

The background of the entire page is a deep blue. It is populated with numerous 3D renderings of coronavirus particles. These particles are depicted as spherical entities with a textured, bumpy surface and several long, thin, finger-like projections (spikes) extending from their periphery. The particles are scattered across the page, with some appearing larger and more detailed than others, creating a sense of depth and focus on the virus.

# Coronavirus Disease 2019 (COVID-2019)

Workforce Considerations for the South Australian Public Sector  
28 April 2020

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# Purpose

This document provides guidance to South Australian Public Sector agencies when considering potential workforce impacts in preparation for any potential rapid increase in confirmed **coronavirus disease 2019** (COVID-19) infections within South Australia. It is to be read in conjunction with public health information periodically issued by SA Health [www.covid-19.sa.gov.au](http://www.covid-19.sa.gov.au) or the Australian Government.

While this document will not address every employment scenario likely to arise, agencies are expected to exercise practical judgement and discretion when considering individual situations; adopt a common-sense approach when considering the merits of unique situations; and adapt to emerging circumstances to minimise the spread and impact of COVID-19 within the community and amongst the workforce.

This document will be subject to revision as circumstances develop. The primary sources for public health information concerning COVID-19 are SA Health, and the Australian Government. It is recognised that this document may contain some information that has been superseded by new advice or restrictions from health authorities, the State Coordinator, and/or state or federal governments. Should this be the case, the information released from authorities should take precedence.

**This document primarily refers to agencies and employees.**

**Agencies are however reminded to ensure they consider all persons in the workplace (e.g. visitors, contractors, students and volunteers).**

# Background

On 11 March 2020, the World Health Organization declared COVID-19 to be a pandemic. Consequently, the possibility of a local outbreak arising from the coronavirus disease 2019 (COVID-19) (formerly called novel coronavirus 2019 or (2019 nCoV)) is very real.

COVID-19 is usually an acute respiratory infection or febrile illness. However, for up to date information on the clinical presentation see [sa.gov.au](http://sa.gov.au), which is the single source of truth for COVID-19 in South Australia.

South Australia has not had to deal with a significant large-scale threat to the health and wellbeing of its citizens for many years, therefore a major emergency declaration has created a significant level of concern within the community.

In the current environment, business organisations (including the SA Public Sector) are relying on their employees to operate in a new way and maintain delivery of services. It is however possible that a significant number of employees could be absent at various periods during an outbreak. Given the circumstances, many employees will likely experience personal illness; concerns about health and safety; be required to care for members of their family; or be required to undertake self-quarantining, self-isolation and/or social distancing. This may result in an inability to mix with groups of other people, for example attending their place of work, using public transport, attending schools etc.

## Emergency Management in SA

A major emergency for South Australia was declared on 22 March 2020.

***The Emergency Management Act 2004*** governs the management of declared major emergencies and disasters in SA. The Police Commissioner is the State Coordinator for a declared major emergency or disaster and is responsible for ensuring the implementation of the State Emergency Management Plan (SEMP), among other things. SA Health is the assigned Control Agency for a human epidemic. The SEMP provides specific

responsibilities to the Control Agency to effectively manage the response and ensure community safety.

The SA Public Sector Mobilisation Policy is an annexe to the SEMP. When a major emergency or disaster is declared under relevant legislation, agencies and public sector employees are required to comply with directions or requirements of the applicable authorised officers.

## Focus

The focus of this guidance document is to highlight the need for agencies to continually review and update their **workforce contingency plans** within their business continuity plans to suit an evolving situation; and to provide guidance on **workforce issues** in relation to:

- the health, safety and welfare of employees and other persons (volunteers, contractors, students and visitors)
- maintaining critical government services
- maintaining 'business as usual' for as long as circumstances permit
- implementing alternative operating arrangements in the event of an increasing number of employees being absent
- employee absences and impacts arising from a local COVID-19 outbreak

Agencies can support this focus by:

- implementing a positive two-way approach to **communicating and consulting** with employees, based on honesty and openness, and which is timely, regular and culturally and linguistically appropriate
- ensuring all employees have access to **current and credible sources of information**
- providing **training sessions** using alternative modes of delivery to those employees who will be involved in the provision of critical services, possibly under changed circumstances
- implementing additional **support and encouragement** to employees and volunteers who continue to operate under more demanding circumstances

- engaging closely with worksite work, health and safety representatives to **ensure safe and healthy workspaces** are maintained
- if the need arises, facilitating an environment in which employees can **nominate** themselves for alternative duties rather than possibly having to be directed to do so

Further information on planning for an outbreak can be found in Attachments A and B.

## Duration of Impact

Existing agency business continuity plans are likely to be based on the short-term disruption of a significant event (e.g. a major fire or explosion).

The impact of measures implemented to minimise spread of COVID-19 with the community is now being felt more broadly, and for a longer period of time than agencies may have initially planned for. It is now generally accepted that some form of case suppression measure/s will continue to be in place for a number of months.

The COVID-19 situation will continue to evolve over many months, and whilst current cases are low, we need to ensure we prevent and are able to respond to new and more significant volumes of cases presenting. Given this, **it remains imperative that agencies observe and comply with all directions regarding hygiene and social distancing, and continue with preventative measures (e.g. remote working) until instructed otherwise. This will ensure we protect our employees, their families, and the community.**



# State of Emergency Declared

While a declaration remains in place, SA Public Sector agencies and employees will continue to deliver the best available level and extent of services as circumstances permit; follow any directions of the State Coordinator; and mobilise public sector employees to assist with the emergency as directed by the Mobilisation Coordinator.

## Fundamental Principles

Agencies should consider their planning from three perspectives:

- How will we manage the **community** impact?
- How will we manage the **business** impact?
- How will we manage the **individual** impact?

## Prevention

The primary objective is to prevent and minimise the spread of COVID-19.

It is essential that SA Public Sector agencies make available up-to-date public health information, ensure that all employees are familiar with symptoms, and act in accordance with any direction or advice from the Australian Government Department of Health and SA Health regarding self-isolation.

Information should be sourced directly from [sa.gov.au](http://sa.gov.au). As the situation is constantly evolving, agencies should regularly check the websites for updates, and communicate these to employees and other individuals within a workplace.

## Duty of Care

*The Work Health and Safety Act (SA) 2012* (WHS Act) requires public sector agencies to provide a duty of care to workers, which include employees, volunteers, and people engaged by the agency as contractors, consultants or through a labour hire firm. Visitors to

a public sector workplace or premises must also be given due consideration.

A risk-based approach should be assumed for COVID-19 risk mitigation to ensure suitable controls are implemented utilising the hierarchy of controls to reduce the likelihood of infection to employees and other workers so far as is reasonably practicable. This may include isolation of the hazard, engineering controls, changes to internal policies or procedures or the provision of personal protective equipment (PPE). The use of PPE should follow appropriate guidelines for the circumstance where it is used. For healthcare workers this is in accordance with the [statement of Australian Health Protection Principal Committee \(AHPPC\)](#).

It can be anticipated that the circumstances under which agencies and employees normally operate may change in the event of a significant outbreak, and Chief Executives, managers and employees at all levels should give serious consideration to 'what is reasonably practicable'. The risk-based approach should be ongoing as further information becomes available and situations or working conditions change. The factors affecting what is reasonably practicable will include:

- the circumstances (i.e. the phase of the outbreak) prevailing at the time
- the nature of the agency's operations
- the particular individual(s) and the level of training, skill, knowledge and experience they bring that is relevant to the situation
- the degree of risk associated with the situation if the duties were not undertaken

Duty of care requirements apply both to the home agency and the host agency for employees who have been transferred between agencies. Systems need to be in place that enable the 'home agency' (who is transferring employees to another workplace) to ensure that the 'host agency' has adequately addressed their duty of care responsibilities to the employee. This includes the prospect that some employees may be asked to undertake different duties and/or to work in different locations.

All other WHS legislative responsibilities of agencies, managers and employees

(at all levels) will continue to apply under the provisions of the WHS Act and Regulations, relevant Codes of Practice, and supporting policies and practices.

It is emphasised that some aspects of normal WHS management systems may be reassessed as a lesser priority during a major emergency declaration. This may include processes such as routine worksite safety inspections, or training in relation to routine matters which may be deferred, pending the resumption of normal operations. This should be based on the specific risks of the agency.

## Attendance and Leave

The Australian Government has issued advice on COVID-19, including specific isolation requirements for those who may have been exposed to COVID-19. For further information see:

[www.health.gov.au/news/coronavirus-update-at-a-glance](http://www.health.gov.au/news/coronavirus-update-at-a-glance)

All employees **must** act in accordance with the directions from the Australian or South Australian Governments, including directions from the State Coordinator (SA Police Commissioner), and the Chief Public Health Officer. Employees who have self-isolated in accordance with any direction from the above sources must notify their agency as soon as possible, both to advise of the reason for their unplanned absence from work and their compliance with self-isolation requirements; and to discuss what alternative working arrangements may be made available, such as working from home.

A common-sense approach should be adopted regarding evidence requirements for absences relating to self-isolation requirements arising from travel or suspected exposure, with priority given to minimising any risk of additional exposure to other persons. The specific arrangements for an employee who is required to be isolated should be considered on a case-by-case basis, depending on their role or duties, and the individual circumstances.

To reduce the impact of COVID-19 in Australia, a range of measures are being implemented by both the Commonwealth and SA Governments. With this in mind,

the following needs to be considered for applicable public sector employees:

- Employees required to self-isolate, but are otherwise well
- Employees who are unwell or exhibiting symptoms associated with COVID-19
- Leave and alternative arrangements for caring purposes

Further details for leave provisions relating to COVID-19 are outlined in the *Commissioner's Determination 3.1: Employment Conditions – Hours of Work, Overtime and Leave*:

**Employees are required to self-report any illness; to self-isolate for the recommended period; and if applicable, to seek medical attention.**

**An employee must self-report to their agency:**

- if they are self-isolating and the reason for self-isolating;
- if they are being, or have been, tested for COVID-19;
- Have been in close contact with a confirmed case of COVID-19
- or have returned a positive test for COVID-19.

**Agencies must ensure all staff understand and have access to processes that enable them to self-report.**

## Travel

Agencies and employees must act consistent with travel requirements issued by the Australian or South Australian Governments relating to interstate or overseas travel. There are now two travel scenarios that must be considered:

- Overseas travel was made subject to a direction from the Australian Government to self-isolate if returning to Australia after 12.01am Monday 16 March 2020. Further travel bans are now in effect prohibiting travel from Australia to overseas destinations.

- Interstate travel was made subject to a direction from the South Australian government to self-isolate if returning to South Australia, with police patrolling the interstate borders from 4pm Tuesday 24 March 2020.

## **Travel for Recreational/Personal Leave**

Any employee travelling overseas or interstate for personal reasons prior to the relevant direction detailed above, must self-isolate on return to Australia and/or South Australia for a period of 14 days, unless granted an exemption by the State Coordinator. Where it is not practicable and appropriate for the relevant employee to work from home, the employee should be placed on special leave with pay for COVID-19 for the period of self-isolation.

Employees with planned overseas or interstate travel commencing after the issuing of the relevant direction above, must factor in an additional 14-day absence for any self-isolation purposes on their return to Australia and/or South Australia, and are not entitled to special leave with pay for COVID-19. If they still choose to travel, the employee is either required to work from home where this is practicable and appropriate for the full period of self-isolation, or use their individual leave entitlements (recreation, long service, retention leave), or flexi balances, or be placed on special leave without pay.

Employees should be aware that, in the case of overseas travel, there may be some instances whereby two periods of self-isolation are required: one on return to Australia, and another on return to South Australia.

If the employee becomes unwell during a self-isolation period, the absence will be managed in accordance with the agency's existing sick leave processes.

## **Travel for Work Related Purposes**

Any proposed, or previously approved travel for a work related purpose, must only be undertaken if deemed critically essential and unavoidable. It must be reviewed and re-approved by the applicable employee and chief executive, and the chief executive must be satisfied that

the employee is fully apprised of the COVID-19 risk and is still willing to travel.

Travel for the purpose of professional development, or to attend an interstate or overseas work-related conference or meeting should be avoided unless considered to be essential or unavoidable. The agency however, may issue additional instructions in relation to travel for professional development, which must be adhered to by relevant employees.

## **Restrictions on movement into Aboriginal Communities**

Coronavirus (COVID-19) is spreading in Australia and putting people such as the elderly and those with existing medical conditions at increased risk.

All Australian governments are working together to keep all Australians safe. Aboriginal and Torres Strait Islander peoples and communities are a priority population in the Federal Government's COVID-19 Emergency Response Plan

Movement into certain remote areas across South Australia is being restricted to help slow the spread of COVID-19.

From 11.59 pm on Thursday 26 March 2020, anyone wishing to enter a designated community will need to self-isolate for 14 days before they can do so. This includes residents of those communities.

The decision comes after National Cabinet provided in-principle agreement to the Commonwealth Minister for Health taking action under the Commonwealth Biosecurity Act 2015 to restrict travel into remote Indigenous communities to prevent the spread of COVID-19.

Restrictions will apply to areas on which the following communities are located:

- Davenport
- Dunjiba
- Gerard
- Point Pearce
- Yalata Community
- Yarlina Community

Movement into Nepabunna (excluding Iga Wata), Anangu Pitjantjatjara Yankunytjatjara and Maralinga Tjarutja will also be restricted.

Further information, including location maps, can be found on the [sa.gov.au](https://sa.gov.au) website.

# Adapting the workforce to meet critical service delivery

Agencies have sufficient numbers of trained staff to manage 'business as usual', however, in the event of an outbreak 'normal arrangements' may fail to cope with a high percentage of employees on sick leave. The following options should be considered to ensure essential services are maintained.

## Workforce Mobilisation

The Premier enacted the SA Public Sector Mobilisation Policy on 26 March 2020 to facilitate the mobilisation of the SA Public Sector workforce for deployment in the event of a catastrophic disaster or major emergency in South Australia. The Policy remains in place until de-activated by the Premier.

All South Australian public sector agencies are in-scope, with the exception of the Courts Administration Authority (CAA), the Independent Commissioner Against Corruption (ICAC), the Office for Public Integrity (OPI) and the Legal Services Commission (LSC). Whilst employees of CAA, ICAC and OPI cannot be directed in the same way, these agencies can offer to make available employees for mobilisation.

The Premier's Direction on Public Sector Mobilisation binds SA Government public financial and non-financial corporations (eg. SA Water) to the extent that it would not impede or affect the quasi-judicial or independent functions of the corporations.

Mobilisation of employees will be managed by the Mobilisation Coordinator, in this case the Commissioner for Public Sector Employment,

and it is preferred that employees be mobilised by the 'make available' method (see the Mobilisation Policy) rather than being 'transferred' to reduce administrative requirements such as onboarding, changing payroll and establishing new contracts.

Calls for employees to nominate for emergency duties may be sent by the Mobilisation Coordinator to part or all of the public sector. If a call for nominations does not yield sufficient numbers or it is judged that there is no time for such a process, then the lawful and reasonable direction of employees to perform other duties by chief executives may be required in the short term.

## Employee Transfers

Chief Executives should now understand critical business functions within the agency and have contingency plans with particular focus on options for maintaining delivery of those functions. This may include directing employees to undertake alternative duties, including assigning employees to duties for another business unit or agency to support delivery of services which are critical to the wider community. Chief Executives must ensure that appropriate records are maintained. Under the current major emergency declaration, and in accordance with business continuity planning, Chief Executives and managers at all levels must give due consideration to what would be a 'lawful and reasonable' direction' to give to an employee in the existing circumstances.

## Staff Flexibility

In the event of significant staff absences, employees will need to be flexible in enabling the sector to meet the needs of the community. Agencies should engage early with employees to prepare them and discuss openly the possible need to be flexible in terms of where they may be deployed, and/ or the need to cancel leave to ensure critical services are maintained. This engagement may occur physically, or via an electronic meeting option to enable social distancing to be observed.



## Staff Training

Having identified the critical services within the agency, Chief Executives are strongly encouraged to develop and implement a training program to ensure a much higher number of employees can effectively undertake the identified critical functions. The additional training, in which one or more employee(s) 'shadows' another, will also assist in ensuring that the agency has trained and confident employees able to continue providing essential services.

## Employee and Volunteer Contact Details

Although basic employee contact details, including 'next-of-kin' details are obtained from employees and volunteers at the time of their initial engagement, it is recognised that in some cases these records are no longer current.

In order to implement any workforce contingency plan, or indeed existing business continuity plans, it will be essential for agencies to have current employee and volunteer contact details that can be easily accessed by authorised employees (e.g. the agency's Human Resources area or coordinator). This may involve issuing an instruction for employees to update their contact details (for example in HR21) as part of the contingency planning.

As a minimum, employee contact details should include:

- home phone
- mobile phone number
- home e-mail address
- residential address
- next of kin contact details

Chief Executives are responsible for ensuring that:

- records are available both in electronic and hard-copy format
- the storage of this information is secure
- all employees can be confident that the information is stored securely, and will only be accessed by authorised

personnel (a 'cascading' arrangement of 'authorised personnel' may be necessary to provide for these people also becoming ill) for communication purposes.

**Employers of other persons (volunteers, contractors and students) should be reminded of their responsibility to keep current contact details.**

## Health Records

Given the potential risks associated with the spread of an outbreak, it will be essential that agencies maintain an accurate record of:

- employees and volunteers who contract COVID-19 (according to medical opinion)
- employees and volunteers who have had contact with people who are known to have COVID-19 (according to medical opinion)

These records should be maintained in accordance [Cabinet Circular PC012](#) that sets out the Information Privacy Principles for the whole of Government.

**Employers of other persons (volunteers, contractors and students) should be reminded of their responsibility to maintain health records as described above.**

## Screening

In order to contain any outbreak, it may be necessary to undertake a health screening procedure of all employees, contractors, clients and visitors; indeed this measure may be imposed by a Government direction as an element of any future containment plan.

If this is required, further information will be provided by SA Health concerning implementation.

## Supporting Our Workforce

It is important that workforce planning for COVID-19 acknowledges and minimises risk. Clear communication from leadership about the agency's workforce arrangements that is cascaded down through management levels is essential to minimise risks.

It is important that managers are alert to the

health and wellbeing of their teams and risk assess to identify hazards including increased risk of gender-based violence that may arise from new ways of working. Agencies should ensure that their local supports such as mental health first aid officers and/or peer support officers are also well informed about COVID-19 arrangements and domestic and family violence supports in addition to existing Employee Assistance Provider (EAP) services

The SA Public Sector [Mentally Healthy Workplaces Framework](#) and [Toolkit](#) provides practical information about intervening early and supporting recovery for those who are at risk or who have become mentally unwell. Agencies should maintain and where possible strengthen their current arrangements and include details for the South Australian COVID-19 Mental Health Support Line - 1800 632 753 - in any communications with their workforce.

## Managing Heightened Awareness

Given the general heightened level of awareness in the community, there are likely to be situations where some employees may not wish to attend work, but have not been in a situation that requires self-isolation. In these instances, the following may be considered:

1. Employee mental health and wellbeing should be a priority. Efforts should be made to understand the reason for the employee's reluctance to attend work and, where appropriate, risk mitigations discussed with the employee
2. Consider if flexible working arrangements can be made available
3. If flexible working arrangements are not appropriate, consider if the workplace can accommodate the employee accessing accrued leave entitlements.

## Employee Assistance Programs

Agencies should discuss contingency plans with their EAP to ensure provision of support to affected staff in the

event of a COVID-19 outbreak.

Agencies generally have existing external EAP. In the event of an outbreak it is highly likely demand for these services may increase. Alternative methods of counselling (e.g. via phone or web) should now be explored by agencies in conjunction with their providers. EAP services should be encouraged and contact numbers easily accessible by workers.

## Industrial Associations

The circumstances associated with the emergence of an outbreak, and the planning for a management of the public sector workforce in the event of an outbreak, may result in many short term changes within various working environments.

In addition to ensuring genuine consultation with employees, it will be necessary for Chief Executives to ensure appropriate and timely consultation with relevant unions about the health and safety of their members.

Agencies can alleviate these concerns by involving union officials and worksite delegates in meaningful consultation, and by being able to demonstrate that, within the agency:

- contingency plans are in place to manage a range of scenarios that may impact on the workforce
- the health, safety and welfare of employees is critical and is being managed in genuine consultation with employees concerned and in accordance with established risk management processes.

The issues which industrial associations (unions) may be seeking clarification on will vary depending upon the occupational groups in the workforce and the nature of the engagement of employees, for example casuals and temporary contracts, and the entitlements to paid leave, compliance with enterprise agreement/s, management of risk to exposure of the COVID-19 virus and agency specific policies and procedures.

Chief Executives are required to consider and respond to matters that are raised and where appropriate to seek advice.

# FURTHER INFORMATION

## USEFUL LINKS

<https://www.covid-19.sa.gov.au/>

[www.australia.gov.au](http://www.australia.gov.au)

[www.health.gov.au/health-topics/novel-coronavirus-COVID-19](http://www.health.gov.au/health-topics/novel-coronavirus-COVID-19)

[www.smarttraveller.gov.au/news-and-updates/novel-coronavirus-covid-19](http://www.smarttraveller.gov.au/news-and-updates/novel-coronavirus-covid-19)

[www.sahealth.sa.gov.au/](http://www.sahealth.sa.gov.au/)

<https://publicsector.sa.gov.au/policies-standards/health-and-safety/mentally-healthy-workplaces/>

<https://www.beyondblue.org.au/get-support/national-help-lines-and-websites>

## PHONE NUMBERS

**SA COVID-19 Information Line - 1800 253 787** offers local information and advice on general COVID-19 information for South Australians. Operates from 8:00 am to 8:00 pm every day.

**SA COVID-19 Mental Health Support Line - 1800 632 753** Operates from 8:00am to 8:00pm every day. provides mental health support for people surrounding COVID-19. It is available to people to maintain their mental health and wellbeing.

**COVID-19 Relief Call Centre - 1300 705 336** provides information and assistance with such things personal hardship support, accommodation support for people unable to achieve self-quarantining and accommodation for emergency services personnel that are required to quarantine but unable to do so at home. People can also email [housingrelief@sa.gov.au](mailto:housingrelief@sa.gov.au).

**Communicable Disease Branch - 1300 232 272** provides information on immunisations and from medical officers.

**National Coronavirus Information Helpline - 1800 020 080** provides information and advice on coronavirus (COVID-19) from an Australia wide perspective.

**Red Cross Telecross REDi service - 1800 188 071** register for a free, daily phone call checking on the welfare of vulnerable South Australians in response to COVID-19.

If you require translating or **interpreting services**, call **131 450**.

If you are deaf, hard of hearing, or have a speech or communication impairment, contact National Relay Service on **1800 555 677**.

# ATTACHMENT A

## A. Suggested planning for the impact of a COVID-19 outbreak on an organisation

- Identify an **Outbreak Coordinator** and/or team with defined roles and responsibilities for preparedness and response planning. The planning process should include input from employees and employee representatives.
- Develop an **Outbreak Action Plan** and guidelines for timely implementation and stand down. **Communicate** the plan to all employees, and provide **training** for those employees who will need to perform key roles.
- Identify **essential employees** and other critical inputs (e.g. suppliers, sub-contractor services/products, and logistics) required to maintain business operations by location and function during an outbreak.
- Train and prepare an **ancillary workforce** (e.g. contractors, employees in other roles, volunteers (e.g. retirees)).
- Develop and plan for scenarios likely to result in an **increase or decrease in demand** for business services during an outbreak.
- Determine the potential impact of an outbreak on business-related domestic and international **travel** (e.g. isolation periods).
- Consider revising **HR Delegations** around working from home and leave arrangements.
- Find up-to-date, reliable outbreak **information** from the Australian Government Department of Health, SA Health, emergency services, and other expert sources.
- Establish an emergency **communications plan** and revise periodically. This plan should include internal and external communications, including identification of key contacts (with back-ups), suppliers and customers.
- Establish a **plan to return employees** to the workplace.
- Develop, implement and evaluate an exercise to **test the plan**, and revise the plan periodically, and in the light of new information.



# ATTACHMENT B

## B. Suggested planning for the impact of a COVID-19 outbreak on employees

- Forecast and allow for **employee absences** during an outbreak due to factors such as personal illness, family member illness, personal or community containment measures and isolation periods, closure of schools and/or other service providers, and closure or reduction of public transport systems and services.
- Implement clear and open **communication and consultation** with staff to ensure that all employees have a clear understanding of:
  - The organisation's business continuity plan, particularly the elements relating to all aspects of their health, safety and welfare, including containment and prevention measures, payment of salaries, leave provisions, etc.,
  - The essential services that will need to be maintained, and the employees who will be required to perform those duties, and
  - The arrangements intended to provide training to employees who may be required to perform alternative duties (if needed).
- Ensure staff are educated about appropriate hygiene i.e. cough etiquette, hand hygiene, and home isolation (i.e. staying home if unwell).
- Provide sufficient and accessible **infection control** supplies (eg. hand-hygiene products, tissues and receptacles for their disposal) in all worksites.
- If directed by SA Health, implement guidelines regarding social distancing i.e. to modify the frequency and type of **face-to-face** contact (e.g. hand-shaking, seating in meetings, office layout, shared workstations) among employees, and between employees and customers.
- Evaluate employee access to and availability of **healthcare services** during an outbreak, and provide support as needed.
- Evaluate employee access to and availability of **mental health and social services** during an outbreak, including corporate, community, and faith-based resources, and provide support as needed.
- Identify employees and key customers who have **special needs**, and, if applicable, consider those needs when developing contingency plans.
- Enhance **communications and information technology** infrastructures as needed to support employees working from home, and remote customer access.



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