CITY OF SAINT PAUL

EMERGENCY RESPONSE MANUAL

FOR HUMAN RESOURCES ISSUES REGARDING PANDEMIC INFLUENZA

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OVERVIEW

The City of Saint Paul is responsible for providing services to the residents and businesses of Saint Paul. The potential pandemic influenza\(^1\) could disrupt the continuity of operations for provision of essential and other community services, including governmental and business functions. Should that occur, the Mayor may proclaim a pandemic influenza emergency.

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

This manual is meant to compliment department operational plans. It does not limit department authority to make operational decisions as to essential or needed functions.

The following assumptions were made in drafting this manual:

- The provisions of the City of Saint Paul City Charter, Administrative Code, Civil Service Rules, and collective bargaining agreements must be followed.
- No State or Federal laws dealing with personnel issues have been waived.
- City functions and services will be staffed in priority order.
- Thirty to forty percent of our workforce will be too sick to come to work at some point during this type of pandemic. Up to two percent of those who fall ill may die.
- A pandemic could last six to eight weeks and include several waves over the course of a year.
- School and daycare closings may have a significant impact on workforce availability.
- Fear of infection and necessary dependent care may affect employees’ attendance.
- Local governments may be required to provide additional services not currently performed such as supporting people who have been placed in isolation and quarantine by the Minnesota Department of Health.
- Employees may need personal protective equipment (PPE) to maintain critical services which will require special policies, procedures, testing, and training.
- Just in time manufacturing and transporting will limit the availability of supplies.

\(^1\) An influenza pandemic is a global outbreak that occurs when a new influenza virus causes serious human illness and spreads easily from person to person.
• Assistance from outside organizations, county, state, and federal government will be limited if the outbreak is nationwide.

This manual provides staffing strategies, tools, advice, and directives that departments should follow in the event that the Mayor proclaims a pandemic influenza emergency for the City. Of note is the fact that many human resources processes may be simplified and the administration of collective bargaining provisions narrowed in order to meet exigent staffing needs.

The effect of the provisions of this manual confer no new privilege, right of appeal, right of position, transfer, demotion, promotion, nor reinstatement for any City of Saint Paul 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.
Section 1
Priority Designations for City Functions and Services

**Major recommended action:** Departments need to move to the next phase in their planning by identifying primary personnel (if not already completed) and secondary personnel for priority services. Departments need to predetermine secondary personnel for payroll and HR Liaison functions and begin cross training.

**Advanced Planning:** Staff should be informed of their priority designation and expectations.

The City of Saint Paul is using the following priority designations and definitions to categorize all City functions and services:

- **Priority 1 Services** = Public Safety and Security
  Immediate threat to public health and/or safety. Activities that must remain uninterrupted. Generally, these would be agencies that operate 24 hours a day. For instance, fire suppression, law enforcement, and emergency medical operations are priority one services.

- **Priority 2 Services** = Essential and Core Services
  Activities that can be disrupted temporarily or might be periodic in nature, but must be re-established within a few days. For example processing payroll, payment to vendors, and benefit payments to individuals would generally be considered priority two services. Economic impact and chaos may develop if services are not delivered after a few days.

- **Priority 3 Services** = Necessary Services
  Activities required by law or rule and can be suspended by executive order or emergency declaration. Activities that can be disrupted temporarily (a few days or weeks), but must be re-established sometime before the pandemic wave is over (less than 6 weeks). For example license renewals would be considered priority three services.

- **Priority 4 Services** = Inconvenient but recoverable after several weeks without it.
  Services that can be suspended during an emergency and are not required by law or rule. Activities that can be deferred for the duration of a pandemic influenza (6 – 8 weeks). For example educational programs, training, and general maintenance programs would generally be considered priority four services.

All City Departments and Offices have categorized their functions and services accordingly. Departments are now working on communicating this information to employees. If not already complete, the next steps are as follows.

A. Departments shall identify the conditions that activate the plan. For example, the Mayor has proclaimed an emergency; or although a City emergency has not been proclaimed, a
department director has received authority from the Mayor to activate the plan because
the influenza pandemic has had a negative impact on the business continuity of his or her
department.

B. Departments shall **predetermine primary personnel for each of the priority areas** and
the minimum number of staff necessary to perform the functions.

1. 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 elsewhere in organizations within the City.
   
       c. Employees who can be trained either in advance of the need or on-the-job
          when the need arises.
   
2. Departments should identify other personnel who may be available to perform the
priority functions. Such personnel may include **retired employees, former employees, temporary workers, and contract workers**.²

3. Each department shall **predetermine the payroll function as a priority two function** and shall have a plan of succession and cross training for the payroll function. There should be **at least two employees**; one of whom may **include the payroll supervisor**, who are trained to perform the payroll function.

4. Each department shall **predetermine the human resource liaison function as a priority two function** and shall have a plan of succession and cross training for this function.

² See Section 6 of this manual for administration of contingent workers and emergency hiring during a pandemic influenza emergency.
Major recommended action: Management lines of succession need to be identified and documented. Pandemic influenza could affect the absentee rates of more management staff than in other emergencies.

Advanced Planning: Departments must predetermine lines of succession and provide for access to information.

The following section provides guidance and direction to assist departments to develop plans for identifying lines of management succession and delegation of authority in the event of a pandemic influenza emergency.

A. Departments must establish a management line of succession plan. A line of succession provides a list of predetermined alternates for key leadership positions in each department.

1. The succession plan should be four employees in depth, where possible. The personnel identified for the line of succession should know the operations of the unit. They should also 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 delegated.

2. The succession plan should clearly identify the names of designated personnel, their regular titles, and how they can be contacted. (Consider forwarding any phones, work cell-phones, pagers, and/or email necessary to the person assuming the powers and duties.)

3. The names and order of succession for designated personnel must be communicated to department personnel.

4. 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. It should identify personnel outside of the department who can assume the powers and duties. The line of succession plan should be updated whenever staff changes occur.

5. Departments should construct a method by which those in the line of succession will have access to information and needed items, e.g. computer passwords, calendars for employee approved time off, office keys, file cabinet keys, etc., should they have to assume leadership responsibilities.

6. Succession plans shall be documented and provided by the department director to the Emergency Operations Manager.
Section 3
Reporting to Work

Major recommended changes: Current policy and procedures apply.

Advanced Planning: Staff should be informed of their priority designation and expectations; employees should have a family care succession plan in place; employees who are assigned some priority services may have to telecommute to perform duties and should be equipped to do so in advance.

The Priority Services categories and definitions outlined in Section 1 provide the foundation for who must report to work, and when, during a pandemic emergency. All first responders must report to work. The Mayor, in conjunction with the Emergency Operations Center and the State, will determine the City’s priority level at any given time during a pandemic emergency.

Staff should be informed of their priority designation and expectations. Each employee’s role in a pandemic emergency:

- Is determined by their department.
- May change during the emergency.
- Requires that they be prepared to respond.
- Requires that their family also be prepared.

The best way for employees to ensure their family’s safety is to report to work and perform the work assigned. The best way to do their job is to ensure their family is safe.

Closure of Schools and Daycare Facilities

To minimize the effect of any disease outbreak, the Minnesota Department of Health may 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 other venues, the State may close schools and large daycare centers as a social distancing strategy. It is anticipated that this action would occur in coordination with any emergency proclamation that may emanate from the Governor.

School and daycare closure is expected to have a significant cascading effect on staff absenteeism in both the private and public sectors. The City of Saint Paul 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. If schools and daycare centers are closed, employees will not be allowed to bring their children to work.

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3 See Section 15 for a discussion on discipline for unauthorized absences.
A. **Personnel Responsible for Priority 1 Services** must report to work, notwithstanding school and daycare closures.

B. **Personnel Responsible for Priority 2 Services** must report to work within three days, notwithstanding school and daycare closures.

C. **Personnel Responsible for Priority 3 Services** should make every effort to report to work in the event of school and daycare closures and must report to work within three weeks, notwithstanding school and daycare closures, unless directed otherwise.

D. **Personnel Responsible for Priority 4 Services** should make every effort to report to work in the event of school and daycare closures, unless directed otherwise.

All personnel, regardless of Priority level designation, should have a family care plan in place. In the event that child and dependant care coverage becomes impossible, personnel may use accrued vacation or accrued compensatory time for such an absence or may request approval for leave without pay, depending on the employee’s priority level designation. Sick leave may not be used by healthy parents who are staying home to take care of healthy children or other healthy dependants due to lack of daycare arrangements.

* Employees may be required to work on different priorities due to a pandemic.
Section 4
Labor Relations

**Major recommended changes:** Current policy and procedures apply.

**Advanced Planning:** Departments should consult with the Labor Relations for specific questions or needs.

The following provides guidelines in the administration of collective bargaining agreements to follow in the event a pandemic emergency is proclaimed:

A. **Guiding Principles for Emergency Administration of Collective Bargaining Agreements**

1. All provisions in the collective bargaining agreements would remain in place with the exception that notification periods may be suspended for items such as changing schedules and assignment of work, due to emergency status of the event.

2. Managers and supervisors should try to follow all the notification requirement provisions of the collective bargaining agreements to the extent possible.

3. Managers and supervisors should provide as much notice to employees as possible, given the circumstances, of any change affecting employees.

4. To the extent possible, compensation provisions will not be suspended but may be streamlined in order to administer payroll in a timely manner. This means that only a very basic payroll will be possible and exceptions, such as working-out-of-class or overtime may not be available to be paid until a later time. Supervisors need to maintain documentation of any change in assignment and track hours worked for their employees to ensure these items are tracked and paid when the more complete payroll process is available.

5. In the event that a pandemic emergency is proclaimed, managers and supervisors should refer to the City’s Human Resources and Labor Relations staff as questions arise concerning administration of collective bargaining agreements.

B. **Changes in Employee Schedules and Notification Timelines**

Most of the collective bargaining agreements in the City of Saint Paul have notification requirements regarding change in employee’s shifts, hours, days, etc. During a declared City emergency such as a pandemic, the City will need to invoke the permissive language allowing for changes of less than stated requirements. Examples of contract notification language are noted below:
“Normal work schedules showing the employee's shifts, work days, and hours shall be posted on department bulletin boards. It is also understood that deviation from posted work schedules shall be permissible due to emergencies and acts of God, and overtime may be required.”

“At least fourteen (14) calendar days prior to changing the normal work day or the normal work week, the Employer and Union shall meet and confer regarding the need for the proposed change and the possibility of other alternatives. It is also understood that deviation from such notice shall be permissible due to emergencies and acts of God. Notice is not needed for temporary changes of less than one week.”

Managers, supervisors, and employees should understand that the following actions may need to be taken during an emergency.

1. Previously approved vacation, compensatory time, leave of absences (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 directed not to report to work.

5. Employees may be required to work at other locations or telecommute with minimal notice.

6. Employees may be assigned overtime with minimal notice.

7. Employees may be assigned work-out-of-class with minimal notice.

8. Employees may be assigned to work other duties or to work in other departments with minimal notice.

Departments are encouraged to work with staff to minimize the impacts of decisions affecting schedule changes. Rest and meal period requirements continue no matter what type of work schedule is assigned. Overtime is probable and should be expected.

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 and State law. Should exigent circumstances exist where meal periods cannot be taken, employees will be paid for any missed meal period.
D. **Contract Negotiations and Administration**

During the period of the emergency, the City may temporarily suspend collective bargaining negotiations, grievance processing, and labor-management committee meetings.

Labor representatives should contact the Labor Negotiator for their respective collective bargaining agreement if they have questions or concerns about these guidelines or how they are being applied.

E. **Alternative Work Schedules**

1. 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.

2. Departments will identify functions and services that may be staffed with personnel on alternative schedules.

3. If feasible, supervisors should first ask for employees to volunteer to work hours other than their usual schedule. Where certain work schedules cannot be staffed with volunteers, department management may direct staff to work the schedules necessary.
Section 5
Contingent Workforce and Emergency Hiring

**Major recommended changes:** This section provides emergency hiring information, including a fill-in-the-blank emergency offer letter and links to essential new employee forms and policies. In the event that the internet is down, this information, entitled, “emergency hiring packets,” will be available in Human Resources and will be distributed to payroll personnel.

**Advanced Planning:** Departments must preplan and identify classifications which may be needed during an emergency so that they may more quickly staff their work units.

A. City of Saint Paul contingent workers fall into one of three general categories as follows:

1. **Contract Worker** (Hired through a temporary employment agency) – an individual who is the employee of an authorized vendor to provide these resources. Contract Workers do not receive City of Saint Paul benefits.

2. **Temporary** – an individual who is a City of Saint Paul employee and who may work for up to 1040 hours in a calendar year. Temporary employees do not receive City of Saint Paul benefits, unless specifically granted by the appropriate collective bargaining agreement.

   ► Hiring instructions and a sample temporary offer letter is included below.

3. **Provisional** – an individual who is a City of Saint Paul employee and who may work in a classification unless or until an eligible list exists for that class. Provisional employees receive City of Saint Paul benefits.

During a pandemic, most of the emergency hiring will likely be temporary employees. For general work, the City must follow the collective bargaining agreement with the Tri-Council which calls for one-half of workers to come from the Union Hall. This may be a good source for temporary workers.

B. The majority of contract workers used in the City of Saint Paul are in the administrative, financial, and information technology fields. The master contracts can be found on the intranet on the Contract and Analysis Services website at:

http://sparc.ci.stpaul.mn.us/MasterContracts/list.jsp?searchField=Subject&searchLike=Like&searchValue=Employment%20Agencies&exact=1

► A listing of the current master temporary employment contracts through December 31, 2009 can be found at the end of this section.
Emergency Job Offers of Temporary Employment
Hiring Supervisor Instructions

There are a number of things a department should consider when making a job offer to a potential employee. In the event of a pandemic level emergency, you will need to ensure the forms listed below are completed and submitted to your department payroll person before temporary employment begins or as soon thereafter as possible.

Policy
Departments and Offices are allowed to make temporary appointments to fill non-permanent, short-term vacancies that arise due to an emergency situation, cyclical work, or the absence/illness of a certified employee. This policy is limited by Civil Service Rule 12. See complete Temporary Appointment guidelines at http://www.stpaul.gov/index.aspx?nid=1087

Salary Options
Supervisors: chose one of the following rates which most appropriately matches the work to be performed: $10, $15, $20, $25. Note to Payroll: use a Park and Recreation Worker II – VII Occupation Code that corresponds with the dollar amount offered in the hire letter.

Essential New Employee Forms and Policies

<table>
<thead>
<tr>
<th>Form Name</th>
<th>Please print for each employee</th>
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</thead>
<tbody>
<tr>
<td>o New Employee HR/Payroll Input form</td>
<td><a href="http://spnet.ci.stpaul.mn.us/depts/humres/forms.html">http://spnet.ci.stpaul.mn.us/depts/humres/forms.html</a></td>
</tr>
<tr>
<td>o Temporary Permit</td>
<td><a href="http://spnet.ci.stpaul.mn.us/depts/humres/forms.html">http://spnet.ci.stpaul.mn.us/depts/humres/forms.html</a></td>
</tr>
<tr>
<td>o Internet Access/Email Policy &amp; signature form</td>
<td>These three policies and signature forms are available on the</td>
</tr>
<tr>
<td>o Workplace Conduct Policy &amp; signature form</td>
<td>City’s Policies and Procedure page at:</td>
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</tbody>
</table>

1040 Hours Yearly Maximum: The 1040 hours limit for temporary employees includes regular working hours PLUS any overtime hours. Hours worked in all city departments are counted. At the beginning of a new payroll year, the employee starts over on his/her 1040 hour temporary permit. A department director can request an extension for a temporary employee.

Qualifying for Public Employees Retirement Association (PERA): Temporary employees qualify for PERA after working six (6) months and earning more than $425.00 monthly.

Union Dues: As required by the collective bargaining agreement, after 67 consecutive days of work, an AFSCME Clerical, Technical, or Legal temporary employee is required to pay union dues (or pay “fair share” dues if they do not want to join the union).

Floating Holidays: Temporary employees do NOT earn floating holidays.

Health Insurance Benefits: Temporary employees NEVER qualify for City health insurance benefits.
Date: ___________________________
Name: ___________________________
Address: ___________________________

Dear ________________:

Congratulations! This letter confirms your acceptance of an offer of temporary employment in the working title of City Emergency Worker for the City of Saint Paul, Department of _________________.

This letter also confirms your start date of __________ and your starting hourly rate of $___________.

Departments and Offices are allowed to make temporary appointments to fill non-permanent, short-term vacancies that arise due to an emergency situation, cyclical work, or the absence/illness of a certified employee. The 1040 hours limit for temporary employees includes regular working hours PLUS any overtime hours. A department director can request an extension for a temporary employee. Temporary employees qualify for PERA after working six (6) months and earning more than $425.00 monthly. Temporary employees do NOT earn floating holidays. Temporary employees NEVER qualify for City health insurance benefits. Complete Temporary Appointment guidelines can be found at http://www.stpaul.gov/index.aspx?nid=1087.

On behalf of the City of Saint Paul, we are looking forward to working with you. In the meantime, if you have any questions please don't hesitate to call me at _________________.

Sincerely,

____________________________ (sign)
____________________________ (print)

C: Department Payroll Specialist
Human Resources (Personnel File)
Master Temporary Employment Contracts

Description: Primary Vendor for Temporary Employment Services (Clerical, Accounting & Labor)

Vendor: Masterson Personnel
Address: 5775 Wayzata Blvd #995
City: St Louis Park MN 55416
Vendor Contact: Eric Berg
Phone: 952-542-1958 / Fax: 952-542-3143

Description: Primary Vendor for Temporary Employment Services (Computer Support, Web Site Support, Computer Server Administration & Network Support, Programming & Database Support, Project Management)

Vendor: AppleOne Employment Services
Address: 990 Knox St
City: Torrance CA 90502
Vendor Contact: Damian Pipkins
Phone: 310-516-1572 / Fax: 800-539-2228

Note: AppleOne is also the Back Up Vendor for Temporary Employment Services (Clerical, Accounting)

Description: Back Up Vendor for Temporary Employment Services (Computer Support, Web Site Support, Computer Server Administration & Network Support, Programming & Database Support, Project Management)

Vendor: Dolphin Staffing
Address: 258 Hennepin Ave
City: Minneapolis MN 55401
Vendor Contact: Katie Farley
E-Mail: kdf@dolphinstaffing.com
Phone: 612-371-7484 / Fax: 612-371-7453

Description: Background Check Services (Valid Through 9/30/2010) (Background checks for City employment (with the exception of Police Department employees) must be run through Human Resources)

Vendor: The McDowell Agency
Address: 1714 University Ave
City: St. Paul MN 55104
Vendor Contact: Tim Landsberger
E-Mail: Tal@Mcdowellagency.com
Phone: 651-644-3880 / Fax: 651-644-3877
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.\(^4\) **Telecommuting is not appropriate for all employees and no employee is entitled or guaranteed the opportunity to telecommute.**

The purpose of modifications to the policy is to provide support for social distancing or other pandemic response goals 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 broader use of telecommuting than they would for normal operations or other types of emergencies to accomplish social distancing for a pandemic influenza emergency.

2. Departments shall **identify priority 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 are qualified for the provision of priority functions and determine their ability to telecommute and their current capacities, e.g., who already have Virtual Private Network (VPN). Provide VPN service in advance of the potential pandemic influenza emergency to such employees performing functions that require access to systems and applications. Please note: Due to budgetary considerations and IS personnel availability, VPN access is limited Citywide, so employees should not expect to be provided VPN.

4. Departments shall consider **alternative work schedules** for those authorized to telecommute to reduce peak demands on Information Technology systems.\(^5\)

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\(^4\) Telecommuting is not a substitute for dependant/child care and employees are expected to make dependant/child care arrangements for the period they will be working at home. Telecommuting is strictly voluntary and may be terminated at any time by either the employee or the immediate supervisor.

\(^5\) See Section 4 of this manual for a discussion on alternative work schedules.
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 VPN software which may be checked out on an emergency 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.

B. **Supervisors may require that an employee telecommute** during a pandemic influenza emergency. A requirement to telecommute shall be **documented**.

C. There are a number of **technical planning** methods to accomplish telecommuting as follows.

1. Via the **World-Wide-Web**, employees can access their email accounts and public folders from any computer with internet access. There is no additional set-up or cost, however, the access is limited only to email and their folders. Employees cannot access other systems or applications.

2. **Virtual Private Network** (VPN) – employees can access their work computer from their home computer through software that must be loaded on the home computer and settings on the work computer. The software is normally provided to the employee on a CD, with installation instructions. This allows the employee to log into the City network via a password protected connection. The employee must have internet access, preferably a high-speed connection.

3. **Instant Messenger** (IM) – this is a free service provided by a number of companies including Microsoft, America Online (AOL), and Yahoo. It allows for real-time instant text messages either between individuals or as part of a group. The access should be developed in advance so that employees who are telecommuting would be able to load their IM address book to enable the communication. This technology should not be used for secure and/or confidential communications because it is not private.
## Section 7
### Working-Out-of-Class Assignments

<table>
<thead>
<tr>
<th>Major recommend changes:</th>
<th>Current policy and procedures apply.</th>
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<tbody>
<tr>
<td>Advanced Planning:</td>
<td>Departments should identify areas where working-out-of-class (WOOC) assignments are expected to occur.</td>
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Administration of WOOC will continue in accordance with City of Saint Paul policy and collective bargaining agreements.

A WOOC assignment is **defined** as the temporary assignment of an employee to an existing higher-level classification when the higher-level duties and responsibilities comprise the majority of the work performed.

A. Only in the event that an employee is **assigned to higher-level duties will they be paid WOOC**. WOOC pay is not appropriate where an employee is simply assigned different duties which are not higher-level duties or where an employee is simply assigned to work in a different work unit if the work performed does not involve higher-level duties.

B. Employees may be assigned to perform **duties of an equal or lower classification**, without reduction in base pay.

C. Managers must keep good documentation on assignments and inform payroll staff as soon as possible.
Section 8
Volunteer Services

Major recommended changes: Current policy and procedures apply.

Advanced Planning: Departments should compile a list of potential volunteers.

During a pandemic influenza emergency, departments may wish to utilize the services of volunteers. Generally, volunteers are individuals who perform hours of service for the City for civic, charitable, or humanitarian reasons.

A. Departments should first attempt to utilize City of Saint Paul employees to perform needed work and then recruit volunteers.

B. Departments should identify areas where volunteers might be utilized in advance and identify the type of skills that volunteers will need to be useful in that area. Departments should then compile a list of possible volunteers.

1. Departments may be contacted by individuals who want to volunteer but are not needed or do not posses the needed skills. Departments should predetermine how to communicate to these 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 or is paid expenses or a nominal fee to perform the services for which the individual volunteered. The individual must perform services without any kind of promise or expectation or receipt of compensation for the services rendered.

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

3. The volunteer must sign a waiver and release prior to performing volunteer services.

► A Volunteer Services Waiver and Release is attached at the end of this section.
VOLUNTEER SERVICES
WAIVER AND RELEASE

The undersigned, on behalf of themselves and their estate, hereby waives any right of recovery and releases City of Saint Paul, their officers, officials, employees, and agents, from liability arising from any injury to Undersigned, arising from or out of the Undersigned’s activities and participation in volunteer services at the City of Saint Paul ____________________________

(insert department name).

The Undersigned further acknowledges and agrees that City of Saint Paul does not assume any responsibility whatsoever for any property of the Undersigned and the Undersigned shall not hold the City liable for any loss or damage to same. The Undersigned gives their permission to be photographed and have their image used in City of Saint Paul publications.

Signature: ________________________________ Date: ___________

For youth under 18 years of age: ________________________________ (print) has my permission to accept an assignment as a volunteer for City of Saint Paul.

Signature of Guardian: ________________________________ Date: ___________
Section 9
Rescission of Approved Leave, Compensatory Time Off, or Leave without Pay

Major recommended changes: Current policy and procedures apply.

Advanced Planning: Managers and supervisors should keep an updated calendar of all approved time off and provide access of that calendar to those in their line of succession.

Because the pandemic influenza emergency may cause significant staffing shortages, previously approved vacation leave, compensatory time off, or leave without pay may be rescinded in order to provide staffing coverage for City services. The ability to rescind previously approved-leave currently exists.6

Supervisors, managers, and directors should note the following:

A. Managers and supervisors should keep an updated calendar of all approved time off and provide calendar access to those in their line of succession.

B. Approved vacation leave, compensatory time off, or leave without pay should only be rescinded where the supervisor is unable to adequately staff a work unit or project.

C. Approved vacation leave, compensatory time off, or leave without pay should be rescinded as soon as the supervisor believes that a potential staffing shortage will require that the employee report to work.

D. Prior to rescinding previously-approved leave, the supervisor should attempt to staff the unit or project through other available means, e.g., seek available staff to volunteer for the work or staff with other available employees or contract workers.

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 to report for work. It would be unreasonable to require that an employee who is on vacation out of the country to report for work.

F. When rescinding leave, the supervisor shall have actual contact with the employee to ensure that the employee received the directive to report. Rescission should be made in writing, if possible.

6 See also Section 11 of this manual. Rescissions may not be made where the approved leave is a necessary extension of sick leave to be used in conjunction with City of Saint Paul Family Medical Leave.
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 the employee returned the call acknowledging the directive.

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

G. 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 a pandemic influenza, where an employee’s absence would disrupt City business operations.
(Sample Rescission of Vacation and Comp Time Off Email/Memo/Fax)

To:   [employee’s name]
From:   Appointing Authority
Date:   Date
Subject:  Rescission of Previously Approved (Vacation/Compensatory Time Off)

Please be advised that the pandemic influenza emergency has caused staffing shortages Citywide. Unfortunately, this means that I must rescind my prior approval of your (date of vacation leave and compensatory time off) in order to provide staffing coverage for.

However, please note that:

[The following is only for employees whose approved vacation is being rescinded:] 

- Employees eligible for vacation leave may accrue up to sixty days vacation leave, pro-rated to reflect their normally scheduled work day. However, should rescission of your vacation leave due to a declared pandemic influenza emergency result in your leave going beyond the maximum accrual amount, either the department director or I may submit a recommendation to the Human Resources Director that you be allowed to carryover vacation leave, per Civil Service Rules.

[The following is only for hourly employees whose approved compensatory time off is being rescinded:] 

- As an employee who can accrue compensatory time off, you normally have a right to use it within a reasonable time of your request. However, such is not the case in the event of an emergency, such as a pandemic influenza, where your absence may disrupt City business operations. Because your previously-approved compensatory time off is being rescinded, upon your request the department director may recommend to the Human Resources Director the maximum level of accrued compensatory time be temporarily increased. If that occurs, you must use those hours within the first quarter of the new calendar year.

Thank you for your understanding and your assistance during this difficult time.

cc: Department director
    Department payroll staff
Section 10
Sending Ill Employees Home

Major recommended changes: Managers and supervisors already have the responsibility and authority to send ill employees home.

Advanced Planning: Training of supervisors should include a reminder that they have the authority to send ill employees home and that sick leave is meant to cover such an absence.

A. If an employee who is staffing operations appears to have influenza symptoms at the workplace, supervisors have the authority to require the employee leave the workplace.

As a safety consideration, management should look to the physical wellbeing of its employees and whether the health of fellow employees is endangered by the health of an ill employee. Such is the case where an employee is exhibiting symptoms of influenza because an ill employee may endanger the health of fellow employees.

Supervisors should first seek the approval of their manager or director prior to sending an ill employee home.

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 in may include:

- Fever
- Coughing
- Sore throat
- Runny or stuffy nose
- Headaches
- Body aches
- Chills
- Fatigue
- Vomiting
- Diarrhea

For further information on this topic and updates on pandemic influenza symptomology, visit the Centers for Disease Control (CDC) website at http://www.pandemicflu.gov/

C. Under the Civil Service Rules and collective bargaining agreements an employee may use sick leave for the employee’s bona fide illness, incapacitating injury, or the employee’s exposure to contagious diseases.

D. In the event that employees are sent home because of pandemic influenza, employees may use their sick leave accruals, vacation accruals, compensatory time off accruals, or
may request approval for an unpaid absence without leave if sick leave and vacation leave accruals are depleted.

E. **Paid administrative leave is not available to an employee who is being sent home because they exhibit symptoms of influenza.**

F. When the employee’s condition improves to the point where the employee no longer poses a health hazard to fellow employees, the employee shall contact his or her supervisor and arrange for the employee’s **return to work.**  

7 (Current information on the CDC website indicates that an employee who has been diagnosed with H1N1 remain at home for 7 days after symptoms begin or until the employee has been symptom-free for 24 hours, whichever is longer.)

▶ *A sample memo is provided below.*

**Sample Memo for Sending an Ill Employee Home**

From:  *Appointing Authority*  
Sent:  *Date*  
To:  *employee’s name*  
Subject:  *Removal from Workplace – Exhibiting Pandemic Influenza Symptoms*

During the last *[time period i.e. few days, several hours]* I have observed that you appear ill because you are *[list symptoms observed]*. I am concerned about your physical wellbeing. I am also concerned that you may be contagious. In light of these concerns, I am sending you home.

You will need to use your sick leave accrual, vacation accrual, or compensatory time off accrual (if available) for your absence. You may request approval for an unpaid leave of absence with benefits if your leave accruals are depleted.

When your condition improves, please contact me at *[supervisor’s phone number and email address]* and we will discuss your return to work.

Thank you for your understanding. I hope that you feel better soon.

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7 *See Section 12 of this manual for return to work authorization; the Department of Health may provide further guidance on how long an employee will need to remain away from work if exhibiting symptoms.*
Section 11
Family Medical Leave and Sick Leave

**Major recommended changes:** Current policy and procedures apply.

**Advanced Planning:** Departments need to ensure that family medical leave administration is encompassed in the essential human resource management functions.

City of Saint Paul employees may use medical leave pursuant to their current rights under:

- Family Medical Leave Act (FMLA) 29 CFR (unpaid)
- City of Saint Paul Family Medical Leave
- Civil Service Rules
- Collective Bargaining Agreements

During a pandemic influenza emergency, employees may need assistance to determine what leave applies to their situation. Please contact Human Resources personnel.
Section 12
Return to Work Authorization

**Major recommended changes: Procedural.** During a pandemic influenza emergency, as a general rule, medical certifications for return to work will not be required if related to influenza. Employees may be required to return to different work sites and to different work duties.

**Advanced Planning:** Managerial and HR practitioner training.

In the event the Mayor 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. 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. The supervisor shall also inform the employee if the work schedule and shift, and specific work assignments are different from the employee’s regular assignment.

C. In administering this section, medical certifications may not be required.

D. After the emergency, the requirements for the employee to provide a medical release/return to work verification form from a health care professional will be restored, unless otherwise notified by the employee’s supervisor.

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8 *See* Section 10 for a discussion on sending ill employees home. Of note, if the employee returns to work and appears ill, the supervisor may send the employee back home.
Section 13
Vacation Donation

Major recommended changes: Current policy and procedures apply.

Advanced Planning: None.

This policy is found in the Salary Plan and Rates of Compensation as approved by the City Council. If any changes occur in the Salary Plan and Rates of Compensation, that would supersede the language listed below.

Vacation Donation (from the Salary Plan and Rates of Compensation)

Employees may exchange or transfer their vacation credits from one employee to another under the following conditions:

1. Such transfers can be made only after the showing of unique or special circumstances and only upon approval of the Director of Human Resources.

2. Before such transfer will be approved the proposed recipient of the transfer must have used all of his/her accrued or useable vacation and all of his/her compensatory time.

3. Such transfer shall be on a dollar-for-dollar basis. The worth of the vacation shall be adjusted to the pay level of the donor. Therefore, if the salary of the donor is greater than the donee, one day of vacation of the donor shall result in more than one full day to the donee. Conversely, if the salary of the donor is less than the donee, the one day of vacation of the donor shall result in less than one full day to the donee.

4. Vacation transfer shall be limited to 10 work days unless the donor has actually accrued more than 10 work days of vacation. If the donor has accrued more than the 10 days then the vacation transfer will be limited to the amount of vacation days actually accrued by said donor.

5. Requests for such transfer of vacation must be submitted to the Director of Human Resources, in writing, by the recipient employee or by the recipient employee's supervisor with the consent of the recipient employee.

6. When such a request is received, the Director of Human Resources may, if s/he approves such a request, give notice to City employees of the request for such transfer.

7. When a donor volunteers such transfer, s/he must first execute a release document for such transfer and such document will be kept on file in the Office of Human Resources.
8. When a transfer has been finalized in accordance with these rules and approved by the Director of Human Resources, the Director shall so notify the Office of Financial Services and the necessary accounting action shall be taken to reflect said transfer.

9. Any unused portion of such donated vacation shall be returned to the donor or donors. The manner of such return should be similar to that defined in #3 of this resolution only in the reverse order of transfer.
Section 14
Facility Closure / Layoff

Major recommended changes: The City may currently affect facility closures and layoffs as necessary to meet business needs.

Advanced Planning: Human Resources will review standard layoff template letters and update as necessary to address a pandemic influenza emergency.

Administrative offices and City of Saint Paul operations will remain open during emergency situations that do not pose an immediate life, health, or safety risk to its occupants unless directed otherwise by the Mayor or the respective department director. Decisions as to facility closures or layoffs will be made on a case-by-case basis, in conjunction with the Mayor’s office.

A. Because of potential staffing shortages, employees may be deployed to provide support for City operations in alternative worksites and should expect to come to work.

B. In the case of closure of specific offices, employees will be sent home as a last resort.

C. When a department director closes operations in his or her department during the work day or orders employees to leave the premises because of safety concerns, employees (regular, provisional, and probationary) scheduled to work on that day will be paid for the normally scheduled work day.
City of Saint Paul’s commitment to public service will be the cornerstone to holding the function of our community together. In order to fulfill service to the public, all able employees are expected to report for work and perform duties, unless directed otherwise. Held to the highest standard are first responders—those employees who exercise civil authority and maintain the safety and wellbeing of City citizens.

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 discipline.

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 disciplinary action.

Prior to proposing or implementing disciplinary action, managers and supervisors should first consult with Labor Relations or the City Attorney’s Office. These persons will assist the department in a review of pertinent facts and decisions regarding disciplinary action processing. This will also help to ensure that employees throughout the City are treated equitably.

1. Any disciplinary suspension or termination for an employee’s misconduct will be documented in the form of written correspondence, e.g., letter, email, facsimile, by the appointing authority and a copy will be provided to the employee and the employee’s union representative. 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, including Loudermill meetings, for employees who are alleged to have engaged in misconduct may be held in abeyance pending the City’s return to normal business operations.

3. **Administrative leave** remains available for departments to utilize when departments determine that an employee should not return to work pending the outcome of the disciplinary process.
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 in which the employee is employed. 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. **Employees** will not be paid for any time that they are absent from work without approved leave.

2. **Disciplinary Action**
   a. Employees may be subject to discipline, up to and including termination, for an unauthorized absence, the level of severity of which shall be dependent upon the length of the absence and whether they have been designated as a *first responder*. Should a suspension be imposed, the time period for the suspension may be in any increment between 1 and 30 days, depending upon the facts and circumstances.

   b. Any disciplinary suspension or termination for an employee’s unapproved leave of absence will be documented in the form of written correspondence, e.g., letter, email, facsimile, by the appointing authority and a copy will be provided to the employee and the employee’s union representative. The correspondence will set forth the dates of the employee’s unapproved absence, noting when the proposal will be processed, and when the employee will have an opportunity to be heard, as set forth below.

   ▶ **Sample discipline and termination letters are available on the Human Resources website on the City’s intranet at:**
   

3. Processing of disciplinary proposals for employees who are alleged to be absent without approved leave may be held in abeyance pending the City’s return to normal business operations. **Administrative leave** remains available for departments to utilize when departments determine that an employee should not return to work pending the outcome of the disciplinary process.

4. Processing of disciplinary proposals for employees who are alleged to be absent without leave may be conducted as soon as the department is able to do so or may be held in abeyance pending the City’s return to normal business operations.

5. **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.*
6. Should an employee’s unauthorized absences from work for a period of three consecutive days be **sustained and no compelling mitigating circumstances exist**, such may be considered as **abandonment** of the employee’s position with the City. An employee who abandons his or her position may be subject to termination.
Section 16
Communication and Consistent Messaging

Major recommended changes: This section sets forth many useful reminders and suggestions on effective communication.

Advanced Planning: Departments not only need to identify key internal and external stakeholders but the methods that will be used to communicate with them. Departments, together with Labor Relations, need to communicate to labor unions and employees that certain provisions of their respective collective bargaining agreement may be suspended.

One of the key elements in responding to any disaster, including a pandemic influenza emergency, is effective and timely communication. City of Saint Paul departments must plan their internal communications strategies before a crisis occurs. Sound and thoughtful communications will be required before, during, and after a pandemic influenza emergency. This section provides guidance on internal communications planning and strategies.

When communicating to their employees, departments should coordinate closely with their department’s designated spokesperson and the Mayor’s Communications Director to ensure that Citywide messages align.

A. Core Communications Goals

- Provide clear, consistent, candid communications to employees, agencies, and the public.
- Apply this goal to communications at every level of the organization – from the Mayor’s Office, throughout the departments, and to the public.

As departments contemplate and develop communications, they should adhere to these guidelines:

- There will be a great demand for accurate and timely information that will provide guidance and ease anxiety. There will be a need to build and maintain trust.
- Know your stakeholders, and develop a communications strategy for each one. Different types of information will need to be communicated to different audiences.
- Basic messages may change over the duration of the emergency. Departments will need to develop a phased communications plan that can be partially or fully implemented as needed.
- There may be a need to counteract the circulation of conflicting information, misinformation, and rumors.
- Communicate consistently and frequently. Even when there is seemingly no new information to share; it is good to say that to allay fears.
B. Assessing Department Communications Resources and Needs – Before a potential pandemic influenza emergency strikes, departments shall assess their communications strengths and weaknesses.

1. City Departmental Communications Resources

   - Determine whether adequate human resources are available during all phases of a pandemic influenza emergency. Remember, a pandemic influenza emergency may last for several months. Departments must ensure that they will have the people available to implement a sustained communications plan. Prepare for resource contingencies by training extra staff for emergency communications responsibilities.
   - Identify a spokesperson for disseminating information to City employees.
   - Communicate which employees have authority to issue news releases or communicate with the media.
   - Schedule crisis communication training for all employees who will have a communications role.
   - Establish procedures that will ensure technology such as networks and servers are readily available, tested, and backed up. Ensure access to laptops, fax machines, and other hardware for appropriate personnel. Provide risk communications priority over standard business use.9

2. Departmental Communications Needs

   - Develop and regularly review a pandemic influenza emergency communications plan.
   - Develop policies to implement the communications plan and to deploy resources during a pandemic influenza emergency.
   - Familiarize key management with available communications resources.
   - Prepare basic templates and other communications materials in advance, and update them during a pandemic influenza emergency as needed.
   - Monitor the effectiveness of communication messages, vehicles, and timing, refining them as necessary.

C. By educating your employees through early and ongoing communications, departments can reassure their employees and assist in protecting their health.

1. The City and departments should tell employees about the threat of a pandemic influenza emergency, and describe the steps they are taking to prepare for it.10

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9 See Section 6 of this manual for guidance on telecommuting.
10 Public Health – City of Saint Paul will provide guidance and information on the pandemic influenza threat.
2. The City and departments should communicate potential changes to personnel policies located in this manual in response to a pandemic influenza emergency and must emphasize that these changes apply only to the emergency response, not for routine operation.

3. Departments should communicate changes in business culture 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 are showing symptoms of influenza.

5. Departments should distribute practical information on maintaining a healthy work environment. For example, the Department of Public Health and the Centers for Disease Control 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.

   For further information on this topic, visit the CDC website at http://www.pandemicflu.gov/

   The City’s trainings on this topic were held in June and July 2006. This intranet site has all the materials from those trainings and other helpful information.

   http://spnet.ci.stpaul.mn.us/depts/humres/influenza.html

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

Departments should recognize that a pandemic influenza emergency may provide physical, social, and emotional challenges for employees. Morale building communications will be essential.

D. 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. Designate staff to ensure this updating is done on a regular basis.
4. Ask employees to update their emergency contact information on a regular basis, at least quarterly or more frequently if necessary. Designate staff to keep this information current.

E. When developing a communication plan, departments should identify their key **internal stakeholders and the methods that will be used to communicate with them**. For most departments, these stakeholders will include:

1. **Employees.** As detailed earlier in this section, departments must establish on-going and frequent communications with employees. Plan to implement two or more communications methods which may include an Internet web site, central telephone number with pre-recorded information, central telephone number staffed by informed communications personnel, email, or hard copy (print) materials.

2. **Department Management.** Departments will need to communicate business continuity issues and changes to policies and procedures. Again, plan to implement two or more communication methods to ensure the messages are received.

3. **City Management.** In addition to the “business as usual” communications required, departments may need to provide the Mayor’s Office or other agencies with a record of decisions made during a pandemic influenza emergency and other information such as employee absenteeism rates. Ensure that essential reporting can be maintained. For example, departments should make sure that staff absenteeism can be monitored and reported.

F. When developing a communication plan, departments should identify their key **external stakeholders and the methods that will be used to communicate with them**. For most departments, these stakeholders will include:

1. **Labor Representatives.** Departments should work with Labor Relations staff and must establish on-going and frequent communications with labor representatives. Plan to implement two or more communications methods which may include an Internet web site, central telephone number with pre-recorded information, central telephone number staffed by informed communications personnel, emails or hard copy (print) materials. Develop a list of union business representatives and provide that list to directors, managers, and supervisors.

2. **The Public.** Departments and agencies 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. 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.
Pandemic Flu Planning Checklist
for Individuals and Families
(From the Department of Health and Human Services)

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
Section 17
Employee Assistance Program

**Major recommended changes:** These resources and the processes for contact already exist.

**Advanced Planning:** Pre-pandemic briefings may need to occur in order that managers and supervisors are prepared to address the employee stresses that may arise during a crisis and to know when a referral to EAP should occur.

Should a pandemic influenza emergency occur, referral to the City of Saint Paul 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 work unit. Further, there may be a need for “Critical Stress Debriefing Sessions” to assist a work unit with particular problems or traumatic events.

A. **Employee Assistance Program (EAP)**

The EAP is a service provided through Human Resources for all City employees, regardless of benefits eligibility, career service, or temporary employment status. The program’s primary purpose is to assist employees and managers with personal problems that are interfering with work performance.

Employees and their immediate family members are free to contact the EAP service any time they need help, referrals, or support. Sometimes employees contact EAP on their own, perhaps because they are facing a personal problem or crisis. Sometimes a supervisor encourages the employee to contact the Employee Assistance Program. The toll free number employees can call to contact EAP is (866) 326-7194, TTY (800) 827-3707.

If you have questions related to employee assistance, please go to the following link [www.hpeap.com](http://www.hpeap.com) and log in (Employer ID: healthpartners; Password: saintpaul) or call (866) 326-7194 for further assistance.
Section 18
Workers Compensation

**Major recommended changes**: Departments need to predetermine secondary personnel (most likely the secondary personnel assigned to payroll or HR Liaison) to assume worker’s compensation functions.

**Advanced Planning**: Identified secondary staff should begin cross training.

The City of Saint Paul is self-insured for workers compensation claims, and we self-administer those claims following the laws and statutes of the State of Minnesota.

Unless notified by the State that the requirements for reporting and payments are waived or modified during a pandemic, Risk Management will continue to follow all applicable laws.

Department and division managers, supervisors, and employees should continue to report and document injuries and illnesses that are submitted in the same manner that has been followed in the past. Forms are available in Risk Management, 400 City Hall Annex.


For additional questions you may contact Mary Jo Kiewel, Workers Compensation Claims Administrator, at (651) 266-6531 or Sandra Bodensteiner, Claims Manager, at (651) 266-8887.
**Advanced Planning Checklist**

**Determine Critical Functions and Personnel**

- Predetermine personnel who will perform each of the Priority Functions and Services.
- Identify functions that may be suspended while personnel are assigned to more critical roles.
- Identify secondary personnel who have the skills and abilities to perform other functions.
- Identify other personnel, such as retired employees, former employees, temporary workers, and contract workers who may be available to perform essential functions.
- Identify potential volunteers who have the skills to perform needed departmental functions.

**Succession Planning**

- Predetermine the payroll function as a Priority 2 function and have at least two employees cross trained for the payroll function.
- Predetermine the human resources liaison function as a Priority 2 function and have at least two employees cross trained for the human resources liaison function.
- Establish and identify a four-employee deep management succession plan which lists predetermined alternates for key leadership positions in each department.
- Predetermine the individuals who will have the delegated authority to make decisions and communicate that succession plan to the department.
- Provide for alternate lines of succession, if management personnel are unavailable.
- Provide for access to information and needed items to those in the line of succession, e.g., computer passwords, office keys, file cabinet keys, etc.
- Forward document succession plans to the Director of Emergency Management.
Review Business Hours, Work Schedules, and Mode of Service Delivery

- Review 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.

- Identify essential functions that may be accomplished via telecommuting and whether the function needs access to all systems and applications or only email and/or voice communications.

- Identify technical planning methods such as the World-Wide-Web, Virtual Private Network, and Instant Messenger to be implemented prior to a pandemic influenza emergency.

Develop a Communications Plan

- Communicate with employees about the threat of a pandemic influenza emergency, and describe the steps the City is taking.

- Distribute practical information on maintaining a healthy work environment.

- Update employee emergency contact information regularly.

- Identify key internal and external stakeholders and the methods that will be used to communicate with them.

- Communicate to labor unions and employees certain provisions such as:
  1. Previously approved vacation, compensatory time, leave of absences (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 directed not to report for work.
  5. Employees may be required to work at other locations or telecommute with minimal notice.
  6. Employees may be assigned overtime with minimal notice.
  7. Employees may be assigned WOOC with minimal notice.
  8. Employees may be assigned to work other duties or to work in other departments with minimal notice.