

ANNEX C (HUMAN RESOURCES)

1. SITUATION:

- a. General. This annex describes the provision of Human Resources Office support to THE CITADEL's Pandemic Flu Operations Plan.
- b. Critical Function Analyses. Identification of critical functions is essential to continuing operations at THE CITADEL. In the event of staff absenteeism departments must conduct continuing assessments of their operations to determine whether the absenteeism will affect the department's ability to provide services.
- c. Resources. State agencies will provide information to guide THE CITADEL's development and response. Local media and the Internet will be used to disseminate information to employees and other members of the THE CITADEL community.
 - (1) South Carolina Office of Human Resources: (OHR). OHR will disseminate information on changes to classified leave policies, changes to the State health insurance plan, and notices of office closings.
 - (2) Local media: THE CITADEL will use local media to disseminate information about office closings.
- d. Assumptions.
 - (1) THE CITADEL must continue its critical operations to support cadets and the campus community.
 - (2) Each department will conduct a daily review of its strength, level of absenteeism, and its ability to continue to conduct normal operations.
 - (3) The responses detailed in this annex may be dependent upon the continuation of utilities (power, heat, and water), and the continued operation of the Internet and media sources.
 - (4) High absenteeism in an area of critical operations will require the reassignment of personnel outside of their normal job duties.

2. MISSION. The Human Resources Office will administer human resources programs and policies; advise management of personnel-related issues. Develop and implement communications plan with Office of Communications and Marketing to inform THE CITADEL community of the status of operations projected actions, and other activities.

3. EXECUTION.

a. Concept of Operations.

Level I (Pre-illness).

- Each department will assess the criticality of its processes by completing the "Critical Function Analysis" form (Appendix A). Completed forms will be reviewed by the appropriate senior executive and the College Planning Committee will determine which functions will be designated "most critical."
- Departments identified as most critical will designate backup supervisors in the event the supervisor is absent.
- Each department will identify positions eligible for telecommuting in the event of illness on Campus.

Level II (Illness identified in Charleston).

- Departments will provide a daily accountability report to the appropriate senior executive. Accountability reports will be completed using the form found at Appendix B.
- In conjunction with the Vice President for Communications, the Human Resources Office will disseminate information to the THE CITADEL community on schedule changes, areas of restricted access, and prevention measures.
- The Human Resources Office will initiate a database of employees who have recovered from an influenza infection. These employees may be assigned duties that involve working with infected or exposed cadets.
- The Human Resource Office will publicize, using the Internet and e-mail, THE CITADEL's modified leave policies to limit exposure from employees who have been exposed to the illness. Administrators responsible for contract operations on Campus will take steps to ensure contractors do not allow exposed employees to report to work.

Level III (Illness at THE CITADEL).

- Continue above actions. A senior staff group will meet daily to evaluate the accountability reports and the need to reassign personnel to cover critical needs. The group will use the list of employees who have recovered from infection to make assignments to areas occupied by exposed or ill cadets.
- The senior staff group will review and approve, by department, positions for telecommuting. The Human Resources Office will maintain a database of employees who are approved for telecommuting.

- The senior staff group will review daily reports from the Campus Physician on the extent of the illness at THE CITADEL, including number of cases, number of exposed cadets, and estimated recovery time. The reports will also evaluate the THE CITADEL Infirmary's continuing capability for treatment.
- Based on recommendations from the Campus Physician and other health professionals, the senior staff group will determine actions at THE CITADEL to control the spread of the infection, including quarantine of designated areas. The group will also determine whether to close down all contractor operations with the exception of dining services.

Level IV (Infirmary capacity exceeded).

- The senior staff group will announce the closing of operations at THE CITADEL. Based on the estimated number of cadets remaining at THE CITADEL, the senior staff group will determine which functions will continue to operate during the closing period and the required staffing for each.
- Based on guidance from the State, the senior staff group will determine the salary continuation policy for employees who are not required to work or who are unable to work during the period THE CITADEL is closed.
- THE CITADEL continues salaries and benefits for absent employees. Senior staff group determines which employees are required to sustain minimal operations and salary incentives for employees required to work.

Level V (Campus-illness).

- Senior staff will develop a plan for a phased and orderly startup of operations.

b. Tasks.

- (1) Human Resources Office: Develop procedures for reporting which employees have recovered from infection.
- (2) Human Resources Office: Collect Critical Function Analysis forms from each department.
- (3) Human Resources Office: Develop telecommuting guidelines.
- (4) Departments: Complete Critical Function Analysis forms.
- (5) Construction Office: Develop notification procedures for construction contractors.
- (6) Office of Auxiliary Services: Develop procedures to notify contractors (bookstore and barber shop) of THE CITADEL operational changes; develop procedures to continually evaluate Dining Services contractor (ARAMARK) ability to continue services in the event of Level II (illness identified in Charleston) situation.

APPENDICES

APPENDIX A - Critical Function Analysis Form

APPENDIX B - Accountability Report

CRITICAL FUNCTION ANALYSIS

This form is intended to provide information for each department, focusing on the criticality of its operations. In the event of reduced staffing due to an influenza pandemic senior management will assign a priority to each department's operations. Reduced staffing in critical areas will require the reassignment of employees from other areas.

Department: _____

What are the critical functions and processes of this department?

What other departments/offices are necessary to maintain the critical functions of this department?

What would be the effects of an extended delay or curtailment of the services of your department due to employee absenteeism?

What alternative methods are in place for the delivery of the services of your department?

List employees who would be eligible for telecommuting in the event of infection control requirements:

Name Title Brief summary of duties that could be performed from home

List at least two backup supervisors in the event of the absence of the department head.

List the most critical positions in your department and the minimum skills/abilities required if other employees must be transferred to assume these responsibilities. If transfers do not appear practical, please state this.

DEPARTMENT ACCOUNTABILITY REPORT

Date: _____

Department: _____

Number of Employees Assigned: _____

Number of Employees Absent: _____

Ability of Department to continue operations (check one):

____ Good ____ Fair ____ Cannot continue

If your department cannot continue operations with current staffing, please list the critical skills/abilities required for any employees transferred to assist with your operations.

