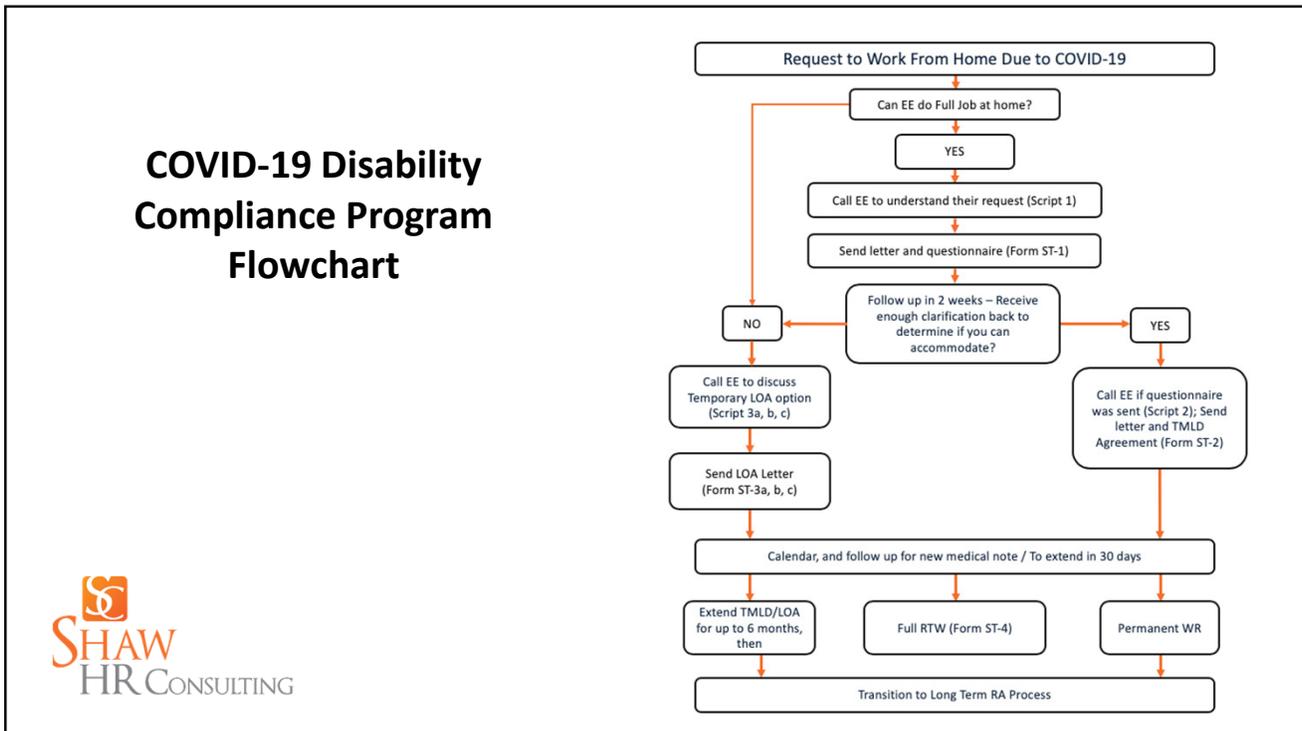
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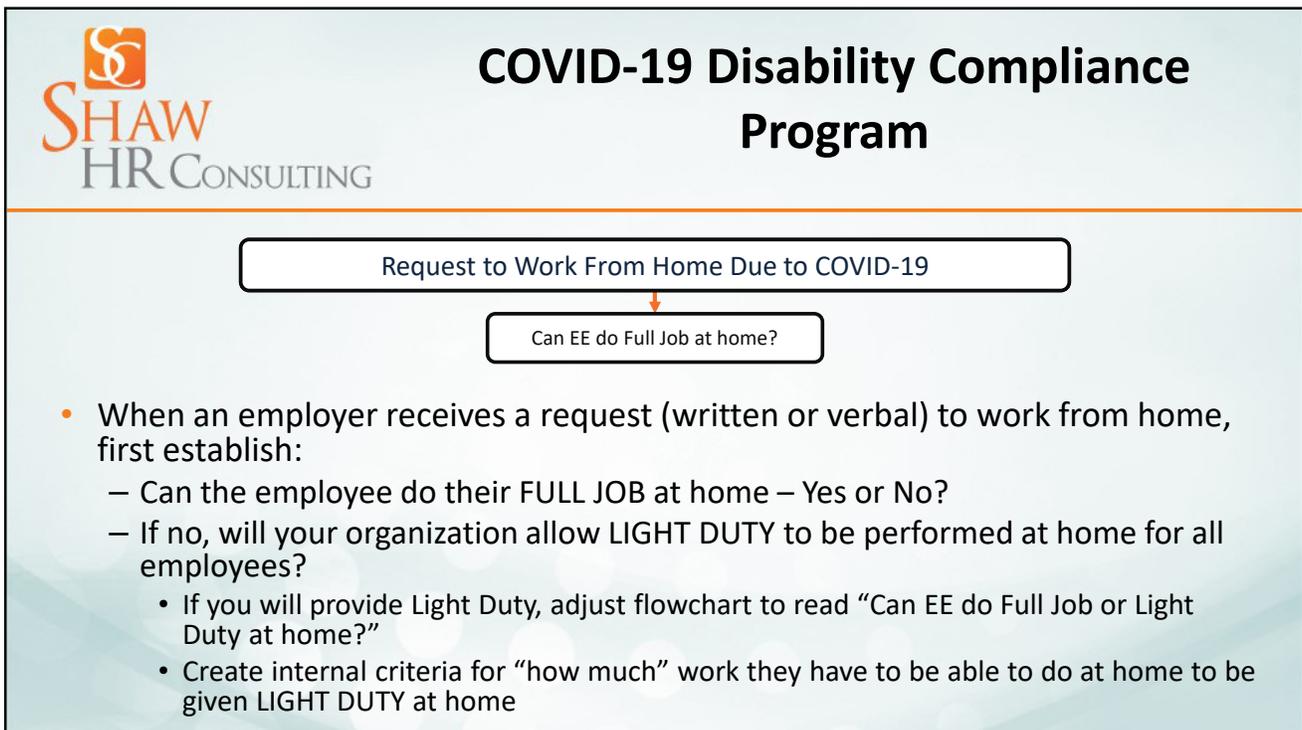
COVID-19 Disability Compliance Program

**This sample program is designed to address your
employees who have requested a continued work from
home accommodation for a
personal medical condition**

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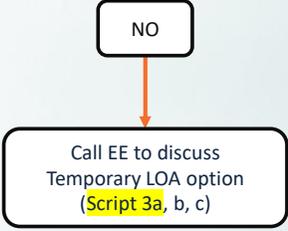
COVID-19 Disability Compliance Program

IF the employee cannot do FULL JOB at home and you don't provide LIGHT DUTY at home, then:

- Call the employee using Script 3a

Script 3a
Call to EE:
Employer Has Determined EE Can Not Do Your full duties [or light duty if you are offering this] from Home (No Medical Questionnaire Sent)

Hello [Employee Name], this is [HR contact] calling from [Organization]. I am calling as I understand you are requesting to work from home due to COVID-19. Can you explain why you believe you need to work from home?



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graph TD; A[NO] --> B[Call EE to discuss Temporary LOA option (Script 3a, b, c)];
```

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COVID-19 Disability Compliance Program

Follow up with sending the employee a letter:

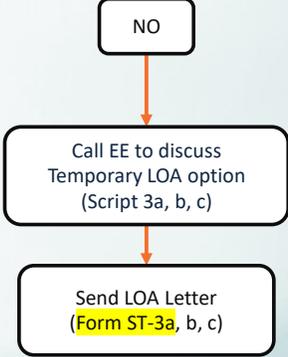
- Send Leave of Absence Letter (Form ST-3a)

DISABILITY INTERACTIVE PROCESS UPDATE:
LEAVE OF ABSENCE

Dear Mr./Ms. Name:|

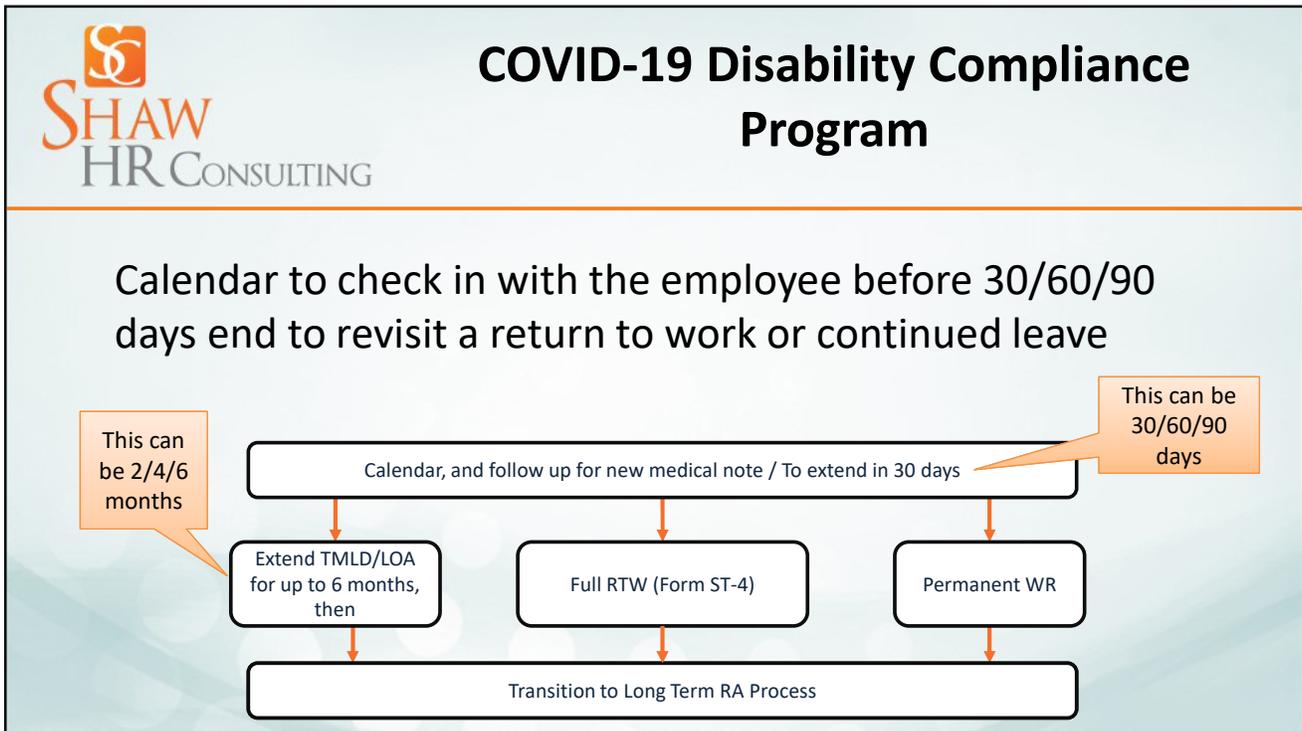
Thank you for taking the time to speak with me on [Date]. Please allow this letter to serve as a memorialization of that conversation. As I shared in our call we are in receipt of your request to work from home as an accommodation due to COVID-19.

The [Organization] understands you believe you have medical reason that as you have described makes you "at increased risk"/you believe you have a reason related to COVID-19 that precludes you from coming into the workplace. We have evaluated your work as a [Position Title, e.g., custodian, cafeteria worker] and unfortunately, have determined in this position you cannot perform your full duties from home.

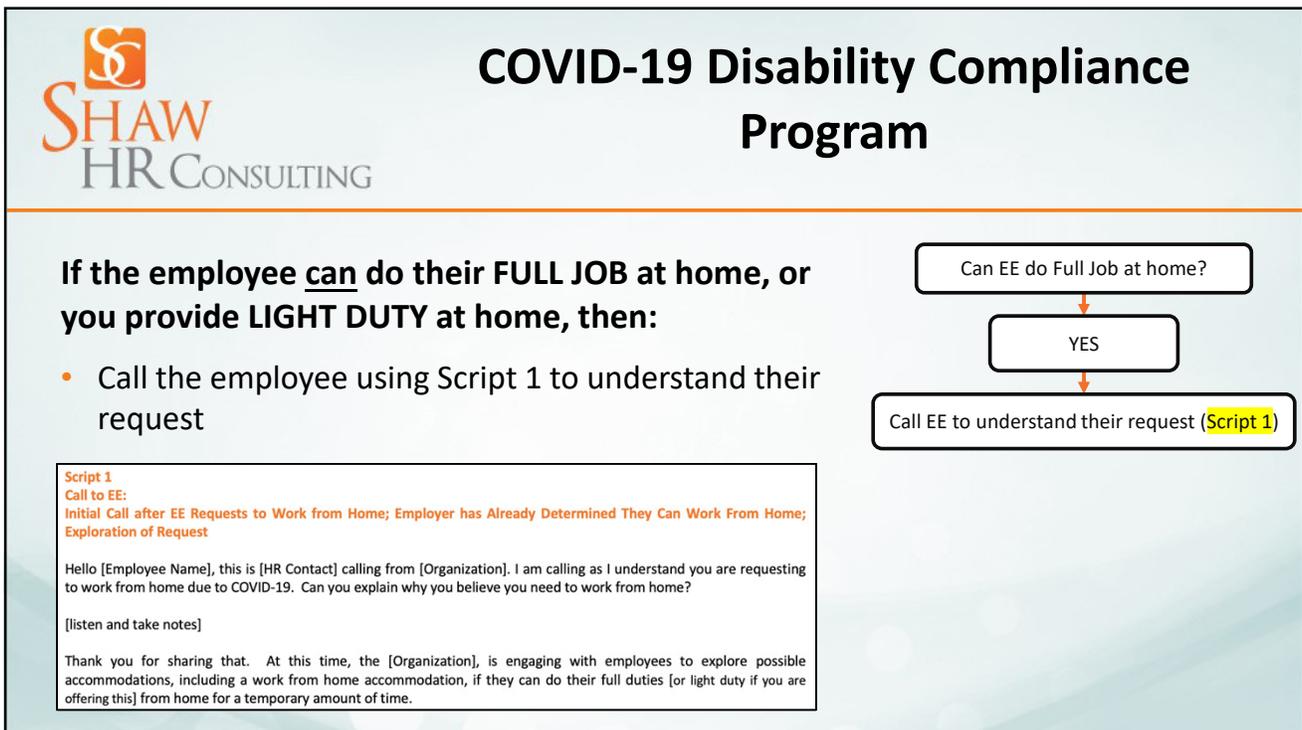


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graph TD; A[NO] --> B[Call EE to discuss Temporary LOA option (Script 3a, b, c)]; B --> C[Send LOA Letter (Form ST-3a, b, c)];
```

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COVID-19 Disability Compliance Program

Decision Point:

- Will you require a MEDICAL NOTE for ALL employees requesting a work from home accommodation?
- Our sample program ASSUMES you will require a MEDICAL NOTE in order access whether an employee will be provided a work from home accommodation. It is not wrong to diverge from this and require ALL or NONE – just be consistent.

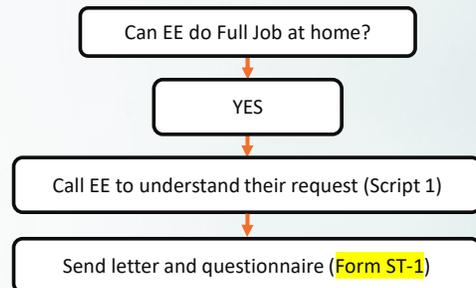
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COVID-19 Disability Compliance Program

Once you understand their request, customize the questionnaire for their provider:

- Send Letter & questionnaire (Form ST-1)



**DISABILITY INTERACTIVE PROCESS:
REQUEST FOR CLARIFICATION ON WORK RESTRICTIONS / REQUEST FOR ACCOMMODATION**

Dear [Mr./Ms. Name]:

This letter is being sent as a follow-up to our call on [Date]. [OR This letter is being sent as a follow-up to the voicemail left for you on (date(s))] As shared, the [Organization] requests your assistance to continue in the disability interactive process and to better understand your request for the temporary reasonable accommodation of working from home due to COVID-19.

To support your request, we will need to clarify your work restrictions / functional limitations in need of reasonable accommodation. This request is being made as part of a good faith interactive process that the [Organization] is

**SUPPLEMENTAL MEDICAL QUESTIONNAIRE REQUEST:
PERSONAL MEDICAL PROVIDER**

Dear Mr./Ms. Employee Name's Health Care Provider/Dr. Name if provided a note):

Please allow this letter to serve as an introduction. The [Organization] is currently engaged in activities necessary to ensure that reasonable accommodation options are able to be explored for your patient, [Mr./Ms. Name]. The [Organization] wants to ensure that options in relation to modified and alternate work are considered in compliance with the requirements of Title I of the Americans with Disabilities Act [and The Fair Employment and Housing Act](#) and

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COVID-19 Disability Compliance Program

Decision Point - Working During Process?

- IF, after you have the initial conversation with the employee and you will be asking their provider to complete a questionnaire, do you let them continue working from home OR provide a leave while they seek clarification?
- In our program, we assume you will allow them a 2-week temporary accommodation of working from home while they seek clarification

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COVID-19 Disability Compliance Program

IF, you receive enough clarification back to be able to say “yes,” you can accommodate with work from home, then:

- Call the employee (Script 2)
- Then Send Letter & TMLD Agreement (Form ST-2)
- Calendar to follow up with them before the end of their 30/60/90 day TMLD ends

Follow up in 2 weeks – Receive enough clarification back to determine if you can accommodate?

YES

Call EE if questionnaire was sent (Script 2); Send letter and TMLD Agreement (Form ST-2)

Script 2
Call to EE:
Inform of Work From Home Option (as Temporary Modified or Light Duty Assignment)

Hello [Employee Name], this is [HR Contact] from the [Organization]. I am calling as I rec questionnaire from your provider.

DISABILITY INTERACTIVE PROCESS:
TEMPORARY MODIFIED LIGHT DUTY AGREEMENT

Dear [Mr./Ms. Name]:

Thank you for taking the time to speak with me on [Date]. Please allow this letter to serve as a memorialized conversation and an update to your disability interactive process.

As previously shared, we are in receipt of your request to work from home as an accommodation due to COVID-19. We are pleased to provide clarification from your Health Care provider that you are able to provide clarification from your Health Care provider to support your reasonable accommodation request.

REASONABLE ACCOMMODATION/DISABILITY INTERACTIVE PROCESS	
Temporary Modified/Light Duty Agreement	
Employee Name	
Classification/ Job Title	
Location	Home Address
Date of Injury/ Onset of illness	N/A COVID-19
Assignment Start Date:	Assignment End Date*

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COVID-19 Disability Compliance Program

IF, you receive enough clarification back to be able to say, “we can accommodate you at work!”

- Face mask vs. face shield
- Provide an office
- One-way hallways
- Hand washing/sanitizer stations
- Social distancing
- Designate restroom stalls, etc.

- Call the employee (Script 2)
- Then Send Letter & TMLD Agreement (Form ST-2)
- Calendar to follow up with them before the end of their 30/60/90 day TMLD ends

Follow up in 2 weeks – Receive enough clarification back to determine if you can accommodate?

YES

Call EE if questionnaire was sent (Script 2); Send letter and TMLD Agreement (Form ST-2)

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COVID-19 Disability Compliance Program

IF, the questionnaire is not received back in 2 weeks then:

- Call the employee (Script 3b)
- Then Send Leave of Absence Letter (Form ST-3b)
- Calendar to follow up with them before the end of their 30/60/90-day LOA

Follow up in 2 weeks – Receive enough clarification back to determine if you can accommodate?

NO

Call EE to discuss Temporary LOA option (Script 3a, b, c)

Send LOA Letter (Form ST-3a, b, c)

Script 3b
Call to EE:
Questionnaire Not Received Back

Hello [Employee Name], this is [HR contact] calling again from the [Organization]. I have a medical questionnaire in regards to your request to work from home. Do you have an update for me?

IF EMPLOYEE SAYS THEY NEED MORE TIME TO SUPPLY A COMPLETED QUESTIONNAIRE:

DISABILITY INTERACTIVE PROCESS UPDATE:
LEAVE OF ABSENCE

Dear Mr./Ms. Name:

Thank you for taking the time to speak with me on [Date]. Please allow this letter to serve as a memorialization of that conversation. As previously shared, we are in receipt of your request to work from home as an accommodation due to COVID-19. In our initial call on [Date] you indicated you would be able to provide clarification from your Health Care provider to support your reasonable accommodation request.

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COVID-19 Disability Compliance Program

NO

Call EE to discuss Temporary LOA option (Script 3a, b, c)

Send LOA Letter (Form ST-3a, b, c)

Follow up in 2 weeks – Receive enough clarification back to determine if you can accommodate?

IF, questionnaire is received back but you cannot accommodate, e.g., questionnaire incomplete, the employee does not have a disability, it is a preference versus medical necessity, etc.:

- Call the employee (Script 3c)
- Then send Leave of Absence Letter (Form ST-3c)
- Calendar to follow up with them before the end of their 30/60/90-day LOA

Script 3c
Call to EE:
Employer Can Not Accommodate After Completed Questionnaire Evaluation

Hello [Employee Name], this is [HR Contact] from the [Organization]. I am calling as I received a completed medical questionnaire from your provider.
[review completed questionnaire with EE]

DISABILITY INTERACTIVE PROCESS UPDATE:
LEAVE OF ABSENCE

Dear Mr./Ms. Name:

Thank you for taking the time to speak with me on [Date]. Please allow this letter to serve as a memorialization of that conversation. As previously shared, we are in receipt of your request to work from home as an accommodation due to COVID-19. In our initial call on [Date] you indicated you would be able to provide clarification from your Health Care Provider to support your reasonable accommodation request.

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COVID-19 & Disability Compliance

When Leave is the Reasonable Accommodation:

- **FMLA Consideration:** Do you designate the leave as FMLA or send a Notice of Eligibility, Rights and Responsibilities?
 - This is not FFCRA
 - Note on California Family Rights Act (CFRA)
 - ❖ CFRA Expansion (signed by the governor on Sept. 17, 2020; takes effect Jan. 1, 2021)

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COVID-19 Disability Compliance Program

When Work From Home is the Reasonable Accommodation: Longer-Term Ergonomic Support

- For initial work from home period, you may have done little ergonomic support
- As work from home periods extend, consider “Common Sense Ergonomics:”
 - You may be obliged to assist – to a reasonable extent – in the setting up of an ergonomically appropriate work/home environment
 - Check with your ergonomist to explore tele-ergo assessment options
 - Cost or safety considerations may render a home ergonomic assessment an “undue hardship”

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COVID-19 Disability Compliance Program

Decision Point:

When You Don't Believe Your Employee

- Do you challenge requests that don't seem logical or just accept and move on for a period of time, e.g., 30 more days at home?
- Do you want to have a third-party review of questionable requests?
 - Identify a tele-med doctor who can review the request and advise on appropriateness or alternatives
 - A modified FFD examination

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COVID-19 & Disability Compliance:

What do employers do when employees are asked to return to the workplace and employees request to work from home to protect an “at increased risk” family member?

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COVID-19 & Disability Compliance

Per the EEOC Guidelines:

Question: Is an employee entitled to an accommodation under the ADA in order to avoid exposing a family member who is at higher risk of severe illness from COVID-19 due to an underlying medical condition? (6/11/20)

Ref: <https://www.eeoc.gov/wysk/what-you-should-know-about-covid-19-and-ada-rehabilitation-act-and-other-eeo-laws>

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COVID-19 & Disability Compliance

Answer: No. Although the ADA prohibits discrimination based on association with an individual with a disability, that protection is limited to disparate treatment or harassment. The ADA does not require that an employer accommodate an employee without a disability based on the disability-related needs of a family member or other person with whom she is associated.

For example, an employee without a disability is not entitled under the ADA to telework as an accommodation in order to protect a family member with a disability from potential COVID-19 exposure.

Of course, an employer is free to provide such flexibilities if it chooses to do so. An employer choosing to offer additional flexibilities beyond what the law requires should be careful not to engage in disparate treatment on a protected EEO basis.

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COVID-19 & Disability Compliance

Family Members at High Risk Requests:

Considerations:

1. We are in a pandemic
2. Establish ahead of time your COVID-19 organizational philosophy in response to request for family member related accommodations or leave
3. Consistency is Key

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COVID-19 & Disability Compliance

Family Members at High Risk Requests - OPTIONS:

1. **FMLA:** Do you want to provide FMLA paperwork for your employee. If completed/returned and if your employee is eligible and qualified, consider if this is an option. This is not FFCRA.
2. **CBA/Company Policy Unpaid Leave:** Will you/can you allow persons to stay at home, unpaid/unbenefited if they are fearful to return to work?
 - Will there be exceptions to who can request this? Public Safety? First come, first serve?

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Other Considerations in Developing Your Program

Confer With Your Legal Counsel

- Be sure to check your personnel rules, collective bargaining agreements, and other policies
- Understand that we are all “kind of making this up as we go” and many recommendations are based on a trusted advisor’s philosophy and/or extrapolation... and none of us have lived through a pandemic
- Your decisions should stay consistent with the “spirit” of your contracts, rules, organization mission, etc.

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Other Considerations in Developing Your Program

Be Prepared to Reassess Your Program

- COVID-19 has taught us nothing is static
- Stay up to date and be aware of:
 - Federal guidelines
 - State guidelines
 - City/County guidelines
 - Industry-specific guidelines

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Other Considerations in Developing Your Program

Resources to stay up to date

- CDC; Information on Where You Live, Work, Learn and Play
 - <https://www.cdc.gov/coronavirus/2019-ncov/community/index.html>
- EEOC; Coronavirus Information
 - <https://www.eeoc.gov/coronavirus>
- Department of Labor (DOL); Coronavirus Resources
 - <https://www.dol.gov/coronavirus>
- Department of Labor (DOL); Temporary Rule: Paid Leave under the Families First Coronavirus Response Act
 - <https://www.dol.gov/agencies/whd/pandemic>
- OSHA Coronavirus Information
 - <https://www.osha.gov/SLTC/covid-19/>

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In Closing...

- 1. Develop It:** Develop and implement a Disability Management program that is in line with your organization's philosophy
- 2. Staff it:** Have the RIGHT people in your organization knowledgeable enough to manage your program
- 3. Consistently Apply it:** Be disciplined in consistently applying your program across your organization – even when it is unpopular
- 4. Document it:** Find manageable documentation

This is a temporary plan to address a temporary issue... however, how you manage it may define your organization for years.

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