

Appendix A.1: Sustain Operations of State Agencies & Support and Protect Government Workers

	Prepare
A.1.1.1	Assess potential employee absences/ determine potential impact of a pandemic on the agencies' workforce
A.1.1.2	Determine essential functions and which employees have unique credentials
A.1.1.3	Cross-train to provide 3-deep back-ups for the employees performing essential functions or who have unique credentials
A.1.1.4	Establish standard operating procedures for essential functions
A.1.1.5	Create telework plans
A.1.1.6	Assess changes in demands on State agencies' services
A.1.1.7	Identify specific hiring needs and determine needed hiring flexibilities
A.1.1.8	If needed, train and/or prepare ancillary workforce or create alternative plans for staffing of essential functions
A.1.1.9	Consult with procurement staff and major contractors re HR issues
A.1.1.10	Review relationships with suppliers/ shippers/other businesses that support States' essential functions; as necessary, implement backup plans
	Respond and Recover
A.1.1.11	Implement telework and other HR flexible work schedules as per plan
A.1.1.12	Employ pre-identified plans to maintain sufficient staffing (FTE and contractor) for essential functions and high-demand services
A.1.1.13	Collect data and report the status of employees for the purpose of monitoring agency workforce levels and reporting such information to appropriate agencies (This includes a plan for accountability of personnel and their status and a plan to monitor who is sick, those that have recovered, those that are available for re-entry to work)
A.1.1.14	Use pre-identified hiring/contracting flexibilities to replace employees/ contractors unable to work (or return to work)
A.1.1.15	Implement previously developed employee-labor relations plan
A.1.1.16	Monitor effectiveness and consistency of application of HR flexibilities by agencies

	Sub-objective A.1.2 - Assist employees of State agencies unable to work for a significant time period
	Prepare
A.1.2.1	Assess flexible work schedules (can include cross reference to telework plans from A.1.1.e.) (States should assess current policies and then report on decisions)
A.1.2.2	Review and revise, as necessary, policies and/or guidance on leave and benefits (States should assess current policies and then report on decisions)
A.1.2.3	Ensure managers/supervisors are familiar with various leave options
A.1.2.4	Consult with procurement staff/major contractors regarding pandemic plans for the contract workforce
	Respond and Recover
A.1.2.5	Implement telework and other flexible work schedules as per plan. Refer to the first Respond and Recover requirement under Sub-Objective A.1.1 - Ensure continuity of government in face of significantly increased absenteeism
A.1.2.6	Implement any special pandemic compensation/ leave/benefit policies
	Sub-objective A.1.3 - Communicate with employees of State agencies
	Prepare
A.1.3.1	Develop a communications plan
A.1.3.2	Convey to all employees the State's pandemic plan
A.1.3.3	Provide reliable pandemic influenza information to employees
	Respond and Recover
A.1.3.4	Update information for employees on State's operating status and latest pandemic influenza information; continue to advise employees concerning HR policies, workplace flexibilities, pay and benefits, etc.
	Sub-objective A.1.4 - Consult with bargaining units (if the State has bargaining unit employees)
	Prepare
A.1.4.1	Consult with bargaining units (if the State has bargaining unit employees)
	Respond and Recover
A.1.4.2	Implement previously developed employee-labor relations plan

	Sub-objective A.1.5 - Make State agency workplaces safe places
	Prepare
A.1.5.1	Establish policies and practices for preventing influenza spread at the worksite; implement those that can be done in advance of a pandemic (e.g., providing infection control supplies)
A.1.5.2	Complete a risk assessment for all jobs (see OSHA guidance at www.osha.gov/Publications/ influenza_pandemic.html)
A.1.5.3	Develop plans to protect those employees in the very high, high, or medium risk categories including stockpiling PPE (if PPE is needed); provided needed training and if respiratory protection is indicated, establish a respiratory protection program and fit-test those employees who will be provided with respirators.
	Respond and Recover
A.1.5.4	Implement infection control policies and practices (see OSHA guidance at www.osha.gov/Publications/ influenza_pandemic.html)
A.1.5.5	Institute protection plans; if in plan, provide PPE to employees in very high, high, or medium risk categories
A.1.5.6	If part of pandemic plan, distribute antiviral drugs
	Sub-objective A.1.6 - Revise human resource and other workplace policies affecting the safety of State government workers
	Prepare
A.1.6.1	Review and revise policies on leave, as needed; consider new policies for employee compensation and sick-leave absences unique to a pandemic to encourage ill employees or those exposed to ill persons to stay home (States should assess current policies and then report on decisions)
A.1.6.2	Establish guidelines on when a previously ill person is no longer infectious and can return to work
A.1.6.3	Consider establishing policies for restricting travel (States should assess current policies and then report on decision)
A.1.6.4	Collaborate with insurers, health plans, and local healthcare facilities on pandemic planning; evaluate government employee access to and availability of healthcare services
A.1.6.5	Evaluate government employee access to and availability of mental health and social services; develop workforce resilience programs
	Respond and Recover
A.1.6.6	Implement policies/guidance developed to assist employees to stay home when exposed to the influenza or if ill

A.1.6.7	Implement return to work guidelines
A.1.6.8	Implement any travel policies; issue instructions for employees in high-risk situations
A.1.6.9	Activate programs to address the psychological and social needs of government employees