

## **NCSL – NLSSA, 2010 Fall Conference**

# **Pandemic Preparedness: Oregon Legislature's Response to H1N1**

## **Resource Packet Contents**

- Original Plan Summary (doc we sent to NCSL in the first place)
  - Includes Sample Succession Matrix for Critical Roles
- Oregon Legislative Branch organizational chart
- Sample Newsletter Articles (3)
- Sample Messages (adapted from executive branch communications)
- Human Resources Sample Emergency Contact Information Form
- Human Resource Policies (Leave & other related policies)
- “Access Your DRP/BCP Documents in a Flash”, Disaster Recovery Magazine – Spring 2010
- White paper on sending texts to cell phones via email
- White paper on remote access to computers (VPN)



# Legislative Administration

## Oregon's Capitol Pandemic Response Plan

As custodian of the building and support for the legislative process, Legislative Administration has taken the lead in developing the Pandemic Response Plan for the Oregon Legislature.

The effort assumes ongoing development of the plan following a “Pebble in the Pond Model”. The plan is developed in expanding concentric circles of impact. We began with a limited scope in order to establish core policies, protocols, and procedures. Once a core program is established and tested, the scope is expanded.



Image of a Virus

We've kept the initial project team as small as possible (6) in order to represent core functions in the Capitol, but still move quickly ahead of the spreading flu. The team is spearheaded by a project manager in the Administrator's office and the Human Resource Manager. Other team members come from Facilities, IT, and Committee Services offices.

The plan targets three areas of influence; policy & protocol, communication, and continuity of critical functions.

### ***Policy & Protocol***

With some small changes to protocol intended to slow the spread of illness at the Capitol, existing sick-leave and telecommuting policies address employee absence and potential building closures. Policies that directly relate to our pandemic response are maintained in a regularly updated [FLU FAQ's document](#).

We created and distributed “Office Clean Stations” to every office in the Capitol in order to encourage and empower employees to stop the spread of illness. Each Clean Station arrived in a carrying case and includes; hand sanitizing gel, disinfecting surface wipes, tissues, masks\*, and gloves. Employees are encouraged to use a disinfecting surface wipe once a day to clean doorknobs, copy machine buttons, and other areas that multiple people touch during the day.

Touchless hand cleaner dispensers were placed at all public entrances to the Capitol and the door of the Café. Custodial staff has been trained on effective disinfection techniques specific to H1N1. Cleaning protocol was adjusted to include additional disinfection of areas that are touched by many people during a day (e.g. door knobs, elevator buttons).

As an actively maturing program, our next steps will include additional education for employees on social distancing techniques like using conference calls instead of in-person meetings, and refreshing their skills at using computer and phone systems from home.

*\*Masks have been shown to have little benefit in protecting a wearer from contracting an illness. However, we included a limited number of masks because they can be effective in preventing the spread of illness when worn by someone who is ill. Someone who begins to show symptoms of illness at work can wear a mask as they prepare to leave for home (protecting their coworkers), or to be available for someone who may feel more comfortable wearing one.*

### ***Communication***

The communication plan focuses on two objectives; identify and distribute pandemic related information, and establish pathways for effective two way communication among managers, employees and legislative offices for conducting business.

We began our communication effort with three tasks. First, we established a method for identifying and approving information for distribution. Second, we chose vehicles to share information on H1N1 (e.g. newsletter, intranet, website, & email). Third, we updated contact information for employees, legislators, and critical vendors (work, home, & emergency contacts).

One of the primary directives for our pandemic communications plan is to be consistent with the other branches of government and rely on official information about the pandemic. Since the Dept. of Public Health has authority in the Executive Branch, we chose to follow their lead. This eases the pressure on our communication effort by providing official content to pull from. Below, are links to Capitol Pandemic Response messages, adapted from Executive Branch emails.

- [MSG 1 – Get Prepared](#)
- [MSG 2 – Prevention](#)
- [MSG 3 – Vaccine Update](#)
- [MSG 4 – Stay Informed](#)

Newsletters with Pandemic-related articles:

- [November 2, 2009](#)
- [October 19, 2009](#)
- [October 6, 2009](#)
- [September 8, 2009](#)
- [August 25, 2009](#)
- [August 3, 2009](#)
- [July 14, 2009](#)
- [June 29, 2009](#)

### ***Continuity of Critical Functions***

Identifying and establishing backups for critical functions was assigned to each department manager. Managers were tasked with developing a staffing a plan assuming an absentee rate of 40% (based on projected “worse case” scenarios the Centers for Disease Control and provided as an appropriate target for planning purposes at the Statewide Governor’s Conference on H1N1). The “40% Plans\*\*”, by necessity are very simple. They list a critical office function (e.g. licensed boiler operator) and a line of succession at least three deep for coverage of that specific function. In some cases the line of succession includes an outside contractor or vendor. Once the 40% plans were established, managers were responsible to ensure that backups were notified of their role in the contingency plan and had sufficient training to fulfill the responsibility.

*\*\*See a sample 40% Plan at the end of this document*

All 40% plans were compiled into a single spreadsheet along with a complete directory of everyone who appears on a 40% plan. This document will be carried in an encrypted file on a USB (thumb) drive by the Legislative Administrator, H1N1Coordinator, the Human Resources Manager and the Employee Services team. The intent is that crucial information for keeping the Capitol operational will be available to those authorized and most likely to need it.

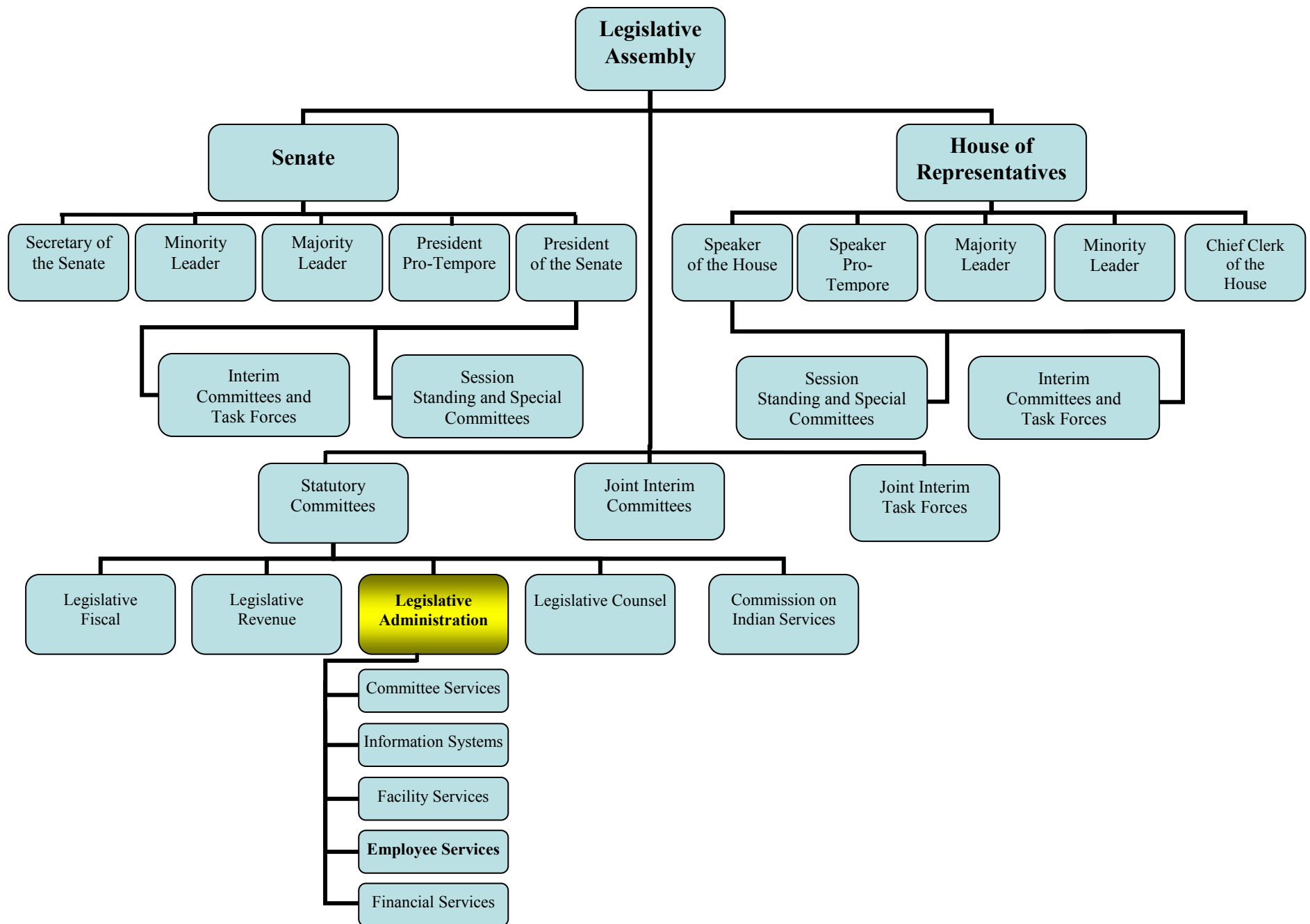
### ***In Summary***

The Oregon Capitol’s Pandemic Response Plan attempts to mitigate the impact of illness by taking measures to protect employees and visitors from exposure; establishing protocol to ensure the continuity of critical functions; gathering relevant contact information; and reviewing policy to ensure that necessary rules are in place to navigate the unique challenges of pandemic response.

We all know that developing a plan for every pandemic or disaster scenario isn’t feasible. By its very nature, a disruptive event will disrupt regular business, so plans must be developed with the recognition that the people responding might be operating outside their regular roles and that resources we typically rely on may not be available. Consequently, an effective plan will be simple. It will prepare an organization to respond flexibly by providing key leaders with reliable information to support decision making, multiple lines of communication, and clear paths of succession.

## Sample 40% Plan

DEPARTMENT:	Facility Services		MANAGER:		Joe Average 000-0000	
Task Description	Primary	Bckp 1	Bckp 2	Bckp 3	Bckp 4	Notes
						Projects will be put on hold and timelines modified in the event of an interruption.
Building Open/Closure	Jim 000-0000	Liz 000-0000	Brian 000-0000	Jess 000-0000	OR State Police 000-0000*	Contact Joe at OSP @ 000-0000
Facility Main Telephone (dispatch, emergencies, service calls)	Pam 000-0000	Jenelle 000-0000	Lori – Supply/Distribution 000-0000	Christine Supply/Distribution 000-0000	Debra Supply/Distribution 000-0000	This person will update message on 6-1187 line and notify web editor (or backup) for notice to be posted online.
Security Monitor	Pam 000-0000	Andre 000-0000	Jeremy 000-0000	OR State Police 000-0000*		Monitors transferred to OSP.
Contracts	Jim 000-0000	Dave 000-0000	Hold for return	Hold for return	Hold for return	Contracts could be held for 1-2 weeks without major disruption.
Electrical Work	Dave 000-0000	Wimer Electrical *- contact Ed Park 000-0000	Wimer	Wimer		Wimer Electrical, Salem, OR is an authorized outside contractor, familiar with the building having completed multiple projects.
Carpentry	Jeremy 000-0000	Dave 000-0000	Hold for Return	Hold for Return	Hold for Return	
Boilers	James 000-0000	Dave 000-0000	James at DAS* 000-0000	Boiler-Co** Brad Topiq 000-0000		*James at DAS (Executive Branch) ** Boiler-Co is an outside contractor used before and experienced.
HVAC	Peter 000-0000	Dave 000-0000	Jim 000-0000			



# Capitol Update

**Tuesday, August 25, 2009**



## **This Week's Updates:**

- **Fire Recovery Aims to Keep Historical Design**
- **Oregon Flu Summit Lays Foundation for Preparedness**
- **Aluminum Can Recycling 101**
- **The Office 2007 Rollout is Almost Here**

## **Fire Recovery Aims to Keep Historical Design**

When it became time to decide how to restore the Governor's suite after the fire, the decision was made to restore the area to its original 1938 lay out. This week construction crews are removing the partitioned walls in the area known as the Board of Control room, and returning the area to its original design. The Board of Control room, which is where the Board of Control met, has been modified over the years to allow for more office space in the area. Since there is major construction in the Governor's suite, there is an opportunity to restore that area to its former historical glory. Since there is no longer a Board of Control, this area will continue to be used as a conference room. A few of the knotty pine wood panels, that were made to match the original paneling, are removed will be kept in case future repairs are needed.

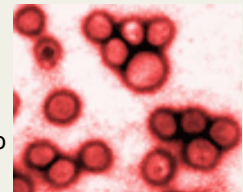


The Board of Control was created by the Legislature in 1913. The Board's function was to, "Coordinate the management of state institutions, construction of state buildings, and other duties assigned by the legislature." There

were three members of the Board of Control; the governor, the secretary of state, and the state treasurer. The Board of Control was abolished in 1969, and its duties were divided by the Department of General Services, Department of Human Resources, Secretary of State's Office, Governor's Office, State Treasury, and State Highway Commission. [Click here](#) to read more about the Oregon Board of Control.

## Oregon Flu Summit Lays Foundation for Preparedness

On August 21, state employees, business owners, medical professionals, and many others gathered to learn how pandemic influenza could impact our state and what can be done now to prepare.



At the summit, Dr. Mel Kohn, Oregon Public Health Director, described factors that contribute to the rapid spread of H1N1.

- The incubation period for H1N1 is one to three days
  - Someone can spread the disease before they have any symptoms
- The flu is spread most readily through droplets associated with a sneeze or a cough
  - Most droplets fall within three feet

[Click here](#) to read Dr. Kohn's presentation.

During his presentation, Dr. Kohn reminded everyone, "This is already a pandemic. It is affecting young people and it's tough to predict what will happen." Health officials expect the flu pandemic to roll out in waves lasting 6 to 8 weeks, over the next 1 to 2 years.

Goals for Oregon's flu response:

- Reduce spread of flu
- Protect vulnerable people from complications
- Assure availability of treatment for severely ill
- Minimize social and economic disruption

In addition to the basics of hand washing and going home if you are sick, speakers also outlined other ways to prepare for it. They strongly encouraged everyone to get a seasonal flu vaccination and also get vaccinated for H1N1 when it becomes available. In the mean time, everyone needs to make preparations at home for potential pandemic-related disruptions and to care for family members who may become ill. At work, managers may need to prepare for temporary reductions of as much as 40% in their workforce due to illness.

This season, getting a flu shot could mean getting three. One vaccination is all that's needed for the seasonal flu, but the H1N1 vaccine is expected to require two vaccinations about 3 weeks apart. The seasonal flu vaccine may be available as early as September. Voluntary H1N1 vaccinations will be first offered to people at high risk for the flu, and then to everyone as it becomes available. The first H1N1 vaccinations will probably be available by late October.

Who should get a pandemic H1N1 flu shot? According to the CDC, the pandemic H1N1 vaccine will first be available to the following five priority groups:

- Children and young adults from 6 months to 24 years.

- Pregnant women
- Health care workers and emergency medical responders
- People caring for infants under 6 months of age
- People aged 25-64 with underlying medical conditions (such as asthma, immune-deficiencies, etc.).

Visit [www.flu.oregon.gov](http://www.flu.oregon.gov) for more information on the Flu Summit and Oregon's response plan.

[Click here](#) to read Oregon Department of Public Health's H1N1 FAQ's.

Legislative Administration is coordinating with other state agencies to prepare for pandemic flu. Watch for regular updates in this newsletter or via email. Direct your questions to Daniel Russell or Lore Christopher at [Legislative.Administration@state.or.us](mailto:Legislative.Administration@state.or.us), or call 503-986-1848.

## Aluminum Can Recycling 101



**Did you know** that it takes 80-100 years for an aluminum can to decompose (break down) in a landfill? Or, that recycling one aluminum can can save enough energy to power a TV for up to three hours. As it turns out, the aluminum can is the most valuable beverage container to recycle. Aluminum cans can be recycled into soda cans, pie plates, license plates, thumbtacks, aluminum foil, and many other items. In the year 2000, 13,500 aluminum cans were recycled every minute in California. Here at the Capitol, there are aluminum can recycling bins through out the building. What are you going to do with your empty aluminum? For more information on recycling, please visit <http://recyclingfacts.org/>.

## The Office 2007 Rollout is Almost Here

The Office 2007 rollout is almost here! Throughout the month of September, legislative offices through out the Capitol will begin to use Microsoft Office 2007. There will be significant changes to the look and feel of many of the Microsoft Office applications you are used to working with. The new look and features will be covered in transition training classes that will be available and strongly recommended to all legislative staff as their PCs are being upgraded.



In the next few days a training schedule and additional resources to assist you in the Office 2007 transition will be posted to the Legislative Intranet home page. The Intranet will serve as your "one stop shop" for the Office 2007 rollout. Also, if you see someone wearing an orange "Ask me about Office 2007" button, by all means, ask them!



The **Capitol Update**  
 Legislative Administration **Phone:** 503-986-1848  
**Email:** [Legislative.Administration@state.or.us](mailto:Legislative.Administration@state.or.us)



# Capitol Update

**Tuesday, September 8, 2009**



**The Capitol Update Newsletter is your first source of information on Capitol projects**

## **This Week's Updates:**

- **Preparing For Legislative Days**
- **H1N1 FAQ's Released for Legislative Employees**
- **Governor's Suite Update**
- **2009 Ageless Art Exhibit**

## **Preparing For Legislative Days**



Soon, the Legislature will have their first "Legislative Day." Legislative days are designated days that all legislative committees will meet. The committee days will be over the course of three days; Tuesday, Wednesday, and Thursday. There will be three separate "sets" of committee days before the anticipated February session: September 29-October 1, from November 17-19, and January 12-14. During the legislative days, the Capitol will see an increase of people and activity. Below are some quick reminders for staff and legislators when they return to the Capitol for the upcoming legislative days.

### **Parking**

- **Members** - During the 3-day interim meeting dates: September 29 - October 1, November 17 - November 19, and January 12 - January 14, members will park in the Capitol garage as assigned during the 2009 session. Signs will be posted during this time. If you have questions regarding your parking assignment, contact the Building Use Coordinator at 6-1384.
- **Staff** - City of Salem parking permits are available to purchase in Room 49. The cost is \$6.00 (cash or check). The permit allows you to park all day at any meter in the Capitol Mall. Staff paying for Capitol garage parking will receive permits for street parking during these 3-day time periods.

### Laptops

- Laptops brought to the Capitol from a district office may install a number of updates the first time they shut down. If so, the shutdown window will tell you how many updates are being installed. No special action is needed other than to allow a little extra time for the laptop to install the updates and shut down. For more information, contact Information Systems at 6-1914

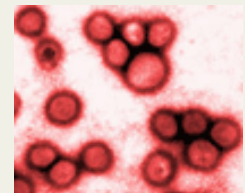
### ID Badges

- Please scan your badge before entering the garage. Your ID badge is required to access your private office and the building after hours. If you or your staff does not have a badge, submit a signed authorization form to Facility Services in Room 60 H. The forms are available in the Chief Clerk or Secretary of the Senate offices.

Look in future editions of Capitol Updates and the coming soon to the Intranet, for more tips and reminders for things you will need to know when returning to the Capitol for the legislative days.

## H1N1 FAQ's Released for Legislative Employees

In preparation for the possible increase in flu cases this fall and winter, answers to anticipated questions have been assembled into a single FAQ document. This document will be updated and reposted as the pandemic situation changes. However, you will always find the most current version of the Pandemic FAQ's at the following link.



### [Download Pandemic FAQ's for Legislative Employees](#)

Legislative Administration is coordinating with other state agencies to prepare for pandemic flu. Watch for regular updates in this newsletter or via email. Direct your questions to Daniel Russell or Lore Christopher at [Legislative.Administration@state.or.us](mailto:Legislative.Administration@state.or.us), or call 503-986-1848. Visit [www.flu.oregon.gov](http://www.flu.oregon.gov) for more information on Oregon's response plan.

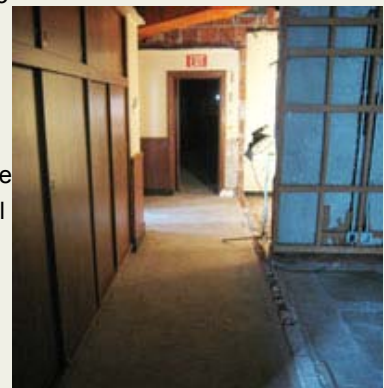
## Governor's Suite Update



The wall removal effort in the Governor's suite has turned away from the Board of Control Room and toward other parts of the area. The removal of the walls are part of the fire restoration project and the plan to restore much of the Governor's suite to its original design in 1938. Since then, walls were built to accommodate the needs and growth of different Governor's staff. With the demolishing of the walls, visitor's will now see much of the Governor's suite as the architect had envisioned it back in 1938. Last week, construction crews hammered, sawed, and tore down walls in order to restore the area to its historical layout or to make room for other improvements to

restore the space and make it more efficient and safe.

The actual removal of the wall was tough work. The walls are not simply made of wood and drywall like most homes, but rather they are made up of a mixture of brick, clay tile, wood, and plaster. The brick, tile and plaster had to be chipped away and carted out in pieces. The two photos are of the same hallway behind the Board of Control Room. You can see from



# Capitol Update

Monday, October 19, 2009



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## This Week's Updates:

- Save the Date: Health & Wellness Fair
- Vaccine is in Short Supply... for Now
- Home Use Quick Card
- Outlook Web Access 2007: The New Look

## Save the Date: Health & Wellness Fair



SAVE THE DATE! The Health & Wellness Fair will be held on November 18, in the Galleria. The Wellness Fair is brought to you by the Safety & Wellness Committee. It is designed to give Capitol employees an opportunity to explore ideas for becoming healthier. Vendors will showcase products, services, and offer health related information. There will be blood pressure checks, body fat testing, ergonomic information, acupuncture sessions, chair massage and much more. Don't miss out on this important and healthy event!

## Vaccine is in Short Supply... for Now

PEBB-sponsored, seasonal flu-shot clinics are canceled beginning Oct. 17 due to a current shortage of available vaccine against seasonal flu. See the [press release](#) from the Oregon Public Health Division for more information.

H1N1 vaccine is starting to arrive in Oregon in very limited quantities and while everyone should get the H1N1 vaccine, health care workers, children, pregnant women, and [high risk individuals](#) should be first in line.

**Latest News:** ["State officials urge patience as H1N1 vaccine arrives in Oregon"](#)

**Where to get H1N1 Vaccine:** Some H1N1 clinics are opening across the state. Check this [list of locations](#) for more information. Please note that only a very small amount of vaccine has arrived in Oregon and more clinics will be opening in October, November, and beyond.

## Home Use Quick Card

Have you taken your Home Reference Quick Card home yet? It's easy to overlook on your way out of the office. To be effective, though, this tool must be at your house. When you go home this evening, try the systems that it describes. If you haven't done it before or if it's been a long time, try checking and updating your work voicemail from home. Also, log in from home to check your work email account periodically. Practicing these skills now can ease tension in the future when you need to communicate work-related messages, but are unable to make it to the office.

EMPLOYEE HOME REFERENCE

Home Use Quick Card



## Outlook Web Access 2007: The New Look



The way we access our email externally over the web is known as Outlook Web Access (OWA). Outlook Web Access will be upgraded this fall. There are some real benefits to the upgrade that we'd like to share, although most of the benefits will be transparent and not necessarily noticeable for everyone. Here are some items that will be noticeable to those of us that use web email.

**OWA enhancement.** The most notable change will be noticed when you open OWA it will look more like Outlook 2007. Updated features include:

- Improved scheduling assistant
- Add/edit personal distribution list
- Extended search option
- Ability to create sub folders
- Enhanced office assistant
- And more...

More information will be coming soon. If you have any questions, please contact your IS Analyst/Advisor or the IS Help Desk, at 6-1914.



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Legislative Administration **Phone:** 503-986-1848  
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# Capitol Update

Monday, November 2, 2009



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## This Week's Updates:

- Is Your Blood Orange or Green?
- Legislative Days Are Approaching...
- H1N1 Update: Warning Signs, a Newsletter & Terms to Know
- Governor's Office Update
- Stay Comfortable. Stay Healthy. Stay Well.

## Is Your Blood Orange or Green?



November is Civil War month for the Oregon Red Cross. On November 12, you can show how much you support your Oregon football team by casting your vote in blood at the Capitol Blood Drive. When you donate on November 12, you can choose to donate for either the Ducks or the Beavers. At half-time during the Civil War game, a trophy will be presented to whichever team can collect the most blood donations. Stand for your team. Beavers. Ducks. It's here at the Capitol on Thursday, November 12.

## Legislative Days Are Approaching...



Soon, Legislative Days will be here again. The next series of interim committee meetings is set for November 17, 18 and 19. During these three days, the Capitol will see a surge in activity and be filled with people. Reviewing the information listed below may help you get through November's Legislative Days without a hitch.

### Parking

- Members will park in the Capitol garage as assigned during the 2009 session. Signs will be posted during this time. If you have questions regarding your parking assignment, contact the Building Use Coordinator at (503) 986-1384.
- Staff can use City of Salem parking permits to park at any metered space near the Capitol. These 1-day parking permits are available for purchase in Room 49 at a cost of \$6.00 each (cash or check). The permit allows you to park all day at any street-level meter in the Capitol Mall area. Anyone who pays for a Capitol garage parking space will be displaced during the Legislative days, but will receive City of Salem parking permits at no cost for Legislative Days.

### Laptops

- Laptops brought to the Capitol from a district office may install a number of updates the first time they shut down. If so, the shutdown window will tell you how many updates are being installed. No special action is needed other than to allow a little extra time for the laptop to install the updates and shut down. For more information, contact Information Systems at 6-1914.

### ID Badges

- Please scan your badge before entering the garage. Your ID badge is required to access your private office and the building after hours. If you do not have a badge, submit a signed authorization form to Facility Services in Room 60 H and have one made. The forms are available in the Chief Clerk or Secretary of the Senate offices.

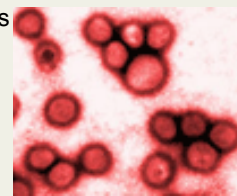
Look in future editions of Capitol Updates, for more tips and reminders for things you will need to know when returning to the Capitol for Legislative Days.

## H1N1 Update: Warning Signs, a Newsletter & Terms to Know

If you, or someone you know is ill. Read this document so you'll know the warning signs: [When to See a Doctor](#).

The Oregon Department of Public Health has recently launched a newsletter, "H1N1 in Oregon". The newsletter will be a regular resource for guarding your health and staying apprised throughout the flu season this year. [Click here](#) to see the first edition.

A lot of information is available about H1N1. Below, are explanations of three terms that appear regularly in articles about H1N1.



The **Incubation Period** is the time between a person's exposure to a disease and when the person begins to show symptoms of illness. According to the United States Centers of Disease Control and Prevention, the estimated incubation period for H1N1 could range from 1-7 days, and more likely is 1-4 days.

An **Attenuated Vaccine** is a vaccine that contains viable or "living" virus that has been altered so that it causes either mild or no illness. The attenuated virus is similar enough to the targeted disease that an immune system that has encountered the altered form of the virus in a vaccine, will also respond to the disease-causing form as well. The nasal

spray vaccine for H1N1 contains an attenuated virus.

An **Inactivated Vaccine** is a vaccine that contains non-viable or “dead” virus pieces. An immune system will recognize the pieces of H1N1 virus as foreign material and mount a response to them. Later, if the same person is exposed to “live” H1N1, their immune system will immediately recognize the same pieces on the live virus and destroy it before the virus can reproduce enough to cause illness. The injected H1N1 vaccine contains inactivated H1N1 virus.

*... because no one wants to get sick.*

## Governor's Office Update

Work in the Governor's office progresses steadily. Construction crews are now plastering the ceiling of the Governor's suite. In order to do this efficiently, workers must raise the floor in order to reach the ceiling. A temporarily raised floor is installed using short scaffolding covered by boards. The scaffolding provides a work surface approximately five feet above the actual floor in the room. The picture (right) shows a worker standing on the raised floor and applying plaster to the ceiling. While crews are working on the ceiling, crews will also be repairing the ventilation system in the area. Work on removing and replacing damaged marble outside the Governor's suite also began this week.



## Stay Comfortable. Stay Healthy. Stay Well.



As cool temperatures set in and the traditional season for illness looms, consider making a simple change in your work area that can bring many benefits.

*Let the sunshine in.*

Open blinds in your area and allow additional natural light into the building. The additional warmth can help you stay comfortable on cool days, reduce the demand on the building heating system, and give you a daily dose of natural light as shorter days limit opportunities to be outside.

Still feeling cool? Consider wearing an additional layer of clothing to work in the morning (e.g. add a lightweight sweater) so you can stay comfortable throughout the day.



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# Capitol Pandemic Response

## Get Prepared

We rarely have the luxury of several weeks advance notice before an emergency occurs, but with a potentially bad flu season on the horizon, time is on our side.

This message is the first in a series that we will distribute to all staff to help our agency prepare. If we collectively take a few actions at home and at work, we will lower the odds of catching and transmitting the flu and help the Capitol remain open to citizens this fall and winter.

### Current status of H1N1 flu

The World Health Organization declared a pandemic for the H1N1 flu (initially called the “swine flu”) in June 2009. The virus continues to spread worldwide. The U.S. Centers for Disease Control (CDC) expect more cases as the regular flu season approaches.

Given the real possibility of widespread cases of H1N1, we will take a proactive approach to minimize the flu’s effects on our ability to conduct legislative business.

### Preparing at home

Consider the following suggestions as you examine the needs of your family. This list is not exhaustive; use it as a starting point for personal planning.

- **Transportation.** Could the flu interrupt your transportation to work? What’s the plan if you or your carpool buddy gets sick?
- **Childcare.** Account for various scenarios (you get sick, your child gets sick, your caregiver gets sick, etc.). Make a plan that works for you and your family.
- **Schools.** Stay in touch with your children’s schools so you can understand their emergency procedures and the way they communicate with parents if an emergency occurs.
- **Caring for family and pets.** Who counts on you to check on them regularly? Parents? Aging relatives or neighbors? If you become sick and can’t follow up with these people, who will serve as backup? Also consider the needs of pets.
- **Food.** Keep some easy meals on hand to feed your family in case the flu makes it difficult to get to the grocery store. Find out what delivery options exist through local grocery stores. Stock up on items to help a flu patient recover (for guidance, contact a healthcare professional).
- **Prescriptions.** Ensure you have a few extra days supply of critical prescriptions. Understand the emergency options at your pharmacy, and look into home delivery options.
- **Emergency contacts.** Ensure that family members know whom to call in a given situation. Update phone directories and cell phones.

### Preparing at work

In all offices, supervisors will ensure that critical job functions are backed up appropriately with cross-trained backups and appropriate documentation.

The Public Employees’ Benefit Board continues its annual flu shot campaign *for the seasonal flu*. A flu shot from a PEBB clinic, however, *does not protect against the H1N1 virus*. Health experts recommend that everyone get the seasonal flu shot. They also recommend getting the H1N1 vaccination as soon as it is available. For more on PEBB’s seasonal flu-shot clinics for state employees, visit the Board’s Web site: <http://oregon.gov/das/pebb>.

### What’s next

As we move forward, expect to see more information about how to avoid catching the flu and how to prevent its spread. Also watch for updates from DHS about the flu in Oregon as they become available.

A small investment of time now will ensure we’re well-positioned this fall and winter.

### Web resources

Oregon’s main flu site: <http://www.flu.oregon.gov/>

Centers for Disease Control: <http://www.cdc.gov/h1n1flu/>

Frequently Asked Questions: <http://oregon.gov/DAS/HR/flu.shtml>

Public Employees’ Benefit Board: <http://oregon.gov/DAS/PEBB/flushots.shtml>



# Capitol Pandemic Response: Prevention

On September 15<sup>th</sup>, you received suggestions of how to prepare at home for a potentially hard-hitting flu season. If you would like to review the previous message, you can find it [here](#). Also, take a moment to review our [H1N1 FAQ's](#).

## Current status of H1N1 flu

The World Health Organization continues to raise concerns about the H1N1 flu and urges us to step up hygiene and sanitary practices. Here are some actions we can all take to help curb the spread of both the seasonal flu and the H1N1 flu.

## Preventing the flu — Courtesy of the Centers for Disease Control and Prevention (CDC)

The symptoms of the H1N1 flu virus are similar to the symptoms of seasonal flu. They include fever, cough, sore throat, runny or stuffy nose, body aches, headache, chills and fatigue. A significant number of people infected with this virus also report diarrhea and vomiting.

- Cover your nose and mouth with a tissue when you cough or sneeze. Throw the tissue in the trash after you use it.
- Wash your hands often with soap and water, especially after you cough or sneeze. Alcohol-based hand cleaners are also effective.
- Avoid touching your eyes, nose or mouth. Germs spread this way.
- Try to avoid close contact with sick people.
- If you are sick, stay home. Seek medical treatment when necessary.

**Office Clean Station** kits have been delivered to legislative offices with full-time staff. The kits include tissues, hand cleaner, surface disinfecting wipes, and other items to help prevent the spread of the flu and other illness. The disinfecting wipes are for eliminating germs from surfaces (desk, phone, or keyboard). Please place the hand cleaner and tissues in a central location so they are available to both employees and visitors. Masks are one time use items intended for use by people who are ill and sneezing. Refills for all items can be purchased through Legislative Supply in Room 49 by calling 6-1180.

Remember, viruses will only survive two to eight hours on a surface. An area left untouched overnight will be safe the next day. ([CDC: H1N1 Flu and You](#))

Oregon-OSHA and the Public Health Division do not recommend that the general public wear masks to protect against contracting the flu. To find out more about the official guidelines on wearing masks in work settings, see <http://www.cbs.state.or.us/osha/pdf/notices/flu guidelines.pdf>. If the guidelines change, we will notify you.

## Other actions

The Public Employees' Benefit Board continues its annual flu shot campaign *for the seasonal flu*. A flu shot from a PEBB clinic *does not protect against the H1N1 virus*. Health experts recommend that everyone get the seasonal flu shot. They also recommend getting the H1N1 vaccination as soon as it is available. For more on PEBB's seasonal flu-shot clinics for state employees, visit the Board's Web site: <http://oregon.gov/das/pebb>. The Capitol will host a flu shot and health clinic on Wednesday, November 18. Seasonal flu vaccinations will be available at the health clinic. H1N1 vaccinations will be offered if they are available.

## What's next

Because state government delivers critical services to Oregonians, state offices will remain open and state employees will stay on the job in all but the most extreme circumstances. Every preparation we make now will help us meet our obligations and duties during the flu season. Watch for another update in early October with more information about the state's overall approach to managing potential complications from the flu season, including applicable policies and the tools available to us.

If you have questions that relate to your specific work functions, please contact your immediate supervisor. Contact Employee Services at 503-986-1373 with employment related questions, or contact Daniel Russell at 503-986-1848 with other questions. Send emails to [legislative.administration@state.or.us](mailto:legislative.administration@state.or.us)

# Capitol Pandemic Response: Vaccine Update

If you missed the two previous messages about preparing for flu season, or want to review one again find them at these links: [Message 1: Get Prepared](#), [Message 2: Prevention](#).

This year, it is recommended that everyone be vaccinated for both the seasonal flu and H1N1 flu. The Capitol Safety & Wellness Fair scheduled for November 18 in the Galleria will include seasonal flu vaccinations. The H1N1 vaccine might also be offered if it is available. PEBB is sponsoring its annual series of seasonal [flu shot clinics](#) throughout the fall. PEBB's Web site lists the dates and times of clinics near the Capitol.

## Current status of H1N1 flu

Since September 1, 2009, there have been 16 hospitalizations in Oregon from the flu: six were confirmed H1N1 and the rest influenza A. One death occurred in September.

After rigorous testing, the U.S. Food and Drug Administration approved a new vaccine to protect against the H1N1 flu. The earliest shipments of H1N1 vaccine are beginning to arrive. Oregon Public Health officials expect to receive enough vaccine for all Oregonians over the next several months, starting with the following priority groups — people that are encouraged to get the H1N1 flu vaccine as soon as possible.

- Anyone six months to 24 years old
- Pregnant women
- People caring for or living with infants under six months of age
- People aged 25 to 64, with medical conditions such as asthma, diabetes, immune deficiencies, etc
- Healthcare workers

The H1N1 vaccine comes as a shot or a nasal spray. It will require only one vaccination for adults. For children, ages 6 months through 9 years, health officials recommend one initial dose and a booster about four weeks later.

## Keep up the good work

Continue good practices to prevent catching or spreading the flu: Cover your mouth with a tissue when you sneeze or cough (and throw the tissue away); wash your hands frequently with soap and water (or alcohol-based cleaners); and stay home if you become ill.

## What's next

Despite our best efforts, some of us will likely catch the flu. Because of the *potential* for widespread illness, it's important that we all understand the HR rules that apply. Please see the frequently asked questions linked below, and if you have questions, speak to your supervisor.

## Web resources

Frequently Asked Questions: [http://www.leg.state.or.us/cap\\_news/pandemic/Pandemic\\_FAQ.pdf](http://www.leg.state.or.us/cap_news/pandemic/Pandemic_FAQ.pdf)

Legislative Intranet: <http://aplprod2:7777/intranet/>

Oregon's main flu site: <http://www.flu.oregon.gov/>

Centers for Disease Control: <http://www.cdc.gov/h1n1flu/>

HR management: <http://oregon.gov/DAS/HR/flu.shtml>

PEBB: <http://oregon.gov/das/pebb>

## Capitol Pandemic Response: Stay Informed

The best strategy to fight the flu is prevention — vaccines, hand washing and other basic hygiene, and staying home when ill. Since late this summer, you've received several messages about the flu. You can review them if you missed any: [Get Prepared](#), [Prevention](#), [Vaccine Update](#).

You need reliable information on which to base your decisions and actions. Most of us do not suffer from a lack of information. However, the question everyone faces is, "What information is reliable?" The answer is, "It depends on the source."

In a recent meeting, agency directors discussed the need for state government to coordinate efforts this flu season, to "stay on the same page." As you navigate various media, please use the official sources listed below for information about H1N1. These sites receive regular updates, providing accurate information.

**HR.** Contact Employee Services (6-1373) for any time keeping or procedure questions.

**Prevention.** The Oregon Department of Human Services Public Health Division and the U.S. Centers for Disease Control and Prevention are the highest authorities on how to prevent or recover from the flu. Visit [www.flu.oregon.gov](http://www.flu.oregon.gov) to get current information for flu in Oregon.

**Vaccine for H1N1.** Everyone should eventually get the H1N1 vaccine, but the following people should be first in line: healthcare workers, pregnant women, children 6 months through age 24, people age 25-64 with chronic health conditions such as asthma, immune deficiencies, etc., and front-line public safety personnel. The amount of H1N1 vaccine produced is lower than anticipated, so please be patient. States will receive the vaccine as soon as it is available. If you are in the priority group mentioned above, you can find a location for the vaccine at <http://flu.oregon.gov/DHS/ph/acd/flu/locations.shtml>.

**Vaccine for seasonal flu.** Manufacturers in the private sector underestimated the demand for seasonal flu vaccines. For this reason, flu shots will not be available at the Capitol Health & Wellness Fair on November 18, and PEBB has canceled its flu shot clinics. PEBB will post an updated schedule on its website if clinics are rescheduled. Seasonal flu typically does not appear until late in the year, so there is still time to get vaccinated for seasonal flu. Visit a county health department in your area for seasonal flu vaccinations. To find the one nearest you, visit <http://www.flu.oregon.gov/DHS/ph/lhd/lhd.shtml>.

**Insurance-covered services.** Contact PEBB for questions related to your healthcare benefits as a state employee. <http://oregon.gov/DAS/PEBB/>

On Wednesday, October 14, 2009, Governor Kulongoski issued [Executive Order 09-16](#), titled "Implementing the State Response to Pandemic H1N1 Influenza." The executive order requires agencies to post information about H1N1 to their websites, develop contingency plans for the impact of H1N1, advise employees to stay home if they have flu-like symptoms, encourage vaccination for priority groups, and collaborate with federal and local partners to promote these measures statewide.

If you have questions that relate to your specific work functions, please contact your immediate supervisor. Contact Employee Services at 503-986-1373 with employment related questions, or contact Daniel Russell at 503-986-1848 with other questions. Send emails to [legislative.administration@state.or.us](mailto:legislative.administration@state.or.us).

### Web resources

Frequently Asked Questions: [http://www.leg.state.or.us/cap\\_news/pandemic/Pandemic\\_FAQ.pdf](http://www.leg.state.or.us/cap_news/pandemic/Pandemic_FAQ.pdf)

Legislative Intranet: <http://aplprod2:7777/intranet/>

Oregon's main flu site: <http://www.flu.oregon.gov/>

Centers for Disease Control: <http://www.cdc.gov/h1n1flu/>

HR management: <http://oregon.gov/DAS/HR/flu.shtml>

PEBB: <http://oregon.gov/das/pebb>



# LEGISLATIVE ADMINISTRATION COMMITTEE

Employee Services

<b>EMPLOYEE CONTACT INFORMATION</b>			
Name		Agency	
Residence Address		Office	
Mailing Address (if different)		Supervisor	
City, State, Zip		Office Phone	
Home Phone		Office Email	
Cell Phone		Do you use Social Networking?	Yes No
Home Email		Social Networking Site Preference	
<b>IN CASE OF EMERGENCY, CONTACT</b>			
1 <sup>st</sup> Emergency Contact		2 <sup>nd</sup> Emergency Contact	
Primary Phone Number		Primary Phone Number	
Alternate Number		Alternate Number	
Home Address		Home Address	
Relationship		Relationship	

\_\_\_\_\_  
Employee Signature

\_\_\_\_\_  
Date

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## State of Oregon LEGISLATIVE BRANCH RULES

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### Legislative Branch Rule 600.000: Work Schedules

EXCEPTIONS TO APPLICABILITY: None.

REFERENCE: ORS 173.005, 173.007, 240.200, and 240.245.

(1) **Work schedules generally.** A supervisor may require or permit adjustments and variations in work schedules that are consistent with the agency's needs as determined by the agency head. A supervisor may require that an employee work a flexible or irregular work schedule to meet the agency's needs. A supervisor may approve an employee's request to work a flexible or irregular work schedule to meet the employee's needs during working hours when the flexible or irregular work schedule does not diminish the employee's or the agency's effectiveness.

(2) **Customary schedule.** Unless a supervisor requires or permits otherwise, a full-time employee shall work a regular work schedule, with an additional hour for lunch, Monday through Friday. A part-time employee shall be assigned a regular work schedule that is less than full-time. Work hours for a part-time employee shall be determined by the supervisor.

(3) **Rest periods.** An employee shall receive a rest period of 15 minutes during every four hours of working time. Rest periods shall be taken so far as practicable in the middle of such working periods and shall be considered as time worked for pay purposes. Rest periods shall not be accumulated and used to report to work late or to leave work early.

(4) **Computation of workweek.** In order to accomplish the work of the Legislative Branch, some positions may require variations from the usual workweek or may require time beyond the normal 40-hour workweek. All time for which an employee is compensated at the regular straight time rate, including holiday time off, compensatory time, and other paid leave, shall be counted toward the computation of the 40-hour workweek.

(5) **Adjustment.** Work schedules during legislative sessions must accommodate the erratic nature of the legislative process. Employees shall be expected to adjust work schedules to meet the additional demands during the legislative session.

(6) **Flexible work schedules.** Flexible work schedules are an exception and may not be suitable for some positions. The Legislative Branch shall attempt to provide flexible work schedules for the efficiency and benefit of the employees. Work schedules shall be approved by the employee's supervisor.

(7) **Effect on benefits.** Except for personal staff to members and temporary employees, part-time employees who work at least half-time or more are entitled to receive the Legislative Branch's contribution for health and dental benefits on a pro rata basis. With the exception of employees who job-share, employees who work less than half-time are not entitled to insurance benefits.

(8) **Emergency Building Closure.** For a regional hazard such as adverse weather conditions, a decision to curtail or close operations is made centrally by the Legislative Administrator. The

decision then applies to all offices in the closure area. Employees scheduled to work when the building is closed will be paid for their scheduled hours.

**(9) Personal Decisions.** An employee may decide that external events impact the employee's ability to report for work when the building remains open. These cases must be handled like any personal emergency. An employee who elects to leave early, arrive late, or not come to work because of a regional hazard such as adverse weather conditions may use appropriate accrued leave or leave without pay.

Effective Date: 11/16/00

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**State of Oregon**  
**LEGISLATIVE BRANCH RULES**

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**Legislative Branch Rule 600.030: Sick Leave With Pay**

EXCEPTIONS TO APPLICABILITY: This rule does not apply to temporary employees or personal staff of members of the Legislative Assembly.

REFERENCE: ORS 173.005, 173.007, 240.200, 240.245, and 659.470 to 659.494.

(1) **Sick leave with pay.** Sick leave with pay is an accrued benefit that is granted to eligible employees to provide time off from work for personal and family illness or injury.

(2) **Eligibility for and use of sick leave.** The following provisions apply to sick leave:

(a) An employee may use accrued sick leave with pay on or after the first of the month following the month of accrual for personal or a family member's illness, medical or dental care, injury, or death or any period of absence from employment that qualifies as family or medical leave under state or federal law. As used in this subsection, "family member" means a spouse, a son or daughter, a grandson or granddaughter, a newly adopted or newly placed foster child younger than 18 years of age, a parent or a parent-in-law.

(b) An agency head may require that an attending physician or other health care provider certify an employee's illness, need for care, or injury.

(3) **Accrual rates.** Accrual rates apply to continuing, intermittent, and session employees. Temporary employees are ineligible for sick leave. Sick leave with pay shall be accrued as follows:

(a) A full-time employee shall accrue eight hours of sick leave per month.

(b) A full-time employee on leave without pay, a part-time employee, or a job-share employee shall accrue sick leave on a pro rata basis.

(c) Actual time worked and all leave with pay, except for educational leave, shall be included in determining the pro rata accrual of sick leave each month.

(4) **Transfer of sick leave hours.** When an employee transfers to another agency, the employee's unused sick leave hours shall transfer to the receiving agency.

(5) **Sick leave upon separation.** No compensation for unused sick leave hours shall be allowed upon separation except as provided in the applicable provisions of ORS chapter 238.

(6) **Restoration of sick leave upon rehire.** The following provisions apply to restoration of sick leave:

(a) An employee who separates from state service and who returns to legislative service within two years of the employee's separation date shall have unused sick leave hours accrued during previous employment restored.

(b) Sick leave hours accrued in the Legislative Branch shall be restored in accordance with ORS 173.005.

**(7) Sick leave acquired by donated vacation leave.** An agency head may establish and administer a donated leave program that:

(a) Allows any employee who, as a result of extended or catastrophic illness or injury, has exhausted all accumulated leave (sick, vacation, personal, and compensatory time) and who is not receiving workers' compensation benefits or retirement benefits under the Public Employees Retirement System to receive donated leave;

(b) Allows an employee to voluntarily donate vacation leave in increments of one hour or more to an eligible employee's sick leave account on the basis of one sick leave hour for each hour of donated vacation leave;

(c) Requires documentation, including the donor's signature, verification of need, and accurate record keeping;

(d) With the approval of the head of the other state agency, allows an employee to voluntarily donate vacation leave in increments of one hour or more to the sick leave account of an eligible employee in another state agency on the basis of one sick leave hour for each hour of donated vacation leave; and

If the agency head establishes and administers a donated leave program under subsection (A) of this section, the agency head shall inform recipients that the use of donated vacation leave as sick leave may offset disability payments. The following language shall be included on the agency's donated leave request forms: "I understand that my use of donated vacation leave as sick leave may offset the receipt of any disability payments."

**Effective Date: 11/16/00**



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**State of Oregon**  
**LEGISLATIVE BRANCH RULES**

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**Legislative Branch Rule 600.040: Leave Generally**

EXCEPTIONS TO APPLICABILITY: None.

REFERENCE: ORS 173.005, 173.007, 236.040, 240.200, 240.245, 243.325, 243.330, and 243.335.

**•LEAVE WITH PAY**

(1) The Legislative Branch recognizes that certain employee leaves are either directly or indirectly beneficial to the State of Oregon and therefore qualify as paid leave. All requests for paid leave shall be submitted in writing. Leave with pay is at the discretion of each legislative agency head. Any leave not designated as vacation, sick leave or personal business leave shall be designated as administrative leave.

(a) The agency head may grant administrative leave with pay each biennium to an employee who is ineligible for overtime compensation but who has performed work outside normal work hours. Administrative leave is not to compensate, on a time-for-time basis, for all extra hours worked, but rather to recognize extraordinary effort.

(b) When granted by an agency head, administrative leave shall be used within two years after the date on which the leave is granted.

(c) Administrative leave is compensable only in the form of leave. No cash payment shall be made for administrative leave.

(d) The agency head and the employee who is granted administrative leave shall mutually agree upon when the leave shall be taken. The agency head shall maintain records of the amount of administrative leave granted and used. Administrative leave taken in accordance with this rule shall not be charged to an employee's accrued vacation or other paid leave.

(2) Personal Business Leave.

(a) Personal leave with pay for 24 hours each fiscal year, not cumulative from year to year nor compensable in any form other than leave, shall be granted to continuing, full-time employees after completion of six months of state service. A part-time or job share employee shall be granted leave on a prorated basis.

(b) Unused personal leave shall be restored to employees who separate and return within the same fiscal year to a position covered by this policy and complete 1040 hours of employment.

- (c) Unused personal leave shall be retained by an employee who accepts appointment in another state agency.
- (d) An employee shall be eligible to use accrued personal leave for any period of absence from employment qualifying as family medical leave (FMLA).

•**LEAVE WITHOUT PAY**

The decision to grant leave without pay when not required by statute or this rule is at the discretion of each agency head and may be granted when the work of the agency will not be seriously diminished by the absence of the employee. All requests for leave without pay shall be submitted in writing.

**Effective Date: 11/19/08**

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## State of Oregon LEGISLATIVE BRANCH RULES

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### **Legislative Branch Rule 600.050: Family and Medical Leave**

EXCEPTIONS TO APPLICABILITY: None.

REFERENCE: ORS 173.005, 173.007, 240.200, and 240.245, and the federal Family and Medical Leave Act of 1993 (29 U.S.C. 2601 et seq.) and implementing federal regulations (29 C.F.R. 825), the Oregon Family Leave Act (ORS 659.470 to 659.494), the federal Consolidated Omnibus Budget Reconciliation Act of 1985 (P.L. 99-272), and the Americans with Disabilities Act of 1990 (42 U.S.C. 12101 et seq.).

(1) It is the policy of the Legislative Branch to provide leave to its employees so they can meet their family health and parental obligations and their own serious health conditions while maintaining a durable link to their jobs. Application of the provisions of the federal Family and Medical Leave Act of 1993 and the Oregon Family Leave Act may vary based on individual circumstances. The applicability of federal or state law is to be considered on a case-by-case basis.

(2) As used in this rule:

(a) “FMLA” means the federal Family and Medical Leave Act of 1993 (29 U.S.C. 2601 et seq.) and implementing federal regulations (29 C.F.R. 825).

(b) “OFLA” means the Oregon Family Leave Act (ORS 659.470 to 659.494).

(3)(a) An agency head shall ensure that employees are aware of, and are granted, entitlements for taking family and medical leave, in accordance with provisions of FMLA for the following purposes:

(A) The birth of a child, including maternity and paternity leave;

(B) The placement of a child with the employee for adoption or foster care;

(C) To care for a spouse, son or daughter, or parent who has a serious health condition; and

(D) To accommodate the employee’s own serious health condition that makes the employee unable to perform the duties of the employee’s regular position.

(b) An agency head may grant an employee’s request for intermittent or reduced schedule leave qualifying under FMLA for the birth or placement of a child for adoption or foster care. However, an employee may take intermittent or reduced schedule leave qualifying under FMLA whenever medically necessary to care for a family member or to accommodate the employee’s own serious health condition. The agency head may require a certification from the employee’s health care provider as to the expected duration and schedule of such leave.

(4) An agency head shall ensure that employees are aware of, and are granted, entitlements for taking family and medical leave, in accordance with provisions of OFLA for the following purposes:

- (a) The birth of a child;
- (b) To care for a newly adopted or newly placed foster child younger than 18 years of age;
- (c) To care for a spouse of an employee; a biological, adoptive or foster parent or child of the employee; a parent in-law of the employee or a person with whom the employee was or is in a relationship of *in loco parentis*; or a grandson or granddaughter who has a serious health condition;
- (d) To accommodate the employee's own serious health condition, including pregnancy-related disability or absence for prenatal care, that makes the employee unable to perform the duties of the employee's regular position; and
- (e) To care for an employee's child who is suffering from an illness or injury that requires home care but is not a serious health condition.

(5) The use of accrued leave, except for accrued compensatory time, shall be required while on approved leave under FMLA or OFLA. An employee may elect the type of accrued leave to be used during family or medical leave. An employee must exhaust all accrued leave prior to being placed on leave without pay. Although an agency may not require an employee to use accrued compensatory time while on FMLA or OFLA leave, the employee may choose to use accrued compensatory time while on FMLA or OFLA leave. However, the use of compensatory time off may not be counted against the employee's 12-week entitlement under FMLA or OFLA.

(6) An employee's 12-week leave entitlement under FMLA or OFLA shall run concurrently with any employee absence that results from a workers' compensation claim.

(7) The agency head or designee shall compare the leave provisions of FMLA and OFLA to determine which Act is the most generous. FMLA law controls unless OFLA provides more generous leave provisions for the employee. In all cases, the agency head shall give the employee the benefit of the more generous leave provisions. When leave is authorized under the FMLA and the OFLA, the leave shall be designated as FMLA qualifying and shall simultaneously exhaust both the FMLA and any OFLA leave entitlement.

(8) For purposes of determining an employee's remaining FMLA and OFLA leave entitlement, a rolling-backward period shall be used. As used in this section, "rolling-backward" means a rolling 12-month period measured backward from the date an employee proposes to use leave under FMLA and OFLA. For example, at the time the employee takes leave, if eight weeks have been taken in the past 12 months, an additional four weeks of leave could be taken.

(9) An employee shall provide notice of not less than 15 calendar days for a planned absence under provisions of this rule. When a medical emergency or other unforeseeable event occurs, the employee shall contact the agency head or designee as soon as practicable, but not later than three days from date of the occurrence.

(10) The agency head shall develop and administer a process for eligible employees to request and receive leave under this rule. Upon receipt of an employee's request for leave, the agency head or a designee shall provide the employee with a written notice of eligibility that includes:

- (a) A designation of the FMLA or OFLA entitlements applicable to the request for leave and a statement that leave taken shall count against the applicable leave entitlements;
- (b) Applicable medical certification requirements and the consequences for not providing such information when requested;
- (c) Notification that use of accrued leave is required based on the employee's individual circumstances in accordance with section (5) of this rule;
- (d) Notification that employer health care contributions shall continue if the leave has been designated as FMLA. The agency head or designee shall advise the employee of the employee's liability to reimburse the Legislative Branch for health care contributions if the employee fails to return from leave. Any reimbursement shall conform to the provisions of the FMLA;
- (e) Notification that when the leave is qualifying only under OFLA, employer health care contributions continue only if the employee uses accrued paid leave. If an employee qualifying only under OFLA goes on leave without pay, employer health care contributions terminate and the employee may elect to continue health care coverage at the employee's own expense under the provisions of COBRA, which is the federal Consolidated Omnibus Budget Reconciliation Act of 1985 (P.L. 99-272); and
- (f) An explanation of the employee's return rights in accordance with provisions contained in the designated family and medical leave law.

(11) The agency head or designee shall inform employees about the provisions of the FMLA and OFLA by actions that include, but are not limited to:

- (a) Posting official notices in accordance with the provisions of the FMLA and OFLA;
- (b) Including information about family and medical leave in new employee orientation materials; and
- (c) Publishing information about family and medical leave entitlements under FMLA and OFLA in agency newsletters and employer memos.

(12) The agency head or designee shall maintain records detailing compliance with FMLA to include:

- (a) Employee requests for family or medical leave;
- (b) Written records of notice;
- (c) Dates family or medical leave is taken;
- (d) Employee medical certification records, which must be retained in compliance with provisions of the Americans with Disabilities Act of 1990 (42 U.S.C. 12101 et seq.); and
- (e) Time sheets and other related payroll earnings records.

**Effective Date: 11/16/00**

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## State of Oregon LEGISLATIVE BRANCH RULES

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### **Legislative Branch Rule 600.070: Telecommuting**

EXCEPTIONS TO APPLICABILITY: None.

REFERENCE: ORS 173.005, 173.007, 240.200, 240.245, and 283.550, SB 775

The Legislative Assembly and all legislative agencies are encouraged to allow employees to telecommute when there are opportunities for improved employee performance, reduced commuting miles or agency savings. However, it is obvious that the legislative process, especially before and during a legislative session, may require the physical presence of legislative employees at the State Capitol or other central worksite to best serve the needs of the Legislative Assembly and the citizens of Oregon. Therefore, an agency head may allow employees to telecommute only when that work option does not adversely affect the operations or productivity of the Legislative Assembly or a legislative agency. Implementation of all or part of this rule for each legislative agency is at the discretion of the agency head.

- (1) When an agency head allows telecommuting, telecommuting employees shall sign and abide by a telecommuting agreement between the employee and a supervisor. A model Telecommuting Agreement is available in employee services that may be modified to fit the circumstances of the individual tele-worksite.
- (2) The telecommuting employee's conditions of employment shall remain the same as that of non-telecommuting employees. Employee salary, benefits, and employer-sponsored insurance coverage shall not change as a result of telecommuting.
- (3) Business visits, meetings with agency customers, or regularly scheduled meetings with co-workers shall not be held at the tele-worksite if it is in the employee's home.
- (4) LAC-IS Information Resource Management Network Security Policy shall be followed when personal computing PC equipment and software is connected via modem to state computer security systems.
- (5) If an injury occurs during telecommuting work hours, the telecommuting employee shall immediately report the injury to the supervisor.

**Effective Date: 11/30/98**

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## State of Oregon LEGISLATIVE BRANCH RULES

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### Legislative Branch Rule 700.060: Mail Handling Protocols

EXCEPTIONS TO APPLICABILITY: None.

REFERENCE:

- (1) It is the policy of the Legislative Branch to promote health and safety in places of employment for all employees, volunteers, and visitors. The Legislative Branch places the highest priority on the safety of its employees and customers and the security of the U.S. Mail delivered into the Capitol.
- (2) Safety measures should be selected on the basis of an initial evaluation of the work site. This evaluation should focus on determining which processes, operations, jobs, or tasks would be most likely to result in an exposure should a contaminated envelope or package enter the work site. The determination of a credible threat condition is in the purview of the Oregon State Police. If a credible threat is found, this fact will be widely communicated, and mail operations will be shut modified to address the threat.
- (3) Unless told otherwise, presume that credible threat conditions DO NOT exist at the State Capitol.
- (4) Conditions which constitute a credible threat are defined by the Oregon State Police Memo: **“RESPONSE TO SUSPICIOUS MAIL, PARCELS, SUBSTANCES INVOLVING SUSPECTED BIO/CHEM THREAT (10/18/01)**

#### **Administrative Controls in Mail-handling/processing Sites**

Occupancy and visitation in the mail room and sorting area is limited to staff members directly engaged with mail handling and/or sorting. In addition, there is restricted access to limit the number of persons (including support staff, contractors, business visitors) entering areas where aerosolized particles may be generated.

#### **Personal Protective Equipment for Workers in Mail-handling/processing Sites**

During times when there is no credible mail threat, self-protection equipment is **OPTIONAL**.

Personal protective equipment for workers in mail-handling/processing work sites must be selected on the basis of the potential for cutaneous or inhalational exposure. Handling packages or envelopes may result in cutaneous exposure. Persons who hand sort mail or work at other sites where airborne particles may be generated (e.g., where mailbags are unloaded or emptied) may also be exposed through inhalation.

#### **Optional Self Protection Equipment for Mail Sorters**

1. **Gloves:** Powder free, lightweight, single use nitrile and/or vinyl gloves (nitrile gloves may be more durable). Replace gloves every break. Cotton gloves worn under protective gloves will help prevent hand sweating and can be worn for comfort and to prevent dermatitis. Skin rashes

and other dermatological conditions are a potential hazard of wearing gloves. Latex gloves should be avoided because of the risk of developing skin sensitivity or allergy.

For workers involved in situations where a gloved hand presents a hazard (e.g., close to moving machine parts), the risk for potential injury resulting from glove use should be measured against the risk for potential exposure.

2. **Clothing.** Workers should consider wearing long-sleeved clothing and long pants to protect exposed skin.
3. **Cleansing.** Hands should be thoroughly washed with soap and water when gloves are removed, before eating, and when replacing torn or worn gloves. Soap and water will wash away most spores that may have contacted the skin; disinfectant solutions are not needed.

Workers should avoid touching their skin, eyes, or other mucous membranes since contaminated gloves may transfer contaminants to other body sites.

Gloves and other personal protective clothing and equipment can be discarded in regular trash once they are removed or if they are visibly torn, unless a suspicious piece of mail is recognized and handled. If a suspicious piece of mail is recognized and handled, the worker's protective gear should be handled as potentially contaminated material

4. **Respiratory Protection.** A disposable face mask rated N-95 or N-100, with an exhalation valve. Replace mask per manufacturer's recommendations or at least after each workday.

**NOTE:** An N-95 disposable face mask will provide protection of up to 95% efficiency for 0.3 micron particulates in dry and non-oil aerosols when all manufacturers' guidelines are followed. An N-100 disposable mask will provide protection of up to 99.97% efficiency for 0.3 micron particulates in dry and non-oil aerosol exposures. These masks are ineffective on persons with facial hair. Persons working where oil mist from machinery is present (e.g. electronic mail sorters) should wear P-95 or P-100 masks.

- Because facial hair interferes with the fit of protective respirators, workers with facial hair (beards and or large moustaches) may require alternative respirators (such as powered air-purifying respirators [PAPRS] with loose-fitting hoods).
- Workers who cannot be fitted properly with a half-mask respirator based on a fit test may require the use of alternative respirators, such as full face piece, negative-pressure respirators, PAPRs equipped with HEPA filters, or supplied-air respirators. If a worker is medically unable to wear a respirator, the employer should consider reassigning that worker to a job that does not require respiratory protection.

In work sites where respirators are worn, a respiratory-protection program that complies with the provisions of OSHA [29 CFR 1910.134] should be in place. Such a program includes provisions for obtaining medical clearance for wearing a respirator and conducting a respirator fit-test to ensure that the respirator fits properly. Without fit testing, persons unknowingly may have poor face seals, allowing aerosols to leak around the mask and be inhaled.



### **What constitutes a suspicious letter or parcel?**

Some typical characteristics which ought to trigger suspicion include letters or a parcel that:

- Have any powdery substance on the outside.
- Are unexpected or from someone unfamiliar to you.
- Have excessive postage, handwritten or poorly typed address, incorrect titles or titles with no name, or misspellings of common words.
- Are addressed to someone no longer with your organization or are otherwise outdated.
- Have no return address, or have one that can't be verified as legitimate.
- Are of unusual weight, given their size, or are lopsided or oddly shaped.
- Have an unusual amount of tape.
- Are marked with restrictive endorsements, such as "Personal" or "Confidential."
- Have strange odors or stains.

### **What Should I do if I Receive any Threat by Mail?**

- Do not handle the mail piece or package suspected of contamination.
- Notify State Capitol management.
- Make sure that damaged or suspicious packages are isolated and the immediate area cordoned off.
- Ensure that all persons who have touched the mail piece wash their hands with soap and water.
- List all persons who have touched the letter and/or envelope. Include contact information and have this information available for the authorities.
- Place all items worn when in contact with the suspected mail piece in plastic bags and have them available for law enforcement agents.
- As soon as practical, shower with soap and water.

The simple act of paying attention to incoming mail will go a long way in keeping it safe and viable.

**Effective Date: January 20, 2004**



Access  
Your  
DRP/BCP  
Documents

*in a  
flash*

By JAN PERSSON, CDP, CBCP



frequent part of my disaster recovery/business continuity practice involves reviewing the status, accuracy, and completeness of recovery documentation. In addition to the usual check points, one of my focus questions is how quickly each member of the recovery team can access the complete BCP documentation. In other words, if people need to respond to a disaster situation instantly, will the documents support the effort and can they get at them with no delay? Just picture the call coming at 2 a.m. on Saturday morning. Without being too wordy what I frequently find when I go through the review process includes some of the following:

- Team members that can't find the current version.
- I have the current document but it is at the office in my desk.
- Finding various (as in more than a few) versions of the same documents.
- Contact lists with names of people no longer employed.
- Missing or out-of-date vendor lists. One vendor phone number yielded a fax machine "squeal." Yes, you should actually check some of the numbers with a call.
- Inaccurate or old equipment and network documentation.
- Can't really access the current documentation if the system/network is down.

Sound familiar? We need to make sure the people who need to respond (quickly) have in their possession the proper procedures, supporting information, contact information, and anything else to start the recovery effort immediately. Anything that delays the recovery is to be avoided at all costs, especially given many of the very short recovery times (RTO) for critical business functions.

### **The Problem**

Historically, most (but not all) BCP documentation is maintained on the company computer. This is fine as long as the computer is available. We have also provided select members of the recovery team a set of documentation, often in hard copy. That is fine, too, as long as it is available, current and complete, 24x7, the recovery effort can begin.

Frequently, recovery documentation is imbedded in the plan documentation, which means it is in fact a duplicate and must be updated as the master list changes. In many BCP plans today, information is "linked" and brought in when the document is used. This makes for a shorter document but one with holes if the system the "linked in" information resides on is not available. Additionally, we live in a world where printing is viewed as something we'd like to limit as much as possible.

### **Solution In Principle: Utilize A Flash Drive**

First, I understand there may be some companies that may have issues with using flash drives. In today's world, flash drives are everywhere, but that doesn't mean it is an acceptable data storage standard. Each company needs to determine that for themselves.

The concept is simple: put the entire set of required documents on a flash drive, and provide it to each key recovery team member so they have immediate access to the critical information if the time arises. All they need is a laptop or a desktop system to plug into.

The solution of utilizing a high capacity flash drive to maintain and distribute the BCP documentation is based on working with numerous clients that have used that approach. I promoted the concept and worked with each one in terms of how it should be developed. The technical implementation, however, was completely up to each company. Adequate security is a major concern as you will see as you read on.

### **A Benefits List Is Important**

The list of benefits I include here is basically the results from a number of discussions with the clients. I believe it is important to understand the potential benefits so the initial discussion is not completely viewed as another instance of just trying to implement a technical solution. As a long-term information technology (IT) person, I'm well aware of that possible issue.

- Flash drives, given their capacity, are a low-cost option to distribute a wealth of information. Cost: 8GB drive for less than \$20. Amazing.
- Unlike printed materials, the general population isn't likely to be able to read the information.
- The relative cash value of a flash drive is extremely low, much less perceived value than stealing a laptop computer.
- Security at the password/encryption level is ready to use (more on that later).
- Given no moving parts, the reliability should be very good.

Easy to use, easy to store, easy to protect. All good things to a BCP document.

### **What Are The Steps?**

So, if this solution to use a flash drive appeals to you, it is probably worth at least a test. Based on my exposure to the process I've summarized what typically happens in terms of logical steps. Modify and adjust as needed.

#### **Step 1:**

Discuss the approach and confirm that this solution fits your company policy. Just as a reference point, of the six clients I've worked on this with, four are OK with

flash drives, one is not at this moment, and one is not sure yet but leaning that way.

#### Step 2:

Bring the recovery team together and discuss the approach and also, more importantly, identify what information must be on the flash drive. Just as a sample, the following documents would probably be useful:

- The basic BCP document (as in "The Plan")
- Company emergency procedures
- Detailed procedures from the offsite vendor to retrieve materials
- If used, include a copy of the alternate site (as in hot site) vendor documentation manual
- Etc.

#### Step 3 (done same time as step 2):

Next, pose a disaster scenario to the team and see if the flash solution works. I usually present a disaster that takes out all company computer processing and network access. Just to push it, company work space is also unavailable. So, anything at their desk is gone. Talk it through with the team and adjust where needed.

#### Step 4:

Research a flash drive manufacturer that provides very easy-to-use software that allows two critical requirements:

1. Password protection
2. Data encryption

There are lots of options when it comes to flash drives. The Web is a good source. I myself tried several before selecting one I was comfortable with (as in easy to use). Usually the technical people are involved in the evaluation. Also, one of my clients has a flash drive that is water proof and crush proof. It resembles a small silver cylinder with a screw cap at one end. You'll find this type on the Web also. I was impressed by this.

#### Step 5:

After flash drive procurement, give them to the technical services people who can set them up according to the proper procedures (formats, password structure, standards, etc). Just a note: don't bypass the technical folks.

#### Step 6:

Next, run through the basic BCP document ("The Plan") and gather all linked and referenced files. This creates a rather large consolidated vs. linked file, but it should contain everything called out in the

BCP document. And, if done correctly, it will be in sequence. I believe one client went over 1,000 pages (no, they did not print a copy) doing this process. Save that file to the flash drive. Add anything else to the flash drive as identified in step 2 above. Err on the side of including only those documents that are really needed to start the recovery process.

#### Step 7:

Make appropriate copies and distribute to only the key recovery team members for their confirmation process. Ask them to use it and report back.

#### Step 8:

Reconvene the recovery team members that received a flash drive and confirm that the proper information was included and work out any issues or problems. Following that, instruct flash drive holders how maintenance will be done. See the next section.

### A Word On Maintenance

It does no good to prepare this flash drive and not include a structured way to make sure it is current and complete. That was the idea up front in this article. Keep the most current version in the proper people's hands and ready to use quickly.

One of the current methods to do this, at least from my experience, is to provide an automated way for each flash drive owner to log on quarterly and download the current information to the flash. This requires a procedure and conformance. It also requires a person or group to manage the process and be sure to have the consolidated BCP documents ready for download. Two of the clients have created such a procedure. It briefly involves a notification (e-mail) to each flash owner that a new version of the information is available for download. This is done quarterly. Then as each owner signs on for the download the monitoring process notes who has and has not done the required download.

Each company in the end did it their own way. The point is that there has to be some way to track and maintain the flash drive.

### A Few Security Concerns

Anytime critical company information is distributed – be it on a CD, laptop, printed materials, flash drive, tape, etc. – there are valid concerns, such as:

- How do you keep track of who has a flash drive?
- Who gets one in the first place?
- How can I manage this?
- What if it is lost?
- What if it gets stolen?
- Is HR (human resources) OK with this?  
*Why HR? The issue is privacy of information. Typically, plans include home phone numbers, cell numbers, etc. Check with HR and see what their position is.*
- Etc.

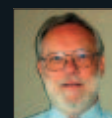
I find in most ways using a flash drive isn't any different than any other method of distributing critical information to those who need it. It is new. However, that alone is not a reason to ignore it. Our job is to give the information to trusted people and put in place a method to secure and manage it. All, of course, if it fits within company policy.

### Final Comments

I like to share things that work. It's a solution you may or may not be interested in. Give it a try if you feel it fits your situation. Remember, we all want to be able to respond quickly. Embrace the technology, but don't do it without password and encryption capability.

To end, I can share that I've now worked with six companies to implement this approach – three are complete and three are in the evaluation process. One CIO did not like the idea initially. Control, distribution, security? All fair and valid concerns.

However, after the team members tested it, they all said it was a great value in terms of having the BCP documentation available and complete, even if the main computer center was down. The CIO kept an open mind, and when his issues were solved he became a complete supporter. I thank him for his concerns. It pushed us to find the correct solution.



**Jan Persson, CDP, CBCP**, has worked in the IT field since 1967. He began his formal disaster recovery involvement in 1980 by developing DR plans for numerous companies within a large conglomerate. In 1985 he started his own disaster recovery consulting practice, Persson Associates, a sole proprietor. He has written and/or audited more than 400 DRP/BCP plans, worked closely with the three major disaster recovery vendors, conducts DR/BC seminars, test exercises, DRP/BCP plan development workshops, and continues to take an active, hands-on role in DRP/BCP project activities in all sizes of shops and environments.



## **The Oregon Text Notification System**

The Oregon Text Notification System allows Legislative Administration to send a critical text message to a large number of cell phone users via an email distribution list from a computer.

### **Email to a Cell Phone?**

Cell phone service providers have email extensions that can be added to a cell phone number in order to deliver a text message to a specific cell phone via email. For example, a cell phone number of 222-333-4444 that is serviced by AT&T would receive a text message sent as an email to "[2223334444@sms.att.net](mailto:2223334444@sms.att.net)."

### **Background**

The Oregon Capitol has a dedicated building status phone line. A voice message regarding the building status is recorded and updated to reflect weather related closures or other emergency information. Employees call in regularly when weather conditions are poor.

This phone line became a primary source of information for all building occupants after the 2008 fire that damaged the Governor's Office. This method of communicating requires employees to make a phone call, which they only do if they have reason to suspect a change in status. Also, if an event causes a disruption to the phone system inside the building, this method of communication completely fails.

The text notification system was first created to supplement the building status line, but allows notifications to be pushed out to participating building occupants rather than depending on employees to call in. Once created, the value of the system was clear and it was quickly identified as a practical emergency notification system. Recipients were given the choice to opt-into general notifications in addition to emergency-only information. By sending low priority messages about minor events, users maintain a working familiarity with the system.

### **Development**

The system took two days to develop using only readily available resources. The project was completed and implemented with no additional cost beyond the staff time required to develop it.

The technical team at the Oregon Capitol developed an email form that participants use to submit their name, cell phone number and service provider. The electronic form, developed using Microsoft Office InfoPath, allows data from returned forms to be compiled into a single spreadsheet. Next, the spreadsheet was used to combine cell phone numbers and provider information to create an email address for each specific cell phone. The list of email addresses created by the spreadsheet becomes the email distribution list for the text notification system.

Finally, an email account called "Capitol Notifications" was created to send the messages. In order to protect the personal contact information on this list, only a select group of employees and the Administrator have access to the account. This protects the personal information on the list while ensuring that the system is not reliant on a single person to send out messages.

If the Capitol and all internal systems were unusable, text notifications could be sent from any email system, including a private one. To ensure that this option remains available, the distribution list is also placed on the emergency flash drives carried by the Administrator and Human Resources staff.

### **Using the System**

Any emergency message sent through this system is approved by the Administrator (or appointee) prior to distribution. Messages are carefully constructed to not exceed the 160 character limit of most cell phone carriers. The "Capitol Notifications" account can be accessed from a work computer inside the building, or from outside the building by logging on to a secure remote access system.

### **Participation**

At the Oregon Capitol, this system depends on voluntary participation from employees and building occupants. As many cell phone users don't subscribe to a text messaging plan, sending a text to an employee can cost them money. Signup forms are redistributed periodically via email to provide an opportunity for new users to join the program, or be removed from the list. (In our experience people are happy to participate. We haven't had people requesting to be removed.)

## **Virtual Private Network (VPN)**

The Oregon Legislature uses a Virtual Private Network (VPN) system that provides legislators and employees access to email, network drives, and their personal computer located at the Capitol from any computer with an internet connection. Many Oregon legislators use the system on a regular basis because it eliminates the need to move computer equipment between their Capitol and district offices. Additionally, the system has been used by staff to post time-sensitive updates to the legislative website regarding building status.

Remote access to a network can be minimal (just email), or be comprehensive (full access to a virtual PC). There are many solutions for connecting remotely to a computer or network. The benefits of these systems are practical on a daily basis, but could play a key role during a pandemic or other significant disruption.

### **Using the System**

The Oregon Legislature's VPN system can be accessed from almost any computer using a standard web browser. To log on, the user opens the system login webpage and is prompted to enter their username and password. The system then performs security checks on the computer being used before connecting the user to the network, and allowing access to their work PC at the Capitol. Once connected to their Capitol computer, the remote PC allows access to the Capitol PC as if the user is sitting in front of the PC located inside the Capitol.

### **Participation**

Legislators and staff have remote access to their email, network drives, and office computers. Though all employees can connect to the system remotely, any formal tele-work must be approved by their manager. Employees that tele-work sign an agreement to follow applicable policies regarding work from home or another remote location.

# Critical Incident Stress Debriefing (CISD)

Jeffrey T. Mitchell, Ph.D.

**Critical Incident Stress Debriefing (CISD)** is a specific, 7-phase, **small group**, supportive crisis intervention process. It is just one of the many crisis intervention techniques which are included under the umbrella of a Critical Incident Stress Management (CISM) program. It is simply a supportive, crisis-focused discussion of a traumatic event (which is frequently called a “critical incident”). The Critical Incident Stress Debriefing was developed exclusively for small, *homogeneous groups* who have encountered a powerful traumatic event. It aims at reduction of distress and a restoration of group cohesion and unit performance.

A Critical Incident Stress Debriefing can best be described as a psycho-educational small group process. In other words, it is a structured group story-telling process combined with practical information to normalize group member reactions to a critical incident and facilitate their recovery. A CISD is only used in the aftermath of a significant traumatic event that has generated strong reactions in the personnel from a particular homogeneous group. The selection of a CISD as a crisis intervention tool means that a traumatic event has occurred and the group members’ usual coping methods have been overwhelmed and the personnel are exhibiting signs of considerable distress, impairment or dysfunction.

## The Facilitators

The CISD is led by a specially trained team of 2 to 4 people depending on the size of the group. The typical formula is one team member for every 5 to 7 group participants. A minimal team is two people, even with the smallest of groups. One of the team members is a mental health professional and the others are “peer support personnel.” A unique feature of CISD is that Critical Incident Stress Management trained peer support personnel (firefighters, paramedics, police officers, military personnel, etc.) work with a mental health professional when providing a CISD to personnel from law enforcement, fire service, emergency medical, military, medical, aviation and other specialized professions. A peer is someone from the same profession or who shares a similar background as the group members. Police officers, for instance, who have been trained in Critical Incident Stress Management techniques, are selected to work with police officers who have been through the traumatic event. Fire service personnel with CISM background are chosen to work with firefighters and CISM trained emergency medical or military personnel will be placed on teams running a Critical Incident Stress Debriefing with their respective groups and so on.

## Essential Concepts in CISD

A Critical Incident Stress Debriefing is small group “psychological first aid.” The primary emphasis in a Critical Incident Stress Debriefing is to inform and empower a homogeneous group after a threatening or overwhelming traumatic situation. A CISD attempts to enhance resistance to stress reactions, build resiliency or the ability to “bounce back” from a traumatic experience, and facilitate both a recovery from traumatic stress and a return to normal, healthy functions.

## Historical Perspective and Theoretical Foundations

Critical Incident Stress Debriefing was developed by Jeffrey T. Mitchell, Ph.D. in 1974 for use with small homogeneous groups of paramedics, firefighters and law enforcement officers who were distressed by an exposure to some particularly gruesome event. It is firmly rooted in the crisis intervention and group theory and practices of such notables as Thomas Salmon, Eric Lindemann, Gerald Caplan, Howard Parad, Lillian Rapoport, Norman Faberow, Calvin Frederick and Irvin Yalom. The first article on CISD appeared in the *Journal of Emergency Medical Services* in 1983.

Over time, the use of Critical Incident Stress Debriefing spread to other groups outside of the emergency services professions. The military services, airlines, and railroads find the process helpful. This is particularly so when it is combined and linked to other crisis intervention processes. Businesses, industries, hospitals, schools, churches and community groups eventually adopted the Critical Incident Stress Debriefing model as an integral part of their overall staff crisis support programs.

## **Objectives**

A Critical Incident Stress Debriefing has three main objectives. They are:

- 1) the mitigation of the impact of a traumatic incident,
- 2) the facilitation of the normal recovery processes and a restoration of adaptive functions in psychologically healthy people who are distressed by an unusually disturbing event.
- 3) A CISD functions as a screening opportunity to identify group members who might benefit from additional support services or a referral for professional care.

## **Required Conditions for the Application of the CISD Process**

The Critical Incident Stress Debriefing requires the following conditions:

- 1) The small group (about 20 people) must be homogeneous, *not* heterogeneous.
- 2) The group members must not be currently involved in the situation. Their involvement is either complete or the situation has moved past the most acute stages.
- 3) Group members should have had about the same level of exposure to the experience.
- 4) The group should be psychologically ready and not so fatigued or distraught that they cannot participate in the discussion.

## **The Critical Incident Stress Debriefing Process:**

### **Timing**

The Critical Incident Stress Debriefing is often *not* the first intervention to follow a critical incident. A brief group informational process may have taken place and distressed individuals may have been supported with one-on-one interventions. Typically, 24 to 72 hours after the incident the small, homogeneous group gathers for the CISD. Depending on the circumstances, a CISD may take between 1 and 3 hours to complete. The exact time will depend on the number of people attending and the intensity of the traumatic event.

### **Phase 1 – Introduction**

In this phase, the team members introduce themselves and describe the process. They present guidelines for the conduct of the CISD and they motivate the participants to engage actively in the process. Participation in the discussion is voluntary and the team keeps the information discussed in the session confidential. A carefully presented introduction sets the tone of the session, anticipates problem areas and encourages active participation from the group members.

### **Phase 2 – Facts**

Only extremely brief overviews of the facts are requested. Excessive detail is discouraged. This phase helps the participants to begin talking. It is easier to speak of what happened before they describe how



the event impacted them. The fact phase, however, is not the essence of the CISD. More important parts are yet to come. But giving the group members an opportunity to contribute a small amount to the discussion is enormously important in lowering anxiety and letting the group know that they have control of the discussion. The usual question used to start the fact phase is "Can you give our team a brief overview or 'thumbnail sketch' of what happened in the situation from your view point? We are going to go around the room and give everybody an opportunity to speak if they wish. If you do not wish to say anything just remain silent or wave us off and we will go onto the next person."

### **Phase 3 – Thoughts**

The thought phase is a transition from the cognitive domain toward the affective domain. It is easier to speak of what one's thoughts than to focus immediately on the most painful aspects of the event. The typical question addressed in this phase is "What was your first thought or your most prominent thought once you realized you were thinking? Again we will go around the room to give everybody a chance to speak if they wish. If you do not wish to contribute something, you may remain silent. This will be the last time we go around the group."

### **Phase 4 – Reactions**

The reaction phase is the heart of a Critical Incident Stress Debriefing. It focuses on the impact on the participants. Anger, frustration, sadness, loss, confusion, and other emotions may emerge. The trigger question is "What is the very worst thing about this event for you personally?" The support team listens carefully and gently encourages group members to add something if they wish. When the group runs out of issues or concerns that they wish to express the team moves the discussion into the next transition phase, the symptoms phase, which will lead the group from the affective domain toward the cognitive domain.

### **Phase 5 – Symptoms**

Team members ask, "How has this tragic experience shown up in your life?" or "What cognitive, physical, emotional, or behavioral symptoms have you been dealing with since this event?" The team members listen carefully for common symptoms associated with exposure to traumatic events. The CISM team will use the signs and symptoms of distress presented by the participants as a kicking off point for the teaching phase.

### **Phase 6 – Teaching**

The team conducting the Critical Incident Stress Debriefing normalizes the symptoms brought up by participants. They provide explanations of the participants' reactions and provide stress management information. Other pertinent topics may be addressed during the teaching phase as required. For instance, if the CISD was conducted because of a suicide of a colleague, the topic of suicide should be covered in the teaching phase.

### **Phase 7 – Re-entry**

The participants may ask questions or make final statements. The CISD team summarizes what has been discussed in the CISD. Final explanations, information, action directives, guidance, and thoughts are presented to the group. Handouts may be distributed.

### **Follow-up**

The Critical Incident Stress Debriefing is usually followed by refreshments to facilitate the beginning of follow-up services. The refreshments help to "anchor" the group while team members make contact with each of the participants. One-on-one sessions are frequent after the CISD ends.