

Legal Issues Facing North Carolina Public Employers in Disasters and Other Emergencies

2014

Diane M. Juffras



The School of Government at the University of North Carolina at Chapel Hill works to improve the lives of North Carolinians by engaging in practical scholarship that helps public officials and citizens understand and improve state and local government. Established in 1931 as the Institute of Government, the School provides educational, advisory, and research services for state and local governments. The School of Government is also home to a nationally ranked graduate program in public administration and specialized centers focused on information technology and environmental finance.

As the largest university-based local government training, advisory, and research organization in the United States, the School of Government offers up to 200 courses, webinars, and specialized conferences for more than 12,000 public officials each year. In addition, faculty members annually publish approximately 50 books, manuals, reports, articles, bulletins, and other print and online content related to state and local government. Each day that the General Assembly is in session, the School produces the *Daily Bulletin Online*, which reports on the day's activities for members of the legislature and others who need to follow the course of legislation.

The Master of Public Administration Program is offered in two formats. The full-time, two-year residential program serves up to 60 students annually. In 2013 the School launched MPA@UNC, an online format designed for working professionals and others seeking flexibility while advancing their careers in public service. The School's MPA program consistently ranks among the best public administration graduate programs in the country, particularly in city management. With courses ranging from public policy analysis to ethics and management, the program educates leaders for local, state, and federal governments and nonprofit organizations.

Operating support for the School of Government's programs and activities comes from many sources, including state appropriations, local government membership dues, private contributions, publication sales, course fees, and service contracts. Visit www.sog.unc.edu or call 919.966.5381 for more information on the School's courses, publications, programs, and services.

Michael R. Smith, DEAN

Thomas H. Thornburg, SENIOR ASSOCIATE DEAN Frayda S. Bluestein, ASSOCIATE DEAN FOR FACULTY DEVELOPMENT L. Ellen Bradley, ASSOCIATE DEAN FOR PROGRAMS AND MARKETING Johnny Burleson, ASSOCIATE DEAN FOR DEVELOPMENT Todd A. Nicolet, ASSOCIATE DEAN FOR OPERATIONS Bradley G. Volk, ASSOCIATE DEAN FOR ADMINISTRATION

FACULTY

Whitney Afonso
Trey Allen
Gregory S. Allison
David N. Ammons
Ann M. Anderson
Maureen Berner
Mark F. Botts
Michael Crowell
Leisha DeHart-Davis
Shea Riggsbee Denning
Sara DePasquale
James C. Drennan
Richard D. Ducker
Joseph S. Ferrell
Alyson A. Grine
Norma Houston

Cheryl Daniels Howell Jeffrey A. Hughes Willow S. Jacobson Robert P. Joyce Diane M. Juffras Dona G. Lewandowski Adam Loveladv James M. Markham Christopher B. McLaughlin Kara A. Millonzi Jill D. Moore Jonathan Q. Morgan Ricardo S. Morse C. Tyler Mulligan Kimberly L. Nelson David W. Owens

LaToya B. Powell William C. Rivenbark Dale J. Roenigk John Rubin Jessica Smith Meredith Smith Carl W. Stenberg III John B. Stephens Charles Szypszak Shannon H. Tufts Vaughn Mamlin Upshaw Aimee N. Wall Jeffrey B. Welty Richard B. Whisnant

© 2014

School of Government

The University of North Carolina at Chapel Hill

Use of this publication for commercial purposes or without acknowledgment of its source is prohibited. Reproducing, distributing, or otherwise making available to a non-purchaser the entire publication, or a substantial portion of it, without express permission, is prohibited. Printed in the United States of America

18 17 16 15 14 1 2 3 4 5

ISBN 978-1-56011-753-7

 $_{\odot}$ This publication is printed on permanent, acid-free paper in compliance with the North Carolina General Statutes.

Printed on recycled paper

Contents

Introduction 1

PART 1 Preparing for a Disaster 3

Having an Evacuation Plan That Takes into Account Employees with Disabilities 3	
Pre-Screening Employees Who Will Perform Natural Disaster Cleanup Work 5	
Anticipating Employee Absences Following a Disaster or Emergency Surveying Employees 7 Preparing an Emergency Chain of Command and Lists of Essential Employees 8	7
Communicating the Organization and Assignment of Responsibilities Deciding and Communicating Which Services Are Essential 10	10
Maintaining Essential Services in the Face of Worker Absences and Shortage11Reassignment of Current Employees11Telecommuting or Working Remotely12Temporary Employees13	
Using a Temp Agency 13	
Hiring Temporary Employees Directly 14 Independent Contractors 16 Volunteers 18	
Citizen Volunteers 18	
Employee Volunteers 20 Personnel Supplied through Mutual Aid Agreements 22	
Personnel Supplied through Mutual Aid Agreements 22 Retirees 22	

PART 2 Compensation Issues: Application of the Fair Labor Standards Act to Emergency Situations 25

Overtime 25 Use of Comp Time in an Emergency 26 Section 207(k) 28-Day Work Cycle Exemption 27 Who Qualifies as a Law Enforcement Officer for 207(k) Purposes? 27 Who Qualifies as a Firefighter for 207(k) Purposes? 28 Dispatchers, Emergency Medical Service Personnel, and 0thers with Fluctuating Workweeks 28	
FEMA Reimbursement of Overtime Costs29Reimbursement for Straight-Time and Overtime Work Repairing Damage Caused by a Disaster31Nonexempt Overtime That Results from an Emergency32Overtime or Comp Time for Exempt Employees32Reimbursement of the Cost of Benefits33Reimbursement for the Cost of Outside Workers33Reimbursement for the Cost of "Backfill" Staff33	
Compensation of Salaried Employees Who Do Not Come to Work during an Emergency or Inclement Weather34Nonexempt Employees35Exempt Employees35Absent from Work for a Full Week or More or Workplace Closed for a Full Week or More36Absent from Work for Less Than a Full Workweek while the Workplace Is Open36Workplace Closed for Less Than a Full Workweek38	
A Hypothetical Situation: The City of Paradise Closes Its Offices during a Hurricane 40	
Compensation for Increased Workload and Hazardous Working Conditions Caused by a Disaster 42	
Compensating Temporary Employees 43	
Other Fair Labor Standards Act and Compensation Issues44Exempt Employees Performing Nonexempt Work44On-Call Time46Increased Travel Time47	
Record Keeping47Recording Hours Worked Remotely47Destruction of Payroll-Related Records and Software Applications48	

PART 3

Issues Specific to Public Health Emergencies	49
Mandatory Vaccinations49Public Employers May Require Vaccination50Medical Exemptions from a Mandatory Vaccination RequirementReligious Exemptions from a Mandatory Vaccination RequirementWorkers' Compensation Coverage for Adverse Reactions to a Vaccine	52 54 57
Monitoring Employee Health during a Public Health Emergency Taking Employee Temperatures 65 Employees Showing Symptoms of Illness 66 Exclusion of Employees: What Is a Direct Threat? 67	64
Adopting a Communicable Disease Policy 67	
Handling Absences from Work during a Public Health Emergency Absences Covered by the Family and Medical Leave Act 69 Who Is Entitled to FMLA Leave? 70	69
Requesting Information about an Absent Employee's Medical Condition Requiring a Fitness-for-Duty Certification after a Public Health Emergency Absence 72 Short-Term Disability and Workers' Compensation Benefits during FMLA Leave 74 Employees Who Are Absent but Able to Work 75 Informing Other Employees of a Co-worker's Illness 76 Employees Who Refuse to Work 77 Employees Covered by the State Personnel Act 79	71

Conclusion 81

Introduction

North Carolina public employers face natural and man-made disasters, ranging from hurricanes, tornadoes, severe winter storms, and flooding to pandemic flu and the possibility of bioterrorism. Some of these emergencies have already occurred; others have not. And new threats arise all the time—building fires accompanied by the release of hazardous gases, chemical spills on roadways or into the environment, and the possibility of major disruptions to the power grid. Never is the demand for government services as great as in emergency situations such as these. Yet providing essential services is a daunting challenge, not only because of physical and environmental obstacles, but because government employees and their families must deal with the same issues facing the population at large. Thanks in no small part to the dedication of North Carolina's public employees, state and local governments have maintained the continuity of essential services despite these types of hardships and uncertainty.

This book discusses the employment law issues faced by governmental employers that are specific to disasters and other emergencies. Part 1 focuses on preparing for disaster and emergency circumstances generally. Part 2 addresses compensation issues likely to arise when some employees must work many additional hours, while others cannot or will not make it to the workplace. Part 3 considers the legal issues that will be specific to public health emergencies such as an outbreak of pandemic flu or the release of a biological agent by terrorists. Under the North Carolina Emergency Management Act, an *emergency* is "an occurrence or imminent threat of widespread or severe damage, injury, or loss of life or property resulting from any natural or man-made accidental, military, paramilitary, weather-related, or riot-related cause."¹ The governor of North Carolina may declare a state of emergency either statewide or in particular geographic areas. A *disaster declaration* is "a gubernatorial declaration that the impact or anticipated impact of an emergency constitutes a disaster of one of the types enumerated in G.S. 166A-19.21(b)." The types of disaster recognized under Section 166A-19.21(b) of the North Carolina General Statutes (hereinafter G.S.) are distinguished from one another by whether a federal disaster declaration has been issued and whether the disaster is severe enough for the federal government to provide financial assistance to the area. In addition to the governor's authority to declare a state of emergency, cities and counties may also declare states of emergency pursuant to G.S. Chapter 166A.²

Except where specifically noted, however, the discussions in this book apply to any situation in which a North Carolina governmental employer faces the actual or imminent threat of widespread or severe damage, injury, or loss of life or property, regardless of whether an official declaration has been made that such an emergency exists. When the situation is bad, the official designation is less important than the public agency's response.

^{1.} See N.C. Gen. Stat. (hereinafter G.S.) § 166A-19.3(6).

^{2.} See G.S. 166A-19.22. The General Assembly also has the authority to declare a state of emergency under G.S. 166A-19.20.