



LEADER GUIDE

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LEADER GUIDE FOR WORKING WELL™

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INTRODUCTION

After months of working remotely or in a limited on-site capacity, we are now ready to gradually re-engage some campus operations. Not all of us will return to campus at the same time or anytime soon. The need for on-site operations will be thoughtfully determined and will resume gradually, with some areas returning to in-person operations before others. The well-being of our community is at the forefront of our decision-making and we remain committed to high quality instruction, research, health-care, public service and being an employer of choice. We also acknowledge that changes occur rapidly in this environment so we all need to remain flexible and agile. Our return to campus will be guided by public health metrics.

As we ramp up to resume some on-campus operations, we have created new protocols that employees need to be aware of prior to returning to campus. These new protocols also apply to those essential workers who continued their important work on campus throughout the stay-at-home order.

In order to help you prepare for on-site operations, we have created the Working Well™ program to supply you with everything you and your employees need to work well. A Working Well™ environment puts the well-being of every individual first. Some aspects of the Working Well™ program will come easily for employees. For others, some ideas and concepts will be new. This Working Well™ leader guide will provide you with resources, recommendations, and guidance on how to help employees acclimate and thrive in the new Working Well™ environment.

GUIDING PRINCIPLES

Everyone's well-being on campus is our primary concern. UCI's plans and activities must incorporate precautions to protect the health and safety of our faculty, students, employees, patients, research participants and visitors. Our guiding principles are:

1. Making Informed Decisions

Our decisions will be founded on public health directives from official government agencies and our own public health experts, who may maintain a higher standard.

2. Transitions Will Be Gradual and Thoughtful

Phase-in decisions will be made at the unit or functional level, in coordination with administration, based on the expertise and knowledge of the leadership in those areas.

3. Plans Are Flexible

Understanding that spikes or outbreaks of new infections could occur, all operations will be ready to retreat to conservative phases if safety concerns arise or there is a rise in new COVID-19 cases or other public health milestones.

4. Our Commitment to Quality Will Not Waver

Whether our activities are remote or on-site, we will provide the superior experience that has become synonymous with UCI for our students, faculty, staff and community.

PLANNING FOR A PHASED RETURN TO WORK

Before phasing in the return of any employees to work on-site:

1. Review this Leader Guide for Working Well™
2. Review and complete the **Working Well™ Leader Checklist**
3. Submit a **UCI COVID-19 Risk Assessment, Protection, and Monitoring Plan** for review and approval by a vice chancellor, dean or delegate.

Phased Staffing

UCI will gradually return employees to on-site work to mitigate potential risks and take reasonable precautions with respect to the workplace we provide to our employees and the communities we serve. No unit or department should increase staffing levels in an office or workspace beyond its current needs to support essential on-site operations without review by its respective senior leadership and approval from the designated campus authority. Once decisions to expand on-site operations in certain areas have been made, leaders should follow the policies and protocols detailed in this guide for returning employees to work on campus.

On-site Work Plans: Senior Leaders (deans, vice chancellors) shall propose plans for a phased return to on-site work based on business needs (including the necessity to access on-site resources) and the ability to control and manage specific work environments.

Managing Density: The need to manage the number of people on campus (density) to meet physical distancing requirements will continue for some time. Functions that continue to effectively work remotely will likely continue to do so until certain public health milestones are met.

As on-site increases in staffing and operations expand, senior leadership will closely monitor and assess the potential spread of the virus and existing policies and procedures to mitigate it.

Considerations for Senior Leaders

Here are some items for senior leaders to consider when developing a Working Well™ plan.

1. What services or support will my unit provide to meet business needs on-site?
 - a. Which units, workgroups, teams, or individuals should return to campus to meet on-site needs?
 - b. At this time, some roles may continue to work remotely on a full-time basis for the foreseeable future.
2. What populations of the campus community do you serve? Are the clients you serve currently remote or on-site, or both?
3. What teams/divisions of my unit serve those needs?
4. The legitimate business reasons for the selection process of personnel to work on-site should be documented to provide evidence of non-discriminatory selection criteria if later challenged.

5. What support resources should/can be made available to supervisors to assist with change management?
6. Have I identified my facilities lead and EH&S liaison to coordinate acquisition and distribution of personal safety equipment and cleaning supplies for my department?
7. Have I completed the **UCI COVID-19 Risk Assessment, Protection, and Monitoring Plan**
8. to ensure we are prepared to safely return any employees to campus?
9. Have I created a plan to notify campus Human Resources when employees should be added to the daily symptom screening application?

Considerations for Supervisors

Referring to senior leadership's stated business expectations, each supervisor should evaluate which of their business services/functions are affected and consider how to meet business needs in a phased approach to staffing. Staffing plan proposals shall be submitted to senior leadership for review prior to seeking approval final approval.

1. What roles must be performed on-site?
 - a. How many employees in a given role must return?
 - b. What percent of time must be spent on site to perform the role?
 - c. Think about staggering schedules for employees who need to be on-site.
2. Do employees who will remain remote have the capability to effectively perform the essential functions of their roles remotely?
 - a. Do they have the proper equipment and electronic access to do so?
 - b. Address ergonomic needs and refer to EH&S recommended options for remote work at home:
Ergonomics for Remote Work.
 - c. Establish clear budget guidelines for any approved items.
3. Is your office space configured for physical distancing?
 - a. Complete the **Physical Self-Assessment Guide and Checklist.**
 - b. If needed, work with Facilities and EH&S to determine:
 - i. How many staff can safely cohabitate a given space with 6 feet of physical distancing?
 - ii. Ensure traffic flow and protocols in a shared space are maintained.
 - iii. Review layout of breakrooms, conference room, kitchen areas, and public facing areas to ensure compliance with guidelines.
4. Does each workspace have the necessary safety equipment and disinfecting supplies to support your employees?
 - a. Ensure that returning employees will be able to wear face coverings and disinfect areas they come into contact with during their work.
5. Does your office area/work location have adequate signage?
 - a. Please refer to the **UCI COVID-19 Approved Signage** page for instructions on required and recommended posters.

Staffing Options

Once on-site functions are determined and employees are identified, there are several options departments should consider to maintain required physical distancing measures and reduce population density within buildings and work spaces.

Remote Work: A portion of work schedules may include remote work.

Alternating Days: In order to limit the number of individuals and interactions among those on campus, departments may schedule partial staffing on alternating days. Such schedules will help enable physical distancing, especially in areas with large common workspaces.

Staggered Reporting/Departing: In order to limit the number of individuals entering/exiting a space at the same time, departments may stagger reporting and departure within the same facility to reduce traffic in common areas to meet physical distancing requirements. (See Enter/Exit Controls in the “Preparing the Workspace for Working Well™” section for further details).

Accommodations and Non-Discrimination

We will review and accommodate employees, where possible, with special needs or requests. On a case-by-case basis, we will engage in an interactive discussion with employees who wish to change where or how they work. Supervisors should consult with your departmental human resources or academic personnel representative to find a solution that works for both the employee and supervisor. You may also refer to this resource: Employee Concerns with returning to on-site work.

If an employee needs to have a different work arrangement due to a disability or COVID-related reason, coordinate with your departmental human resources or academic personnel representative. Your HR or AP representative will contact a Disability Management Consultant, to start the interactive process.

Employees at increased risk whose job functions can be performed remotely will be allowed to continue remote work. According to the CDC, older adults and individuals with certain conditions may have an elevated risk for contracting COVID and a higher risk of severe illness. You may review the specific guidance at CDC.

Those conditions may include:

- Chronic kidney disease
- COPD (chronic obstructive pulmonary disease)
- Immunocompromised state (weakened immune system) from solid organ transplant
- Obesity (body mass index [BMI] of 30 or higher)
- Serious heart conditions, such as heart failure, coronary artery disease, or cardiomyopathies
- Sickle cell disease
- Type 2 diabetes mellitus



Decisions related to the resumption of on-site operations shall be made in accordance with the **UC Non-Discrimination Policy**.

When an employee does not want to return to on-site work

Please see **Leader Guide: Addressing Employees Who Do Not Return to Work** for guidelines and how a supervisor should respond.

PREPARING THE WORKSPACE FOR WORKING WELL™

Workspace assessment and modifications to maintain at least 6 feet physical distance

Refer to guidance and checklists from EH&S to plan for office space modifications. A summary of those documents is below and more complete information can be found at [EH&S Return to Work Resources Page](#).

a. Offices

- Depending on the office shape, size, and number of employees returning to the office, rotating remote schedules, varying work hours, reorganizing cubicles and extending cubicle walls are all methods to ensure proper physical distancing protocols.

b. Break rooms, copy rooms and conference rooms

- Local Facilities designee should determine how many persons can be in the room at a given time and practice physical distancing based on the square feet of each room.
- Signage must be posted on doors stating new capacity restrictions.
- Reconfigure furniture or mark open vs. closed spaces in common areas and cubicles to ensure distancing protocols.
- If an in-person meeting is held, physical distancing must be maintained, the host of the meeting should use disinfecting wipes for tables, door handles and other surfaces after the meeting is completed.
- For break rooms, no communal food will be allowed unless individually packaged.
- Set individual copier use times or implement some other method to ensure there is not crowding or more than one person at the copier at a time.

c. Building common areas, signage available from Facilities [EH&S Return to Work Resources Page](#)

- Post signage discouraging gathering in common spaces to comply with physical distancing requirements.
- Signage should require wearing face coverings, and promote hand washing and physical distancing.
- Post signage stating how many people are allowed in an elevator at a time, with physical distancing marked on the floor.
- If building design allows, assign one-way hallways.
- Designate one stairwell for going upstairs and another stairwell for going down. HOWEVER, in an emergency situation, employees should use the closest stairwell.
- Limit the number of individuals in a bathroom at a time.

d. Public-facing Interactions

- Consider additional clear barriers for persons who must have face-to-face interaction with the public.
- Place markings on the floor for those waiting in line to ensure that at least six feet of physical distancing can be maintained.

- Schedule appointments by Zoom or other videoconferencing service whenever possible to maximize physical distancing and minimize potential for virus transmission.
- e. Protocols for Meetings:** Convening in groups increases the risk of viral transmission. When feasible, meetings should be held in whole or part using the extensive range of available collaboration tools (e.g. Zoom, Skype, Microsoft Teams, telephone, etc.).
- In-person meetings are limited to the restrictions of local, state, and federal orders and should ensure individuals can maintain at least 6 feet of separation. Departments should remove or rearrange chairs and tables or add visual cue marks in meeting rooms to support physical distancing practices between attendees. Outdoor meetings, assuming individuals can still maintain at least six feet of separation for physical distancing requirements are also an option.
 - During their time on-site, employees are encouraged to communicate with colleagues and supervisors as needed by email, instant message, telephone or other available technology rather than face-to-face. Employees can also use a range of available collaboration tools (e.g. Zoom, Microsoft Teams, etc.).
- f. Enter/Exit Control**
- Departments and building coordinators should identify usable building access points and coordinate and/or stagger arrival and departure times of employees to reduce congestion during typical “rush hours” of the business day. Employee arrival and departures should be scheduled in regular increments to reduce personal interactions at building access points, hallways, stairs/elevators, etc.
 - Once instructed to return to the workplace, employees should report to work or depart work through the designated building access points and at the designated time to limit the number of people entering and exiting buildings at any one time.

PREPARING EMPLOYEES FOR WORKING WELL™

All employees returning to on-site work will receive a Working Well™ Welcome Back Kit, containing a reusable insulated lunch bag, one branded UCI face covering (reusable, washable), three non-branded face coverings (reusable, washable), one branded UCI lanyard, hand sanitizer and a UCI branded coaster.

Your unit's building/facilities lead should coordinate storage and delivery of the Working Well™ Welcome Back Kits as well as additional disinfecting supplies and hand sanitizer for employee use.

Required "Returning to Campus" Training

Employees are required to view a training video entitled "Returning to Campus," which explains what COVID-19 is, how it is transmitted, the steps we're taking to reduce potential exposures, and what employees can do to protect themselves and others. This training is required by Cal/OSHA and the California Department of Public Health. Even if employees will continue to work remotely, they should complete the relevant modules of this training. The video is available through the [UC Learning Center](#) and can be searched for by title using the Find a Course function.

Completing the relevant modules of this training does not mean that employees may return to work on-site. The training is only one step in the process of preparing for returning to on-site work. Talk to your employees about your unit's plans for a phased return.

Daily Symptom Screening

Working Well™ means taking care of ourselves and our colleagues in the UCI Community.

Employees who will return to work on-site are **expected** to conduct symptom screening every day before reporting to work. Any employee exhibiting symptoms must be evaluated and cleared by the Center for Occupational and Environmental Health (COEH) before reporting to work.

There are three ways to conduct symptom screening:

1. Respond to the Email
 - Every employee will receive a daily email. If an employee checks-in using the smartphone app, the employee can simply delete the email.
2. Smartphone App

Employees can also download the check-in app for Apple or Android from their device's app store by searching 'Now Mobile'. The email and the app work exactly in the same manner, so the method of interaction is based on employee preference.

Once in the Now Mobile app, users will be prompted for UCI's instance and nickname:

- Instance URL: uci.service-now.com (all lower case)
- Nickname: Production

Employees should contact the Coronavirus Response Center at 949.824.9918 or covid19@uci.edu if they have any trouble downloading or using the app.

3. Call the Working Well™ Daily Symptom Check Line

- Employees who do not receive the email, and are unable to use the smartphone app, must call the Coronavirus Response Center at 949.824.0300 and answer the check-in questions by phone.

Employees will be asked

1. Are you currently experiencing any of the following symptoms. If you have chronic conditions (e.g. migraines) and are experiencing symptoms identical to your usual symptoms, do not report those here.
 - Fever (99F+)
 - Chills
 - Muscle aches
 - Cough (new)
 - Shortness of breath (new)
 - Unexpected fatigue
 - Sore throat
 - Loss of taste or smell
 - Headache
 - Diarrhea, vomiting, or nausea
 - Other cold symptoms
2. Have you been tested for COVID-19 using a nasal, oral, or nasopharyngeal swab in the past 14 days? NOTE: If you have already discussed your test with UCI's Center for Occupational and Environmental Health (COEH) and have been cleared by COEH you should reply NO to this question.
3. Within the past 14 days has anyone you live with had a positive COVID-19 test using a nasal, oral, or nasopharyngeal swab (excluding any contact previously reported in this symptom screening program)? NOTE: If you have already discussed a positive test for someone living in your home with COEH and have been cleared by COEH you should reply NO to this question.
4. Have you been within 6 feet of a COVID-19 infected person for at least 15 minutes within the last 14 days? NOTE: If you have already discussed possible exposure with COEH and have been cleared by COEH you should reply NO to this question.

There are three response options within the symptom screening:

1. **Not Scheduled to work on-site:** This option should be used by employees who are working remotely, are on leave, have approved vacation, have called in sick, or who are otherwise not intending to work on-site that day.
2. **No:** This option should be used by employees who are intending to work on-site, but who have self-assessed and have determined that they are not experiencing any of the symptoms listed.
3. **Yes:** This option should be used by employees who are experiencing one or more of the symptoms listed. By answering 'yes', an employee is NOT indicating anything other than that they are experiencing a symptom. A "yes" answer does not mean that the employee has or does not have COVID-19 or any other possible illness.

If an employee answers 'yes', the symptom screening will direct the employee to stay home and to call UCI's Center for Occupational and Environmental Health (COEH). UCI has arranged for COEH medical professionals to speak with any employee exhibiting one or more symptoms to help assess whether further medical intervention is advised. In some cases, COEH may inform the employee that they may proceed to work on-site.

Application Data Management

The data collected from the Working Well™ Daily Symptom Check application is stored for thirty (30) days, then it is permanently deleted.

Access to Data

Access to the application data is restricted to a small number of UCI central Human Resources (HR) professionals and UCI Office of Information and Technology (OIT) employees specifically involved in supporting the Working Well™ Daily Symptom Check application. Leaders, managers, supervisors, other HR professionals, and other OIT employees do not have access to the application data. Should this change, you will be notified of the change in advance via email.

Confidentiality

The data collected includes the individual respondent's name and response selected by day (symptoms, no symptoms, or not working on-site). No personal health information is collected.

Reporting Concerns

If employees have concerns regarding the utilization of this application, they should contact their supervisor or equivalent, dean or vice chancellor, and/or academic personnel or human resources, as appropriate.

COMMUNICATIONS AND CHANGE MANAGEMENT

Reporting a COVID-19 Case

1. Do not come to work
2. Inform a supervisor or equivalent.
3. Report the case at this website: <https://hr.uci.edu/disaster-relief/report-known-cases.php>

While we transition to a Working Well™ environment, consistent and regular communication is critical in helping employees adjust and continue to be engaged with their work. Here are some examples of things you can do to help your team acclimate:

- Provide employees advance notice (min. 2 weeks) of any changes in return to work on-site plans. Utilize multiple communication channels (e.g., email, town halls, one-on-one, and intranet) to help cultivate the Working Well™ program.
- Communicate the availability of disability and other COVID-related accommodations and clearly state that discrimination based on using such accommodations will not be tolerated.
- Create internal team tools to share schedules, availability, and when employees will be on-site.
- Host a virtual welcome back team session prior to employees returning on-site to introduce the Working Well™ program, prepare employees for a new work environment, share meeting and gathering protocols, and review new resources and guidelines. Call attention to the EH&S required training.
- Check-in with employees frequently and establish clear and measurable goals.
- Encourage your employees to maintain work-life balance and to disconnect from work at the end of their work day.
- **Review training** on how to manage a hybrid remote/onsite team effectively.

Employee Emotional and Mental Well-Being

Mental Health is an important issue for the University, and we remain committed to fostering physical and emotional well-being for our employees. Change is stressful under normal circumstances, and it is an even greater challenge due to the uncertainties of COVID-19. Employees may need support in a variety of ways.

- Refer employees to the various **mental health resources** available. For serious concerns, consult with your human resources representative.
 - Employee Assistance Program: EAP is available to offer emotional support during this stressful period. Telephonic or video counseling is available, and you can access this service using most smartphones, tablets and computers with a camera. You may contact EAP by calling (844) 824-3273.
- Wellness at UCI: Visit the **Virtual Self-Care web page** for more information and resources to offer support, manage stress, and enhance your resilience.

WHOM TO CONTACT WITH QUESTIONS OR FEEDBACK

Contact your **local Human Resources** or academic personnel representative with questions. If you have any specific questions related to physical distancing, training, cleaning or safety procedures, please contact EH&S at 949-824-6200 or safety@uci.edu.

UCI is dedicated to helping its community learn more about the SARS-CoV-2 virus, the COVID-19 disease it causes, and how to maintain a healthy lifestyle during this pandemic. You can find this information at the following links:

- [UCI's Working Well Program](#)
- [UCI's COVID-19 Website](#)
- [UCI Health's COVID-19 Website](#)
- [UCI EH&S](#)
- [OC Health Care Agency](#)
- [COVID-19 Cases by County](#)
- [Daily metrics about the public health effects of the pandemic in Orange County](#)
- [Information about California's Roadmap](#)
- [Information about California's Stay at Home order](#)
- [Information from the CDC about SARS-CoV-2](#)