

	A	D	E
1	<b>STRATEGIC GOAL: Ensure Continuity of Operations of State Agencies &amp; Continuity of State Government</b>		
2	<b>APPENDIX A.1 - Operating Objective: Sustaining Operations of State Agencies and Supporting and Protecting Government Workers</b>	<b>Concluding Assessment for Alabama</b>	
3	<b>Lead Individual name:</b>		
4	<b>Lead Individual phone number:</b>		
5	<b>Lead Individual email:</b>		
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7	<b>Operating Sub-Objective A.1.1. Ensure continuity of government in face of significantly increased absenteeism</b>		
8	a. Assess potential employee absences/ determine potential impact of a pandemic on the agencies' workforce	2	Several state agencies provided solid plans to assess and plan for the impact of a pandemic. Need to insure all agencies prepare similar documents. Conservation and Natural Resources and other agencies provided plans that need additional work. Beyond an assessment of potential absences, agencies also need to assess the impact of these absences on various operations/ functions (e.g., the level of absences may impact decisions on which non-essential functions can be maintained). [Need to keep in mind that social distancing is essential so establishment of a command center needs to take this into account (HR).] ADPE should consider closing colleges during a pandemic; distance learning education is a good alternative.
9	b. Determine essential functions and which employees have unique credentials	2	Again, varying quality of responses--the Banking response was well done. Suggest all agencies continue addressing this objective to insure consistency of response. Additionally, focus on need for social distancing for command center configurations. All agencies should identify BOTH essential functions and employees with unique credentials. A good example of essential functions identification can be found in ADPH. On the other hand a zero would be assigned to AMA because it lists essential personnel instead of essential functions. See Federal guidance: Identify "essential" services, functions, and processes that must be maintained during each Federal Government Response Stage or defined pre-pandemic and pandemic intervals. Take into account staffing for programs or functions that are essential during pandemic and will need a higher level of staffing (e.g., law enforcement or healthcare). Also determine which employees have unique credentials (e.g., physicians, contract officers, positions which have licensure requirements).
10	c. Cross-train to provide 3-deep back-ups for the employees performing essential functions or who have unique credentials	1	Varying quality of responses--the focus of this activity is not solely for succession; rather that all essential functions will have at least 3-deep knowledgeable employees to make certain there will be continuity of services. Cross-training or a plan for cross-training to continue to ensure 3-deep back-ups for essential functions is likely necessary in all cases. (Given the absences related to a pandemic, many essential workers will be unable to work for a period of time.) Cross-training should be done before a pandemic, not after one becomes imminent. ADOC provided a great response to this activity. Some agencies indicated they may be relying on outside assistance from other states; this is not a good assumption to make as other states will be affected by the pandemic as well.

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11	d. Establish standard operating procedures for essential functions	1	Varying quality of responses--for Banking development of SOPs is needed despite 3-deep in the event those staff members are not available; Conservation, Mental Health do not appear to have SOPs; the Development Office has an SOP on reporting to duty but does not address essential functions; Corrections indicates SOPs are in place. ADOC and ALNG both indicate that they have SOPs for their essential functions, this is good. Many other of the agencies did not provide responses indicating SOPs were established for essential functions (e.g., ADSS, ADO). Need to make certain all agencies develop and have accessible Standard Operating Procedures that spell out step-by-step actions needed to insure essential functions continue; should also cover those with unique credentials.
12	e. Create telework plans	2	Varying quality of responses. Agencies need to assess role of telework and develop and test plans to insure employees can successfully complete essential functions during a Pandemic. ABD Examiners are pre-positioned well; to the extent possible pre-positioning other staff like Examiners would be good. ADOE even has done a telework test pilot; excellent! However none of the agencies indicated that telework plans were in place laying out policies/procedures, what positions can/will telework during a pandemic, triggers, how long employees will telework, when they will return to the office, etc.
13	f. Assess changes in demands on state agencies' services	1	Most agencies did not address this activity as intended and that was to determine which services each agency will experience an increase or decrease in demand for during a pandemic. This assessment would help with workforce planning. DMH (need for increase in inpatient facilities), ADOC (increase in urgent care), and ALNG (demands for low density units will increase, etc) have partially or fully carried out this assessment. Department of Mental Health should be assessing needs during a pandemic and increasing specific services that might be appropriate; schools may play a role in educating and developing at home instruction in advance of a pandemic, etc.
14	g. Identify specific hiring needs and determine needed hiring flexibilities	1	Identification of potential hiring needs was not consistently accomplished by all agencies. Additionally, agencies did not identify needed flexibilities. The Alabama personnel department identified some flexibilities which need to be shared with and assessed by other state agencies. Time limitation on emergency appointments will be suspended and emergency appointments may become provisional appointments if needed after the emergency. ADOC will hire personnel on a temporary basis and APTV will hire part-time employees. What about other state agencies plans/needs for hiring flexibilities? For example, will "buyout" repayment and dual compensation (for returning retired annuitants) waivers be needed? What about identifying critical positions/geographic locations that may need hiring and the need for new authorities?

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15	h. If needed, train and/or prepare ancillary workforce or create alternative plans for staffing of essential functions	1	Alternative plans were not consistently identified; a more thorough review is needed. ADIR provides good guidance but does not describe or provide evidence of a plan. ADOC has an agreement in place with AL National Guard for ancillary workforce. None of the agencies indicated that training or preparing of ancillary staff had begun. The State needs to do an assessment to see if it will have to take steps to cover essential function staffing. If it is expected that staffing will not be sufficient due to the impact of absenteeism, plus increased demand, the State may need to train ancillary workforce or provide alternative staffing options so that essential functions can continue. Consequently, some additional personnel will require training in order to perform the essential functions. Where it is not feasible to train an ancillary workforce or use employees from other State agencies, other alternatives to staffing essential functions would have to be employed such as temporarily hiring retirees during a pandemic or having contracts in place that would allow for hiring experts from outside the State workforce.
16	i. Consult with procurement staff and major contractors re HR issues	1	Assess availability of contractors during a PI and address any issues of concern. ADOC showed intent to do this. Other agencies did not respond or response was not relevant to activity. The State needs to consult with its procurement staff and contractors to see if the contractors have a pandemic-related plan for their workers, and to make necessary changes to contracts reflecting the plan, ability to telework, etc. Agencies need to remember that if they rely on contractors to perform essential functions, the contractors need to be 3-deep too.
17	j. Review relationships with suppliers/ shippers/other businesses that support states' essential functions; as necessary, implement backup plans	1	Corrections and Public Television have identified critical supplies and plan to pre-store these items. All other state agencies need to do this. ADOC showed intent to do this. Other agencies did not respond or response was not relevant to activity. The State should review its relationships with suppliers, shippers and other businesses that support its essential functions. As necessary, the State should implement standing agreements and back-ups to ensure continuity of operations for supplies, transmission of packages, etc. during a pandemic.
18	Activity Added by State		
19			
20	Implement telework and other HR flexible work schedules as per plan	1	General review of telework planning for limited agencies--more specificity needed with developed plans for all departments. SPD identified the HR flexibility of "Ready and Able" pay. No actionable plans in place for any agency that are implementable. Assess flexible work schedules to determine if sufficient plans have been developed so as to allow implementation. The pandemic telework plan should be broader than a day-to-day telework plan (see comments in line 12) and other flexibilities will need to be implemented (see comments in line 28).
21	Employ pre-identified plans to maintain sufficient staffing (FTE and contractor) for essential functions and high-demand services	0	Corrections is developing a plan to supplement staffing for essential functions, the State Personnel Dept addressed a variety of non-related issues-further work is needed in this area by all agencies. See notes at lines 9- determine essential functions; 14- hiring flexibilities and 15- train ancillary staff and 16- contractors.

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22	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)	2	Need for agencies to collect and report data to the State HR Department is noted--some agencies identified how they will do this. ADOC showed intent to do this. SPD mentions an Excel sheet to carry out this activity, but Excel sheet was not provided to assess what information will be obtained. Who will be responsible for filling out form, to whom is it submitted for consolidation, what will be the frequency of the requirement, how will information be obtained, etc.?
23	Use pre-identified hiring/contracting flexibilities to replace employees/ contractors unable to work (or return to work)	1	No actionable plan in place. SPD provided some guidance--agencies need to address and integrate this into planning. See notes at lines 14 - identify specific hiring needs and needed hiring flexibilities; 16 - consult with procurement staff and major contractors concerning pandemic work plans.
24	Implement previously developed employee-labor relations plan (Refer to Respond & Recover requirement under Sub-Objective 4. Consult with bargaining units)	Do not score	Substantively similar to line 48.
25	Monitor effectiveness and consistency of application of HR flexibilities by agencies	0	ADOC and APTV show intent to do this, but there is no actionable plan in place to carry it out. SPD repeats the same language for each issue. This Department should be providing explicit guidance to state agencies. During a pandemic, it is recommended that a central person/office monitor the impact of the various work schedules and leave and benefit plans to see that they are uniformly applied and to see if additional changes are needed to keep state operations going and to help employees who are on extended leave.
26	Activity Added by State		
27	<b>Operating Sub-Objective A.1.2. Assist employees of state agencies unable to work for a significant time period</b>		
28	a. Assess flexible work schedules (can include cross reference telework plans from 1.e.) ( <i>States should assess current policies and then report on decisions</i> )	1	ADOC reported intent to look into flexible schedules, and APTV stated that flexible schedules/telework was available (will expand during a pandemic). No other responses. State Personnel Department needs to provide more explicit guidance in this area. States were instructed to assess policies and practices that would allow employees to continue to work when they must be absent to care for a child dismissed from school, are staying home after exposure to pandemic influenza, etc. In addition to providing the opportunity to telework when feasible, agencies should review and revise, as necessary, agency policy and/or guidance on alternative work schedules (flexible and compressed schedules). See notes from lines 12 and 20.

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29	b. Review and revise, as necessary, policies and/or guidance on leave and benefits ( <i>States should assess current policies and then report on decisions</i> )	2	Again, varying quality of responses--the Banking response was well done. Suggest all agencies continue addressing this objective to insure consistency of response. Additionally, focus on need for social distancing for command center configurations. SPD set policy: 1) accumulated leave will be used first and then 2) donated leave (in some cases can waive a doctor's statement - good flexibility). Also stated that if an employee is exposed to pandemic influenza he/she will be granted leave. APTV may also advance leave. Attention should be paid to employees' options for pay and benefits (e.g., health care) when all leave is exhausted. Responses do not address policies that would encourage ill employees to stay home. Guidance on leave is provided by the state personnel dept. No mention of benefits issues.
30	c. Ensure managers and supervisors are familiar with various leave options	1	SPD has a website with information; ADOC sends memorandums with information; and APTV has weekly division director's meetings. More global sharing of information across all agencies is needed but not indicated as having been accomplished. The state should include clear plan or communication outline for ensuring that managers are aware of necessary policies, especially if pandemic specific policies are included.
31	d. Consult with procurement staff/major contractors regarding pandemic plans for the contract workforce	1	ADOC will request contractors have a pandemic plan. No other responses. Need all agencies to review and accomplish this. The States were instructed to consult with procurement staff and major contractors to discuss the effect of pandemic related human capital issues on the contract workforce and the contractors pandemic plans.
32	Activity Added by State		
33			
34	Implement telework and other flexible work schedules as per plan (Refer to the first Respond and Recover requirement under Operating Sub-Objective 1. Ensure continuity of government in face of significantly increased absenteeism)	Do Not Score	Substantively similar to line 20.
35	Implement any special pandemic compensation/leave/benefit policies	1	Overtime will be paid as opposed to receiving comp time. Some policies are in place, but there does not seem to be an actionable plan in place. State Personnel Dept provides guidelines for agency use. See notes from line 29 concerning review and revision of policies on leave and benefits, as necessary.
36	Activity Added by State		

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37	<b>Operating Sub-Objective A.1.3. Communicate with employees of state agencies</b>		
38	a. Develop a communications plan	1	A few agencies have addressed this activity. No plans were provided but mention was made of internal websites and distribution of critical information. What about determining status of operations? No overall State communications plan established though some agencies have plans to communicate with their employees. The States were instructed to develop a communications plan for managers, employees and contractors that included, at a minimum, an internal web site with pandemic related information, instructions for determining the status of agency operations and distribution of critical agency information. (Note that an Emergency Notification System is one mechanism for distributing critical information to employees.)
39	b. Convey to all employees the state's pandemic plan	1	Education upon invitation is available and the Alabama PI Op Plan is on the APTV website. No other activities were discussed and no plan for conveying information to employees was in place. Out of 114 state agencies, 8 have invited the health dept to brief on pandemic influenza-broader application needed. Other methods of reaching out to state employees needed. The State was to convey to all employees the measures the agency/State has taken or has planned to deal with a pandemic, including plans for continuity of government, leave plans, alternate work arrangements and other HR policies, and steps to be taken to prevent or minimize workplace exposure to a contagious disease.
40	c. Provide reliable pandemic influenza information to employees	1	ADOC and ADOE have minimal plans in place with distribution of guidebooks and pamphlets. Inconsistent information provided. A comprehensive plan to meet this requirement is needed. States were instructed to provide reliable pandemic information to employees from community public health, emergency management and other sources such as <a href="http://www.pandemicflu.gov">www.pandemicflu.gov</a> . The States were to disseminate materials covering pandemic fundamentals, personal and family protection and response strategies. Finally, the States were instructed to provide information to assure employees that their workplaces are safe and to encourage employees to develop family emergency preparation plans.
41	Activity Added by State		
42			
43	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.	0	ADOC and APTV indicate intent to carry out this activity, but the response was minimal and there was no actionable plan in place to do so. Other agencies provided limited if any response. See notes from lines 29 - review and revision, if necessary, of policies and/or guidance on leave and benefits; 38 - development of communications plan; 39 - convey to all employees the State's pandemic plan; and 40 - provide reliable pandemic influenza information to employees.
44	<b>Operating Sub-Objective A.1.4. Consult with bargaining units (if the state has bargaining unit employees)</b>		
45	a. Consult with bargaining units (if the state has bargaining unit employees)	do not score	Alabama does not have bargaining units in the primary or supporting State agencies. What about others? If so, then agencies should consult with bargaining units about the impact of a pandemic.
46	Activity Added by State		

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47			
48	Implement previously developed employee-labor relations plan	do not score	Alabama does not have bargaining units in the primary or supporting State agencies. What about others? If so, then agencies should consult with bargaining units about the impact of a pandemic.
49	Activity Added by State		
50	<b>Operating Sub-Objective A.1. 5. Make state agency workplaces safe places</b>		
51	a. 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)	1	Agencies that don't have policies can use AEMA, DMHMR, ALDOT and ADCNR as examples. Does not appear that the plans are ready to implement. See lines 12 and 28. See Federal guidance: The states were instructed to establish policies and encourage practices that will help prevent influenza spread at the worksite (as part of community mitigation strategies). These policies and practices include: promoting respiratory hygiene/cough etiquette; modifying the frequency and type of face-to-face contact (e.g. hand-shaking, seating in meetings, office layout, shared workstations, telework, alternate work schedules) among employees and between employees and customers...); providing sufficient and accessible infection control supplies (e.g., hand-hygiene products, tissues and receptacles for their disposal) in all work locations and public areas.
52	b. Complete a risk assessment for all jobs (see OSHA guidance at <a href="http://www.osha.gov/Publications/influenza_pandemic.html">http://www.osha.gov/Publications/influenza_pandemic.html</a> )	1	Highlights are the assessments provided by ADPH and ADOC. The states were instructed to complete a risk assessment for all jobs and determine which category of occupational exposure they fall in (very high or high exposure risk occupations; medium risk occupations; or lower risk occupations). (The level of risk depends in part on whether or not the job requires close proximity to people potentially infected with the pandemic influenza virus, or whether the job requires employees to have either repeated or extended contact with known or suspected sources of pandemic influenza virus such as coworkers, the general public, outpatients, school children or other such individuals or groups. See Guidance on Preparing Workplaces for an Influenza Pandemic...).
53	c. 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; 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.	1	ADOC, ALDOT, and ADPH have the better plans and have stockpiles and plans to distribute. However, even their plans appear incomplete and inactionable. See Federal guidance: The states were to develop plans to protect those employees in the very high, high, or medium risk categories. First determine if risk can be controlled with engineering, administrative and work practice measures or if personal protective equipment should be provided. 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 PPE. If providing respirators, establish a respirator program including fit-testing if or as required under the State occupational safety and health plan. (See Guidance on Preparing Workplaces for an Influenza Pandemic...).
54	Activity Added by State		
55			
56	Implement infection control policies and practices (see OSHA guidance at <a href="http://www.osha.gov/Publications/influenza_pandemic.html">http://www.osha.gov/Publications/influenza_pandemic.html</a> )	1	ADPH is one of the better developed plans. ABD appears to be ready to implement telework (social distancing activity), only. See comments line 51.
57	Institute protection plans; if in plan, provide PPE to employees in very high, high, or medium risk categories	1	ADPH and ADOC have a plan, but have not implemented it. Other agencies recognize they need a plan but don't appear to have established them. See comments line 53

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58	If part of pandemic plan, distribute antiviral drugs	do not score	<i>Note to states: The Guidance was not clear so we are not scoring this activity. There was a misunderstanding in what was to be reported on; this activity refers to a decision by state agencies as to whether they wish to provide antivirals to 1) certain individuals who perform essential functions and due to unique credentials, have no back ups; or 2) to those in high or very high occupational risk categories.</i>
59	Activity Added by State		
60	<b>Operating Sub-Objective A.1.6. Revise human resource and other workplace policies affecting the safety of state government workers</b>		
61	a. 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)	1	Alabama reviewed policies in place but no assessment and decision as to whether to modify or add to policies to account for situations that may occur during a pandemic. See Federal guidance: As per assessment done in Part I. Sustaining Operations of State Agencies, Operating sub-objective A.1.2., "Assist employees of State agencies unable to work for a significant time", review and revise, as necessary, policies and/or guidance on leave. In order to encourage ill employees or those exposed to ill persons to stay home, consider establishing policies for employee compensation and sick-leave absences unique to a pandemic (e.g. non-punitive, liberal leave). Policies could also include infection control response, screening etc. Please see the Workplace FAQs... for information on legal issues surrounding screening and to Community Strategy for Pandemic Influenza Mitigation.
62	b. Establish guidelines on when a previously ill person is no longer infectious and can return to work	0	Not responsive. See Federal guidance: Collaborate with insurers, health plans, and local healthcare facilities to share pandemic plans, and understand their capabilities to process claims of State government employees during a pandemic and how their plans may affect employees. Evaluate government employee access to and availability of healthcare services during a pandemic, and consider improving services and/or putting in place provisions to ensure access to services during a pandemic. The state should establish guidelines for determining when a previously ill person is no longer infectious and can return to work and who is authorized (e.g., an occupational health nurse) to make that determination. (The CDC will probably provide updated information on the length of time a person with pandemic influenza is contagious after the pandemic begins.)
63	c. Consider establishing policies for restricting travel (States should assess current policies and then report on decision)	Do not score	<i>Note to states: This activity was misunderstood. The purpose was to assess whether the state would restrict its employees travel to a country/area where H1N5 was present.</i>
64	d. Collaborate with insurers, health plans, and local healthcare facilities on pandemic planning; evaluate government employee access to and availability of healthcare services	1	There is inadequate evidence of collaboration. The state does not seem to account for excess demand expected during a pandemic. The state should evaluate government employee access to and availability of mental health and social services during a pandemic, including community and faith-based resources, and improve agency-provided services as needed. Employee Assistance Program (EAP) should be prepared to offer psychosocial support services (including educational and training materials) for employees who participate in or provide support for the response to an influenza pandemic. It should also develop workforce resilience programs and ensure readiness to deploy to maximize agency performance and personal resilience during the emergency.



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65	e. Evaluate government employee access to and availability of mental health and social services; develop workforce resilience programs	1	DMHMR response shows thought, but no evidence of action. The state should evaluate government employee access to and availability of mental health and social services during a pandemic, including community and faith-based resources, and improve agency-provided services as needed. Employee Assistance Program (EAP) should be prepared to offer psychosocial support services (including educational and training materials) for employees who participate in or provide support for the response to an influenza pandemic. It should also develop workforce resilience programs and ensure readiness to deploy to maximize agency performance and personal resilience during the emergency.
66	Activity Added by State		
67			
68	Implement policies/guidance developed to assist employees to stay home when exposed to the influenza or if ill	0	Nothing specific appears to be in place to account for increased need for leave. See comments line 61.
69	Implement return to work guidelines	0	No criteria in place. See comments line 62.
70	Implement any travel policies; issue instructions for employees in high-risk situations	1	Only addressed by 2 agencies; see comments line 63.
71	Activate programs to address the psychological and social needs of government employees	1	In order to implement, the state will have to make much progress. See comments line 65.
72	Activity Added by State		
73	<b>SUM OF RATINGS</b>	<b>36</b>	
74	<b>enter number of Activities</b>	<b>37</b>	
75	<b>CORRESPONDING PERCENTAGE</b>	<b>32%</b>	
76	<b>ASSESSMENT</b>	<b>= Inadequate Preparedness</b>	
77			
78			