



**COMMITTEE ON EMERGENCY
CLOSURE PROCEDURES
SPECIFIC TO
SEVERE WEATHER**

Final REPORT - April 22, 2014

Final Report

Committee on Emergency Closure Procedures Specific to Severe Weather

April 22, 2014

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Executive Summary

This report endeavors to provide senior leadership with the resources and information necessary to make informed decisions regarding the operational status of the University in the event of emergencies. The review of policies and procedures was specific to severe weather; however, the committee believes the recommendations will serve in any emergency event.

The University remained open during the severe weather of January 6-8, 2014, raising concerns by faculty, staff, students and parents regarding this decision. The committee was charged to conduct a review of current policies and procedures specific to severe weather and to develop decision-making criteria and procedures for future severe weather events.

Principles:

- The University places the highest value on the safety and wellbeing of its students, faculty, staff, patients and public.
- It is the policy of the University to remain open and not to “close” because of the critical services that are required to preserve both human and animal lives, maintain the physical infrastructure and to continue all operational services critical to students, faculty , staff, patients and to the public.
- The University reserves the right during an emergency to interrupt or reduce services to mitigate unreasonable risk or danger to our students, faculty, staff and patients.

The committee accounted for the complexity of University operations, including the academic, research and patient care missions. For the purposes of this report, the term “University community” will serve to describe all the students, faculty, staff, patients, visitors, parents, contractors and citizens with an association to the University. The recommendations were developed in alignment with our principles and values of stewardship and safety. We reviewed the criteria, policy, processes, assignment for decisions, and communication plan that were currently in place to address severe weather events and offer the following analysis and recommendations:

1. The current language referring to the University’s operational status in the Standard Practice Guide SPG 201.27, *Emergency Closure and Emergency Operations Reduction*, was reviewed. The committee recommends revising and renaming it “Emergency Reduction in Operations,” eliminating the term “closure.” Since it is the policy of the University to remain open and not to “close” because of the critical services that are required to be maintained this will provide clarity about the status of University operations during an emergency event.

2. The committee recommends that the Executive Director, Division of Public Safety and Security (DPSS), be responsible for the recognition and analysis of impending severe weather conditions. After assessment and consultation with appropriate resources, he/she should make a recommendation to the President for any reduction in operations, and be accountable for the implementation of the University’s Emergency Operations Plan.

3. In order to be able to reduce operations, the committee recommends all units must review and annually update their unit Continuity of Operations Plans and identify critical operations and critical employees. We have identified selected critical services in this report.

Critical services are those that are required to continue in times of reduction in operations in order to provide for the delivery of care to students and patients, protection of the health and safety of humans and animals, and provide security, police and regulatory services.

4. The committee recommends that any decision to reduce operations must take into consideration factors that may not affect all members of the U-M community. As an example, severe wind chills may be considered more significant to the campus-traversing student body population than to faculty and staff.

5. The committee recommends that any decision to reduce operations must take into consideration the issues identified in this report: academic calendar, class suspension policy, student life, attendance policies, etc. Our report includes an analysis of these issues and we recommend this be used by the Executive Director, DPSS, and the Incident Response Team (IRT) which he/she will call together for consultation, prior to making a recommendation to the President or designee, for a reduction in operations. For severe weather events, the IRT will include the Chief Health Officer and representation from the offices of the President, Executive Vice Presidents, Provost, Student Life, Human Resources, Communications, Health System and Facilities and Operations.

6. The committee recommends the University follow its current emergency communications plan that is housed in the Office of Public Affairs and Internal Communications. Communication prior to and during severe weather events requires messaging for multiple mediums and formats for the various audiences affected by the event. The UMHS communication office maintains and sustains a partnership and continuous coordination with the central office of communications.

7. The committee identified principles for pay provisions, and recommends the University Human Resources Policy Working Group, chaired by the Associate Vice President for Human Resources, be tasked with determining the appropriate options for pay provisions during a reduction in operations.

8. The committee recommends that University Human Resources' Work-Life Resource Center be designated to evaluate the work-life accommodations which could be made available to employees deemed critical in times of an emergency, such as sleeping accommodations, emergency ride program, matching program for child/elder care, ride-sharing, parking enforcement leniency, etc. The review should take into consideration costs, planning challenges, logistics, ownership and insurance provisions.

9. The committee recommends the findings and recommendations of this committee be shared in draft form with our communities of interest for their feedback, prior to finalization and broader communication to the wider University community.

Upon the approval of these recommendations, the University's Emergency Operations Plan Annex for Severe Weather will be revised to reflect these changes.

Charge of the Committee

The University remained open during the severe weather of January 6-8, 2014, raising concerns by faculty, staff, students and parents regarding this decision. The Committee on Emergency Closure Specific to Severe Weather was charged by Ora H. Pescovitz, Executive Vice President, Medical Affairs, Martha E. Pollack, Provost and Executive Vice President for Academic Affairs, and Timothy P. Slottow, Executive Vice President and Chief Financial Officer, to conduct a review of current policies and procedures specific to severe weather (*Appendix 1*).

The purpose of this committee was to review existing policies, practices, communication process, and procedures, including SPG 201.27, Emergency Closure and Emergency Operations Reduction, and the Emergency Operations Plan, and

(a) recommend criteria specific for severe weather closure and reduced operations, taking into account the complexity of University operations, including the academic, research and patient care missions. These recommendations should include:

- Identifying the decision criteria for emergency closure and reduced operations
- Recommending communication plans that provide advice and guidance for community members
- Reviewing the procedures as they relate to the different needs of the University's Ann Arbor campus and the Health System

(b) recommend a process to address the implications for other applicable emergency events.

Committee Report:

We reviewed all relevant policies, plans and procedures, read the compiled comments from our students, faculty, staff and parents in response to the weather events, and requested and received valuable input from experts in the Registrar's Office and the Provost's Office. We were guided by the following principles:

- The University places the highest value on the safety and wellbeing of its students, faculty, staff, patients and public.
- It is the policy of the University to remain open at all times in order to maintain our commitment to the community by providing services to students, faculty, staff, patients and to the public.
- The University reserves the right during an emergency to interrupt or reduce services to mitigate unreasonable risk or danger to our students, faculty, patients and staff.

We make the following analysis and recommendations, and our report is organized by the following:

1. Decision-Making Process for Reduction in Operations
2. Critical Services Necessary during Reduction in Operations
3. Considerations for Classes and Student Life during Reduction in Operations
4. Communication Plan for Severe Weather

1. Decision-Making Process for Reduction in Operations due to Severe Weather

The committee recommends that the responsibility for recognizing the risk of severe weather conditions belongs to the Executive Director, Division of Public Safety and Security (ED, DPSS). He/she will consult with the Incident Response Team (IRT) and recommend to the President, or designee, any action(s) deemed appropriate in response to the weather conditions. The President will make the final decision whether to reduce operations.

The following tools will be used in the consideration and response to Severe Weather:

1. Severe Weather Decision Flowchart (Appendix 2):

The Severe Weather Decision Flowchart describes the process to analyze the risk and the actions required if a decision is made to reduce operations.

2. Severe Weather Risk Status Conditions (Appendix 3):

The Severe Weather Risk Status Conditions assessment chart delineates the various weather conditions that pose a threat to life and/or property which are occurring, imminent, or highly likely. The following conditions are described: Snow accumulation, wind chills, ice, winds, thunderstorm, tornado, hail, flooding and heat. They are categorized in three levels:

- Condition Green - Forecasting in the observation mode
- Condition Yellow – National Weather Service Advisory or Watch status
- Condition Red – National Weather Service Warning status

The ED, DPSS and the IRT will use these conditions for guidance and discussion purposes only. The different levels represent an escalation of the condition, but do not imply any specific response or criteria for U-M decision-makers. The color coding correlates to county emergency management advisories.

3. Responsible, Accountable, Consulted and Informed (RACI) Chart for Severe Weather Events (Appendix 4):

The RACI Chart for Severe Weather Events—describes the University-wide roles, responsibilities and outcomes necessary to a Severe Weather event.

2. Critical Services Necessary during Reduction in Operations

It is the policy of the University to remain open and not to “close” because of the critical services that are required to preserve both human and animal lives, maintain the physical infrastructure and to continue all operational services critical to faculty, staff, students, patients and to the public.

The committee recommends the following guidance for defining critical services, critical employees, continuity of operations planning and roles and responsibilities of deans, directors, department heads and employees in order to enact a successful reduction in operations.

Critical services, also known as essential services in emergency situations, are defined as those services or activities required to provide for the full and complete delivery of care to students and patients; protection of the health and safety of humans and animals in research capacities; and all services of security, police and regulatory personnel. Critical services shall include those providing continuous access to buildings and grounds, communications, and indirect support such as building operations, preservation of infrastructure, utility systems, material procurement and certain contract and legal activities. **Critical employees** in these functional areas will be expected to report to work during emergency periods in accordance with their unit’s specific designation. See Examples of U-M Critical Services (Appendix 5).

The University uses **Continuity of Operations Planning (COOP)**, also known as Business Continuity Planning (BCP), as the logistical planning for how the University and its units will maintain critical services and operations as well as recover and restore interrupted services in the event of an emergency and/or extended disruption. Templates for Continuity of Operations Plans in the Health System & Medical School and for non-Health System units can be obtained from DPSS. DPSS will ensure guidance is provided to each unit as plans are developed.

Critical Needs, Roles and Responsibilities Defined

The University needs to communicate the critical needs, roles and responsibilities to the faculty and staff and the committee recommends annual communication of these requirements.

Deans, Directors and Department heads must be prepared for the potential reduction in operations with reduced staff by determining what functions are critical and designating the appropriate employees as critical or non-critical. They should ensure their continuity of operations plan is reviewed annually and that employees are aware of their roles and expectations. See Critical Needs, Roles and Responsibilities (Appendix 6).

The expectations for critical and non-critical employees can be found in Appendix 6. These responsibilities should be reviewed annually. The committee recommends that the University authorize the use of the draft Critical Employee Designation Letter (Appendix 7).

Timeline for Continuity of Operations Planning (COOP) Review

The committee recommends that the University establish the timeline for units to review their COOP plans. By November 30, 2014, units should identify critical services and staff within their operations. This information should be reported to the Division of Public Safety and Security, Emergency Management, for recordkeeping and information purposes. Provided by DPSS, units

should also begin to develop unit specific COOP plans, in consultation with the staff in DPSS, Emergency Management.

3. Considerations for Classes and Student Life during Reduction in Operations

The committee reviewed the following issues and recommend they be addressed in the decision-making process if class suspensions are being considered. See the full list of issues and recommendations within Considerations for Classes and Student Life (Appendix 8).

Academic Calendar

- Number of class hours necessary: Accreditation requires 64 class days and a minimum of 13 class meetings for each day of the week. Financial aid requires 14 weeks of classes. There are several factors which preclude not adding days to the end of the semester.
- Travel Issues: Carefully consider travel issues at the beginning of a term or following a break. Consider regional and national travel disruptions. Move-in or move-out dates may be significant.
- Attendance Policies: Late arrivals: it is essential that students not fear penalty for missing classes due to weather-related travel delays.
- Study days might not require “class suspension,” but other communications may be needed.
- Exam days: Suspension on exam days would cause rescheduling problems: commencement activities, grading, etc.
- Deadlines: Communicate clearly the impact (or lack of impact) for drop/add, withdraw, and other deadlines, i.e. most university business can be completed online, but any deadlines during or near suspended class days should be specifically addressed one way or the other.

Central Decision-making

- Faculty: Provide guidance to faculty to be lenient on class attendance due to weather-related travel delays, or for students with children who may need to miss class due to local school district or daycare center closures.
- Other calendars: The schools of dentistry, business, law, social work, and medicine and the College of Pharmacy have different academic calendars.
- Events: On days classes are suspended, determine whether events are or are not included in the decision.
- Local Transportation: Consideration should be given to increased expansion and scheduling of campus bus transportation.

Continuity

- Technology: Distance learning might provide an alternative to suspending classes.
- Personal safety: If students are advised to make personal decisions regarding travel in or exposure to hazardous conditions, it is essential that students not fear penalty for missing classes.
- Special needs: In the same manner as with religious holidays, faculty should receive a strong message to allow class make-up for students with injuries/disabilities during times of extreme weather, which could create additional mobility concerns.

4. Communication Plan for Reduction in Operations

The committee recommends the University follow its current emergency communications plan that is housed in the Office of Public Affairs and Internal Communications. The communication plan outlines and encompasses messaging for multiple mediums and formats for the various audiences affected by an event.

The following represents some of the essential elements of the Communication Plan:

Communication strategy

- The details surrounding any one severe weather event are unique. Variables such as time, location and intensity may differ widely.
- With severe weather, the primary guiding principle is the safety and wellbeing of students, faculty and staff.

Expectations and responsibilities

- If a decision is made to reduce operations or suspend classes, students and employees can expect to be notified as early as possible thereafter.
- Notification of reduction in operations or suspension of classes can come through a variety of official university platforms including, but not limited to: UM Emergency Alerts, U-M Gateway website at umich.edu (various levels of severity), email, Twitter (@umich, @UMPublicAffairs), Facebook (UM), UM Emergency Call Center (phone number and email to be published at the time), digital signage, university operators, local radio stations and other media outlets.
- Because of its clinical care mission the University of Michigan Health System may have expectations for its employees for severe weather that may differ from campus. UMHS has a robust internal communication system that they manage for emergencies. The UMHS communications office works in partnership and continuous coordination with the central communications office.
- Units should review annually their unit-specific COOP plan to ensure the accuracy of contact information for their employees and be prepared to use communication means to provide unit-specific direction for their employees to follow.

The University's communication response team, chaired by the public affairs director, can assist the public affairs office with managing long term or extreme weather events. Team members include communication professionals from: DPSS, Human Resources, Housing, Campus Information Center, UM Emergency Call Center, Health System, central communications etc. Additional individuals specifically from schools and colleges are added based on the type or location of the emergency.

Appendices:

1. Charge Document of the Committee on Emergency Closure Procedures
2. Severe Weather Decision-Making Flowchart
3. Severe Weather Risk Status Conditions
4. RACI Chart for Severe Weather Events
5. Examples of U-M Critical Services
6. Critical Needs, Roles and Responsibilities during Reduction in Operations
7. Draft Critical Employee Designation Letter
8. Considerations for Classes and Student-Life in Decision-Making For Severe Weather Events
9. Approaches for Pay Provisions during Reduction in Operations
10. Final to SPG 201.27, Emergency Reduction in Operations

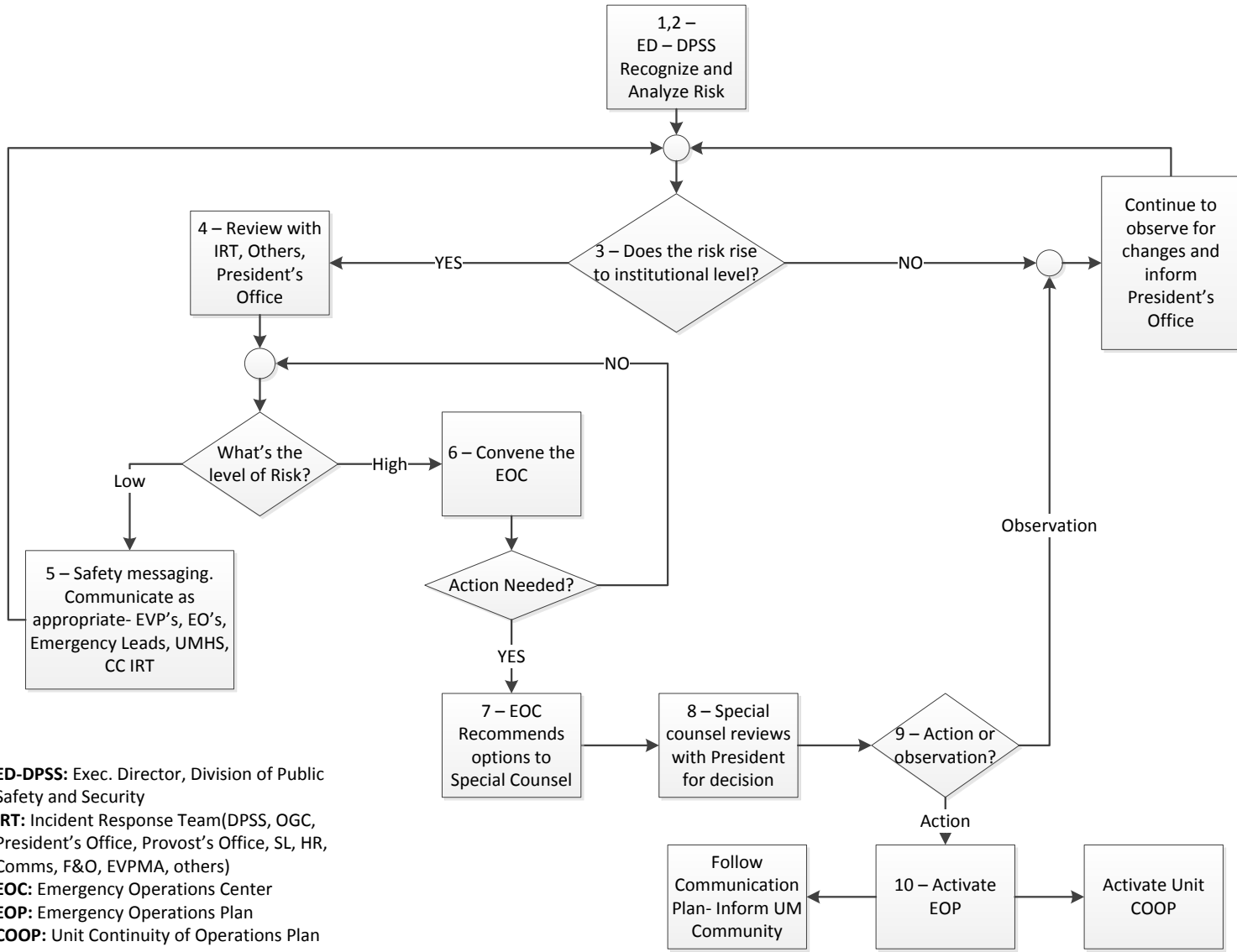
Final Report
APPENDIX 1 – Charge of the Committee

| | |
|--------------------------------|--|
| Committee | Committee on Emergency Closure Procedures Specific to Severe Weather |
| Sponsorship | Ora H. Pescovitz, Executive Vice President for Medical Affairs Martha E. Pollack, Provost and Executive Vice President for Academic Affairs Timothy P. Slottow, Executive Vice President and Chief Financial Officer |
| Background | <p>It is important that the University promote a safe environment for members of the University community while meeting our commitments to the academic, research, patient care and service missions. For this reason U-M needs to have in place clear guidance on decision making and procedures for emergency events.</p> <p>The University remained open during the severe weather of January 6-8, 2014. There were many concerns raised by faculty, staff, students and parents regarding this decision. A review of our current policies and procedures specific to severe weather is warranted to ensure they are in alignment with our principles and values of stewardship and safety.</p> |
| Charge of the Committee | <p>The purpose of this committee will be to review existing policies, practices, communication process, and procedures, including SPG 201.27, Emergency Closure and Emergency Operations Reduction, and the Emergency Operations Plan, and</p> <p>(a) recommend criteria specific for severe weather closure and reduced operations, taking into account the complexity of University operations, including the academic, research and patient care missions. These recommendations should include:</p> <ul style="list-style-type: none"> • Identifying the decision criteria for emergency closure and reduced operations • Recommending communication plans that provide advice and guidance for community members • Reviewing the procedures as they relate to the different needs of the University’s Ann Arbor campus and the Health System <p>(b) recommend a process to address the implications for other applicable emergency events.</p> |
| Scope and Boundaries | <p>The Committee is to make recommendations for Severe Weather events and emergency closures in the areas of policy, practice and communication. The issues for consideration and review are:</p> <p>Policy Emergency Closure Reduction in Operations Suspension of Classes Attendance and Drop-Add Class protocol Severe Weather: Thunderstorm watch and warning; tornado watch and warning; winter storm watch and warning; winter travel bulletin; extreme heat; wind chill advisory, wind chill warning, flood warning, etc. Critical Services Other Services Critical Personnel Other Personnel Campus and Health System Operations Pay Provisions Emergency Operations Plan Social justice for all pay levels</p> |

Final Report
APPENDIX 1 – Charge of the Committee

| | |
|-------------------|---|
| | <p><u>Operations</u> Various sources necessary to inform decision (NWS, DPSS, etc.) Criteria for Decision Decision Team Membership Identify calibration triggers – such as an event occurring at a unique point in the academic calendar Notification process UM Emergency Alert Communications outlets Implementation Continuous monitoring in an ongoing event Required Decision updates Systems to support work-life issues for critical and non-critical staff</p> <p>Ongoing Execution Needs Unit Continuity of Operations Plans Communication Plan FAQ/Talking Points</p> |
| Membership | <p>Laurita Thomas, Chair, Associate Vice President for Human Resources Laura Blake Jones, Dean of Students Deborah Childs, Chief Human Resource Officer, University of Michigan Health System Kelly Cunningham, Director of Public Affairs Tony Denton, Chief Operating Officer, University of Michigan Hospital and Health Centers Jeff Desmond, Associate Professor of Emergency Medicine, Medical School Lowell Hanson, Associate Director of Facilities Maintenance Rex Holland, Professor of Dentistry and Professor of Cell Developmental Biology, Medical School, SACUA David Lampe, Executive Director, Strategic Communications, U-M Office of Research Frank Marsik, Associate Research Scientist, Atmospheric, Oceanic and Space Science, COE Dave Masson, Deputy General Counsel Tom Peterson, Associate Director for Operations and Support Services, UMHC Laura Rozek, Assistant Professor of Environmental Health Science, SPH, and Assistant Professor of Otolaryngology-Head and Neck Surgery, Medical School Drew Steding, Assistant Director, Campus Information Center, Voices of the Staff Peter Sweatman, Director, UM Transportation Research Institute (UMTRI) Eddie Washington, Executive Director, Division of Public Safety and Security Chris Whitman, Vice Provost for Academic & Faculty Affairs Robert Winfield, Chief Health Officer</p> <p>The Committee may choose to establish concurrent subcommittees</p> |
| Staff | <p>Andy Burchfield, Director, Emergency Management Kathleen Donohoe, Associate Director, University Human Resources Dyan Jenkins-Ali, Senior Project Manager, University Human Resources Jackie Earles, Executive Assistant to Laurita Thomas</p> |
| Timeline | <p>January, 2014: Discussions and Committee meetings begin April, 2014: Draft recommendation due to Committee Sponsors</p> |

Severe Weather Decision Flowchart



For Guidance and Discussion Purposes only – not for Decision-making criteria

| APPENDIX 3 - RISK STATUS CONDITIONS | OBSERVATION | CONDITION YELLOW | CONDITION RED |
|--|---|---|---|
| Winter Precipitation Events | | | |
| Snow accumulation | < 6" | 6 - 10" | > 10" |
| Wind Chills | < -15 F | Between (-) 15 -24 F | Below (-) 25 F |
| Ice | | | |
| <u>Driving Conditions</u> | Roads are snow and/or ice covered. Hazardous driving conditions are possible with traffic moving at reduced speeds. | Hazardous driving conditions exist with heavy snow and/or ice, drifting, and limited visibility. Traffic is moving at reduced speeds with major highways being maintained in fair condition, but local roads may be impassable. | Very hazardous driving conditions exist on major highways with heavy snow and/or ice, severe drifting and extremely limited visibility. The majority of local roads are impassable. Motorists are urged not to drive. |
| <i>Mitigators: Snow Removal, Salting, Safety of roads per law enforcement, Distance to be traveled, Speed of travel, Daylight conditions</i> | | | |
| <u>All Season Events</u> | | | |
| Winds (NWS) | < 30 mph | Advisory: >30 mph or wind gusts >45 mph | Warning: >40 mph or wind gusts >58 mph |
| Thunderstorm | | NWS Watch | NWS Warning |
| Tornado | | NWS Watch | NWS Warning |
| Hail | | Greater than 0.5 inch in diameter | Greater than 1 inch in diameter |
| Flooding | | Localized, urban and small stream flooding | Widespread flooding and roadway closures |
| <i>Mitigators: Availability of alternative routes</i> | | | |
| Heat | | Heat Index 90-100 | Heat Index > 100 |
| <u>DATA AND INFORMATION RESOURCES</u> | | | |
| City, County and State Emergency Managers | | | |
| Washtenaw County Emergency Operations Center | | | |
| State Police Emergency Operations Center (including Ohio) | | | |
| Local Police Officer reports | | | |
| NOAA National Weather Service | | | |
| Michigan Department of Transportation (MDOT) | | | |

| Decisions/Actions | President | Special Counsel to the President | ED DIRS | Chief Health Officer | CEO | Provost | IRT, CHD plus other relevant partners | EW-MA | VP-SL | VP-CC | VP-Communications | VP-Research | VP-Secretary | VP-Development | Chancellor-Fin | Chancellor-Relations | A.U. | Director Emergency Management | AVP-EM | Emergency Liaison/Management | Emergency Liaison/CFE | Emergency Liaison/Process Office | Emergency Liaison/EW/MS | Emergency Liaison/ES&S | Public Affairs | Emergency Liaison/Students/Life | Office Director, Dispa. Heads | |
|---|-----------|----------------------------------|---------|----------------------|-----|---------|---------------------------------------|-------|-------|-------|-------------------|-------------|--------------|----------------|----------------|----------------------|------|-------------------------------|--------|------------------------------|-----------------------|----------------------------------|-------------------------|------------------------|----------------|---------------------------------|-------------------------------|--|
| | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | | | | | | | | | | | | | | | | | | |
| 1 Recognize Risk | | | A | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2 Analyze Risk | | | A | | | | | | | | | | | | | | | | | | | | | | | | | |
| 3 Assess Level of Situational Risk | | | A | | | | | | | | | | | | | | | | | | | | | | | | | |
| 4 Review with IRT/others, then President | A | R | A | R | R | R | R | R | R | R | | | | R | | | | | | | R | | | R | | | | |
| 5 Low risk - Communicate safety messages | | | A | I | I | I | | I | I | I | A | I | I | I | I | I | I | | | | I | I | I | I | R | I | I | |
| 6 High risk - Convene EOC | | | A | | | | | | | | | | | | | | | | | | R | R | R | R | R | R | R | |
| 7 EOC recommends options to Special Counsel | | | A | | | | | | | | | | | | | | | | | | | | | | | | | |
| 8 Special Counsel reviews with President | A | R | A | | | | | | | | | | | | | | | | | | | | | | | | | |
| 9 Outcome - Decision or Observation? | A | I | R | I | I | I | | | I | I | I | I | I | I | I | I | I | R | I | I | I | I | I | I | I | I | I | |
| 10 Reduce ops? Activate EOP | A | | A | R | R | R | R | R | R | R | R | R | R | R | R | R | R | R | R | R | R | R | R | R | R | R | R | |

NOTE: RACI Definition
R - RESPONSIBLE - "The implementors" - Individuals who are responsible for execution/implementation of a decision/action. R's can be shared.
A - ACCOUNTABLE - "The buck stops here." Sponsor e.g Individual who is ultimately accountable for the decision/action
C - CONSULTED - "In the loop" - individual consulted prior to a final decision action is taken; two-way communication
I - INFORMED - "Keep in the picture" - the individual who needs to be informed after a decision or action is taken.

Examples of Critical Services at the University of Michigan

In an effort to provide additional clarity in determining critical services, units should consider the following:

- Does the unit have a 24/7/365 response operation?
- What unit practices are followed within the unit during season days?
- What unit practices are followed over weekends?
- What unit practices are followed during a holiday?

Each unit shall determine what is in the best interests of their operations and the impact their operations have on the university overall.

Note - Critical services may be provided by an entire unit or specific areas within a unit. This list is not exhaustive and is intended to provide general overview only.

| Unit | Portion of Unit Required to Report |
|--|--|
| Hospitals and Health Centers <i>Important Consideration: UMHC has locations in various parts of the state; therefore local conditions must be evaluated</i> | Direct Patient Care Providers Support Services Departments (e.g., Pharmacy, Food Service, Entrance Services, Material Services, Environmental Services, MCIT support for clinical IT systems, etc.) |
| Plant Operations | All |
| Division of Public Safety and Security | All |
| Occupational Safety and Environmental Health | All |
| Parking and Transportation Services | Transit Operations Fleet/Bus Maintenance Operations Parking Maintenance Operations |
| U-M Office of Research | Animal Care and Husbandry |

APPENDIX 6 – Critical Needs, Roles and Responsibilities during Reduction in Operations

Critical Needs, Roles and Responsibilities during Reduction in Operations:

| Critical Needs, Roles and Responsibilities | | | | | | | | | | | | | | | | | | | |
|--|-----------------------------------|--|--------------------------|---|---|--|--|-----------------------------|---------------------------------|--|---|---|---|--------------------------------------|---|---|--|--|--|
| Functional Area | Register for UMI Emergency Alerts | Become familiar with UMI Emergency Closure SPG | Develop a Unit COOP Plan | Account for Alternative Work Arrangements | Review/revise Unit Continuity Plans at least Annually | Train and Exercise Employees on COOP and Unit Expectations | Make Travel Arrangements and Contingency Plans for Home Life | Report for Scheduled Shifts | Be familiar with Unit COOP Plan | Be Prepared to remain at Work Beyond Scheduled Hours | Be Prepared to Work Previously Scheduled Time Off | Be Prepared to Work Job Duties Outside of Normal Day to Day | Monitor UMI Gateway and Local Media for updates on Operating Status | Adhere to Established Unit COOP plan | Consult with Supervisor Before Leaving Work Early Due to Severe Weather | Designate Whether Unit Employees are Critical or Non-Critical | In Extreme Circumstances be Prepared to call Back Non-Critical Staff for Support | | |
| Deans, Directors and Department Heads | ● | ● | ● | ● | ● | ● | | | | | | | ● | ● | | ● | ● | | |
| Critical Employees | ● | ● | | | | | ● | ● | ● | ● | ● | ● | ● | ● | ● | | | | |
| Non-Critical Employees | ● | ● | | | | | | | | | | | ● | ● | ● | | ● | | |

● = Required Task

Critical Employee Designation Letter

This letter is to inform you that in the event of a University emergency, including a public health emergency, suspension of academic classes, or during weather-related university closings, the Executive Director of XXXXXXXXXXXX has designated your position as critical. The work of XXXXXXX allows for the continuance of patient care, student housing, animal husbandry, utility distribution, snow removal, debris removal, and other critical infrastructure support.

Critical employees could be reassigned as necessary to support other critical campus operations. Employees who may not be able to report at their scheduled work time should contact their supervisor to check the feasibility of working modified hours. During an emergency, having staggered work shifts may actually be of significant benefit.

[SPG 201.27 - Emergency Closure and Emergency Operations](#) outlines provisions regarding compensation for critical employees.

To ensure the safety and health of your household/family while working during an emergency, please visit www.ready.gov or www.pandemicflu.gov for information regarding emergency preparedness. If there is any reason that you would not be able to serve as a critical employee during an emergency situation (for example, you have a chronic illness, you care for a chronically ill child or spouse, or you become ill) please contact your supervisor immediately.

The below employee works for the University of Michigan - XXXXXXX. In the event of a university emergency, including a public health / communicable disease emergency, suspension of academic classes, or during weather-related university closings, this employee has been designated as critical and needs to report to work as scheduled.

Employee Name UMID

Department

Signed by,

Executive Director

APPENDIX 8 - Considerations for Classes and Student-Life in Decision-Making for Severe Weather Events

Considerations for Classes and Student Life in Decision-Making for Severe Weather Events

The following are recommended issues and considerations for class suspension decisions due to severe weather or other major events:

Academic Calendar

1. Number of class hours: Accreditation requires 64 class days. A typical semester has 3 – 4 spare days scheduled.
 - a. There must be a minimum of 13 class meetings for each day of the week.
 - i. Using a study day as a make-up class day could provide an alternative to missed class time
 - b. Consider financial aid implications if the beginning or end of term changes – at least 14 weeks of classes are required.
 - c. It is best to not add days to the end of a semester
 - i. Extension of current appointments beyond specified end dates may require LEO bargaining.
 - ii. Student housing, including added housing fees, puts additional burden on students as well as disrupts move-in/out days, conferences, camps, and other events.
2. Travel Issues: Carefully consider travel issues at the beginning of a term or following a break. These time periods include: fall break (October); semester break (December/January); Winter/Spring Break (February-March).
 - a. Consider regional and national travel disruptions for faculty, staff, and students that include airport delays/closures; bus/train service disruptions; and closed highways.
 - b. Student government has contracted AirBus service return to campus from the Detroit Metro Airport, which would delay large numbers of students should weather conditions disrupt its service.
 - c. Impact to student move-in or move-out days may be significant. Halls may open ahead of class start dates, but many students return the night before classes begin.
3. Attendance Policies:
 - a. Late arrivals: It is essential that students not fear penalty for missing classes due to weather-related travel delays.
 - i. Relax first day attendance policies for all students.
 - ii. Issue specific instructions for handling wait-list procedures.
 - iii. Encourage faculty members to provide accommodations, such as make-up assignments or post the day's lecture online.
4. Study days might not require “class suspension,” but other communications may be needed.
5. Exam days: Suspension on exam days would cause rescheduling problems: commencement activities, grading, etc.
6. Deadlines: Communicate clearly the impact (or lack of impact) for drop/add, withdraw, and other deadlines, i.e. most university business can be completed online, but any deadlines during or near suspended class days should be specifically addressed one way or the other.

APPENDIX 8 - Considerations for Classes and Student-Life in Decision-Making for Severe Weather Events
Central Decision-making

1. Faculty: Provide guidance to faculty to be lenient on class attendance due to weather-related travel delays, or for students with children who may need to miss class due to local school district or daycare center closures.
2. Local Transportation: Consideration should be given to increase expansion and scheduling of campus bus transportation.
3. Other calendars: The schools of dentistry, business, law, social work, and medicine and the College of Pharmacy have different academic calendars.
 - a. Programs with clinical requirements often have complicated schedules such that some courses conduct the equivalent of several class days in one day, magnifying the impact of suspension and further complicating make-up days.
4. Events: On days classes are suspended, determine whether events are or are not included in the decision.
 - a. Co-curricular activities; required student attendance at seminars, guest lectures, etc.
 - b. Evening performances or other events
 - c. New/prospective student programs when attendees may have already traveled to campus
 - d. Events with external groups who may have already travelled to campus

Continuity

1. Technology: Distance learning might provide an alternative to suspending classes
 - a. Leadership should address faculty who are not prepared to use technology in emergencies.
 - b. Centrally publish and maintain a list of facilities and services available to faculty members for developing online instruction.
 - c. Internet capacity: Consider the ability of internet providers to accommodate unexpected heavy loads due to wide spread need for telecommuting.
2. Personal safety: If students are advised to make personal decisions regarding travel in or exposure to hazardous conditions, it is essential that students not fear penalty for missing classes.
 - a. Strong encouragement from central leadership to schools/colleges to relax wait-list or other attendance guidelines.
 - b. Clear communications to students from central administration followed up by individual school/college communications.
3. Special needs: In the same manner as with religious holidays, faculty should receive a strong message to allow class make-up for:
 - a. Students with injuries/disabilities during times of extreme weather, which could create additional mobility concerns.
4. Alternatives to closing: Consider providing warming/cooling stations; increase bus service frequency, additional stops, and/or additional wait time at bus stops for riders to exit nearby buildings.
5. Early warning: Early advisories that extreme weather could disrupt class, used sparingly, could provide vital forewarning for students, faculty, and staff to prepare.
 - a. Include safety information in communications

APPENDIX 8 - Considerations for Classes and Student-Life in Decision-Making for Severe Weather Events

- b. If a decision is made to remain open and not suspend classes when many other institutions or local school districts are closing, consider issuing message on the website, clarifying the decision to answer lingering questions by employees.
- c. Consider providing annual messaging to students, faculty and staff regarding the institution's policies of rarely closing that includes rationale for this approach.

APPENDIX 9 – Approaches for Pay Provisions during Reduction in Operations**Approaches to Pay Provisions during Reduction in Operations**

We recommend that the University Human Resources Policy Working Group (UHR-PWG) consider the following approaches to pay provisions during a reduction in operations, and make a recommendation to senior leadership for inclusion in SPG 201.27, Reduction in Operations:

- Safety must be the primary factor in the consideration of reduction in operations due to emergency events; pay provisions should not be taken into consideration.
- Establish consistency for policy and application
- Evaluate separating campus and the health system for pay provisions- appointing department determines applicable policy
- Account for employees who may be able to work from home
- Account for non-exempt and exempt employees in the policy
- Account for temporary and/or student employees
- Be an employer of choice that supports compassion and flexibility
- Be a financial steward for employees: minimize employee financial hardship – portions of the employee population rely on a weekly paycheck to make ends meet - losing a single day of work can have significant impact
- Account for the financial impact on the university – the cost to reduce operations has a significant financial impact
- Ensure non-critical employees have fair accountability for attendance i.e. should not have emergency reduction in operations days count against them in attendance management
- Be flexible with non-critical employees and their use of vacation, sick or no pay during an emergency reduction in operations – account for time in an ethical manner
- Recognize employees who come to work during an emergency reduction in operations for their additional effort and hardship endured – must be equitable across all units
- In reviewing various university and health system pay provision arrangements; the work group discovered a variety of policies on how pay provisions are handled for non-exempt, exempt and student employees. Some universities have no loss of pay to employees, while others do not compensate if the employee is not at work. There does appear to be a distinction between health systems and campuses: employees who do not come to work in a health system must use paid time off; whereas policies at campuses varied more widely.



THE UNIVERSITY OF MICHIGAN STANDARD PRACTICE GUIDE

SECTION: Human Resources **Number:** 201.27
SUBJECT: Emergency Reduction in Operations **Revised:** 9/30/2014
APPLIES TO: Faculty and Staff **Review Date:** 9/30/2018
ISSUED BY: University Human Resources and the Office of the Provost and Executive Vice President for Academic Affairs

Policy

It is the policy of the University to remain open at all times in order to maintain our commitment to the community by providing services to students, patients and to the public. In the event of unforeseen circumstances or events, the University reserves the right during an emergency to interrupt or reduce services for prolonged periods of time, while minimizing to the degree possible the negative impact on services and people. This policy reflects the high value the University places on its faculty, staff and students.

A. Developing Emergency Conditions (less than 1 day)

Decisions to allow staff members to leave work early in a developing severe weather or other emergency situation will be the responsibility of the employing department.

Time lost from work in such an event will be in accordance with the Fair Labor Standards Act regulations and pay and benefits will continue for regular staff and faculty.

B. Emergency Reduction in Operations (1-2 days)

In the event of short term emergency conditions (lasting no longer than two calendar days) due to severe weather, natural disaster, major utility failures or other unforeseen circumstances, the University may declare an Emergency Reduction in Operations. The President, or designee, with advice from the Executive Vice Presidents and the Executive Director, Division of Public Safety and Security, will make the decision as to the level of operations which will be maintained. Leadership on the Flint and Dearborn campuses will be responsible for decisions and procedures to reduce operations at their respective campuses.

Critical services are defined as those services or activities required to provide for the full and complete delivery of care to students and patients; protection of the health and safety of humans and animals in research capacities; and all services of security, police and regulatory personnel. Critical services shall include those providing continuous access to buildings and grounds, communications, and indirect support such as building operations, preservation of infrastructure, utility systems, material procurement and certain contract and legal activities. Critical employees in these functional areas will be expected to report to work during emergency periods in accordance with their unit's



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specific designation. Units will annually review their continuity of operations plans and notify their employees of each individual's critical designation.

Faculty and staff are expected to make every reasonable effort to report to work if operations are being maintained in the employee's unit, or unless notified otherwise by the University.

Compensation for U-M Hospitals and Health Centers (HHC) staff may be found at [UM-HHC Policies](#).

Compensation for all other faculty and staff: During the first two days of an emergency reduction, pay and benefits will continue for regular faculty and staff.

Additional compensation for staff: Regular staff who are required or approved and do report to work on-site during an Emergency Reduction in Operations will, in addition to their regular compensation, have added to their vacation accrual an amount of time equal to the hours actually worked. Regular staff who work beyond their normal schedule will be paid in accordance with the University's [Overtime policy \(SPG 201.38\)](#).

Temporary staff members working in non-critical service areas are not expected to report to work during an Emergency Reduction in Operations. Temporary employees are paid only for time worked.

Standard policies governing attendance and pay will be in effect for tardiness and/or absenteeism due to weather or other conditions during any period not declared an Emergency Reduction in Operations.

C. Reduction in Operations (Greater than 2 days)

In the event of extended emergency conditions due to weather, natural disasters, major utility failures, health or environmental crisis or other unforeseen circumstances, the University may enact an Emergency Reduction in Operations. The President, or designee, with advice from the Executive Vice Presidents and the Executive Director, Division of Public Safety and Security, will make the decision as to the level of operations which will be maintained. Leadership on the Flint and Dearborn campuses will be responsible for decisions and procedures to reduce operations at their respective campuses.

The University may elect to continue mission critical services and the infrastructure to support them. In such an event, existing Standard Practice Guides and other policies that address compensation, employment, scheduling, reduction in force, discipline, dispute resolution and leaves, may be modified, based on the circumstances. Units will annually review their continuity of operations plans and notify their employees of each individual's critical designation. During such a time as an extended reduction in operations (greater than 2 days), the University may require all available faculty and staff to provide services as required and appropriate. Every reasonable effort will be made to facilitate contributions to critical service areas. Upon approval, designated faculty and staff should report to work and may receive assignments outside of their normal duties. Decisions about pay and benefits for employees who are not providing services will be made by the President, or



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designee, and Executive Vice-Presidents in the context of minimizing disruption to services and negative impacts on the faculty and staff; the local, State and National situation; and the financial impact on the University.

RESPONSIBILITY

ACTION

Executive Director,
Division of Public Safety
Security (ED, DPSS)

Analyze emergency conditions and assess level of risk, consulting with the Incident Response Team (IRT). Recommend to the President whether appropriate safety messaging and/or and reductions in operations should be considered. Carry out the Emergency Operations Plan (EOP).

President or designee

Make decision to either continue to observe impending conditions or reduce operations.

Units

Annually review unit Continuity of Operations Planning (COOP) and identify critical services and critical employees. Inform employees annually of their critical status designations.

Critical Employee

Report to work as required by unit's COOP.

Non-critical Employee

Make every reasonable effort to report for work as scheduled if operations are being maintained in the employee's department. If reasonable attempts to do so fail, notify supervisor of inability to report and the conditions which prevent doing so.

Flint and Dearborn leadership

Responsible for decisions and procedures, as well as the planning efforts associated with, the reduction of operations.