



Emergency Services Sector Continuity Planning Suite

Human Resources Worksheet

Introduction

The following worksheet is derived from the [Continuity Capability Evaluation for the Emergency Services Sector](#) (CCE) to assist Emergency Services Sector organizations in evaluating and filling gaps in their continuity capability. For more information, see the Emergency Services Sector Continuity Planning Suite at www.dhs.gov/emergency-services-sector-continuity-planning-suite.

Human resources are policies, plans, and procedures that address personnel needs during an emergency, such as guidance regarding pay, leave, work scheduling, benefits, telework, hiring, authorities, and flexibilities. Personnel are vital to the continuity capability of all organizations. Continuity coordinators at all organizations should be senior accountable officials responsible for working with the organization head to ensure the effectiveness and survivability of the organization’s continuity capability. Continuity managers manage the day-to-day continuity programs. During an emergency, organizations will activate emergency response group (ERG) members to perform their assigned duties. The ERG is composed of individuals who are assigned responsibility to relocate to an alternate site, as required, to perform the organization’s essential functions or other tasks related to continuity operations. Personnel stationed at the devolution site who are identified to conduct essential functions during activation of devolution plans are classified as the devolution emergency response group (DERG). Organizations should have means and processes in place for employees to contact their organization in a timely and routine manner during emergencies.

Instructions

As one of 11 elements of continuity capability, human resources contains objectives supporting the element and practices fulfilling each objective. Review the following objectives and practices. For each practice, select or write Yes, No, or N/A in each box to represent whether your organization has completed the action described in the practice. Include comments that provide information explaining how the practice is complete or why it is not complete. Tally all selections for the element and record them in the box to the right. For guidance on how to select Yes, No, or N/A for each practice of the element, see the Introduction of the CCE. To support filling gaps in continuity identified in the initial evaluation, see the [Human Resources Planning Template](#) that follows.

Enter Tallies Here	
Yes	
No	
N/A	

Objective 7.1 Identify continuity leadership and staff and establish the organization’s human resources procedures and considerations that are adaptable to changing circumstances and a variety of emergencies, for use during a continuity plan activation.

Practice 7.1.1 The organization has developed and implemented processes to identify, document, and prepare ERG members who are capable of relocating to alternate sites or teleworking, and DERG members at the devolution site to support the continued performance of essential functions.

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Practice 7.1.2 The organization has clearly defined the expectations, roles, and responsibilities of ERG and DERG members during a continuity activation.

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Practice 7.1.3 The organization has established and maintained appropriate point-of-contact rosters of trained ERG and DERG members who have the ability to perform essential functions. The organization has updated these rosters periodically and has included, at a minimum, member names and contact numbers (home, work, and cell phone).

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Practice 7.1.4 The organization has ensured that ERG and DERG members were informed of and have officially accepted their roles and responsibilities, in writing.

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Practice 7.1.5 The organization has identified replacement personnel and augmentees, as necessary.

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Human Resources Planning Template

This section provides a template for human resources continuity planning, adapted from the Federal Emergency Management Agency Continuity Plan Template and Instructions for Non-Federal Governments. The template may be modified as appropriate based on the organization's mission, needs, and other characteristics.

Human resources continuity planning (as a portion of an organization's overall continuity plan) should focus on the organization's continuity personnel and all other special categories of employees who have not been designated as continuity personnel. Human resources continuity planning should concentrate on three areas: continuity personnel, all staff, and human resources considerations. Sample text, including placeholders for organization input, are provided below.

Continuity Personnel

People are critical to the operations of any organization. Selecting the right people for an organization's staff is vitally important, and this is especially true in a crisis situation. Leaders are needed to set priorities and keep focus. During a continuity event, emergency employees and other special categories of employees will be activated by [REDACTED] to perform assigned response duties. One of these categories is continuity personnel. In respect to continuity personnel, [REDACTED] has:

- Identified and designated those positions and personnel judged to be critical to organization operations in any given emergency situation as continuity personnel. A roster of continuity positions is maintained by the [REDACTED] and is found at [REDACTED].
- Identified and documented its continuity personnel. Continuity personnel possess the skills necessary to perform essential functions and supporting tasks. A roster of continuity personnel is maintained by [REDACTED] and is found at [REDACTED].
- Officially informed all continuity personnel of their roles or designations by providing documentation in the form of [REDACTED] to ensure that continuity personnel know and accept their roles and responsibilities. Copies of this documentation are maintained by the [REDACTED] and found at [REDACTED].
- Ensured continuity personnel participate in the organization's continuity testing, training, and exercise program, as reflected in training records. Training records are maintained by the [REDACTED] and found at [REDACTED].
- Provided guidance to continuity personnel on individual preparedness measures they should take to ensure response to a continuity event using [REDACTED]. Copies of this guidance are maintained by the [REDACTED] and found at [REDACTED].

All Staff

It is important that [REDACTED] keeps all staff, especially individuals not identified as continuity personnel, informed and accounted for during a continuity event.

[REDACTED] has established procedures for contacting and accounting for employees in the event of an emergency, including operating status.

- [redacted]'s employees are expected to remain in contact with the [redacted] during any facility closure or relocation situation.
[redacted].
- [redacted] ensures that staff are aware of and familiar with human resources guidance in order to continue essential functions during an emergency.
[redacted] uses several methods to increase awareness:
[redacted].

Accounting for all personnel during a continuity event is of utmost importance. In order to account for all staff, [redacted] will [redacted].

Accountability information is reported to the [redacted] at [redacted]-hour increments. The [redacted] has the responsibility of attempting contact with those individuals who are unaccounted for.

An event that requires the activation of the continuity plan may personally affect the [redacted] staff. Therefore, the [redacted] has the responsibility to create provisions and procedures to assist all staff, especially those who are disaster victims, with special human resources concerns following a catastrophic disaster. These provisions and procedures are found at [redacted].

Human Resources Considerations

The [redacted] continuity program, plans, and procedures incorporate existing organization-specific guidance and direction for human resources management, including guidance on pay, leave/time off, work scheduling, benefits, telework, hiring, authorities, and flexibilities. The [redacted] has the responsibility for [redacted] human resources issues. A copy of these policies and guidance is found at [redacted].

The [redacted] continuity coordinator and continuity manager work closely with the [redacted] to resolve human resources issues related to a continuity event. The [redacted] serves as the [redacted] Human Resources liaison to work with the continuity coordinator or continuity manager when developing or updating the organization's emergency plans. [redacted] has developed organization-specific guidance and direction for continuity personnel on human resources issues. This guidance is integrated with human resources procedures for its facility, geographic region, and the Office of Personnel Management or similar organization. This guidance is maintained by the [redacted] and found at [redacted]. [redacted] has issued continuity guidance for human resources on the following issues:

- Additional staffing: [redacted]
- Work schedules and leave/time off: [redacted]
- Employee assistance program: [redacted]
- Special needs employees: [redacted]
- Telework: [redacted]

- Benefits: [REDACTED]
- Premium and annual pay limitations: [REDACTED]
- [REDACTED]

Further, the [REDACTED] communicates human resources guidance for emergencies (pay, leave/time off, staffing, work scheduling, benefits, telework, hiring authorities, and other human resources flexibilities) to managers in an effort to help continue essential functions during an emergency. The process for communicating this information is as follows:

[REDACTED]