
MONTEREY COUNTY

Human Resources

Emergency Response Manual



MARCH 2020

Human Resources Department
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Director of Human Resources



Purpose and Overview

PURPOSE:

This manual serves to provide guidance to Department Heads, Elected Officials, managers, supervisors and employees to assist in maintaining essential functions and services during a Pandemic event and/or other catastrophic emergency. This manual should be used to supplement departments' Continuity of Operations Plan (COOP). In response to emerging situations, and as necessary to ensure compliance with changes in State or federal law and State or federal directives, protocols outlined in this Manual may be modified or adjusted by the Director of Human Resources, with the approval of the County Administrative Officer (CAO). The Director of Human Resources will promptly notify Department Heads, Elected Officials, managers, supervisors and employees of modifications to these protocols if and when they are made.

Department Heads and Elected Officials shall continue to exercise authority to determine appropriate business and operations for their respective departments.

OVERVIEW:

The County of Monterey is responsible for providing services to the approximately 446,000 citizens of the County. Potential catastrophic emergencies (such as earthquakes and Pandemic communicable disease events and/or other catastrophic emergencies) could disrupt the continuity of operations for provision of critical and other community services, including governmental and business functions. Should that occur, the County Administrative Officer (CAO) or Health Officer may proclaim a County emergency. County departments must be prepared to respond appropriately in catastrophic emergencies. This Manual provides guidance and direction for County departments, but is not intended to supplant departmental responsibilities, policies and procedures, in particular with respect to routine statutory obligations of departments.

If a Pandemic event and/or other catastrophic emergency were to strike the County, a substantial absentee rate may be anticipated. This may include sick employees, employees who are caring for sick family members and employees who do not come to work out of fear of becoming sick. In addition, there may be a significant need for social distancing (a reduction of the number of persons in the workplace), necessitating that employees work, but do not report to the workplace.

Emergency staffing and backfill of existing positions will be of primary concern in order to provide mission critical and other services to the public. Non-mission critical services may be staffed, to the extent possible. The Human Resources Department will assist departments with emergency staffing needs.

The majority of County employees are represented by various labor unions. In the event that a Pandemic event and/or other catastrophic emergency is proclaimed, it may be necessary to temporarily modify or suspend provisions of the Memoranda of Understanding (MOU) or the Personnel Policies and Practices Resolution (PPPR) No. 98-394.

This manual may be revised and republished as necessary. Possible changes may include the incorporation of new policy direction, County ordinance or state and federal law.

This manual provides staffing strategies, tools, advice and directives that departments should follow in the event that the CAO proclaims a County emergency and/or other catastrophic emergency. As a result, human resources processes may be simplified, and the administration of collective bargaining provisions temporarily modified or suspended in order to meet exigent operational needs.

The effect of the provisions of this manual confer no new privilege, right of appeal, right of position, transfer, demotion, promotion or reinstatement for any County employee, intern, County temporary employee 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: Communication and Consistent Messaging

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

When communicating to their employees, departments should coordinate closely with their departmental public information officer (if available) and the County Administrative Officer's Public Information Officer (PIO) to ensure that countywide and department messages align.

- A. Understanding the core values of communications is a fundamental goal of the County's response to a Pandemic event and/or other catastrophic emergency. This goal is to provide clear, consistent, candid communications to employees and agencies. This goal applies to communications at every level, from the County Administrative Office (CAO) to departments and divisions.
 - 1. 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.

- B. Assessing department communications resources and needs -- Before a potential Pandemic event and/or other catastrophic emergency strikes, departments shall assess their communications strengths and weaknesses.
 - 1. Communications resources
 - Determine whether adequate human resources are available during all phases of a Pandemic event emergency. Remember, a Pandemic event 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 and communicate to others which employees have authority to communicate directly with employees about the emergency.
 - Communicate which employees who have authority to issue news releases or communicate with the media.
 - Schedule appropriate training for all employees who will have a communications role.

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- Establish procedures that will ensure technology such as networks and servers are readily available, tested, and backed up. Ensure access to laptops, RightFax/fax and other hardware for appropriate personnel. Provide emergency communications priority over standard business use.

2. Communication needs

- Develop and regularly review a Pandemic event and/or catastrophic emergency communications plan.
- Develop policies to implement the communications plan and to deploy resources during a Pandemic event and/or catastrophic emergency.
- Familiarize key management with available communications resources.
- Prepare basic templates and other communications materials in advance and update them during a Pandemic event and/or catastrophic emergency as needed.

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

1. The County Administrative Office and departments should tell employees about the threat of a Pandemic event and/or other catastrophic emergency and describe the steps they are taking to prepare for it.
2. The County Administrative Office and departments should communicate potential changes to personnel policies located in this manual in response to a Pandemic event and/or other catastrophic 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 event emergency. Potential changes may include social distancing, increase in telecommuting or suspension of non-mission critical functions.
4. Departments should communicate the importance of staying home if employees are sick or have Pandemic event symptoms.
5. Departments should distribute County information on maintaining a healthy work environment. For example, the State Department of Public Health and the Centers for Disease Control may provide materials that would be forwarded by the Health Officer to 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. Additional information is available at <https://www.cdc.gov/coronavirus/2019-ncov/index.html>. To reach the Health Department Covid-19 page on your phone text **Covid19** to 211211.

Departments should recognize that a Pandemic event and/or other catastrophic emergency may provide physical, social, and emotional challenges to employees. Morale building communications will be essential.

D. In order to maintain business continuity and to ensure efficient communications, departments COOP should:

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1. Identify and communicate the department's critical functions and the employees who can perform them. Build depth through cross-training.
 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. Ask for feedback and plan for disability accessibility requirements that may be necessary due to a Pandemic event and/or other catastrophic emergency. These requirements may include additional disability access services or translation services.
 6. Ensure that essential reporting can be maintained. For example, departments should make sure that staff absenteeism can be monitored and reported.
- 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, main telephone number with pre-recorded information, main telephone number staffed by informed communications personnel, e-mails or hard copy (print) materials.
 2. Department management. Departments will need to communicate business continuity issues and any changes to policies and procedures. Again, plan to implement two or more communications methods to ensure the messages are received.
 3. County management. In addition to the "business as usual" communications required, departments may need to provide the CAO's Office or other agencies with a record of decisions made during a Pandemic event emergency and other information such as employee absence rates.
- F. When developing a communication plan, departments should identify their external stakeholders and the methods that will be used to communicate with them concerning business continuity and changes.
- G. Staffing Levels. County departments will follow their Continuity of Operations Plan (COOP) on a daily basis to identify staffing levels, lines of successions, service levels and supports needs. Each department will identify who will be responsible for reporting staffing levels, and this key position will be three levels deep in succession.

Through this daily reporting, an assessment on staffing levels and effects on continuity of operations by department and County government as a whole, can be made.

Section 2: Disaster Service Worker

All County employees are disaster service workers and may be called upon to provide emergency-related services to the County and its residents. Following is the citation from the California Code governing this provision.

Excerpted from the California Government Code (CGC):

3100. It is hereby declared that the protection of the health and safety and preservation of the lives and property of the people of the state from the effects of natural, manmade, or war-caused emergencies which result in conditions of disaster or in extreme peril to life, property, and resources is of paramount state importance requiring the responsible efforts of public and private agencies and individual citizens. In furtherance of the exercise of the police power of the state in protection of its citizens and resources, all public employees are hereby declared to be disaster service workers subject to such disaster service activities as may be assigned to them by their superiors or by law.

3101. For the purpose of this chapter the term "disaster service worker" includes all public employees and all volunteers in any disaster council or emergency organization accredited by the Office of Emergency Services. The term "public employees" includes all persons employed by the state or any county, city, city and county, state agency or public district, excluding aliens legally employed.

*3102. (a) All **disaster service workers** shall, before they enter upon the duties of their employment, take and subscribe to the oath or affirmation required by this chapter.*

(b) In the case of intermittent, temporary, emergency or successive employments, then in the discretion of the employing agency, an oath taken and subscribed as required by this chapter shall be effective for the purposes of this chapter for all successive periods of employment which commence within one calendar year from the date of that subscription.

(c) Notwithstanding subdivision (b), the oath taken and subscribed by a person who is a member of an emergency organization sanctioned by a state agency or an accredited disaster council, whose members are duly enrolled or registered with the Office of Emergency Services, or any accredited disaster council of any political subdivision, shall be effective for the period the person remains a member with that organization.

Section 3: Mission Critical 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 mission critical functions, lines of management succession and delegation of authority in the event of a Pandemic event and/or other catastrophic or other catastrophic emergency.

- A. Departments shall identify the conditions that activate their Continuity of Operations Plan (COOP). For example, if the CAO has proclaimed an emergency; or although a County emergency has not been proclaimed, a department head or elected official has received authority from the CAO to activate their COOP because the Pandemic event and/or catastrophic emergency has negatively impacted the business continuity of his or her department.
- B. Departments shall predetermine first responder functions, mission critical functions and non-mission critical functions; including critical times of year when certain functions must be performed (the discharge of certain mission critical 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 first responder functions, mission critical functions and non-mission critical functions and the minimum number of staff necessary to perform the functions. Some departments may have mission critical functions that cannot be provided by employees offsite, including, but not limited to, law enforcement, emergency communications, emergency services and healthcare personnel.
 - 2. 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.
 - 3. 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 similar functions;
 - b. Employees who have previously performed the work and are currently employed elsewhere in organizations within the county; and
 - c. Employees who can be trained either in advance of the need or on-the-job when the need arises.
 - 4. Departments should identify other personnel who may be available to perform the mission critical functions. Such personnel may include County temporary employees including, but not limited to; retired annuitants (subject to the limitations on service by retired annuitants), Limited Term and agency temporary employees.
 - 5. Departments with decentralized Human Resources (HR) personnel shall predetermine the

human resource management function as a mission critical function and shall have a plan of succession and cross-training for the human resource management function. There should be *at least* 3 employees who are trained to perform the human resource management function.

6. Departments with centralized HR personnel shall predetermine the HR liaison as a mission critical function and shall have a plan of succession and cross-training for the HR liaison function. There should be *at least* 2 employees who are trained to perform the human resource liaison function.
7. Each department shall predetermine the timekeeping function as a mission critical function and shall have a plan of succession and cross-training for the timekeeping function. There should be *at least* 3 employees who are trained to perform the timekeeping function.

C. 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 4 to 5 employees deep, where possible. The personnel identified for the line of succession should know the operations of the work unit; have the confidence of the leader 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 (the phone number, work cellphone, and email shall be forwarded to the person who assumes the powers and duties of the leadership role).
3. The names and order of succession of designated personnel shall be communicated to division and work unit 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 division and work unit personnel.
5. If all of the personnel identified for the line of succession are unavailable (which may be the case in small work units 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 work unit. 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 mission critical functions, such as the timekeeping function, is imperative. The department may provide resources which may be accessed to train employees to perform other functions (outside trainers, procedures manuals, videoconferencing, teleconferencing, podcasts, YouTube videos).
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 divisions and/or work units and forwarded to the department head or elected official. Copies of those plans shall be provided by the department head or elected official to the CAO and the HR Director.

Section 4: Rescission of Approved Leave/Time Off

Because the Pandemic event and/or other catastrophic emergency may cause significant staffing shortages, previously approved leaves such as annual, paid time off (PTO), vacation, ECO recess hours, and compensatory time off may be rescinded in order to provide staffing coverage for County services. The ability to rescind previously approved leaves exists in the event of a business need.

Supervisors, managers and directors should note the following:

- A. 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.
- B. Approved leaves should only be rescinded where the supervisor is unable to adequately staff a work unit or project.
- C. Approved leaves 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 leaves, 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 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 annual or vacation at home report to work but unreasonable to require that an employee who is on annual or vacation out of the country report to work.

- F. When rescinding leave, 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, including email/text if possible.
- G. Employees eligible for leave may accrue up to the approved maximums reflected in the PPPR or the appropriate MOU. However, should the need for an employee to work during Pandemic event and/or other catastrophic emergency result in the employee going beyond the maximum accrual amount, the appointing authority may submit a recommendation to the HR Director that the employee be allowed to carry over.

Section 5: Labor Relations – Emergency Administration

In the event that the CAO proclaims an emergency, it may be necessary to implement an *Emergency Authority* order to staff and administer the functions of a department, division and/or work unit. Emergency Authority should be exercised only when narrowly tailored for the emergency situation.

Emergency Authority provisions may include but are not limited to those which deal with:

- Scheduling
- Notification procedures
- Assignment of work

MOU compensation provisions may be streamlined in order to administer payroll in a timely manner.

The following provides guidelines for the administration of MOU, in the event an emergency is proclaimed:

A. Guiding Principles

1. Should an emergency be proclaimed, emergency administration of MOUs may be implemented where:
 - a. The CAO has proclaimed a temporary emergency
 - b. The emergency threatens to impair county operations
 - c. *Emergency Authority* provisions are limited to the duration of the emergency.
2. Managers and supervisors should follow the provisions of the MOUs to every extent possible, without causing too much difficulty in administering a work unit during the emergency.
3. Managers and supervisors should provide as much notice to employees as possible, given the circumstances, of any change affecting employees.
4. In the event that an emergency is proclaimed, managers and supervisors should refer to the list of County Labor Relations personnel who will be available to assist in using these guidelines.

The HR Department - Labor Relations Division contact information is located at the end of this section.

B. Examples of possible impact on MOU provisions:

1. A Pandemic event and/or other catastrophic event may result in high absentee rates resulting in the loss of the necessary number of employees to perform the identified functions of the work unit. The employee absentee rate may reach a point where, in order to perform the functions of the work unit, it may be necessary to use employees outside of the bargaining unit to perform the work.

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2. Previously approved annual or vacation, compensatory time, leave of absences (other than for sick or family leave purposes) may be rescinded with minimal notice.
 3. Employees may be required to report for work with minimal notice.
 4. Employees' work schedules and/or hours of work may change with minimal notice.
 5. Employees may be required to telecommute with minimal notice.
 6. Employees may be assigned overtime with minimal notice.
 7. Employees may be assigned duties which fall outside their job classification with minimal notice.
 8. Employees may be assigned to other work units or locations with minimal notice.

C. Pay and Break Periods

1. Compensation will be paid in accordance with the respective MOUs or personnel policies, as appropriate, for all work performed.
2. Rest and Meal Periods will be administered in accordance with the employees' MOU and the Personnel Policy and Practices Resolution (PPPR). Should exigent circumstances exist where rest and/or meal periods cannot be taken, employees will be paid for any missed rest and/or meal period.

D. Contract Negotiations and Administration

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

Labor representatives should contact the HR Department - Labor Relations Division with any questions or concerns about these guidelines or how they are being applied.

Actions implemented during the emergency do not construe a precedent or obligation upon the County to modify the MOU or otherwise modify the relationship existing prior to the emergency.

LABOR RELATIONS CONTACTS

Ariana Hurtado, Senior Personnel Analyst
831-755-5638

Kim Moore, Assistant Director of Human Resources
831-755-5353

Irma Ramirez-Bough, Director of Human Resources
831-755-5043

Section 6: Alternative Work Schedules and/or Location/Assignment

Alternative work schedules and/or location/assignment can be modified during a proclaimed Pandemic event emergency and/or catastrophic emergency to enhance social distancing or business continuity as follows:

- A. In addition to regular full-time employees, regular part-time and temporary employees may be required to work alternative schedules and/or location/assignment.
- 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 event response goals during an emergency.
- C. Departments will identify first responder functions, mission critical functions and non-mission critical functions that may be staffed with personnel on alternative schedules and/or location/assignment.
- D. 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 heads, elected officials or designee may direct staff to work the schedules necessary.
- E. Regular work schedules and/or location/assignment may be changed by a department head, elected official or designee upon the proclamation of a Pandemic event and/or other catastrophic emergency.
- F. Alternative work schedules may be changed by a department head, elected official or designee subject to a 24-hour cancellation notice upon the declaration of a Pandemic event and/or other catastrophic emergency, when possible. If less than a 24-hour notice is necessary, department management may make such changes.
- G. Departments are encouraged to work with staff to minimize the impacts of decisions affecting schedule changes. Rest and meal period requirements continue regardless of the type of work schedule that is assigned. Overtime is probable and should be expected.
- H. Alternative work schedules and/or location/assignment may be imposed by the appointing authority. A department head or designee shall complete the Emergency Authority Alternative Work Schedule Form and/or Change in Work Location/Assignment Form and submit to HR for processing.
- I. If an employee makes a request for an alternative work schedule and the request is denied, no written explanation of why the request has been denied is required during the proclaimed emergency.
- J. When appropriate, management may assign an employee back to the employee's regular schedule.
 - 1. If an employee is assigned back to his or her regular schedule during a Pandemic event and/or catastrophic emergency, the assignment is subject to a 24-hour cancellation notice, when

possible; if less than a 24-hour notice is necessary, department management may make such changes as necessary.

2. If an employee is assigned back to his or her regular schedule after the Pandemic event and/or catastrophic emergency is declared over, the assignment is subject to notification periods contained in applicable MOU.

Section 7: Temporary Telecommuting/Work from Home

Telecommuting means that an employee is working one or more days each workweek 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 Information Technology (IT) Department can assist departments in designing, implementing and maintaining a program that will help departments prepare to direct employees to work from home; however, any mandate, guidance, or direction regarding telecommuting falls within the authority and purview of the CAO and HR.

The purpose of modifications to the policy is to provide support for social distancing or other Pandemic event response goals as necessary to respond to a Pandemic event emergency. These modifications apply only to Pandemic event planning and response for employees that have been identified as appropriate personnel for temporary telecommuting.

- A. Departments should identify possible temporary telecommuting employees as soon as possible and make the necessary technological arrangements in advance of a Pandemic event emergency. Some departments have mission critical functions that cannot be provided by employees offsite, including, but not limited to, law enforcement, emergency communications, emergency services and healthcare personnel; such employees will not be eligible for temporary telecommuting/work from home.
1. Departments shall consider a broader use of temporary telecommuting than they would for normal operations or other types of emergencies to accomplish social distancing for a Pandemic event emergency.
 2. Departments shall identify mission critical 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 mission critical functions and determine their ability to telecommute temporarily using existing technologies (i.e. internet access) or if they have special needs.
 4. Departments shall ensure that employees in identified mission critical functions have at least an Internet connection and a browser on their home computer or laptop.
 5. Employees authorized for temporary telecommuting may be allowed to provide limited dependent/childcare during a Pandemic event emergency if providing care does not impact the ability of the employee to accomplish assigned tasks.
 6. Departments should prepare an appropriate number of laptop computers with VPN capability for issue on an emergency basis to employees who do not already have the necessary equipment to telecommute temporarily. Equipment is limited and employees should not expect to be provided a laptop.

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7. Temporary telecommuting assignments may be processed via email or telephone.
- B. With appointing authority approval, supervisors may require that an employee telecommute temporarily during a Pandemic event emergency. A requirement to telecommute shall be documented by email, memorandum, fax or other documented method.
- C. Employees request a temporary telecommuting arrangement by submitting a written Temporary Telecommuting Request Form to their immediate supervisor. Temporary telecommuting may be approved by the appointing authority for set periods during the declared emergency. If the request is denied, the employee need not be provided with a written explanation of why the request has been denied.
- D. There are a number of technical planning methods that may be available to accomplish temporary telecommuting as follows
1. All Office 365 products (Outlook, SharePoint, OneDrive, Teams, Microsoft Office applications, etc.) as well as the ESS timecard system are available on all devices with internet access and do NOT require VPN.
 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. Before an employee VPN connection will function, the employee must have a VPN account setup, and provided instructions for the installing the VPN software, using their two factor authentication (either a phone call or a mobile app) and connecting via VPN. There is no cost to use VPN services, though the employee must have Internet access, preferably a high-speed connection. The use of VPN connections should be regularly exercised in order to assure a ready state of equipment functionality and user familiarization.
 3. Videoconferencing – allows for audio/video meetings to be held with multiple attendees at different sites. The County utilizes Zoom for video and audio conferencing. Training on how to use Zoom is available on the LMSLEARN system.

Section 8: Temporary Special Assignment

Administration of Special Assignments will continue in accordance with PPPR Section A.9.14. Completion of the Personnel Action form is currently required for all temporary special assignments involving higher pay.

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

- A. In the event that an employee is assigned to higher-level duties they may receive special assignment pay. Special assignment pay is not appropriate where an employee is assigned different duties that are not higher-level duties or where an employee is assigned to work in a different work unit if the work performed there are not higher-level duties.
- B. Should a Pandemic event and/or other catastrophic emergency be declared, assignments to special assignment involving higher pay will continue to be made prospectively but approvals and notification to the employee may be made prior to the commencement of the assignment either via e-mail or using the Special Assignment Form. If the email process is used, then routing the Special Assignment Form will not be required.
 1. An assignment to temporary special assignment may be made via e-mail, memorandum or RightFax/fax only for the duration of the proclaimed emergency.
 2. Where an email, memorandum or RightFax/fax is used:
 - A request for temporary special assignment pay shall be completed and signed by the department head or designee and forwarded for review and approval by HR Director or designee.

Section 9: Temporary Workers and Volunteers

A. County temporary workers fall into one of three general categories as follows:

1. County Temporary Employees – an individual who is hired as a temporary, PERS retired annuitant or Limited Term. Any County temporary employee may only be hired with the approval of HR.
2. Agency Temporary Employee – an individual who is the employee of an authorized vendor who has a contract with the County to provide temporary workers.
3. Volunteers – individuals who perform services for the County for civic, charitable or humanitarian reasons. During a Pandemic event and/or other catastrophic emergency, departments may wish to utilize the services of volunteers.

B. Monitoring the hours worked of PERS retired annuitants and agency temporary employees is a joint responsibility of the hiring department and HR. It is the responsibility of the department to obtain any necessary approvals prior to hiring a temporary worker.

C. Preplanning applies to Pandemic event and/or other catastrophic emergency planning and response for backfilling regular employees.

1. During the planning phase for a Pandemic event and/or catastrophic emergency:

- a. Departments shall identify the classifications of staff needed to accomplish needed functions and notify HR of these classifications.
- b. HR will compile the classifications submitted by departments into a master list. This list will be provided to temporary employee agencies to identify the classifications that will be needed for Pandemic event and/or other catastrophic emergency. This will allow the agencies to acquire the resources necessary in advance for a 24-hour response to a request.

2. During a Pandemic event and/or catastrophic emergency phase:

- a. Agency temporary employees - Departments may go directly to the temporary employee agency to hire the classifications identified.
- b. County temporary employees - Departments shall contact HR in the event they seek to hire temporary staff during the period of a declared Pandemic event and/or other catastrophic emergency or until otherwise instructed.
- c. Volunteers –
 1. Departments should first attempt to utilize County employees to perform needed work and then look to volunteers.
 2. 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.

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

Section 10: Quarantined, Sick and Excused Employees

- A. If an employee is quarantined by the County Public Health Officer or authorized State or federal official due to the Pandemic event or appears to have symptoms associated with the Pandemic event at the workplace, the appointing authority has the authority to require the employee to leave the workplace, and stay home. Sick employees should also stay home.

As a safety consideration, management should look to the physical well-being of its employees and whether the health of fellow employees is endangered by the health of a quarantined or symptomatic employee. Such is the case where an employee is exhibiting symptoms of the Pandemic event because a sick employee may endanger the health of fellow employees.

Supervisors must first seek the approval of their manager and appointing authority prior to sending a sick employee home.

- B. Management and supervisors are not to make judgments as to medical diagnosis in making a recommendation to send home an employee who appears sick. Further instructions will be provided by the Health Officer as appropriate. Examples of symptoms of the Pandemic event include:

Clinical Features	&	Epidemiologic Risk
1. Fever or signs/symptoms of lower respiratory illness (e.g., cough or shortness of breath).	AND	Any person, including health care workers, who has had close contact with a laboratory-confirmed COVID-19 patient within 14 days of symptom onset, or
2. Fever and signs/symptoms of lower respiratory illness (e.g., cough or shortness of breath) requiring hospitalization.	AND	A history of travel from an area with community transmission of COVID-19 within 14 days of symptom onset, or
3. Fever with severe acute lower respiratory illness (e.g., chest x-ray confirmed pneumonia, ARDS) requiring hospitalization and without alternative explanatory diagnosis (e.g., influenza).	AND	No source of exposure has been identified (no history of travel to affected geographic areas and no known contact with a laboratory-confirmed COVID-19 patient).

- C. This Section notwithstanding, an employee may use leave accruals for the employee's bona fide illness or incapacitating injury or the employee's exposure to contagious diseases.
- D. During the period of the emergency declaration, up to 80 hours of paid special leave (at base pay rate) may be granted by the Department Head for full-time employees who are quarantined by the County Public Health Officer or authorized State or federal official due to the Pandemic event, sick or with the Pandemic event symptoms, or excused by the appointing authority and unable to temporarily telecommute/work from home. The 80 hours of paid special leave shall be pro-rated for less than full-time employees based on their FTE. The Human Resources Department will work with the Auditor Controller Office to provide guidelines for proper timesheet.
- E. Pursuant to PPPR Section A.33.2 the CAO may authorize up to an additional twenty (20) days of leave with pay.

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- F. Employees are encouraged to apply for disability benefits as appropriate. In the event that an employee applies and is approved for disability benefits, leave accruals will be integrated as appropriate.
 - G. When the employee's condition improves to the point where the employee no longer poses a health risk to fellow employees, the employee shall contact his or her supervisor and arrange for the employee's return to work.

Section 11: Alternatives to Going to the Emergency Room

During a Pandemic event outbreak, local urgent care facilities and hospital emergency rooms are overwhelmed with patients. You now have alternatives to visiting your medical provider's office, an urgent care facility or the ER.

The Center for Disease Control (CDC) is now recommending the following for people who are sick with respiratory symptoms and have not been tested for COVID-19: stay home until symptoms have improved, are fever-free x 72 hours, and it has been at least 7 days from symptoms onset. Here is the link below:

<https://www.cdc.gov/coronavirus/2019-ncov/if-you-are-sick/steps-when-sick.html>.

The CalPERS Anthem Blue Cross plans offer Live Health Online and a 24/7 Nurse line as part of the health plan coverage.

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The doctors you see using LiveHealth Online can prescribe medication based on their clinical expertise and the medical conditions presented during the time of your visit. If necessary, the doctor can send prescriptions electronically to the pharmacy you select.

Convenient high-quality urgent care is available, and you can connect with participating doctors instantly from just about anywhere and you can live online video chat with licensed doctors without the waiting room.

LiveHealth Online is faster, easier and more convenient than a visit to an urgent care center. You can access the LiveHealth Online on the App Store for your iPhone or iPad or you can locate the phone numbers on the back of your insurance identification card.

<https://livehealthonline.com/>

24/7 Nurse Line – 1-800-700-9185

LiveHealth Online – 1-888-548-3432

Section 12: Family Medical Leave and Sick Leave

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

- Family Medical Leave Act (FMLA)
- California Family Rights Act
- Kin Care
- California Disability and Paid Family Member Leave laws
- Monterey County Personnel Policies and Procedures Resolution 98-394

During the Pandemic event, the necessity for supporting employees seeking medical assistance will be crucial.

Employees will continue to be able to use accrued sick or annual leave for the care of family members, in keeping with the provisions of the PPPR, applicable MOU and relevant state and federal regulations.

Section 13: Employee Assistance Program

Should a Pandemic event and/or other catastrophic emergency occur, referral to the County's Employee Assistance Program (EAP) through the vendor, *fei workforce resilience*, may be recommended to address personal problems that interfere with work performance. In particular, a crisis such as a Pandemic event may cause stresses.

Normally, employee appointments for EAP are allowable, if approved, during work time. Referral appointments to EAP through *fei workforce resilience* during a Pandemic event may 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 HR Department – Employee Benefits Division for all County employees, regardless of benefits eligibility, career service or temporary employment status. The program's primary purpose is to assist employees with personal challenges, issues and concerns. Employees and their household members may contact the EAP directly for assistance.

For more information, please call 1-800-638-3327 or visit www.feieap.com; username: monterey.

Section 14: Donated Leave Bank

Administration of accrued leave donations will continue in accordance with the County's Leave Donation Program and Sick Leave Bank Resolution No. 90-484 as amended on December 7, 1999, except as indicated below:

A. Eligibility

1. In accord with the Resolution No. 90-484 as amended, employees may be eligible to receive donated leave if as a result of a medical emergency they have exhausted all of their own accumulated leave time and have submitted the required documentation to the HR Department – Employee Benefits Division. This documentation includes completed application with medical certification and disability income certification.

B. Special Provisions Regarding Accrued Leave Hours

1. For purposes of this Section, any non-probationary employee eligible for leave benefits may donate a minimum of four (4) hours of his or her accrued leave to the leave bank. Such donation will occur upon written request to and approval of HR Department – Employee Benefits Division.
2. For purposes of this Section, the number of hours donated shall not exceed 200 hours (5 weeks) of leave in any fiscal year. Donating employees must retain at least forty (40) hours of accrued leave.

C. All donations of accrued leave are strictly voluntary.

D. All accrued leave hours donated shall be converted to a dollar value based on the donor's straight time hourly rate at the time of donation. Such dollar value will then be divided by the receiving employee's hourly rate to determine the actual number of hours received.

E. Employees donating leave accruals will submit the leave donation form to their Department HR for verification and then forward to the HR Department – Employee Benefits Division for processing the donated hours to the general leave bank.

F. Employee requesting leave donations will submit request to their Department HR for processing and forwarding to the HR Department – Employee Benefits Division. HR Department – Employee Benefits Division will review the application and if approved transfer hours from the general bank to the employee's leave bank and inform the departmental timekeeper of the number of hours to be entered for the appropriate pay period.

Section 15: Return to Work Authorization

In the event the CAO declares a Pandemic event emergency, the following procedures will be in effect for the duration of the emergency.

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 work unit.
- 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 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.

Section 16: What to do in the Event of the Death of an Employee

A. Contact Information

In the unfortunate event of the death of an employee who is covered by County benefits, the survivor should contact HR Department – Employee Benefits Division at:

- Phone: (831) 755-5456
- Email: clarkpj@co.monterey.ca.us or benefitshelp@monterey.ca.us
- Fax: (831) 751-9597

The survivor should provide the Employee Benefits representative with the decedent's name, date of death, Social Security Number, address and who to contact for more information.

Employee Benefits will contact the survivor to explain the applicable benefits and the claims process.

B. Life Insurance

In order to process a life insurance claim, Employee Benefits will need one (1) certified copy of the decedent's death certificate, which may be sent to:

Human Resources Department – Employee Benefits Division
168 W. Alisal Street, 3rd Floor,
Salinas, CA 93901

Section 17: Closure of School and Daycare Facilities

Any number of catastrophic emergencies could result in school and daycare closures, including earthquakes, floods and Pandemic event and/or other catastrophic emergency. In order to minimize the effect of any disease outbreak, the Health Officer is authorized 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 event and/or other catastrophic event. In addition to closing large social gatherings, such as sporting events, theater shows, concerts and others, the Health Officer may close schools and large day care 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 CAO.

School and daycare closure is expected to have a significant cascading effect on staff absenteeism in both the private and public sectors. The 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 dependents.

In the event that this occurs, staff should be informed of expectations depending upon their department designation as first responders, mission critical personnel and all other personnel. If schools and daycare centers are closed, employees will not be allowed to bring their children to work.

- B. First Responders: are those employees who protect lives, property, evidence and provide for the restoration of order. Examples of first responders are law enforcement, emergency communications, emergency services officials and healthcare personnel. County of Monterey first responders must report to work, notwithstanding school and daycare closures.
 - 1. All first responders should have a family care succession plan in place.
- C. Mission Critical Personnel: are those employees who provide for and maintain the mission critical functions of County services. Examples of mission critical personnel are human resources and payroll staff. Mission critical personnel should make every effort to report to work in the event of school and daycare closures.
 - 1. All mission critical personnel should have a family care succession plan in place.
 - 2. In the event that child and dependent care coverage may become impossible, arrangements may be made in advance for approval from the appointing authority to telecommute, if appropriate. If telecommuting is not appropriate upon approval, mission critical personnel will use accrued leave. Otherwise, mission critical employees must report to work.
- D. Non-Mission Critical Personnel: Are those employees with skills and abilities to perform non-mission critical functions regarding the day-to-day work of the County. In the event of school and daycare closures, non-mission critical personnel may request to remain at home; otherwise they will be expected to report to work.
 - 1. All non-mission critical personnel should have a family care succession plan in place.
 - 2. In the event that non-mission critical personnel have exhausted their options for child and dependent care coverage accrued leave will be used for such an approved absence.



Section 18: Facility Closure/Reduction in Force

County offices and 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 CAO or the appointing authority.

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

In the case of closure of specific offices, employees will be sent home as a last resort. Should employees be sent home, employees will be paid in accordance with the established emergency processes as follows:

- A. If a facility is closed by order of the CAO and no alternative site is designated for the employee to report to, the Appointing Authority may designate an excused absence for regular, probationary and temporary employees scheduled to work but unable to do so.
 - 1. If the shutdown extends for more than one week, the status of displaced workers may be reviewed by the CAO to determine whether a reduction in force is appropriate.
 - 2. Employees who, prior to a facility closure, have previously requested and have been approved for time off (*e.g.*, annual leave, sick leave, compensatory time off, leave of absence) may have hours deducted from their accruals.
 - 3. If the facility closes after the start of an employee's shift, employees who are scheduled to report to work but do not report to work and do not contact the appointing authority or designee prior to a facility closure are considered to have been absent without leave and will be subject to leave without pay for the full day. However, the appointing authority may at his or her discretion authorize the use of accrued leave for the absence as individual circumstances warrant.
- B. When a department closes operations during the workday or orders employees to leave the premises because of safety concerns, employees scheduled to work will be paid for the normally scheduled workday.
- C. 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 19: Discipline – Conduct, Including Unauthorized Absences

The County's commitment to public service will be the foundation for holding our community together. In order to fulfill service to the public, all able employees are expected to report to work and perform duties, unless directed otherwise. Held to the highest standard are first responders -- those are employees who exercise civil authority and maintain the safety and well-being of county citizens.

Unfortunately, there may be occasions during the emergency when employee misconduct may 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 disciplinary action.

Prior to proposing or implementing disciplinary action, managers and supervisors should first consult their department Human Resources Analyst and Employee Relations Manager who will assist the department in a review of pertinent facts and decisions regarding when and if to process disciplinary action.