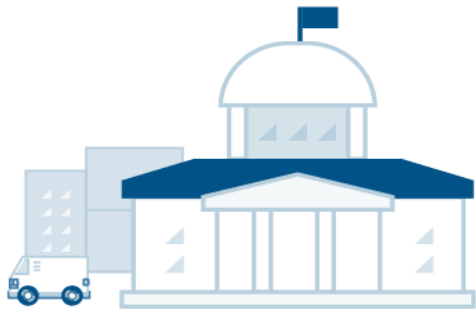


Workshop on Reconstituting Federal Agency Operations

Sample Workshop Slides | May 2020



INSTRUCTIONS — READ FIRST

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FINAL PRESENTATION

- FEMA has developed an Exercise Starter Kit with sample slides and a facilitator guide your department or agency can use to conduct your own planning workshop on resuming full operations following the coronavirus disease (COVID-19) pandemic.
- Please **tailor** this sample slide deck to meet the needs of your department or agency.
- Use this document in tandem with the sample **facilitator guide**, and be sure to carry over any changes made here into that document as well.
- Slides with a **blue background** provide instructions and tips to consider when designing your workshop for your own organization. Please **delete** all of the slides with blue backgrounds in your final presentation.
 - Slide numbers listed in the **facilitator guide** reflect the slide numbers in this sample **slide deck** once these instructional slides are removed.
- Update content highlighted in **red text** based on individual deliveries of this workshop.

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BACKGROUND INFO (1 of 2)

- The suggested discussion questions that follow build upon reconstitution planning principles, White House guidance for employers included in the *Guidelines for Opening Up America Again*, and a joint memo from the Office of Management and Budget (OMB) and the Office of Personnel Management (OPM), “Aligning Federal Agency Operations with the National Guidelines for Opening Up America Again.”
- This workshop, which is intended to be guided by a facilitator from your own department or agency, provides a framework to assess your current status and begin planning to reconstitute operations. However, each organization is unique and should establish its own criteria for successful reconstitution.
- Reconstituting operations following the COVID-19 pandemic will require a phased approach that results in restoration of full organization functionality while potentially leveraging nontraditional and flexible work arrangements that can be adapted based on current public health guidance and local needs.

BACKGROUND INFO (2 of 2)

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- The suggested discussion questions focus on four themes: **People, Facilities, Messaging & Communications**, and **Resources & Logistics**.
- The desired outcome from the workshop is a roadmap for a functional reconstitution plan tailored to your department or agency's unique needs and missions.
- For additional information, please see the FEMA fact sheet, "[Planning Considerations for Organizations in Reconstituting Operations During the COVID-19 Pandemic.](#)"
- Given that you are likely to conduct this workshop remotely, please address specific protocols (such as muting your microphones when not speaking, etc.) that will provide for an effective virtual meeting before you begin the workshop.

Welcome and Introductions

- [Name]
- [Title]
- [Department/Agency/Organization]

- [Name]
- [Title]
- [Department/Agency/Organization]

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- This workshop is designed for remote/virtual delivery. Your department or agency should determine the appropriate duration based on your own needs.
- Multiple workshop sessions may be needed to address the many potential reconstitution planning considerations presented by this pandemic.
- Consider building a team with expertise across relevant disciplines (e.g., occupational safety and health, security offices, continuity managers, human resources, facilities, external affairs, budget/financial officers, contracting, labor/union representatives, legal counsel, etc.) to assist in planning the workshop sessions and participate in the discussions.
- Before the workshop, participants should review the White House guidelines for employers included in the *Guidelines for Opening Up America Again* and the OMB/OPM memo, “Aligning Federal Agency Operations with the National Guidelines for Opening Up America Again.”
- Revise the “Workshop Schedule” and “Workshop Overview” slides as needed.

Workshop Schedule

- Welcome and Introductions
- Workshop Schedule
- Workshop Overview
- Current Situation Update
- Facilitated Discussion
- Action Items and Takeaways
- Closing Remarks

Workshop Overview

Purpose: Prepare [your department or agency name] to return to full operations at the appropriate time following the coronavirus disease (COVID-19) pandemic.

Scope:

- This will be a [insert time] discussion-based workshop.
- Following an overview of the current situation, participants will engage in a discussion based on reconstitution planning principles, White House guidance for employers included in the *Guidelines for Opening Up America Again*, and a joint OMB/OPM memo, “Aligning Federal Agency Operations with the National Guidelines for Opening Up America Again.”
- Discussion questions are organized around four themes: **People, Facilities, Messaging & Communications**, and **Resources & Logistics**.

Workshop Objectives

1. Assess actions needed to safely return to full operations according to appropriate time-phased guidelines.
2. Determine how plans, policies and practices may need to be adapted to safeguard our workforce during reconstitution, consistent with appropriate COVID-19 guidance and recommended community mitigation measures.
3. Identify potential mitigating measures or solutions to remaining risks or challenges that adversely impact our ability to perform all functions, including providing services to customers and the American people.

Workshop Guidelines

- Our desired outcome from this workshop is a roadmap for a functional reconstitution plan tailored to our unique needs and missions.
- This is an open, no-fault environment — varying viewpoints, even disagreements, are expected.
- Please base your responses on existing plans, policies, procedures, capabilities and resources.
- Consider different approaches and suggest improvements.
- There is no “hidden agenda,” nor are there any trick questions.
- **[Insert additional guidelines as appropriate.]**

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- On the following slide, provide the current status of the COVID-19 pandemic, relevant guidance and a summary of your department/agency activities to ensure your workshop reflects the most recent developments.
 - Include current information regarding the COVID-19 outbreak. Use the website links provided in the associated **facilitator guide** for suggestions.
 - Be sure to include information from the relevant state and local authorities where your department or agency has facilities.
 - Include a summary of key actions your department or agency has taken up to this point.

Current Situation Update

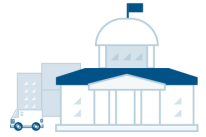
- [Information on the current situation can be found on the following webpages:]
 - [Coronavirus.gov](https://www.covid19.gov)
 - [White House: Guidelines for Opening Up America Again](https://www.whitehouse.gov/briefing-room/statements-releases/2020/04/09/20200409-guidelines-for-opening-up-america-again/)
 - [CDC: Coronavirus \(COVID-19\)](https://www.cdc.gov/coronavirus/2019-ncov/)
 - [FEMA: COVID-19 Response](https://www.fema.gov/emergency-preparedness-response-recovery/coronavirus)
- [Provide specific information regarding the status of the jurisdictions where your department or agency is located.]
- [Provide specific information regarding the status of your department or agency.]

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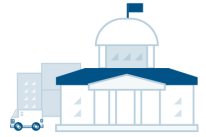
- Explain to participants that we will now engage in the facilitated discussion portion of this workshop, starting with a review of our current operational status, followed by discussion questions organized around four themes:
 - People
 - Facilities
 - Messaging & Communications
 - Resources & Logistics

Discussion Questions: Current Operational Status (1 of 3)



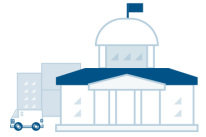
1. How does our organization define reconstitution success? What is the desired end state for this planning process—where a gradual process, with multiple phases, may be required?
2. Has our mission delivery degraded under current circumstances?
 - a. Are any functions not being performed or not being performed well?
 - b. Are any functions not being resumed?
 - c. Has expanded telework been successful?
 - d. What have been the benefits and shortfalls to teleworking?
 - e. What additional activities did we undertake that now may be considered new essential functions?

Discussion Questions: Current Operational Status (2 of 3)



3. How are we accommodating operational needs, both in the office and in non-office settings, such as those working in the field?
4. Have we instituted policies and procedures consistent with Guidelines for Employers – All Phases as described in the OMB/OPM memo, “Aligning Federal Agency Operations with National Guidelines for Opening Up America Again – Appendix I”?

Discussion Questions: Current Operational Status (3 of 3)



5. What critical decisions do we need to make to support our reconstitution strategy?
 - a. Who are the critical decision-makers?
 - b. What data or information do the decision-makers need?
 - c. What funding or other resources are required to implement the critical decisions?
 - d. What planning factors currently exist within our reconstitution plans that might drive decision-making? Are those still viable in the current operational environment?

6. How are our regional or field offices participating in this planning?
 - a. What is the decision-making process for our offices in different geographic areas that may be in different stages of achieving gating criteria or in different phases, according to the *Guidelines for Opening Up America Again*?
 - b. Do regional or field office decisions need to be approved at headquarters?
 - c. How are state and local assessments being shared with applicable Federal regional staff to allow for decisions to be made?

Discussion Questions: People (1 of 5)



1. How will we determine which employees will return to facilities during each phase, and who is making those recommendations?
2. When considering the return of staff to a given facility, should we prioritize specific functions?
3. The OMB/OPM memo on “Aligning Federal Agency Operations with the National Guidelines for Opening Up America Again” encourages departments and agencies to use telework levels aligned to a phase for each office location. How will we assess and implement these levels?

(Note: Please see the following slides for telework guidance from the OMB/OPM memo.)

Telework Guidance from OMB/OPM Memo (1/2)



Telework: Agencies are encouraged to begin moving toward normal operations as conditions warrant by utilizing available telework levels, which will generally align to the designated phase of an office location pursuant to the *Guidelines for Opening Up America Again*.

“Gating Period”	Agencies should continue in "Maximum Telework Flexibility" operating status, at the discretion of the agency head. Agencies should assess and implement all-phase employer obligations that will need to be implemented to progress through the three phases.
Agencies should lift mandatory telework	Encourage telework whenever possible and feasible with agency operational. Agency heads should lift mandatory telework in these geographic areas, but should continue to apply the breadth of telework flexibilities, depending on mission-needs, OMB and OPM guidance, and the Telework Enhancement Act. Agencies must maximize telework flexibilities specifically for eligible workers within those populations the CDC has identified as at higher risk for serious complications from COVID-19.

Telework Guidance from OMB/OPM Memo (2/2)



Telework: Agencies are encouraged to begin moving toward normal operations as conditions warrant by utilizing available telework levels, which will generally align to the designated phase of an office location pursuant to the *Guidelines for Opening Up America Again*.

Agencies should lift maximum telework	Continue to encourage telework whenever possible and feasible with agency operational needs. Agencies should lift maximum telework orders. In general, employees could potentially begin resuming normal telework arrangements in these areas. Before requiring employees to resume normal telework arrangements on a widespread basis, agency leaders should assess employees' needs, such as childcare and transportation. Agency leaders may also establish alternative service levels or work arrangements to reduce the number of individuals in an office to promote social distancing. Agencies must continue to maximize telework flexibilities specifically for workers within those populations that the CDC has identified as being at higher risk for serious complications from COVID-19.
Operational Optimization	Implement optimized operations and new work arrangements.

Discussion Questions: People (2 of 5)



4. How will we determine who is available to return to work in person?
5. Have we considered employee needs such as childcare and transportation? Can we implement any creative and flexible solutions to help employees meet these needs?
 - a. How will the reduction, limitation or effects of social distancing for public transportation affect employees' ability to safely access their primary worksite, and how will that affect long-term staffing plans?
6. What other considerations may impact employees' return to their primary work locations?
7. The OMB/OPM memo provides personnel guidelines for returning to the office for several categories of staff. How will we assess our staff and implement this guidance? Consider:
 - a. Vulnerable populations as defined in the *Guidelines for Opening Up America Again*
 - b. Employees in good health and under the age of 65
 - c. Symptomatic employees and contractors
 - d. Employees and contractors who must work on site

Discussion Questions: People (3 of 5)



8. Do we have plans in place to monitor changing conditions for another wave of COVID-19? What are the potential triggers for changing conditions due to another wave?
9. How will we monitor our workforce for indicative symptoms, as recommended in the *Guidelines for Opening Up America Again*? What resource requirements or limitations do we need to consider to implement this monitoring?
10. What new work arrangements will we use to keep the returning workforce safe?
11. Do we need to revise our current human resources policies to accommodate new work arrangements, or to detail processes for sick employees or those with sick family members exposed to the virus or showing symptoms?

Discussion Questions: People (4 of 5)



12. Do our current plans incorporate the use and distribution of personal protective equipment (PPE) or other precautionary measures to staff? Will cloth face coverings be required? What does the prioritization effort for distribution of PPE or other supplies look like?
13. What plans or protocols do we need to put in place to ensure the safety of our workforce when reoccupying facilities?
 - a. Do our plans incorporate the use and distribution of personal protective equipment (PPE) or other precautionary measures for staff?
 - b. Will there be staff self-health evaluations?
 - c. Will there be health screenings, such as taking temperatures or asking risk-based questions, upon arrival?

Discussion Questions: People (5 of 5)



14. How will we backfill positions that cannot be staffed with their typical employees, or redistribute those responsibilities to others who are able to return to our facilities?
15. How will we identify and onboard surge staff to fill needed roles?
 - a. If staffing shortages cannot be overcome, which functions will be prioritized?
 - b. Who is authorized to redirect staff or resources to those priority functions?
16. How will we address human resource issues prior to employees returning to our facilities?
17. With current travel limitations in place, how are we continuing to meet mission needs?
 - a. How will we ensure the safety of our workforce when travel restrictions are lifted?
18. How do these planning factors and considerations impact near and long-term staffing plans?
Does a hybrid staffing model consisting of telework, shift schedules, on-site staff and the increased use of additional facilities allow for the sustainment of essential functions?

Break

[Remove or adjust timing as needed]

Discussion Questions: Facilities (1 of 3)



1. Have we established a priority order for opening multiple facilities or locations? What does that entail?
2. How will we verify that all systems, communications and other required capabilities are available and operational, and that we are fully capable of performing all functions and operations at a given facility?
3. What discussions do we need to have with the Facility Security Committee, property managers and/or the General Services Administration prior to our staff returning to a facility?

Discussion Questions: Facilities (2 of 3)



4. How will we ensure facilities are clean and safe for all staff before employees return?
 - a. What health and safety assessments do we need to establish?
 - b. Are any physical changes needed before bringing staff back to offices? What contract or vendor support will this require?
 - c. What cleaning protocols do we need to put in place prior to staff re-entering facilities? What contracts or funding do we need to implement CDC guidelines?
 - d. How will we incorporate CDC guidelines for cleaning facilities into daily operations? How long will these cleaning protocols need to be enforced once our staff has returned?
5. Can any necessary facility repairs, modifications, or cleaning occur now (during social distancing measures) to prepare for reopening?

Discussion Questions: Facilities (3 of 3)



6. How will we accommodate, promote and maintain good social distancing and hygiene practices in our facilities?
 - a. What facility changes do we need to implement to account for social distancing measures (e.g., breaking workforce into multiple teams/cohorts, alternating work stations, installing barriers, modifying in-person meeting protocols, etc.) to protect the health and safety of our workforce?
 - b. What other policies do we need to consider (e.g., closing common spaces, limiting in-person gatherings, limiting access to on-site gyms or fitness centers, prohibiting communal food in workspaces, limiting personal items on desks)?
 - c. How will we monitor our workforce to ensure compliance with infection control protocols?
7. What other partners do we need to bring staff back to our facilities and for all of our worksites to be fully operational?

Discussion Questions: Messaging & Communications (1 of 2)



1. What information do we need to communicate to our employees prior to reopening? How, and how frequently, should we disseminate that messaging? How is the messaging coordinated?
2. How will we communicate recommended or mandatory social distancing or hygiene practices to employees?
3. What guidance and resources will our employees receive to help them safeguard their family members during the process of returning to work?
4. What strategies should we utilize to communicate to employees with access and functional needs?
5. How will our employees and supervisors communicate considerations about returning to work?
 - a. How do our employees report issues or concerns, and how are those issues resolved?
 - b. How do our managers and supervisors report employee support considerations?

Discussion Questions: Messaging & Communications (2 of 2)



6. How will we communicate and coordinate with contractors and vendors regarding our plans to reopen and the ways in which our plans may impact them?
7. What should customers or other stakeholders expect when we reopen or return to full operations?
8. What are we required to report within the organization and to other Federal entities (e.g., OPM, OMB, NSC) regarding the status of our facilities and staff?
9. How should we communicate and track requirements for employee accountability?
10. What is our senior leadership team messaging to our workforce, stakeholders, vendors and customers about our return to our facilities, and how is that being communicated?

Discussion Questions: Resources & Logistics (1 of 2)



1. What resources will we need at our facilities to reinstate on-site functions?
 - a. Have we accounted for what resources we already have on hand, and what additional resources we will require to reopen? If not, how will we undertake effort this before we reopen our facilities?
 - b. What resource shortages do we anticipate, and what steps can we take to reduce or respond to those shortages?
 - c. What resource shortfalls or gaps are our regional or field offices required to report to headquarters, and what is the process for prioritizing and allocating scarce resources across our organization?
 - d. What issues can component agencies, offices, or divisions address on their own, and what issues are better to address holistically and enterprise-wide across our organization?
2. Have we determined which portions of new statutes or regulations (if any) may apply to our organization (e.g., CARES Act)?

Discussion Questions: Resources & Logistics (2 of 2)



3. What external infrastructure concerns need to be considered and addressed prior to staff returning to our facilities?
4. When we reopen our facilities, do we anticipate any supply chain impacts due to COVID-19?
 - a. What are potential considerations for resource shortages?
 - b. How will we replenish our facility inventories?
5. What potential shortfalls or limiting factors should we anticipate in our ability to implement a workforce protection plan?

Break

[Remove or adjust timing as needed]

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- The next section of the workshop — **Action Items and Key Takeaways** — should prompt participants to review the four discussion themes (People, Facilities, Messaging & Communications, and Resources & Logistics) and identify next steps.
- Be sure to capture specifics!
 - Identify specific and actionable steps your department or agency needs to take next in each of the four topic areas.
 - Prompt the group to identify who (person or group) is responsible for taking each of those actions.
 - Agree on a timeline and set up a time to reconvene or report back.

Action Items and Takeaways

- For each of the four discussion areas, identify:
 - Major takeaways
 - Actions needed
 - Person or group responsible for those actions
 - Timeline to reconvene or report back
 - Next steps



People



Facilities



Messaging & Communications



Resources & Logistics

Closing Remarks

- [Name]
- [Title]
- [Department/Agency/Organization]