PANDEMIC PLANNING FOR OHIO'S STATE AGENCIES

A guidance document, templates and tools to assist
Ohio's state agencies with pandemic planning

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Contributing Agencies:
Ohio Department of Administrative Services
Ohio Office of Budget and Management
Ohio Department of Health
Ohio Department of Public Safety, Emergency Management Agency

DISCLAIMER:

This guidance document, and the associated administrative considerations, tools and templates was developed for specific use by State of Ohio departments, agencies, boards and commissions, and reflect current Ohio laws and policies.

Additionally, the document reflects the best information at the time of publication. Guidance in the document is subject to change based upon federal and state health and safety guidance, clarification of state policies and the refinement of state processes.

Any organization outside of Ohio state govermnemt using this document should bear in mind the audience for which this document was produced.

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NOTICE ABOUT CONTENT
The information compiled in this guidance is current and correct at the time of this document's issuance. Due to the continued research occurring with pandemics by health officials, this guidance is subject to change.

USING THIS DOCUMENT
The "Pandemic Planning For Ohio's State Agencies" is intended to assist agencies with the development/revision of their pandemic plan by providing guidance, templates and tools to support the planning process. An agency's pandemic plan is not a Continuity of Operations Plan (COOP); it is a supplement to an agency's COOP. This pandemic planning document is organized into the following key sections:
- Guidance
- Administrative Considerations
- Templates
- Tools

Agencies may elect to use the templates provided to develop their pandemic plans or may elect to work with your existing pandemic plan ensuring that the required elements (see crosswalk, Appendix Q) are included in your plan and referenced on the Crosswalk form.

CRITICAL STATE FUNCTIONS FOR PANDEMIC INFLUENZA
The Ohio Emergency Management Agency identified the following functions as being critical during a pandemic influenza:

1. Provide security to institutionalized populations and essential state infrastructure
2. Maintain lines of communication, command and control
3. Maintain communications infrastructure
4. Maintain staffing; ensure essential positions are filled
5. Maintain worker health and safety
6. Feed institutionalized resident populations
7. Provide health, medical and human services to institutionalized populations
8. Ensure power and fuel to institutionalized populations and essential state infrastructure
9. Provide maintenance to essential state infrastructure
10. Provide services to residents of the state to the extent possible
11. Generate revenue
12. Pay financial obligations
13. Maintain transportation networks
14. Keep required records

The above functions create a critical services framework for agencies to use when evaluating their critical services and functions. Agencies should use the above criteria to determine whether or not a service or function is critical during a pandemic.

BACKGROUND AND CONSIDERATIONS

BACKGROUND ON PANDEMICS

An influenza pandemic is caused by a virus that is either entirely new or has not circulated recently and widely in the human population. This creates an almost universal vulnerability to infection as humans have little-to-no immunity to the virus. While not all people become infected during a pandemic, nearly all people are susceptible to infection. The term, "novel influenza" is used to define severe or new strains of influenza such as H1N1, H5N1, etc.

Pandemics are different from seasonal outbreaks or "epidemics" of influenza. Seasonal outbreaks are caused by subtypes of influenza viruses that already circulate among people, whereas pandemic outbreaks are caused by new subtypes, by subtypes that have never circulated among people, or by subtypes that have not circulated among people for a long time. Past pandemics have led to high levels of illness, death, social disruption and economic loss.

A pandemic can last 12 to 24 months and unfolds in waves. A wave can last six to 12 weeks and is characterized by the sharp rise of illness, followed by a decline. A sharp rise occurs because the general population is susceptible to a new virus, which quickly saturates the community. Decline occurs after the infection achieves an initial saturation level. After the first wave, communities will have "calm" periods, lasting approximately three to nine months, where some sporadic infections in people appear. Then the second wave will come and last six to 12 weeks followed by another "calm" period. After the second low period, the state may see the third wave. The total duration of a pandemic (waves and calm periods together) may reach 24 months.

Even a pandemic virus that initially causes mild symptoms in otherwise healthy people can be disruptive, especially under the conditions of today's highly mobile and closely interdependent societies. Moreover, the same virus that causes mild illness in one country can result in much higher morbidity and mortality in another. In addition, the inherent virulence of the virus can change over time as the pandemic goes through subsequent waves of national and international spread.

The occurrence of large numbers of people falling ill at or around the same time is one reason why pandemics are socially and economically disruptive, with a potential to temporarily overburden health services. The contagiousness of the virus influences the severity of a pandemic's impact as it can increase the number of people becoming ill and needing care within a short timeframe in a given geographical area which can affect governments' and health services' abilities to cope.

A Pandemic usually has a concentrated adverse impact in specific age groups. Concentrated illnesses and deaths in a young, economically productive age group will be more disruptive to societies and economies than when the very young or very old are most severely affected, as is seen during epidemics of seasonal influenza.

Different patterns of spread can also influence the severity of subsequent waves. For example, if schoolchildren are mainly affected in the first wave, the elderly may bear the brunt of illness during the second wave, with higher mortality seen because of the greater vulnerability of elderly people.

A distinctive feature of influenza viruses is that mutations occur frequently and unpredictably. The emergence of an inherently more aggressive virus during the course of a pandemic can never be ruled out.

PLANNING ASSUMPTIONS:
When developing your agency pandemic plans, be mindful that these state agency pandemic planning guidance, templates and tools were developed based on the following planning assumptions:

- State government will not close.
- Healthy employees are expected to report to work.
- Sick employees are expected to stay home until recovered.

PLANNING CONSIDERATIONS
In a pandemic, disruption to operations will mainly be human-resources related. This is unlike other disasters (natural or man-made), where disruptions to business services are likely to be infrastructure related.

- A pandemic will occur, and can begin at any time of the year and any place in the world; it is expected to spread to the rest of the world within several weeks or months.
- Functions essential for protecting the health and lives of Ohioans will be maintained. Non-essential functions may be suspended, and employees may be reassigned to support essential functions.
- About two-thirds of people with pandemic influenza are expected to develop clinical symptoms. Uncomplicated clinical symptoms of pandemic influenza are expected to be similar to those of seasonal influenza: respiratory symptoms, fever and abrupt onset of muscle ache, and headache or backache. Workplace absenteeism is expected to be higher than the estimated illness rate.
- Most people recover from infection without the need for hospitalization or medical care.
- Schools will close.
- Public transportation may close or have limited availability.
- It is possible that **40 percent** of the workforce will be unavailable due to illness, the need to care for sick family members or fear of falling ill.
- The severity of pandemics can change over time and differ by location or population.
- Pandemics tend to come in two or more cycles or waves. The duration of a pandemic wave is expected to be from several weeks to a few months, but will likely vary from community to community.
- A pandemic may lead to depletion of stocks of consumables, such as personal protective equipment and pharmaceuticals, before a second wave.
- Social distancing and hygiene discipline are the most effective ways to slow the spread of pandemic illness.
- Antiviral medication and vaccines may not be available or will be limited.
- Modes of virus transmission of pandemic influenza are expected to be similar to those of seasonal influenza, via large droplet (i.e., sneezing, coughing) or contact (either direct or indirect), with a contribution by particle airborne route, or a combination of both. Studies suggest that the spread of the virus is mostly through close contact via the droplet or contact route.
- The estimated incubation period is unknown and could range from 1-7 days, and more likely 1-4 days. *(CDC interim guidance as of Aug. 2009).*
- People with underlying chronic conditions, such as cardiovascular disease, hypertension, asthma, diabetes, rheumatoid arthritis, and several others, are more likely to experience severe or lethal infections. The prevalence of these conditions, combined with other factors such as nutritional status, can influence the severity of a pandemic in a significant way.

GETTING STARTED: CREATING AN AGENCY PLAN
How to begin is often the most difficult step. The following steps are provided to assist agencies revise and/or develop their pandemic plans and are seeking assistance in getting started. Consider these steps and modify as needed to create a high-level strategy to complete your agency's pandemic plan.

A. ASSIGN A PANDEMIC PLAN COORDINATOR
Identify and assign an employee to serve as your agency's pandemic coordinator. This employee will serve as your agency's point of contact with the State Agency Pandemic Planning Working Group and would be expected to coordinate your agency's pandemic planning project which would include the design and development of the required elements of an agency's pandemic plan.   The Pandemic Plan Coordinator should also lead your Planning Committee.

B. ASSIGN A HEALTH MANAGER
When planning for a pandemic, agencies should assign one or more employees to be responsible for workplace health and safety should a pandemic emerge. Some of the tasks the "Health Manager" may perform include:
- Managing a system to monitor employees who are ill or suspected to be ill in the event of a pandemic, including contacting employees who are unexpectedly absent from work.
- Managing a process to facilitate/encourage the return of employees to work once recovered.
- Managing the inventory of any necessary supplies (masks, medical and hand hygiene products, cleaning supplies, etc.) that may be necessary for the agency.

C. CREATE A PLANNING COMMITTEE
Establish a committee to develop your agency's planning timeline and planning strategy.
a) Develop a timeline: establish a timeline that allows adequate time for your managers to develop their office-level pandemic plans while reserving time to allow your agency's analysis and prioritization of essential services and assignment of employees. (See Appendix D for a sample list of tasks and timelines.)
b) Establish a planning strategy: determine the optimal methods to gather the required information from your managers and how to best assess that information and utilize that information to best prepare your agency.
c) Create an agency-specific guidance document for your managers' use: Utilize the templates, guidance and tools: Assign specific topics to administrative leadership (HR guidance to HR Administrators, Fiscal guidance to CFOs, etc.).   Request that they customize the guidance for your agency for inclusion in an agency-specific guidance document that your agency managers can use to effectively complete their office-level plans.
d) Customize the templates for your managers' use: Review the office-level pandemic plan template and critical service pandemic plan template (see Appendix B and C) to determine agency-specific guidance that can be included to facilitate the effective completion of your managers' office-level pandemic plans.
e) Assign tasks: identify tasks to be completed, make assignments and set due dates.
f) Note: This Planning Committee could also serve as your agency's Risk Assessment Team (see Section 3D).

D.   DEPLOY THE "OFFICE-LEVEL PANDEMIC PLAN TEMPLATE" AND THE "CRITICAL SERVICE" PLANNING TEMPLATE
Deploy the appropriate documents to each of your managers (or to the points of contact you've established) within your agency.
a) Determine the best method to deploy the template and instructions to your managers. Due to the tight timeline, it is essential that each manager has a clear understanding of this assignment.
b) Monitor managers' progress on the development of their plans. Committees should proactively contact managers to check status and provide support, where needed. Be especially vigilant in supporting the development of plans that contain essential services.

E.   DETERMINE LEADERSHIP GUIDANCE AND POLICIES
a) While managers are preparing their plans, agency leadership should strategize how the incoming information will be organized, assessed and prioritized. Examples of information to be organized includes: 1) essential services, 2) essential positions and 3) positions/employees who can be reassigned.
b) Note: DAS and OBM have provided administrative guidance where possible. Agencies should review the guidance, determine if modifications are needed to meet business requirements and share the original or modified guidance with managers.

F.   COLLECT, ASSESS AND PRIORITIZE
a) Collect the office-level plans within the appropriate levels of your agency.
b) Use the program/office plans to establish your agency's list of essential services.
Note: Large agencies may elect to assign the collection, assessment and prioritization of services to divisional senior management teams or by facility. Coordinating at the division/facility level will enable the senior managers to determine staffing requirements and make reassignments within their own divisions. It is recommended that larger agencies attempt to resolve staffing gaps within the existing ranks in their existing divisions. Unresolved staffing gaps should be elevated to the agency level. Unresolved staffing gaps at the agency level should be reported to the DAS Human Resources Division where further guidance will be provided.

G.   PREPARE YOUR PANDEMIC PLAN
a) Utilize the guidance and template (if you have an existing plan, and it is sufficient, utilize the crosswalk to ensure that all required and suggested elements are covered).
b) Consult with the state agency pandemic working group.
c) Prepare your Pandemic Plan. Collect and assess your office-level plans. Continue to improve the plans after submission.

H.   SUBMIT YOUR PANDEMIC PLAN
The State Agency Pandemic Working Group will evaluate all agency pandemic plans.
a) Your agency's pandemic plan is due on Friday, Oct. 16, 2009. Upload an electronic copy of your agency pandemic plan, "Employee Assignments During a Pandemic" spreadsheet, other supporting documents and your crosswalk* into your agency's secure SharePoint folder at XXXXX. For assistance with your SharePoint access, please call XXXXX. *Note: SharePoint access is currently limited to agency pandemic coordinators.*
b) Upon receipt of the plans, the State Agency Pandemic Plan Assessment Team will begin its assessment of the effectiveness of the agency plans. The State Agency Pandemic Working Group will consult with your Pandemic Coordinator following the assessment.

* A crosswalk (see Appendix Q) of your agency's plan is required for submission if the agency elected to use its own format and structure for its pandemic plan. The crosswalk is required to enable the State Agency Pandemic Plan Assessment Team to locate and assess the required pandemic planning elements within your agency plan.

GUIDANCE

**This guidance aligns with the
Agency-Level Template, Appendix A.**

Planning for a Pandemic

Step 1: Determine Critical Services and Functions

1A. Anticipate Customer Requirements During a Pandemic
In order for an agency to determine service level impacts during a pandemic, an agency must anticipate the change in customer requirements for its services. An agency may elect to internally predict customer requirements during a pandemic and/or engage key customer groups to assess service requirements.

1B. Changes in Demands on State Agency Service Levels
To effectively prepare for a pandemic, agencies are expected to understand the impacts on their respective service levels and anticipate how service levels may change during a pandemic. Plans should indicate if services must be maintained, would need to be increased, can be reduced or can be suspended for short periods of time. These designations will enable an agency to determine where reassignments must be made and from where available employees may be found.

- <u>Maintain Service</u>: Services and/or tasks that must be performed even in the height of a pandemic.

- <u>Increase Service</u>: Services and/or tasks that would need to be increased for short periods of time to meet pandemic-related customer demands.

- <u>Reduce Service</u>: Services and/or tasks that can be reduced for short periods of time. A reduced service may extend customer response time and may require reconciliation of back-logged requests or tasks once services are restored.

- <u>Suspend Service</u>: Services and/or tasks that can be suspended for short periods of time. Even though a service or task may be suspended, managers and employees should anticipate that some assistance or expertise could still be requested, if needed.

Tip: In your pandemic plans, be sure to establish strategies to re-evaluate your defined levels throughout a pandemic. Assigning services to a defined level will be an ongoing activity and are likely to change throughout a pandemic, depending on the circumstances.

1C. Prioritize Your Services
It is recommended that an agency establish a priority ranking of services to help identify where staffing levels must be maintained or heightened. This ranking should be utilized to ensure that your agency's most critical/essential services are adequately staffed.

During pandemics, state agencies may need to alter service levels. Although all state agency services are important, an agency may need to impose a stricter definition of customer requirements. These customer requirements can be ranked as critical, essential and non-essential services for purposes of a pandemic. To assist agencies in understanding and establishing a level of priority to your services, the following service-level definitions are offered:

- <u>Critical Services</u>: Services and/or tasks that directly or indirectly support the critical missions that preserve the health, life and safety of Ohio citizens, and those required by law.

- <u>Essential Services</u>: Services and tasks that are important to an agency's mission but if suspended for a short period of time, would not impact a critical mission that preserves the health, life and safety of Ohio citizens.

- <u>Non-Essential Services</u>: Services and tasks that if suspended for short periods of time, would not directly or indirectly impact the state's ability to accomplish its critical missions for Ohio citizens.

TIP: Utilize the Pair-Wise Ranking exercise, Appendix J. A Pair-Wise Ranking exercise can assist an agency in assessing and ranking its critical/essential services in priority order.

Step 2: Maintain Staffing for Critical Services

Once an agency has its list of critical/essential services, you must next assess your current workforce and determine if your agency would have adequate coverage during a pandemic. If your agency determines that staffing levels for essential services will not be sufficient, your agency must develop strategies to maintain staffing which may include establishing alternate operating structures, training and/or preparing an ancillary workforce (e.g. employees in other job titles/descriptions, retirees, contractors,) or creating alternative plans for providing staff for essential services. It is essential that managers also establish a strategy to transfer and leverage your employees' knowledge regarding specific services or tasks that your office provides. Several methods such as developing desk instructions, cross training, and reassigning available employees, are suggested; however, managers are encouraged to develop any methods that enable them to accomplish your critical services during a pandemic.

2A. Log Employee Assignments During a Pandemic
Agencies are expected to develop a mechanism to collect your employees' skill sets to allow agency-level analysis and reassignments during a pandemic. Larger agencies may elect to create a database to allow managers' entry of information. If a database is developed, refer to the spreadsheet, Employee Assignments during a Pandemic, Appendix H, which contains the required data fields. Mid-to-small sized agencies may elect to use the spreadsheet, Employee Assignments during a Pandemic.

2B. Alternate Operating Structures
Agencies should consider establishing alternate operating structures to achieve social distancing for their employees.

> **2Bi. Alternate Work Schedules**
> During a pandemic, a state agency may implement alternative work schedules if social distancing is warranted. Assess service requirements and determine if employees can be assigned different start times, different days, different schedules, etc. Be sure to modify your agency work hour policy to reflect any adjustments that would be implemented or suspended during a pandemic.

> **2Bii. Work Space Distancing**
> Agencies should consider physically separating employees from each other especially when employees working in close proximity of one another are performing the same critical/essential functions or services. For example, if an agency has six employees who perform the same critical/essential service, it may be beneficial to physically move these employees to different areas (buildings or floors) of your agency. Such physical separation may reduce the risk of a group of employees being exposed to the virus at the same time.

2C. Cross-train to provide 3-deep back-ups for the employees performing essential functions or who have unique credentials
The federal government recommends that state agencies' pandemic plans establish backup employees at least three deep due to the potential levels of absence during the pandemic waves. Managers must identify their required staffing needs and determine viable options for the continued delivery of mission-critical services. For example, a manager may determine that it is appropriate to reduce or suspend service levels of non-critical services in order to reassign employees to more critical/essential functions.

Managers should develop methods for cross-training employees to prepare for situations where staffing levels may be compromised, such as a pandemic. A pandemic could affect many employees in the workplace, while leaving others healthy and able to continue to work. In the event that these types of emergencies were to occur, having employees cross trained in advance would allow essential functions to continue.

Agencies should also contemplate and identify administrative functions that may be "operationally" critical to support the agency during a pandemic. Agencies should take steps to establish and assign back-ups for these functions. Agencies could also consider collaborating with similarly situated agencies to share employees with these same skill sets. Consider and plan for security access requirements to systems such as OAKS. Examples of such functions may be:

- Processing of payroll
- Uploading of job openings to the Ohio Hiring Management System
- Analysis of job applicants' skill sets against agency position requirements
- Processing personnel actions
- Processing of applications for benefits (disability, workers' compensation)
- Processing of financial payments
- Processing of receivables
- Procuring services and supplies
- IT support of employees' desktops, networks and printers
- IT support for employees accessing systems from remote locations

2Ci. Methods of cross-training:
Job shadowing and rotation.
Consider establishing job shadowing and job rotation opportunities so employees can become familiar with the duties and processes of one another's job. During a pandemic, there may be a need to quickly fill positions or functions within an agency and the more opportunities employees have to learn different functions and processes in an office, the more prepared an agency is likely to be. Additionally, a positive effect will be that through job shadowing and rotation, employees will have a better understanding of the organization as a whole and have a better appreciation for the work of the agency and the impact on customers.

Workflow Reorganization:
Evaluate your current workflows and assignments that support a critical/essential service to determine if your services are being accomplished in assembly-line manner and if so, if the assigned employees possess unique, but critical knowledge about accomplishing specific tasks within that workflow or process. For example, ask yourself what would happen if "Employee A," who is the only person who knows how to do "X," is suddenly unavailable for an extended period of time and is unavailable for consultation. If this risk exists, you may wish to consider creating a more robust workflow structure (i.e., backup employees trained with proper system access, etc.) or consider creating alternate workflow structures that could be implemented during a pandemic. Be sure to test these alternate workflows before a pandemic.

2Cii. Create and Update Desk Instructions
"Desk Instructions" are essential for the purpose of outlining and defining the basic operating functions of a specific position. Desk instructions should be developed and

maintained for the continuation of services in the event of an employee's absence. The intention of such desk instructions is to provide a method that increases the likelihood that tasks can be performed in the absence of the employees who normally perform those tasks.

Content: The details of this desk manual should summarize enough of an employee's basic tasks/duties to enable a temporary employee, for a short period of time, to maintain the critical/essential duties of the specified position. Refer to Appendix M for the Desk Instructions Template.

Storage: Instructions should be placed in a clearly marked file, folder, or other appropriate arrangement. Employees should provide their manager with a copy of this manual. Managers should retain a copy of this manual for each employee.

Maintenance: To keep the content of the manual current, the assigned employee should update this manual as needed and/or annually.

2D. Reassign Available Employees

Work areas that perform tasks deemed essential should review and update their work process manuals (i.e., desk instructions). Cross walks may be developed so that offices with employees normally assigned to non-essential tasks may be reassigned to a work unit performing essential tasks. Plans may include moving the work rather than the employee if the essential work products do not require on-site completion.

Instruct each of your managers to identify the required skill sets and service levels for each critical and essential service (use Appendix I, spreadsheet: Prioritized Critical Services). Next, each manager should determine if his/her office has adequate staffing with the required skill sets to provide the essential service (use Appendix H, spreadsheet: Employee Assignments During a Pandemic). If not, agency leadership should determine if the agency has adequate staffing with the required skill sets which could be reassigned to provide the essential service.

2Di. Identify Re-assignable Employees

Agencies should instruct managers to develop lists of current employees and the employees' key skill sets as your agency may need to reassign employees to perform essential tasks or components elsewhere within your agency. These employees may currently perform the similar duties or have performed the same tasks or duties in the past. Depending on the anticipated workload, the employee may be assigned to a different work unit and management structure. In that case, the managers or supervisors should work with the agency's personnel office to discuss and resolve any issues. This exercise should be led by your agency's personnel office to ensure that collective bargaining issues are addressed.

2Dii. Notify Employees and Managers of Reassignments

Upon identification of "reassigned" employee roles, instruct your managers to meet with their employees to notify employees of their pandemic roles and the agency's expectations. Employees identified for potential reassignment should be notified of the assignment and it should be explained that they have been identified as having knowledge, skills or abilities that will be needed throughout a pandemic.

Employees should also be directed to report to their permanent job location and perform their normal tasks unless advised of a reassignment during a pandemic.

Be sure to also notify those managers whose employees may be targeted for reassignment.

Note: When re-assigning employees, agencies should work with their human resources and labor relations teams. Specific guidance about human resources and contract implications for this topic begins on p. 38, Administrative Considerations.

2E. Create Telework Plans (If Applicable)

Teleworking is a flexible work arrangement where employees are directed or permitted to work remotely from a designated alternative work location. It includes field working arrangements, and is also defined to include those circumstances where an employee receives compensation for work completed from home during an approved leave of absence or during hours that are outside of the employee's regular work schedule (i.e. afterhours or on the weekend).

2Ei. Telework: Personnel Considerations:

The State of Ohio has not adopted a statewide teleworking policy for a number of reasons. First, the teleworker works in a gray area of coverage for things like workers' compensation and insurance claims. Oftentimes, it is difficult to determine who is liable for an employee's injury when that employee is working from an alternative work location. Second, there are concerns about the accessibility of teleworkers, the employer's loss of control over the teleworkers, and the potential for a reduction in employee productivity. Finally, it becomes increasingly difficult for an employer to track, verify and maintain hours worked when the employee is working from an alternative, off-site work location.

While we recognize that teleworking may be a suitable alternative for positions that require employees to travel across the state or work from a remote location (i.e. perform field work), the vast majority of positions in state government will not be positions that are suitable for teleworking due to the operational needs and demands of state government and its workforce. For example, positions that require the employee's physical presence on the job; require extensive face-to-face contact with their supervisor, other employees, clients or the public; or require access to material, equipment or secured information that cannot be moved from the regular office would not be positions suitable for teleworking.

Teleworking should be narrowly tailored to meet the needs of the agency during a pandemic situation. Additionally, agencies must submit proposed teleworking policies to the Department of Administrative Services, Human Resources Division (HRD), Office of Policy Development for their approval prior to adopting or utilizing teleworking. Agencies who are currently utilizing teleworking policies without the approval of the Department of Administrative Services must immediately submit their current policies to the Office of Policy Development for their review. If you have any additional questions, please contact XXXXX.

At a minimum, the proposed policies should specify:

1. Critical Tasks – Mission critical tasks that must be performed during a pandemic shall be identified by the agency.

2. Appropriateness – Each mission critical task shall be evaluated by the agency to determine if it is of such a nature that it could be performed by a teleworking employee.

3. Feasibility: The agency shall determine if it has the necessary infrastructure to support teleworking for appropriate mission critical tasks. Cost is also a factor that an agency needs to consider in determining the feasibility of implementing teleworking during a pandemic.

4. Equipment/Supplies: The agency must work with its IT employees to determine the tools needed to implement limited teleworking during a pandemic. See Appendix L, IT Telework Assessment.

5. Teleworking Coordinator: An agency choosing to implement pandemic-related teleworking shall appoint a Teleworking Coordinator to coordinate the numerous aspects of a teleworking plan on an agency wide basis.

6. Time and Attendance: The agency's plan shall incorporate mechanisms for dealing with the tracking and monitoring of time and attendance of employees that are teleworking.

7. Communication/Training: The agency's plan shall contain a communication strategy for informing employees and managers as to the parameters of the pandemic teleworking plan. The agency shall also establish any necessary training for managers and employees regarding the implementation of the pandemic teleworking plan.

8. Teleworking Agreement: The agency shall develop a teleworking agreement to be agreed to and executed by both the agency and any employee who will engage in teleworking under the pandemic teleworking plan.

9. Practice Schedule: It is highly recommended that an agency establish a practice schedule for its pandemic teleworking plan. This will test any equipment involved as well as the skills of the pandemic teleworking employees to implement the plan as needed. A minimum of twice a year is recommended for such practice runs.

10. Teleworking Theme: Teleworking during a pandemic should be a step of last resort for an agency. The agency should first try to maintain its operation with reassigned internal employees or loaned employees from another agency working at the impacted agency's normal work location(s).

2Eii. Telework: Information Technology Guidance
Agencies must establish criteria to identify what positions will be teleworking and will need remote connectivity. Agencies must also assess whether they will make remote access available to those employees who will telework, and provide the associated hardware, such as a laptop or PC.

Contact
1. Email XXXXX to request remote access for the specific resources you need. The XXXXX will respond by sending out ordering information and the forms to be completed.

2. PC hardware, operating system and related software such as Windows, security tokens, etc. are not provided by the XXXXX. If VPN access is requested via the forms in step 1 above, the VPN software will be provided by the XXXXX.

Considerations
<u>System requirements and costs</u>
The costs that could be incurred as a result of your request in Step 1 above are:
- One-time charge to procure two-factor authentication token if requested via the forms in Step 1 above. Agencies can purchase tokens independently or through the XXXXX.
- Approximately XX/month for Secured Authentication Service.
- Client VPN charge of $XXX/month for 10 clients (sold in blocks of 10)

Note that the above charges must be approved and procured by your agency, board or commission.

If you currently have remote access, you must be using a secured connection and two-factor authentication. Please reference the following policies for further information:

Please be aware that State of Ohio IT Policy ITP-B.5 (Remote Access Security), ITP-B.9 (Portable Computing Security), OIT Policy 700-04 (Mobile Computing) and any referenced policies that apply must be strictly adhered to. These documents can be referenced via the following links:

IT Policy ITP-B.5 (Remote Access Security)
http://www.oit.ohio.gov/IGD/policy/pdfs_policy/ITP-B.5.pdf

IT Policy ITP-B.9 (Portable Computing Security)
http://www.oit.ohio.gov/IGD/policy/pdfs_policy/ITP-B.9.pdf

Given the bandwidth available in the design of the statewide network, capacity to support a significant increase in telework-related traffic is not an issue. However, the personnel capacity to handle a large number of customers needing remote access in a short period of time and a large increase in nontechnical users would greatly increase the level of support required by OIT. The level of support could also be impacted by the use of non state-owned PCs with unknown configurations creating a much higher level of desktop support at an agency level.   As such, if an agency is contemplating teleworking for select employees, the technological planning should begin immediately. Ensure your agency personnel officer is developing your agency teleworking policies for submission to DAS.

Note: Although DAS is working to establish "virtual PC" environments, that capability will not be offered during 2009 or 2010.

<u>Ordering and Installation</u>
The ordering of equipment, tokens, etc. needs to occur well in advance of when they are needed as some services could take 2 to 6 weeks to implement. Token/VPN account setup takes approximately 48 hours. For example, if remote access tokens are used, the acquisition and receipt of a token can take up to two weeks. Next, if using DAS' networks, DAS conducts a background check, which can take up to three weeks. Finally, your agency's IT technician may need to ensure that the teleworking employee's

home or alternate work location is correctly configured and possesses the required security features which may also add days to the process.

For more information, please contact XXXXX

<u>To-Go Kits</u>
Agencies with employees who will be teleworking should instruct the managers and their designated teleworking employees to develop "To-Go Kits." A To-Go Kit should include those items needed by the employee to carry out his/her required job duties at another location. To-Go Kits may include CDs, jump drives, documents, forms, notes, procedures, policies, contact information and similar items. Managers should include the To-Go Kit requirements in their office-level plans and should work with their designated teleworking employees to pre-complete their respective To-Go Kits, as much as possible. Managers should establish a schedule for routinely updating the contents of the To-Go Kits, especially as the severity of a pandemic increases. To-Go Kits cannot contain any confidential personal information, passwords, etc. Please consult with your agency's Chief Information Security Officer for specific policies and procedures that apply to your agency.

2F. Temporary Employees

Agencies may also elect to focus some effort on developing contact lists of interested persons with appropriate skill sets. These may include former employees who have retired or workers who could be employed under a contract. If temporary employees are to be utilized, agencies should focus on gaining commitments from said workers (or companies) to perform critical/essential duties during the absences of permanent state employees. Also, determine if the temporary workers would require advance training and if so, establish the curriculum and a timeline (i.e., how much in advance of a pandemic should your training occur) so that the worker is prepared to meet your agency's service requirements.

Further, agencies should be cognizant of the option of hiring non-state workers and experts to assist with essential services, however, agencies must recognize that during a pandemic, persons with specialized skill sets may be in demand and as such, state government may not be able to compete (financially) with the private sector for such persons. Thus, agencies must explore options and determine if viable and reliable solutions exist. If no such solutions exist, an agency must begin to build competency within its own ranks or within state government ranks, if needed. If a critical resource gap exists that cannot be filled, reference this gap in your agency's pandemic plan and contact the XXXXX for guidance/assistance.

Note: When considering temporary employees, agencies should work with their human resources and labor relations teams. Specific guidance about human resources and contract implications for this topic begins on p. 38, Administration Considerations.

2G. Current Contracts

Consult with procurement staff and your major contractors to discuss the effects of pandemic-related personnel issues on the contract workforce. Ask to review your contractor's pandemic

plans with regard to your contract(s). Determine where changes are needed to your contracts with contractors to mitigate the risks on your agency's projects and service timelines.

2H. Assistance in Identifying Workers from Other Agencies
XXXXX will make tools available to agencies to solicit assistance with critical positions. Additional guidance about these tools will be made available later in the fall of 2009.

Step 3: Command and Control

The risks associated with pandemic illness include the absence of employees who perform key leadership and management responsibilities for your agency. It is essential that agencies have pandemic-specific delegations of authority and robust lines of succession to ensure that the organizational structure of the agency is stable throughout a pandemic.

3A. Tables of Organization

Agencies should review their Tables of Organization to ensure that all information is accurate and up-to-date. Tables of Organization can serve as a reference source to a quick-access skills inventory of personnel in your agency.

3B. Lines of Succession

A succession plan describes who will lead an office or process in the event a key position holder is unavailable. State agencies must establish and maintain current succession plans to allow for an orderly and predefined transition of leadership. Succession plans should be created for agency's leadership and for each critical/essential service. Copies of all succession plans should be collected by a director's office and shared with legal staff in order to develop the appropriate delegations of authority. See the Succession Plan template, Appendix K.

3C. Delegations of Authority

Delegations of authority must be in place in advance of a pandemic to document the employee(s) or position(s) who will assume responsibility of a process, office, division or department, should the appointing authority or statutory assignee be unavailable or unable to carry out the duties of that position. Establish through delegations, MOUs or other memoranda, the official(s) to whom your agency's critical services would report and the levels of authority and control levels that is bestowed these officials.

Also consider the delegations of authority that may be unique to a pandemic. For example, your agency's Risk Assessment Team may need to be granted authority, through policy or delegation, to gather agency-wide information in order to assess and make recommendations to agency leadership regarding activation of pandemic plans, etc.

State agencies should engage their agency's legal staff to determine whether or not a delegation(s) of authority is needed to provide a critical/essential service(s) during a pandemic and to develop these unique delegations of authority due to their limited purpose. Upon attaining signatures, managers should retain copies in their office-level pandemic plans.

3D. Assign Pandemic Planning Roles

To make these assignments, first assess your agency's requirements and assign pandemic planning and pandemic management roles to facilitate planning and action within your agency:

Pandemic Planning Coordinator: Described on pg. 8, A.
Health Manager: Described on p. 8, B.
Risk Assessment Team: Agencies should consider the creation of a Risk Assessment Team for the purpose of pre-assessment and planning for a pandemic event. This team would periodically review and maintain the pandemic plan to ensure its viability and effectiveness. This team, in the event of a pandemic event, will also be expected to convene to analyze the reports and trends and to identify departmental issues, threats and risks and ultimately, provide recommendations to the agency's director on an initial and ongoing basis. An agency may wish to assign its Pandemic Planning Committee to the assessment role (see, p. 8, C.).

Step 4: Workplace Safety

Establish procedures for minimizing influenza spread at your agency's work locations. Implement those practices that can be done in advance of a pandemic.

4A. Office and Workstation Cleaning

During a pandemic, employees will need to clean more thoroughly to minimize the spread of the virus, particularly hard surfaces (e.g. desktops, phones, keyboards, light switches, handles, and objects). Transmission this way is unlikely but influenza viruses may live up to two days on hard surfaces. Influenza viruses are inactivated by alcohol and by chlorine. Surfaces that are frequently touched with hands should be cleaned often, preferably daily. Remove all magazines and newspapers from waiting rooms and common areas (such as break rooms, kitchens, etc.).

4B. Pandemic Safety Supplies

- <u>Office environments</u>: For office environments (non-hospital and non-institution), agencies are not expected to provide supplies such as tissues, hand sanitizers, sanitizing wipes etc. However, employees may choose to provide these supplies for their own use.

- <u>Masks</u>: Agencies may want to consider purchasing a supply of masks in the event that an employee becomes ill at work and needs to leave the work location. In general, national and state guidance only calls for masks to be worn when caring for someone who is ill, so masks are not needed for the vast majority of state employees.

- <u>Storage locations</u>: Inventory should be stored on-site to allow immediate distribution once a severe pandemic reaches a region of the state.

- <u>Ordering/Purchasing Procurement</u>: Order in advance of a pandemic as quantities will be limited as the number of cases increase.

4C. Building Safety Practices

- <u>State-owned buildings</u>: DAS General Services Division and the Ohio Building Authority (OBA) will monitor and adhere to current sanitation guidance provided from health experts and will make necessary adjustments to the cleaning standards including supplies used and frequency of cleaning of common building areas.

- <u>Leased commercial space</u>: Agencies that lease commercial space should request a plan from their respective building manager to determine if services and supplies will be provided by building management. If building management does not have a pandemic response plan, the tenant agency should consult with the XXXXX.

Step 5. Employee Safety

5A. Complete a risk assessment on employee positions
(see OSHA guidance at http://www.osha.gov/Publications/OSHA3327pandemic.pdf
State agencies should instruct managers to refer to the OSHA guidance and analyze the risks associated with your agency's positions. Develop plans to heighten the health and safety of your agency's employees. Such plans should be incorporated into your agency pandemic plan or, as needed, into your managers' program-specific plans (i.e., first responders may require specialty plans that would be incorporated into their programs' plans).

5B. Reduce business travel
State agencies should determine where its employees travel to perform tasks and determine if those tasks are critical/essential to the agency's mission. All unnecessary travel should be cancelled or postponed during a pandemic which includes non-essential meetings, gatherings, workshops, or training sessions.

5C. Purchase Personal Protective Equipment (PPE), including masks
State agencies must assess the exposure of their employees and determine if protective equipment and supplies that may be necessary to protect employees against the risk of exposure to the virus. For those employees who need personal protective equipment (PPE), purchase sufficient stockpiles to last through a pandemic wave (and check shelf life on a regular basis), and train employees in use of their PPE. If providing respirators, establish a respirator program including fit-testing as required under the state's occupational safety and health plan.

Assignment of PPEs will not apply to most state employees.

The state will generally follow CDC-issued recommendations for usage of PPE, including masks. (see charts below).

Setting	Persons not at increased risk of severe illness from influenza (Non-high risk persons)	Persons at increased risk of severe illness from influenza (High risk persons)
Community		
No novel influenza in community	Facemask/respirator not recommended	Facemask/respirator not recommended
Novel influenza in community: not crowded setting	Facemask/respirator not recommended	Facemask/respirator not recommended
Novel influenza in community: crowded setting	Facemask/respirator not recommended	Avoid setting. If unavoidable, consider facemask or respirator

Setting	Persons not at increased risk of severe illness from influenza (Non-high risk persons)	Persons at increased risk of severe illness from influenza (High risk persons)
Home		
Caregiver to person with influenza-like illness	Facemask/respirator not recommended	Avoid being caregiver. If unavoidable, use facemask or respirator
Other household members in home	Facemask/respirator not recommended	Facemask/respirator not recommended
Occupational (non-health care)		
No novel influenza in community	Facemask/respirator not recommended	Facemask/respirator not recommended
Novel influenza in community	Facemask/respirator not recommended but could be considered under certain circumstances	Facemask/respirator not recommended but could be considered under certain circumstances
Occupational (health care)		
Caring for persons with known, probable or suspected novel or influenza-like illness	Respirator	Consider temporary reassignment. Respirator

5Ci. Facemasks and Respirators

In community and home settings, the use of facemasks and respirators generally are not recommended. However, for certain circumstances as described in the table above, a facemask or respirator may be considered, specifically for persons at increased risk of severe illness from influenza. *See* 5Cii., Groups at Higher Risk for Severe Infection, at the end of this section.

According to the Department of Labor's Occupational Safety and Health Administration (OSHA), use of N95 respirators or facemasks generally is not recommended for workers in non-healthcare occupational settings for general work activities. For specific work activities that involve contact with people who have an influenza-like illness (ILI), such as escorting a person with ILI, interviewing a person with ILI, providing assistance to an individual with ILI, the following are recommended:
- workers should try to maintain a distance of 6 feet or more from the person with ILI;
- workers should keep their interactions with ill persons as brief as possible;

- the ill person should be asked to follow good cough etiquette and hand hygiene and to wear a facemask, if able, and one is available;
- workers at increased risk of severe illness from influenza infection should avoid people with ILI (possibly by temporary reassignment); and,
- where workers cannot avoid close contact with persons with ILI, some workers may choose to wear a facemask or N95 respirator on a voluntary basis.

In the occupational healthcare setting, respiratory protection is recommended. Because infection control precautions, including respiratory protection, are imperfect, workers who are at increased risk of severe illness from influenza, and who are caring for a patient with known, probable, or suspected novel H1N1 or ILI, may consider temporary reassignment to avoid exposure.

Additional recommendations for use of facemasks by people who have ILI that may be due to novel H1N1 infection are included in the preceding table.

There are important differences between facemasks and respirators. Facemasks do not seal tightly to the face and are used to block large droplets from coming into contact with the wearer's mouth or nose. Most respirators (e.g. N95) are designed to seal tightly to the wearer's face and filter out very small particles that can be breathed in by the user. For both facemasks and respirators, however, limited data is available on their effectiveness in preventing transmission of H1N1 (or seasonal influenza) in various settings. However, the use of a facemask or respirator is likely to be of most benefit if used as early as possible when exposed to an ill person and when the facemask or respirator is used consistently.

When respirators are used on a voluntary basis in an occupational setting, requirements for voluntary use of respirators in work sites can be found on the OSHA web site.

Agencies should continue to evaluate workplace hazards related to the novel H1N1 influenza A situation in accordance with CDC and OSHA guidance. Mandatory use of respiratory protection may be required when work activities in occupational settings confer risk that is task/function based, and risk analyses conducted by the employer could identify hazardous work activities. For example, performing activities which generate large amounts of aerosols require respiratory protection regardless of the setting in which it is performed (i.e. in a hospital, an outpatient setting, a prison).

For additional information on facemasks and respirators, see the CDC/NIOSH web site, the Food and Drug Administration web site, and the Occupational Safety and Health Administration web site at http://www.osha.gov/SLTC/personalprotectiveequipment/.

5Cii. Groups at Higher Risk for Severe Illness from Novel Influenza A (H1N1) Infection

Groups of people at higher risk for severe illness from novel influenza A (H1N1) infection are thought to be the same as those people at higher risk for severe illness from seasonal influenza. These groups include:
- Children younger than 5 years old
- Persons aged 65 years or older
- Children and adolescents (younger than 18 years) who are receiving long-term aspirin therapy and who might be at risk for experiencing Reye Syndrome after influenza virus infection

- Pregnant women
- Adults and children who have asthma, chronic pulmonary, cardiovascular, hepatic, hematological, neurologic, neuromuscular, or metabolic disorders such as diabetes
- Adults and children who have immunosuppression (including immunosuppression caused by medications or by HIV)
- Residents of nursing homes and other chronic-care facilities

5D. Antiviral Drugs and Vaccines for First Responders
State agencies must consult with the Ohio Dept of Public Safety's EMA and the Ohio Dept. of Health to discuss their first responder, health and medical employees and gain instructions for acquiring antiviral drugs or vaccines. Antiviral drugs and vaccines will be distributed based on CDC and ODH guidelines.

5E. Educate employees on preventative measures to reduce spread of influenza
State agencies should take the following actions to begin educating employees on preventative measures they can take to limit the transmission of the virus between one another and the customers they serve:
- establish guidelines for increased social distancing
- establish travel restrictions if necessary
- develop/coordinate educational materials on influenza and personal protective practices to staff. Examples:
  - If sick, stay home
  - Reduce non-essential travel
  - Avoid crowds
  - Wash hands frequently and thoroughly
  - Practice respiratory etiquette (cover mouth and nose)
  - Begin practices of cleaning and disinfecting environmental surfaces
- Distribute influenza control guidelines provided by the Ohio Department of Health.
- Educational Web buttons can be found at http://www.cdc.gov/socialmedia/h1n1/buttons.html and additional information can be found at www.odh.ohio.gov.

5Ei. Increase Social Distancing: The purpose of social distancing is to delay or diminish the spread of pandemic influenza throughout the office setting. Examples of social distancing strategies that can be encouraged include:
- Avoid meeting people face to face – use telephone, video conferencing, webinars and e-mail to conduct business as much as possible – even when participants are in the same building.
- Bring lunch or provide pre-packaged meals and eat at desk or away from others (avoid the cafeteria and crowded restaurants). Introduce or allow staggered lunchtimes so numbers of people in the lunch room are reduced.
- Do not congregate in lunch or break rooms or other areas where people socialize. Do what needs to be done and then leave the area.
- Set up systems where customers can pre-order/request information via phone, e-mail, or fax and have order information ready for fast pick up or delivery.
- Avoid non-essential activities where employees might come into close contact with infectious people.

5Eii. Encourage Personal Employee Hygiene

The role of personal hygiene awareness can reduce the spread of disease during a pandemic from employee to employee. There should be continued awareness on the importance of hand-washing, covering mouth when coughing and sneezing, and careful disposal of used tissues. The following are other recommend methods that can be shared with employees to promote personal hygiene through a pandemic or communicable disease situation:

Stay home when you are sick: You will help prevent others from catching your illness.

Cover your mouth and nose: Cover your mouth and nose with a tissue when coughing or sneezing. If no tissues are available, cough or sneeze into your sleeve near the crook of your arm (elbow), not your hands. It may prevent those around you from getting sick.
- Put your used tissue into the waste basket
- Wash your hands with soap and water or clean with alcohol-based sanitizer

Wash your hands frequently and thoroughly:
Washing hands often will help protect employees from germs.   Post these guidelines in restrooms and kitchens:
- Wet hands and wrists with warm water
- Apply soap
- Lather for 15-20 seconds. Rub in between fingers, the back of your hands, wrists, and fingertips. (This is generally long enough for a person to sing the "Alphabet Song" or one verse of "Old MacDonald.")
- Rinse thoroughly
- Dry with paper towel or hot air blower
- Turn taps off with paper towel, if available
- Open bathroom door using paper towel
- Discard paper towel in waste can

Alcohol-based hand sanitizers: Hand sanitizers are an alternative to hand washing particularly when soap and water are not available. Follow these guidelines:
- Apply about ½ teaspoon of the product to the palm of your hand
- Rub your hands together, covering all surfaces of your hands, until they're dry
- Be sure to use only the alcohol-based hand sanitizers. The Center for Disease Control recommends hand sanitizers that contain at least 60% alcohol.

Avoid touching eyes, nose or mouth: Germs are often spread when a person touches something that is contaminated with germs and then touches his or her eyes, nose, or mouth.

Note: Please review specific guidance about human resources and contract implications for this topic which begins on p. 38 of the Administrative Considerations.

Step 6: Communicate with Employees, Customers and Media

6A. Communicate Early and Often with Your Employees
Communicate the possibility of a pandemic and your agency's plan to manage it – very early to staff.   Proactive communication will help gain employee trust and diminish employee fear, anxiety, rumors and misinformation.   Use a variety of communication vehicles to reach your employees.   Hotlines, dedicated Web sites, brochures, posters, and telephone trees are just a few ways to communicate pandemic status and actions to employees in a consistent and timely fashion.

Communicating good hygiene and infection control practices will help keep your workforce healthy. It is recommended that you share materials that educate employees on the fundamentals of pandemic influenza (e.g., symptoms of influenza, modes of transmission); personal and family response strategies (e.g., hand hygiene, coughing/sneezing etiquette, contingency plans); and community and workplace mitigation strategies (e.g., social distancing, provision of infection control supplies).   Tools from the Centers for Disease Control and Prevention (CDC) to aid your communication as well as Occupational Safety and Health Administration's workplace safety and health guidance are available on PandemicFlu.gov. Remind employees of the support resources available to them, e.g., Employee Assistance Programs, behavioral health providers, etc.

> **6Ai. Develop a communications plan for managers, employees, and contractors:**
> Fact sheets are under development and will be issued in the fall to provide employees with guidance on health care, benefits, leave options, etc.   State agencies should establish a communications plan to deploy this information to employees upon receipt. Consider multiple vehicles to communicate with employees including telephone notifications, e-mail messages, Web postings and links to state and federal Web sites to provide employees with the latest information on each phase of a pandemic.
>
> Key Messages:
> In conjunction with the Governor's Office, Department of Public Safety's EMA and Department of Health, DAS will serve as the internal communications coordinator for state agencies and employees.   DAS will send prescribed messages that relate to agency operations or employee activities, and agencies will be asked to share these messages with their employees in a swift and appropriate manner.   Agencies will be asked to assist in providing accurate and consistent messaging, and therefore should clearly outline and understand their internal communications paths to ensure that messages reach employees.   DAS will communicate messages to agency directors, human resources administrators, communications directors, purchasing officers and chief information officers.   Examples of key messages may include:
> - Keeping Informed: Reliable web sites
> - An explanation of how employees will receive communications from their employer
> - Hand Washing Guide
> - Employee Personal Hygiene Practices
> - Limiting the Spread at Your Work Site
> - Preparing Your Family
> - Self-Assessing Your Health at Home and at Work
> - Social Distancing
> - Influenza Symptoms

6B. Share Your Agency's Pandemic Plans with Employees
As agency and office-level pandemic plans are developed, these plans should be reviewed with employees to heighten employees' understandings of their respective roles and responsibilities during a pandemic. It is recommended that plan information be shared by managers with his/her respective employees. If it is contemplated that an agency's employee may be reassigned to a different unit within the agency, it is recommended that the receiving manager (i.e., manager who would utilize the employee during a pandemic) and the loaning manager (i.e., manager who would be loaning the employee during a pandemic) discuss the requirements with the employee.

6C. After-hour Communications with your Employees
It is important to have a mechanism to contact your agency employees during non-work hours to keep them informed about changes to their work assignments and work locations.

> **6Ci. Emergency Notification System**
> DAS, in cooperation with the Dept. of Public Safety, is offering a telephone notification system to state agencies. When activated, this system delivers an automated message and serves as an additional resource for employees to be informed. For more information, contact XXXXX.
>
> **6Cii. Phone Trees**
> Phone trees are a good back-up to the notification system and will also assist in the command and control exercise of succession planning.
>
> *Tip: Agencies should develop call trees as a method of ensuring that all employees can be contacted about work-related changes. One method of developing a call tree is to have each manager or leader call each of their direct reports, making provisions to work around absent or ill employees.*

6D. Communicating with Customers
Establish an agency-level communications strategy to assist managers in effectively communicating with their customers. Include instructions on when, why and how managers should communicate with customers during a pandemic.

6E. Coordinating Media Contacts and Interviews
During pandemic waves, the XXXXX will work with the XXXXX to coordinate media contacts and interviews on behalf of state agencies. Agency-specific questions pertaining to employee absences will be routed to DAS for response. Media questions regarding the pandemic's impact on hospitalizations and death will be referred to XXXXX.

Managing During a Pandemic

Step 7: Activation of Partial or Full Pandemic Plans

7A. Methodology
Due to the volatility and unpredictable nature of a pandemic event, your agency may be expected to quickly analyze whether or not your agency's pandemic plan should be activated.

Because the severity of the influenza cases may vary by region, agencies should consider the value of creating regional or location-based assessment criteria in case the severity levels of the influenza vary by region or city to facilitate your assessment. Agencies should also determine if the decision to alter service levels (i.e., activation of plans) will be made within the region or at the agency level.

Agencies should develop a communications plan to elevate managers' recommendations to activate all or part of an office-level plan. For example, at an agency level, managers should monitor their workforces and increasing levels of absenteeism. Managers should report concerns and recommendations to their agency leadership. If an agency director feels that he/she needs to activate parts of or activate the agency's entire pandemic plan, the agency director should immediately contact the Interagency Coordinating Group and provide a rationale. The agency's request will receive prompt attention.

Note: This guidance is subject to change. Additional guidance will be provided regarding the specific notification workflow.

7B. Activation Phases
Larger agencies may want to contemplate and develop tiered activation phases for use by your managers. By developing tiered activation phases, an agency may be able to better manage offices, divisions or the entire agency in a more standardized manner. Examples of activations phases could be:
1. Increase awareness initiatives (every flu season)
2. Hygiene discipline and social distancing refresher training
3. Implementation of social distancing practices, including increased levels of teleworking
4. Local or office level service reduction
5. Department-wide service level reduction

7C. Managing Service Levels
Your agency will want to maintain full levels of service until the threat or emergence of a pandemic event is realized in your respective locations. Your agency will need to be prepared to maintain, increase, reduce or suspend services that you pre-identified as being critical or essential.

7Ci. Modifying Service Levels
Through the pandemic response plans your agency has built, agencies should consider granting authority to managers to make necessary service-level adjustments to continue to provide critical and essential services. Care should be taken to evaluate the impact a

modification of service levels would have on critical/essential functions of other state agencies and stakeholders.

7Cii. Transitional Service Levels
Due to the predicted waves of influenza which may linger in a geographic region for several weeks, consider the creation of a "transitional service level" policy for use throughout the duration of a pandemic event. If invoked, your agency's services may range from full-service to minimal service levels depending on the severity of employee absences or based on the need to reassign employees to a critical/essential service. Managers will identify within their respective Pandemic Plans, the priority for their respective service levels. During the pandemic period, managers will make frequent assessments of current service levels by gauging employee attendance against the threat/decline of employee absences and will adjust service levels accordingly. If you agency develops such a policy, be sure to establish steps to mitigate the impacts on your employees and customers – such as requiring managers to provide timely notifications of impacts to state agencies of service level modifications.

Step 8:   Manage and Monitor the Health of your Workforce

8A. Monitor Agency Workforce Levels (Sick, Recovered)
State agencies will be expected to monitor your levels of employees who are present, sick and recovered during a pandemic. By maintaining this list, it will allow agencies to see trends, anticipate reductions in the workforce, and make reassignments. During a pandemic, agencies may be asked to routinely submit your absence levels to allow the Governor's Office to monitor the health of the state's employee population. This information should be reported to the DAS HRD deputy director's office on a daily basis. DAS will provide instructions on this task should a pandemic event occur.

8Ai. Monitor Status of Sick Employees
In order to monitor the absence of sick employees, employees may be expected to provide information that will assist managers in understanding the expected length of an employee's absence. Some questions may include:
- Is the employee ill?
- If ill, is it a suspected or confirmed case of novel influenza?
- Is the employee healthy but unable to come to work?
    - Is a family member ill?
    - If the employee has children, are daycares or schools closed?
- What is the employee's estimated return date to work?

Note: Current policy requires that employees develop a call-off schedule with their managers. During a pandemic, managers should consider the expected duration of the illness and suggest an appropriate call-off schedule. Some provision should be made to check on the well-being of the employee. This is not simply a method of ensuring proper administration of leave, but to ensure the employee and their family are well.

8B. Employee's Daily Self-Assessment of Health

8Bi. Employee's Daily Assessment of Health at Home:
Before an employee leaves for work each day, the employee should assess his/her health and take the following actions:

- **Healthy Employees:** Healthy employees who do not have symptoms of the flu and otherwise in a "healthy" status are expected to report for work at their permanent locations and perform their assigned duties unless notified otherwise.

- **Suspected Illness:** If an employee and/or a member of the employee's family feels ill before the employee leaves for work, the employee should stay home and contact his/her manager.

- **Illness:** It is the responsibility of the employee to continue to call off work pursuant to the normal call-off procedure as required for any other condition including illness of self and of family members.   Managers may establish an alternate call-off schedule during a pandemic.

- **Recovered from Illness (able to return to work):** An employee may return to work once he/she is fully recovered from the pandemic illness and has been without fever for 24 hours.

8Bii. Employee's Daily Self-Assessment of Health at Work:

If an employee begins to feel ill at work or if someone observes that another employee is exhibiting symptoms of influenza at work, the ill employee should return to his/her workstation and call or e-mail the manager.

Instructions to Employees who are experiencing flu-like symptoms:

The employee who feels ill should remain at their work station and immediately notify a manager. Co-workers should avoid visiting this employee and should have conversations by phone.

Instructions to Managers:

The manager should ask the employee if he/she is experiencing the following symptoms:

- Fever
- Chills
- Ague (alternating bouts of fever and uncontrollable chills, a symptom usually associated with influenza)
- Sore throat
- Cough
- Runny or stuffy nose
- Muscle aches
- Headache
- Fatigue
- Breathing problems

If an employee has symptoms that match these listed, the employee should be treated as a "suspect case." The manager should inform the employee with the suspected illness to cover his/her mouth and nose with a cloth or surgical mask. This is to help protect other staff. The employee should be advised to leave work immediately and be advised to contact their family physician by telephone for a review. The manager should notify your agency's personnel office that the employee has left work due to suspected illness. If the employee refuses to leave without a direct order, the manager should contact the agency's personnel office immediately.

If possible, the manager should also attempt to identify co-workers and/or visitors with whom the ill employee has had contact. This information will enable your agency's personnel office to monitor employee's whereabouts and well-being of employees during the pandemic.

If the employee does not have any symptoms like those listed, the employee is unlikely to have influenza, and should be reassured but advised to contact his/her family physician if still concerned and/or if symptoms persist.

Note: Consult with your HR Administrator to learn requirements associated with employee and workplace privacy with regard to pandemic influenza.

8C. Contact management (prompt exclusion)
The prompt exclusion of a potentially ill employee can limit the virus' spread to other employees. Establish instructions to assist your managers in managing the office if it is believed that the employees have been in contact with a co-worker or customer who is suspected to have the influenza virus:

- Identify employees/visitors with whom the suspect employee has been in contact
- Advise employees that they have been in contact with a person suspected of having influenza
- Ask employees who may have been exposed to go home
- Instruct the exposed employee to assess his/her health and stay at home if feeling ill
- The ill employee's work station should be cleaned and disinfected

8D. Recovered Employees' Return to Work
An employee may return to work once he/she is fully recovered from the pandemic illness and has been without fever for 24 hours without the help of fever-reducing drugs such as acetaminophen, ibuprofen, aspirin or naproxen.

8E. Reporting Employee Illness
Should an increased population of employees become ill from influenza, state agencies may be asked to maintain a daily log of employee absences. Agencies should establish a reporting mechanism to be positioned to respond to this request. See Appendices N and O for sample forms.

Restoring Operations and Staffing After a Pandemic

Step 9: Operational Recovery
Because a pandemic will not harm the physical infrastructure or facilities of an organization, and because long-term contamination is not a concern with influenza, the primary challenge for organizations will be the return to normal operations and bringing systems back to full capacity.

Resumption of "normal" operations will likely be gradual as the ill employees become well and social and educational activities resume. During this time agencies should verify that all systems, communications, and other required infrastructure are available and working properly and that the agency is fully capable of accomplishing all normal day-to-day functions and operations.

In resuming operations that were suspended or minimized, agencies should ensure that their functions are restored in accordance with their prioritization. Those functions or areas where a backlog has occurred should be given consideration.

During this time, agencies should conduct an After Action Reporting (AAR) Session to determine the effectiveness of Continuity of Operations Plans (COOP) and procedures. Conduct an after-action review of the effectiveness of the continuity plans and procedures, identify areas for improvement, document these in the agency's corrective action program (CAP), and then develop a remedial action plan as soon as possible after the operational recovery.

It is important for agencies that participate in any emergency management activities during a pandemic response, especially during a federally declared response, reconcile their financial records and report eligible costs to the Emergency Operations Center.

Additional guidance on resuming normal operations may be issued during a pandemic response by the Interagency Coordinating Group (ODH, EMA, DAS).

Step 10: Staffing Recovery
Pandemics can cause anxiety, grief and distress. It may be advisable to hold an incident stress debriefing for employees or to have managers and employees discuss the impacts experienced for each person.

Agencies should emphasize the services available to employees through their normal benefits including: crisis counseling and other mental health resources, as available.

Maintaining the Effectiveness of Your Agency Pandemic Plans

Agency plans must be periodically maintained to ensure the success and effectiveness of the plan. Elements of the plan should be reviewed, revised and tested on an annual basis. Test results should be reviewed and used to improve the plan, where warranted.

Step 11: Update Employee Information

Agencies should establish a plan to maintain current lists of employees and their respective skill sets. Larger agencies may wish to utilize databases or spreadsheets. Please refer to the "Employee Assignments during a Pandemic" spreadsheet, Appendix H for the required fields.

Step 12: Train Managers on Pandemic Plan and Procedures

Managers should undergo periodic training to maintain the effectiveness of the plan and to ensure that all managers are interpreting and administering the pandemic procedures in a standardized manner. Such options for manager training include:

- Manager Responsibilities
- Establishing Critical Service Priority List
- Leave Options
- Reporting Off
- FMLA
- Communications Strategy
- Forms

Step 13: Annually Review and Update Pandemic Plans

After your plan has been prepared and procedures and desk instructions developed for its implementation, it is necessary to establish a program and timeline for maintaining the plan. Due to changes in personnel, agency reorganization and changes in the situation estimate for influenza or other infectious diseases, it will be necessary to update your agencies plan.

It is recommended that your agency's planning team establish a schedule for ensuring that the plan stays current. Below is a sample of activities and a timeline for their accomplishments.

Semi-annually:

- Review and update changes in personnel and organization.
- Review and incorporate information on changes in assumptions and situation as provided by DAS, ODH or the Ohio EMA.
- Brief new members (leadership and staff) on responsibilities under this plan.

Annually:

- Review the plan for accuracy
- Review and update essential functions
- Review and update procedures and desk instructions
- Provide refresher orientation for employees, and updates on changes to the plan
- Incorporate lessons learned
- Incorporate changes in policy
- Maintain and update succession plans and delegations of authority

ADMINISTRATIVE CONSIDERATIONS

I. Human Resources Considerations

During a pandemic, the Department of Administrative Services' Human Resources Division (DAS HRD) will be at the same risk of impact as other state agencies. DAS-HRD will make every effort to maintain service levels for all programs, but in the event that the goal is not possible, plans will be in place to ensure, at a minimum, the following services and functions within DAS HRD:

- Payroll processing
- Benefits processing and administration
- Disability processing
- Ohio Hiring Management System
- Policy development
- Drug-Free Workplace program
- Workers' Compensation

Should any of the above services be impacted, agencies will be promptly notified and given additional guidance.

A. Employee Absenteeism

The primary anticipated impact to the state's operations is the absence of employees. Employees absences can be expected for many reasons during a pandemic:

- Personal illness
- Illness of family member
- Fear of becoming ill (social distancing)
- Military activations (National Guard or Reserve)
- Performing other voluntary roles in the community
- School/building closures
- Public transportation closures

Because employees will be absent from work for a variety of reasons during any pandemic, the organization, at the appropriate level(s), will need to establish and/or implement standard procedures for dealing with such absenteeism. Options for dealing with absenteeism are set forth below. Please note that specific provisions of applicable collective bargaining agreements may alter the provisions outlined below. It is important to consult the applicable collective bargaining agreement when evaluating a particular situation or circumstance for purposes of developing the agency's pandemic plan.

1. **Sick Leave (RC 124.382, AC 123:1-32)**
   Employees may use sick leave, provided a balance is available and leave is approved by the responsible manager, for absence due to personal illness, exposure to contagious disease that could be communicated to other employees, and illness, injury, or death in the employee's immediate family. The appointing authority of each employing unit may require an employee to furnish a satisfactory, signed statement to justify the use of sick leave.

   Labor Considerations: Sick Leave
   OCSEA/AFSCME Local 11, AFL CIO: Article 29
   - Sick leave is not available until the leave appears on the employee's earning statement and on the date funds are made available.

- Employee has the responsibility to notify their supervisor or designee to establish a report-in schedule for the duration of their absence.
- Coworkers may donate a minimum of 8 hours leave to an employee who is forced to miss work due to a serious illness or other factors, as long as the coworker's leave balance remains above 80 hours.

SEIU District 1199: Article 13
- Same leave donation provisions as OCSEA.
- If a condition exceeds seven (7) days, then the employee is required to provide a physician statement to the Employer.

Fraternal Order of Police, Ohio Labor Council, Inc: Article 40
- Same leave donation provisions as OCSEA.
- Same provisions for extended absences as in SEIU 1199.

State Council of Professional Educators, OEA/NEA: Article 26
- A physician's statement is required for any absences that exceed 7 days. An employee is responsible for notifying the supervisor of the beginning and termination of hospitalization or convalescence.

2. **Disability Leave (RC 124.385; AC 123:1-33)**
An employee with a disabling illness that will last more than 14 consecutive calendar days and who has completed one year of continuous state service immediately prior to the date of the disability and whose salary or wage is paid directly by warrant of the Director of the Office of Budget and Management is eligible for disability leave benefits. Disability leave benefits shall remain payable until it is determined that the employee is no longer disabled or are otherwise properly terminated.

Labor Considerations: Disability Leave
OCSEA/AFSCME Local 11, AFL_CIO: Article 35
- Any full time permanent employee with a disabling injury or illness, injury or condition that will last more than 14 consecutive days AND who has completed one year of continuous state service immediately prior to the date of disability may be eligible for disability benefits.
- To be eligible for disability benefits the employee must (1) be in active pay status; (2) on approved disability; (3) on approved leave of absence without pay for personal medical reasons; or (4) disability separated.
- Effective for all new claims filed on or after July 1, 2009, disability benefits will be paid at sixty-seven percent (67%) of the employee's base rate of pay up to a lifetime maximum of twelve (12) months. The lifetime maximum of twelve (12) months began with any new claim filed on or after March 1, 2006. All employees receiving payment prior to July 1, 2009 will receive payments in accordance with Article 35 of the prior collective bargaining agreement as follows: at seventy percent (70%) of the employees base rate of pay for the first three (3) months, and fifty percent (50%) for the next nine (9) months, and shall be entitled to receive disability leave benefits up to a lifetime maximum of twelve (12) months.
- *Note: Uniform across other contracts (SEIU District 1199: Article 15, FOP/OLC: Article 43, SCOPE OEA/NEA: Article 28, OSTA: Article 47)*

3. **Family and Medical Leave Act**
   The Family and Medical Leave Act allows employees who have been employed by the state for at least 12 months, and have actually worked at least 1,250 hours during the past 12 months, are eligible for twelve (12) workweeks of leave for the serious health condition of the employee, employee's spouse, employee's children, or employee's parents. Employee requests must include a completed *State of Ohio Physician or Health Care Provider Certification for the Family & Medical Leave Act* form (ADM 4260). Employees must exhaust all accrued sick, vacation, and personal leave balances prior to going on unpaid leave.

4. **Paid Leave for Disaster Service Volunteer (RC 124.132)**
   A state employee who is a certified disaster service volunteer of the American Red Cross may take 30 days of paid leave each year for participation in the specialized disaster relief services offered by the American Red Cross. The American Red Cross must request the services of that employee, and the employee must seek agency approval prior to taking the leave. Appointing authorities have the discretion to deny such leave. One reason to reject the leave request might include the operational needs of the agency. Once approved, however, the appointing authority shall compensate the employee at his or her regular rate of pay for those regular work hours during which the employee is absent from work. Under the current code provision, paid leave is limited to volunteers of the American Red Cross. Once the employee has exhausted his or her 30 days, the employee may use his or her available vacation, personal or compensatory time balances, subject to agency approval. After exhaustion of all balances, the employee will be placed on a leave of absence without pay. Volunteers from other disaster relief entities (FEMA, EMAC, etc) are not entitled to paid leave under this provision.

5. **Paid Leave for Service as EMS Worker or Volunteer Firefighter (RC 124.1310)**
   A state employee who is an EMT-basic, EMT-1, first responder, paramedic, or volunteer firefighter may take 40 hours of paid leave each year in order to provide emergency medical service or fire-fighting service. The eligible employee may be required to submit verification documentation. An appointing authority shall compensate an employee who uses this type of leave at the employee's regular rate of pay for those regular work hours during which the employee is absent from work. Once the employee has exhausted his or her 40 hours of leave, the employee may use his or her available vacation, personal or compensatory time balances, subject to agency approval. After exhaustion of all balances, the employee will be placed on a leave of absence without pay. Please see the link to the policy for more details: *http://das.ohio.gov/hrd//esleavepolicy.html

6. **Leave of Absence Without Pay (AC 123:1-34-01)**
   An appointing authority may grant a leave of absence without pay to an employee. Due to the permissive language of the rule, an appointing authority may deny the employee's leave request based on the operational needs of the agency. Agencies seeking to grant a leave of absence to classified employees must also obtain the approval of the director of DAS prior to granting leave. For both classified and unclassified employees, this leave of absence may be granted for two years for voluntary service in any governmentally sponsored program of public betterment, which can include disaster relief services. The employee is also entitled to a leave of absence without pay for personal reasons for a maximum duration of six months.

Labor Considerations: Leaves of Absence
OCSEA/AFSCME Local 11, AFL_CIO: Article 31

- The Employer may grant unpaid leave upon the request of the employee for up to 1 year. The employee shall inform the employer of the nature of the request for leave and the Employer can fill the position of the employee on unpaid leave in accordance with Article 7.

SEIU District 1199: Article 16 and 26

- If an employee contracts a service-related illness of more than seven (7) days, the employee will receive full pay at the regular rate for the first seven (7) days. The employee must reimburse the employer should the illness last more than 14 days and the employee receives workers compensation for the first seven (7) days. An employee may take leave without pay without exhausting leave balances for pending workers' comp claim.
- An employee must make a written request for leave without pay including the nature and reasons for the leave and the dates for the leave.
- When an employee returns from a leave of absence within two (2) years, the employee shall be returned to the same position, work site, assignment, and shift as previously held.
- When an employee has exhausted the two (2)- year period of disability leave and was unable to return to work at that time, the employee shall be returned to work in his/her classification into any opening which occurs within one (1) year of the expiration of the leave.

Fraternal Order of Police, Ohio Labor Council, Inc: Article 45

- Leave without pay may be granted for no more than two (2) years upon written request specifying reasons for the leave and duration.
- The employee must be returned to the former classifications or a similar classification upon returning from the leave of absence.

7. **Leave Donation (RC 124.391; AC 123:1-46-05)**
   Employees may donate paid leave to a fellow employee who is otherwise eligible to accrue and use sick leave and reports to the same agency. An employee may receive donated leave, up to the number of hours the employee is scheduled to work each pay period, if the employee, or a member of the employee's immediate family, has a serious illness, has no accrued leave, has not been approved to receive other state-paid benefits and has applied for any paid leave or benefits program for which the employee is eligible. Employees may voluntarily elect to donate leave and do so with the understanding that the donated leave will not be returned. The donating employee must donate a minimum of eight (8) hours and must retain a combined leave balance of at least 80 hours.

   Note: Any authorized leaves of absence, whether with pay or without pay, will need to be administered in a fair and consistent manner. The agency, at the highest level, will need to establish appropriate criteria for evaluating and determining which types of leave to approve under appropriate circumstance. Certain criteria may be established by the Governor's Office or DAS, as deemed appropriate.

8. **Ensure managers and supervisors are familiar with various leave options**
    It is essential that managers are familiar with the alternate work rules and policies that may be implemented during a pandemic. State agencies should develop a fact sheet to heighten managers' understanding of the agency's pandemic plan.

B. Managing Sick Employees at Work

The general planning assumptions regarding employee attendance during a pandemic are: 1) healthy employees who are not caring for an ill family member are expected to report to work each day, and 2) ill or suspected ill employees are expected to stay home. However, it is likely that situations will arise where employees will report to work ill or become ill while at work. For the health and safety of other employees, ill or suspected ill employees should be encouraged to go home. In the event that the employee refuses to voluntarily leave the workplace while ill, the only current option for agencies is to place the employee on paid administrative leave. This option should be the agency's last resort. Before placing an employee on administrative leave for being ill, agencies should contact XXXXX.

Administrative Leave (RC 124.388, DAS Directive 06-08)
An appointing authority may, at its discretion, place an employee on administrative leave with pay. Such leave is to be used only in circumstances where the health or safety of an employee or of any person entrusted to the employee's care could be adversely affected. Compensation for administrative leave shall be equal to the employee's base rate of pay. The length of such leave is solely at the discretion of the appointing authority, except that the length of the leave shall not exceed the length of the situation for which the leave was granted.

C. Hiring Options

If a pandemic occurs, each organization may need to identify, attract, and train temporary replacement workers to fill in for the permanent employees who are out sick or attending to sickness-related situations. It should be noted that finding external replacements may prove to be very difficult, depending upon the severity of any pandemic. It is therefore suggested that the focus of replacement staffing efforts be directed internally by the organization, with an emphasis on determining the absolute minimum staffing possible for essential functions and a methodology for making sure that minimum staff is capable of carrying out the essential functions of the organization.

Each organization will need to evaluate which of the available options meet their unique needs and circumstances. The following are a current list of available options under civil service law and regulations. It is important to consult the applicable collective bargaining agreement when evaluating a particular situation or circumstance for purposes of developing the organization's contingency plan.

Note: DAS Processing of Personnel Actions: The processing of new and transferred employees is expected to proceed as usual during a pandemic. Should a backlog occur, the personnel actions of agencies performing critical missions will be given priority.

Filling Open Positions
1.   Temporary Positions (RC 124.30)
Temporary appointments may be used to appoint employees into vacancies resulting from sickness or other approved leaves of absence. Temporary appointments may not exceed 120 days, and successive temporary appointments to the same position are not permitted. Temporary appointments may be made for more that 120 days in limited situations, but are fixed by the length of absence of an employee due to sickness, disability, or approved leave of absence. The appointing authority may select appointees for temporary service from the proper list of those eligible for permanent appointment.

2.   Temporary Work Levels (TWL)
In cases where no vacancy exists, an appointing authority may, with the written consent of an exempt employee, assign duties of a higher classification for a period of time not to exceed two years to that exempt employee, and that exempt employee shall receive compensation at a rate commensurate with the duties of the higher classification.

Labor Considerations: *Other Than Permanent Positions/TWLs*
OCSEA/AFSCME Local 11, AFL_CIO: Article 7
- Part time and intermittent employees are now members of the bargaining unit in classifications included in the State Employment Relations Board.
- Interim positions shall not exceed 30 days plus the length of another employee's leave of absence.
- All TWL assignments used to fill vacant positions shall not exceed 120 days unless mutually agreed.
- If TWL in higher pay range in excess of four (4) days, employee receives:
  o base salary of higher level position or
  o Approx. 4% above current step rate, not to exceed top step in pay range.

SEIU District 1199: Article 25 and 27
- Intermittent employees are not members of the bargaining unit; however, intermittent employees working more than one thousand (1,000) hours in a fiscal year shall be converted to part-time permanent status and shall be covered by the terms and conditions of the collective bargaining agreement.
- Employees can be placed in interim positions not more than once per year and no more than 60 days plus length of other employee's leave of absence.
- Same TWL compensation system as OCSEA.

Fraternal Order of Police, Ohio Labor Council, Inc: Article 23
- TWL compensation at base rate of higher level or 5% above the current step rate.
- A position filled in this manner for more than 3 months must be posted, unless vacant for extended illness and the employee is expected to return.

State Council of Professional Educators, OEA/NEA: Article 24
- Librarians, Library Consultants, and Peripatologists may be temporarily assigned duties of another position for no more than once per year for no more than 10 weeks at a time unless it is Employer approved and used to fill a position vacated by approved disability leave.
- TWL pay adjustments of approximately 4% above the current rate of compensation.

Ohio State Troopers Association: Article 32
- Same TWL compensation system as OCSEA.

3.   Contractors (DAS Directive 06-10)
Appointing authorities with service needs that cannot be fulfilled with traditional employee appointments may enter into a personal services contract for the purpose of contracting for the performance of those services. Typically, the duration of service of an independent contractor should not be long term, and contractors should not be hired to perform work that could be performed by civil service employees. Contracts may not cross over the biennium, but may be renewed when necessary.

Labor Considerations: Sub-Contracting
Uniform across certain contracts (OCSEA: Article 39, SEIU District 1199: Article 41, OEA: Article 36)
- The employer reserves the right to contract out any work it deems necessary or desirable because of greater efficiency, economy, programmatic benefits or other related factors.

4.   Filling Classified Positions without Civil Service Exams (R.C. 124.30)
When there is a an urgent need to fill a vacant classified position and the DAS director is unable to certify to the appointing authority a list of persons eligible for appointment after competitive examination, the DAS director shall notify the appointing authority that an appointment may be made to fill such position, provided the appointment is made within 30 days of the appointing authority receiving such approval from the DAS director. Selection of persons to be appointed in the absence of an eligible list shall be made by an appointing authority, subject to the approval of the DAS director. Such approval shall be based on an examination of the qualifications of the proposed appointee to determine that qualifications for the position are met.

The DAS director may also suspend the need for civil service testing where a peculiar and exceptional qualification of a scientific, managerial, professional, or educational character is required and upon satisfactory evidence that, for specified reasons, competition in this special case is impracticable and that the position can best be filled by a selection of some designated person of high and recognized attainments in those qualities. R.C. 124.30

D. Relocations/Reassignments

1. Temporary Transfer of Employee (RC 124.33)

An employee holding a position in the classified service of the state may be temporarily transferred from his or her original position to a similar position, for a period not to exceed 30 days, or for a longer period not to exceed 90 days if agreed to by the employee and employer. Any employee who is temporarily transferred from his original position to a similar position in excess of 20 miles from his or her place of residence shall be reimbursed for all actual and necessary expenses incurred during the temporary transfer.

2. The Ohio Employee Exchange Program (AC 123:1-46-06)

Pursuant to ORC124.389, the employee exchange program has been created to facilitate the temporary assignment of employees who *are exempt from collective bargaining* and paid by warrant of the director of the Office of Budget and Management to another state agency, county office, political subdivision, or an outside governmental or non-governmental organization for the purpose of… [o]ther purposes mutually agreed upon by all the parties involved.

Labor Considerations: Relocations/Reassignments
OCSEA/AFSCME Local 11, AFL_CIO: Article 17
- The employer has the right to permanently relocate employees within the same headquarters county in order to meet operational needs. The Employer must post for 3 days and if there are no volunteers the Employer may relocate least senior employee proficient in the minimum qualifications.

Fraternal Order of Police, Ohio Labor Council, Inc: Article 33
- Work assignments within like classification series may be made as necessary to maintain operations.

State Council of Professional Educators, OEA/NEA: Article 17
- The employer may temporarily or permanently reassign employees in the same work facility after they have first canvassed for volunteers.

Ohio State Troopers Association: Article 30
- Employer has the right to transfer members out of any non-field position at its discretion as long as the member is not forced to relocate.

E. Training Replacement Workers

In addition to finding replacement workers to carry on essential functions, which may be difficult if the nature of the pandemic flu is severe, the temporary replacement staff will need to be trained to properly carry out their assigned functions. It is strongly recommended that once the essential functions of the agency/division/office/unit have been identified, the office develop desk instructions, manuals or checklists by the subject matter experts to guide a new person through a particular process. These "how to" manuals or checklists need to be very detailed and specific, as it may be necessary to simply hand the information to the temporary staff person and expect that person to figure out on their own how to perform the particular process or task. See Appendix M, Desk Instructions. Additionally, where possible, cross-training of current employees in the essential functions should start as soon as practical.

F. Payroll Considerations

1.   DAS Office of Payroll Administration's Service Level During a Pandemic
DAS HRD Payroll will process payroll as usual during a pandemic, including finalizing and confirming payroll, and processing manual warrant requests. Any necessary corrections to payroll may need to be made on the following payroll if the service level becomes impacted. Agencies must develop, within their pandemic plans, capacity to process agency payroll.

2.   Policies
-    Paying employees with exhausted leave balances: Employees with no leave balances available and not receiving paid benefits, such as disability, may be put into a "no pay status" or may apply for "Leave of Absence." Please be mindful that deductions will be continued as normal for employees in active pay status; however, for inactive pay status, employees may be responsible to pay both the employee and employer shares to continue healthcare benefit coverage.

-    Hazard Pay: When an exceptional condition exists that creates a temporary or a permanent hazard for one or more positions in a class paid in accordance with schedule B, schedule E-1, or schedule E-1 for step seven only, a special hazard salary adjustment may be granted for the time the employee is subjected to the hazardous condition. A permanent hazard is a condition which exists when an employee is performing duties which either by nature or location place the employee in a situation for which the probability of an incident involving personal injury is continuous, and is not common to the duties of that classification. A temporary hazard is a condition which exists on an infrequent basis when an employee is performing duties which, either by their nature or location, place the employee in a situation for which there is a probability of an incident involving personal injury, and is not common to the duties of that classification. O.A.C. 123:1-37-04

    Depending on the nature and severity of the hazardous condition, the hazardous duty salary adjustment can range from five to ten percent of the employee's classification salary for those hours worked while the employee was subject to the hazardous condition. R.C. 124.181 (F).

-    Administrative Leave with Pay: An appointing authority may, in its discretion, place an employee on administrative leave with pay. Such leave is to be used only in circumstances where the health or safety of an employee or of any person or property entrusted to the employee's care could be adversely affected. Compensation for administrative leave shall be equal to the employee's base rate of pay. The length of such leave is solely at the discretion of the appointing authority, except that the length of the leave must not exceed the length of the situation for which the leave was granted. R.C. 124.388(A)

3.   Processing Payroll
-    Entering Payable Time: Employees typically enter their hours worked into their state agency's timesheet systems at the end of each pay period. The employee's supervisor is required to approve the employee's time entry before payroll closes each pay period. If an employee is unable to complete timesheet due to absence,

either the supervisor or their designated representative should enter employee's time into system.

State agencies should instruct managers to poll their employees to pre-determine the preferred types of leave to be used and the order in which the leave types are used should the employee be unable to complete his/her timesheet. Be reminded that sick leave must be exhausted before any other leave can be used in lieu of sick leave. Once sick has been exhausted employee may designate the order of leave to be used. Any leave used, other than compensatory time, may be designated as Family Medical Leave if applicable.

- <u>Manager Entry/Approval of Employee's Time</u>: State agencies should determine its process for entering the time of employees who are absent due to a pandemic. Agencies should establish the expectation with managers to enter the time of absent employees. Agencies should also consider the risk that a manager may be unavailable and the need for another manager to enter and approve the bi-weekly time.

G. Benefits Considerations

1.   DAS' Benefits Administration Services' Service Level During a Pandemic
Maintaining the provision of benefits is a critical service and therefore claims will be processed during a pandemic by the DAS HRD Benefits Administration Services and HCM Benefits teams.

2.   Employee Healthcare
The State of Ohio contracts with several health care providers for state employees. During a pandemic, employees would be able to utilize their current benefits. It should be understood, however, that health care providers may be overwhelmed during a pandemic and access to health care services may be not be immediate. During a pandemic, DAS' Benefits Administration Services office will consult with the state's current health care providers and would notify agencies and employees of unanticipated impacts.

3.   Extending benefit coverage to ineligible employees
Per current policy, benefits such as paid leave and health insurance coverage are not available for ineligible employees. Ineligible employees are non-permanent employees or permanent employees who do not meet the criteria.

H. Collective Bargaining/Labor Considerations

Agencies should work closely with their human resources and labor relations teams when developing plans that will impact an employee's position. In addition to labor considerations included in the human resources consideration section on prior pages, below are summaries of how each union contract addresses other issues that may arise during a pandemic.

1. **Health and Safety**
   OCSEA/AFSCME Local 11, AFL_CIO: Article 11
   - Upon written request, employees shall be provided with information on all communicable diseases which he/she may have routine workplace exposure.
   - Communicable disease policy disseminated to Agency Health and Safety Committees.
   SEIU District 1199: Article 32
   - Agency shall maintain a program on infectious and communicable disease control.
   Fraternal Order of Police, Ohio Labor Council, Inc: Article 14
   - Agencies shall include a Health and Safety Agenda for Labor/Management meetings.
   State Council of Professional Educators, OEA/NEA: Article 7
   - Labor/Management Committee.

2. **Scheduling and Hours of Work**
   OCSEA/AFSCME Local 11, AFL_CIO: Article 13
   - Work schedules for employees in 5-day operations do not have to be posted but the employee must be notified of changes as soon as possible.
   - Employees who work in seven (7) day operations must have their schedule's posted at least 14 calendar days in advance of the effective date. 14 days notice must be given before changing the schedule unless employees are temporarily reassigned to meet abnormal workloads or to fill in absences.
   - Temporary reassignments should not exceed 30 days, but under no circumstances may exceed 90 days.
   - Emergency reassignments shall be on a seniority basis and cannot exceed 8 work days.
   - Employees who must report to a location other than their normal report-in location must be compensated at straight time for their extra travel time.
   - Employees called to work outside the regular shift are to be paid a minimum of four(4) hours at the total rate of pay or actual hours worked at the overtime rate if more than 2.6 hours.
   SEIU District 1199: Articles 24 and 43
   - The employer has the right to change schedules in a manner that is not capricious or arbitrary.
   - In the institutions a 4 week schedule must be posted two (2) weeks in advance; however modifications may be made by seniority to meet operational needs. In DR&C, employees may not be scheduled to rotate more than two (2) different shifts in any four (4) week period, though exceptions may be mutually agreed to.
   - The employer has the right to pull or move an employee in order to meet operational needs.
   - When applicable, an employee may receive call back pay of four (4) hours at the regular rate or overtime.

Fraternal Order of Police, Ohio Labor Council, Inc: Article 22
- A four (4) week schedule must be posted four (4) weeks in advance; however modifications can be made within four (4) weeks' notice or in the case of an emergency.
- FOP follows the same report back procedures as OCSEA.

State Council of Professional Educators, OEA/NEA: Article 23
- Employees shall be given seven (7) days' written notice of any change in their regularly scheduled work week (five (5) consecutive days, eight (8) hours a day).
- An Employee must receive a minimum four (4) hours of pay at the base rate for call back.

Ohio State Troopers Association: Article 26
- Troopers have schedule bidding; however the Employer has the right to change schedules for operational needs with 72 hours notice (or less under exigent circumstances).

3. **Essential Employees**

OCSEA/AFSCME Local 11, AFL_CIO: Article 13.15
- Essential employees shall be advised of the designation and provided appropriate documentation. They should expect to work during emergencies, but are not guaranteed to work. Non-essential employees may be required to work during non-weather emergencies. Payment for hours worked during weather and non-weather emergencies will include an $8 per hour stipend.

SEIU District 1199: Article 35
- Same as OCSEA.

State Council of Professional Educators, OEA/NEA: Article 23
- Same as OCSEA.

Ohio State Troopers Association: Article 66
- No "essential employees."
- Payment for hours worked during emergencies will include an $8 per hour stipend.

II. Priority Accounting Processes

A. Fiscal/Budgetary Considerations

Agencies should consider Fiscal and Budgetary operations when identifying essential services in their pandemic planning. This section is intended to provide guidance to agencies to consider fiscal requirements to support essential services identified in this plan.

1.   Prioritization of fiscal services

Agencies should create a matrix that aligns their prioritized services catalog with required fiscal support services, considering both the intake of revenue, as well as processing prioritized expenditures. Agencies should also take into consideration the "Changes in Demand on the State Agency Service Levels" section of this plan when planning fiscal support during a pandemic event.

Once a matrix of required fiscal services is completed, agencies should prioritize these services. Agencies should then identify specific financial employees who will support those services and review the Maintaining Staffing for Critical Functions section of this plan to determine work schedules, teleworking, cross training and other staffing scenarios.

Agencies should also include in their matrix, critical fiscal services that are provided by a vendor or partner. Agencies should ensure vendors who are critical to fiscal activities, such as banks, couriers, Internet site providers that collect revenue, etc., also have pandemic plans to ensure a continuity of services.

2.   Planning for additional appropriations and funding

As noted in the Changes on Demand on the State Agency Service Level section of this plan, agencies should identify services that may increase as noted. Agencies should identify potential matching commitments associated with pandemics and develop strategies to request appropriation authority for these funds.

3.   Processing of fiscal services

Agencies should develop procedures for streamlining fiscal support services that may be required. Assumptions are made that systems, such as OAKS, will generally be available; however, employees with security access to these systems may be limited. Agency's plans should include a list of required fiscal systems and type of security access required as well as directions on obtaining security access to required software. Agencies may also wish to include procedures that allow them to perform some fiscal services tasks manually or request assistance from the Office of Budget and Management (OBM) to process fiscal services tasks. Agencies planning to obtain additional support for fiscal services from OBM should indicate their intentions in their plan.

B. OBM Service Levels During a Pandemic

1. **Institutional, health and human services, and first responder agencies**
    Agencies such as Departments of Mental Health, Mental Retardation & Developmental Disabilities, Rehabilitation & Corrections, Youth Services, Veterans Affairs, Health, Jobs and Family Services, Public Safety and others are or will most likely become 24/7 operations and will need funding for food, medical and other supplies. As their staffing levels would decrease, it is anticipated they would call upon OBM to assist in procurement, appropriation and funding increases. <u>Requests from these agencies will receive first priority.</u>

2. **Boards, Commissions and other Agencies**
    As their staffing levels would be impacted, there is the potential that these agencies would call OBM for assistance in procurement, appropriation and funding. It is assumed these requests would dramatically increase as the severity of the pandemic increases. OBM will provide prioritized support for procurement, appropriation and funding increases to these entities as deemed appropriate.

3. **State Accounting and OAKS Requirements and Configuration Management (RACM)**
    State Accounting and RACM teams will prioritize their resources in the following activities:
    - E-Commerce and PCard Administration
      - It is anticipated that PCard and other E-Commerce purchases will increase during a pandemic event. Agencies should plan for this possibility and ensure appropriate agency employees have PCards. Agencies should also understand the process for assigning new PCards and increasing PCard limits and document this process in their plans.
    - System Availability
      - RACM will work closely with OAKS, OBM MIS and OIT to ensure critical enterprise fiscal systems are available.
    - Purchasing Approvals
      - OBM will work closely with all agencies, but specifically with institutional, health and human services, and first responder agencies, to expedite purchase approvals.
    - Payroll Processing
      - OBM will prioritize payroll journal processing to ensure state employees are paid and agencies have appropriate funding.

4. **Budget**
    The Budget Section will prioritize their resources in the following activities:
    - Controlling Board and Appropriation Requests
      - It is anticipated that some agencies will need to obtain additional funding and appropriation to ensure the health and safety of citizens. The OBM Budget Section will prioritize their efforts to assist agencies in obtaining additional funding and appropriation.
      - It is important that the OBM Budget Section understands potential funding sources for pandemic declarations. Agencies should work with the OBM Budget Section as they put together their pandemic plan to define strategies on obtaining these funding streams.

- Fiscal Officer Support
  - o It is anticipated that some agencies will need basic fiscal services operational support. The OBM Budget section will be available to provide this level of assistance.

5.   Controlling Board

The Controlling Board will prioritize their resources in the following activities:
- Requests for emergency approvals are anticipated to increase during a pandemic. The Controlling Board president has the authority to approve emergency requests that are necessary for the health, safety and welfare of citizens of Ohio. These requests would later need to be approved formally by the Controlling Board.

6.   Ohio Shared Services

Ohio Shared Services will prioritize their resources in the following activities:
- The Ohio Shared Services center is responsible for processing Travel and Expense reimbursements and will prioritize requests to ensure travelers are reimbursed timely.
- Fiscal Officer Support
  - o It is anticipated that some agencies will need basic fiscal services operational support. In addition to the OBM Budget section, the Ohio Shared Services will be available to provide assistance for invoice and PCard processing.

Rules, Policies, Processes

Within the context of a pandemic, the following list contains the supporting documents that this office would use to implement this pandemic plan should the alert phases elevate.
- Ohio Revised Code Chapter 126
- Ohio Administrative Code
- OBM Directives

III. Procurement

A. Procurement Considerations:

1. Suspension of Purchasing and Contracting Requirements During an Emergency
During an emergency, the Department of Administrative Services (DAS) may suspend the purchasing and contracting requirements contained in R.C. 125.02 to 125.111 and R.C. Chapter 153 that would otherwise apply to the agency. The Director of Public Safety or the executive director of the Emergency Management Agency must make the request for suspension of these requirements to DAS and concurrently make a request to the governor for the declaration of an emergency. R.C.125.023.

2. Emergency Procurement Authority
When an emergency condition arises and the need cannot be met through normal procurement methods, a state agency may make emergency procurements of supplies or services in excess of the statutory amounts stated in R.C. 125.05 (typically $31,300 for supplies and $62,600 for services), provided that whenever practical a release and permit from DAS must be obtained before the procurement. O.A.C. 123-5-1-04.

Whenever a release and permit cannot be obtained prior to the purchase, the agency must provide written confirmation of the emergency situation and purchase to DAS no later than the next regular business day following resolution of the emergency. When the purchase amount exceeds the agency's cumulative purchasing threshold stated in R.C. 127.16 (generally $50,000 with a single vendor) the agency must obtain Controlling Board approval. Per DAS Directive, the agency should attempt to obtain a minimum of two verbal quotes. Emergency procurements are limited to those supplies and services necessary to meet the emergency. O.A.C. 123-5-1-04.

3. Construction Authority/Waiver of Competitive Bidding
The DAS Director may exempt a construction project from competitive bidding in the case of "public exigency." "Public exigency" is defined as an injury or obstruction that occurs in any public works that materially impairs its immediate use or places in jeopardy property adjacent to it. The DAS director may issue a declaration of public exigency on the director's own initiative or upon the request of the director of any state agency. The director's declaration must identify the specific injury, obstruction or danger that is the subject of the declaration and must set forth a dollar limitation for the repair, removal or prevention of that exigency under the declaration. Before any project under the declaration may begin, the DAS Director shall send notice to the Director of Budget and Management. R.C. 123.15

B. State Procurement Service Levels During a Pandemic:

1. State Purchasing / Information Technology
Supply and service contracts established by invitation to bid, invitation to bid by reverse auction, request for proposals and state term schedule. The Office of Procurement Services anticipates we would need to maintain the following agency requests as priority.
- **Institutional Agencies**
  Departments of Mental Health, Mental Retardation & Developmental Disabilities, Rehabilitation & Corrections, Youth Services and Ohio Veterans Homes. These are

24/7 operations and will need food and medical supplies. As their staff levels would decrease, it is anticipated they would call upon Procurement Services to assist in the location, procurement, transportation and delivery of these food and medical supplies. Requests from these agencies will receive first priority.

- **Boards, Commissions and Agencies**
  As their staffing levels would be impacted, there is potential of these agencies calling Procurement Services for assistance in locating contracts, supplies, suppliers, resolving delivery issues and requesting Release & Permits as direct purchase limits are exceeded. It is assumed these requests would dramatically decrease as the severity of the pandemic increases if deemed to be non-al.

- **Cooperative Purchasing Program**
  Local governments, colleges, universities and other political subdivisions may contact Cooperative Purchasing and/or State Purchasing to discuss availability of supplies and services to meet their needs, especially as resources begin to become scarce. This activity/service could dramatically increase as the severity of the pandemic increases.

- **Community Rehabilitation Programs**
  Many of these sheltered work centers provide janitorial, housekeeping and security guard services to state agencies. It is probable that staff of the work centers will be impacted by the influenza preventing them from performing contractual obligations. CRP Unit staff would field calls from agencies and work centers and would assist in locating alternative resources. This activity/service would dramatically decrease as the severity of the pandemic increases if deemed to be non-essential.

2. **Procurement Support**
As the pandemic escalates, it is anticipated that increased calls would be received from bidders, contractors, transportation services providers, and the general public interested in assisting with emergency supplies. State Procurement employees would continue to work with suppliers and service providers to locate supplies and ensure such are transported to agencies. Bidding processes and new bids (opening, posting) would be suspended, release and permits and controlling board requests would decrease.

C.   Rules, Policies, Processes
Within the context of a pandemic, the following list contains supporting documents that an agency may wish to list in their pandemic plans:
- State Procurement Handbook
- Ohio Revised Code Chapter 125, Sections relevant to Purchase of supplies, services and IT
- Ohio Revised Code Sections 125.60 – 125.6012
- Ohio Administrative Code 123:5-1-01 to 123:5-1-12
- GSD Policies & Procedures PUR-01 to PUR-018
- Release & Permit
- DAS Directives

IV. Information Technology

A. Information Technology Planning Considerations

When developing your agency pandemic plans, include the following Information Technology (IT)-based consideration in your planning:

1. **Telecommuting**
   The hardware and software available for teleworking employees must be available so they can telecommute. Support for the telecommuters via a help desk or other facility should be in place to resolve any problems the telecommuters may have. Test your telecommuting hardware and software configuration to make sure it works so that you know it will work when it's needed.

2. **Operational Instructions**
   Ensure that hard and soft copies of system usage and maintenance instructions are available in a common central location. This can be taken care of as part of your "desk instructions." Employees who could be telecommuting should have a copy of these instructions at home.

3. **Backups**
   Verify that backup copies of your system are being taken and that the current backup and several prior copies are available. These backups are essential in case you need to restore your system for any reason (e.g. the main site is unavailable and you have to move to an alternate site).

4. **Information Security**
   Even in emergency situations, it is critical that information security be maintained at all times for non-public information (e.g. Social Security numbers, etc.). Consult with your agency's Chief Information Security Officer to include security/privacy instructions within your pandemic policies and procedures.

5. **Remote management of systems**
   For the critical systems you must maintain, ensure that you have plans and facilities (e.g. maintenance and backup instructions, etc.) in place to manage and maintain your systems. Test your remote access setup to make sure it would work reliably when needed.

6. **Vendors**
   Do you have vendors and consultants that assist you with supporting your critical systems? If so, ensure that these vendors are prepared to support you in the event of a pandemic? Review your contracts and determine what assurances (statement in the contract, letter, certification, etc.) the vendor has included to demonstrate that a viable plan exists to support your critical systems during a pandemic. Work closely with such vendors to gain confidence that required supplies/service levels will be provided.

B. Office of Information Technology (OIT) Service Level Priorities During a Pandemic

The Office of Information Technology supports critical services throughout the state's enterprise. Below is a summary of the service levels that will be provided during a pandemic. For further information, consult with the OIT manager for each service:

1. **MARCS**

   Multi-Agency Radio Communication System (MARCS) . Mobile communications system for the State of Ohio EMS personnel. MARCS is a life, safety, and homeland security system and will be maintained at 100% service.

2. **Network backbone infrastructure**

   The network backbone is the basic infrastructure of the state's telecommunications network. Many redundancies are built into this infrastructure so that it can be maintained at 100% availability during a pandemic. Network technicians have remote access to critical network components and can maintain them remotely in the event of a pandemic.

3. **OAKS**

   Ohio Administrative Knowledge System will continue service of receiving revenues, procurement of critical products or services, and vouchering of entitlements and vendor payments that would need to occur in the event of a pandemic. The ability to service employee payroll and benefits would occur as well. The service level that would need to be maintained during a pandemic would be similar to what occurs in normal day-to-day business operations today. Critical employee access may need to occur from remote locations to continue system operations including access for Accenture employees applicable to providing managed services.

4. **Internet**

   Internet connectivity is provided via the Network Backbone Infrastructure and Time Warner who is the state's contracted Internet Service Provider (ISP). Internet connectivity will be maintained at the same level as the Network Backbone Infrastructure.

5. **Ohio Business Gateway**

   Revenue: will maintain electronic filing and payment services
   Ohio.gov & web hosting: will be maintained for communication and health and safety
   e-licensing: will be maintained to support doctor and nursing credential verification

6. **Mainframe Systems**

   All mainframe personnel have remote access to the mainframe so all critical mainframe services can be maintained remotely. Additionally, many critical processes are automated and can be initiated remotely. Mainframe Services will be maintained at 100% availability during a pandemic.

7.   Servers (Windows and UNIX platforms)
Redundancy is built into the server infrastructure so that critical servers will continue to run even if there are component failures. All Windows and UNIX server personnel have remote access and can maintain the servers remotely. Service could be degraded for brief periods of time in the event of a hardware failure until the failing component is physically replaced.

8.   Database Services
All database personnel have remote access to the database subsystems they support so all critical database services can be maintained remotely. Database Services will be maintained at 100% availability during a pandemic.

9.   Storage
The storage subsystems (Storage Area Network or SAN) are maintained by the UNIX Services personnel. Service will be maintained at normal day-to-day levels although it could be degraded for brief periods of time in the event of a hardware failure until the failing component is physically replaced.

10.   E-mail (Exchange system)
The E-mail system can be maintained remotely so service will be maintained at normal day-to-day levels during a pandemic. Service could be degraded for brief periods of time in the event of a hardware failure until the failing component is physically replaced.

PLANNING TEMPLATES

Appendix A

AGENCY PANDEMIC PLAN TEMPLATE

Purpose of this template:

- Assists agencies in developing an agency-level pandemic plan.
- Identifies agency-level policies and procedures that may be needed.
- Can serve as instructions of how the agency will operate during a pandemic.
- Becomes an addendum to your agency's Continuity of Operations Plan
- Responds to the CDC checklist of state agency pandemic planning requirements.

USING THIS TEMPLATE

This template was created to assist agencies, boards and commissions in the development of your pandemic plans. Agencies may elect to use this template to develop a new pandemic plan or may refer to this template as a list of the required elements that need to be included in your existing plans. Further, agencies should refer to the pandemic plan crosswalk (Appendix Q) to ensure the required elements are included in your pandemic plans.

Pandemic plan sections are listed in **bold**. The supporting instructions are *italicized*.

Planning for a Pandemic

Step 1: Determine Critical Services and Functions

List the key critical and essential services and functions that your agency plans to maintain during a pandemic. A few tasks are offered to assist with this step. Refer to the corresponding guidance (pp. 10-36) and tools for additional instructions.

1A.   ANTICIPATED CUSTOMER REQUIREMENTS DURING A PANDEMIC
   Assess and list the key customer requirements that may alter your service levels during a pandemic.

1B.   CHANGES IN DEMANDS ON STATE AGENCY SERVICE LEVELS
   Assess and list the key service demands that would alter your agency's service levels during a pandemic. Complete the "Change in Service Level" fields in the table below, indicating if the service level for each essential service would be increased, reduced, suspended or maintained.

1C.   PRIORITIZATION OF SERVICES
   Prioritize your agency's key services as critical, essential or non-essential. Pair-Wise Ranking tool, Appendix J, to help establish priority ranking.

1D.   CRITICAL SERVICES AND FUNCTIONS
   After accomplishing steps 1A through 1C, list your agency's critical services in priority order.

   In priority order, summarize each service that your agency provides using the table below. Determine whether or not a service is critical, essential or non-essential by referring to the Ohio EMA's list of Critical State Functions for Pandemic Influenza on p. 4 of the guidance. You are also asked to list your key customers and any authority that requires that this service be performed.

SAMPLE: Use Excel Table: Prioritized Critical Services, Appendix I.

Critical Services and Functions *List your agency's key essential services in priority order.*					
Priority	**Description of Service**	**Change in Service Level**	**Status** (Critical, Essential or Non-Essential)	**Authority** (list statute, rule, other)	**Point of Contact** (manager)
1					
2					
3					

Key:
Priority: list services in priority order
Description of Services: provide brief description of service
Change in Service Level: list whether the agency will: 1) increase, 2) decrease, 3) maintain or 4) suspend the service
Status: list whether the service is critical, essential or non-essential
Authority: list the authority under which this service is provided, if available
Point of Contact: provide the manager responsible for this service

Step 2.0: Maintain Staffing for Essential Services

In this section, summarize your agency's strategies for maintaining staffing levels for your critical and essential services. Several options are offered to assist with this step. Refer to the corresponding guidance for additional instructions.

2A. ALTERNATE WORK SCHEDULES

Indicate if your agency is planning to implement alternate work schedules during a pandemic. Provide a short summary of your plan. Attach your policy as an appendix to your agency's pandemic plan.

2B. CROSS-TRAINING

Indicate the strategies that your agency will utilize to cross-train employees who will serve as back-ups for the employees performing essential functions or who have unique credentials. Some options include: creation of desk instructions, job shadowing and job rotation.

2C. REASSIGNMENT OF EMPLOYEES

Indicate whether or not your agency would, during a pandemic, reassign existing employees who do not directly or indirectly accomplish a critical/essential service to a more critical service. Summarize the strategy that your agency is utilizing to accomplish the reassignments. Attach supporting documentation to your agency's pandemic plan.

2D. TELEWORK PLANS

Indicate if your agency is planning to implement a teleworking plan for employees who support critical services. Provide a short summary of your plan. Complete Appendix L to define your IT requirements. Submit your plan and policies to the DAS Human Resources Division. Attach your supporting documents as an appendix to your agency's pandemic plan.

2E. TEMPORARY EMPLOYEES

Indicate if your agency has determined that it may need to seek external assistance by engaging retirees, contractors, temporary employees, etc. to support your essential services. Provide a summary of your strategy here.

2F. CURRENT CONTRACTS

List your agency's key contracts that perform and/or support your essential services. Summarize the contractors' plans to mitigate your agency's risks on these projects and services. Larger agencies may elect to include this information in the appropriate office-level plans, however, please provide a summary list here.

2G. MAINTAIN STAFFING FOR CRITICAL SERVICES

Complete the spreadsheet, "Employee Assignments during a Pandemic," Appendix H, to document whether or not each employee is assigned to a critical service or is available for reassignment during a pandemic. Larger agencies may elect to produce this information at a division or office level through the completion of office-level plans (Appendix B, Section 2). If so, office-level plans should be appended to the agency's pandemic plan. This information should be refreshed annually so that the division or agency is successfully positioned to quickly reassign unassigned employees to other tasks, if required.

Step 3: Command and Control

In this section, indicate your agency's completion of the listed tasks to update and document your key roles and responsibilities during a pandemic. Include relevant information under each section and/or attach as an appendix to your agency's pandemic plan. Refer to the corresponding guidance for additional instructions.

3A. TABLES OF ORGANIZATION

Include current copies of your agency's Tables of Organization.

3B. SUCCESSION PLANS

Include your agency's succession plans for agency leadership and for each critical/essential service. See the Succession Plan table in Appendix K.

3C. DELEGATIONS OF AUTHORITY

Indicate if your agency has created "pandemic" delegations of authority and where, within your agency, these delegations are housed.

3D. PANDEMIC PLANNING ROLES

List the names and contact information for employees assigned special pandemic planning roles for your agency. Such roles may include an influenza manager, a pandemic planning coordinator and a pandemic (risk) assessment team. Refer to 3D of the corresponding guidance for additional information.

Step 4: Workplace Safety

In this section, summarize your strategies for making your state agency locations safe places to work. Refer to the corresponding guidance for additional instructions.

4A. OFFICE AND WORKSTATION CLEANING

In this section, summarize the strategies your agency will implement to minimize the spread of the virus. Append policy or guidance documents to your agency's pandemic plan.

4B. PANDEMIC SAFETY SUPPLIES

Agencies with office (non-institutional, non-hospital) environments:
Summarize your strategies to heighten awareness of employee hygiene habits in the workplace. Note: Agencies can allow employees to bring from home, hand-hygiene products, sanitizing wipes and tissues for their individual use.

Agencies with hospital/institution environments:
Summarize your strategies to procure and deploy pandemic safety supplies to employees.

4C. BUILDING SAFETY PRACTICES

In this section, list the various locations in which your employees work.   If locations are managed by your agency, indicate the safety practices that will be implemented in the common areas (such as hallways, handrails, elevators, etc.) If the agency is a tenant of a building, consult with the building management to determine that the building monitors and adheres to current sanitation guidance and list the building's safety practices here.

Address	Owned or Leased	Building Safety Practices

Step 5: Employee Safety

In this section, summarize your agency's policies and practices that will help prevent the spread of influenza at your work sites. Refer to the corresponding guidance for additional instructions.

5A. COMPLETE A RISK ASSESSMENT FOR ALL JOBS

Complete an Occupational Safety and Health Administration (OSHA) pandemic risk assessment for all jobs and determine which category of occupational exposure they fall in and develop plans to protect those employees in the very high, high, or medium risk categories. (See OSHA guidance at http://www.osha.gov/Publications/OSHA3327pandemic.pdf)

5B. REDUCE BUSINESS TRAVEL

Summarize your agency's policy to reduce employee travel to perform non-essential tasks. Append the policy or guidance in your agency's pandemic plan.

5C. PURCHASE PERSONAL PROTECTIVE EQUIPMENT

Assess the exposure of your employees to the influenza (see 5A above) and determine if protective equipment and supplies may be necessary. Summarize your agency's review and indicate the steps to be taken to help protect employees against the risk of exposure.

5D. ACQUIRE ANTIVIRAL DRUGS AND VACCINES

State agencies must consult with the Ohio EMA and Ohio Dept. of Health to discuss their first responder employees and gain instructions for acquiring antiviral drugs or vaccines.

5E. EDUCATE EMPLOYEES ON MEASURES TO REDUCE SPREAD OF INFLUENZA

Indicate the strategies and practices that you will implement to educate employees on preventatives measures they can take to limit the transmission of the virus between one another and the customers they serve.

Step 6: Communicating with Employees, Customers and Media

In this section, summarize your strategies for communicating with employees, customers and the media. Consult with the Ohio EMA and Ohio Department of Health regarding criteria for media inquiries that will be centrally managed. Refer to the corresponding guidance for additional instructions.

6A. COMMUNICATE EARLY AND OFTEN WITH EMPLOYEES

Indicate your strategies for communicating educational information (preventative measures) as well as sharing operational requirements (pandemic plan) with your managers and employees. Include the timeline for implementing these communication plans. Append these communication strategies to your Agency Pandemic Plan.

6B. SHARE YOUR AGENCY'S PANDEMIC PLANS WITH EMPLOYEES

Indicate how your agency will share your agency's (and/or office-level) pandemic plans with employees.

6C. AFTER-HOUR COMMUNICATIONS WITH EMPLOYEES

Indicate how your agency will communicate with employees during non-work hours to share updates and/or to contact employees to report to work at their permanent or reassigned locations.

6D. COMMUNICATING WITH CUSTOMERS

Indicate how your agency will communicate service-level changes to your customers. Larger agencies may elect to address this issue in each office-level plan. See Appendix B, Section 6D.

6E. COORDINATING MEDIA CONTACTS AND INTERVIEWS

Anticipate the level of media interest based on your service levels and develop criteria and an elevation workflow to respond to agency-specific media inquiries and forward health-based media inquiries to the Ohio Department of Health.

Managing During a Pandemic

Step 7: Activation of Partial or Full Pandemic Plans

This section should contain clear, concise steps to activate your agency's pandemic plan. Refer to the corresponding guidance for additional instructions.

7A. METHODOLOGY

Use this section to summarize or explain the steps that your agency will undertake to determine the partial or full activation of your agency's pandemic plan. Consider the value of creating regional or location-based activation plans in the event that the severity levels of the influenza vary by region or city to facilitate assessments and activations.

7B. SERVICE LEVELS

Use this section to explain the criteria that will be used to determine a change in service levels within your agency. Append checklist or guidance to your agency pandemic plan. Agencies should determine if managers will be authorized to make necessary service-level adjustments to continue to provide critical and essential services. Utilize this section to explain how your agency will manage service levels of your critical and essential services.

Step 8: Manage and Monitor the Health of the Workforce

In this section, summarize your strategies for maintaining staffing levels for your essential services. Several options are offered to assist with this step. Refer to the corresponding guidance for additional instructions.

8A. MONITOR AGENCY WORKFORCE LEVELS (SICK, RECOVERED)

Indicate how your agency will monitor your levels of employees who are present, sick and recovered during a pandemic. Agencies should be positioned to collect and report this information daily. Append supporting documentation to your Agency Pandemic Plan.

8B. EMPLOYEES' DAILY SELF-ASSESSMENTS OF HEALTH

Summarize your agency's strategy to educate and raise awareness of employees to self-assess their levels of health while at home and at work.

8C. CONTACT MANAGEMENT

Summarize your agency's instructions to assist managers in administering contact management steps if it is believed that employees have been in contact with a co-worker or customer who is suspected to have the influenza virus. Append supporting documentation to your Agency Pandemic Plan.

8D. RECOVERED EMPLOYEES' RETURN TO WORK

Indicate how your agency will inform recovered employees that they may return to work.

Restoring Operations After a Pandemic

Step 9: Operational Recovery
List the key steps your agency will take to resume normal operations after a pandemic. These steps may be already developed in your agency COOP and should be cross-referenced with this section.

Step 10: Staffing Recovery
Assess the mental health recovery needs of your employees and list potential steps that your agency may take to support employees in returning to normal operations after a pandemic.

Maintaining the Effectiveness of Your Agency Pandemic Plans

Step 11: Update Employee Information
Indicate the approach that your agency will take to maintain current lists of employees and their respective skill sets.

Step 12: Train Managers on Pandemic Plan and Procedures
Indicate the approach that your agency will take to ensure that managers have a clear understanding of their responsibilities with regard to the agency and office-level pandemic plans.

Step 13: Annual Review and Update of Plans
Conduct an annual review of your office-level and agency plans.

OFFICE-LEVEL PANDEMIC PLAN TEMPLATE

Purpose of this template:

- Establishes a pandemic plan at office, program or division level of an agency
- Reveals critical service requirements to facilitate planning
- Establishes employee assignments
- Establishes tiers of critical and essential services and service levels
- Serves as the instructional tool your employees shall follow during a pandemic
- Becomes an addendum to your office Business Continuity/Disaster Recovery Plan
- Becomes an addendum to your agency's Pandemic Plan

NOTE TO AGENCY PANDEMIC PLANNING COMMITTEE:
If you plan to use this office-level template, it is recommended that you review and customize the relevant sections of the template to facilitate managers' completion of their office-level plans. This customization should occur before deploying the office-level template to your agency's managers.

INSTRUCTIONS FOR MANAGERS:
   USING THIS TEMPLATE
   Pandemic plan sections are listed in **bold**. The supporting instructions are *italicized*. *Delete the italicized instructions once your plan is complete.*

   This template was created to assist larger agencies, boards and commissions in the development of your office-level pandemic plans. This office-level template allows managers within an agency to develop a plan to prepare for a pandemic within his/her office. These office-level plans can be rolled up to facilitate analysis and planning at division or agency levels.

   This template contains recommended sections and tables to assist in your analysis and planning efforts. Consult with your agency's pandemic planning coordinator to determine which sections and tables may be required for agency-level roll up. You are encouraged to expand sections of this template, as needed, to document your office's unique instructions.

   Upon completion of your plan, managers should schedule a staff meeting to review the office pandemic plan with all employees.

   BEFORE YOU BEGIN:
   Due to the unique scenarios associated with a pandemic, managers are asked to assess, identify and include planning considerations already addressed in your disaster recovery plans (continuity of operations plans) such as the identification of critical services and assignment of employees. Your general disaster recovery plans assume that employees are available but the office location is unavailable. Conversely, this pandemic template assumes that the office location is available and employees may be unavailable for work. Managers must carefully consider the risks associated with a pandemic in order to accurately plan how your office will continue to function throughout the intervals of a pandemic.

OFFICE-LEVEL PANDEMIC PLAN

PLAN DESCRIPTION

PROGRAM (OFFICE) TITLE
Provide your office or program name here.

OFFICE ADDRESS
Provide your office address here. If your office has multiple addresses, list each address and summarize the key services offered at each location.

SCOPE OF THIS PLAN
Sample language: This plan provides detailed information and instructions to enable this office to provide its critical/essential services during a pandemic. Employees are expected to review this plan to understand and prepare for the operational changes and work assignment changes that may occur during a pandemic.

MANAGERS AND SUPERVISORS CONTACT INFORMATION

Name	Title	Office Phone	Home Phone	Cell Phone

AUTHORITY AND SUPPORTING DOCUMENTS
Within the context of a pandemic, the following list contains the supporting documents that this office would use to implement this pandemic plan.
Examples:
A. Continuity of Operations Plan
B. Laws and rules (list sections of Ohio Revised Code or Ohio Administrative Code)
C. Policies
D. Other

ADD OTHER SECTIONS, AS NEEDED
Create additional sections, as needed.

Planning for a Pandemic:

Step 1: Determine Critical Services and Functions
List the key critical and essential services and functions that your office plans to maintain during a pandemic. A few tasks are offered to assist with this step. Consult with your agency's Pandemic Planning Coordinator for additional instructions.

1A. **ANTICIPATED CUSTOMER REQUIREMENTS DURING A PANDEMIC**
Assess and list the key customer requirements that may alter your service levels during a pandemic.

1B. **CHANGES IN DEMANDS ON STATE AGENCY SERVICE LEVELS**
Assess and list the key service demands that would alter your office's service levels during a pandemic. Complete the "Change in Service Level" fields in the table below, indicating if the service level for each essential service would be increased, reduced, suspended or maintained.

1C. **PRIORITIZATION OF SERVICES**
Prioritize your office's key services as critical, essential or non-essential. If you need assistance with prioritization of services, use the <u>Tool: Pair-Wise Ranking</u>, Appendix J to help establish priority ranking.

1D. **CRITICAL SERVICES AND FUNCTIONS**
After accomplishing steps 1A through 1C, list your office's critical services in priority order. Determine whether or not a service is critical by referring to the Ohio EMA's list of Essential State Functions for Pandemic Influenza. You are also asked to list your key customers and any authority that requires that this service be performed.

SAMPLE TABLE: Use Excel Table: Prioritized Critical Services, Appendix I.

Critical Services and Functions *List your agency's key critical services in priority order.*					
Priority	**Description of Service**	**Change in Service Level**	**Status** (Critical, Essential or Non-Essential)	**Authority** (list statute, rule, other)	**Point of Contact** (manager)
1					
2					
3					
4					
5					
6					

Key:
<u>Priority</u>: list services in priority order
<u>Description of Services</u>: provide brief description of service
<u>Change in Service Level</u>: list whether the agency will: 1) increase, 2) decrease, 3) maintain or 4) suspend, the service
<u>Status</u>: list whether the service is critical, essential or non-essential
<u>Authority</u>: list the authority under which this service is provided, if available
<u>Point of Contact</u>: provide the manager responsible for this service

Step 2.0: Maintain Staffing for Critical Services

In this section, summarize your office's strategies for maintaining staffing levels for your critical and essential services. Several options are offered to assist with this step. Consult with your agency's Pandemic Planning Coordinator for additional instructions.

2A. ALTERNATE WORK SCHEDULES

Based on your agency's policy, indicate if your office is planning to implement alternate work schedules during a pandemic. Provide a short summary of your plan.

2B. CROSS-TRAINING

Indicate the strategies that your office will utilize to cross-train employees who will serve as back-ups for the employees performing critical/essential functions or who have unique credentials. Some options include: creation of desk instructions, job shadowing and job rotation.

2C. REASSIGNMENT OF EMPLOYEES

Indicate whether or not your office would, during a pandemic, reassign existing employees who do not directly or indirectly accomplish a critical/essential service to a more critical service.

2D. TELEWORK PLANS

Consult with your agency's Pandemic Planning Coordinator to gain your agency's policy on teleworking during a pandemic.

2E. TEMPORARY EMPLOYEES

Consult with your agency's Pandemic Planning Coordinator to gain your agency's policy on hiring temporary employees during a pandemic.

2F. CURRENT CONTRACTS

List your office's key contracts that perform and/or support your critical/essential services. Summarize the contractors' plans to mitigate risks on these projects and services.

2G. MAINTAIN STAFFING FOR CRITICAL SERVICES

Summarize the strategies that you will implement to maintain staffing for critical services within your office. Attach these strategies to your office's pandemic plan.

Complete the spreadsheet, Employee Assignments During a Pandemic, Appendix H, to document whether or not each employee in your office is assigned to a critical function or available for reassignment during a pandemic. Consult with your agency's Pandemic Planning Coordinator to determine if this spreadsheet should be submitted electronically to allow for agency-level coordination.

Note: This information should be refreshed annually so that each office (and agency) is successfully positioned to quickly reassign unassigned employees to other tasks, if required.

Step 3: Command and Control

In this section, indicate your office's completion of the listed tasks to update and document your key roles and responsibilities during a pandemic. Include relevant information under each section and/or attach as an appendix to your office's pandemic plan. Consult with your agency's Pandemic Planning Coordinator for additional instructions.

3A. TABLES OF ORGANIZATION
Include current copies of your office's Table of Organization.

3B. SUCCESSION PLANS
Include your office's succession plan for leadership within your office or units. If your office provides a critical service, also complete the Critical Service Plan template, which includes a succession plan chart. See Appendix C.

Designated Successors (Name)	Title	Location (Division, Unit, etc.)	Contact Information
			Work Ph: Home Ph: Cell Ph:
			Work Ph: Home Ph: Cell Ph:
			Work Ph: Home Ph: Cell Ph:

Note: Be sure to notify the successors of these duties and share a copy of this plan. Secure delegations of authority, as required.

3C. DELEGATIONS OF AUTHORITY
Indicate if your office will be issued "pandemic" delegations of authority from your agency's director and where, within your agency, these delegations will be housed.

Step 4: Workplace Safety

In this section, summarize your strategies for making your office location a safe place to work. Consult with your agency's Pandemic Planning Coordinator for guidance.

4A. OFFICE AND WORKSTATION CLEANING

In this section, summarize the strategies your office will advocate to minimize the spread of the virus. Consult with your agency's Pandemic Planning Coordinator for guidance.

4B. PANDEMIC SAFETY SUPPLIES

Agencies with office (non-institutional, non-hospital) environments:
Summarize your strategies to heighten awareness of employee hygiene habits in the workplace. Note: Agencies can allow employees to bring from home, hand-hygiene products, sanitizing wipes and tissues for their individual use.

Agencies with hospital/institution environments:
Summarize your strategies to procure and deploy pandemic safety supplies to employees.

4C. BUILDING SAFETY PRACTICES

In this section, list the various locations in which your office employees work. If locations are managed by your agency, indicate the safety practices that will be implemented in the common areas (such as hallways, handrails, elevators, etc.). If the agency is a tenant of a commercial building, consult with the building management to ensure that the building monitors and adheres to current sanitation guidance and list the building's safety practices here. Consult with your agency's Pandemic Planning Coordinator for guidance.

Address	Owned or Leased	Building Safety Practices

Step 5: Employee Safety

In this section, summarize your office's strategies that will help prevent the spread of influenza at your work location(s). Consult with your agency's Pandemic Planning Coordinator for guidance.

5A. COMPLETE A RISK ASSESSMENT FOR ALL JOBS

Complete an Occupational Safety and Health Administration (OSHA) pandemic risk assessment for all jobs and determine which category of occupational exposure they fall in and develop plans to protect those employees in the very high, high, or medium risk categories. (See OSHA guidance at   http://www.osha.gov/Publications/OSHA3327pandemic.pdf) Consult   with   your agency's Pandemic Planning Coordinator for guidance.

5B. REDUCE BUSINESS TRAVEL

Based on your agency's policy, summarize your office's strategy to reduce employee travel to perform non-essential tasks. Consult with your agency's Pandemic Planning Coordinator for guidance.

5C. PURCHASE PERSONAL PROTECTIVE EQUIPMENT

Assess the exposure of your employees to the influenza (see 5A above) and determine if protective equipment and supplies may be necessary. Summarize your office's review and indicate the steps to be taken to help protect employees against the risk of exposure. Consult with your agency's Pandemic Planning Coordinator for guidance.

5D. EDUCATE EMPLOYEES ON MEASURES TO REDUCE SPREAD OF INFLUENZA

A State Agency Communications Committee will issue guidance to state agencies which in turn, will issue the guidance to agency employees. Read all information received and post instructions in visible locations to raise employee awareness.

Step 6: Communicating with Employees, Customers and Media

Refer to your Agency Pandemic Planning Coordinator for your agency's communication strategy.

6A. COMMUNICATE EARLY AND OFTEN WITH EMPLOYEES

Based on your agency's communication strategy, complete tasks assigned to managers to share educational information (preventative measures) as well as sharing operational requirements (pandemic plan) with your employees.

6B. SHARE YOUR OFFICE'S PANDEMIC PLANS WITH EMPLOYEES

Indicate your approach in sharing your office-level pandemic plan with your employees. Note: During a pandemic, your agency may elect to communicate with the permanent manager and your designated successors to allow continued flow of information if the manager is absent from work.

6C. AFTER-HOUR COMMUNICATIONS WITH EMPLOYEES

Indicate how your office will communicate with employees during non-work hours to share updates and/or to contact employees to report to work at their permanent or reassigned locations.

6D. COMMUNICATING WITH CUSTOMERS

Indicate how your office will communicate service-level changes to your customers.

6E. COORDINATING MEDIA CONTACTS AND INTERVIEWS

Anticipate the level of media interest based on your service levels and gain instructions from your agency's communications director. Please note that health-based media inquiries should be forwarded to your agency's communications director who will coordinate a response with the Ohio Department of Health.

Managing During a Pandemic

Step 7: Activation of Partial or Full Pandemic Plans

This section should contain clear, concise steps to activate your office's pandemic plan. Consult with your agency's Pandemic Planning Coordinator for criteria and instructions.

7A. METHODOLOGY

Utilize this section to summarize or explain the steps that your office will undertake to determine the partial or full activation of your agency's pandemic plan. Consider the value of creating regional or location-based activation plans in the event that the severity levels of the influenza vary by region or city.

7B. SERVICE LEVELS

Utilize this section to explain the criteria that will be used to determine a change in service levels within your office. Append checklist or guidance to your office's pandemic plan to facilitate your assessment. Note: Agencies should determine if managers will be authorized to make necessary service-level adjustments to continue to provide critical and essential services. Utilize this section to explain how your office will manage service levels of your critical and essential services.

7C. CRITICAL SERVICE PLANS

It is essential that each critical service have a well-developed pandemic plan to enable response during a pandemic. Complete the template, <u>Critical Service Pandemic Plan</u>, Appendix C, for each critical service. Append each critical service plan to your office's pandemic plan.

7D. KEY CUSTOMERS

Use this section to list your office's key customers, the customer's reliance on your service(s) and whether or not their service level usage may change during a pandemic. List the customer's name, address, phone number, point of contact, and the service/supply provided. This information should be documented in this office-level plan to facilitate communications with your customers should service levels change during a pandemic.

7E. DEPENDENCIES: VENDORS, OTHER AGENCIES, UNITS WITHIN YOUR AGENCY

Use this section to list entities upon which your office relies for supplies or services that must be maintained to support your office's critical services during a pandemic. List the entity's name, address, phone number, point of contact, and the service/supply provided. Explain the agreed-upon strategy that will be invoked during a pandemic to maintain these critical dependencies.

Step 8: Manage and Monitor the Health of the Workforce

In this section, summarize your strategies for maintaining staffing levels for your essential services. Several options are offered to assist with this step. Refer to the corresponding guidance for additional instructions.

8A. MONITOR WORKFORCE LEVELS (SICK, RECOVERED)

As a manager, you will be expected to monitor your levels of employees who are present, sick and recovered during a pandemic. Upon receipt of your agency's strategy to monitor the workforce, develop and document office-level steps to collect and report this information daily. Train multiple employees on gathering/reporting this information in case of illness.

8B. EMPLOYEES' DAILY SELF-ASSESSMENTS OF HEALTH

Summarize your agency's strategy to educate and raise awareness of employees to self-assess their levels of health while at home and at work.

8C. CONTACT MANAGEMENT

Based on your agency's instructions, develop office-level instructions relevant to your work environments and duties. Train all employees on steps to administering contact management if it is believed that employees have been in contact with a co-worker or customer who is suspected to have the influenza virus

8D. RECOVERED EMPLOYEES' RETURN TO WORK

Based on your agency's instructions, educate your employees on when recovered employees may return to work.

Restoring Operations After a Pandemic

Step 9: Operational Recovery
List the key steps your office will take to resume normal operations after a pandemic. These steps may be already developed in your office COOP and should be cross-referenced with this section.

Step 10: Staffing Recovery
Based on your agency's instructions, list potential steps that your agency (or your office) may take to support employees in returning to normal operations after a pandemic.

Maintaining the Effectiveness of Your Office Pandemic Plan

Step 11: Update Employees Information
Based on instructions from your agency, summarize the approach that your office will take to maintain current lists of employees s and their respective skill sets.

Step 12: Train Managers on Pandemic Plan and Procedures
Indicate the approach that your office will take to ensure that your employees have a clear understanding of their responsibilities with regard to the agency and office-level pandemic plans.

Step 13: Annual Review and Update of Plans
Conduct an annual review of your office-level plan.

Appendix C

CRITICAL SERVICE PANDEMIC PLAN TEMPLATE

Purpose of this template:

- Establishes a pandemic plan for a critical service
- Reveals key steps, strategies and resources to maintain the critical service during a pandemic
- Establishes employee assignments and responsibilities
- Serves as the instructional tool your employees shall follow during a pandemic
- Becomes an addendum to your office's Pandemic Plan

NOTE TO AGENCY PANDEMIC PLANNING COMMITTEE:
If you plan to use this critical service plan template, it is recommended that you review and customize the relevant sections of the template to facilitate managers' completion of their critical service-level plans. This customization should occur before deploying the critical service-level template to your agency's managers.

INSTRUCTIONS FOR MANAGERS:
USING THIS TEMPLATE
Delete instructions once your plan is complete.

This template was created to managers with critical services in developing a tactical plan that can be used during a pandemic. This template assists managers in developing plans to provide the required level of service during a pandemic. You are encouraged to expand sections of this template, as needed, to document your office's unique instructions relative to the critical services.

Note: You must complete one template per critical service due to the unique requirements of each critical service.

Upon completion of your office-level plan and critical-service plan(s), managers should schedule a staff meeting to review the office pandemic plan with all employees.

CRITICAL SERVICE PANDEMIC PLAN

Complete a Critical Service Pandemic Plan for each critical service.

Title of Service:

Detailed Description of Service:

Manager:
Name, Title and Contact Information (work and personal phone numbers, email addresses, etc.)

KEY TASKS

	Key tasks, Assigned Employees and Job Duties associated with accomplishing this service:		
	Key Tasks	**Assigned Employee(s)**	**Job Duties**
1			
2			
3			
4			
5			
6			

MAINTAIN STAFFING (READINESS STRATEGY)

This office is taking these actions to increase and leverage our ability to accomplish this critical service:		
Source	**Description**	**Employee Responsible**
Examples:		
Telework Plan		
Desk Instructions		
Cross Training		

SUCCESSION PLAN

Succession Plan: The following persons will be charged with administering this critical service if the Administrator/Manager is unavailable:			
Designated Successors (Name)	**Title**	**Location (Division, Unit, etc.)**	**Contact Information**
			Work Ph: Home Ph: Cell Ph:
			Work Ph: Home Ph: Cell Ph:
			Work Ph: Home Ph: Cell Ph:

Note: Be sure to notify the successors of these duties and share a copy of this plan. Secure delegations of authority, as required.

REQUIRED RESOURCES

Required Resources associated with accomplishing this service:			
Resource	Description of Resource	Employee Responsible	Comments
Critical databases			
Critical documents			
Equipment			
Supplies			
Desktop instructions			
Other			

ACTIVATION STRATEGY

This critical service would take these actions if a pandemic decreased our employee attendance for a short and/or long duration.

Note: A manager must anticipate the potential or impending impact of a pandemic and be prepared to provide the required critical services. For example, if an office has 100% staffing level yet the number of pandemic cases is increasing in your region, the office will continue to provide full services but the manager and employees must also prepare for staff reductions and potential changes in service levels.

In this section, document the issues that you would face and steps you would take. Create sub-categories, as needed.

ACTIONS WHEN EMPLOYEE ABSENCES REACH 20%

80% Employee Level: This critical service will take the following actions when 20% of our employees are unavailable. *Create checklist based on your agency's instructions. List assignee and estimated time durations needed to accomplish each of these tasks. Add and delete tasks as appropriate and necessary.*

Assigned to	Task	Task Duration		Comments
		Start	Finish	
	Sample tasks provided. Delete, add, rearrange tasks as needed			
	Confirm and report employee absences	Immediate		
	Assess impact of absent employees to your critical services	Immediate		
	Assess service-level requirements with employees with required skill sets	9:00 AM	N/A	
	Determine service level change and duration of change	9:30 AM		
	Notify leadership, as instructed	10:00 AM		
	Notify employees of reassignments	10:30 AM	12:00 PM	
	Notify customers of service level changes		Ongoing	
	Enact plan to maintain critical service			

ACTIONS WHEN EMPLOYEE ABSENCES REACH 40%

60% Employee Level: This critical service will take the following actions when 40% of our employees are unavailable. *List estimated time durations needed to accomplish each of these tasks. Add and delete tasks as appropriate and necessary.*

Assigned to	Task	Task Duration		Comments
		Start	Finish	
	Sample tasks provided. Delete, add, rearrange tasks as needed			
	Confirm and report employee absences	Immediate		
	Assess impact of absent employees to your critical services	Immediate		
	Assess service-level requirements with employees with required skill sets	9:00 AM		
	Determine service level change and duration of change	9:30 AM		
	Notify leadership, as instructed	10:00 AM		
	Notify employees of reassignments	10:30 AM	12:00 PM	
	Notify customers of service level changes		Ongoing	
	Enact plan to maintain critical service			

Return to Normal Operations

Return to Normal Operations: This critical service will take the following steps to restore this service to normal operations following a pandemic. *List the steps you would take to restore your office to normal operations following a pandemic or between the pandemic intervals.*

Assigned to	Task	Task Duration		Comments
		Start	Finish	
	Sample tasks provided. Delete, add, rearrange tasks as needed			
	Determine where backlog of work exists			
	Prioritize work tasks based on agency's operational priorities			
	Assign employees to backlog			
	Contact your agency's personnel office if assistance is needed			
	Complete post-pandemic/pandemic interval tasks as required by agency			

PLANNING TOOLS

Appendix D

Sample Plan

Spreadsheet: Agency Pandemic Planning Tasks/Timeline

Note: This sample plan, developed as an Excel worksheet, is available to State Agency Pandemic Coordinators. It is posted on the State Agency COOP SharePoint site, as titled.

Appendix __
SAMPLE

STATE AGENCY PANDEMIC PLANNING TASKS AND TIMELINE

Task	Assignee(s)	Due Date	Comments
Getting Started:			
Establish Planning Committee	Coordinator		
Schedule Planning Committee Meetings	Coordinator		
Develop meeting agendas based on priority issues	Coordinator		
Raise Your Planning Awareness:			
Participate in Pandemic Coordinator meetings	Coordinator		
Monitor SharePoint site for updates	Coordinator		
Prepare Packet: Guidance, Templates for Managers			
Review guidance, templates, tools and considerations	Committee		
Identify policies/procedures that must be established	Committee		
Determine if policies are needed prior to deployment	Committee		
Customize templates to include agency instructions	Committee		
Create instruction page for managers	Committee		
Establish submission timeline	Committee		
Deploy packet to managers	Coordinator		
Support development of Office-Level and Critical Service-Level Plans			
Ensure managers understand task and are working	Committee		
Determine if training session(s) may be helpful	Committee		
Support development of Agency-Level Plan			
Identify leadership tasks and communicate tasks	Committee		
Raise Awareness of Employees to Potential Pandemic Impact			
Establish plan to deploy "health messages" to employees	Committee		

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<center>**Appendix E**</center>

Checklist: Responsibilities and Actions for Agency Leadership
Note: This is not an exhaustive list of responsibilities and actions. Use as a guide to identify other responsibilities.

Pre-Pandemic (Now)
- Review this Guidance
- Assign a pandemic planning coordinator
- Review DAS and other state policies regarding pandemic planning and response
- Create an environment of trust with employees
- Engage employees early to establish sense of ownership over office cleanliness
- Establish defined roles and responsibilities for planning and make assignments
- Ensure key positions establish orders of succession or delegations of authority
- Review existing state and department policies regarding flexible worksite
- Plan the allocation of resources to protect employees and customers
- Listen to subordinate concerns and communicate those to your pandemic planning coordinator and committee
- Communicate with and educate employees on how to protect themselves and on measures that will be implemented
- Ask the following questions:
  1) What are our critical services? How did we come up with the list (approach)?
  2) Do we know what levels of services are required for each? How did we come up with those levels?
  3) What is our strategy to staff and sustain the required service levels?
  4) Do employees know their potential reassignments?
  5) Do we have the proper delegations of authority in place for the reassignments?
  6) Has the union(s) been contacted?
  7) If the pandemic is imminent or here, does leadership know what to do?
  8) If the pandemic is imminent or here, do managers know what to do?
  9) If the pandemic is imminent or here, do employees know what to do?

Start of a Pandemic
- Monitor employee attendance levels and assure that critical operations are being carried out
- Comply with Governor's Office and DAS or ODH instructions or guidance
- Refresh your agency's communication plan and deploy awareness messages
- Review agency Pandemic COOP Plan and make edits as necessary
- Convene your Agency's Pandemic Planning Team/Risk Assessment Team

Pandemic
- Participate in briefings and disseminate relevant info to senior leadership and designated personnel
- Consult with agency assessment team and senior personnel to assess and institution additional actions, as warranted
- Issue internal advisories to employees to provide status of agency operations
- Assure critical functions are being carried out
- Communicate agency needs to the <u>State Agency Preparedness Working Group</u>
- Enforce hygiene discipline and social distancing
- Discourage face-to-face meetings
- Discourage travel unless it contributes to a critical service

Responsibilities and Actions for Agency HR Administrators
Note: This is not an exhaustive list of responsibilities and actions. Use as a guide to identify other responsibilities.

Agency human resources administrators will be at the center of pandemic activity, due to the human capital impact. HR administrators will fulfill a number of critical pre-, current-, and post-pandemic roles to ensure that their respective agencies are prepared to maintain their designated levels of operations and ensuring the health and safety of the agency's employees. Below is a sampling of items that agency human resources administrators should consider, but by no means, is a comprehensive list of duties and responsibilities.

Pre-Pandemic (Now)
- Assist in (and coordinate as appropriate) all phases of the agency's pandemic influenza plan that relate to human resources or labor relations issues
- Lead your agency's efforts in developing a teleworking policy
- Assist agency in assessing and prioritizing critical and essential functions and staffing needed to accomplish functions
- Develop comprehensive staffing and training strategy for the agency
- Develop processes for monitoring and reporting status of ill employees
- Provide guidance and consistency to divisions as they develop their respective plans

Start of Pandemic
- Assist managers in implementing the agency's pandemic influenza plan, as necessary and appropriate
- Coordinate efforts to ensure health and safety of employees
- Work with the DAS Human Resources Division on any outstanding HR related issues
- Track overtime related to the response of the pandemic (including ESF functions with EMA, etc.)

Pandemic
- Track overtime and other related expenditures of employees who work to assist in incident management response
- Coordinate human resources issues on behalf of the agency and provide necessary reports to agency leadership, Governor's office, DAS HRD, etc.
- Assist agency managers with staffing and human resources needs
- Monitor and assess human capital impact

Post-Pandemic
- Resolve any HR related issues associated with the pandemic
- Participate in the efforts to refine the agency pandemic plan in light of lessons learned during the event

Responsibilities and Actions for Agency Chief Financial Officers
Note: This is not an exhaustive list of responsibilities and actions. Use as a guide to identify other responsibilities.
Pre-Pandemic (Now)
- Consider fiscal and budgetary operational impacts when your agency is identifying critical and essential services.
- Anticipate what revenue-generating services may be negatively impacted during a pandemic.
- Consult with managers of revenue-generating services to develop strategies to mitigate lost or deferred revenue
- For larger agencies, establish minimum operational requirements for fiscal and budget processing during a pandemic. Share these requirements with your business officers so that they can develop office-level plans.

Responsibilities and Actions for Agency Legal Counsel
Note: This is not an exhaustive list of responsibilities and actions. Use as a guide to identify other responsibilities.
Pre-Pandemic (Now)
- Participate in pandemic planning processes to identify and anticipate legal risks
- Review agencies' list of non-critical services with corresponding authority (ORC, OAC, Executive Order, etc.) to determine impact if service is not provided during a pandemic
- Review Succession Plans against legal requirements
- Review delegations of authority; develop pandemic-specific delegations of authority, as needed

Responsibilities and Actions for Agency Chief Information Officers
Note: This is not an exhaustive list of responsibilities and actions. Use as a guide to identify other responsibilities.
Pre-Pandemic (Now)
- Assess your agency's critical services (once prioritized) to establish IT requirements
- Identify required skill sets needed versus required skill sets available
- Make assignments
- Develop comprehensive training strategy to ensure that technical positions can be backfilled during a pandemic
- Strive to fulfill staffing needs within agency
- Consult with similarly situated agencies to determine if employees can be shared (coordinate with DAS HRD if working with another agency)
- Identify where critical dependencies, interfaces and touch points exist with your systems that support critical functions and services
- Identify and mitigate risks associated with these dependencies, interfaces and touch points
- pre-position critical assets (such as critical data, equipment, systems, documents, supplies, etc.) if plan requires

Responsibilities and Actions for Chief Information Security Officers
Note: This is not an exhaustive list of responsibilities and actions. Use as a guide to identify other responsibilities.
Pre-Pandemic (Now)
- Participate in pandemic planning processes to identify and anticipate privacy risks
- If teleworking is being considered, identify requirements for encryption of devices, etc.

Appendix F

Checklist: Responsibilities and Actions for Agency Managers
Note: This is not an exhaustive list of responsibilities and actions. Use as a guide to identify other responsibilities.

Pre-Pandemic (Now)
- Execute planning
- Evaluate functions for criticality
- Conduct office level planning
- Test your plan (conduct a table-top exercise with your employees)
- Provide guidance to subordinates
- Be mindful of staffing requirements when reviewing requests for leave
- Acquire recommended safety supplies
- Consult with critical suppliers to guarantee continued delivery of goods or services
- Ensure that there is an assigned support structure for your IT systems that accomplish critical operations
- Gain contact lists from leadership to facilitate support from personnel officers, fiscal officers, legal counsel, and IT officers.
- Read and understand all pandemic-related policies and guidance issued by your agency.

Start of a Pandemic
- Monitor status of employees
- Evaluate impact of school closures on staffing levels
- Ensure contact information for employee list is current
- Ensure that employees understand operations during a pandemic
- Ensure that employees understand assigned roles and responsibilities during a pandemic
- Instruct employees on proper use of safety supplies
- Remind employees of assignments within the plan
- Remind employees on reporting-in procedures
- Remind employees of self-health assessments
- For employees assigned to telework, ensure employees are familiar with teleworking policy and associated work rules

Pandemic
- Activate workplace cleaning practices
- Monitor health status of employees
- Provide information to employees
- Communicate ability to execute functions to senior leadership
- Inform senior leadership if employee staff level is becoming deficient
- Evaluate risks and modify plans accordingly.
- Monitor self health and ensure succession plans are in place.

Appendix G

Checklist: Responsibilities and Actions for State Employees

Note: This is not an exhaustive list of responsibilities and actions. Use as a guide to identify other responsibilities.

Employees should be prepared for a pandemic both at work and at home. Reliable information is available at www.ohiopandemicflu.gov and www.pandemicflu.gov. Because influenza is transmitted from one person to another, the adoption of individual and household measures such as covering coughs and sneezes, hand washing, and the voluntary isolation of persons with respiratory illness may prevent additional infections.

Pre-Pandemic (Now)
- Participate in your agency's pandemic planning process
- Prepare for a pandemic at work: Develop desk instructions, receive training, as instructed
- Advocate and practice personal hygiene habits
- Practice good health habits including adequate sleep, eating nutritious food, and keeping physically active
- Avoid touching your mouth and nose
- Clean hands thoroughly with soap and water, or cleanse them with an alcohol-based hand rub on a regular basis (especially if touching the mouth and nose, or surfaces that are potentially contaminated)
- Prepare yourself and your family (make a personal or family plan)
- Review www.ohiopandemicflu.gov and www.pandemic.gov for preparedness information on pandemics
- Develop a relationship with primary care physician (and pediatrician), if one does not already exist
- Plan for alternate modes of transportation, especially if you use public transit as your primary mode of commuting to work

Start of a Pandemic
- Consult with your manager on your pandemic-related assignments.
- If you are sick, stay home and away from others.
- Avoid close contact with people who might be ill
- If possible, reduce the time spent in crowded settings
- Improve airflow in your living space by opening windows
- Practice good health habits including adequate sleep, eating nutritious food, and keeping physically active
- Communicate your status to your agency (supervisor or according to your agency reporting system)

Pandemic
- Consult with your manager on your pandemic-related assignments
- Avoid close contact with people who might be ill
- Reduce the time spent in crowded settings if possible
- Improve airflow in your living space by opening windows practice good health habits including adequate sleep, eating nutritious food, and keeping physically active
- Stay informed. Go to reliable sources of information, including the Ohio Dept. of Health and Center for Disease Control, to learn what you can do to protect yourself and stay updated as the pandemic evolves. Community-specific information is available from local or national health authorities.
- After an illness, and once your are well, return to work
- Individuals, especially those who have recovered from pandemic influenza, may consider volunteering with an organized group to assist others in the community.

Spreadsheet: Employee Assignments during a Pandemic

Note: This 25-column Excel document is posted on the SharePoint site, as titled. Please do not modify the fields in the event agencies are asked to forward these spreadsheets to a central team to identify/reassign employees during a pandemic.

Employee Assignments During a Pandemic
Prepared (Updated): Insert date
Agency: Insert Agency Name

			EMPLOYEE							MANAGER		
Name	Position	Assigned OR Available (Assigned to a critical task OR available for reassignment)	Skill Sets	Bargaining unit (list union) or exempt	Shift	Location	Personal Considerations (i.e. school-age children, elderly or infirmed dependent, volunteer worker)	Work Phone	Home/Cell Phone	Name	Work Phone	Home/Cell Phone

Appendix I

Prioritized Critical Services

This Excel document is posted on the SharePoint site as titled: "Prioritized Critical Services." This document can be accessed by your agency Pandemic Coordinator.

Critical Services and Functions *List your agency's key critical services in priority order.*					
Priority	**Description of Service**	**Change in Service Level**	**Status** (Critical, Essential or Non-Essential)	**Authority** (list statute, rule, other)	**Point of Contact** (manager)
1					
2					
3					
4					
5					
6					
7					
8					
9					
10					

Key:
Priority: list services in priority order
Description of Services: provide brief description of service
Change in Service Level: list whether the agency will: 1) increase, 2) decrease, 3) maintain or 4) suspend, the service
Status: list whether the service is critical, essential or non-essential
Authority: list the authority under which this service is provided, if available
Point of Contact: provide the manager responsible for this service

Tool: Pair Wise Ranking

This two-page instructional document is posted on the SharePoint site as titled: "Pair Wise Ranking." This document can be accessed by your agency Pandemic Coordinator.

PAIR-WISE RANKING

What it is:

Pair-wise ranking is a structured method for ranking a list of items in priority order. It can help you:

- Prioritize a list.
- Make decisions in a consensus-oriented manner.

How to do it:

List your services by number.

Create a list of your critical services and assign a number to each service.

Service 1: Process payroll
Service 2: Process receivables
Service 3: Process personnel actions
Service 4: Procure pandemic supplies
Service 5: Maintain network

Construct a pair-wise matrix.

Each box in the matrix represents the intersection (or pairing) of two critical services.   If your agency has five critical services to prioritize, the pair-wise matrix would look like this with the top box representing Service 1 (across) paired with Service 2 (down).

Rank each pair.

For each pair, have your group (using a consensus-oriented discussion) determine which of the two services is more critical than the other. Then, for each pair, write the number of the more critical service in the appropriate box. Repeat this process until the matrix is filled.

In the illustrations below, services 1 and 2 are compared and 2 is more critical. Services 1 and 3 are compared and service 1 is more critical. Services 4 and 5 are compared and service 5 is more critical.

Count.

Count the number of times each critical service (by number) appears in the matrix.

Service 5 appears four times in the matrix.

Service	1	2	3	4	5
Count	2	3	1	0	4
Rank					

Rank.

Rank each service by the total number of times they appear in the matrix. To break a tie (where two services appear the same number of times), look at the box in which those two critical services are compared. The critical service number appearing in that box receives the higher ranking.

Service 5: Maintain Network ranks 1st .

Service	1	2	3	4	5
Count	2	3	1	0	4
Rank	3rd	2nd	4th	5th	1st

Example: Pair-Wise Ranking

A family wanted to rank the priority of their favorite dinners. Each family member offered their favorite choices. Then, the family went row-by-row and box-by-box to compare each dinner choice against all other choices to develop a prioritized list of the family's favorite dinners.

1. Tacos
2. Pizza
3. Hamburgers
4. Spaghetti
5. Steak
6. Fried Chicken

Spaghetti (4) was deemed the family's most favorite dinner, followed by Steak (5), followed by Tacos (1), etc.

Meal #	1	2	3	4	5	6
Count	2	1	1	5	4	2
Rank	3rd	6th	5th	1st	2nd	4th

Sample Form

Table: Succession Plan

When developing your lines of succession, describe orders of succession by positions or titles rather than names of individuals, if possible. List the leadership or program role associated with the official.   Complete succession plans including supporting documentation should be established and maintained at each respective level of the agency (agency-level, division, unit, office, etc.) with COOP and pandemic plans.

Administration – Critical Positions
Succession Plan

Official (title)	Designated Successors (title)	Conditions	Program Responsibility
Director	1 2 3		
Assistant Director/Chief of Staff	1 2 3		
Chief Legal Counsel	1 2 3		
Chief Financial Officer	1 2 3		
Human Resources Administrator	1 2 3		
Communications Director	1 2 3		
IT Administrator	1 2 3		

Add other positions, as necessary.

Appendix L

Checklist: Teleworking IT Assessment

A. Employees with Remote Access

For employees you have identified as needing to telework during a pandemic and *who currently have* remote access to state computer and telecommunications systems, please answer the following questions in the space provided:

Who are the employees who have remote access?	
Is the equipment being used for remote access state-owned and configured or is the employee's personal computer being used?	
What type of connection to the State's network is being used (e.g. wireless/wired, broadband, dial-up, etc.)?	
Is the connection secured in accordance with State of Ohio IT Policy ITP-B.5 (Remote Access Security), ITP-B.9 (Portable Computing Security), and OIT Policy 700-04 (Mobile Computing)?	
Is the employee (user) required to access any non-public information (e.g. social security numbers) while working remotely?	
How will the employee (user) be supported if problems occur during a pandemic (e.g. hardware, software, network connectivity problems)?	
How is remote access regularly tested to verify that the employee can access the systems when necessary?	
How is employee (user) awareness and education handled with regard to remote access/mobile computing policies to ensure that the user understands these policies and complies with them?	

B. Employees Without Remote Access

For employees you have identified as needing to telework during a pandemic *who do not currently have* remote access to state computer and telecommunications systems, please answer the following questions in the space provided:

Who are the employees that require remote access and to what systems and applications do they need access?	
Identify any hardware and software that may be required (e.g. laptop, desktop, etc.) for remote access for each employee.	
What type of connection to the State's network would the employee use (e.g. wireless/wired, broadband, dial-up, etc.)?	
Is each employee required to access any non-public information (e.g. social security numbers) while working remotely?	
How will each employee (user) be supported if problems occur during a pandemic (e.g. hardware, software, network connectivity problems)?	
How will each employee's (user) awareness and education be handled with regard to remote access/mobile computing policies to ensure that the user understands these policies and complies with them?	

Please be aware that State of Ohio IT Policy ITP-B.5 (Remote Access Security), ITP-B.9 (Portable Computing Security), OIT Policy 700-04 (Mobile Computing) and any referenced policies that apply must be strictly adhered to. These documents can be referenced via the following links:

IT Policy ITP-B.5 (Remote Access Security)
http://www.oit.ohio.gov/IGD/policy/pdfs_policy/ITP-B.5.pdf

IT Policy ITP-B.9 (Portable Computing Security)
http://www.oit.ohio.gov/IGD/policy/pdfs_policy/ITP-B.9.pdf

Template: "Desk Instructions"

Use this template to create desk instructions for critical/essential services. Customize and expand this template to gather the required information needed to complete the task or position.

- **Title Page**
- **Position classification**
- **Position number**
- **Preparer**
- **Name**
- **Completion date or Revision date**

Introduction Section
- **Description of the position**
- **Task Overview Grid for the position**
- **Template for the Task Overview Grid (sample grid is provided below)**

Task Name	Task Frequency						
	Daily	Weekly	Monthly	Quarterly	Annually	Fiscal Year End	Other
Provide customer phone support	x						

In-Depth Look at Each Task

Name of the task
Give a brief description of the task

Purpose
Provide a summary of the final outcome/output of this task

Schedule
- *How often is the task performed?*
- *Is there a specific due date?*
- *List process(es) for completing the task*
- *Format for step-by-step process description*
- *Use an outline approach.*
- *Clearly title each step, and highlight the title by using bold print.*
- *Under the title for each step, write a description of the step.*

Output/Outcome
List of those individuals (and their contact information) who receive and/or review the final product of the task.

Information needed to perform the task
- *Location of computer file or documents associated with the task.*
- *For a computer file, list the navigation to the file.*
- *For a document, indicate where it is stored (office number, file cabinet description, etc.).*

Key contacts
Provide name, job title, department, email and phone for each contact associated with a task. This includes people you might contact to get assistance when completing a task as well as people with whom you might share the product/results of the task.

Appendix N

Sample Form

DAILY LOG for OFFICE: Illness Impact

Date: _____

Office Name:
Office Address:
Division:

Manager Name:
Manager Phone:

Total number of employees (on your payroll):   ___
Total number of employees present: ___
Total number of employees absent: ___
Estimated number of employees absent due to illness: ___

Summary of impacts to your service levels:

Have you implemented plans to maintain staffing levels for critical functions?

Issues/Concerns:

Submit this form each day by 10AM. Send by email to: _____ or by fax to _____.

Sample Form

DAILY LOG for AGENCY: Illness Impact

Date: _____

Agency Name:

Director Name:
Director Phone:

Total number of employees (on your agency payroll):   ___
Total number of employees present: ___
Total number of employees absent: ___
Estimated number of employees absent due to illness   ___

Note: larger agencies should report absences per location. Agencies with multiple statewide locations should organize list by regions: NE, NW, Central, SE and SW.

Summary of impacts to your service levels:

Have you implemented plans to maintain staffing levels for critical functions?

Issues/Concerns:

Submit this form each day by 10AM. Send by email to: _____ or by fax to _____.

Appendix P

Pandemic Supplies

This three-page Excel document is posted on the SharePoint site as titled: "Pandemic Supplies." This document can be accessed by your agency Pandemic Coordinator.

Appendix Q

Crosswalk for Agency Pandemic Plans

A crosswalk of your agency's plan is required for submission (along with your agency's pandemic plan) if the agency elected to use its own format and structure for its pandemic plan. The crosswalk is required to enable the State Agency Pandemic Plan Assessment Team to locate and assess the required pandemic planning elements within your agency plan.

This Excel document is posted on the SharePoint site as titled: "Agency Pandemic Planning Crosswalk." Please do not modify the fields in the event agencies are asked to forward these spreadsheets to a central team to identify/reassign employees during a pandemic.

Appendix P: Agency Pandemic Planning Crosswalk		
Note: If your agency is updating its existing pandemic plan, complete this crosswalk to determine if your plan has the planning elements required of all state agencies.		
Lead Individual name:		
Lead Individual phone number:		
Lead Individual email:		
Supporting Activity	**Citation to Supporting Document**	**If not applicable, please explain**
Administrative and Program Elements		
Plan is approved by agency director		
Has the agency designated a pandemic planning leader and communicated that to its divisions?		
Has the agency identified members of its pandemic planning team? (Senior Management, Emergency Management, Human Capital, Telework Coordinators, IT, Component Agencies, etc)		
Has the agency identified the single point of contact for executing the pandemic plan?		
Agency has communicated its plan to its employees.		
Critical Supplies - Agency has made provisions for the procurement of critical supplies (those supplies needed to execute essential functions).		
Determine critical services and		
1A. Customer requirements. Anticipate changes in customer requirements for your agency's services .		
1B. Service level changes. Anticipate if service levels will be maintained, increased, reduced or suspended during a pandemic		
1C. Prioritize critical services. Prioritize your agencies' critical services based on a ranking of critical, essential, and non-essential		
1C. List critical services. Critical services are identified in the plan.		
Maintain staffing for critical services		
2. Essential employee list. As applicable, create list of agency employees deemed essential for assignment to a critical service or deemed available for reassignment during a pandemic.		
2A-B. Create alternate operational structures. Develop strategies to increase employee attendance such as use of alternate work schedules, work space distancing, etc.		
2C. Cross-train. Develop cross-train strategies to provide 3-deep back-ups for the employees performing essential functions or		