Return to Campuses Staffing Framework

Executive Summary
During the COVID-19 pandemic, U of G’s staffing framework will be used to allow employees to safely return to work on-campus. It is intended to support on-campus work not covered by the Research Framework and Teaching Framework. Managers will use this framework to develop plans for phased-in return to on-campus work, which will be approved by Deans and AVPs. This framework will apply as the University gradually increases its complement of employees on-campus, starting May 2021 and building toward the resumption of increased face to face learning in the Fall Semester. All leaders should ensure that their operational plans are being implemented in November and December with an eye toward full implementation by January 10, 2022, to align with the first day of classes.

Managers and directors will be responsible for developing operational plans that ensure employees’ safety when working on campus; refer to the Return to Campus Staffing Plan Template. Operational plans must be approved by the applicable Dean or AVP and communicated with identified stakeholders before an employee is brought back to campus. Managers and directors will provide direction to employees on the steps that have been taken to ensure their safety, changes to their jobs (if applicable), and service standards in response to the COVID-19 pandemic.

The framework lists responsibilities for employees, managers, Deans and AVPs as well as other resource providing units across campus who will support an employee’s safe return to on-campus work.
Preface

This document is intended to provide a framework for Deans/AVP’s, etc. in planning employees to return to work on campus within the context of the University’s pandemic response.

This document lays out a framework, including principles, responsibilities and guidance, to ensure that employee access is done in a measured, gradual fashion, where the priority is placed on ensuring the collective health, safety and well-being of the members of our community.

This document should be used by managers/directors to develop the plans needed to start or to increase service delivery on campus, beginning May 2021, with a focus on gradually increasing staffing levels over the summer months with a working effort towards more normal staffing levels in support of the Fall 2021 term. All leaders should ensure that their operational plans are being implemented in November and December with an eye toward full implementation by January 10, 2022, to align with the first day of classes.

This is a living document that will be updated, as required, in response to evolving University, Public Health or Government directives. This might also entail curtailing campus access that has been approved under this framework.

Return to Campus – Staffing Framework

Principles guiding on-campus services phase-in

1. Our actions prioritize our responsibility to ensure the collective health, safety and well-being of members of the communities in which we work and live.
2. Access to campus for staff should be expanded in a measured way, to ensure that all appropriate health and safety precautions are in place and that the University has the supplies and resources to ensure a safe return.
3. First priority will be placed on those services that cannot be efficiently provided remotely or without the physical use of University of Guelph operated space, in particular those that are critical and/or time sensitive in supporting academics, onsite student experiences or return to campus activities. The determination of whether services are critical and/or time-sensitive will consider multiple factors, including risks to or impact on students and employees as well as institutional risks using clearly defined principles.
4. Decisions pertaining to the prioritization of services according to the above will be determined by Deans and AVPs, in consultation with the appropriate on-campus resources (e.g. Physical Resources, Environmental Health and Safety, HR/FASR) to ensure necessary health and safety provisions have been considered and implemented. Prioritization decisions must be made
transparently and must consider equity, diversity, and inclusion (EDI). These decisions must adhere to common and defensible principles.

5. On campus provisioning of services is limited to those that can be done safely and are properly resourced. This includes ensuring that employees have completed the online COVID-19 Infection Prevention and Control Awareness training module through EHS and that there is an adequate supply of the required Personal Protective Equipment (PPE) and cleaning supplies, facility support services (signage, engineering controls and enhanced cleaning), and financial supports.

6. Documented Operational Plans must be in place and approved prior to services proceeding, as well as plans for employee access to space, workflow within workspaces (including non-service workspaces such as hallways, washrooms, and common spaces), and associated training.

7. Prior to a return of employees to a physical workspace, Operational Plans are to be shared with the local health and safety committee where applicable. In areas where there are no local health and safety committees, consideration should be given to bringing together a group of employees to discuss concerns about a return to the workplace to inform the creation of the Operational Plans. In some cases, employee groups may also need to be informed of a return to the workplace. Please work with your HR or FASR representative on these requirements.

8. Operational Plans and health and safety precautions that have been put in place should be communicated in detail to employees and in advance of any return to work on campus to help them understand any changes to jobs/duties and/or services provided, as well as to attempt to ensure all necessary health and safety measures have been put in place to alleviate any anxiety that they may be experiencing about returning to campus.

9. Staggered and gradual re-entry should be facilitated starting in May with the goal of achieving full capacity for the Fall Semester, 2021, where applicable and public health requirements permitting. A staggered re-entry will allow departments to assess the efficacy of the measures put in place and to monitor the health and safety of employees. Staggered staffing may need to be in place for some time to meet the health and safety requirements of the physical space location.

10. It is the manager/supervisor’s responsibility to ensure that the requirements of the *Occupational Health and Safety Act* are met, including ensuring that every reasonable precaution has been taken to protect the health and safety of employees. At the same time, all employees have a responsibility to perform their work safely, including ensuring that they are following the health and safety precautions put in place by the University. This will help to reduce the risk of exposure to the virus or its transmission in the workplace.

11. The phasing-in of access to University of Guelph operated space should not be taken to imply that all employees are required to access these spaces.
Consistent with the University’s Human Rights obligations, particular attention needs to be given to employees who are members of vulnerable populations per the Government of Canada Guidelines, in addition to those employees who have childcare or family status responsibilities that prevent them from being able to return to the physical workspace. Occupational Health and Wellness (OHW), HR and FASR representatives can assist in the various accommodation options available to address these individual needs.

12. Many U of G employees have jobs that have required them to work on campus during the pandemic, while other employees have been working remotely. The post-COVID University should allow some work-from-home opportunities when deemed to be operationally feasible by the supervisor.

13. There will be ongoing institutional oversight to ensure that all approved service continues to adhere to the principles.

Approval process for on-campus service phase-in
Managers should only provide on-campus services once their College or administrative unit has received approval from their Dean or AVP.

Responsibilities related to on-campus service phase-in

Return to Campus Steering Committee
1. Establish framework for on-campus service phase-in and modify, as necessary.
2. Monitor the on-campus service phase-in process.
3. Provide guidance related to on-campus service phase-in.
4. Coordinate with other university activities related to on-campus service phase-in.

Environmental Health and Safety (EHS)
1. Identify and facilitate best practices of COVID-19 safety.
2. Conduct safety visits and audits in services spaces as required.

Physical Resources
1. Maintain ventilation systems, daily enhanced sanitization schedules, and the provision of sanitization supplies (in the capacity that purchasing, and distribution channels allow). Daily sanitization by Physical Resources is not a substitute for the diligent sanitization requirements of employees in their workspaces.
2. Post signage related to foot-traffic flows, space etiquette and expectations, room capacities, and hygiene protocols for centrally booked classrooms and public/common campus spaces assigned to Physical Resources.
3. Assist with the evaluation and implementation of physical space considerations for department-assigned spaces as part of department specific return to campus plans.
4. Source and supply the required sanitization materials and PPE for departments to access through the Physical Resources Stockroom.
**Occupational Health and Wellness**
1. Provide advice and guidance on requests for medical accommodations for members of vulnerable population.
2. Assist supervisors, faculty, and staff with alternative PPE requests for those that are unable to wear a face covering.
3. Oversee disability management process for those returning to campus.

**Human Resources/FASR**
1. Support managers in the creation of operational plans, as required.
2. Provide specialized expertise in addressing complex accommodation issues arising in the return.
3. Liaise with employee groups as required on return to campus plans.
4. Support managers on addressing employee concerns or disputes arising leading up to or following the return to campus.
5. Provide guidance on leave options and supports available to those employees who are unable to return to campus and who cannot work remotely.

**University Leadership Team**
1. Provide oversight of processes for the prioritization of services to proceed.
2. Provide oversight of Operational Plans if requested (see “Operational Plans” below).

**Deans and AVPs (or designates)**
1. Determine and approve which services can safely return to campus.
2. Review and approve Operational Plans (see “Operational Plans” below).
3. Coordinate with other Deans / AVPs / PR as required where workspaces are shared to ensure coordination of return to campus activities across College/Divisions (e.g. building/floor occupancy limits).
5. Provide support as required for service units needing to restart.

**Managers/Supervisors**
1. Develop and implement Operational Plans including specifics for the use of service space and shared equipment (see “Operational Plans” below).
2. Determine which employees need to be on site to support service, integrating individual considerations such as:
   I. Identify those employees who require accommodation due their membership in a vulnerable population based on work with OHW/HR/FASR as required.
   II. Caregiving obligations and accommodations (the status of day cares and schools will shift through phases).
   III. Travel and addressing concerns around transportation to work (e.g. use of public transportation)
3. Confirm that all appropriate health and safety precautions are in place to support the Operational Plan (e.g., physical distancing, signage, PPE, handwashing,
enhanced cleaning of high touch areas, physical barriers as needed, low occupancy)
4. Ensure that the necessary technology is in place to support a gradual return (e.g. office equipment available at work and home for those with rotational schedules).
5. Protect physical and mental health and safety by communicating details of the plans and addressing employee concerns promptly.
6. Provide orientation to all employees with the health and safety precautions taken and ensure compliance with the Operational Plan.
7. Maintain a record of employee attendance on campus to facilitate contact tracing if required.

Employees
1. If you have not been notified by your supervisor of the need for you to be present on campus you should continue to work remotely and only be present on site if approved and/or required.
2. Prior to returning to campus, complete CourseLink COVID Infection Prevention and Control training.
3. When returning to campus, complete the U of G COVID-19 Screening Form each day you are scheduled to come to campus and follow provided directions.
4. Stay home if you are feeling unwell, experiencing COVID-19 symptoms, or if a close contact is unwell or has tested positive for COVID-19. Complete the Employee Self Declaration Form.
5. Notify OHW if you have tested positive for COVID-19 and have been present in the workplace.
6. Review and follow instructions in the Operational Plan.
7. Report hazards and concerns to supervisor.
8. Use equipment and/or PPE as defined in the procedures.
9. Avoid touching your eyes, nose and mouth.
10. Ensure proper respiratory etiquette.
11. Handwash regularly or use an alcohol-based hand sanitizer per EHS guidelines.
12. Always minimize time around people (maintain two metre physical distancing).
13. Wear a face covering while indoors or whenever physical distancing cannot be maintained or predicted.
14. Remember that some individuals with COVID-19 may be asymptomatic.

Operational Plans for services phase-in
Managers and Directors are responsible for developing and implementing appropriate Operational Plans for their service spaces and for orienting employees on the steps that have been taken, changes to their jobs, and service standards. EHS will provide training and resources for general COVID-19 safety and precautionary measures, but managers must monitor and ensure their employees have completed the required training and orientation.
The operating principle as service activities are resumed is to limit the exposure of employees to COVID-19 while on campus.

The infection and spread of COVID-19 in a service facility, the community, and/or provincially may require a return to remote services or even greater restrictions depending on the location and circumstances, subject to Public Health recommendations. Therefore, all service plans should include contingencies for an immediate scale-back of activities or shut down.

Operational Plans must integrate the consideration of the following:

**Safety Requirements**

1. Daily check-in before coming to campus
2. Availability and supply of Personal Protective Equipment (PPE)
3. Physical distancing
4. Hygiene and disinfection protocols and materials
5. Signage and markings
6. Precautions for common areas (corridors, elevators, break rooms, etc.)
7. Workspace and flow of traffic
8. Availability of support services (e.g., custodial, receiving, purchasing)

Note: Please refer to the Physical Resources COVID-19 Tools and Resources for information and guidance. (https://www.pr.uoguelph.ca/covid-19-physical-resources-tools-and-resources)

**Guidelines for on-campus phase-in**

**Equity, Diversity and Inclusion (EDI) considerations**
The University of Guelph recognizes that an inclusive campus and a culture of inclusion is an institutional and social imperative. Acknowledging the University’s diverse population and ensuring that every member of an inclusive campus is a valued contributor is a foundational pillar of a successful post-secondary institution.

**General guidelines**
As preparation for, and resumption of, service activities commence, protective measures will remain essential. Please refer to the University’s COVID-19 related guidelines available on the EHS website. Protective measures and preparation for resuming activities include:

1. Using the University COVID-19 Screening Form, self-assess for signs or symptoms of possible COVID-19 before coming to University of Guelph operated facilities. Do not come to work if the tool indicates you should stay home or if you are ill or exhibiting signs or symptoms of COVID-19.
2. Always maintain physical distancing.
3. Maintain good personal hygiene, including proper hand washing, respiratory etiquette (for coughing and sneezing), and avoid touching your face, eyes, nose, and mouth.
4. Have hand sanitizer available at all building entrances and at access points for each floor.
5. Ensure access to adequate and reliable supply of appropriate PPE. Use appropriate PPE to protect yourself and others from the spread of the virus while within all University of Guelph operated space. Current guidance on appropriate PPE to be used to prevent spread of the virus can be found on the EHS website.
6. Clean/disinfect high-touch locations in shared spaces. Personal hygiene supplies can be ordered through the Physical Resources Stockroom.

**Mandatory hygiene procedures for all employees include:**

1. All personnel must wear appropriate and approved face coverings as per EHS “Guidance for Using Non-Medical Face Masks”. Those who require accommodations should be assessed by Occupational Health and Wellness.
2. Cleaning of all high-touch surfaces (e.g., door and cabinet handles, desk surfaces, keyboards, etc.) at the beginning and end of the day, or, if staff are working in shifts, at the beginning and end of every shift.
3. All shared equipment, including computer keyboards and tables should have user interface surfaces and are to be cleaned by users between use.
4. Other “high touch” items such as chair backs and arm rests, photocopiers, pens and whiteboard markers should be cleaned between users.
5. Cleaning should be with an approved disinfectant by Physical Resources that is effective against COVID-19, because most disinfectants do not work on contact. Attention must be paid to disinfectant contact times.
6. Use appropriate PPE when using disinfectants/cleaning, including eye protection and chemical compatible impervious gloves.

Note: Personal hygiene supplies and PPE can be ordered through the Physical Resources Stockroom.

**Use of workspaces should factor in the following:**

1. Continue remote work wherever possible, unless otherwise approved or required.
2. When feasible, establish rotating shifts or cohorting for service team members who normally use a shared space, and where physical distancing within that space is not possible. Consideration should be given to adjacent/proximal or shared space with other units and planning should be coordinated.
3. Occupancy should be limited to those necessary to provide a given service. Physical distancing may require significant revision of normal procedures. This may require reducing service unit occupancy. In some cases, installation of plexiglass barriers is appropriate.
4. Maximum density should be kept to less than 1 person per 2-metre radius space.
5. Designate and label a separate entrance and exit door for each work area where feasible.
6. Establish and post schedules for the use of each workspace and/or piece of shared equipment, including names for all users. This includes facilities that are
shared by multiple groups. Sign-in procedures are recommended for any space with four or more staff, and in any small rooms accommodating only 1 person per 2-metre radius.

**Travel**

University travel off-campus, including sites throughout Canada, is restricted until otherwise notified. If making travel plans, refer to the University’s guidance on [travel during COVID-19](#).

All University-funded or sponsored travel to countries outside of Canada is cancelled/postponed until further notice. This applies to faculty, staff, students, and researchers, and includes international exchanges and placements.

People arriving or returning to Canada from any international destination, whether for business or personal reasons, must self-monitor for symptoms and quarantine for 14 days, in keeping with the [Government of Canada’s directive](#). Monitor for fever, cough and difficulty breathing, and report any symptoms to your health care provider or to Public Health.

**Staying informed**

The University's [COVID-19 website](#) provides information on U of G's response to the COVID-19 pandemic. The [Return to Campuses website](#) provides essential information for those who need to be on campus.