COVID-19
Reintegration Planning Guidance for Faculties and Services
Document Change Control

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Given the constantly evolving situation during the COVID-19 pandemic, this document is subject to revision, as required.

Revisions

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IMPORTANT NOTICE TO READERS

IT IS RECOGNIZED THAT THE COVID-19 PANDEMIC CAN CHANGE RAPIDLY AND EVEN UNEXPECTEDLY, AS SUCH THIS DOCUMENT IS EVERGREEN AND MAY NEED TO BE ADJUSTED TO REFLECT THESE CHANGES.

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1  General

1.1  Introduction

As is the case with all other post-secondary institutions, uOttawa swiftly shifted its activities to a predominantly remote model in March 2020 given the public safety measures required in response to the COVID-19 pandemic. Since that time, some on-campus education and research activities have gradually been resumed.

As government regulations and public health measures evolve, and as Canada’s vaccination program progresses, the University is ramping up its planning efforts in support of a progressive and important return to on-campus activities for its students and employees in 2021-22. Given that the situation will remain unpredictable during the coming weeks and months, we continue to privilege an iterative, agile, and flexible approach to ensure continued adherence to public health and safety requirements. The required due diligence in this planning process rests on academic and administrative leaders, with the aim of ensuring a progressive and safe return to campus for our students and employees. As the ability to rapidly ramp up or down on-campus activities may become necessary, reintegration plans must include provisions to adapt to local (e.g. outbreak within a Unit or a group of Units) and institutional circumstances (e.g. changing public health requirements).

The purpose of this document is to provide general guidance to uOttawa faculties and services enabling them to increase their in-person on-campus academic and service activities in support of the University’s academic and research mission. More specifically, these guidelines are intended to:

- provide a general planning framework to administrative and academic leaders to achieve a coordinated, coherent and safe University-wide campus reintegration and gradual resumption of in-person on-campus activities as early as May 31, 2021, and in preparation for the Fall 2021 semester; and

- ensure a learning and working environment that meets or exceeds provincial and City of Ottawa public health guidelines and directions.

As in-person on-campus research activities have been largely resumed in accordance to earlier and current provincial reopening directives, this document is not intended to address research reintegration (see Framework for Remobilizing Research @uOttawa (https://research.uottawa.ca/resources/remobilizing-research-covid-19).

1.2  Reintegration Goal and Objectives

The desired outcome of the next iteration of campus reintegration is for uOttawa to continue to successfully and fully meet its academic and research mission for the 2021-2022 academic year while all COVID-19 related necessary restrictions and precautions remain in place. The University’s plan is to
provide a full, enriching on-campus experience at uOttawa for Fall 2021, with 30 to 50% courses to be delivered in person or using hybrid/bimodal formats, and the remainder to be offered online.

Planning is required across all sectors of the University, in Faculties and Services, at the institutional and local levels. Assuming health guidelines permit, we will begin a proactive and progressive return to campus, with pilot projects to test and evaluate different workplace configurations.

2 Reintegration Planning Framework

2.1 Planning Principles

The vision for the uOttawa campus experience for the 2021-2022 academic year is guided by the five pillars of the student experience (Appendix 1):

- Value-added course offerings and learning activities
- Residential Life
- Comprehensive campus-wide programming
- Academic support
- Academic and administrative services

All our planning continues to be governed by the following principles:

- Health and safety, including the mental health and well-being of all members of the uOttawa community remains our top priority
- Continuity of academic, research, and administrative activities
- Agility, flexibility, and iterative planning
- Institutional principles and local solutions
- Care and concern for our whole community

2.2 Reintegration Planning Strategy

The Provost and Vice Presidents, in conjunction with all academic and administrative leaders, will determine what operations should be completed in-person on-campus and at what level for the Fall 2021 session, through a phased approach beginning May 31, 2021, to meet our shared objective of incrementally increasing on-campus activities to the largest extent possible.

Once academic and administrative leaders determine the required operations and levels of in-person on-campus activities, they must apply the current public health protocols to their conceptual operations and assess the spaces and other resources intended for the planned activities (see Section 3.2). In case of conflicts, the following options should be considered:
- relocate intended work activities or retrofit space to accommodate the increase;
- ensure the use of additional PPE (i.e.: protective eyewear in addition to masks) during the activities creating the conflict; and
- modify the intended work activities (change the plan).

If needed, the Office of Risk Management (ORM) is available at safety@uottawa.ca to consult on public health measures and their application to all operational activities.

If required, contact Facilities through your Facility Manager or by contacting x2222 or by email sdi-prs@uottawa.ca to assess spaces, evaluate the retrofitting of spaces or availability of alternate locations. Facilities will also distribute the requested PPE as stock arrives.

Once faculties and services have finalized their plans for Fall 2021 and identified the employees who will return to campus, they will be able to initiate a progressive reintegration, in terms of on-campus presence. There is no ‘one-size-fits-all’ model; faculties and services should design a model of progressive return that meets the pillars and the principle for the reintegration, their needs and the constraints of all applicable public health regulations, while recognizing that some flexibility may be needed to consider specific local contexts. The iterations should present a target for the level of activity and the number of authorized individuals to be in specific workspaces or buildings at any given time while still respecting infection control measures.

If the infection control measures can be safely implemented and maintained, the number of individuals and level of activity may increase; conversely, in the event of a change in situation, the numbers/levels may be allowed to increase or may need to be reduced if control measures are inadequate, or alternate strategies may need to be developed to maintain safety (e.g. increased protective equipment, staggered schedules, alternate business hours, etc.).

Subject to public health guidelines/requirements at the time, the progressive return should target a start date of at or near May 31, 2021 and culminate in mid-August 2021, in time for the beginning of the Fall 2021 session and the return to campus of thousands of uOttawa students.

Of note, the current Ontario vaccination strategy is prioritizing according to years of age and individuals with specified health conditions for April-May 2021; an acceleration and broadening of the vaccination programme is expected in late spring and summer. The Ontario Government is confident that all Ontarians who wish to be vaccinated against COVID-19 will be able to do so before the end of the summer.

2.3 Roles and Responsibilities

The reintegration planning process hinges on role clarity, as well as close collaboration and coordination between various parties, including the following.

‘COVID-19 Recovery Task Force’ (CRTF)
Academic and administrative leaders (or delegates): Develop reintegration plans, request assistance from ORM, Facilities or HR in the event assessments are required, prepare returning staff for their reintegration and implement their plan.


Office of Risk Management (ORM): Provides guidance and advice on health, safety and infection control protocols, as well as reviews return to campus plans as submitted via the CRTF. Exceptionally, ORM can provide on-site assessments upon request.

Human Resources (HR): Supports faculties and services in the development and implementation of workforce reintegration plans by providing HR expertise.

Facilities: Supports and advises on the modifications to the physical space, use of space and limitations of existing systems to accommodate the current and future public health restrictions.

Information Technology (IT): Provides direction and supports to faculties and services in the usage and acquisition of technologies components required for workforce reintegration.

Teaching and Learning Support Service (TLSS): Supports and advises on the technop didagogical needs of faculties to accommodate the current and future public health restrictions.

2.4 Planning Responsibilities of Academic and Administrative Leaders

As it has been the case since the beginning of our campus reintegration process, each faculty and service continues to be responsible for planning their workforce reintegration and resumption of activities using an iterative approach to allow for periods of monitoring and assessment, ensuring that:

- The full range of dependencies and interdependencies within each faculty and service as well as between faculties and services that share facilities or resources are identified, considered, coordinated, and addressed.

- The safety of students and employees is maintained in accordance with public health requirements.

- Other faculties and services that can support the planned reintegration are accessed as required.

- Public health impacts are assessed before proceeding from one iteration to the next.

- Any possible HR, policy, financial, procurement and operational implications and impacts are identified and factored.
• Information is shared in a transparent and timely manner, including with the CRTF for review.

Academic and administrative leaders also play a key role with respect to employee relations and the provision of support for students, faculty and staff. As such, leaders should be familiar with the various human resources policies, procedure and considerations as these relate to the reintegration planning process (Appendix 2).

3. Reintegration Planning Guidance

3.1 Reintegration Parameters and Considerations

Academic and administrative leaders must take the parameters below into account in their planning for the increase of in-person on-campus activities and the progressive reintegration of uOttawa employees:

• The five pillars of the university experience of uOttawa students (refer to section 2.1 and Appendix 1).

• Increased reintegration efforts at uOttawa will continue to align with public health directives and guidance. This includes:
  a. Gathering restrictions
  b. Authorized business activities
  c. Physical distancing
  d. Wearing the appropriate protective equipment where and when required (i.e.: masks, eyewear, gloves, etc.)
  e. Proper respiratory hygiene and hand hygiene (i.e.: washing hands with soap or using hand sanitizer)

• Reintegration will continue to be carried out in an iterative approach, with each gradual implementation stage informing the next; safety is the first consideration for the timing, rate, and scale of reintegration efforts.

• Faculty and staff will return to on-campus work once plans are approved and as permitted by public health guidelines. For employees whose work activities require their presence on campus, but who require accommodations for medical reasons or family status to work from home, leaders must follow the processes outlined in the HR Guide for Managers for a Return to Work on Campus (Appendix 2). For employees with preferences to return to campus or to remain at home, this will be considered within the context of operational needs.

• Everyone who comes to campus must follow practices that promote safety, good hygiene and adhere to gathering limits, physical distancing directives and protective equipment requirements.
• Academic programs will be delivered through different modes, including hybrid and bi-modal teaching. A combination of in-person learning, and online course delivery will be utilized to ensure students continue to benefit from the best education under the circumstances.

Additional considerations include:

• Reintegration planning in faculties and services must consider the range of dependencies and interdependencies as well as possible HR, policy, financial, procurement and operational implications and impacts.

• Faculties and services are responsible for coordinating their workforce reintegration and resumption of activities with other faculties, services and the CRTF. To facilitate the planning process, faculties and services could form a working group comprised of their leadership team, Facilities Manager, IT/TLSS representative, and HR representative.

• Coordination amongst all users of buildings, workspaces, common areas and equipment is crucial. In planning for return to campus, there are several groups of individuals to consider; it is imperative to consider each of these groups individually, and collectively, as plans for reintegration and resumption of activities are being developed:
  
  o **Individuals currently on campus** – those who have been working on campus either since the onset of COVID-19, or those who have returned to campus over time. This includes students, researchers whose activities have resumed, as well as faculty and support staff whose work requires on campus presence.

  o **Individuals whose work is student-facing or serving other groups** – those whose work is best delivered face-to-face to ensure a full student experience.

  o **Individuals whose work is best performed on campus** – those whose work includes functions that cannot be fully completed remotely.

  o **Individuals whose work requires occasional or periodic on-campus presence** – this includes functions requiring, but not limited to, access to specific IT systems, equipment or information not available remotely, access to educational technologies and equipment for faculty training and support

  o **Individuals who require accommodation** – this includes individuals who are deemed unable through appropriate HR processes to effectively perform work remotely due to either health or family circumstances.

  o **Individuals who prefer to work on-campus** – such cases should be assessed on a case-by-case basis by the manager.
• Leaders must ensure that all required support services and infection control measures are in place prior to workforce reintegration and resumption of campus activities.

• A period of monitoring and assessment, typically between 2-4 weeks after entering a new iteration, may be required to assess public health impacts and confirm safety of the work environment as well as validate and adjust the implemented operational model.

• Although all individuals on campus are responsible for following practices that promote safety, good hygiene and adherence to physical distancing, protective equipment and occupancy directives, leaders must actively monitor and address compliance issues. Human Resources can be of assistance in addressing issues of non-compliance with employees.

• Contingencies must be developed by each leader for positive cases, loss of staff due to self-isolation protocols, or outbreak within or affecting the faculty or service, as well as the possible re-imposition of provincial restrictions.

3.2 General Tactical Guidance

Recognizing that academic, research, and support services environments typically require high density, but not homogeneous, occupancy of available space across our three campuses, a key planning challenge faced by leaders will be managing occupancy and density to ensure proper physical distancing and sanitary precautions while still being effective in the execution of assigned responsibilities.

While not meant to be an exhaustive list of considerations, Unit Heads should take the following into account as they develop their workforce reintegration, including how, when and by whom workspace will be occupied (see Appendices 3 and 4 for additional information):

• **Physical distancing measures** – Applicable physical distancing, as determined by public health authorities (2 meters as of March 2021), must be respected. Physical distancing requirements can significantly limit the ability to execute some tasks, requiring faculties and services to plan them out in detail to determine the necessary workflow (i.e., who does what, how, when, and where). This may necessitate the physical restructuring and retrofit of workspaces, common areas and high-traffic areas. Examples of workspace modifications:

  o Customer service areas can be modified with the removal of chairs in the waiting area, to reduce the number of people waiting at any given time.

  o The number of chairs in meeting rooms can be removed, with assigned authorized seating zone clearly indicated on tables.

  o Possible work location arrangements for a 5-meter laboratory bench:
    ▪ When the beach is linear, space can now only accommodate 2 people working at the bench.
• If the bench is an island, 2 people can work on one side, while another person can work on the other side, in a triangular arrangement.

  o Certain equipment may have to be restricted to one individual at a time. However, access to the equipment can be provided to other individuals through scheduling, and ensuring that all surfaces are sanitized between use.

  o Equipment within workspaces can be rearranged to help manage density and foot traffic, such as moving equipment away from areas where others work regularly to avoid proximity of students and staff.

  o If desk spacing is already meeting the applicable physical distancing requirements, no changes may be necessary except for directional arrows and signage to control foot traffic flow within the workspace.

• **Engineering and Administrative Controls** - When maintaining physical distancing is not possible, the hierarchy of hazard control can be used to mitigate COVID-19 risks, with engineering and administrative controls preferred over the use of PPE.

  o **First, Engineering Controls** - Includes design modifications and retrofit of workstations/workspace, systems or processes that reduce the source of exposure. Items could include the use of card access systems to reduce unwanted traffic, signage and locking doors where areas are especially challenging.

  o **Second, Administrative Controls** - Controls that alter the way the work is done, including timing of work, policies and procedures, and work practices such as standard operating procedures (including training, housekeeping, and equipment maintenance, and personal hygiene practices). Online booking tools, staggered schedules and shifts sharing are all recommended to avoid having to isolate an entire cohort/team disabling the services offered. Greeting people to control traffic is encouraged in enclosed offices.

  o **Third, Personal Protective Equipment (PPE)** - Equipment worn by individuals to reduce exposures to the hazard (ex. droplets, aerosols, etc.). The requirements for PPE will change based on the latest public health science. This may vary based on location, type of activity or type of occupancy. Note: PPE requirements for COVID do not override existing PPE requirements for labs or other areas that require the use of PPE.

• **Scheduling of activities** – To help maintain physical distancing and the authorized level of occupancy at specific locations and time, it may be necessary to closely schedule activities and apply changes to normal environments:
Normal work hours and days can be extended.

If the new scheduling requires working alone in the designated space, an appropriate Working Alone Procedure must be submitted for review and approval by the supervisor (See SecurUO app).

Rotating of workspace times or shifts can be used.

Temporary “office hoteling” of workspace – no office belongs to any one person but is used temporarily each day by a different person. This will maximize office space and will require cleaning and sanitization between uses.

The concept of assigning employees to crews can be explored, to limit cross contamination across large populations of our employee base.

Limiting access at specific times through card access schedules outside of normal practices.

Note: some of the proposed solutions outlined above may require unique agreements with unions and/or consultation with the University health and safety committee to facilitate these changes. Please consult with your Human Resources professional regarding collective agreement compliance before implementing any changes.

• Access Control - Access to buildings, office spaces, classrooms and labs will be managed as required to facilitate any necessary changes brought on by public health measures.

• Shared workspaces and common areas - Shared infrastructure, space, equipment, or common areas must meet physical distancing and sanitization requirements:
  
  Remembering that employees and students may need to work in multiple workspaces and use various pieces of equipment throughout the day, mechanisms should be in place to book shared resources and ensure they can be accessed in a safe manner, allowing enough time in between uses for cleaning and sanitization.

  The management of foot traffic across common areas, high-traffic areas and office clusters, as well as key congregation points, is essential and includes: elevators, hallways, stairs, common areas, washrooms, lunchrooms, meeting rooms, service points, faculty offices, and common facilities.

  The management of congregation points such as core facilities, libraries, shared equipment, and storage spaces must be a prime consideration.
Reducing the use of kitchens by encouraging people to bring their lunches and beverages and keep them at their desks.

All users of shared workspace and equipment are responsible for the cleaning and sanitizing of high-touch surfaces and shared PPEs.

For shared workspaces, place signs or label shared equipment with reminders to clean and sanitize prior to and after using.

- **Cleaning of common areas and high traffic areas** – The cleaning/custodial services capacity will limit the rate of campus reintegration by employees and rate of shared space usage and must be considered in each Unit’s workforce reintegration plan.
  
  - It may also limit the availability of the number of workspaces for reintegration and resumption of activities as not all workspaces can be cleaned, sanitized, and maintained to the required COVID-19 infection control standards.
  
  - There will be a higher demand on custodial staff to increase the frequency of cleaning high-touch surfaces such as door handles, elevators, and washrooms, again limiting the overall ability to clean, sanitize, and maintain workspaces.

- **Cleaning of personal workspaces and labs** - Cleaning within the labs is the responsibility of the occupants. Benches, equipment, sashes, knobs, keyboards, etc. need to be wiped down by users at the end of each person’s use and each day. Signs or labels are to be put on shared equipment with reminders to wipe down prior to and after using. Cleaning and sanitization supplies will be provided.

- **Hand Sanitizer** – When hand washing is not possible, alcohol-based hand sanitizer is to be provided. Hand sanitizer stations may be required for common and high-traffic areas. Sanitizer has/will be placed at all classrooms, waste stations, elevator banks and high traffic areas. Replacement or refill work for these stations will be prioritized immediately after washrooms.

- **Use of Personal Protective Equipment (PPE)** – Observing physical distancing and hand washing/sanitizing as per the Public Health guidelines reduces the need for PPE.
  
  - Some areas or situations will mandate the use of PPE and will be made known using signage and/or training.
  
  - Generally, face coverings or gloves or protective eyewear are not necessary while working in single offices, as controls such as physically rearranging, relocating and
scheduling should suffice to meet physical distancing requirements.

- Regular PPE necessary for work environments is provided as usual. Supervisors are to ensure adequate supply is available before student and employee reintegration.

- Reusable face coverings are available for issue to all workers. Quantity is based on frequency of campus presence.

- Protective eyewear is available for issue to all workers whose necessary work activities or spaces result in the impossibility of maintaining applicable physical distancing and duration of contact regulations.

- Avoid the sharing of PPE as much as possible as well as wearing them outside of relevant work environments. When assigned to individuals, PPE should be clearly labelled with the owner’s name.

- Shared PPE such as laser safety eyewear is to be disinfected after each use. A tracking system is to be developed to indicate the sanitation ‘state’ of the PPE. For example, a pouch labelled with the term ‘sanitized’ can be used to store the PPE in-between usage.

- **Acquiring and retrofitting additional workspace** – Consider:
  - Utilizing unused offices to create additional space.
  - Retrofitting conference and meeting rooms into temporary workspaces

### 4. Contingency Planning for Reduction of On-Campus Activities

A key principle for reintegration planning is the readiness to reduce, ramp down or shut down activities as quickly as possible in the event of a positive case or an outbreak within a faculty or service, or in the event public health agencies require the scaling down or shutdown of in-person on-campus activities.

In the event of a positive case within a faculty or service, Ottawa Public Health (OPH), in concert with HR Health and Wellness and/or ORM, will conduct an investigation and contact tracing to determine whether additional individuals must self-isolate or self-monitor as a precautionary measure as a result of possible contact with the original case. An assessment of the safety protocols and workspaces will also be conducted. **All students and employees must cooperate with this exercise.** Faculties and services must be prepared to reduce or rollback their activities to online with the temporary reduction of affected on-campus employees.
In the event of an outbreak (when transmission has occurred within the workspace), an immediate shutdown of the on-campus activities within the affected faculties or services may occur while adjustments to the workspace and activities are made. Faculties and services must be prepared to stop or move their activities online until authorized to resume by OPH or HR Health and Wellness/ORM.

Academic and administrative leaders must:
- maintain a list of:
  - Presentially required personnel required on campus for life safety activities
  - personnel required on campus for essential research and academic activities
  - Individuals whose duties can be fulfilled off campus i.e. work from home, as authorized by their supervisor
- make arrangements for the retrieval of work materials and personal effects of students and employees and ensure the process is in line with the current public health protocols at the time. This needs to be closely managed by faculties and services.
- ensure that employees working at off-campus work sites/areas adhere to applicable site-specific restrictions that are in effect.

The experience that faculties and services have developed since March 2020 can serve to guide the ramping up or down or the shutdown of on-campus activities. In addition, Appendix 5 provides a template to support the reintegration and contingency planning processes.
Appendix 1
Campus Reintegration Vision
# Appendix 2

Return to Work on Campus Guide for Leaders and Managers

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1. Introduction

Human Resources has developed this guide to assist managers with the planning and oversight of campus reintegration activities of their respective Units. As such, this document aims to:

- Inform managers about HR practices that must be observed during the gradual return to campus.
- Contribute to a work environment that facilitates compliance with provincial and City of Ottawa public health guidelines.
- Leverage lessons learned from faculties and services who have had employees working on campus throughout the pandemic to assist in development of reintegration plans for your respective units.

If you are faced with complex questions involving the workplace or relations with those who report to you, HR Business Partner or HR Manager can help. As needed, your HR business partner or your HR manager may call on other human resources experts or other University departments to support you.

2. Returning to Work on Campus

2.1 Modified Work Arrangements

In developing the reintegration plans for your respective Unit, you may consider implementing a variety of modified work arrangements to enable a progressive return to work, address issues related to space, address compliance issues with public health guidelines, or to minimize cross-contamination amongst large groups of employees.

Options that can be explored include, but are not limited to the following:

- Adjustments to scheduled hours of work or days of work (rotating shifts, staggering days of work, or crew schedules)
- Telework
- Temporary “office hoteling” of a workspace
- Working in alternate locations on campus

Note: some of the proposed solutions outlined above may require unique agreements with unions. Please consult with your Human Resources professional before implementing any changes.

2.2 If members of your team have concerns about returning to work on campus

As employees have been working from home for many months, expect different reactions to the idea of returning to work on campus. Some employees may be eager to see their colleagues in person, some are ready to return but apprehensive about their health and safety, and some may have concerns about returning because of health issues or family obligations.

Employees may make a request to be accommodated for medical or family reasons. If they feel comfortable, your subordinates with concerns can share them directly with you. If not, they can
contact Health and Wellness at hrhealthOttawa.ca, the Office of Risk Management (ORM) at safety@uottawa.ca or their union representative.

2.3 Accommodations for Reasons Related to a Medical Condition

If an employee reports having a medical condition that would prevent or complicate their return to campus or impact their ability to comply with a safety rule (e.g. not wearing a mask) advise them to contact the Health and Wellness team. Health and Wellness will determine the employee’s fitness to return to work on campus by conducting an accommodation assessment and/or will confirm limitations to the supervisor, and the University must seek alternate solutions and may have to create an alternate plan to ensure workplace health and safety.

The University of Ottawa recognizes that employees with disabilities and underlying medical conditions are disproportionately affected by the pandemic. Some employees may face new accessibility barriers in the workplace, and it may be difficult for them to maintain physical distancing or get around in altered workspaces. Hearing- or vision-impaired persons may encounter difficulties with signage, instructions and new work procedures. An inclusive return to campus approach will help remove some of these barriers. Measures to accommodate employees will be needed.

If you have any questions regarding the process outlined above or a particular situation that presents itself, contact your HR business partner or HR manager.

2.4 Accommodations for Reasons Related to Family Status

This process was developed to help managers respond to requests for accommodations to deal with family obligations, as many employees continue to struggle to balance work and home responsibilities. It aims to ensure that requests for accommodation related to family status are reviewed objectively, while considering how a particular request affects the team and the operations of the work unit. It also allows for managers to gather all the relevant information needed to make a decision and address any concerns raised.

Managers have a legal obligation to consider requests for accommodation based on the context and in good faith.

Requests for accommodation need to be assessed individually based on the context. Managers must consider the points listed below to fully assess the employee’s request.

- What is the nature of the caregiving obligation that affects or conflicts with the employee’s ability to fulfill their work obligations?
- Is the child or parent under the care or supervision of the employee?
- Is there a need for accommodation based on an essential or legal obligation that stems from the parent-child relationship?
- Does the employee have a power of attorney requiring them to make medical decisions for their parent?
• Are there other supports or caregiving arrangements available to the employee? Is the employee a single parent or an only child?
• Are there other people, such as a spouse, partner or teenage or adult family member, or day or elder care facility, available to help provide care?
• Does the child or parent have a disabling condition for which special care is required? Is the employee providing the special care?
• Is the employee requesting not to return to work on campus because a family member has a chronic medical condition and may be at increased risk of hospitalization or severe complications related to COVID-19?
• Does the request for accommodation stem from an essential obligation or is it a preference?
• Do the hours of work or the job duties cause a real disadvantage for the employee based on their individual circumstances?
• What type of accommodation is the employee requesting?
• What is the duration of the accommodation the employee is requesting? Is it temporary or permanent?
• Is the accommodation needed only until more permanent arrangements for childcare or elder care are made?

The decision regarding the accommodation request should be communicated to the employee in writing and in a timely manner. The reasons for the decision should be clearly outlined and documented.. If the request is approved, the manager must describe in writing the nature of the accommodation, work schedule, expectations, means of communication, availability and the length of time the accommodation will be in place before it is reviewed.

Possible accommodation measures can include:

• changing work shifts, or job or task-sharing
• shift work within child/parental care limitations
• flexible start time/altered work hours
• transfer to a different work location
• time off consistent with Policy 9a and collective agreement leave provisions to attend a child’s or parent’s medical appointments
• unpaid leave of absence where paid leave provisions have been exhausted

HR managers and business partners can provide advice to managers to support them in assessing and implementing the accommodation. They can also provide guidance on accommodation as it relates to collective agreements and the Ontario Human Rights Code. Health and Wellness should only be consulted if the employee is asked to provide medical information to document that their family member has a disabling or chronic medical condition. The employee should be instructed to email Health and Wellness and provide the medical documentation.

Employees can email the Human Resources Benefits Team to learn more about the provincial unpaid leave provisions under the Employment Standards Act that apply such as family responsibility leave, family medical leave, family caregiver leave, critical illness leave and infectious disease emergency leave.
2.5. Ergonomics
If new work practices or changes to the work environment have been implemented in your faculty or service in response to COVID-19, consider whether an ergonomic assessment should be conducted to identify any accommodation factors. Please refer to the Ergonomics webpage on the Health and Wellness Website for more information.

Employees and supervisors can request an ergonomic assessment of a home workstation or in the on-campus work environment to evaluate the risk factors for Musculo skeletal difficulties. The request can be made at healthhr@uottawa.ca. As supervisors are responsible for the health and safety of their employees, they should be informed of the request for an ergonomic assessment. For additional resources and tools please refer to the leading through COVID-19 website.

2.6. COVID-19 Self-Assessment Questionnaire
As persons infected with COVID-19 may have few or no symptoms, everyone who intends to come to campus must complete the daily self-assessment questionnaire to screen for COVID-19 prior to reporting to work each day. This process is required to prevent anyone with COVID-19 symptoms or possible exposure to COVID-19 from entering the workplace.

All self-assessment data are deleted after 30 days. Names, email addresses and the final answers (yes/no to report to work) are collected, but only the Office of Risk Management and the Health and Wellness team have access to this information.

Managers are asked to remind employees regularly to complete the self-assessment questionnaire in advance and not to report to work if they are sick or have symptoms.

If an employee answers yes to any of the questions in self-assessment questionnaire, they must stay home, get tested and contact their supervisor and email the Health and Wellness team. Employees told to stay home must inform you of their absence via email. Tell them to email Health and Wellness at hrhealth@uOttawa.ca for follow-up as well. In their email to Health and Wellness, employees should indicate their name, contact information (phone number or email) and unit, and the result of the self-assessment.

The senior health and accommodation advisor of your faculty will contact the employee to ensure all public health recommendations are followed and confirm to the supervisor when the employee can resume work on campus.

2.7. Orientation Session before Resuming Work on Campus
Health and safety is at the forefront of uOttawa’s campus reintegration plans. The University has adopted various proactive measures to offer a healthy, safe work and study environment on campus to all members of our community returning to the campus, including the development of a virtual the COVID-19 — Returning to Work on Campus: Protecting Yourself and Others orientation program. We recommend that employees complete this orientation, the goal of which is to ensure that employees are familiar with the changes implemented on campus and what they must do daily to ensure their health and safety and that of others when they return.
2.8. If an employee gets sick at work
Remind employees regularly that if they become ill while at work, they must isolate themselves immediately. As part of the orientation session specific to your work area, employees should be informed which areas will be used for self-isolation in your faculty or service. These areas should be clearly identified and used only for people who need to self-isolate.
Employees who think they have COVID-19 symptoms should immediately contact you and self-isolate until they can safely leave the workplace. For immediate medical assistance, call Protection Services. If the employee cannot drive their own vehicle home, advise them not to use public transportation and to call a family member or a taxi instead. Remind the employee to wear a mask, wash their hands or use hand sanitizer before getting into the vehicle and to sit in the back seat with the window open. If the employee takes a taxi, record the company, name and number of the operator.

Inform Health and Wellness at hrhealth@uOttawa.ca that the employee reported feeling unwell and has left the workplace, and complete an Accident, Incident, Occupational Illness or Near Miss report form if it is work related. The Health and Wellness senior health and accommodation advisor will contact the employee to determine what follow-up measures are needed.

The work area, tools equipment and common areas (such as washrooms, kitchenettes or the self-isolation area) accessed by the employee should immediately be cleaned and disinfected in the manner outlined by Facilities and the Office of Risk Management (ORM).

The employee should also inform Health and Wellness at hrhealth@uOttawa.ca and include their name, contact information (phone number or preferred email) and unit.

The senior health and accommodation advisor will contact the employee to ensure all public health recommendations are followed. Health and Wellness will confirm duration of absence and ability to resume work on campus as per Public Health guidelines. Medical staff will determine the duration of the absence, if applicable. You will be informed of this, as well as if special measures to limit the spread of the virus in the workplace are needed. It is important to protect the privacy of the employee. Health and Wellness will inform you if other employees need to be informed of the incident and if they must self-isolate or get tested. The senior health and accommodation advisor will keep in contact with the employee as needed and advise you when the employee can resume work on campus. All absences from work for support staff should be recorded in the FAST leave management system as per usual. COVID-related absences must be entered under the “COVID” category.

2.9. Work Refusal under the Occupational Health and Safety Act
During COVID-19, the provisions of the Ontario Occupational Health and Safety Act continue to apply, including the employee’s right to refuse unsafe work.
Although the University has implemented a number of measures to meet public health requirements and ensure employee health and safety, an employee who feels unsafe may initiate a work refusal in accordance with the established University work refusal procedure.

In the event of a work refusal, contact the Office of Risk Management. This office will contact a worker member of the Health and Safety Committee.
2.10. COVID-19 Safety Measures: Managing Rule Breaches

Safety measures adopted by the University are intended in part to demonstrate that we understand and respect our obligations under the Occupational Health and Safety Act.

Important considerations

- Staff members must understand their shared responsibility to respect all workplace safety measures.
- It is important that managers uniformly apply the University’s regulations and policies.
- Like all employers, the University of Ottawa has the obligation to implement such safety measures to manage pandemic risks.
- These measures are clear, reasonable and are part of the University of Ottawa’s obligations under the Ontario Occupational Health and Safety Act.

In accordance with the standard procedure, a staff member who violates a workplace policy or guideline must provide an explanation the University deems acceptable. There may be a medical reason for not following a safety rule (ex. not wearing a mask), if this is the case, please follow the process outlined in section 2.3. It is important to give employees the opportunity to address any potential violation of University policy and for the University to explain from the outset our expectations and shared responsibilities under the Occupational Health and Safety Act. Failure to abide by the rules may result in disciplinary action.

If you need help managing a failure to follow rules, contact your HR business partner or HR manager.

2.11. Well-being and Mental Health

The transition back to campus may be difficult for some employees, who must continue to adapt to the extensive impact of the pandemic, deal with family obligations such as childcare or eldercare, or who have concerns about their health or that of their family. Listen carefully and speak to employees as issues arise. Remind them of the importance of self-care and of accessing the resources in place to help them cope. Since the start of the pandemic, many resources to help employees have been added to the Mental Health and Wellness website. They are now available to all employee groups, including contract employees.

- Employee and Family Assistance Program
- COVID-19 mental health and wellness information for employees
- Ottawa Public Health
- City of Gatineau — COVID-19
3. Resources

3.1 Leading through COVID-19
Human Resources has created webpage titled leading through COVID-19 which includes a toolbox with resources for managers and executives across the campus:

- Leading Virtual Teams
- Develop Your Resilience
- Taking Care of Yourself and of Your Employees
- Continue to Grow and Apply Your Mobilizing Leadership Skills
- Training sessions via Microsoft Teams
- Developmental Coaching
- Express Coaching
- Action Learning Groups

Should you have any questions regarding the services offered please contact your HR Business Partner or HR Manager.

4. Procedure for New or Lost Employee Cards

- The employee must take a picture of themselves, preferably against a white or neutral wall (no objects on the wall), and save it as a JPEG.
- The employee must email the picture to HRinfo@uOttawa.ca with the subject line “Employee card request — 100######” (the employee’s number).
- If the employee’s file is up to date, Human Resources print the card and send it by internal mail to the employee’s faculty or service. It is important for faculties and services to have someone onsite to receive internal mail.

5. University Health Insurance Plan (UHIP) coverage

University Health Insurance Plan (UHIP) coverage is mandatory for all international employees and visitors on campus for more than 20 days. Faculties and services must continue to follow the steps for UHIP coverage for employees and visitors who arrive from abroad. For more information, please visit the link provided.

6. Contact Human Resources

- Benefits: hrbenefits@uOttawa.ca
- Leaves: leaveshr@uOttawa.ca
- Employment and Immigration: immigrat@uOttawa.ca
- Talent Management: hrtalentmanagement@uOttawa.ca
- HR Info: HRinfo@uOttawa.ca
• Leadership, Learning and Organizational Development: HRlearning@uOttawa.ca
• Compensation: infopay@uOttawa.ca
• Performance Management and Development Program: performance@uOttawa.ca
• Pension Plan: hrpension@uOttawa.ca
• Labour Relations: hr_labour@uOttawa.ca
• Health and Wellness: hrhealth@uOttawa.ca
Appendix 3
Infection Control

IMPORTANT NOTICE TO READERS

IT IS RECOGNIZED THAT THE COVID-19 PANDEMIC CAN CHANGE RAPIDLY AND EVEN UNEXPECTEDLY, AS SUCH THIS DOCUMENT IS EVERGREEN AND MAY NEED TO BE ADJUSTED TO REFLECT THESE CHANGES.

1. General

The health and safety of the university community remains the priority as the workforce is reintegrated and activity resumes across campuses. COVID-19 infection control measures, including new hygiene norms, physical distancing, and facial coverings need to be applied in a consistent manner in all types of environments.

As COVID-19 public health advice and requirements continue to evolve, all efforts will be made to ensure that uOttawa infection control measures guidelines remain up to date. The Office of Risk Management’s (ORM) webpage will be used to ensure the timely and accurate distribution of infection control measures guidelines. Users must regularly check for updates.

2. Requesting Assistance with Infection Control Measures

Faculties or Services requiring additional information, risk assessment or assistance in the implementation the infection control measures can contact ORM using safety@uottawa.ca.

For assistance, regarding regular, additional, and special cleaning and workspace retrofit, please advise your Facility Manager and/or Administrative directors of your requirements so that they may take appropriate actions.

3. Infection Control Technical Guidelines

Specific infection control technical guidelines can be found here, including what all employees should do before coming on campus. Other steps are:

- Discussing with Supervisor the work expectations and the implementation of infection control measures in their work environment including the use of personal protective equipment.
- Completing the required “Returning to Work on Campus: Protecting Yourself and Others” orientation training.
- Consulting the COVID-19 checklist for additional guidance.
- Completing daily the self-assessment.
- Available study spaces.
- For specific questions about HVAC, please contact Facilities.
- See below for cleaning protocols in the event of a positive case.
4. Cleaning Protocols for Units

Disinfection above and beyond the regular cleaning protocols can be achieved individually through the distributed personal cleaning kits. Refill stations will be placed in all major kitchenettes. The personal cleaning kits can be ordered by placing an order through x2222 or by emailing sdi-prs@uottawa.ca. Please allow a week to enable delivery - more time may be required for larger orders.

Refill stations are checked nightly (during the week). Additional requirements can be brought to the local Facility Manager for a more timely response.

To request additional cleaning in the event of a possible contamination, please contact x2222 or email sdi-prs@uottawa.ca and please specify that this is a COVID response. This request should be submitted following a discussion with HR Health & Wellness or the Office of Risk Management or as guided by Ottawa Public Health. It is important to note that sanitization is often not required in offices or smaller spaces where isolation can be achieved by avoiding entry.
Appendix 4
Acquisition of Equipment

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1 General

Although the ordering systems remain operational and normal ordering process continues to be used, the University has implemented some specific equipment acquisition measures in response to the evolving circumstances around the COVID-19 pandemic. Modifications to equipment acquisition procedures can occur rapidly and will be communicated as soon as possible including being published on the Procurement website ‘News and Updates’ section. Vendors are also advised of any changes to equipment acquisition procedures.

1.1 Essential purchases

As communicated in March by the Vice-President, Finance and Administration, the University has postponed the purchase of non-critical goods and services until further notice. All essential COVID-19 related transactions and projects that, if interrupted, could jeopardize our operations, infrastructure or the well-being of our community are prioritized. Essential and priority acquisition consists of:

- CFI purchases identified as priority by the Office of the Vice-President, Research
- Lab supplies and chemicals for critical research as identified by each faculty
- Essential construction, renovation and capital projects as identified by Facilities
- Initiatives that are required for back-to-school
- Purchases that improve our IT safety

1.2 Office Equipment/Supplies for Administrative/Support Staff Working from Home

This communication aims to provide a standardized process to acquire office equipment and / or supplies for administrative and support staff working at home.

1. Critical ergonomic equipment: These require an ergonomic assessment, and if the Wellness office confirms the need, the manager will first attempt to relocate the employee to work on campus. If the relocation to campus is not possible, the essential equipment will be retrieved from campus, or purchased and shipped to their home.
   - Charge these costs to the respective faculty or service COVID-19 org if it meets the COVID-19 expense criteria

2. General office equipment and office supplies (excluding laptops and monitors): The manager will first attempt to organize a pick-up on the campus of necessary equipment and office supplies following proper distancing and safety protocols. If picking up the equipment and or office supplies is impossible, the manager can authorize reimbursement to the employee of up to $500 with associated receipts. All claims will be reimbursed using Concur. Additional expense types under Travel are available for office equipment and supplies.
   - Charge these costs to the respective faculty or service COVID-19 org if it meets the COVID-19 expense criteria
3. **Laptops and or monitors**: With CAO or head of Unit approval, the manager can make a service request with IT to authorize the deployment of a laptop and or monitor to an employee. IT will schedule an appropriate time for pick-up of the equipment on campus.
   - IT will manage these costs within their Covid-19 org.

1.3 **Reliable vendors only**

It is important to remain vigilant against fraudulent vendors and offers. It is suggested to:
- Ignore any unsolicited calls, emails or texts from unknown contacts offering special deals
- Report any suspicious requests for urgent action or payment
- Never respond to suspicious emails or click on suspicious links and attachments

1.4 **Invoicing**

The ability of the University to accept physical mail has drastically been reduced, as such:
- All vendors must be discouraged from submitting paper invoices as they may get lost and could result in delayed payment.
- Vendors are encouraged to submit invoices in the following manners:
  - Suppliers who already send their invoices via cXML or the vendor portal (SciQuest) must continue to do so.
  - Suppliers who are not registered to send invoices electronically via SciQuest, must send their invoices to the email address indicated on the purchase order.

1.5 **Campus deliveries**

Due to the partial closure of the University, please contact your vendors prior to the delivery of any expected goods or services in order to advise them of any special logistics.

1.6 **Home deliveries**

uOttawa is exceptionally allowing support staff and faculty to receive small essential parcels (example office supplies) at off-campus addresses (e.g. at home) if authorized by their administrative authority. Goods are required to be brought on campus when individuals are reintegrated.
- For deliveries in Ontario, please process your request through our traditional ordering systems.
- For deliveries outside of Ontario you may purchase on a pCard or request a reimbursement via Concur.
- After delivery, remember to indicate in the procurement system that item(s) have been received to ensure that vendors are paid.

In addition:
- Home deliveries must meet the essential purchase criteria
- Computers cannot normally be delivered off-campus as first they must be given a serial number and setup up with standard accesses. Please contact IT for further assistance
- Computer accessories (e.g. mouse, speakers, and headsets) must adequately support future functions. Please contact IT’s service desk or portal for any questions.
- Furniture from campus to home addresses is cost prohibitive and represent a risk for the university. It is recommended to procure and deliver furniture items to the home address of the employee if approved by the CAO.

Note - A reminder that parcels should be cleaned/sanitized before being brought into the house to avoid contamination.

1.7 International shipments

Procurement is in regular contact with brokers and it continues to process incoming international item that meet safety requirements. Please ensure all incoming international shipments are processed by Procurement (central or regional).

1.8 Reception

While operations remain restricted, the University will process payments for delivered goods. That said, to ensure adequate controls, vendors must be contacted to confirm they will be able to support credits or exchanges (or extend warranties) should issues arise in the future.

1.9 Compliance

Purchases must be compliant with uOttawa’s Procurement Policy during the pandemic. Any irregularities could result in a charge back to the employee.

1.10 For more information

If you have questions or need more information, please email Procurement.

2 COVID-19 Cost Capturing

Since March 2020, COVID-19 related expenditures and losses of revenue are coded to separate ORGs. This process will continue during 2020-2021 as it is essential to maintain records of the financial impact of COVID-19 on the University community and to support potential future compensatory funding from governments.

To ensure proper controls, for all related COVID-19 costs, please follow the current Procurement Policy #36 – Supply of Goods and Services and its delegation of authority. Also, feel free to contact Procurement if you require support with any complex or unusual equipment acquisition process.

2.1 COVID-19 eligibility criteria:
• Must be an additional cost directly due to the pandemic i.e., it would not normally be required. For clarity, expenses previously planned and budgeted for, but accelerated due to COVID-19, do not qualify as a COVID-19 cost.
• The University is the service recipient or owner of the goods; and
• The costs incurred as a direct result of COVID-19:
  o Includes, but not limited to, supplies, contracted services, computers, equipment, cleaning, signage, moving, communication costs.
  o Pieces of equipment or technology to support enhanced cleaning.
  o Working at home or virtual learning supplies, please refer to the HR bulletin on office equipment procurement guidelines.
  o Staff incremental training costs to support working at home or return to work protocols.
  o Special legal and audit costs.

• Note - Revenue losses should be communicated directly to Joëlle Clément, Director, Financial Planning Service.

### 2.2 ORG

For your reference, a list of COVID-19 ORG’s is provided in the table below.

<table>
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<th>Faculté / Service</th>
<th>Nom du ORG</th>
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3 Acquisition of COVID-19 PPE and Sanitization Supplies

To reduce cost and ensure the priority distribution of PPE and sanitization supplies, the University is centrally purchasing bulk supplies of non-medical gloves, masks, surface disinfectants and hand sanitizer.

3.1 Identification of Needs

Before requesting protective equipment, be sure to consider all recommendations from Public Health, such as rotating staff, changing processes, or consolidating services. Below are guidelines to help determine the type of PPE and sanitization supplies that may be required:

- **Masks**: It is required for people the be wearing face covering (masks) when entering a University of Ottawa building, in accordance with provincial and municipal guidelines. It is also required to wear a face covering outside if 2 meters distancing cannot be maintained
  - The University offers two types of non-medical masks: fabric (for general settings) and disposable. Both are three ply and respect the requirements imposed by the province.
  - Medical masks are reserved for clinical environments and will not be managed centrally (each faculty can continue ordering as usual). If masks are used, careful techniques for cleaning and disposal is required.
  - **Note** - Special straps may be available in limited quantity for individuals who must wear masks for extended periods (to improve comfort).

- **Gloves**: Non-medical gloves are available offered to individuals exposed to many surfaces with limited access to a handwashing or hand sanitization stations.
  - Gloves do not replace the necessity of hand washing.
  - When gloves are required, proper technique for putting on the gloves and careful removal techniques and safe disposal are essential.
  - Medical gloves are reserved for clinical environments and will not be managed centrally (each faculty can continue ordering as usual).

- **Surface Sanitizer**: Bottles of sanitizer (disinfectant) are available for different service points, high traffic rooms and laboratories along with a cleaning cloth or paper towels so that surfaces can...
be disinfected over the course of the day.

- **Hand Sanitizer**: Hand Sanitizer stations will be available at the entrances of every building, close to classrooms and certain service points:
  - No sanitizer will be distributed for laboratories and other areas where a sink is available.
  - Hand washing is still the recommended step to prevent spread or being infected.
  - If additional hand sanitizer stations are required, Facility Managers or Administration officers are to make arrangements with Facilities.

- **Face shields and goggles**: In addition to the mask, when two meters cannot be maintained eye protection is required to minimise the risks of spreading the disease. For people with prescription glasses is required, in accordance with Ottawa Public Health guidelines of protective goggles or faces.

- **Employee kits**: in order to provide an appropriate level of comfort for employees, employee kits have been distributed to all faculties and services. These kits contain: two reusable masks, two cloths, bottle of surface disinfectant, bottle of hand sanitizer.

### 3.2 Submitting Requests for PPE and Sanitization Supplies

To facilitate the distribution of these protective items, Service Directors and Chief Administrative Officers (CAO) are asked to:

- Submit a single request that covers the needs of the entire faculty or service.
- Submit their requests to uOttawa Facilities via a web-based form accessible [here](https://forms.office.com/Pages/ResponsePage.aspx?id=sdof1BV-__Uy1-nlA5U3razDlqKija3pil6upx2NvlBUQk9RV0lZREtxWkFWVDVJQF9FNVdGVEcxRS4u).

Once a request is received, it will be evaluated, completed, and delivered to the designated location.

#### 3.2.1 Using the web-based form for ordering PPE and Sanitization Supplies

To use the web-based form for requesting PPE and Sanitization Supplies the following steps apply:

- **Step 1** – Access the form via the link:
  [https://forms.office.com/Pages/ResponsePage.aspx?id=sdof1BV-__Uy1-nlA5U3razDlqKija3pil6upx2NvlBUQk9RV0lZREtxWkFWVDVJQF9FNVdGVEcxRS4u](https://forms.office.com/Pages/ResponsePage.aspx?id=sdof1BV-__Uy1-nlA5U3razDlqKija3pil6upx2NvlBUQk9RV0lZREtxWkFWVDVJQF9FNVdGVEcxRS4u)
- **Step 2** – Select the desired language, at the top right corner of the form.
- **Step 3** – Fill in the required client contact information including:
  - Name of Requestor
  - Email
  - Name of Faculty/Service
  - Delivery location for the items (Building, room)
  - Click/select next at the bottom left of the form
- **Step 4** – Once on the next page of the form, indicate the need for gloves by selecting the yes or no. Note that a selection must be made to display and access the other section of the form, i.e., to request surface sanitizer, masks, etc.
• **Step 5** – Complete all remaining sections prior to submitting the request.
• **Step 6** – Send request by clicking on Submit, at the bottom left of the form. Note that there is also a back button to allow a review of the form.

## 4 Acquisition and Distribution of IT Equipment

The acquisition of IT equipment for working from home is possible as part of the University COVID-19 recovery process.

IT will continue to handle the acquisition and distribution of IT equipment with *chargeback to the Faculties and Services regarding the cost of the equipment*.

- *Laptop, monitor (with HDMI cable), docking station, keyboard, mouse, headphone, etc.*

The process is the following:

- **Step 1** – Opening a request in TopDesk
  - Manager or CAO sends their request to the IT representative in their Faculty or Service who will be responsible for opening a request in Topdesk.
  - Ticket must contain:
    - Ticket Description: Request for equipment
    - Employee’s name
    - Employee’s uoAccessID
    - Employee’s email
    - Employee’s Phone Number (one at which the worker can be reached)
    - Requesting Manager
    - FOAP
    - CAO Approval required (attachment of approval email required in the TopDesk ticket)

- **Step 2** - Preparing the equipment and making an appointment with the employee
  - IT will book a phone appointment with the employee for laptop setup and equipment pick-up.

- **Step 3** – Distributing equipment to employees
  - IT will coordinate with the employee where and when to pick up the equipment.
  - A one-time pickup authorization form will be emailed to the employee (if applicable) who will need to have this form along with a valid piece of photo identification on his/her person when on campus
    - *(Note - this step might change as the University progresses towards reopening)*.
  - Once the employee arrives, IT will leave the equipment at a location respecting required physical distancing.
  - IT will not allow anyone to enter their offices to minimize the risk of contamination of their work environment.
    - *(Note - this step might change as the University progresses towards reopening).*
IT will inform employees that they can receive remote help once they are at home, should there be problems.

5  Measures for Vendors

Non-essential visits by vendors (example for sales purposes) are not permitted on campus until further notice. Prior to coming on campus, Vendors are to contact Faculty or Service representative indicated on the purchase order to seek authorization to come on campus, as some Faculties or Services may have special hours or protocols. They must also complete the Ontario Provincial COVID-19 self-assessment, which can be found here, to determine if they can. If vendors have any questions, they can be directed to uOttawa Health and Safety Office at prs.safety@uottawa.ca.

5.1  Communicating uOttawa COVID-19 Requirements to Vendors

All vendors working on campus must be advised on new COVID-19 precautions and measures taken by the University of Ottawa for individuals coming on campus. All on-campus vendors must also be reminded of:

- Their responsibility for the health and safety of their workers, subcontractors, representatives, and members of the University community.
- The need to comply with Ontario laws on health and safety, and support measures and best practices issued by Ottawa Public Health on the prevention of COVID-19.

5.2  Vendor COVID-19 Health and Safety Plans

The University of Ottawa expects vendors working on campus to develop and implement COVID-19 specific health and safety plans that includes as a minimum the following elements:

a. Employee training on COVID-19
b. Requirements on personal hygiene (washing hands, sanitizing, washing of clothes)
c. Respiratory etiquette (coughing, sneezing)
d. Approach to reduce people from gathering (example scheduling of lunches and breaks)
e. Plan for signage (if applicable)
f. Process for decontaminating and sanitizing tools, equipment, and work areas
g. Plan for maintaining physical distancing of two (2) meters / six (6) feet while at uOttawa
h. Plan for Personal Protective Equipment (PPE) and face coverings where necessary

Note - uOttawa reserves the right to ask vendors for copies of their COVID-19 health and safety plans.

5.3  Ontario Provincial COVID-19 self-assessment
Vendors’ workers, subcontractors and representatives coming on campus for more than 15 minutes **MUST** fill out **DAILY** the Ontario provincial COVID-19 Self-Assessment using the web-based tools found here. In addition:

- The self-assessment must be done daily prior to coming on campus. If an individual responds YES to any questions on the self-assessment survey, they must not come on campus.
- Vendors must report to safety@uottawa.ca any “on-campus” workers, subcontractors and representatives that tested positive for COVID-19 to help Ottawa Public Health track potential contact with other individuals.

6 Meeting Rooms

To add communication capacity to your meeting rooms, please note that the capacity of AV services is very limited and your request may not be filled until after September.

Two alternatives

Option 1: common meeting room: need solution for September.

Use a laptop over Wi-Fi and acquire a microphone that supports conferencing and a camera (budget $XX to $XX for Mic and Camera) - allocate up to two months for laptops acquisition. **Recommendation of equipment to be added to document shortly.**

Option 2: need a more sophisticated solution: requests need to be submitted by May 1 and must be submitted to: CITE@uottawa.ca

For this option you can use the following numbers for planning purposes but need to be aware that this will vary depending on the situation:

- average of $15,000 to $25,000 per room*.
- minimum of 4 months from request to implementation**.

*could be an additional + $20K if asbestos containment/abatement is required.
**Equipment availability from the suppliers can dramatically impact suggested timeline

Each situation and each room is unique. Some rooms in your spaces may already be equipped. The configurations and costs may therefore vary depending on the building (age), the size of the room, the configuration of the furniture, the electricity supply, the presence of Internet outlets, etc.

The TLSS offers a turnkey package to allow interaction with remote collaborators in a simple way and without platform constraints. It consists of a large LCD display (various sizes available) with a professional wall-mounted conference unit directly above it. A wireless keyboard and mouse, and optional touchscreen input, allow control of the PC installed unobtrusively behind the LCD screen. Wireless BYOD is also an option available for local presentations. Along with
support for Zoom, Teams, and Adobe Connect, this fast and easy deployment should remain flexible and able to meet the needs of future collaboration, teaching and learning platforms.

For an estimate of the price, time and installation schedule, please write to CITE@uottawa.ca indicating the building, the room number, the type of furniture (fixed or mobile, meeting table, etc.).
Appendix 5
Key Considerations and Workflow

The following document is optional for faculties and services but may be helpful in supporting and providing additional guidance for reintegration planning efforts over the coming weeks and months. The suggested sequence below identifies key steps faculties and services should consider as they move forward in their reintegration planning. A strategic principle for reintegration is to do so in an iterative, safe, and prudent manner as suggested in the Fall 2021 Reintegration Planning Guidelines. Once the nature and scope of activities is defined for each phase, it can be determined if the required supports are available and enable timely revisions to the reintegration plans.

Before beginning this exercise, an initial high-level discussion should occur between Heads of Unit and their Vice President to determine the strategic direction of the Unit for the Fall 2021 session.

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<th>Sequence</th>
<th>Details and Tools</th>
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| 1. Unit leadership to form a ‘Unit Reintegration Working Group’ | • Ensure cross cutting representation of all services and key Unit activities and involve the Unit’s Facilities Manager, IT representative, and HR representative early on in the process.  
• Chair of the working group should be from the Unit’s senior management. |
| 2. Identify overall approach and guiding principles | • Review and utilize guiding principles identified in the Fall 2021 COVID-19 Reintegration Planning Guidance for Units.  
• Add any additional Unit specific assumptions, limitations, and requirements. |
| 3. Identification of Units services and key activities and their normal (pre-pandemic) levels of service | • Identify all services and key activities, and indicate which, by Fall 2021:  
  o will return to campus  
  o will continue to be conducted from home  
  o will be partially done on campus/from home |
| 4. Identify implications and impacts of the new operational model | • Consider the range of dependencies and interdependencies as well as possible implications and impacts:  
• Identify locations/buildings of service and activities and their acceptable density and traffic flow. |
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| **Public health safety protocols:** This examines the number of persons required in the workspaces to complete the planned activities vs the limitations of required distancing in the workspaces. Consider the following:  
  - Identify location and building usage by other Units/Sub-Units  
  - Adjust accordingly the levels of services for each service and activities through space allocation or scheduling  
    |  
| • For any conflicts, there are 3 options:  
  - Modify the intended work activities (change the plan), or  
  - Relocate the intended work activities or retrofit the space to accommodate the increase, or  
  - Ensure the use of additional PPE (protective eyewear in addition to the masks) during the activities creating the conflict.  
| **HR implications/impacts:** This lists the possible HR consequences of the transition to the phase’s desired operational state. This can include such issues as adjustments of roles and responsibilities, training for the development of new skills and competencies, schedule modifications, agreements required with Unions, etc.  
| **Operational implications/impacts:** This identifies possible operational consequences including changes to procedures, equipment, material, and access to specific information.  
| **Policy implications/impacts:** This identifies possible policy consequences including any required changes to uOttawa existing policies or the need to develop new ones.  
| **Supply chain implications/impacts:** This identifies possible impacts on existing sources for required supplies and procurement mechanism/process. This can identify any positive or negative effect on the level of resiliency of the proposed supply chain.  
<p>| <strong>Financial implications/impacts:</strong> This identifies possible effects on financial requirements, including for financial needs in support of the transition to and maintaining the phase’s desired operational state. |</p>
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<td>o Communications implications/impacts: This lists possible communications consequences or requirements including internal, external (for stakeholders) and with public.</td>
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<td>o Impacts on Transformation 2030</td>
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<td>o Other risks: any risks that may stop the transition to the new operational state and those possible by achieving the new operational state</td>
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<td>• Finalize initial operational model for Fall 2021</td>
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<td>5. Identification of desired operational state for each iteration between May 1 and August 15.</td>
<td>An iterative approach is recommended for the return of the employees required for the reintegration of the planned activities. Subject to public health guidelines/requirements, planned iterations should begin on May 1 and culminate on August 15. The iterations should present a target for the level of activity and the number of authorized individuals to be in specific workspaces or buildings at any given time while still respecting infection control measures.</td>
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<td>6. Identification and coordination of required support:</td>
<td>• This step consists in communicating operational and support requirements, in particular with other Units/sub-Units sharing building/workspace and support services (ie: Facilities, IT, HR, Finance, Student Affairs, etc.) to confirm their ability to support your operational model as well as to resolves/mitigate implications/impacts.</td>
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<td>• Identify the HR support and tools required to support reintegration efforts (possible HR specific questions you will require responses to, etc. HR will utilize this information to create and update tools and information to support the reintegration efforts campus-wide.</td>
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<td>7. Finalization of Operational Model</td>
<td>• Once all input is received, the Unit operational model is finalized to reflect any limitations, restrictions and requirements identified in the previous step.</td>
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<td>8. Development of contingencies for the short notice reduction of in-person activities</td>
<td>• This consists in the identification of approach and actions that would be required to quickly reduce, ramp down or shut down activities due to a positive case, loss of staff due to self-isolation protocols, or outbreak within the Unit/workspace or Public Health orders forcing the shutdown of activities.</td>
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<td>• Use the historical practices from Spring/Summer/Fall 2020 as examples.</td>
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| 9.       | Development of Implementation Plan  
  - In coordination with other Units/sub-Units, the necessary actions required to reach the operational state are developed into a detailed implementation plan that includes but is not limited to:  
    - Overall approach, guiding principles and applicable Unit specific assumptions, limitations, and requirements  
    - Operational model description including:  
      - Service levels for each service and activities  
      - Authorized service points  
      - Plan for managing the physical environment  
      - Unit-specific use of PPE  
    - Roles and Responsibilities  
    - Key timings  
    - Administrative and logistical arrangements  
      - Monitoring and reporting processes  
      - Unit-specific PPE considerations (e.g. masks, gloves) and human resources considerations  
    - Communications plan  
    - Contingency plan for quick ramp-down or shut down |
| 10.      | Plan Approval  
  - Share the plan with the CRTF for review by key members (ORM, Facilities, HR, Emergency Management, others). Feedback will be provided.  
  - Once the plan has been finalized, notify the CRTF of the start date(s) and specific locations of reintegration.  
  - Unions with members in the Unit are to be notified of reintegration plans for the respective Unit prior to implementation. |