

PANDEMIC INFLUENZA EMERGENCY RESPONSE MANUAL



September 2009

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OVERVIEW

Racine County is responsible for providing services to the more than 195,000 citizens of Racine County. The potential Pandemic Influenza could disrupt the continuity of operations for provision of essential and other community services, including governmental and business functions. Should that occur, the Racine County Executive may proclaim a county emergency.

The typical “seasonal flu” is separate and apart from Pandemic Influenza. Pandemic Influenza could strike at any time.

If Pandemic Influenza spreads to Racine County, an absentee rate of up to or more than 25-30% of Racine County employees is expected for up to 18 months, on a rolling basis. This number includes sick employees, employees who are caring for sick family members and employees who do not come to work out of fear of becoming ill. In addition, there may be a significant need for social distancing (a reduction of the number of persons concentrated in the workplace), necessitating that employees do their work but do not report to the workplace.

Emergency staffing and backfilling of existing positions will be of primary concern in order to provide essential services and other services to the public. In the event that essential services are adequately staffed, non-essential services may be staffed, to the extent possible.

Carrying out county government’s responsibilities to the people of Racine County during a Pandemic Influenza emergency will require substantial flexibility in the management of county operations and direction of all county employees, especially with respect to matters such as transfer, establishment of rules of conduct and job assignment.

This manual is drafted to be used immediately. It is meant to complement department operational plans. This manual does not limit each department’s authority to make operational decisions about essential or needed functions.

The following assumptions were made in drafting this manual:

- The provisions of Chapter 6 of the Racine County Code of Ordinances must be followed;
- State laws concerning local government employment relations have not been altered by action of the Legislature or the Governor;
- All employees and, for those in represented bargaining units, their respective unions, will be informed in advance of potential personnel administration changes; and
- Essential functions will receive first priority for staffing, and other functions will be staffed secondarily.

This manual provides staffing strategies, tools, advice and directives that departments should follow in the event that the Racine County Executive proclaims a Pandemic Influenza emergency for the county. Because delivery of needed services to the people of Racine County will

necessitate substantial flexibility in management, many human resources processes may be simplified.

The provisions of this manual confer no new privilege, right of appeal, right of position, transfer, demotion, promotion or reinstatement for any Racine County employee, contract worker or volunteer. This manual does not constitute an express or implied contract. It provides general guidance that cannot form the basis of a private right of action.

MANUAL SUMMARY

- **Section 1: Labor Relations – Emergency Administration**
Ensuring the delivery of needed services to the people of the County of Racine will require substantial flexibility in management of county operations and direction of all county employees, especially with respect to matters such as transfer, establishment of rules of conduct and job assignment.
- **Section 2: Essential functions, Lines of Succession and Delegation of Authority**
Departments shall predetermine essential functions and the personnel needed to perform essential functions. Payroll functions are essential in every department. Management lines of succession should run at least three employees deep. Some smaller departments may need to plan for combined leadership. **Note: All personnel will be deemed essential unless declared otherwise.**
- **Section 3: Closure of Schools and Daycare Facilities**
Because all personnel will be deemed essential unless declared otherwise, all personnel will be expected to perform their work, notwithstanding school and daycare closures. All employees with school-aged children are encouraged to pre-plan for potential school closures.
- **Section 4: Alternative Work Schedules**
Normal and alternative work schedules may change with 24 hours notice or less.
- **Section 5: Contingent Workforce**
Contingent workers might be called upon to maintain continuity of operations. Contingent workers include employees working less than full time hours on a year round basis, agency employees and contract employees.
- **Section 6: Telecommuting**
Departments are identifying the functions which may be performed remotely and essential employees who can perform their functions remotely are being equipped accordingly. Depending upon the circumstances, including availability of equipment, non-essential employees may also telecommute.
- **Section 7: Volunteer Services**
Volunteers may be called upon to maintain continuity of operations after departments have attempted to staff functions with regular county employees. Volunteers will need to sign the *Volunteer Agreement*.
- **Section 8: Rescission of Approved Leave**
In order to staff county functions, rescission of approved leave time such as vacation, casual, compensatory and/or unpaid leave of absence is a possibility and employees will be informed that this may occur.

- **Section 9: Sending Ill Employees Home**
Employees who are symptomatic in the workplace will be sent home and may use any type of accrued leave to cover the absence.
- **Section 10: Family Medical Leave and Sick Leave**
These will continue to be administered as usual. Employees may use sick leave for medical appointments.
- **Section 11: Return to Work Authorization**
For a pandemic flu leave longer than 10 days, medical documentation must be provided.
- **Section 12: Facility Closure / Reduction in Force**
Regular employees will continue to be paid if a facility closes. The county will analyze the necessity for a reduction in force depending upon how long facilities are closed.
- **Section 13: Discipline – Conduct, Including Unauthorized Absences:**
The processing of proposed discipline may need to be held in abeyance if management’s time is substantially limited due to responding to the emergency.
- **Section 14: Communication and Consistent Messaging**
Departments will prepare and carry out internal and external communications plans in coordination with the Racine County Public Information Officer.
- **Section 15: Crisis Counseling**
Crisis counseling may be recommended to employees to address personal problems that interfere with work performance. Employee Assistance Program & Crisis Counseling: Supervisors are being provided with current information on these services and will be encouraged to refer employees.
- **Section 16: Contracted Vendors**
Many departments contract with vendors that provide essential services for county operations. Departments should be assured that these vendors will provide services during a Pandemic Influenza.

Section 1
Labor Relations – Emergency Administration

Ensuring the delivery of needed services to the people of Racine County will require substantial flexibility in management of county operations and direction of all county employees, especially with respect to matters such as transfer, establishment of rules of conduct and job assignment. Departures from normal practices should be narrowly tailored for the emergency situation.

In the event a Pandemic Influenza emergency is proclaimed, the following provides guidelines in the exercise of management and direction responsibilities to ensure the delivery of needed services to the people of Racine County:

A. Guiding Principles

1. Should a Pandemic Influenza emergency be proclaimed, department heads and other supervisors will exercise flexibility in management and direction, including departures from normal practices, to ensure the delivery of needed services to the people of Racine County, when the Racine County Executive has proclaimed a temporary emergency.
2. Insofar as possible, departures from normal human resources practices should be limited to those that:
 - a. Ensure that functions of the Department can be staffed safely;
 - b. Have the least disruptive effect on employees.
3. Department Heads/Supervisors should adhere to normal human resources practices to the extent possible, without causing unnecessary difficulty in administering a Department during the emergency.
4. Department Heads/Supervisors should provide as much notice to employees as possible, given the circumstances, of any change affecting employees.

B. Communicate to employees anticipated departures from normal human resources practices. For instance, the Pandemic Influenza emergency may result in high absentee rates resulting in the loss of the necessary number of employees to perform the identified functions of the Department. The employee absentee rate may reach a point where, in order to perform the functions of the Department, it is necessary to **use employees outside of the bargaining unit to perform the work.**

Some other examples are:

1. Previously approved vacation, compensatory time, or leaves of absence (other than for sick or family leave purposes) may be rescinded with minimal notice.
2. Employees may be required to report for work with minimal notice.

3. Employees' work schedules and/or hours of work may change with minimal notice.
4. Employees may be required to telecommute with minimal notice.
5. Employees may be assigned overtime with minimal notice.
6. Employees may be assigned to other Departments with minimal notice.

C. Pay and Break Periods

1. **Compensation** will be paid in accordance with the respective collective bargaining agreements or personnel policies, as appropriate, for all work performed.
2. **Rest and Meal Periods** will be administered in accordance with the employees' labor agreement, Human Resources Policy Manual and state law to the extent possible.

Section 2
Essential Functions, Lines of Succession and Delegation of Authority

The following section provides guidance and direction to assist all departments, divisions and work units to develop plans for identifying essential functions, lines of management succession and delegation of authority in the event of a Pandemic Influenza emergency.

All personnel will be deemed essential unless declared otherwise. Essential personnel must perform their work, notwithstanding dependent care issues (see *Section 3: Closure of Schools and Daycare Facilities*).

- A. Departments shall **predetermine essential and non-essential functions**, including critical times of year when certain functions must be performed (the discharge of certain essential work may be specific to the time of season, year or month or dependent on other factors directly affecting the function).
1. Departments shall **predetermine personnel** who perform essential and non-essential functions and the minimum number of staff necessary to perform the functions. Payroll and billing functions shall be considered essential functions for each department.
 2. Departments shall predetermine personnel who perform essential functions and the minimum number of staff necessary to perform those functions. Lines of succession shall run at least three employees in depth.
 3. Departments shall pre-identify services they are mandated to provide, and determine what impact those mandates will have on their department. Waivers should be completed in advance with state agencies for mandated services that may contradict pandemic influenza containment measures or may be difficult to provide during a pandemic influenza (e.g. face to face counseling).
 4. Departments shall identify functions that may be suspended while personnel are assigned to more critical roles. Departments should identify the time period that the function can be suspended and the functions that may be done on a less frequent basis than would occur under normal conditions.
 5. Departments should identify **secondary personnel** that have the skills and abilities to perform other functions. Such personnel may be:
 - a. Employees in the same classification series as those who normally perform the function;
 - b. Employees who have previously performed the work and are currently employed in other county departments; and

- c. Employees who can be trained either in advance of the need or on-the-job when the need arises.
 - 6. Departments should identify other personnel who may be available to perform the essential functions. Such personnel may include **retired employees, former employees, temporary workers and contract workers**.
 - 7. Departments shall maintain a *Critical Function Inventory* form for their department.
 - a. Department Heads will ensure their department's *Critical Function Inventory* form is updated due to staffing changes, etc.
 - 8. Each department shall maintain emergency contact information, including the employee's home address, home telephone number, cell phone number and home email address, emergency contact's name, address, home telephone number, alternate telephone number such as work or cell phone number, home and work email address and relationship to employee.
- B. Departments, divisions and work units shall establish a **management line of succession plan**. A line of succession provides a list of predetermined alternates for key leadership positions in each department, division or work unit.
- 1. The succession plan should be **at least 3 employees in depth**, where possible. The personnel identified for the line of succession should know the operations of the Department; have the confidence of the principal to act in his or her absence; clearly understand the scope of the powers and duties delegated to him or her; and clearly understand the constraints, if any, of the powers and authorities she or he will be delegated.
 - 2. The succession plan should clearly **identify the names of designated personnel** and their regular titles and how they can be contacted. (Consider having the principal's phone, work cell-phone, pager and email forwarded to the person who assumes the powers and duties of the principal in his/her absence.)
 - 3. The names and **order of succession** of designated personnel shall be *communicated* to department personnel.
 - 4. The plan should clearly set forth the powers and duties that will be performed and by whom. The departments shall predetermine the individuals who will have the **delegated authority** to make decisions and *communicate* that these individuals will have that authority to department personnel.
 - 5. If all of the personnel identified for the line of succession are unavailable (which may be the case in small Departments where there is a limited number of leadership personnel), the department should provide for **alternate lines of**

succession that identifies other personnel who can assume the powers and duties outside of the Department. The line of succession plan should be updated whenever a pertinent staff change occurs.

6. Departments should determine if those in the line of succession may need to be **cross-trained** in advance and provide such training where needed. Advance cross-training for essential functions, *such as the payroll function*, is imperative. The department may provide resources which may be accessed to train employees to perform other functions (video tapes, outside trainers, procedures manuals, teleconferencing, consultants, etc.).
7. Departments should construct a method by which those in the line of succession will have **access to information** and needed items (*i.e.* computer passwords, calendars for employee approved time off, office keys, file cabinet keys, etc.) should they take over leadership responsibilities.
8. Succession plans shall be documented by departments and forwarded to the department director. Copies shall be provided by the department director to Chief of Staff, Emergency Management Coordinator, and Human Resources Director.¹

¹ Look at putting plans on P Drive and limiting access to department folders.

Section 3 Closure of Schools and Daycare Facilities

To minimize the effect of any disease outbreak, Local Health Officers are authorized by state law to order disease control measures that include a broad array of actions. Isolation and quarantine orders and social distancing measures are likely to be used in a Pandemic Influenza event.

In addition to closing large social gatherings, such as sporting events, theater shows, concerts and others, the Local Health Officer may close schools and large day care centers as a social distancing strategy.

This action may or may not occur in coordination with any emergency proclamation that may emanate from the County Executive. School and daycare closures are expected to have a significant cascading effect on staff absenteeism in both the private and public sectors. Racine County must be prepared for a reduction in its staff resulting from healthy parents staying home to take care of healthy children or other healthy dependants.

In the event that this occurs, staff should be informed of expectations. If schools and daycare centers are closed, employees will **not be allowed to bring their children to work**.

- A. ALL Personnel will be deemed essential until declared otherwise. **Essential Personnel** must perform their work, notwithstanding school and daycare closures.
1. All personnel should have a family care succession plan in place.
 2. In the event that child and dependant care coverage become impossible, arrangements should be made in advance with department management to telecommute, if appropriate and feasible.
 3. Employees will not be allowed to bring their children to work.
- B. Department Heads/Division Managers/Supervisors will need to conduct a survey of employees to determine whether:
- Employees have school age children.
 - Children can be left home alone if schools and daycares are closed.
 - Employees have alternate arrangements to care for school age children if schools are closed and children cannot be left home alone.
 - Employees have adult dependents residing in their home.
- C. *** Managers/Supervisors will ensure their employees are aware of the aforementioned expectations.**

Section 4 Alternative Work Schedules

Alternative work schedules may be adopted during a proclaimed Pandemic Influenza emergency to enhance social distancing, business continuity or other pandemic response goals as follows:

- A. **Regular work schedules may be changed** upon the proclamation of a Pandemic Influenza emergency. In addition to regular full-time employees, **regular part-time and temporary employees** may work alternative schedules.
- B. Departments shall **review their normal business hours and work schedules** to determine if they can be modified in a manner that best promotes social distancing, business continuity or other pandemic response goals during an emergency.
- C. Departments will identify essential and non-essential functions that may be staffed with personnel on alternative schedules.
- D. If feasible, supervisors should first ask for employees to **voluntarily** work hours other than their usual schedule. Where certain work schedules cannot be adequately staffed voluntarily, department management may direct staff to work the schedules necessary.
- E. Departments are encouraged to work with staff to minimize the impacts of decisions affecting schedule changes. Overtime is probable and should be expected.
- F. Approved schedules shall also be **formally documented**. Such documentation should occur within one week of the start of an alternative schedule or as soon as practicable thereafter. A supervisor may document the change via email, memorandum, fax or Alternative Schedule Agreement form.

► *An Alternative Schedule Agreement form used to request alternative work schedules is attached at the end of this section.*

- G. Approval of alternative work schedules is a matter within the sole discretion of management, consistent with its responsibility to ensure delivery of needed services to the people of Racine.
- H. When appropriate, management may assign an employee back to the employee's regular schedule.

ALTERNATIVE WORK SCHEDULE AGREEMENT HUMAN RESOURCES DEPARTMENT

Non-represented/Non-union Represented/Union Local _____

FLSA exempt (salaried) Non-exempt (hourly)

Refer to the Human Resources Policy Manual XV-5 for exempt designation. The Fair Labor Standards Act prohibits non-exempt employees from working any schedule with more than 40 hours in a single week (depending on conditions of employment) unless overtime is paid. However, the FLSA does allow the employer to define “week” as something other than the standard Sunday through Saturday, which allows us to accommodate 9/80 (or similar) schedule requests.

Alternative Work Schedule Requested

Fixed Flex Compressed 4/40 Compressed 9/80 Compressed Other _____

Work Schedule (Two Week Period)

Week One	Mon	Tue	Wed	Thu	Fri	Sat	Sun
Start Time	_____	_____	_____	_____	_____	_____	_____
Stop Time	_____	_____	_____	_____	_____	_____	_____
Length of Lunch Break	_____	_____	_____	_____	_____	_____	_____
Total Hours Worked	_____	_____	_____	_____	_____	_____	_____
Week Two	Mon	Tue	Wed	Thu	Fri	Sat	Sun
Start Time	_____	_____	_____	_____	_____	_____	_____
Stop Time	_____	_____	_____	_____	_____	_____	_____
Length of Lunch Break	_____	_____	_____	_____	_____	_____	_____
Total Hours Worked	_____	_____	_____	_____	_____	_____	_____
Your meal break is from	_____	_____	each day and be sure to take your breaks.				

Holiday pay will be pro-rated per your bargaining agreement or Human Resources Policy Manual II-5.

Approval

By signing below, we agree that the alternative work schedule complies with Racine County and agency policies and procedures, personnel guidelines, union contract provisions, and FLSA and state regulations.

Date Schedule Implemented: _____ Date agreement expires/must be reviewed: _____

Employee Signature: _____ Date signed: _____

Supervisor Signature: _____ Date signed: _____

Dept. Head Signature: _____ Date signed: _____

**Section 5
Contingent Workforce**

- A. Racine County contingent workers fall into one **of four general categories** as follows:
1. On-call casual - a Racine County employee who has no guaranteed hours of work and is used to fill in for absences of regular employees or to perform intermittent work when needed.
 2. Temporary – an individual hired through a Temporary Service. Such an individual is not a Racine County employee.
 3. Contract - an individual who is the employee of an authorized vendor that contracts with Racine County to provide a specific service. Such an individual is not a Racine County employee.
 4. Seasonal - a seasonal employee is hired for specific seasonal work for a designated time period.
- B. **Temporary Help:** It is the responsibility of the department to obtain any necessary departmental approvals prior to submitting a temporary help request. It is the responsibility of the department to submit Temporary Help Requisitions and time documents to Human Resources. The Temporary Help Requisition can be found on the Infonet.
- C. **Pandemic Emergency Modifications** apply to pandemic emergency planning and response for backfilling regular staff.
1. During the **planning phase** for a Pandemic Influenza emergency:
 - a. Departments shall identify the classifications of staff needed to accomplish needed functions and notify the Human Resources Department of these classifications.
 - b. Departments should **pre-complete forms** in order to have the necessary documentation already completed and ready to use if an emergency is declared.
 - c. The Human Resources Department will compile the classifications submitted by departments into a master list. This list will be provided to the appropriate agencies to identify the classifications that will be needed for a Pandemic Influenza emergency.
 2. **During a Pandemic Influenza emergency phase:**
 - a. Temporary - Departments may immediately hire temporary help to backfill for the classifications identified. Departments need to complete the *Temporary Help Requisition* form and submit to the Human Resources Department.
 - b. During the period of a declared Pandemic Influenza emergency or until otherwise instructed, layoff/recall processes may be suspended.

Section 6 Telecommuting

Telecommuting means that an employee is working one or more days each work week from home instead of commuting to his or her centrally located worksite. **Telecommuting is not appropriate for all employees and no employee is entitled or guaranteed the opportunity to telecommute.**

The purpose of this policy is to provide support for **social distancing** or other pandemic response techniques as necessary to respond to a Pandemic Influenza emergency. These modifications apply only to pandemic planning and response for employees that have been identified as appropriate personnel for telecommuting.

A. Departments should identify possible telecommuters as soon as possible and make the necessary technological arrangements.

1. Departments shall consider a broad use of telecommuting to accomplish social distancing for a Pandemic Influenza emergency.
2. Departments shall **identify essential functions that may be accomplished remotely** and whether the person performing the function needs access to all systems and applications or only email and/or voice communications.
3. Departments shall **identify employees** who perform essential functions and other employees whose situations may warrant telecommuting and shall determine their ability to telecommute. As part of the plan for the procedure, departments, in conjunction with the Information Systems Department, may arrange for service in advance of the potential Pandemic Influenza emergency to employees performing functions that require access to systems and applications. (*See IS Remote Access form.*)
4. Departments shall consider **alternative work schedules** for those authorized to telecommute to reduce peak demands on Information Technology systems.
5. Employees authorized for telecommuting may be allowed to provide **limited dependant/child care** during a Pandemic Influenza emergency *if* providing care does not impact the ability of the employee to accomplish assigned tasks.
6. Departments might consider having a laptop computer that is pre-loaded with the necessary software which may be checked out on an emergent basis by employees who do not already have the necessary equipment to telecommute. Equipment is limited and employees should not expect to be provided a laptop.
7. Telecommuting assignments may be processed via email or telephone.

B. **Supervisors may require that an employee telecommute** during a Pandemic Influenza emergency. A requirement to telecommute shall be **documented**. Such documentation should occur within one week of the start of the directive to telecommute or as soon as practicable thereafter. A supervisor may document the change via email, memorandum, fax or other documented method.

▶ *A sample email/memorandum/fax requiring telecommuting is attached at the end of this section.*

C. **Employees initiate a telecommuting arrangement** by submitting a written Telecommute Request form to their immediate supervisor. Telecommuting may be approved under this authority for no longer than the duration of the Pandemic Influenza emergency.

▶ *The Telecommuting form is attached.* It is also available on the Infonet

Racine County Telecommuting Form

Employee Name: _____

Email Address: _____

Position: _____

Department: _____

Supervisor: _____

Proposed Schedule:

1) Telecommuting Days: MON __ TUE __ WED __ THU __ FRI __ VARIABLE __

2) How many days a month do you expect to telecommute? _____ Days

3) Telecommuting day Schedule: Start/End _____ / _____ a.m./p.m.
Lunch Start/End _____ / _____ a.m./p.m.

4) What hours could you be reached at home: _____ to _____
(Note: If you have one phone line and will be working on-line, what hours can you be reached at home)

Tasks:

(What applications do you need access to at home to perform work duties)

1.
2.
3.
4.
5.

Equipment:

Place a check by the following equipment or services that you will need to telecommute. For each item needed, please indicate whether you plan on providing the equipment.

ITEM	NEEDED (Please <input checked="" type="checkbox"/>)	ACCESS TO AT HOME	
		YES	NO
Second Telephone Line or broadband? (specify)			
Telephone Answering Machine			
Residential Voice Mail			
Computer – yes/no, model and speed of processor			
Computer virus protection and/or personal firewall			
Software Used At Office (Specify): 1. 2. 3. 4. 5. 6.			
Printer			
Modem			
Fax Machine			
Remote Access to County Network			
Cell Phone			
Pager			
Other (Please Specify)			

(Sample Assignment to Telecommute Email/Memo/Fax)

From: Appointing Authority
Sent: Date
To: [employee's name]
Subject: Assignment to Telecommute During Pandemic Influenza Emergency

Please be advised that effective (*date*) and continuing until approximately (*date*) I am assigning you to telecommute on the following days and times:

[*Monday through Friday*] from ___ a.m. to ___ p.m.

Your meal break is from ___ a.m. to ___ p.m. each day and be sure to take your rest breaks.

Your approximate voicemail message call-in times are:

Please be advised that you may be called to work at (*worksite*) on your regular telecommute day during your regular work hours to meet workload requirements. (*For OT eligible employees: You may also be required to work overtime.*)

Please note the following:

- Telecommuting equipment and services expenses, such as an additional telephone line or software, must be approved in advance by (*your immediate supervisor*). Expenses will be paid or reimbursed only for pre-approved equipment or services and only for the period of your telecommuting.
- You may not use any Racine County equipment for private purposes, nor allow family members or friends access to that equipment.
- You shall promptly return all Racine County-owned equipment and data documents when requested by (*your immediate supervisor*).
- When using Racine County equipment or software, you must follow all software licensing provisions agreed to by Racine County.
- Racine County may pursue recovery from you for any Racine County property deliberately or negligently damaged or destroyed while in your care, custody and control.
- Racine County is not responsible for the private property that you use, lose, damage or destroy.
- You may not meet with customers or clients in your home. Meetings should be scheduled in the office.

Thank you for your assistance during this difficult time.

cc: *Department or Division Director*
Human Resources Director
Department payroll staff

TELECOMMUTING AGREEMENT

These conditions for telecommuting must be agreed to by the employee and supervisor.

My telecommuting arrangement will begin on (effective date): _____ and end on _____ (agreement shall not exceed 12 months).

I will work at the following location:

I will telecommute ____ days per week. Specific weekly schedule will be:

My telecommuting work hours will be from ____ a.m. to ____ p.m. (meal break from ____ a.m./p.m. to ____ a.m./p.m.)

I agree to call the office or my voice-mail to obtain messages at least ____ times per day while working at home/remote location (or agree to forward my office phone line to my telecommute location when I telecommute).

Approximate voicemail message call-in times:

I will be using the following county-owned equipment at the work location shown above and understand that I am responsible for said equipment, as stated in the county's Telecommuting policy:

I understand and agree to the job assignments or tasks to be completed under my telecommuting arrangement with my supervisor. (Supervisors may attach a specific written statement of job assignments and additional expectations if desired.)

Telecommuting equipment and services expenses (such as an additional telephone line or software) must be approved in advance by your immediate supervisor. Expenses will be paid or reimbursed only for pre-approved equipment or services and only for the period of your telecommuting.

Employees who will be working with confidential county information at their home must attach information describing what strategies will be used to maintain that the information remains secure and confidential in a manner consistent with existing county policies.

TELECOMMUTING EQUIPMENT POLICY:

- The employee agrees not to use any Racine County equipment for private purposes, nor allow family members or friends access to that equipment.
- The employee shall promptly return all Racine County-owned equipment and data documents when requested by the employee's supervisor.
- When using Racine County equipment or software, the employee agrees to follow all software licensing provisions agreed to by Racine County.
- The county may pursue recovery from the employee for any county property deliberately or negligently damaged or destroyed while in employee's care, custody and control.
- The county is not responsible for private property used, lost, damaged, or destroyed.
- The employee agrees to comply with policies regarding telecommuting equipment in the telecommuting policy.

OTHER CONDITIONS:

Employees may, at the discretion of their immediate supervisor, be called to work at their centrally located worksite on their regular telecommute day during their regular work hours to meet workload requirements.

Section 7
Volunteer Services

- A. Departments should first attempt to utilize Racine County employees to perform needed work and then look to volunteers.

- B. Departments should **identify, in advance, areas where volunteers might be utilized** and identify the type of **skills** that volunteers will need to be useful in those areas. Departments should then compile a list of possible volunteers.
 - 1. Departments should identify an employee to coordinate and assign volunteers.

 - 2. Departments may be contacted by individuals who want to volunteer but are not needed or do not possess the needed skills. Departments should preplan how to communicate to such individuals that their offer to volunteer is appreciated but that the department cannot utilize their services.

- C. Departments may include as volunteers any individual who volunteers to perform services for the department if the following **conditions** are met:
 - 1. The individual receives no compensation. The individual must perform services without any kind of promise or expectation or receipt of any other compensation for the services rendered.

 - 2. Such services are not the same type of services which the individual is employed to perform for the county. Individuals may not volunteer to do what they are otherwise paid by the county to do.

 - 3. The volunteer executes documentation normally required of citizens who volunteer their services to the county.

► *A Volunteer Program Agreement Waiver/Hold Harmless Form is attached at the end of this section.*

**FLU PANDEMIC VOLUNTEER
AGREEMENT/ WAIVER/HOLD HARMLESS
RACINE COUNTY**

I, _____, Flu Pandemic Volunteer will perform _____
(Type of work to be performed or job title)
in the _____ of Racine County during the following time frame _____ to _____
(Name of the Department) (mo/dy/yr)
_____. I acknowledge that I am not a County employee and I agree to perform these services voluntarily
(mo/dy/yr)
without any promise, receipt or expectation of compensation or any other benefit from Racine County. I further
agree to hold Racine County harmless for any injuries, damages or claims arising out of my volunteer service for
Racine County.

THE VOLUNTEER WILL

- Comply with all work rules and policies of Racine County, i.e. confidentiality of information, gifts and gratuities, harassment in the work place, information technology use, political activity, rules of conduct, no smoking, solicitation, uniform and clothing standards, and safety.
- Discuss any harassment or discrimination concerns with April Dyess, Affirmative Action Officer at (262) 638-6687.
- Discuss concerns or complaints with his/her immediate supervisor.

THE DEPARTMENT HEAD/SUPERVISOR WILL

- Provide supervision of the training experience.
- Provide safety training including information on the Flu Pandemic.

Signature of Volunteer

Date

Signature of Department Head

Date

Volunteer Contact Information

Name: (Please Print) _____

Mailing Address: _____

Emergency Contact
Name & Relationship: _____

Emergency Contact Phone# _____

Section 8
Rescission of Approved Vacation Leave and Compensatory Time Off

Because the Pandemic Influenza emergency may cause significant staffing shortages, previously approved vacation leave and compensatory time off may be rescinded in order to provide staffing coverage for county services. The ability to rescind previously approved vacation leave, casual and compensatory time off currently exists.

Department Heads/Supervisors should note the following:

- A. Department Heads/Supervisors should keep an **updated calendar of all approved time off** and provide access to that calendar to those in their line of succession.
- B. Racine County has the authority to rescind vacation, casual and/or compensatory time off.
- C. Vacation and/or compensatory time off should be rescinded as soon as the supervisor believes that a potential staffing shortage will require that the employee report to work.
- E. Rescission of an employee's leave which is already in progress shall be **reasonably based upon the employee's ability to report to work**. For example, it would be reasonable to require that an employee who is on vacation at home report to work but unreasonable to require that an employee who is on vacation out of the country report to work.
- F. When rescinding vacation and/or compensatory time off, the **supervisor shall have actual contact with the employee** to ensure that the employee received the directive to report to duty. Rescission should be made in writing, if possible. For example, an email exchange between the employee and the supervisor or a letter from the supervisor to the employee in which the employee acknowledges receipt is acceptable contact; a message left on an employee's home telephone message recorder is not an acceptable contact, unless the message was left and employee returned the call acknowledging the directive. However, that should be followed up with written confirmation.
- G. If an employee's vacation is rescinded, the employee will be allowed to **carry over his/her vacation leave**. The department will need to notify Payroll in the Finance Department of the carryover of vacation.
- H. While employees who have accrued compensatory time off have a right to use it within a reasonable time of their request, such may not be the case in the event of an emergency, such as the Pandemic Influenza, where an employee's absence would disrupt County business operations. Should rescission of compensatory time off due to a proclaimed Pandemic Influenza emergency occur, the appointing authority may submit a recommendation to the Human Resources Director that the employee be allowed to **carry over accrued compensatory time**. Compensatory hours that have been carried over shall be used according to their contract or within the first quarter of the new calendar year after the end of the Pandemic Influenza emergency.

Section 9
Sending Ill Employees Home

- A. If an employee who is staffing operations appears to have the Pandemic Influenza at the workplace, supervisors will require the employee to leave the workplace.
- B. Supervisors are not to make judgments as to medical diagnosis but may rely on observations of an employee's symptomology in making a determination to send an employee who appears ill home. **Symptoms** of flu in humans may be:

- Fever
- Cough
- Sore throat
- Muscle aches
- Eye infections (conjunctivitis)
- Acute respiratory distress

► *The County's Infonet web site should be consulted for updates on Pandemic Influenza symptomology <http://www.infonet.goracine.org/emergencymanagement/index.aspx>*

- C. If the employee needs a ride home, the Department Head/Supervisor shall make every attempt possible to arrange transportation for the employee.
- D. Under county bargaining agreements or HR Manual Section II-22, an employee may use sick leave for the employee's bona fide illness or incapacitating injury or the employee's exposure to contagious diseases. Employees who are exempt from the overtime and minimum wage provisions of the Fair Labor Standards Act and the Wisconsin Minimum Wage Act will not have their pay or leave banks reduced for partial-day absences.
- E. In the event that employees are sent home because of Pandemic Influenza, employees may use their casual days, **sick leave accruals**, vacation accruals, or compensatory time off accruals; or they may apply for short term disability benefits. Employees may also request approval for an unpaid leave of absence if sick leave and vacation leave accruals are depleted. With the exception of leave which qualifies under Family/Medical leave, any request for a leave of absence without pay for more than 30 days, must be pre-approved by the Human Resources Director.

► *A Leave of Absence Without Pay Request form may be found on the Infonet.*

- F. The employee shall be allowed to return to work after the recommended isolation period. The isolation period will be based on current recommendations from the Centers for Disease Control and Prevention (CDC) and/or the Wisconsin Department of Health Services (DHS). The employee shall contact his or her supervisor and arrange for their return to work. (see Section 11. C.)

► *A sample email/memorandum/fax is attached at the end of this section.*

(Sample Email/Memo/Fax for Sending Ill Employee Home)

From: *Appointing Authority*
Sent: *Date/Time*
To: *[employee's name and employee number]*
Subject: *Removal From Workplace – Exhibiting Pandemic Influenza Symptoms*

Because you are exhibiting Pandemic Influenza symptoms, I am sending you home immediately. You shall not return to work before (insert date-10 days later). On the workday immediately preceding that date, you shall contact me via telephone or email to arrange for your return to work.

You will need to use your casual days, sick leave accrual, vacation accrual, or compensatory time off accrual, or you may apply for short term disability for your absence. If your leave accruals are depleted, you may request approval for an unpaid leave of absence.

Thank you for understanding our need to avoid infecting our fellow employees. I hope that you feel better soon.

Section 10
Family Medical Leave and Short Term Disability

Racine County employees may use medical leave pursuant to their current rights under:

- Federal Family and Medical Leave Act (FMLA) 29 CFR 825
- Wisconsin Family Medical Leave Act (WIS. STAT. § 103.10, WIS. ADM. CODE, CHAP. DWD 225)

During the Pandemic Influenza emergency, it will be crucial to support employees seeking medical assistance. Some departments are not currently required to allow sick leave for medical and dental appointments. If departments are not already allowing sick leave for medical and dental appointments, they shall permit it during a declared Pandemic Influenza emergency.

A. Eligibility - all employees:

- Family/Medical leave will apply to eligible employees. Pandemic flu leave will apply to all employees including those who have exhausted Family/ Medical leave benefits or who are not eligible for Family /Medical Leave.

B. Requirements:

- Employee or designee must communicate reason for absence orally, in writing, or electronically, to department head or supervisor.
- Employee/designee communication must occur as soon as leave is required.

C. Length of Leave:

- Medical documentation is not required for a leave period that lasts no longer than the 10th **calendar** day after flu symptoms appear in the individual whose illness is the initial reason for granting the leave; i.e., the employee or the family member for whom the employee must provide the care.
- For a leave period longer than 10 **calendar** days, including an extended period due to multiple illnesses within the employee's household, medical documentation must be provided.

D. Pay:

- Short Term Disability program/sick days for employee's own illness will apply. Medical documentation (for flu) will be required for employee illness only if employee has not returned to work on the 10th **calendar** day following 1st day of symptoms. If employee returns to work after that 10th **calendar** day, then written medical documentation must be submitted within 5 days of return to work.
- Accrued/Banked sick day pay may be used to supplement the employee's pay for his/her own illness or to provide pay for time-off for qualifying and approved Wisconsin Family member illness leave.
- Unpaid time - Available paid time will be used for the employee if at all possible. Unpaid time will occur after use of available paid time or if employee chooses to be in unpaid leave under the Wisconsin Family and Medical leave.

E. Benefits – same as regular unpaid leave of absence policy.

F. Additional Information:

- Absences due to pandemic flu will not be counted (as an occurrence) toward an attendance record.
- During the period of a declared Influenza Pandemic emergency, if an employee is absent from work without notifying his/her supervisor or designee, the supervisor will attempt, when practicable, to contact the employee/emergency contact.

Section 11
Return to Work Authorization

In the event the Racine County Executive declares a Pandemic Influenza emergency, the following procedures will be in effect for the duration of the emergency.

Returning from Leave: In the event that an employee is ready to return to work from a leave (paid, unpaid, or military) the following procedures shall apply:

- A. The employee who is ready to return from leave shall **contact his/her supervisor** (or a person acting in his/her capacity) for instructions on when and where the employee should return for assignment, provided an assignment is available prior to the day that the employee proposes to return. Contact shall be made in the manner deemed appropriate by the Department.
- B. The supervisor shall **inform the employee** as to whether or not the employee's return to work is authorized. If it is authorized, the employee should be informed of his/her work location (or whether the employee will be assigned to work from a remote location or telecommute), work schedule and shift, and specific work assignments, if different from the employee's regular assignment.
- C. In administering this section, medical certifications may or may not be required. For a leave longer than 10 **calendar** days, medical documentation must be provided
- D. After the emergency, policies and procedures will revert to the usual policies and procedures of the Racine County Human Resources Policy Manual.

Section 12
Facility Closure / Reduction in Force

Racine County administrative offices and operations **will remain open** during emergency situations that do not pose an immediate life, health, or safety risk to staff, customers, or residents, **unless otherwise directed** by the County Executive or the respective constitutional officer or department head.

Because of potential staffing shortages, employees may be deployed to provide support for other county operations in alternative worksites and should be prepared to come to work at such locations.

In the case of closure of specific offices, employees will be sent home as a last resort. Should employees be sent home, **payment of wages** to employees will be made in accordance with the established emergency processes under HR Manual Section IV Emergencies – Operations of County Services as follows:

- A. If a **facility is closed** and no alternative site is designated for the employees to report to, employees scheduled to work will be paid their normal rate of pay until such time as the facility is reopened, alternative worksites are arranged, or a reduction in force is implemented.
- B. When a constitutional officer or other Department Head closes operations in his or her agency during the work day or **orders employees to leave the premises** because of health and safety concerns, employees scheduled to work will be paid for the normally scheduled work day.
- C. Under extended declared emergency conditions, departments may be required to lay off employees in accordance with collective bargaining agreements and the Human Resources Policy Manual.
- D. Departments should make every reasonable effort to **allow employees who have reported to work to check on the status of their families**, providing that doing so does not compromise emergency response functions.

Section 13
Discipline – Conduct, Including Unauthorized Absences

Racine County employees continually distinguish themselves by their shared commitment to public service. Consistent with that commitment to service to the public, all able employees are expected to report to work and perform duties, unless directed otherwise. Unfortunately, there may be occasions during the emergency when employee misconduct or unexcused absenteeism arise and need to be addressed. In some cases, that will mean that discipline is appropriate.

- A. **Disciplinary Action, in General:** The type and level of disciplinary action will be determined by the nature and severity of the behavior and/or performance deficiency that led to the employee's disciplinary action. Prior to proposing or implementing disciplinary action, Department Heads/Supervisors should first **consult the Human Resources Department**. Human Resources may assist the employee's department in a review of pertinent facts and decisions regarding when and if to process disciplinary action.
1. Any suspension or termination disciplinary proposal will be reduced to a form of **written correspondence** (*e.g.* letter, email, facsimile) by the supervisor, and a copy will be provided to the employee. The correspondence will set forth the dates of the employee's alleged misconduct, noting when the proposal will be processed and when the employee will have an opportunity to be heard, as set forth below.
 2. Processing of disciplinary proposals for **county employees** may be held in abeyance pending the county's return to normal business operations.
- B. **Disciplinary Action for Unauthorized Absences:** An unauthorized absence means the absence of an employee from duty without specific authorization. Authorization is obtained via the notification and approval method prescribed by the department. Certain unauthorized absences during a Pandemic Influenza emergency may result in a reduction in pay and/or disciplinary action, up to and including termination.
1. **Pay**
 - a. **Hourly employees** who are not exempt from the overtime provisions of the Fair Labor Standards Act (FLSA) and the Wisconsin Minimum Wage Act (WMWA), will not be paid for any time that they are absent from work without approved leave.
 - b. Employees who are **exempt** from the overtime provisions of the Fair Labor Standards Act (FLSA) and the Wisconsin Minimum Wage Act (WMWA), will be paid but will be subject to disciplinary action up to and including termination. (See Human Resources Policy Manual XV-5).
 2. Processing of disciplinary proposals for **county employees** who are alleged to be absent without approved leave may be held in abeyance pending the county's return to normal business operations.

3. **Mitigating circumstances** underlying the unauthorized absence may be taken into consideration in any analysis of disciplinary action proposals, including termination. Incidents will be reviewed on a **case-by-case basis**
4. During the period of a declared Influenza Pandemic emergency, after an employee is absent for three (3) consecutive working days without notifying his/her supervisor or designee, **and if no compelling circumstances exist**, the employee may be considered to have resigned.

Section 14 Communication and Consistent Messaging

One of the key elements in responding to any disaster, including a Pandemic Influenza emergency, is effective and timely communication. Racine County departments must plan their internal communications strategies *now*, before the crisis. Sound and thoughtful communications will be required before, during and after Pandemic Influenza emergency. This section provides guidance on internal communications planning and strategies.

When communicating to their employees, departments should coordinate closely with the Racine County Public Health Officer, Racine County Emergency Management and the Racine County Executive's office to ensure that countywide internal and external messages align.

- A. Understanding the **core values of communications** is a fundamental goal of the county's response to a Pandemic Influenza emergency. Within county government, this goal is to provide clear, consistent, candid communications to employees and departments. This goal applies to communications at every level, from the Executive's Office to departments and divisions. **All press releases will be coordinated through a Joint Information Center (JIC) using the NIMS Joint Information System (JIS).**
- B. Racine County will develop an on-going education program. By **educating employees** through early and ongoing communications, departments can reassure their employees and assist in protecting their health.
 1. The county and departments should tell employees about the threat of a Pandemic Influenza emergency, and describe the steps they are taking to prepare for it.
 2. In response to a Pandemic Influenza emergency, the county and departments should communicate potential changes to personnel policies located in this manual, as well as to other policies, and must emphasize that these **changes apply only to the emergency response, not for routine operation.**
 3. Departments should communicate, both internally and externally, changes in business practices in response to a Pandemic Influenza emergency. Changes may include social distancing, increase in telecommuting or suspension of non-essential functions.
 4. Departments should communicate the importance of staying home if employees are ill or have Pandemic Influenza symptoms.
 5. Departments should **distribute practical information** on maintaining a healthy work environment. For example, the Centers for Disease Control and Prevention (CDC) provide materials that demonstrate the simple steps employees can take to protect themselves and their families. Materials are also available that illustrate good respiratory hygiene and describe the signs and symptoms of the flu. Here is an informative website with numerous links on the subject:

► <http://www.infonet.goracine.org/emergencymanagement/index.aspx>

► *A Pandemic Flu Planning Checklist for Individuals and Families is attached at the end of this section.*

- C. In order to maintain business continuity and **to ensure efficient communications**, departments should:
1. Identify and communicate the department's critical functions and the employees who can perform them. Build depth through **cross-training**. Keep in mind that absentee rates may top 25-30%, so build in the redundancy necessary to ensure that essential work will be done.
 2. Ensure that authority (such as hiring or purchasing) is delegated to appropriate employees and that such authority is fully communicated.
 3. Update employee phone lists and make sure management has access to up-to-date data.
 4. Ask employees to update their emergency contact information.
 5. Develop a list of union business representatives and provide that list to Department Heads/Supervisors .
 6. Ask for feedback and plan for disability accessibility requirements that may be necessary due to a Pandemic Influenza emergency. These requirements may include additional disability access services or translation services.
 7. Ensure that essential reporting can be maintained. For example, departments should make sure that staff absenteeism can be monitored and reported.
- D. Departments will be responsible to help disseminate information related to the Pandemic Flu to their key **internal stakeholders**. These stakeholders will include:
1. **Employees.** Racine County will establish ongoing and frequent communications with employees, with special emphasis on the Infonet web site, e-mails or hard copy (print) materials.
 2. **Department management.** Departments will need to communicate business continuity issues and changes to policies and procedures. Plan to implement two or more communications vehicles to ensure the messages are received.
 3. **County management.** In addition to the "business as usual" communications required, departments may need to provide the Executive's Office and other offices, such as the Public Health Officer and Human Resources Department, with

a record of decisions made during a Pandemic Influenza emergency and other information such as employee absence rates.

- F. Departments will be responsible to help disseminate information related to the Pandemic Flu to their key **external stakeholders**. For most departments, these stakeholders will include:
1. **Contract Agencies.**
 2. **Labor representatives.** In conjunction with the Human Resources Department, departments should establish appropriate lines of communications with labor representatives.
 3. **The public.** Departments will need to communicate business continuity issues and changes to policies and procedures. Again, plan to implement two or more communications vehicles to ensure the messages are received. For departments under the authority of the County Executive, all such notices shall be promulgated in coordination with the Office of the County Executive.

Pandemic Flu Planning Checklist for Individuals and Families

You can prepare for an influenza pandemic now. You should know both the magnitude of what can happen during a pandemic outbreak and what actions you can take to help lessen the impact of an influenza pandemic on you and your family. This checklist will help you gather the information and resources you may need in case of a flu pandemic.

1. To plan for a pandemic:

- Store a supply of water and food. During a pandemic, if you cannot get to a store, or if stores are out of supplies, it will be important for you to have extra supplies on hand. This can be useful in other types of emergencies, such as power outages and disasters.
- Ask your doctor and insurance company if you can get an extra supply of your regular prescription drugs.
- Have any nonprescription drugs and other health supplies on hand, including pain relievers, stomach remedies, cough and cold medicines, fluids with electrolytes and vitamins.
- Talk with family members and loved ones about how they would be cared for if they got sick or what will be needed to care for them in your home.
- Volunteer with local groups to prepare and assist with emergency response.
- Get involved in your community as it works to prepare for an influenza pandemic.

2. To limit the spread of germs and prevent infection:

- Teach your children to wash hands frequently with soap and water and model the correct behavior.
- Teach your children to cover coughs and sneezes with tissues and be sure to model that behavior.
- Teach your children to stay away from others as much as possible if they are sick. Stay home from work and school if sick.

3. Items to have on hand for an extended stay at home:

Examples of food and non-perishables

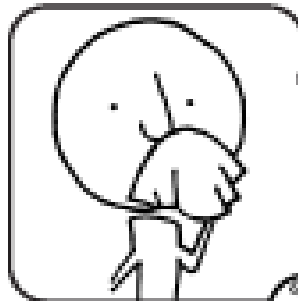
- Ready-to-eat canned meats, fruits, vegetables and soups
- Protein or fruit bars
- Dry cereal or granola
- Peanut butter or nuts
- Dried fruit
- Crackers
- Canned juices
- Bottled water
- Canned or jarred baby food and formula

Examples of medical, health, and emergency supplies

- Prescribed medical supplies such as glucose and blood-pressure monitoring equipment
- Soap and water or alcohol-based hand wash
- Medicines for fever, such as acetaminophen or ibuprofen
- Thermometer
- Anti-diarrheal medication
- Vitamins
- Fluids with electrolytes
- Cleansing agent/soap
- Flashlight
- Batteries
- Portable radio
- Manual can opener
- Garbage bags
- Tissues, toilet paper and disposable diapers

Stop the spread of germs that make you and others sick!

Cover your Cough



Cover your mouth and nose with a tissue when you cough or sneeze or

cough or sneeze into your upper sleeve, not your hands.



Put your used tissue in the waste basket.



Clean your Hands

 after coughing or sneezing.

Wash hands with soap and warm water

or clean with alcohol-based hand cleaner



Minnesota Department of Health
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St. Paul, MN 55155



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Section 17
Employee Assistance Program

Should a Pandemic Influenza emergency occur, referral to the Racine County Employee Assistance Program (EAP) may be recommended to address personal problems that interfere with work performance. In particular, a crisis such as a Pandemic Influenza may cause stresses that compromise the effective functioning of a Department. Further, there may be a need for “Critical Stress Debriefing Sessions” to assist a Department with particular problems or traumatic events.

It is recommended that referral appointments to EAP during a Pandemic Influenza be allowed during regular working hours during the course of the emergency even if the department does not normally allow use of work time for such appointments, as long as this does not interfere with the operations or functions of the workplace.

A. Employee Assistance Program (EAP)

The EAP is a service provided through the Human Resources Department for all county employees. The program’s primary purpose is to assist employees with personal problems that are interfering with work performance. The current provider for EAP is Family Service of Racine; they may be contacted by calling 262-634-2391.

Appendix A Pandemic Phases

WHO Phases		Federal Government Response Stages	
INTER-PANDEMIC PERIOD			
1	No new influenza virus subtypes have been detected in humans. An influenza virus subtype that has caused human infection may be present in animals. If present in animals, the risk of human disease is considered to be low.	0	New domestic animal outbreak in at-risk country
2	No new influenza virus subtypes have been detected in humans. However, a circulating animal influenza virus subtype poses a substantial risk of human disease.		
PANDEMIC ALERT PERIOD			
3	Human infection(s) with a new subtype, but no human-to-human spread, or at most rare instances of spread to a close contact.	0	New domestic animal outbreak in at-risk country
		1	Suspected human outbreak overseas
4	Small cluster(s) with limited human-to-human transmission but spread is highly localized, suggesting that the virus is not well adapted to humans.	2	Confirmed human outbreak overseas
5	Larger cluster(s) but human-to-human spread still localized, suggesting that the virus is becoming increasingly better adapted to humans, but may not yet be fully transmissible (substantial pandemic risk).		
PANDEMIC PERIOD			
6	Pandemic phase: increased and sustained transmission in general population.	3	Widespread human outbreaks in multiple locations overseas
		4	First human case in North America
		5	Spread throughout United States
		6	Recovery and preparation for subsequent waves

Appendix B Summary of the Community Mitigation Strategy by Pandemic Severity

Interventions* by Setting	Pandemic Severity Index		
	1	2 and 3	4 and 5
Home			
Voluntary isolation of ill at home (adults and children); combine with use of antiviral treatment as available and indicated	Recommend †§	Recommend †§	Recommend †§
Voluntary quarantine of household members in homes with ill persons¶ (adults and children); consider combining with antiviral prophylaxis if effective, feasible, and quantities sufficient	Generally not recommended	Consider **	Recommend **
School			
Child social distancing			
-dismissal of students from schools and school based activities, and closure of child care programs	Generally not recommended	Consider: ≤4 weeks ††	Recommend: ≤12 weeks §§
-reduce out-of school social contacts and community mixing	Generally not recommended	Consider: ≤4 weeks ††	Recommend: ≤12 weeks §§
Workplace / Community			
Adult social distancing			
-decrease number of social contacts (e.g., encourage teleconferences, alternatives to face-to-face meetings)	Generally not recommended	Consider	Recommend
-increase distance between persons (e.g., reduce density in public transit, workplace)	Generally not recommended	Consider	Recommend
-modify, postpone, or cancel selected public gatherings to promote social distance (e.g., stadium events, theater performances)	Generally not recommended	Consider	Recommend
-modify work place schedules and practices (e.g., telework, staggered shifts)	Generally not recommended	Consider	Recommend

Generally Not Recommended = Unless there is a compelling rationale for specific populations or jurisdictions, measures are generally not recommended for entire populations as the consequences may outweigh the benefits.

Consider = Important to consider these alternatives as part of a prudent planning strategy, considering characteristics of the pandemic, such as age-specific illness rate, geographic distribution, and the magnitude of adverse consequences. These factors may vary globally, nationally, and locally.

Recommended = Generally recommended as an important component of the planning strategy.

*All these interventions should be used in combination with other infection control measures, including hand hygiene, cough etiquette, and personal protective equipment such as face masks. Additional information on infection control measures is available at www.pandemicflu.gov.

†This intervention may be combined with the treatment of sick individuals using antiviral medications and with vaccine campaigns, if supplies are available.

§Many sick individuals who are not critically ill may be managed safely at home.

†The contribution made by contact with asymptotically infected individuals to disease transmission is unclear. Household members in homes with ill persons may be at increased risk of contracting pandemic disease from an ill household member. These household members may have asymptomatic illness and may be able to shed influenza virus that promotes community disease transmission. Therefore, household members of homes with sick individuals would be advised to stay home.

**To facilitate compliance and decrease risk of household transmission, this intervention may be combined with provision of antiviral medications to household contacts, depending on drug availability, feasibility of distribution, and effectiveness; policy recommendations for antiviral prophylaxis are addressed in a separate guidance document.

††Consider short-term implementation of this measure—that is, less than 4 weeks.

§§Plan for prolonged implementation of this measure—that is, 1 to 3 months; actual duration may vary depending on transmission in the community as the pandemic wave is expected to last 6-8 weeks.

