

## HUMAN RESOURCE PLANNING GUIDE

<b>Guide Information</b>	<p>Due to the potential reduction in workforce caused by a pandemic, human resource agencies and departments will need to develop a comprehensive plan addressing the many facets of personnel management due to an incident of this nature.</p> <p>This guide attempts to identify significant issues which should be considered when planning for, responding to, and recovering from a pandemic event. It is highly recommended that each discipline collaborate on the development of their individual plans to assure that all potential actions are identified.</p>
<b>MITIGATION/PREPAREDNESS ACTIONS</b>	
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✓ Designate a pandemic coordinator and establish a working group of employees, supplychain businesses, key supporting businesses and if appropriate, the public.	
✓ Develop continuity of operations plans with pandemic specific procedures to maintain delivery of essential goods and services despite significant and sustained worker absenteeism. Ensure that the administration of health benefits and workers' compensation during a pandemic is included in this plan.	
✓ Develop contingency plans to address the lack of essential services or goods required to sustain operations.	
✓ Develop formal protocols for implementing delegations of authority and orders of succession.	
✓ Establish partnerships with other members of the human resources sector to provide mutual support and maintenance of essential services during a pandemic.	
<p>✓ Identify the essential services, functions, and processes required to sustain essential services and operations.</p> <ul style="list-style-type: none"> <li>● Essential services for the human resource sector include payroll, health insurance maintenance, labor management, and documentation of time off (sick time, vacation, personal, etc.).</li> <li>● How might normal services be adapted to support the community, region, or nation during a pandemic influenza?</li> </ul>	
<p>✓ Identify potential non-essential services, functions, and processes that can be suspended or adapted to other more essential uses.</p> <ul style="list-style-type: none"> <li>● Non-essential services include new employee orientation, performance reviews, and policy review and revision.</li> </ul>	
✓ Prioritize the identified essential services, functions and processes given their value to customers and the community.	
<p>✓ Identify and assess critical customers given their value to sustaining the organization and the community.</p> <ul style="list-style-type: none"> <li>● Communicate with department heads, managers, and union representatives to assure a sufficient number of employees are able to sustain critical operations of the business.</li> </ul>	
<p>✓ Identify critical supporting agencies to plan for ways to continue essential business operations.</p> <ul style="list-style-type: none"> <li>● Critical supporting agencies may include health insurers, labor and union management personnel, and employee assistance program providers.</li> </ul>	

<p>✓ Identify assets and equipment that must be operated continuously and/or at key periods to sustain essential functions. Ensure that potential single-point failures and cascading effects of these failures are also identified.</p>	
<p>✓ Identify materials and supplies to sustain essential functions and equipment for up to three months and determine the most effective ways to ensure an adequate supply of these essential materials.</p> <ul style="list-style-type: none"> <li>● Can these materials be stockpiled or do they have a minimal shelf life which would prohibit this action?</li> <li>● Collaborate with the vendors to ensure that plans are in place to provide these essential resources to their customers.</li> </ul>	
<p>✓ Identify policies and procedures to protect and sustain workers during an influenza pandemic.</p> <ul style="list-style-type: none"> <li>● Reduce demands on essential workers.</li> <li>● Consider implementing telecommuting procedures to allow employees to work from home.</li> <li>● Review current human resource policies to ensure compliance with the necessary actions which may be necessary during a pandemic (e.g., do policies address telecommuting procedures?).</li> <li>● Develop strategies to assist staff that have childcare or elder-care responsibilities or other special needs that might affect their ability to work during a pandemic.</li> </ul>	
<p>✓ Plan for potential interruptions of essential government functions, like sanitation, water, and power, and disruptions of the food supply.</p>	
<p>✓ Coordinate with like sector businesses to consolidate essential functions and workers.</p> <ul style="list-style-type: none"> <li>● Building external relationships with competitors and distributors during the preparedness phase will enhance collaboration and networking during the response phase.</li> </ul>	
<p>✓ Procure and store a sufficient amount of infection prevention supplies (e.g., soap, alcohol-based hand sanitizers, disinfectant, etc.).</p>	
<p>✓ Identify the interdependent relationships and take actions to sustain this essential support.</p> <ul style="list-style-type: none"> <li>● What other industries does your organization rely on most for support and vice versa?</li> <li>● Ensure that plans for these agencies are in consonance with your agency.</li> </ul>	
<p>✓ Establish internal surveillance protocols to monitor the health of workers and business stakeholders.</p>	
<p>✓ Ensure availability of medical consultation and advice for potentially ill workers and their families and for emergency response.</p>	
<p>✓ Ensure all employees are properly trained in the types and use of personal protective equipment, the proper methods of personal hygiene, and the recognition of signs and symptoms of influenza.</p>	
<p>✓ Develop training programs for all personnel on personal, workplace and family protection protocols, and actions to take for each phase of a pandemic. Exercises of the pandemic plan and COOP plan should also be conducted.</p>	
<p>✓ Review plans and procedures periodically (at least annually) to ensure that information is up-to-date.</p>	

<b>RESPONSE ACTIONS</b>	✓
✓ Implement the agency's all hazard emergency operations plan and continuity of operations plan.	
✓ Monitor regional/national/international pandemic threat levels for changes that will affect the business.	
✓ Implement specific strategies to protect employees from getting or spreading influenza on the job. <ul style="list-style-type: none"> <li>• Require employees to stay home if they think they might be sick and require them to stay home until flu symptoms are gone.</li> <li>• Provide supplies of hand sanitizers and disinfectants at numerous locations.</li> <li>• Provide personal protective equipment to employees.</li> </ul>	
✓ Identify and assess implications for those at-risk workers and family members. <ul style="list-style-type: none"> <li>• Individuals include pregnant women, individuals with compromised immune systems and individuals with underlying chronic conditions.</li> </ul>	
✓ Identify the non-essential services of the agency, immediately cease those operations, and reassign available employees to assist with the essential functions identified. <ul style="list-style-type: none"> <li>• Cancel such functions as new employee orientations and performance reviews and assign these employees to the identified essential functions.</li> </ul>	
✓ Implement social distancing practices including relocation of workspaces, closing breakrooms and lunchrooms. Employ worksite protection strategies such as providing sufficient and accessible infection control supplies to include personal protective equipment.	
✓ Implement human resource policies which allow employees to work from home or another location.	
✓ Restrict or minimize workforce travel. Conduct business using teleconferencing, conference calls, or other means.	
✓ Increase frequency of cleaning facilities and equipment, ensuring that surfaces which are touched are cleaned daily with soap and water or a detergent/disinfectant.	
✓ Communicate with business executives, department heads and managers to ensure that sufficient personnel are available to maintain essential functions within their department	
✓ Monitor employee and employee's family social and psychological concerns. <ul style="list-style-type: none"> <li>• Mental health and faith-based resources should be available to provide counseling to personnel during and after a pandemic.</li> </ul>	
✓ Preposition essential material and equipment on site.	
✓ Confirm that essential suppliers have their material and personnel on-hand and are able to respond and support as planned.	
✓ As the pandemic mounts, closely monitor all essential functions to ensure sustained operations.	
✓ Monitor and forecast potential public and media relations issues. Keep all internal and external stakeholders informed in a timely manner.	
✓ Adjust business actions based on any unfolding economic and social disruptions.	

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| ✓ Throughout the pandemic phase, maintain a situational awareness of how the incident is impacting your agency, and share pertinent information with employees and other agencies dependent on your operations. |  |
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<b>RECOVERY ACTIONS</b>	✓
✓ Assess the impact of the pandemic on the agency and begin to implement procedures to return to pre-pandemic conditions.	
✓ Monitor international and national health information sources for any updates on additional pandemic waves.	
✓ Assess and mitigate impacts from industries which terminated operations during the incident.	
✓ Hold staff meetings to ensure accurate information is provided to employees, including support services available, and the signs and symptoms of emotional problems.	
✓ Encourage the use of Employee Assistance Programs for assistance with coping with loss and stress.	
✓ Assess the impact on employees and their families. <ul style="list-style-type: none"> <li>• Mental health and faith-based resources should be available to provide counseling to personnel during and after a pandemic.</li> </ul>	
✓ Assess shortage impact on the business (both material & human resources).	
✓ Perform an After Action Review, documenting strengths and weaknesses of the incident and ensure that these are addressed in the future revisions of the appropriate plans and procedures.	