Wyoming Department of Family Services

Emergency Preparedness, Disaster &

Continuity of Operations Plan Guidance

March 2020

Wyoming Low-Income Energy Assistance Program (LIEAP) &
Wyoming Weatherization Assistance Program (WAP)

LIEAP/WAP
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BASIC PLAN

LIEAP's mission is to assist low-income households, particularly those with the lowest incomes that pay a high proportion of household income for home energy, primarily in meeting their immediate home energy needs. To accomplish this mission, the Department of Family Services (DFS) must ensure its operations, and the operations of contracted organizations, are performed efficiently with minimal disruption, especially during an emergency.

The WAP mission is to reduce energy costs for low-income families, particularly for the elderly, people with disabilities, and children, by improving the energy efficiency of their homes while ensuring their health and safety. To accomplish this mission, the DFS must ensure its operations, and the operations of contracted organizations, are performed efficiently with minimal disruption, especially during an emergency.

This document provides planning and program guidance for implementing the DFS LIEAP/WAP Continuity of Operations Plan and programs to ensure the LIEAP and WAP are capable of conducting essential missions and functions under all threats and conditions.

Key personnel who are relocated or quarantined under this plan are collectively known as the **Emergency Relocation Group.** Upon Plan activation, these members will be notified of the location for relocation, telework protocols, and other pertinent emergency relocation guidance. Upon arrival, Continuity personnel must establish an operational capability and perform essential functions within 12 hours from the time of the activation of the Continuity Plan, for up to a 30-day period or until normal operations can be resumed.

Annual Review
AGENCY CONTINUITY PLAN
Once per fiscal year, the LIEAP/WAP Program Manager reviews the Agency Continuity Plan, components, and supporting elements, and makes any required updates or changes.

Annual Review Table

Element Reviewed	Date of Last Review	Person(s) Conducting Review
Continuity Plan	03/2020	Brenda Ilg
Essential Functions	**03/2020**	**Ilg**
Business Process Analysis	**03/2020**	**Ilg**
Security	**03/2020**	**Ilg**
Continuity Communications ability to support essential functions fully	**03/2020**	**Team**
Emergency Preparedness Plan	**03/2020**	**Ilg**

NON-DFS CONTINUITY PLANS

DFS currently contracts with one non-profit organization, Align, to provide mission essential LIEAP/WAP application and client intake and processing services, as well as home energy emergency intervention services. Align is currently located at 1401 Airport Parkway, Suite 300, Cheyenne, Wyoming. The LIEAP program has made significant strides towards digitizing many of the essential intake and processing functions, which makes it less disruptive should an emergency occur that would require key staff to work remotely. Align has established secure VPN access already so that key staff could work remotely and access essential systems via VPN rather than through less secure internet connections.

DFS currently contracts with two non-profit organizations to provide WAP services to eligible individuals and families statewide. WAP crew members have direct contact with clients because they are performing energy efficiency work directly to the homes of clients. WAP crews follow stringent health and safety guidance from the Department of Energy (DOE), the Occupational Safety and Health Administration (OSHA), the Environmental Protection Agency (EPA), and the Department of Health and Human Services (HHS) when working within the homes of clients. Safety is job one and it is practiced daily. WAP crews are well-prepared to respond to emergency situations.

The Council of Community Services (CCS) is based at 114 4J Road, Gillette, Wyoming and provides WAP services to clients residing in Campbell, Crook, Johnson, Sheridan and Weston counties.

Wyoming Weatherization Services (WWS) has a total of 8 office locations (Casper, Cheyenne, Green River, Powell, Riverton, Star Valley, Torrington and Worland) and provides WAP services to clients residing in Albany, Big Horn, Carbon, Converse, Fremont, Goshen, Hot Springs, Laramie, Lincoln, Natrona, Niobrara, Park, Platte, Sublette, Sweetwater, Teton, Uinta, and Washakie counties. WWS's main office is located at 834 Big Horn Avenue, Worland, Wyoming.

LIEAP and WAP contract agencies are also required to conduct a yearly review of their Emergency Preparedness and Continuity of Operations Plans. These are also reviewed periodically by the DFS program manager.

Planners achieve unity of purpose through coordination and integration of plans across all levels of government, nongovernmental organizations, the private sector, and individuals and families. This supports the principle that, in many situations, emergency management operations start at the local level and expand to include Federal, State, Territorial, Tribal, Regional, and Private Sector assets as the affected jurisdiction requires additional resources and capabilities. Plans should, therefore, integrate vertically to ensure a common operational focus. Similarly, horizontal integration ensures that individual department and agency Emergency Operations Plans (EOPs) fit into the jurisdiction's plans, and that each department or agency understands, accepts, and is prepared to execute identified mission assignments. Incorporating vertical and horizontal integration into a shared planning community helps to ensure that the sequence and scope of an operation are synchronized.

Purpose, Scope, Situations, and Assumptions

"Let our advance worrying become advanced thinking and planning." –Winston Churchill

PURPOSE
This document provides planning and program guidance for implementing the LIEAP/WAP Continuity of Operations Plan. While the severity and consequences of an emergency cannot always be predicted, effective contingency planning can minimize the impact on LIEAP/WAP missions, personnel (both state and contract), and facilities (both state and contract).

The overall purpose of Continuity of Operations (COO) planning is to ensure the continuity of the LIEAP/WAP essential functions under all conditions. The current changing threat environment and recent emergencies, including acts of nature, accidents, technological emergencies, health emergencies such as pandemics, and military or terrorist attack-related incidents have increased the need for viable COO capabilities and plans that enable organizations to continue their essential functions across a spectrum of emergencies. These conditions, coupled with the potential for terrorist use of weapons of mass destruction, have increased the importance of having COO programs that ensure the continuity of essential government functions.

SCOPE
This Plan applies to the functions, operations, and resources necessary to ensure the continuation of LIEAP/WAP essential functions, in the event its normal operations at normal facilities are disrupted or threatened with disruption. This Plan applies to State LIEAP/WAP personnel and Contract LIEAP/WAP personnel. LIEAP/WAP staff must be familiar with Continuity policies and procedures and their respective Continuity roles and responsibilities.

This Continuity of Operations Plan (COOP) ensures DFS LIEAP/WAP is capable of conducting its essential missions and functions under all threats and conditions, with or without warning.

SITUATION OVERVIEW
According to NSPD 51/HSPD 20, it is the policy of the United States to maintain a comprehensive and effective Continuity capability composed of COO and Continuity of Government (COG) programs in order to ensure the preservation of our form of government under the Constitution and the continuing performance of essential government functions under all conditions.

Further, Continuity planning must be based on the assumption that organizations will not receive warning of an impending emergency. As a result, a risk assessment is essential to focusing Continuity planning.

Continuity Facilities (if relocation of workers becomes necessary) should be selected following an all-hazards risk assessment of facilities for COO use. This risk assessment should address the following:
- Identification of all hazards
- A vulnerability assessment to determine the effects of all hazards
- A cost-benefit analysis of implementing risk mitigation, prevention, or control measures

- A formal analysis by management of acceptable risk
- Sufficient distance, based upon risk assessments and as judged by the organization, from the primary operating facility, threatened area, and other facilities or locations that are potential sources of disruptions or threats
- Sufficient levels of physical security required to protect against identified threats
- Sufficient levels of information security required to protect against identified threats (vpn secure access is the LIEAP/WAP preferred level of information/database access/security for relocated workers)

PLANNING ASSUMPTIONS

This Continuity Plan is based on the following assumptions:
- An emergency condition may require the relocation of LIEAP/WAP State and/or Contract personnel to an emergency continuity facility, or it may require workers to securely work from home or other remote locations
- The Continuity facility or remote location will support LIEAP/WAP personnel and the continuation of essential program functions by available communications and information systems within 12 hours or less from the time the COOP is activated, for potentially up to a 30-day period or until normal operations can be resumed

OBJECTIVES

- Ensure that LIEAP/WAP can perform its mission essential functions under all conditions
- Reduce the loss of life and minimize property damage and loss
- Execute a successful Order of Succession with accompanying authorities in the event a disruption renders leadership unable, unavailable, or incapable of assuming and performing their authorities and responsibilities of the office
- Reduce or mitigate disruptions to operations
- Ensure that LIEAP/WAP has facilities where it can continue to perform its mission essential functions during a Continuity event
- Protect essential facilities, equipment, records, and other assets, in the event of a disruption
- Achieve LIEAP/WAP timely and orderly recovery and reconstitution from an emergency

READINESS AND PREPAREDNESS

Readiness and preparedness are critical. LIEAP/WAP personnel must prepare for a Continuity event at both the State and Contractor level. Emergencies can happen anywhere - at home or at work – and everyone must take action to prepare for emergencies in case something unexpected happens. There are three basic steps to Emergency Preparedness.

#1: Know the Risks. Although the consequences of various disasters can be similar, knowing the risks in each of our regions can help us better prepare.

Sample Hazards List

Natural Hazards	Technological Hazards	Human-Caused Hazards
• Avalanche • Disease outbreak	• Airplane crash • Dam/levee failure	• Civil disturbance • Cyber events

• **Drought** • **Earthquake** • **Epidemic/Pandemic** • **Flood** • Hurricane • **Landslide** • **Tornado** • Tsunami • Volcanic Eruption • **Wildfire** • **Winter storm**	• **HAZMAT release** • **Power failure** • **Radiological release** • **Train derailment** • Urban conflagration	• **Terrorist acts** • **Sabotage** • **School violence**

*Bold indicates hazards that could occur in Wyoming.

It is important to note that hazard or threat lists pose two problems. The first is exclusion or omission. There is always a potential for new and unexpected risks. The second is that such lists involve groupings, which may affect subsequent analysis. A list may give the impression that hazards or threats are independent of one another, when in reality they are often related (e.g. a landslide may cause a train derailment).

#2: Make a Plan. Every business and every family needs an emergency plan. LIEAP/WAP emergency plan requires a separate emergency plan for each location. At minimum, these emergency plans must include:
- Safe exits clearly marked in each office location
- Designated meeting places to reunite with co-workers
- Designated person to account for safety of all staff at location
- List of contact persons
- List of any special health needs of staff
- Potential risks for each location
- Location of location's fire extinguisher, water valve, electrical box, gas valve and floor drain

This document should be accessible to all staff, and all staff should receive emergency preparedness training.

#3: Get an Emergency Kit. Certain emergencies may require staff to have access to some basic supplies. For example, staff may need to get by without power or tap water. Each location and each crew truck should have an emergency kit that will allow workers to be self-sufficient for at least 72 hours.

Basic emergency kits include:
- Water—at least one gallon of water per person per day (2 quarts for drinking and 2 quarts for food prep and sanitation). Include small bottles that can be carried easily in case of an evacuation order
- Food that won't spoil, such as canned food, energy bars and dried foods (Replace food and water once per year)

- Manual can opener
- Wind-up or battery-powered flashlight (and extra batteries)
- Wind-up or battery-powered radio (and extra batteries)
- First aid kit (sterile bandages, tape, scissors, tweezers, antiseptic and thermometer)
- A copy of your emergency plan and contact information
- Hand sanitizer
- Garbage bags
- Paper plates and disposable utensils
- Comfort/stress food (candy, instant coffee, tea bags)
- Basic hand tools
- Whistle
- Sewing kit
- Disinfectant wipes
- Disposable space blankets and rain ponchos

In the event of Emergency Relocation or remote work, it is also prudent for essential LIEAP/WAP State and Contract staff to have Continuity drive-away kits.

Sample Drive Away Kit

Identification and charge cards	Business and personal contact numbers
- Government ID card - Business cards - Driver's license - Travel card - Health insurance card - Personal charge card	Emergency phone numbers and addresses (relatives, medical doctor, pharmacist, etc.)
Communication Equipment - Pager/Blackberry - Work cell phone (if applicable) - Personal cell phone - VPN	- Toiletries - Chargers/extra batteries for phones, GPS, and laptop - Bottled water & non-perishable food - Hand sanitizer
- Continuity Plan - Flashlight with extra batteries - Maps of surrounding area - Basic office supplies (pens, pencils, notepad, envelopes, stamps, etc.) - Hand-carried essential records (Policy, regulations, program guidance, etc. – not confidential records)	Medical needs - Insurance information - List of allergies/blood type - Hearing aids and extra batteries - Glasses and contact lenses - Extra pair of eyeglasses/contacts - Prescription drugs (30 day supply) - Over-the-counter medications, dietary supplements

General Disaster Preparedness
It is important to know which threats are most common in your area, but some preparedness steps apply to any disaster, whether it is fire, flood, earthquake, blizzard, or something else.

How will you get news and information? When foreseeable disasters like hurricanes are churning towards American coastlines, there's no shortage of news about it. But what about disasters like tornadoes or a terrorist attack, which might only come with a few minutes warning? To ensure reliable information during an emergency event, it is important to do the following:
- Learn and document how local authorities in your community send urgent warnings. Are there sirens that you will be able to hear?
- Make sure your cell phone is set up for emergency text alerts.
- Designate a point person to monitor emergency event and risk level

Know where the nearest hospitals and evacuation routes are. Evacuations are more common than many people realize. Every year, fires, floods, and chemical spills force tens of thousands of Americans to leave their homes and workplaces. Do the following:
- Learn the escape routes from your location.
- Make a note of the hospitals closest to your location.
- Familiarize staff with your location's specific evacuation route. (Do not try to take shortcuts in an evacuation emergency. They could be blocked.)
- Try to keep vehicle gas tanks at least half full at all times.

What if workers are unable to go home? Staying in an emergency shelter should be a last resort. They are often strained to capacity. Options to consider include:
- Having workers identify places they could go during a crisis that prevents them from going home, such as a motel/hotel or a family member's home in a nearby town.
- During a disaster, the Red Cross keeps a list of open emergency shelters.
- Searching for open shelters by texting the word SHELTER and your 5-digit zip code to 43362 (4FEMA).
- Being prepared to share this information with the LIEAP/WAP clients we serve. We may see many of our clients displaced during an emergency. They, too, will need to find safe shelter.

Utility shut off? Natural gas leaks and electrical sparks cause a significant number of fires following disasters. Water leaks can cause flooding and waste clean water when supplies are scarce. Contact landlords, building managers, and/or utilities directly following a disaster so that the appropriate person can ensure that the utilities to the building are shut off to prevent further damage.

Where is the "go bag," "drive away kit", or "emergency kit" located? This is one of the single most important things an organization can do to keep workers safe. Sometimes, help doesn't arrive until several days after a crisis hits. Whether staff are sheltering in place or evacuating, their immediate needs will need to be met for at least three days.
- Designate a staff person in each location to be responsible for stocking the "go bag" and ensuring it is utilized appropriately when needed
- Keep the "go bag" in an easily accessible location so that it can be grabbed quickly

- Store "go bag" items in a few easy-to-carry plastic tubs or duffel bags for ease of transport if evacuating

Planning is fundamentally a process to manage risk. The U.S. Department of Homeland Security defines risk management as "a process by which context is defined, risks are identified and assessed, and courses of action for managing those risks are analyzed, decided upon, and implemented, monitored, and evaluated."

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BASIC EMERGENCY ACTION PLAN COMPONENTS

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Cover Sheet:

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EMERGENCY ACTION PLAN
for

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Facility Name: _____

Facility Address: _____

DATE PREPARED: ___/_____/_____

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EMERGENCY PERSONNEL NAMES & PHONE NUMBERS

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DESIGNATED RESPONSIBLE OFFICIAL (Highest Ranking Manager at

_____site, such as _____, _____, or _____):

Name: Phone:_____Phone: (_____)

EMERGENCY COORDINATOR:

Name: _____Phone: (_____)

AREA/FLOOR MONITORS (If applicable):

Area/Floor: Name:_____ Phone: (_____)

Area/Floor: Name:_____ Phone: (_____)

ASSISTANTS TO PHYSICALLY CHALLENGED (If applicable):

Name:_____ Phone: (_____)

Name:_____ Phone: (_____)

Date ____/____/____

EVACUATION ROUTES

• Evacuation route maps have been posted in each work area. The
  following information is marked on evacuation maps:

1. Emergency exits
2. Primary and secondary evacuation routes
3. Locations of fire extinguishers
4. Fire alarm pull stations' location
a. Assembly points

• Site personnel should know at least two evacuation routes.

EMERGENCY PHONE NUMBERS

FIRE DEPARTMENT: _____
PARAMEDICS: _____
AMBULANCE: _____
POLICE: _____
FEDERAL PROTECTIVE SERVICE: _____
SECURITY (If applicable): _____
BUILDING MANAGER (If applicable): _____

UTILITY COMPANY EMERGENCY CONTACTS
(Specify name of the company, phone number and point of contact)

ELECTRIC: _____
WATER: _____
GAS (if applicable): _____
TELEPHONE COMPANY: _____

Date: ___/____/_____

EMERGENCY REPORTING AND EVACUATION PROCEDURES

Types of emergencies to be reported by site personnel are:

• MEDICAL
• FIRE
• SEVERE WEATHER
• BOMB THREAT
• CHEMICAL SPILL
• STRUCTURE CLIMBING/DESCENDING
• EXTENDED POWER LOSS
• OTHER (specify)_____
(e.g., terrorist attack/hostage taking)

MEDICAL EMERGENCY

• Call medical emergency phone number (check applicable):
☐ Paramedics
☐ Ambulance
☐ Fire Department
☐ Other
Provide the following information:
a. Nature of medical emergency,
b. Location of the emergency (address, building, room number),
and
c. Your name and phone number from which you are calling.
• Do not move victim unless absolutely necessary.
• Call the following personnel trained in CPR and First Aid to provide the
required assistance prior to the arrival of the professional medical help:
Name: Phone:_____
Name: Phone: _____
• If personnel trained in First Aid are not available, as a minimum, attempt to
provide the following assistance:
1. Stop the bleeding with firm pressure on the wounds (note: avoid
contact with blood or other bodily fluids).
2. Clear the air passages using the Heimlich Maneuver in case of
choking.
• In case of rendering assistance to personnel exposed to hazardous materials,
consult the Material Safety Data Sheet (MSDS) and wear the appropriate personal
protective equipment. Attempt first aid ONLY if trained and qualified.

Date___/___/___

FIRE EMERGENCY

When fire is discovered:

• Activate the nearest fire alarm (if installed)
• Notify the local Fire Department by calling .
• If the fire alarm is not available, notify the site personnel about the fire emergency by the following means (check applicable):

☐ Voice
Communication
☐ Phone Paging
☐ Radio
☐ Other (specify)

Fight the fire ONLY if:
• The Fire Department has been notified.
• The fire is small and is not spreading to other areas.
• Escaping the area is possible by backing up to the nearest exit.
• The fire extinguisher is in working condition and personnel are trained to use it.
Upon being notified about the fire emergency, occupants must:
• Leave the building using the designated escape routes.
• Assemble in the designated area (specify location):
• Remain outside until the competent authority (Designated Official or designee) announces that it is safe to reenter.
Designated Official, Emergency Coordinator or supervisors must (underline one):
• Disconnect utilities and equipment unless doing so jeopardizes his/her safety.
• Coordinate an orderly evacuation of personnel.
• Perform an accurate head count of personnel reported to the designated area.
• Determine a rescue method to locate missing personnel.
• Provide the Fire Department personnel with the necessary information about the facility.
• Perform assessment and coordinate weather forecast office emergency closing procedures
Area/Floor Monitors must:
• Ensure that all employees have evacuated the area/floor.
• Report any problems to the Emergency Coordinator at the assembly area.
Assistants to Physically Challenged should:
• Assist all physically challenged employees in emergency evacuation.

Date___/___/___

EXTENDED POWER LOSS

In the event of extended power loss to a facility certain precautionary measures should be taken depending on the geographical location and environment of the facility:

• Unnecessary electrical equipment and appliances should be turned off in the event that power restoration would surge causing damage to electronics and effecting sensitive equipment.

• Facilities with freezing temperatures should turn off and drain the following lines in the event of a long term power loss.
· Fire sprinkler system
· Standpipes
· Potable water lines
· Toilets
• Add propylene-glycol to drains to prevent traps from freezing
• Equipment that contain fluids that may freeze due to long term exposure to freezing temperatures should be moved to heated areas, drained of liquids, or provided with auxiliary heat sources.

Upon Restoration of heat and power:
• Electronic equipment should be brought up to ambient temperatures before energizing to prevent condensate from forming on circuitry.
• Fire and potable water piping should be checked for leaks from freeze damage after the heat has been restored to the facility and water turned back on.

CHEMICAL SPILL

The following are the locations of:
Spill Containment and Security Equipment: _____
Personal Protective Equipment (PPE):
MSDS:_____
When a Large Chemical Spill has occurred:
• Immediately notify the designated official and Emergency Coordinator.
• Contain the spill with available equipment (e.g., pads, booms, absorbent powder, etc.).
• Secure the area and alert other site personnel.
• Do not attempt to clean the spill unless trained to do so.
• Attend to injured personnel and call the medical emergency number, if required.
• Call a local spill cleanup company or the Fire Department (if arrangement has been made) to perform a large chemical (e.g., mercury) spill cleanup.
Name of Spill Cleanup Company:_____
Phone Number:_____
• Evacuate building as necessary

When a Small Chemical Spill has occurred:
• Notify the Emergency Coordinator and/or supervisor (select one).
• If toxic fumes are present, secure the area (with caution tapes or cones) to prevent other personnel from entering.
• Deal with the spill in accordance with the instructions described in the MSDS.
• Small spills must be handled in a safe manner, while wearing the proper PPE.
• Review the general spill cleanup procedures.

Date___/___/___

TELEPHONE BOMB THREAT CHECKLIST

INSTRUCTIONS: BE CALM, BE COURTEOUS. LISTEN. DO NOT INTERRUPT THE CALLER.
YOUR NAME: _____ TIME: _____ DATE: _____
CALLER'S IDENTITY SEX: Male _____ Female _____ Adult _____ Juvenile _____ APPROXIMATE AGE: _____
ORIGIN OF CALL: Local _____ Long Distance _____ Telephone Booth _____

VOICE CHARACTERISTICS		SPEECH		LANGUAGE	
___**Loud**	___**Soft**	___Fast	___Slow	___Excellent	___Good
___**High Pitch**	___**Deep**	___Distinct	___Distorted	___Fair	___Poor
___**Raspy**	___**Pleasant**	___Stutter	___Nasal	___Foul	___Other
___**Intoxicated**	___**Other**	___Slurred	___Other	BACKGROUND NOISES	
ACCENT		MANNER		___Factory	___Trains
___**Local**	___**Not Local**	___Calm	___Angry	___Machines	___Animals
___**Foreign**	___**Region**	___Rational	___Irrational	___Music	___Quiet
___**Race**		___Coherent	___Incoherent	___Office	___Voices
		___Deliberate	___Emotional	___Machines	___Airplanes
		___Righteous	___Laughing	___Street	___Party
				___Traffic	___Atmosphere

BOMB FACTS

PRETEND DIFFICULTY HEARING - KEEP CALLER TALKING - IF CALLER SEEMS AGREEABLE TO FURTHER CONVERSATION, ASK QUESTIONS LIKE:

When will it go off? Certain Hour ___ T ime Remaining
Where is it located? Building A r e a
What kind of bomb? _____
What kind of package?_____
How do you know so much about the bomb?___
What is your name and address?
If building is occupied, inform caller that detonation could cause injury or death.
Activate malicious call trace: Hang up phone and do not answer another line. Choose same line and dial *57 (if your phone system has this capability). Listen for the confirmation announcement and hang up.
Call Security at _____ and relay information about call.
Did the caller appear familiar with plant or building (by his/her description of the bomb location)?
Write out the message in its entirety and any other comments on a separate sheet of paper and attach to this checklist.
Notify your supervisor immediately.

SEVERE WEATHER AND NATURAL DISASTERS

Tornado:
• When a warning is issued by sirens or other means, seek inside shelter.
Consider the following:
- Small interior rooms on the lowest floor and without windows,
- Hallways on the lowest floor away from doors and windows, and
- Rooms constructed with reinforced concrete, brick, or block with no
windows.
• Stay away from outside walls and windows.
• Use arms to protect head and neck.
• Remain sheltered until the tornado threat is announced to be over.

Earthquake:
• Stay calm and await instructions from the Emergency Coordinator or the
designated official.
• Keep away from overhead fixtures, windows, filing cabinets, and electrical
power.
• Assist people with disabilities in finding a safe place.
• Evacuate as instructed by the Emergency Coordinator and/or the
designated official.

Flood:
If indoors:
• Be ready to evacuate as directed by the Emergency Coordinator and/or
the designated official.
• Follow the recommended primary or secondary evacuation routes.
If outdoors:
• Climb to high ground and stay there.
• Avoid walking or driving through flood water.
• If car stalls, abandon it immediately and climb to a higher ground.

Hurricane:
• The nature of a hurricane provides for more warning than other natural
and weather disasters. A hurricane watch issued when a hurricane
becomes a threat to a coastal area. A hurricane warning is issued when
hurricane winds of 74 mph or higher, or a combination of dangerously high
water and rough seas, are expected in the area within 24 hours.
Once a hurricane watch has been issued:
• Stay calm and await instructions from the Emergency Coordinator or the
designated official.
• Moor any boats securely, or move to a safe place if time allows.
• Continue to monitor local TV and radio stations for instructions.
• Move early out of low-lying areas or from the coast, at the request of
officials.
• If you are on high ground, away from the coast and plan to stay, secure

the building, moving all loose items indoors and boarding up windows and openings.
• Collect drinking water in appropriate containers.
Once a hurricane warning has been issued:
• Be ready to evacuate as directed by the Emergency Coordinator and/or the designated official.
• Leave areas that might be affected by storm tide or stream flooding.
During a hurricane:
• Remain indoors and consider the following:
- Small interior rooms on the lowest floor and without windows,
- Hallways on the lowest floor away from doors and windows, and
- Rooms constructed with reinforced concrete, brick, or block with no windows.

Blizzard:
If indoors:
• Stay calm and await instructions from the Emergency Coordinator or the designated official.
• Stay indoors!
• If there is no heat:
- Close off unneeded rooms or areas.
- Stuff towels or rags in cracks under doors.
- Cover windows at night.
• Eat and drink. Food provides the body with energy and heat. Fluids prevent dehydration.
• Wear layers of loose-fitting, light-weight, warm clothing, if available.
If outdoors:
• Find a dry shelter. Cover all exposed parts of the body.
• If shelter is not available:
- Prepare a lean-to, wind break, or snow cave for protection from the wind.
- Build a fire for heat and to attract attention. Place rocks around the fire to absorb and reflect heat.
- Do not eat snow. It will lower your body temperature. Melt it first.
If stranded in a car or truck:
• Stay in the vehicle!
• Run the motor about ten minutes each hour. Open the windows a little for fresh air to avoid carbon monoxide poisoning. Make
sure the exhaust pipe is not blocked.
• Make yourself visible to rescuers.
- Turn on the dome light at night when running the engine.
- Tie a colored cloth to your antenna or door.
- Raise the hood after the snow stops falling.
• Exercise to keep blood circulating and to keep warm.

CRITICAL OPERATIONS

During some emergency situations, it will be necessary for some specially assigned personnel to remain at the work areas to perform critical operations. Assignments:
Work Area Name Job Title Description of Assignment
• Personnel involved in critical operations may remain on the site upon the permission of the site designated official or Emergency Coordinator.
• In case emergency situation will not permit any of the personnel to remain at the facility, the designated official or other assigned personnel shall notify the appropriate _____ offices to initiate backups. This information can be obtained from the Emergency Evacuation Procedures included in the _____ Manual.

The following offices should be contacted:

Name/Location:_____
Telephone Number:_____

Name/Location:_____
Telephone Number:_____

Name/Location:_____
Telephone Number:_____

TRAINING

The following personnel have been trained to ensure a safe and orderly emergency evacuation of other employees:

Facility:

Name	Title	Responsibility	Date

PANDEMIC PREPARATION

1. Establish a pandemic preparedness framework or task force

Form a team that represents all critical business functions and reports directly to top management. The first priority for this team is to assess the relative importance of business activities and organize them into manageable tiers for response or recovery. For example, critical

IT infrastructure such as network or VPN servers might occupy the top tier for remedial action, while deferrable activities such as training or budgeting may occupy lower tiers.

Team organizer for LIEAP/WAP: Brenda Ilg, Program Manager, DFS, (307) 347-5397, brenda.ilg@wyo.gov

Team members for LIEAP/WAP:

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The above team will be reviewed annually and updated as needed.

2. **Monitor the situation to determine a change in severity**

Numerous sources of information can help you monitor the rate at which the infection is spreading and its severity. A list of helpful links follows:

The Wyoming Department of Health: https://health.wyo.gov/

The Centers for Disease Control and Prevention (CDC): https://www.cdc.gov/

World Health Organization: https://www.who.int/

3. **Review finance implications**

Make sure to revise revenue forecasts and communicate with suppliers about any potential financial issues. Cash flow may become a problem during lengthy pandemics. This will require some advance planning to weather the financial storm that may erupt during a pandemic outbreak.

4. **Extend clean workplace/personal hygiene protocols**

It is critical to ensure that your organization complies with any new workplace regulations. Beyond that, establish handling protocols for staff returning from affected areas and extend your organization's existing hygiene activities around cleaning and providing hygiene supplies.

5. **Review HR policies and practices**

Closely monitor your organization's absenteeism rate for any sign of a problem. Identify critical staff and make sure your organization can continue to function in their absence. Be as prepared as you can be for absentee rates of up to 40%. Be sensitive to changes in employee engagement and workplace preferences, and consider offering extra sick leave or a remote work program. Other things to consider are possible clientele and visitor handling procedures.

6. **Establish a pandemic communications program**

People can feel out of the loop quickly, especially during a pandemic. Assign a spokesperson for the organization who is appropriate for the situation. Establish a pandemic communications program with pre-approved messages and fact sheets for various stakeholders, including employees, customers/clients, supply chain partners, fuel vendors, and community partners. All messaging for LIEAP/WAP will be pre-approved by the DFS Program Manager.

7. **Review impact on essential functions and business operations**

Break down this potentially overwhelming task into key functions and/or business areas. The team formed in step 1 should identify key areas to consider. Understanding the reality on the ground in counties of operations is critical, and this includes assessing third parties for their exposure. With COVID-19 in mind, is your organization prepared and approved for remote work?

8. **Review IT actions and considerations**

IT as a business function tends to be relatively well-prepared in terms of business continuity, but nevertheless, assess the supply chain for critical equipment and keep extra inventory if needed. Look at remote data center management and cloud options for critical systems. Enable remote working programs and investigate alternative voice and chat options. It is also helpful to look at rescheduling nonessential IT work and prioritize key applications/functions. LIEAP client documents are all cloud based and can be accessed via secure VPN remote access. And, the LIEAP computer system can also be accessed via secure VPN remote access. Current WAP client files are also stored in digital format now and WAP LIEAP system users can access the

system via secure VPN remote access. These programs are well prepared for the possibility of remote work as a means of achieving and maintaining continuity of operations.

9. Use a preparedness exercise to review pandemic plans and identify gaps in response

Validate roles and responsibilities, recovery requirements and procedures with a preparedness exercise, such as a work-from-home drill or a table simulation that operates on a compressed time scale. Identify any gaps in recovery capability and resource needs. Assess whether team members can cope with their responsibilities and also promote collaboration between them. Then get feedback from the team. These make great team building activities.

10. After-action review

Identify three lessons learned or key observations as a result of pandemic planning. Get each exercise participant to identify at least three areas for improvement in the exercise. List and prioritize your short and long-term follow-up actions, and schedule future exercises or results reports.

Be prepared to answer these 10 questions

HR and organization leaders can't wait for the crisis to develop to start responding. Prepare in advance to answer basic questions.

1. **Can your organization operate effectively with 25% or greater absenteeism?**
2. **If illness causes high absenteeism, are employees cross-trained and able to perform multiple duties?**
3. **Can essential employees work remotely?**
4. **What infrastructure support is needed to support a shift to an at-home workforce?**
5. **Will our company monitor, or even restrict, travel to high-risk regions?**
6. **What procedures do we have in place to decontaminate the facility and its heating, ventilation, air-conditioning systems, electronic equipment and soft materials (curtains, etc.) as applicable?**
7. **What assurances do we need to provide to the facility staff members so they feel safe at work?**
8. **How will traveling employees be brought home, particularly if they are sick?**
9. **Are there escalation procedures to get additional resources?**
10. **Is there a trained and representative crisis management team that includes on-call staff, and do those team members know what is expected of them?**

Remote Work

Prepared or not, many pandemic contingency plans may require remote work. Very few organizations feel prepared for large-scale remote work, but steps can be taken to make the experience productive for both employees and organizations.

Regular HR contingency plans should already specify key functions, roles, skills and activities required to keep an organization operating—and which can be done remotely. However, in a

sudden crisis, those boundaries may stretch and require organizations to offer different types of support and nontraditional work options.

Analyze responsibilities, tasks and roles to determine which work lends itself to a remote model, and accordingly, what kind of support will need to be offered, when remote work is:

- **Not possible.** For example, a weatherization crew installer cannot work from home. An assembly line employee can't work off-site. If you must keep even a skeleton crew on-site, or have crew members traveling to client homes, HR responsibilities include safety measures (e.g. providing personal protective equipment such as masks), job sharing (e.g. splitting shifts) and psychological support to reduce anxiety.
- **Possible at a cost.** Some employees, such as application processing staff, can function remotely but will benefit from guidance and support to help managers and employees navigate the logistical and cultural challenges.
- **Highly possible.** Some employees, such as knowledge workers or travel employees, may already work remotely at least some of the time, so management should continue to build team trust, support employees and maintain a social connection to make the situation productive.

Success Factors for Remote Work

Communicate openly and often
The first imperative in any crisis is to keep employees informed, but how and what is communicated is critically important. This is especially true when employees are working remotely and may otherwise receive less information from organizational channels than if they were in an office with their manager and peers.

Share openly and often what the real impact of the crisis is on your business, and normalize what to expect. If you don't, employees will simply turn to the distributed network of information—social media, websites, etc.—to fill the void. Candor and two-way communication help to establish the trust you need to make remote-work policies a success.

Trust in employees to be productive
Whether your remote-work initiatives are routine or urgent, trust is the foundation of their success.

Managers often worry about the lack of visibility into the workflows and routines of their direct reports when they work remotely. But worries about employee productivity are often overblown.

Employees who work from home often manage their time so as to leverage the time of day when they feel most productive, and they don't suffer unnecessary interruptions to the degree they do in the office setting.

Yet, it is useful to guide managers to focus on outcomes in performance and productivity reviews. Productivity can easily be tracked within the LIEAP system with regard to application

processing functions. Set accurate expectations with employees and enable supportive interactions among employees.

Enable Enhanced Technology
Technology plays a key role in enabling communication and remote work. Cloud-based productivity tools and other employee-facing technologies are becoming increasingly prevalent and we are partially cloud-based and digitized for the LIEAP/WAP programs. This will be a plus during a pandemic crisis that may require remote work, but any sudden large-scale remote-working project will likely surface additional lessons learned and opportunities for improvement. To increase utilization and improve the effectiveness of remote-working tools and technologies, document and communicate best practices and ideal use cases.

In those areas where the technology or infrastructure is inadequate, guide employees on effectively leveraging the existing technology to drive better and more consistent usage.

A crisis-driven mandatory use of remote work for business continuity should signal to all organizations, both private and public sector, that it is time to revisit remote working policies and redesign them for wider application as business as usual.

Remote Work Policies and Procedures

Remote work is sometimes referred to as Telework. These terms will be used interchangeably in this document. Over the past decade, many businesses, corporations and governments have used this powerful management tool for improved productivity, focused communications, and efficient time management. For most, it has resulted in lower operating costs, reduction in absenteeism, less stress, and lower turnover. Telework has also allowed employees to enjoy increased job satisfaction by helping them to balance work and personal needs.

As with job share, flextime, and alternative work schedules, Telework may not be feasible for all jobs, employees, and supervisors. Telework is a change in the way work is performed and managed. It requires a renewed emphasis on objectives, individual responsibility, and results.

What is Telework?

Telework as a concept encompasses many commonly known terms, such as telecommuting, teleconferencing, alternative office space, extended work site, the virtual office, and so on. An extended work site may be the project site (such as a weatherization job site), the employee's home, a portable office, a state owned or leased office, or a satellite neighborhood work center. Telework is not, however, a substitute for relocating a position to another location on a permanent, full-time basis.

Teleworking is the use of telephones, and computers, to enable an employee to work off-site, outside the traditional workplace. This usually means working at home one to three times a week. It can also involve a telework site at another approved location. Simply put, teleworking is moving the work to the worker, instead of moving the worker to the work. During a prolonged

emergency or pandemic situation, it may mean working from home full-time for the duration of the emergency situation.

One major component of successful teleworking is effective communication. Communication with the regular workplace is crucial and may be maintained by telephone, cellular phones, pagers, voice mail, FAX machines, and computers using the organization's email system and/or internet.

Agreements

A. Teleworking is not a universal employee right, nor a universal employee benefit. It is an alternative work option mutually agreed upon by the employee, supervisor/manager, and Agency. Teleworking is not required to be a work option during normal program operations; but, it may be a necessary work option during a pandemic crisis.
B. The purpose of an agreement is to clearly communicate expectations and requirements for managers and employees.

Teleworking Advantages

- Improved employer and employee productivity
- More efficient use of office space and parking space requirements
- Reduced employee commute trips, stress, absenteeism, and turnover
- Potential reduction of long-term disability costs
- Increase productivity of employees by 10-30%
- Increased morale, improved retention and satisfaction with the job
- Improved flexibility to coordinate work and personal schedules
- Increased organization and communication skills for supervisors and employees
- Increased emergency effectiveness and/or disaster recovery
- Expanded labor pool
- Increased employee safety during pandemic outbreaks
- Better continuity of operations

Responsibilities of the Teleworker

A. Comply with terms and provisions set forth in organization's personnel rules and policies, the telework agreement between teleworker and organization, and the expectations for job performance and productivity. The duties, obligations, responsibilities, and conditions of employment shall remain unchanged because of teleworking.
B. The teleworker shall manage personal responsibilities in a manner which does not inhibit timely fulfillment of employment duties and work schedules.
C. Teleworkers shall track and document time according to the organization's time and leave policies and contractual requirements as appropriate.

Determining Best Employees for Telework Eligibility

   A. Unless the severity of an emergency situation dictates otherwise, teleworking should only be considered for permanent employees (e.g. not temporary staffing or probationary employees).

   B. Teleworking may not be feasible for all employees and supervisors, or for all positions or classifications. Below is a sample list of criteria to consider:

- Nature of the work:

➢ Job tasks that can be successfully performed at the extended work site;
➢ Requires high concentration and blocks of uninterrupted time;
➢ Requires little face-to-face contact;
➢ Does not require a high level of office input to perform;
➢ Does not require access to equipment, supplies, or files that cannot be easily relocated from the work place to the telework site (**No LIEAP client files will be transported off-site; they may be accessed via the Cloud**)
➢ Use of information that is not restricted from being removed from the regular work place because of security (**LIEAP/WAP restricted information can be accessed digitally using secure VPN access**)

- The employee:

➢ Motivated, responsible, integrity;
➢ Working independently;
➢ Personal organization skills;
➢ Employee's productivity and work habits;
➢ Must have a positive attitude toward teleworking;
➢ Level of supervision required;
➢ Visibility in the organization;
➢ Degree of experience in their current position;
➢ Attendance record;
➢ Computer literacy level, if appropriate.

- Employee performance evaluation.

- Working facilities.

- The supervisor:

➢ Good communicator;
➢ Positive attitude toward teleworking;
➢ Trust the employee's ability to telework;
➢ Provide teleworker with supervisor's expectations for goals, projects, and work activities that are specific, measurable, and attainable;
➢ Monitor work results;

- ➢ Flexible management style (e.g. micromanaging is not a good fit for teleworking).

  - Home environment:

- ➢ The family environment must not interfere with working at home. Distractions from the family, or household needs, can result in a drop of productivity and morale.

C. Performance evaluation

  - The employee's current performance appraisal should have an overall rating of "competent" or higher in order to be considered for teleworking.
  - Should an employee's job performance fall below "competent" while the employee is teleworking, the organization shall have clearly communicated corrective action policies in place, including terminating the employee's teleworking agreement.

Types of Telework Options

- Regular – Employee works a predetermined schedule on a continuing regular basis.
- Project- or Emergency-based – Work agreements that are of a temporary, or project/emergency-based nature and shall not be in place for continuous extended periods or permanently.
- Medical – Work at home or other approved extended telework site, on a full-time or part-time basis until the employee is able to return to a regular schedule and work site.

Scheduling

- How many days and what hours an employee will telework must be agreed upon between the employee and supervisor, taking into consideration the operations and staffing requirements of the work unit. Employees and supervisors who work under multiple contracts and funding streams must track work time accordingly.
- Overtime compensation, requests to work overtime, must be pre-approved by the State Program Manager for staff working under LIEAP/WAP funding. Sick leave, vacation, and other leave time, shall conform to the individual organization's personnel policies.
- If an employee is sick on a scheduled telework day, they shall contact the supervisor and report the hours as they would in the regular office setting.
- If sick leave usage becomes abnormally high, and is not related to a pandemic-related event such as COVID-19, or the teleworker is not performing to expectations, the supervisor shall discuss the problem with the teleworker and, ultimately, may need to discontinue teleworking.
- With a reasonable amount of notice given to the employee, the supervisor may request the teleworker to report to the regular office, or to attend an online meeting.
- Supervisors must take action to prevent telework staff from becoming isolated from the regular office and co-workers.

Child and Elder Care

- The teleworking employee shall not provide primary care during agreed upon teleworking hours for children or elders or other family members who would otherwise require a provider's care or be in school. Teleworking is not a substitute for child or elder care. Therefore, teleworkers must make or maintain child or elder care arrangements to permit concentration on work assignments and security of information at the extended work site.
- Working and attending to children can create conflicting responsibilities, tension, and ultimately, employee burnout and low morale.

Training

- Teleworking requires a different working relationship, communication, and management style. It is imperative that all participants in this work relationship receive the skills and knowledge that are needed to achieve a successful outcome.
- All employees, supervisors, and managers who are involved in teleworking should receive training. This can be in the form of ongoing, on-the-job training.
- If computer technology is part of the job at the regular office, and it is needed at the extended work site, then it is assumed that the parties are already trained and experienced with the technology.

Extended Work Site and Safety

- The employee must provide at his or her own expense, a designated work area with a desk or work surface, a telephone, and if using electronic equipment must have sufficient safe electrical outlets and surge protectors.
- The teleworker shall not establish an extended work site in violation of any local zoning or land use requirements.
- LIEAP/WAP is not responsible for operating costs, home maintenance, insurance, utilities, fees, licenses or any other costs, either direct or indirect, associated with the use of the employee's extended work site.
- The teleworker shall maintain the designated workspace in a safe condition.
- Unless otherwise provided by law, applicable workers' compensation benefits will continue to exist during the teleworker's scheduled work hours. The teleworker shall immediately report all job-related injuries to the supervisor.
- The teleworker shall not meet with customers or clients of DFS at the extended work site. The teleworker shall arrange to meet with clients/customers at the regular office site or other approved facility.
- Supervisors, managers, and/or the State LIEAP/WAP Program Manager may make on-site visits to any LIEAP/WAP extended work sites to maintain, repair, inspect or retrieve equipment, software, data and supplies, or for other work-related reasons, at reasonable times.

Equipment

- The use of organization-owned equipment or leased equipment, software, data, supplies, materials and furniture for use at any extended work sites, is limited to authorized persons for purposes related to LIEAP/WAP business.
- Organizations may hold teleworkers financially responsible for the cost of organization-owned or leased property that is damaged, destroyed, or stolen during transportation and at the extended work site.
- Organization-owned equipment (such as a laptop) shall not be lent to any unauthorized individual.
- Office supplies may be obtained through the regular work office.
- Any State owned or leased software may not be duplicated except as expressly authorized.
- In the event of equipment failure, malfunction, or other such circumstances, the teleworker shall immediately notify the supervisor to facilitate repairs or replacement.
- In the event of delay in repair/replacement which render it impossible for the teleworker to perform his/her duties, the supervisor may: assign the teleworker other work at the extended work site; require the teleworker to report to the regular work office; or, require the teleworker to report to another extended work site.
- Charges for local telephone service shall be borne by the teleworker.

Taxes

- Because each situation is unique, employees and organizations should contact their own tax consultants to determine any tax consequences associated with a home office.
- The teleworker shall pay all taxes and other such amounts required by federal, state, and local law, which accrue as the result of use of a residence or other private structure as an extended work site.

EMPLOYEE GUIDE TO TELEWORKING

Managing your work

- Pre-determine with your immediate supervisor how many days per week you will work from an extended work site, and what your total weekly work hours will be (e.g. 40 hours).
- Establish a schedule that is similar from day to day. Remember that your schedule must meet the needs of LIEAP/WAP customers and any co-workers or State Agency workers you interact with in completing your usual job duties. Be consistent and clear your schedule with your supervisor in advance of any changes.
- Stick to deadlines. It sounds obvious, but follow the same rules about deadlines that you have in the regular office.
- Plan. Develop the tasks and delivery dates for teleworking days. It may help to write them out. Try to schedule work that does not require assistance from others on your teleworking days. Keep in mind what equipment you will have access to, and plan accordingly.

The Extended Work Site

- Choose a work location wisely. It is important to identify a safe and efficient location as your workspace. If it is at home, it should be quiet and away from heavy "traffic patterns" so you can work without interruption or distraction. It should be well lighted and comfortable. It does not have to be an entire room. However, it shall not be on the couch in front of the television, or sitting on the edge of a bed with a TV tray as a desk. The dining room table may not be a good choice either. A distinct area will also help send the signal to other family members that this is where work is done.
- A conventional desk is usually 29 inches high. The recommended height for a computer desk is 26 inches high. Your desk should be sturdy enough to handle the weight of any equipment you are using.
- Your work chair may be the most important piece of furniture in your home office. The seat should be adjustable and high enough that your feet are flat on the floor (usually 15-20 inches). If you cannot adjust the chair height and your feet do not reach the floor, use a footrest or wedge-shaped item, such as a three-ring binder, to support your feet.
- Lighting affects comfort and performance. It should be directed toward the side or behind your line of vision, not in front of or above it. Bright light can bounce off surfaces. Northern light is considered best for both office and computer operations. If you have a computer monitor, it should be positioned at a right angle to the window.
- No noise can be as stressful as too much noise. Some background sound (soft music or white noise) can help keep productivity up and reduce boredom.
- Preserve your professional image. Judgments, fair or unfair, may be based on background noises. Try to keep callers from hearing noise that is of an unprofessional nature (children crying or yelling, televisions, vacuum cleaners, loud music, etc.).
- Electrical cables need to be covered or out of the way to avoid trips and falls. Use of approved surge protectors is required for LIEAP/WAP telework. Consider whether there are enough electrical outlets in your workspace to avoid an overload.
- Keep equipment away from direct sunlight and heat and provide adequate ventilation. Consider using dust covers or equipment bags when equipment is not in use. Never place food or beverages on the computer equipment or where they could be spilled onto the equipment.
- Regularly check your home office to keep it safe and optimally functional. To avoid injuries from repetitive motion, take frequent 10 minute breaks. Use the straight hand-forearm method when using a keyboard to minimize wrist deviation.

Staying in touch

- Stay in touch with the office and co-workers. Remember, you are still part of the team.
- Your communication with the office should become routine and predictable. Establish a formal communication schedule with your supervisor. The key is to be as accessible as you are in your regular office while still minimizing the interruptions to workflow.
- The phone can be a time waster. It can also be the biggest customer complaint. Work with your supervisor and manager to develop masterful phone strategies. If you have email capability at your extended work site, check your messages often and communicate electronically as appropriate.
- Let everyone with a need to know interest know you are working off site. Provide your supervisor and manager with the phone number at your extended site and inform others

where to refer calls or how to handle inquiries. Teleworking should be transparent to outside callers. Check messages regularly and return calls as required by Contract or State policy.

- Do not miss meetings.

Working successfully at home

- Working at home can be disorienting. Most of us don't realize how structured the office is until we are away from it. The office provides many subtle cues that will need to be replaced by a new set of rituals. The goal is to develop good work habits at home. Supervisors and managers should be prepared to facilitate this.
- Pace yourself. It is surprisingly easy to overwork. Because of the qualities that are looked for in teleworkers, some have a tendency to be workaholics. Set a reasonable, yet productive, pace so you do not burn out. On the other hand, do not develop poor work habits so that you are doing less work than before, or putting yourself in cram mode.
- Expect that there will be a period of adjustment. There may be an initial jump or drop in productivity. It is not uncommon at the start to experience an increase that cannot be sustained, followed by a drop. The period of adjustment, however, should not go on indefinitely. Strive for an increase in productivity that can be sustained over time. If you find you cannot adjust after several months, teleworking may not be for you. Talk to your supervisor.
- Take breaks. This is especially important with repetitive tasks. Relax. Take a five-minute exercise break every hour to stretch, move, and get the blood circulating.
- Don't overindulge. The comforts of home are so close. When caught unaware or unprepared, some teleworkers have reported weight gains, increased smoking, etc. Develop positive habits. Try scheduling snacks. Avoid the refrigerator altogether and try substituting exercising for eating. Just make sure exercise does not become an over-indulgence as well. Remove temptations so it is inconvenient to indulge, just like at the regular office.

Family, friends and neighbors

- You should let everyone around you know in advance that you are at home working and still have the same responsibilities that you normally have in the office.
- Hold a family meeting. Before you start teleworking, gather all family members together to explain the changes. Set clear and strict ground rules regarding your work time, interruptions, office boundaries, and use of equipment and supplies.
- Make suitable arrangements for child or elder care just as you did when you worked at the regular office location.
- Develop a signal that communicates when you are working and not available for interruptions, such as a closed door.
- Neighbors may think that it is all right to ask you for favors or errands because you are home. If it comes up, deal with it immediately and assertively. Be calm and frank in letting them know you are working and will not be able to accommodate their requests during your work hours.

- Teleworking will not solve problems at home. If family members cannot adjust to or resent the teleworking arrangement, it will not work.
- Teleworking is not a substitute for dependent care. Do not assume that because you are at home you can also take care of dependents. You cannot provide dependent care during your teleworking hours.
- Supervisors and managers should be aware that employees may be in an abusive relationship at home. Requiring these employees to telework from home could put them in danger. It may be necessary to come up with an alternate extended work site.

SUPERVISOR'S GUIDE TO MANAGING TELEWORKERS

Managing Teleworkers

- Extended site management is not much different from managing employees on-site. It involves basic management skills, which include setting goals, special projects, or work activities, assessing progress, giving regular feedback, and managing by results. In fact, managers of teleworkers have reported that their own overall management skills increased as a result.

Measuring Performance

- Before a supervisor can review objectives, they should be clearly defined, with measurable output. These can be measured in quantity, quality, and time-to-complete. Measuring productivity and performance should not be different for on-site and off-site workers. Be careful not to over-measure; not every task can be evaluated in quantitative terms.
- Evaluate individual work as well as teamwork. Teleworkers may sustain or even increase individual productivity levels, but their teamwork may suffer because they are not staying in touch with co-workers.

Management Resistance

- Some managers are resistant to teleworking. This is a natural reaction considering that, traditionally, jobs have been office based. Some managers feel a loss of control when their employees are not in close contact. Others feel that having teleworkers puts an extra burden on them. Managing people off-site should be no different from managing people on-site. A good manager manages by results and not by activity. This is why it is crucial to have clearly defined and measurable output. It can become a burden if too many people in your department are teleworking and schedules need to be juggled, or if the teleworker's co-workers come to you with questions that the teleworker should be answering. There are training and communication mechanisms that should be initiated to avoid these problems.
- Watching your employees sit at their desks and work does not assure that they are being productive or producing quality work. The only real test for productivity is to measure results. Are you satisfied with the quality and quantity of their work? Was the work completed on time?

Multiple teleworkers

- Especially in times of emergency events, there may be many employees teleworking. Be aware of how many teleworkers one supervisor can manage at any given time. Multiple teleworkers will put more demands on supervisors, especially if extended supervision is new to those supervisors.

Employees not suitable for teleworking

- When people think of teleworking, they may think "Great, I get to stay home one or two days a week with the kids." Those who are not familiar with teleworking tend to think of it as a way to escape the office. Contrary to popular belief, teleworking involves hard work, dedication, and adjustment. True, there are many advantages to teleworking. However, there can also be many disadvantages. Teleworkers must adjust to being isolated from co-workers. They have to discipline themselves to get started, and stay on track.
- Not everyone is suitable for teleworking. If an employee is unsuitable, discuss any characteristics the employee could change, such as organization skills or the need for supervision and feedback.
- Remember that teleworking is not only for star performers. It should be available for all employees; however, high-performance employees are going to be more suitable. Explain this to employees. It may provide motivation for them to improve weak areas. If an employee is not performing at a "competent" or higher level, in all aspects of the job, teleworking should not be considered as elective option. However, there may be emergency events that warrant all staff to work remotely for a period of time. Supervisors will need to provide additional support to those employees who are less suitable for teleworking.

The manager's role

- Schedule regular meetings with the teleworker to assess needs, give feedback, discuss problems, and just catch up. By doing this, you will not feel as if you are losing contact, and the teleworker will be less isolated. If you hold regular meetings to set timetables and assess progress, employees will have deadlines to keep them on target. When face-to-face meetings are not possible, utilize other means such as email, chat, phone and google hangouts to keep the lines of communication open.

Clients

- Clients are people both internal and external. Give them the same courtesy you would a co-worker. Teleworking should be transparent to clients.

DO'S AND DON'TS OF TELEWORKING

Some Don'ts:

- Do not sit in bed or on the couch when working.
- Do not procrastinate.
- Do not change your work schedule every time you work at home.
- Do not let radio or TV distract you or detract from your professional image.
- Do not talk on the phone too long, and do use work time for non-emergency personal calls.
- Do not let friends or neighbors distract you.
- Do not work at home if you have a dependent who requires your constant attention unless you have made suitable arrangements for someone else to provide the needed care during your work hours.
- Do not run errands for everybody in the neighborhood just because you are home.
- Do not start sleeping late on telework days. Keep consistent, regular work hours.

Some Do's:

- Have a designated and safe workspace at home.
- Develop rituals to begin and end your workday.
- Take breaks throughout the day.
- Stick to a schedule and deadlines.
- Plan your teleworking day ahead of time.
- Know whom to contact for assistance, technical and otherwise.
- Maintain or increase your level of performance.
- Stay in touch with the office and your supervisor.
- Work as if you are in business for yourself. Look for better ways to do things and focus on the customer/client: internal and external.
- Follow your scheduled hours.