



Emergency Staffing Plan Template

Created by NACCHO in partnership with Deloitte Consulting, LLP
to support administrative preparedness across the country

April 2023

Emergency Staffing Plan Overview

This Emergency Staffing Plan Template is a tool for public health officials to use to develop a preparedness plan for rapidly staffing during a public health crisis. Most of the sections can be completed by public health workers, though sections within the template, such as the Concepts of Operations and Roles and Responsibilities, should be a collaborative process with the appropriate teams (i.e., human resources, finance department, department administrators, etc.).

How to Use this Resource

This template uses two types of colored text:

1. Black text represents suggested language that can be published in the Emergency Staffing Plan. Local health departments may choose to revise this content; however, customization is not required.
2. ***Green italicized text*** within brackets [] are instructional comments for the authors of the Emergency Staffing Plan and should **not** be included in the final plan.

When working through the template, refer to the following steps:

1. Edit text in ***green italicized font*** following the instructions provided within the green italicized brackets [].
2. Revert any final language into black or the appropriate color to denote it will be included in the final plan.
3. Delete the remaining ***green italicized text*** and brackets [] once each section is complete.

It is important to note that the Emergency Staffing Plan should be tailored to your local health department's needs. Please add or delete any information that is necessary for your jurisdiction.

The Emergency Staffing Plan template begins on the next page. Please do not include this page when finalizing your Emergency Staffing Plan.

[Insert Jurisdictional Logo]

[INSERT JURISDICTION NAME]

EMERGENCY STAFFING PLAN

[INSERT DATE FINALIZED]

Table of Contents

Emergency Staffing Plan Overview.....	1
How to Use this Resource	1
Plan Distribution and Update	5
Plan Distribution	5
Plan Review and Update	5
Record of Changes.....	5
Purpose.....	5
Scope	6
Background/Situation.....	6
Terminology.....	6
Acronyms/Initialisms.....	6
Definitions.....	7
Assumptions	7
Thresholds for Activation	8
Concepts of Operations.....	9
Workforce Wellbeing Promising Practices.....	10
Roles & Responsibilities.....	11
[County/District/Town/City]	11
State Partners Agencies, Organizations	13
Federal Agencies	14
Other Essential Partners	14
Emergency Staffing Process.....	14
Recruitment Activities.....	14
Onboarding Activities.....	15
Pre-Deployment Activities	16
Deployment Activities	18
Demobilization Activities	20
Appendix A: Authorities & References	22
Federal Authorities & References	22
State Authorities & References.....	23
Local Authorities & References.....	24
Appendix B: Incident Funding Source Worksheet	25
Appendix C: Example Volunteer Onboarding Email	26
Appendix D: Advisory & Alert Messages (Pre-deployment).....	27
Advisory Message	27
Alert Message	27

Appendix E: Activation Message (Deployment) 28

 Activation Message 28

Appendix F: New Employee Onboarding Guide 29

 Introduction 29

 Public Health Department Mission & Vision 29

 [Choose one: Division or Branch] Mission & Vision 29

 Program Information 29

 Administrative Requirements 29

 Training 31

 Public Health Newsletters 35

Deloitte Consulting, LLP was contracted by NACCHO to develop the
 Situation Report Template to support administrative preparedness across the country.

Plan Distribution and Update

Plan Distribution

This plan will be distributed at the discretion of the Public Health Director, but will minimally include:

- *[Insert jurisdiction name]*.
- *[Insert jurisdiction name]* Emergency Management.
- Additional partners as identified.

Plan Review and Update

[Insert jurisdiction name] and all planning partners will review and update this plan as follows:

- This document along with all associated plans shall be reviewed annually and updated as needed.
 - To occur each year by December 1st.
 - Annual review of the plan will include, at minimum, *[insert jurisdiction name]* Leadership Team, members, and other planning partners as needed.
- When the *[insert jurisdiction name]* Public Health Emergency Preparedness Coordinator (PHEP), or other designee, is notified of important changes to the plan, including contact information and specific policies or procedures contained within the plan.
 - Additional updates as needed and within 90 days of notification to PHEP Coordinator.
- As indicated by any After-Action Report with Improvement Plan (AAR/IP).
- The *[insert jurisdiction name]* Public Health Director or designee will brief the Chief Administrative Officer, Emergency Manager, and any relevant county department heads on revisions made to this plan as deemed necessary.

Record of Changes

Each update or change to the plan should be tracked. The Record of Changes, contains, at a minimum, the date of the change, a summary of the change made, the section/page updated, and the name of the person who made the change. Other relevant information should be considered.

Date	Change	Section/Page	Updated By

Purpose

This Emergency Staffing Plan establishes a coordinated process for emergency staffing to ensure the health and safety of *[insert jurisdiction name]* diverse community and staff.

Scope

The actions covered in this Emergency Staffing Plan address activities related to hiring new staff, transferring existing staff to new positions, and bringing on volunteers or contracted staff to support emergency and disaster response activities within *[insert jurisdiction name]*.

Background/Situation

[Local Health Department (LHD) provides relevant background information about historical abilities to hire staff, transfer staff, contract staff, and leverage volunteers during an incident. Examples include:

- *The Department of Human Resources provides guidance on hiring new staff, transferring staff, and creating position descriptions.*
- *The Finance Department provides guidance on contracting staff and creating the scope of work.*
- *The Department of Emergency Management or Department of Health have existing volunteers that have been trained and vetted, who can be leveraged during a response.*
- *The office, department, or section being augmented by the new staff provides guidance and manages day-to-day activities, as well as time and attendance.*
- *Insert experiences that required the department to rapidly onboard staff. For example, for COVID-19 response:*
 - *Staff involved in the [insert jurisdiction name] COVID-19 Response Incident Command Structure (ICS) structure supported the following operations:*
 - *Case investigations*
 - *Isolation/quarantine management*
 - *Business plan and reopening inspections*
 - *Record keeping and information management*
 - *Social distance and mask complaint management*
 - *Mass testing and immunization clinical assistance*
 - *Emergency Operations Center (EOC) Command and General Staff positions*
 - *Non-public health [insert jurisdiction name] staff were reallocated to support the activities above.*
 - *[Insert jurisdiction name] Medical Reserve Corps (MRC) [optional insert other volunteer groups] was activated for volunteer support.*
 - *Contractor was hired to support public health clinics.*
- *Equity is a cornerstone value for [insert jurisdiction name].]*

Authorities for the local, state, and federal governments can be found in [Appendix A: Authorities and References](#).

Terminology

The following acronyms and initialisms are used in this Plan. A list of definitions has also been included to establish a shared understanding of the words.

[LHD update acronyms, initialisms, and definitions once this Emergency Staffing Plan has been filled out and is near completion.]

Acronyms/Initialisms

Acronym	Term
CDC	Centers for Disease Control and Prevention
CERT	Community Emergency Response Team
DE&I	Diversity, Equity & Inclusion
EOC	Emergency Operations Center
ESAR-VHP	Emergency System for Advance Registration of Volunteer Health Professionals
FEMA	Federal Emergency Management Agency
HIPAA	Health Insurance Portability and Accountability Act
HR	Human Resources
ICS	Incident Command System

LHD	Local Health Department
MRC	Medical Reserve Corps
NIOSH	National Institute for Occupational Safety and Health
OSHA	Occupational Safety and Health Administration
PPE	Personal Protective Equipment
PHEP	Public Health Emergency Preparedness

Definitions

Incident: An actual or impending hazard, caused by humans or by natural phenomena, requiring action by emergency personnel to prevent or minimize loss of life or damage to property and/or natural resources.¹

Recruiting: Recruiting encompasses all aspects of hiring new individuals to work for an organization. It includes attracting, identifying, and engaging candidates; ensuring qualifications and assessing background information; interviewing and selecting a quality candidate for hire; and making a job offer.²

Onboarding: The process in which new hires are integrated into an organization. It includes not only an initial new-hire orientation process, but an ongoing introduction to an organization's structure, culture, vision, mission, and values. Onboarding can last weeks and even up to a year.³

Pre-Deployment: The pre-deployment phase includes activities that prepare volunteers or emergency responders for potential deployments and includes steps to activate staff.

Deployment: The deployment phase includes the movement of people or equipment to a place where they can be used when they are needed to support response operations.

Demobilization: Demobilization is the release and return of resources that are no longer required and is a planned process. A demobilization plan details specific responsibilities, release priorities, release procedures, checklists, and general information.⁴

Public Health Emergency: Public health emergencies occur every day across the United States. Tornadoes, hurricanes, wildfires, floods, infectious disease outbreaks, terrorist attacks, and other emergencies have the potential to impact the overall health of large populations of people and may require a coordinated emergency response.⁵

Assumptions

- During no notice incidents:
 - Existing staff and volunteers will need to be leveraged for response operations.
 - Existing staff may be able to postpone some non-essential functions temporarily.
- During advance notice incidents, there may be time to hire temporary staff, contract additional staff, and recruit additional volunteers.
- During prolonged incidents, programmatic activities that could be postponed temporarily will need to be resumed, and those activities can be accomplished by transitioning existing staff back to their traditional roles by hiring new staff or contractors, or by leveraging volunteers.
- Additional funding will likely be unavailable early in the response, and it is possible that additional funding may never be allocated to support response activities, which would require the *[insert jurisdiction name]* to use existing staff or volunteers.
- Just-in-time training should be included for all positions. Particular attention should be given to staff performing duties outside of their normal roles and responsibilities.

¹ Definition of “incident” source: [NACCHO 2021 MRC Deployment Readiness Guide](#).

² Definition of “recruiting” source: [Society of Human Resource Management \(SHRM\)](#).

³ Definition of “onboarding” source: [Society of Human Resource Management \(SHRM\)](#).

⁴ Definition of “demobilization” source: [Federal Emergency Management Agency \(FEMA\)](#).

⁵ Definition of “public health emergency” source: [NACCHO 2021 MRC Deployment Readiness Guide](#).

- The incident may require staff to be mobilized to different locations. Locations may include:
 - *[List locations.]*
- Housing may need to be provided for contracted staff and new hires during a response if adequate local housing is unavailable.
- Staff will desire regular communication from *[insert jurisdiction name]* leadership and the *[insert jurisdiction name]* response activities. Communication may need to come in multiple forms.

[LHD adds assumptions based on system of government.]

Table 1 summarizes which emergency staffing strategies may be leveraged if additional funding is or is not available, if the incident occurred with or without notice, and if the length of the response is estimated to be short or long. While this table provides general guidance on when to deploy certain emergency staffing strategies, it does not take into consideration all the nuanced variables that can impact the effectiveness of these strategies.

Strategy	Funding Available		Notice Provided		Length of Response	
	Yes	No	Yes	No	Short	Long
Transfer Existing Staff	✓	✓	✓	✓	✓	
Volunteer Staff	✓	✓	✓	✓	✓	✓
Hired Staff	✓		✓			✓
Contracted Staff	✓		✓		✓	

Table 1: Emergency Staffing Strategies

Thresholds for Activation

Thresholds for activating this Emergency Staffing Plan are outlined below along with the actions associated with each activation level. *[Optional: These thresholds align with Jurisdictional Guidance as applicable (link/or attach as appendix)].* While these thresholds act as a guide, leadership will be flexible and responsive to the needs of the incident and pursue activities that protect staff and the community. Thresholds do not necessarily occur in sequential order; some responses reach thresholds 3 or 4 immediately and others never move past threshold 1. Similarly, during demobilization, thresholds may be skipped entirely.

The staff denominator is based on the number of *[choose one: county, district, department, etc.]* staff. *[Alternatively – While this is a [choose one: county, district] plan, the staff denominator is based on individual departments within [insert jurisdiction name]. A threshold of activation may be met by one or more departments.]*

Threshold 1: 10-24% of staff are supporting a response.

- Existing staff and volunteers are leveraged for response activities.
- No hiring, contracting, or additional volunteer recruitment is being performed.

Threshold 2: 25-49% of staff are supporting a response.

- Existing staff and volunteers are leveraged for response activities.
- Additional volunteers are being recruited for response activities.
- No hiring or contracting is being performed.

Threshold 3: 50-74% of staff are supporting a response.

- Existing staff and volunteers are leveraged for response activities.
- Additional volunteers are being recruited for response activities.
- Contracts to support response operations are being pursued.
- No hiring is being performed.

Threshold 4: 75% or more of staff are supporting a response.

- Existing staff and volunteers are leveraged for response activities.

- Additional volunteers are being recruited for response activities.
- Contracts to support response operations are being pursued.
- Temporary and/or permanent staff are being hired to support response activities.

Concepts of Operations

[In this section, LHDs should add descriptions of additional high-level steps, process, and expectations that senior leaders will take immediately following an incident.]

Staffing for surge events can be especially challenging due to unpredictable work locations, types of personnel needed, potential disruption of infrastructure (i.e., roads, child/elder care, phone/internet, food establishments, etc.). However, documenting processes and procedures will minimize staff and organizational risks as well as maximize the potential for reimbursement if funds become available.

When an incident disrupts normal operations and necessitates the reassignment of existing staff or the onboarding of new personnel to support continued operations, there are several considerations which should be addressed. The individual(s) responsible for human resources and finance activities will need to coordinate closely with *[insert jurisdiction name]* leadership to ensure the appropriate measures are taken to protect the health and wellbeing of existing staff, identify the appropriate sources and types of additional personnel needed, and support the onboarding and assignment of new personnel to mission critical activities.

In the initial meeting between Human Resources, Finance, and *[insert jurisdiction name]* leadership the following should be discussed:

- How will expenses related to the response activities be tracked?
- What existing contracts allow for response activities (See [Appendix B: Incident Funding Source Worksheet](#))?
- What existing contracts could be amended to support response activities (See [Incident Funding Source Worksheet](#))?
- How will staffing levels be monitored and projected?
- What knowledge, skills, and abilities do staff need to support key response activities?
- Who is responsible for providing just-in-time training to staff?
- Who is responsible for demobilizing staff?
- What, if any, new or additional equipment do staff need to complete their assigned duties?

Leadership should also review:

- The pre-deployment email soliciting staff to support response activities.
- Policies related to:
 - a. Staff overtime (e.g., required pre-approval)
 - b. Staff paid time off (e.g., policies that permit or limit the use of paid time off, or policies that temporarily postpone use it or lose it paid time off)
 - c. Safety and liability (e.g., Workman’s Compensation).

Following the review of these policies for all applicable types of personnel (e.g., staff, volunteers, and contractors) that may be utilized in the response should be communicated clearly to each surge staff member and their associated management.

[This section is optional and can either be deleted or built out further to address the specific emergency staffing policy gaps in your jurisdiction.]

At the time this Emergency Staffing Plan was last updated, the following policies to support emergency staffing for an incident response had not been created:

- *[Requirement should be included in all position descriptions that articulates employees are considered essential and must report to work following an emergency or disaster and that employees may be reassigned to support response activities.]*
- *Human Resource policies should be developed to address how personnel will be reassigned and if compensations adjustments will be considered for employees in response roles.*

- *Expedited hiring policies should be developed that define expectations for:*
 - *Expediting professional and criminal background checks.*
 - *Verifying credential for professionally licensed personnel (e.g., nurses, physicians, EMTs).*
 - *Mitigating or resolving any employment conflicts that might exist (e.g., contractors brought on as employees).*
 - *Verifying qualifications of staff.*
 - *Ensuring all staff meet basic hire training and onboarding awareness requirements,*
- *Policies for surge staff should explicitly address status of the employee, relevant employment terms, expected duration, termination procedures and changes in staffing status (e.g., volunteers transitioning to paid status, temp staff moving to full time, etc.). Any policies to address duration or variable status of employees should be listed here and linked:*
 - *[Insert relevant policies]*
- *Policies may need to be amended or created at the time of the disaster or emergency to ensure funding used to support surge staffing is consistent with any guidance specific to the source funding, especially cooperative agreement, or grant funds. These addendum policies would ensure any funding constraints or requirements are accounted for during the response (See [Appendix B: Incident Funding Source Worksheet](#).)*

Workforce Wellbeing Promising Practices

Prioritizing wellbeing helps sustain a healthy workforce and environment and prevent staff burnout. Maintaining workforce wellbeing can have positive effects on staff, especially during times of emergency.

Promising practices to consider are included below. When choosing strategies to adopt consider the type of disaster, location of staff, and what historically has been well received by staff. Wellness activities should not be required but rather encouraged by leadership. Leadership should also regularly model taking time off and communicate to staff that one cannot take care of others if they do not take care of themselves.

[Optional: Cite Organizational Policies]

Workforce Wellbeing Promising Practices

- Encourage staff to take paid time off or other leaves of absence as needed.
- Provide a self-assessment to gauge burnout levels and signify needed rest/paid time off.
- Support flexible working schedules when possible.
- Support telecommuting when possible.
- Conduct team-building activities:
 - Team lunches/dinners/potlucks.
 - Coffee socials.
 - Birthday celebrations.
 - Casual Fridays.
 - Walking breaks.
 - Piñata.
 - Plant a seed/plant together.
- Provide access to mental health professionals.
- Host trainings/workshops on interpersonal communication.
- Conduct mental health and wellness staff trainings.
- Encourage mindfulness exercises.
- Leadership models activities/behaviors that support wellness.
- Consider the skills, interests, and family/personal needs of your response personnel when assigning them to positions.
- Consider instituting no meeting days.
- Encourage line staff (non-management) to meet and have time to decompress together (e.g., lunch, walking break, or another social event).
- Consider how to compensate staff fairly given the additional roles, responsibilities, level of effort needed to complete response operations.

Roles & Responsibilities

The following entities support *recruiting, onboarding, preparing for deployment, and managing deployed staff (e.g., permanent employees, temporary employees, contracted staff, or volunteers)*.

[To complete this section LHDs should:

- *Update the name for the positions/departments/agencies listed below to match your district's nomenclature.*
- *Identify additional entities with roles and responsibilities for recruiting, onboarding, preparing for deployment, and supporting deployed staff.*
- *Work with identified entities to review their proposed activities and ask them to articulate additional activities they perform throughout the emergency staffing process.]*

[County/District/Town/City]

[Leadership (i.e., Board of Health)]

- Determine whether to hire new staff and seek additional approval as needed.
- Determine Salary and Benefit Levels.
- Approve telework or alternate work locations for extended durations.
- When appropriate delegate hiring authority to the Health Department Administrator.
- Take the following steps immediately following an incident:
 - Determine the need for extended hours of operation to include weekends for some departments.
 - Evaluate the amount of work that needs to be completed.
 - Determine adequacy of existing staffing to meet work requirements.
 - Develop strategies to meet needed staffing thresholds.

[Leadership (i.e., Commissioners/Mayors/Township Trustees)]

- Determine which agencies/departments own emergency support functions and other specific response operations.
- Approve emergency funding, raise spending authority, and approve overall budget.
- Determine whether vacation/paid time off roll over amounts can be increased or cashed out because staff are unable to take time off.

Human Resources and/or Administrator

- Provide guidance and interpretation of Personnel Rules **[provide link to rule(s)]** for Inclement Weather and Administrative Closures.
- Provide guidance and interpretation of Collective Bargaining Agreements **[provide link to agreements]**.
- Provide assistance to the Communications Office and Departments as they develop internal communications to ensure they are consistent with rules, collective bargaining agreements, and past practices.
- Manage pay and benefits for disrupted employees as well as compensation adjustments for non-routine work.
- Handle compliance questions related to travel, relocation, remote-work and temporary employees.
- Handle layoffs, terminations, and reduced schedules.
- Identify responsible parties for cross training, succession planning, and shifting of operations to alternate locations.
- Support rapid onboarding (i.e., paperwork and training) of new staff to ensure compliance with **[insert jurisdiction name]** policies/requirements.
- Determining the salary level and benefits of a new position.
- Equitable and culturally responsive practices⁶.
- Remove gendered language, jargon, and idioms that can make potential candidates feel excluded from job descriptions.
- Include organizational Diversity, Equity, and Inclusion (DE&I) statement within job descriptions.
- Include an accommodation statement to ensure those with disabilities can participate.

⁶ Harvard Business Review "[6 Best Practices to Creating Inclusive and Equitable Interview Processes](#)"

- Enable virtual interviews and provide video interview best practices to all candidates ahead of time⁷.
- Leverage partnerships with advocacy groups for recruitment.
- Provide guidance on contracting staff and creating the scope of work.

Finance Department

- Establish an administrative/human resources code for tracking personnel time specific to the response.
- Produce expenditure report for the response including staff time and consumable resources.
- Retain expense and expenditure documentation for potential state or federal reimbursement funding post disaster.
- Provide oversight and guidance of expenditure of funds related to emergency response staffing (e.g., available fund to hire staff or contractors).
- Ensure funding used to support surge staffing is consistent with any constraints of the source funding, especially cooperative agreement, or grant funds.
- As needed, request contract amendments to allow for response activities.
- Assist in forecasting available funding to support staffing levels and anticipated duration.
- Assist Human Resource and Contract leads in negotiating staffing contracts, per applicable organizational policies.

Health Department *[or lead response agency]*

- Develop or modify position descriptions.
- Recommend salary/pay level based on scope of work.
- Collaborate with Human Resources to post and recruit for the position.
- Determine essential functions that will continue, and which nonessential functions should be discontinued during the response.
- Solicit volunteers from partner agencies in coordination with Emergency Management and Public Health Emergency Preparedness. For example *[list appropriate partners]*.
- Provide regular updates to the Board of Health and Commissioners.
- Coordinate with other administrative *[i.e., departments, programs, or agencies]* to ensure normal essential services are continuing without interruption.
- Equitable and culturally responsive practices.
- Standardize interviews for all candidates to avoid unconscious bias in interview facilitation⁸.
- Don't rely on referrals for recruitment as data shows that it leads to a more homogenous workforce. Rather, leverage uniquely positioned partners and organizations to recruit a diverse workforce.
- Establish and maintain partnerships with community organizations, advocacy groups, local colleges, and universities (including HBCUs, Hispanic-Serving Institutions, Tribal Colleges and Universities, etc.) to build a more inclusive recruitment pipeline.
- Consider capability and potential rather than experience since diverse populations often do not have the same opportunities to obtain the experience that might be listed as a prerequisite on a job description even if they are equally as capable of doing the job.
- Build awareness within your organization of why diversity benefits an organization⁹.
- As the department is being augmented by new staff, provide guidance and manage day-to-day activities, as well as time and attendance.

Risk Management/Director of Nursing/Infectious Disease

- Provide subject matter expertise on *[insert state name]* – Occupational Safety and Health Administration's (OSHA) protections rules for all positions.
- Provide information on workman's compensation and liability protection for paid and volunteer staff (See [Appendix A: Authorities and References](#)).
- Assist with the identification of and evaluation of employee health and safety hazards for all positions.

⁷ Harvard Business Review "[9 Tips for Mastering Your Next Virtual Interview](#)"

⁸ Source Linked-In Talent Blog "[10 Ways to Reduce Interviewer Bias](#)"

⁹ Source Harvard Business Review "[Why Diverse Teams Are Smarter](#)"

- Advise on appropriate engineering and administrative control, and Personal Protective Equipment (PPE) to limit exposure to hazards for all positions.
- Distribute appropriate PPE to staff and provide advice on which PPE to purchase.
- Monitor overall health and wellness of staff during a response, including monitoring for outbreaks.
- Recommend appropriate vaccinations based on response activities and assist staff in acquiring vaccines as needed.

Information Technology Department

- Provide hardware and software technology support to all staff.
- Provide hardware and software technology to new staff.
- Assist in determining what information technologies may be required to support the response.

Emergency Management or Public Health Emergency Preparedness Program

- Support the identification, onboarding, pre-deployment, and deployment of emergency staff.
- Liaise between jurisdictional leadership, emergency operations center (EOC) staff, and other response partners to help determine staffing needs and request assistance.
- Provide or support staff trainings on emergency response activities and functions.
- Manage and recruit volunteers (e.g., MRC & Community Emergency Response Team (CERT)).
- Implement or support the implementation of Incident Command System (ICS) principles and practices as appropriate.

State Partners Agencies, Organizations

Office of the Governor

- Coordinate with **[choose most appropriate or all that apply: Emergency Management, Public Health or EOC]** using a remote liaison or sending a representative to the EOC to gather and disseminate information.
- Gather information regarding the support activities of response organizations and provide a briefing to **[choose most appropriate or all that apply: Emergency Management, Public Health, or EOC]** appointed contact via email, phone, or by participating in coordination calls.
- Help amplify community safety messages on social media accounts and through other communication channels.
- Assist in the identification or acquisition of available funding for the response.
- Deploy national guard when appropriate to provide surge support.
- Guide legislation for emergency response, including employee and volunteer specific legislation.

[Insert state name] Office of Emergency Management

- Coordinate and facilitate emergency planning with state emergency support functions and local emergency services agencies and organizations.
- Support the procurement of necessary supplies and equipment (e.g., PPE, response staging or operations areas, etc.) to protect the health and safety of staff and to support staff operations.
- Facilitate state and/or regional coordination calls.

[Insert state name] Office of Public Health

- Support statewide situational awareness of public health threats that impact communities and staff.
- Provide contact tracing, health education, and other surge support to local health departments.
- Support the identification of volunteers/volunteer organizations who can provide surge support.
- Provide technical assistance and training to local health department staff as needed.
- Support ordering of PPE to protect staff and other resources.
- Provide guidance on quantities and types of staff needed to support the response.
- Provide or assist in identifying funding sources that may support the hiring of surge staff.

[Provide name of state volunteer organization(s)]

- Coordinate with **[choose most appropriate or all that apply: Emergency Management, Public Health or EOC]** using a remote liaison or sending a representative to the EOC to gather and disseminate information.

- Gather information regarding the support activities of member organizations and provide a briefing to *[choose most appropriate or all that apply: Emergency Management, Public Health or EOC]* appointed contact via email, phone, or by participating in coordination calls.
- Help amplify community safety messages on social media accounts and through other communication channels.

[Provide name of state health association]

- When reasonable, provide legal consultation.
- Provide support with research and the identification of promising practices.
- Help amplify community safety messages on social media accounts and through other communication channels.
- Support the identification of volunteers/volunteer organizations who can provide surge support.
- Provide technical expertise and guidance related to threat and hazard response during public health emergencies.

Federal Agencies

Centers for Disease Control and Prevention (CDC)

- Provide guidance on surge staffing for public health emergencies.
- Manage grant and cooperative agreement funds that may support surge staffing for public health preparedness activities or public health emergency responses.
- Provide guidance on the types and use of Personal Protective Equipment for LHD personnel during emergencies.

Federal Emergency Management Agency (FEMA)

- Provide logistics support for and provision of Personal Protective Equipment for LHD staff and community healthcare providers, through the State Emergency Management Agency.

Other Essential Partners

Regional Health Care Coalitions

- Create plans, policies, and procedures for the augmentation of staff and support for LHD operations during public health emergencies.

Local Chamber of Commerce

- Provide assistance utilizing donated funding or recruiting staff or volunteers.

Local Businesses and Faith Based Organizations

- Provide donated supplies, equipment, and recruitment assistance to LHD during emergencies.

Local Emergency Planning Committee (LEPC)

- Support emergency preparedness and planning efforts with partnerships from local industry, elected officials, community groups, and/or municipal entities throughout *[insert jurisdiction name]*.

Colleges and Universities

- Provide support with research and the identification of promising practices.
- Help amplify community safety messages on social media accounts and through other communication channels.
- Support the identification of volunteers/volunteer organizations who can provide surge support.
- Provide technical expertise and guidance related to threat and hazard response during public health emergencies.

Emergency Staffing Process

This section provides promising practices for recruiting staff as well as step-by-step instructions for recruiting, onboarding, and preparing for mobilizing, deploying, and demobilizing staff.

Recruitment Activities

The recruitment process includes sharing the position opening with various networks (internally and externally), interviewing applicants, reviewing applications, and selecting the best candidate for the position. If *[insert jurisdiction name]* decides to recruit new employees, contractors, or volunteers to fill new/vacant roles, the following promising practices are recommended.

Promising Practices for Recruiting Employees

- Contract with a staffing agency to help fill a vacancy (particularly for non-specialized positions).
- Utilize partnerships with advocacy groups for recruitment.
- Use social media platforms to advertise positions and expand the reach of the position posting.
- Work with local nonprofits and colleges/universities to expand the talent pool search.

Promising Practices for Recruiting Contracted Staff

- Utilize contracting agencies to support short-term projects/activities.
- Leverage partnerships with advocacy groups for recruitment.
- Maintain a roster of former staff willing to work as paid contractors during surge events.

Promising Practices for Recruiting Volunteers

- Develop recruiting materials such as fact sheets, informational brochures, and recruitment flyers.
- Advertise the full scope of volunteer opportunities and scope of work.
- Emphasize the need for volunteers and the positive impact they have on communities.
- When speaking with possible volunteers, listen to why they value volunteering, what they hope to gain from the experience, and areas that bring them joy; then reflect to them why you feel this volunteer position is a good fit.
- Cultivate partnerships and relationships to build a recruitment network and develop ambassadors.
- Post links to volunteer opportunities on professional sites.
- Hold community education events or participate in community events to raise awareness of your volunteer opportunities.
- Show appreciation for existing volunteers through emails, phone calls, and certificates of appreciation.
- Work with other volunteer programs such as CERT and utilize existing volunteer resources.

Onboarding Activities

This section provides step-by-step instructions for onboarding staff and establishes responsible parties for each activity.

Employees & Contractors

These are specific recommendations for onboarding employees and contracted staff.

Activity	Responsible Party
Send an invitation to the chosen applicant to join the team with salary and benefit information.	<i>[Recommended Responsible Party: Human Resources]</i>
Once they accept the position, send the tentative employee or contractor the application(s) for a criminal background check, child abuse and neglect check, and/or fraud background check.	<i>[Recommended Responsible Party: Human Resources]</i>
Once they accept the position, send the tentative employee or contractor instructions for submitting their required immunization records (Hepatitis B, COVID-19, etc.).	<i>[Recommended Responsible Party: Human Resources]</i>
Submit background check paperwork to <i>[insert appropriate party (e.g., Sheriff's Department)]</i> .	<i>[Recommended Responsible Party: Human Resources]</i>
Communicate the outcome of the background check investigation(s) to applicant and document accordingly.	<i>[Recommended Responsible Party: Human Resources]</i>
Notify relevant management personnel of the new staff member's start date.	<i>[Recommended Responsible Party: Human Resources]</i>
Collaborate with finance/procurement personnel to ensure the necessary equipment (e.g., mobile phones, laptop computers, personal protective equipment, etc.) is ordered for use by new personnel.	<i>[Recommended Responsible Party: Hiring Manager]</i>
Notify staff responsible for preparing equipment (e.g., IT, badging department) of new equipment orders and start date of applicant.	<i>[Recommended Responsible Party: Hiring Manager]</i>
Ensure proper training is available for any equipment newly hired staff will be issued (e.g., fit testing for N95 masks).	<i>[Recommended Responsible Party: Hiring Manager]</i>
On their first day, provide the new employee with an onboarding checklist (e.g., equipment, system access, organizational policies and guidance, required and recommended trainings) (see Appendix F: New Employee Onboarding Guide).	<i>[Recommended Responsible Party: Hiring Manager]</i>

<i>[It is recommended that LHDs complete the template in Appendix F: New Employee Onboarding Guide.]</i>	
On their first day, introduce the new employee to staff they will be working with closely and continue to make introductions to other staff members throughout the week.	<i>[Recommended Responsible Party: Hiring Manager]</i>
Optional: Assign a peer buddy who can help orient them to the department/office.	<i>[Recommended Responsible Party: Hiring Manager]</i>
Review onboarding checklist with employee/contractor regularly to ensure items are being completed in a timely manner.	<i>[Recommended Responsible Party: Hiring Manager]</i>

Volunteers

These are specific recommendations for onboarding volunteers.

Activity	Responsible Party
Update and send volunteer onboarding email to newly recruited professionals (see Appendix C: Example Volunteer Onboarding Email).	<i>[Recommended Responsible Party: Volunteer Coordinator]</i>
Collect all required documentation from new volunteer: <ul style="list-style-type: none"> • Volunteer Application, • Signed policies/guidance/oath documents, • Application for a criminal background check, child abuse and neglect check, and/or fraud background check. 	<i>[Recommended Responsible Party: Volunteer Coordinator]</i>
Submit background check paperwork to <i>[insert appropriate party (e.g., Sheriff's Department)]</i> .	<i>[Recommended Responsible Party: Volunteer Coordinator]</i>
Communicate background check investigation outcome to volunteer and document accordingly.	<i>[Recommended Responsible Party: Volunteer Coordinator]</i>
Confirm the creation of a volunteer account <i>[link LHD ESAR-VHP or other credentialing software]</i> .	<i>[Recommended Responsible Party: Volunteer Coordinator]</i>
Check volunteer medical credentials and licensing status (as needed).	<i>[Recommended Responsible Party: Volunteer Coordinator]</i>
Coordinate date/time they will attend an upcoming volunteer orientation.	<i>[Recommended Responsible Party: Volunteer Coordinator]</i>
After the new volunteer has had access to their mandatory and recommended trainings for approximately a month, ask them to update their volunteer profile or ask them to send you a copy of their training certificates.	<i>[Recommended Responsible Party: Volunteer Coordinator]</i>

Pre-Deployment Activities

These are recommended steps for pre-deployment activities inclusive of staff transfer considerations, financing, identifying and tracking staff, and staff logistics and training.

Consideration for Transferring Existing Staff

If *[insert jurisdiction name]* decides to transfer existing staff to new roles/departments the following action items are recommended.

- Reassignment should be voluntary *[unless there is an established organizational policy]*. It is not recommended that the *[insert jurisdiction name]* require personnel to agree with the reassignment unless otherwise provided under law or regulation.
- Staff may be reassigned only to those locations covered under the public health emergency. Staff from an unaffected area of the *[insert jurisdiction name]* boundaries may be reassigned to the affected area of *[insert jurisdiction name]*.
- Staff should receive, at a minimum, just-in-time training, where applicable, upon reassignment.
- Staff should be provided with advanced notification of the change in a timely manner to allow for the transfer of existing work, as applicable, and prepare for any change in work location.
- Staff should be provided with all necessary supplies and/or equipment to carry out the reassigned duties.
- Staff should not be required to work outside of any existing scope of practice if the staff member is a licensed provider.

All Staff

Activity	Responsible Party
Finance the Response	
Establish a new event identifier.	<i>[Recommended Responsible Party: LHD Leadership or Delegate]</i>
Establish an administrative/human resources code for tracking personnel time specific to the response.	<i>[Recommended Responsible Party: Finance Lead / HR Lead]</i>
Determine if a funding source is available to support new hiring and management of staff (see Appendix B: Incident Funding Source Worksheet).	<i>[Recommended Responsible Party: LHD Leadership]</i>
Determine if existing funding will permit staff to reallocate time to the response (i.e., contact the state project office and request a contract addendum if needed).	<i>[Recommended Responsible Party: Finance Lead / Grants Lead(s)]</i>
Identify and Track Available Staff	
Identify the number of personnel needed to support the response.	<i>[Recommended Responsible Party: LHD Leadership]</i>
Send advisory/alert procedures to notify personnel that an incident has/will occur, and staff may be needed to support the response (see Appendix D: Advisory and Alert Messages (Pre-deployment)).	<i>[Recommended Responsible Party: HR Lead / Volunteer Coordinator]</i>
Determine which existing personnel are available to provide initial surge staffing.	<i>[Recommended Responsible Party: HR Lead / Volunteer Coordinator]</i>
Outline the activities to be conducted by the reassigned personnel and anticipated impacts.	<i>[Recommended Responsible Party: Program Managers]</i>
Identify staff qualified for needed positions. Considerations include scope of practice, skill set, and credentials needed for the response.	<i>[Recommended Responsible Party: Program Managers]</i>
Outline anticipated impacts that the temporary reassignment or personnel would have on programs.	<i>[Recommended Responsible Party: HR Lead working with Program Managers and LHD Leadership]</i>
Identify volunteers qualified for needed positions. Considerations include scope of practice, skill set, and credentials needed for the response.	<i>[Recommended Responsible Party: Volunteer Coordinator]</i>
Determine if the current public health workforce (personnel and volunteers) can adequately and appropriately address the emergency (see Thresholds for Activation). If not, seek assistance from other departments, hire additional staff, recruit additional volunteers, or contract staff.	<i>[Recommended Responsible Party: LHD Leadership]</i>
Implement a process for tracking attendance and recording time for personnel at each work location <i>[e.g., a sign in/out sheet at each location and a staffing/management lead verifying signatures or a software that tracks time and attendance]</i> .	<i>[Recommended Responsible Party: HR Lead]</i>
Begin demobilization planning (e.g., transitioning new hires for response activities to normal operations, archiving documentation, producing fiscal reports, providing employee assistance programs/other mental health and wellness resources, and disposal plan for hazardous material).	<i>[Recommended Responsible Party: LHD Leadership]</i>
Staffing Logistics	
Verify all medical credentials of deploying staff and volunteers. If a license is to expire soon (or within anticipated deployment date), flag for follow-up prior to expiration.	<i>[Recommended Responsible Party: HR Lead / Volunteer Coordinator]</i>
Assess transportation and parking at each site: parking availability, transportation assets (e.g., van/bus) needed, parking and mileage reimbursement, etc.	<i>[Recommended Responsible Party: Facilities Staff / Program Managers]</i>
Determine if meals will be provided for response staff. Note: It is recommended that meals be provided if food vendors or onsite refrigerators/storage are unavailable nearby.	<i>[Recommended Responsible Party: LHD Leadership]</i>
If providing food, determine how to assess dietary needs of staff.	<i>[Recommended Responsible Party: Program Managers or</i>

	<i>Delegates (e.g., Logistics Food Unit)]</i>
If providing food, determine food safety protocols that will be followed.	<i>CDC Food Safety</i> <i>[Recommended Responsible Party: Program Managers or Delegates (e.g., Logistics Food Unit)]</i>
Determine if lodging needs to be provided at or near the work locations. Note: Providing lodging is recommended if the site is remote and/or 50 miles from the staff's primary place of residence or more than 20 miles if staff are working 12+ hour shifts consecutively.	<i>[Recommended Responsible Party: Program Managers]</i>
Determine how to track and monitor staff's health during the response.	<i>[Recommended Responsible Party: HR Lead / Program Managers]</i>
Determine what proactive protection measures staff need for their assigned roles (i.e., personal protective equipment, immunizations, weather related considerations for excessive heat or cold).	<i>[Recommended Responsible Party: Emergency Preparedness Lead]</i>
Staff Training	
Develop a core just-in-time training curriculum that orients staff to: <ul style="list-style-type: none"> • The ICS structure, • Safety protocols and procedures, • Meeting cadence, • Time and attendance tracking requirements, • Activity log requirements, • Deliverables (e.g., Situation Reports, Incident Action Plans, etc.), • Specifics of the response including: the current situation, objectives expectations, and incident-specific policies. 	<i>[Recommended Responsible Party: Command Staff / Emergency Management]</i>
Develop section/team just-in-time training to orient team members to their specific duties.	<i>[Recommended Responsible Party: Section / Team Leads]</i>
Conduct skills assessments as needed for specific roles (e.g., vaccinators, case investigation, and administrative tasks).	<i>[Recommended Responsible Party: Program Management]</i>

Deployment Activities

These are recommended steps for deploying staff inclusive of finance and liability considerations, mobilizing the workforce, logistics and safety, training, and ongoing expectations.

Activity	Responsible Party
Finance & Liability Considerations	
Send periodic emails to all deployed staff with instructions on how to: <ul style="list-style-type: none"> • Track personnel time specific to the response, • Track expense specific to the response. 	<i>[Recommended Responsible Party: Finance Department]</i>
Confirm all personnel have had a background check.	<i>[Recommended Responsible Party: HR Department / Volunteer Coordinator]</i>
Verify all medical credentials of deploying staff and volunteers. If a license is to expire soon (or within anticipated deployment date), flag for follow-up prior to expiration.	<i>[Recommended Responsible Party: HR Department / Volunteer Coordinator]</i>
Confirm volunteer liability coverage once activated (Appendix A: Authorities & References or Emergency Law Inventory). Note: There may be laws enacted during an emergency that provide additional liability coverage for volunteers and other personnel.	<i>[Recommended Responsible Party: HR Lead/Legal Counsel]</i>

Mobilize Workforce	
Send activation messages to notify personnel of their response role and confirm their deployment logistics (see Appendix E: Activation Message (Deployment)).	<i>[Recommended Responsible Party: HR Lead & Volunteer Coordinator]</i>
Conduct risk assessments and address safety concerns during each operational period briefing. See ICS-215A .	<i>[Recommended Responsible Party: Safety Officer]</i>
Check-in Logistics & Safety	
If applicable, ensure all staff have been issued a volunteer badge and uniform (as applicable).	<i>[Recommended Responsible Party: Logistics Supply Unit Lead]</i>
Orient staff to daily sign-in and sign-out procedures.	<i>[Recommended Responsible Party: Planning Resource Unit Lead]</i>
Provide staff with a meeting calendar (e.g., situational briefings, safety briefings, daily shift change debriefs).	<i>[Recommended Responsible Party: Planning Resource Unit Lead]</i>
Provided necessary equipment (e.g., mobile phones, laptop computers, personal protective equipment, etc.).	<i>[Recommended Responsible Party: Logistics Supply Unit Lead]</i>
Show staff the facility and orient them to key areas (work location, meeting spaces, restrooms, kitchen/dining spaces).	<i>[Recommended Responsible Party: Planning Resource Unit Lead]</i>
If applicable, provide a parking pass or instructions for parking reimbursement.	<i>[Recommended Responsible Party: Planning Resource Unit Lead]</i>
If applicable, provide PPE and train staff on proper use (e.g., donning and doffing procedures).	<i>[Recommended Responsible Party: Safety Officer]</i>
If applicable, perform N95 fit testing.	<i>[Recommended Responsible Party: Safety Officer]</i>
If applicable, provide written policy for required immunizations and assessments, including disqualifying conditions, exceptions, and opt-out conditions.	<i>[Recommended Responsible Party: Safety Officer]</i>
If applicable, collect immunization records and health assessments. Provide staff referrals to receive required vaccinations. If resources allow, consider offering free screening and immunizations to staff's family members.	<i>[Recommended Responsible Party: Safety Officer]</i>
Provide staff with an overview of how to report accidents, injuries, and signs of stress or mental fatigue in coworkers.	<i>[Recommended Responsible Party: Safety Officer]</i>
Staff Training	
Provide staff with core just-in-time training curriculum that orients them to: <ul style="list-style-type: none"> • The incident command system structure/organizational chart, • Meeting cadence, • Shift change briefing requirements, • Time and attendance tracking requirements, • Activity log requirements, • Deliverables (Situation Reports, Incident Action Plans, etc.), • Specifics of the response, including the current situation, objectives, expectations, and incident-specific policies. 	<i>[Recommended Responsible Party: Section / Team Leads]</i>
Provide staff with cultural competency and harm reduction training specific to the incident.	<i>[Recommended Responsible Party: Section / Team Leads]</i>
Provide section/team specific just-in-time training to orient team members to their specific duties.	<i>[Recommended Responsible Party: Section / Team Leads]</i>
Conduct skills assessments as needed for specific roles (e.g., vaccinators, case investigation, and administrative tasks).	<i>[Recommended Responsible Party: Section / Team Leads]</i>
Provide position specific binder or other written instructions.	<i>[Recommended Responsible Party: Section / Team Leads]</i>

Ongoing Expectation	
Attend the situation and safety briefings.	<i>[Recommended Responsible Party: All Staff]</i>
Participate in shift briefing. See ICS-201 .	<i>[Recommended Responsible Party: All Staff]</i>
Maintain deployment roster for check-in and check-out.	<i>[Recommended Responsible Party: All Staff]</i>

Demobilization Activities

These are recommended steps for demobilizing staff inclusive of considerations for continuity of operations, staff logistics, staff wellness and safety, as well as After Action Reports and Improvement Plans.

Activity	Responsible Party
Continuity of Operations	
Determine which normal operations need to be resumed and prioritize the order in which they resume. Communicate these decisions to the Incident Command Staff.	<i>[Recommended Responsible Party: LHD Leadership]</i>
Determine the order in which incident command system roles will be demobilized.	<i>[Recommended Responsible Party: Incident Command Staff]</i>
Based on the order LHD Leadership wishes to restore normal operations, release key personnel essential to these functions. If needed, backfill the ICS position being vacated.	<i>[Recommended Responsible Party: Incident Command Staff]</i>
Staff Logistics	
Determine which staff need travel assistance back to their home location and communicate need to the Logistics Resource Unit Lead.	<i>[Recommended Responsible Party: Team Leader]</i>
Remind staff to return deployment specific resources to the Logistics Resource Unit Lead: technology, badges, uniforms, unused PPE, other equipment, and supplies.	<i>[Recommended Responsible Party: Team Leader]</i>
Remind staff to turn in all response related documentation not previously submitted to the Planning Section, Document Unit Lead.	<i>[Recommended Responsible Party: Team Leader]</i>
Staff Wellness & Safety	
Provide demobilizing staff with Employee Assistance Program information and information about other forms of mental health and wellbeing support being provided (e.g., peer support sessions, holding spaces, crisis support).	<i>[Recommended Responsible Party: Team Leader]</i>
Implement staff safe arrival checks if staff are traveling more than 50 miles to their home (e.g., request a tentative estimated time of arrival and request they call upon arrival to confirm they made it home safely. If a staff member does not check-in within 3 hours of their estimated time of arrival, call and verify they made it home safely).	<i>[Recommended Responsible Party: Team Leader, Safety Officer, or Designee]</i>
Call demobilized staff two to three weeks after their deployment has ended to inquire about how they are transitioning back into normal operations and offer support services.	<i>[Recommended Responsible Party: Team Leader, Safety Officer, or Designee]</i>
Send a thank you email to response personnel who have demobilized and thank those continuing to work on the response.	<i>[Recommended Responsible Party: LHD Leadership]</i>
After Action Reports/Improvement Plan	
Invite staff to participate in a hotwash session to debrief the incident. Multiple hotwash sessions may be needed with specific focus areas.	<i>[Recommended Responsible Party: Public Health Emergency Preparedness Coordinator or Designee]</i>
Provide staff with a copy of the After Action Report and ask them to provide recommendations on the areas for improvement. Improvement feedback can be collected via email, follow-up meetings, or survey.	<i>[Recommended Responsible Party: Public Health Emergency Preparedness Coordinator or Designee]</i>

Share Improvement Plan with staff and provide opportunities for them to support the implementation of the improvement plan.

[Recommended Responsible Party: Public Health Emergency Preparedness Coordinator or Designee]

Appendix A: Authorities & References

This section is a reference of all federal, state, and local authorities in place when this plan was finalized. The most up-to-date federal and state authorities can be located on the [Emergency Law Inventory](#) website.

Federal Authorities & References¹⁰

The following federal liability protections are available for responding personnel. Date last updated: September 8, 2022.

Statutes	Liability
<p>Liability: Foreign Firefighter Agreements 42 USCS 1856n-1 Firefighter</p>	<p>When the U.S. enters into an agreement with a foreign fire organization for aid during a wildfire, the party requesting aid must assume legal responsibility for the aiding party for acting or failing to act.</p>
<p>Liability: Public Health Countermeasure 42 USCS 247d-6d(a) Other medical professional, Volunteer / Other, Nurse, Physician, EMT, Government Public Health, Firefighter, Law Enforcement, Veterinarian, Dentist, Pharmacist, Social Worker, Mental and Behavioral Health Professional</p>	<p>When a public health emergency declaration is in effect, certain people will not be held legally responsible for loss related to the use of a countermeasure.</p>
<p>Liability: Volunteer 42 USCS 14503(a) Other medical professional, Volunteer / Other, Nurse, Physician, EMT, Government Public Health, Firefighter, Law Enforcement, Veterinarian, Dentist, Pharmacist, Social Worker, Mental and Behavioral Health Professional</p>	<p>A nonprofit or government volunteer who acts within the scope of their duties and are appropriately licensed or certified will not be held legally responsible for acting or failing to act. They can be held legally responsible if acting with extreme carelessness or intent to cause harm.</p> <p>This section does not apply to a volunteer operating a motor vehicle, vessel, or aircraft.</p>
<p>Liability: Food Donation 42 USCS 1791 Other medical professional, Volunteer / Other, Nurse, Physician, EMT, Government Public Health, Firefighter, Law Enforcement, Veterinarian, Dentist, Pharmacist, Social Worker, Mental and Behavioral Health Professional</p>	<p>An individual who, in good faith, donates foods or goods appearing to be wholesome to a nonprofit will not be held legally responsible regarding the nature, age, or condition of the donation. They can be held legally responsible if acting with extreme carelessness or intent to cause harm.</p> <p>This section also applies to a person who collection the donation of foods or goods.</p>
<p>Liability: Hazardous Waste Assistance 42 USCS 9607(d) Other medical professional, Volunteer / Other, Nurse, Physician, EMT, Government Public Health, Firefighter, Law Enforcement, Veterinarian, Dentist, Pharmacist, Social Worker, Mental and Behavioral Health Professional</p>	<p>An individual who provides care, assistance, or advice regarding the release, or threat of release, of a hazardous material will not be held legally responsible. They can be held legally responsible if acting with extreme carelessness.</p> <p>This section also applies to state and local governments aiding, assisting, or advising regarding a release of a hazardous waste.</p>
<p>Liability: Use of AED 42 USCS 238q Volunteer / Other, Government Public Health, Firefighter, Law Enforcement</p>	<p>An individual who uses, or attempts to use, an AED on a victim of a medical emergency will not be held legally responsible. They can be held legally responsible if they fail to notify emergency response personnel or they act with extreme carelessness.</p> <p>This legal protection does not apply to a licensed health professional working within the scope of their license or when an AED is used in a hospital or health care setting.</p>
<p>Liability: Intermittent Disaster Response Personnel 42 USCS 300hh-11(c) Other medical professional, Volunteer / Other, Nurse, Physician, EMT, Government Public Health, Firefighter, Law Enforcement, Veterinarian, Dentist, Pharmacist,</p>	<p>An intermittent disaster response personnel who acts within the scope of their appointment will not be held legally responsible for acting or failing to act. They can be held legally responsible if acting with extreme carelessness or intent to cause harm.</p>

¹⁰ Source [Emergency Law Inventory](#)

Social Worker, Mental and Behavioral Health Professional	
Liability: Cost of Care and Assistance 42 USCS 5160(b) Other medical professional, Volunteer / Other, Nurse, Physician, EMT, Government Public Health, Firefighter, Law Enforcement, Veterinarian, Dentist, Pharmacist, Social Worker, Mental and Behavioral Health Professional	An individual who provides care or assistance in response to a disaster or emergency will not be responsible for costs incurred by the U.S. for the care or assistance.
Liability: Federal Government 44 CFR 206.9 Other medical professional, Volunteer / Other, Nurse, Physician, EMT, Government Public Health, Firefighter, Law Enforcement, Veterinarian, Dentist, Pharmacist, Social Worker, Mental and Behavioral Health Professional	The federal government will not be held legally responsible for the performance, or failure to perform, a discretionary emergency management duty by an agency or employee.
License Reciprocity: Health Professional 42 USCS 1320b-5 Other medical professional, Nurse, Physician, EMT, Dentist, Pharmacist, Social Worker, Mental and Behavioral Health Professional	When an emergency declaration is in effect, the Secretary can waive licensing requirements for health professionals to be licensed in the state where the emergency has been declared if they have equivalent licensing in another state. The Secretary can also waive the requirement that patients be stabilized prior to being transferred if necessary due to the declared emergency and the requirement of obtaining the patient's consent to speak with family members. These waivers last until the end of the declared emergency or up to 60 days.
Workers' Compensation: Government Employee and Officer 20 CFR 10.5 Other medical professional, Volunteer / Other, Nurse, Physician, EMT, Government Public Health, Firefighter, Law Enforcement, Veterinarian, Dentist, Pharmacist, Social Worker, Mental and Behavioral Health Professional	A civil officer, government employee, or an authorized individual is entitled to workers' compensation if injured or killed while performing their duties.
Workers' Compensation: Intermittent Disaster Response Personnel 42 USCS 300hh-11(d) Other medical professional, Volunteer / Other, Nurse, Physician, EMT, Government Public Health, Firefighter, Law Enforcement, Veterinarian, Dentist, Pharmacist, Social Worker, Mental and Behavioral Health Professional	Intermittent disaster response personnel are entitled to workers' compensation when injured in the performance of their duty.

State Authorities & References¹¹

The following state protections are available for responding personnel: liability, license reciprocity, scope of practice, and workers' benefits. Date last updated: *[Insert Date]*

Statutes	Liability
<i>[Paste statute]</i> <i>[Paste relevant policy number(s)]</i> <i>[Paste applicable population(s)]</i>	<i>[Paste description of liability provided for applicable staff.]</i>
<i>[Paste statute]</i> <i>[Paste relevant policy number(s)]</i>	<i>[Paste description of liability provided for applicable staff.]</i>

¹¹ Source [Emergency Law Inventory](#)

<i>[Paste applicable population(s)]</i>	
<i>[Paste statute]</i> <i>[Paste relevant policy number(s)]</i> <i>[Paste applicable population(s)]</i>	<i>[Paste description of liability provided for applicable staff.]</i>

How to Input State Authorities

1. Open a website search application (e.g., Google Chrome, Internet Explorer, Firefox).
2. Type or insert the following website into your search bar: <https://emergencylawinventory.pitt.edu/>.
3. Hover your mouse over the “U.S. Jurisdictions” tab and select the appropriate state for your jurisdiction using the scroll-down menu.
4. Once your state is selected, a new page will appear. On this page, you can scroll down with your mouse to view all authorities. You can choose to view individual sections by clicking on relevant tabs: liability, license reciprocity, scope of practice, and workers’ benefits.
5. To view all statutes and liabilities, select the “Save as PDF” hyperlink located underneath the state name.
6. Insert all statutes into the table below through copying and pasting. See “How to Copy and Paste” instructions for more details.
7. *Note:* Formatting is not direct when copying text from the online PDF into the table below. It is recommended to copy and paste each individual statute and liability into the table below. Be sure to add or delete rows to the table as needed.
8. Update the “Date Updated” field to reflect the correct information.

How to Copy and Paste

1. Locate the text you wish to copy and move your mouse to the first word that you wish to copy. Click and hold while dragging your mouse to highlight all the text you wish to copy. You can also use the keyboard shortcut Control + A for PCs, or Command + A for Macs to select all, when appropriate.
 - *Note:* Do not click the plus ‘+’ sign when using keyboard shortcuts, instead hold down the keys discussed in sequential order to activate the command.
2. Copy the highlighted information by right clicking anywhere on the highlighted text and selecting “Copy.” You can also use the keyboard shortcut Control + C for PCs, or Command + C for Macs to copy all highlighted text.
3. Click into the document you are working in (e.g., Emergency Staffing Plan). Click your mouse into the space you would like to paste the new text.
4. To paste your highlighted text into your existing document, right click on the area you have selected in the document and select “Paste.” You can also use the keyboard shortcut Control + V on PCs, or Command + V for Macs to paste in the previously highlighted and copied text.

[Once the table is updated with the appropriate authorities, please be sure to delete all instructions before finalizing the document.]

Local Authorities & References

The following section includes Memorandums of Understanding (MOUs), Memorandums of Agreement (MOAs), and other agreements and projections established by ***[insert jurisdiction name]***.

[Insert or link to local MOUs/MOAs relevant to emergency staffing (e.g., employee or volunteer sharing agreements with neighboring jurisdictions)].

Appendix B: Incident Funding Source Worksheet

[Green italicized text within brackets [] are instructional and guide the writer in how to complete the document. Writers should complete this section when an emergency or disaster is anticipated or has occurred, allowing funding sources to be selected strategically based on the nature of the event.]

The following worksheet should be completed by the Finance Department in coordination with Program Managers to outline funding requirements and other details. The worksheet helps guide the expenditure of funds related to emergency response staffing (e.g., available funds to hire staff or contractors) as well as the procurement of other resources. It also outlines the constraints of the source funding and enables leaders to determine if a contract amendment should be requested.

FUNDING TITLE: *[Insert name of new or existing funding source being utilized for the response]*

FUNDING CODE: *[Insert assigned funding code]*

FUNDING SOURCE: *[Insert funding source (e.g., Federal Agency, State Agency, General Fund, etc.)]*

PURPOSE: *[Describe the stated purpose of the funding]*

FUNDING REQUIREMENTS:

Restrictions:

[Describe any restrictions that are attached to use of the funding such as limitations on what the funding can be spent on during the response (e.g., requirements to focus on geographic areas of populations experiencing disproportionate impacts.)]

Deliverables:

[Describe any activities that are required to be completed within each period of performance and how that progress will be measured.]

Performance Period: <i>[Insert start and end dates]</i>		
Invoice No.	Invoice Amount	Deliverables
<i>[Insert invoice number]</i>	<i>[Insert total dollar amount to be invoiced]</i>	<ul style="list-style-type: none"><i>[Insert Activity/Task/Deliverable]</i><i>[Insert Activity/Task/Deliverable]</i>

ALLOCATION METHOD:

[If applicable, describe how the funding will be allocated across any sub-awardees.]

REFERENCES:

[Insert any references that will support the completion of the funding deliverables.]

REPORTING REQUIREMENTS:

[If applicable, describe any reporting requirements for the funding to be completed by the awardee or sub-awardee.]

PROGRAMATIC CONTACTS:

[Input the name(s) of the individual or individuals responsible for managing the expenditure of the funding and achievement of the funding deliverables.]

REQUEST FUNDING SOURCE AMMENDMENT: *[Choose one: Yes/No]*

IF YES, DESCRIBE AMMENDMENT: *[Description]*

Appendix C: Example Volunteer Onboarding Email

[Green italicized text within brackets [] are instructional and guide the writer in how to complete the document.]

To: Volunteer

From: Volunteer Coordinator

Subject: Welcome & Volunteer Onboarding

Dear *[insert name]*,

Welcome to *[insert organization name]*! We look forward to working together and having you join the team! Your Point of Contact at the *[insert organization name]* will be *[insert point of contact name]*. Over the coming weeks we will be providing more information about ways you can get directly involved as a volunteer. To ensure all our volunteers have a safe, meaningful experience there are a few things we would ask that you do prior to your first volunteer activity. Below are the action steps necessary to prepare for your time as a volunteer with *[insert organization name]*.

Prior to your first volunteer experience:

1. Complete the *[select one: attached/linked]* volunteer application
2. Visit the volunteer registration platform and create your volunteer account *[link to [State ESAR-VHP](#) or other credentialing software]*.
3. Review the *[select one: attached/linked]* volunteer policies and guidance documents
4. Create or review your [family emergency plan](#) with your loved ones
5. Complete the *[select one: attached/linked]* background check process
6. Review and sign the volunteer code of conduct agreement
7. Let us know if you can attend our upcoming volunteer orientation on *[insert date, time, and location]*

During your time as a volunteer:

- Ensure up to date copies of immunization records are accessible as they may be requested prior to volunteer activities.
- Review/create a [family emergency plan](#). Having a family emergency plan can help ensure you and your loved ones are safe during emergencies and increases the likelihood you will be available to volunteer in times of need.
- Additionally, we recommend you review the following:
 - [MRC Core Competencies](#)
 - Information on liability coverage. See [Centers for Disease Control and Prevention \(CDC\) Public Health Emergency Law \(PHEL\) Online Course](#) (Unit 2)
 - [Cultural Competency Program for Disaster Preparedness and Crisis Response](#)

Volunteering can be an immensely rewarding experience and we look forward to your involvement in keeping our community safe and healthy! By completing the steps above, you have assisted us in keeping our volunteers prepared and ready to respond when the need arises. We thank you for the time and commitment you have made as a partner in keeping our community a wonderful place to work and live.

Appendix D: Advisory & Alert Messages (Pre-deployment)

[Green italicized text within brackets [] are instructional and guide the writer in how to complete the document. Writers should complete this section when an emergency or disaster is anticipated or has occurred, allowing messages to be crafted strategically, based on the nature of the event.]

Advisory Message

The following advisory messages can be used to inform staff of a possible future activation. The long message is meant to be distributed through email while the shorter messages can be distributed via text. The agency may choose to use one or both based on the incident.

Long Message (E-mail)

An event *[identify event] [choose one: may occur/has occurred]* that may require public health resources and support. This advisory message is intended to notify you of the potential need for additional personnel should a response become necessary.

If you are a manager or volunteer coordinator, please determine which personnel would be available for deployment if required on *[provide date/time]*. We are only collecting a list of available personnel and you are not required to activate any personnel at this time.

[Choose one or both: Staff/Volunteers], please prepared for a potential deployment. Determine your equipment and supply gaps, as well as review your personal/family emergency preparedness plan.

[Optional: Please acknowledge the receipt of this Advisory message by...] If you have any questions, contact the *[insert LHD emergency preparedness section name]* at *[insert phone number or email]*.

Short Message (Text)

An event *[identify event] [choose one: may occur/has occurred]* that may require the deployment of Public Health resources for up to *[include number]* days. If you are a *[choose one or both: staff/volunteer]* coordinator, please determine which personnel would be available for deployment.

Alert Message

The following alert messages can be used to inform staff of an imminent need for public health staff and resources. The long message is meant to be distributed through email while the shorter messages can be distributed via text. The agency may choose to use one or both based on the incident.

Long Message (E-mail)

An *[identify event/incident]* has occurred and the *[insert LHD emergency preparedness section name]* has been informed that public health resources and support are needed on *[provide date/time if known]*. At this time, the expected duration of this mission will be *[include expected number of days]* days.

Please begin to roster your *[choose one or both: staff/volunteers]* to determine availability for this mission and send information to *[insert LHD emergency preparedness section name]*. Rostering should be complete no later than *[provide date/time]*.

Be prepared to provide personnel and equipment gaps at the next conference call *[specify date/time/number/code]* and/or via email to *[specify name/position]* no later than *[provide date/time]*.

[Optional: Please acknowledge the receipt of this Advisory message by...] If you have any questions, contact the *[insert LHD Emergency Preparedness Section name]* at *[insert phone number or email]*.

Short Message (Text)

An *[identify event/incident]* has occurred and the *[insert LHD emergency preparedness section name]* has been informed that public health resources and support are needed. Please check your email/phone for further details. Thank you for your attention to this important information.

Appendix E: Activation Message (Deployment)

[Green italicized text within brackets [] are instructional and guide the writer in how to complete the document. Writers should complete this section when an emergency or disaster is anticipated or has occurred, allowing the message to be crafted strategically based on the nature of the event.]

Activation Message

The following activation messages can be used to inform staff they have been selected for a deployment role. The long message is meant to be distributed through email while the shorter messages can be distributed via text. The agency may choose to use one or both based on the incident.

Long Message (E-mail)

Thank you for agreeing to deploy in support of *[include mission name]*. Below you will find your activation and deployment instructions.

Mission Details

Purpose: *[Briefly describe the situation and the intended activities of the personnel]*

Duration: *[Provide length of mission (days)]*

Reporting/Staging Location: *[Provide reporting/staging address]*

Reporting/Staging Time: *[Provide time to report to location]*

Parking/Transportation: *[Provide details about parking and transportation]*

Point of Contact: *[Provide name, position, and phone number/email of person(s) responsible for receiving the resource(s) (e.g., their temporary supervisor)]*

Logistics: *[Provide food and lodging information, explain if not yet available]*

Recovery: *[Provide reminders to complete a daily activity log, keep receipts, utilize “responder support packet”]*

Attachments:

- Deployment packet with relevant [ICS forms](#)
- Job action sheet
- Safety plan
- Communications processes
- Check-in/check-out process
- Time coding instructions
- Latest Situation Report (SitRep)
- **Incident Action Plan**
- *[For volunteers, consider whether all materials are appropriate to share and tailor communication as needed for dissemination to the volunteers]*

Please be prepared to provide personnel and equipment gaps to your *[specify staff/volunteer leader name]* via *[include email/phone]* by *[specify date/time]*.

Thank you for your assistance in fulfilling this resource request. If you have any questions, contact the *[insert LHD emergency preparedness section name]* at *[insert phone number or email]*.

Short Message (Text)

Activation message. You have been activated to deploy for *[identify event/incident]* details. Deployment orders have been issued. Please check your email.

Appendix F: New Employee Onboarding Guide

[Green italicized text within brackets [] are instructional and guide the writer in how to complete the document. Program managers or their designees should customize the onboarding guide actions and trainings to meet their programmatic needs.]

Introduction

Welcome!

This *Onboarding Guide* includes reference materials and checklists that will help orient newly hired personnel to the mission, organization, policies, and activities of *[insert health department name]*.

New employees are expected to complete the activities included in the *Onboarding Guide*. Links to helpful guidance documents are included for reference. Please contact your supervisor if you have any questions or concerns while completing the activities in this *Onboarding Guide*.

Public Health Department Mission & Vision

[LHD provides departmental mission and vision statements.]

[Choose one: Division or Branch] Mission & Vision

[LHD provides division/branch mission and vision statements.]

Program Information

[LHD provides program description and relevant background.]

Administrative Requirements

Certain administrative requirements need to be completed within the first week of onboarding. Many of the tasks outlined below apply to the agency as a whole and a few are program specific. This section includes three sections: Equipment, System Access, and Organizational Policies/Guidance.

Equipment			
All Staff Requirements			
Action	Instructions	Notes	Status
Badge	<i>[Contact: Insert Name, Phone Number, Email]</i>	For additional information, see <i>[Insert Link]</i>	
Laptop	<i>[Contact: Insert Name, Phone Number, Email]</i>	For additional information, see <i>[Insert Link]</i>	
Cell phone	<i>[Contact: Insert Name, Phone Number, Email]</i>	For additional information, see <i>[Insert Link]</i>	
Parking permits	<i>[Contact: Insert Name, Phone Number, Email]</i>	For additional information, see <i>[Insert Link]</i>	
Program Specific Requirements			
Action	Instructions	Notes	Status
<i>[Program adds actions]</i>	<i>[Program adds instructions]</i>	For additional information, see <i>[Insert Link]</i>	
<i>[Program adds actions]</i>	<i>[Program adds instructions]</i>	For additional information, see <i>[Insert Link]</i>	

System Access			
All Staff Requirements			
Action	Instructions	Notes	Status
Timekeeping	Access Timekeeping System: <i>[Insert Link]</i>	For additional information, see <i>[Insert Link]</i>	

	Familiarize yourself with timekeeping policies, forms, and reference material. <i>[Insert link(s) to resources]</i>		
Printer setup	<i>[Describe setup process]</i>	For additional information, see <i>[Insert Link]</i>	
VPN access setup	<i>[Describe setup process]</i>	For additional information, see <i>[Insert Link]</i>	
Shared drive access setup	<i>[Describe setup process]</i>	For additional information, see <i>[Insert Link]</i>	
Voicemail setup	<i>[Describe setup process]</i>	For the voicemail script, see <i>[Insert Link]</i>	
Program Specific Requirements			
Action	Instructions	Notes	Status
<i>[Program adds actions]</i>	<i>[Program adds instructions]</i>	For additional information, see <i>[Insert Link]</i>	
<i>[Program adds actions]</i>	<i>[Program adds instructions]</i>	For additional information, see <i>[Insert Link]</i>	

Organizational Policies/Guidance			
All Staff Requirements			
Action	Instructions	Notes	Status
Review organizational charts	Review the organizational charts for <i>[insert relevant department, division, branch, etc. organizational chart links]</i> .	For additional information, see <i>[Insert Link]</i>	
Review staff contact list	Access and bookmark the staff contact list: <i>[insert link]</i> .	For additional information, see <i>[Insert Link]</i>	
Review health department website	Familiarize yourself with <i>[insert health department name]</i> website: <i>[insert link]</i> .	For additional information, see <i>[Insert Link]</i>	
Review common acronyms	Review and bookmark the <i>[insert health department name]</i> acronym list: <i>[insert link]</i> .	For additional information, see <i>[Insert Link]</i>	
Letterhead and fax cover sheet	Review and bookmark the electronic copies of letterhead and fax cover sheet for <i>[insert health department name]</i> . Familiarize yourself with policies related to the use of letterhead and fax cover sheets: <i>[insert link]</i> .	For additional information, see <i>[Insert Link]</i>	
Review employee handbook	Review and bookmark the employee handbook: <i>[insert link]</i> . Familiarize yourself with the following policies: safety policies, dress code, pay procedures, leave, probationary periods, vehicle use policy, and branding policy. Please bring questions to your supervisor.	For additional information, see <i>[Insert Link]</i>	
Review all internal forms	Familiarize yourself with the following forms. Please bring questions to your supervisor. <ul style="list-style-type: none"> • Purchase request form <i>[insert link]</i> • Meeting/conference request form <i>[insert link]</i> • Employee expense form <i>[insert link]</i> • Accident report form <i>[insert link]</i> 	For additional information, see <i>[Insert Link]</i>	

	<ul style="list-style-type: none"> Accommodation request form [insert link] Credit card acknowledgement form [insert link] Emergency contact form [insert link] 		
Program Specific Requirements			
Action	Instructions	Notes	Status
[Program adds actions]	[Program adds instructions]	For additional information, see [Insert Link]	
[Program adds actions]	[Program adds instructions]	For additional information, see [Insert Link]	

Training

The training section is divided into several segments to indicate when the training should be completed: within a week, within 1 month, within 3 months, as annual refreshers, and as recommended but not required courses. Unless otherwise noted, all courses are accessible online. When available, electronic copies of the certificate of completion should be emailed to your supervisor. Please save the certificate using the following file name convention: [First & Last Name]-[Date]-[Course Name].

Required and Recommended Trainings					
All Staff Requirements					
Due Dates	Topic	Description	Delivery	Duration	Date Completed
Within 1 Week	New Hire Orientation	This course introduces [insert jurisdiction name] , new hire paperwork, log-in information, employee portal, and the personnel policy manual.	[Insert course delivery method]	[Insert course duration]	
	Orientation to Public Health	This course provides learners with a basic understanding of the mission and functions of public health. Designed to orient newly hired support and technical staff to the field, the course consists of two parts. Part One introduces the mission and six obligations of public health. Part Two explains the ten essential services.	Self-paced study	1 hour	
	Foundations of Public Health Practice	This course provides the participant with an introduction to the foundations of public health.	Self-paced study	2 hours	
	[Insert jurisdictional HIPAA training requirements title]	[Insert jurisdictional HIPAA training requirements description]	[Insert course delivery method]	[Insert course duration]	
	[Insert jurisdictional Blood Borne Pathogen Safety training requirements title]	[Insert jurisdictional Blood Borne Pathogen training requirements description (e.g., "This course is designed for those who are at risk for on-the-job exposure to blood and other bodily fluids in the workplace. This course teaches staff how bloodborne pathogens are spread, how to avoid exposure and what to do if exposed to infectious material.")]	[Insert course delivery method]	[Insert course duration]	
Within 30 Days	Community Health Partnerships	This course describes the benefits of community partnerships, the principles of community engagement, community engagement models, and the importance of community partnerships in public health.	Self-paced study (no certificate)	[Insert course duration]	

	NIOSH: A Short Story	This course provides a brief history of the National Institute for Occupational Safety and Health (NIOSH) and OSHA and their role in our nation's workplaces. It also provides an awareness of current issues in occupational health and safety and preventive and control measures.	Self-paced study (no certificate)	1.0 hours	
	Continuous Quality Improvement for Public Health: The fundamentals	This two-module course provides participants with a basic understanding of continuous quality improvement (CQI) and provides guidance for leading quality improvement (QI) projects in public health departments.	Self-paced study	1.0 hours	
Within 3 Months	Independent Study (IS) – 100 Introduction to the Incident Command System	This course provides participants with a basic knowledge of the incident command system.	Self-paced study	4.0 hours	
	IS-200.C: Basic Incident Command System for Initial Response, ICS-200	This course describes the ICS organization appropriate to the complexity of the incident or event and how to use ICS to manage an incident or event.	Self-paced study	4.0 hours	
	IS-700.B: An Introduction to the National Incident Management System	This course describes the key concepts and principals underlying NIMS.	Self-paced study	4.0 hours	
	IS-800.D: National Response Framework, An Introduction	This course describes the national response framework.	Self-paced study	4.0 hours	
	The Messenger Chronicles Series	This course provides learners with an enhanced knowledge and competence of the four elements of controlled conversations.	Self-paced study	3.75 minutes	
	Exploring Cross-Cultural Communication	This course provides learners with an enhanced knowledge and competence in cultural beliefs, biases, and development of effective cross-cultural communication strategies.	Self-paced study	1.5 hours	
	Health Literacy & Public Health: Introduction	This course provides learners with an enhanced knowledge and competence in health literacy and its relationship to public health.	Self-paced study	1 hour	
	Addressing Health Equity	This course provides learners with an enhanced knowledge and competence in the root causes that shape health and health disparities and community health frameworks for addressing health equity.	Self-paced study	1.5 hours	
	Community Dimensions of Practice (Part I)	This course provides learners with an enhanced knowledge and competence on building relationships to improve the health of the community.	Self-paced study	1 hour	
	Community Dimensions of Practice (Part II)	This course provides learners with enhanced knowledge and competence in Community Engagement for Improving the Health of the Community.	Self-paced study	1 hour	
Annually Refreshers	<i>[Insert jurisdictional</i>	<i>[Insert jurisdictional HIPAA training requirements description]</i>	<i>[Insert course delivery method]</i>	<i>[Insert course duration]</i>	

	<i>HIPAA training requirements title]</i>				
	<i>[Insert jurisdictional Cultural Competency/Health Equity training requirements title]</i>	<i>[Insert jurisdictional Cultural Competency/Health Equity training requirements description (e.g., “This course explores causes of health inequity, increases awareness of health inequity, and promotes cultural competency and health equity in your community.”)]</i>	<i>[Insert course delivery method]</i>	<i>[Insert course duration]</i>	
	<i>[Insert jurisdictional Customer Service training requirements title]</i>	<i>[Insert jurisdictional Customer Service training requirements description (e.g., “This course provides guidance on best practices for customer service.”)]</i>	<i>[Insert course delivery method]</i>	<i>[Insert course duration]</i>	
	<i>Insert jurisdictional Emergency Response Plan and Continuity of Operations Plan Awareness training requirements title]</i>	<i>[Insert jurisdictional Emergency Response Plan and Continuity of Operations Plan Awareness training requirements description (e.g., “This course provides an overview of [insert jurisdiction name] ERP and COOP.”)]</i>	<i>[Insert course delivery method]</i>	<i>[Insert course duration]</i>	
Recommended (Not Required)	ICS 300 Intermediate Incident Command System	This course expands on basic ICS principals and the management of resources. It also provides an overview of duties of all positions and examples of how essential ICS principles are applied during incident and event planning. <i>[Look for offerings through state and local emergency management agencies]</i>	Classroom	2 days	
	ICS 400 Advanced Incident Command System	This course describes the application of area command and interagency coordination during complex incidents and events. The course emphasizes large-scale organizational development roles and relationships among primary staff, related planning, operational, logistic, and fiscal considerations. <i>[Look for offerings through state and local emergency management agencies]</i>	Classroom	2 days	
	Field Epidemiology	This course provides an overview of field epidemiology and the steps of an outbreak investigation. The course describes the context of field epidemiology and its relationship to epidemiology in general, and reviews some basic techniques typically used in data analysis in the field.	Self-paced study	1 hour	
	Introduction to Environmental Health Microbiology and Communicable Disease Control	This course provides learners with an enhanced knowledge and competence of cellular biology and the five microbial groups that are of significance to public health professionals.	Self-paced study	2-3 hours	
	Program Development and Evaluation	This course describes the basic steps of program development, including identifying the problem, planning, implementing, and evaluating the program. The latter part of the training explores	Self-paced study	1 hour	

		both formative and summative evaluation, and why these components are so critical to the process.			
	Doing A Lot with A Little: Economic Analysis in Public Health	This course discusses economic analysis in public health. Data needed to complete a cost-benefit analysis is outlined and participants are taken through the process of completing a cost-benefit analysis.	Self-paced study	1 hour	
	Mastering the Roles of Supervision	This course introduces the concept of the Competing Values Framework, describes the often-competing roles associated with being an effective supervisor, explains the levels of mastery of a skill, and provides strategies for assessing and monitoring your progress through the levels of supervisory mastery.	Self-paced study	2 hours	
	Key Aspects of Financial Management (No CE)	This course covers budgeting and some of the sources of revenue and expenditures associated with health services organizations, including those that provide clinical services. It provides a high-level introduction to Financial Management concepts and skills like managing a budget, and it will also expose you to financial performance improvement tools in more depth.	Self-paced study	<i>[Insert course duration]</i>	
	Public Health Law Academy	This course offers free, online training to provide an understanding of the basics of our legal system and the use of law and policy for improving population health outcomes. Topics include: <ul style="list-style-type: none"> • Intro to Public Health Law • Hot Topics in Public Health Law • Legal Epidemiology Administrative Law & Health Equity	Self-paced study	<i>[Insert course duration]</i>	
	Public Health Law Introduction Videos	This collection of videos for public health practitioners provides short introductions to public health law, core concepts for improving population health, and background on current topics.	Self-paced study	.75 hours	
	Public Health Law News	This subscription is for the Public Health Law News, a monthly public health law digest that includes announcements, news stories, case briefings, and more. New editions are sent out the third Thursday of every month and a special announcements-only edition is sent out the second Tuesday of every month.	News Subscription	N/A	

Public Health Newsletters

The public health newsletters listed below are available for free. Staff may choose to sign up and receive all or select newsletters based on their area of interest.

Free Public Health Newsletters	
Organization Name	Description
Agency for Toxic Substances and Disease Registry (ATSDR)	Per- and Polyfluoroalkyl Substances (PFAS) Progress newsletter.
American Public Health Association	Users may select up to 11 specific public health topic(s) of interest (i.e., emergency preparedness tips).
Association of State and Territorial Health Officials (ASTHO)	ASTHO subscribers can select “Public Health Weekly” updates and/or “Legislative Alerts.”
CDC Global Health	Worldwide updates are published in this newsletter.
CDC Newsroom: Week in Review	CDC journals, publications, articles, webinars, and more are featured in weekly newsletters. There are many categories of update(s) users can subscribe to; be sure to manage your subscriptions to view all the opportunities.
CDC’s Public Health Emergency Preparedness (PHEP) Program – Division of State and Local Readiness (DSLRL) Friday Update	CDC journals, publications, articles, webinars, and more are featured in weekly newsletters.
County Health Rankings & Roadmaps	Various webinars, program updates, podcast episode releases, etc. are available with this subscription.
Harvard T.H. Chan School of Public Health	Weekly, monthly, COVID-19 updates, and nutrition newsletters can be selected through this subscription.
John Hopkins School of Medicine	Various e-newsletters are available for subscription here.
National Association of County and City Health Officials (NACCHO)	Once you have a login for NACCHO, you can access newsletters that include conference(s), research, funding opportunities, and more.
Public Health Foundation	Various news, continuing education opportunities, and Immunization Partner Network information are provided in this briefing.
Robert Wood Johnson Foundation (RWJF)	Monthly newsletters that feature research news and other opportunities.
U.S. Food & Drug Administration	Subscribers receive important FDA news updates via email.
World Health Organization (WHO)	Though there are many subscription opportunities available, you may consider subscribing to “Health Emergency Highlights.”
<i>[Add relevant state and local newsletters]</i>	<i>[Insert description of state or local newsletter]</i>



www.naccho.org



The mission of the National Association of County and City Health Officials (NACCHO) is to improve the health of communities by strengthening and advocating for local health departments.

1201 I Street, NW, Fourth Floor • Washington, DC 20005

Phone: 202.783.5550 • Fax: 202.783.1583

© 2023. National Association of County and City Health Officials