



Return to Campus: What AAU Heads Need to Know

Health & Safety, Human Resources
Office of the Provost

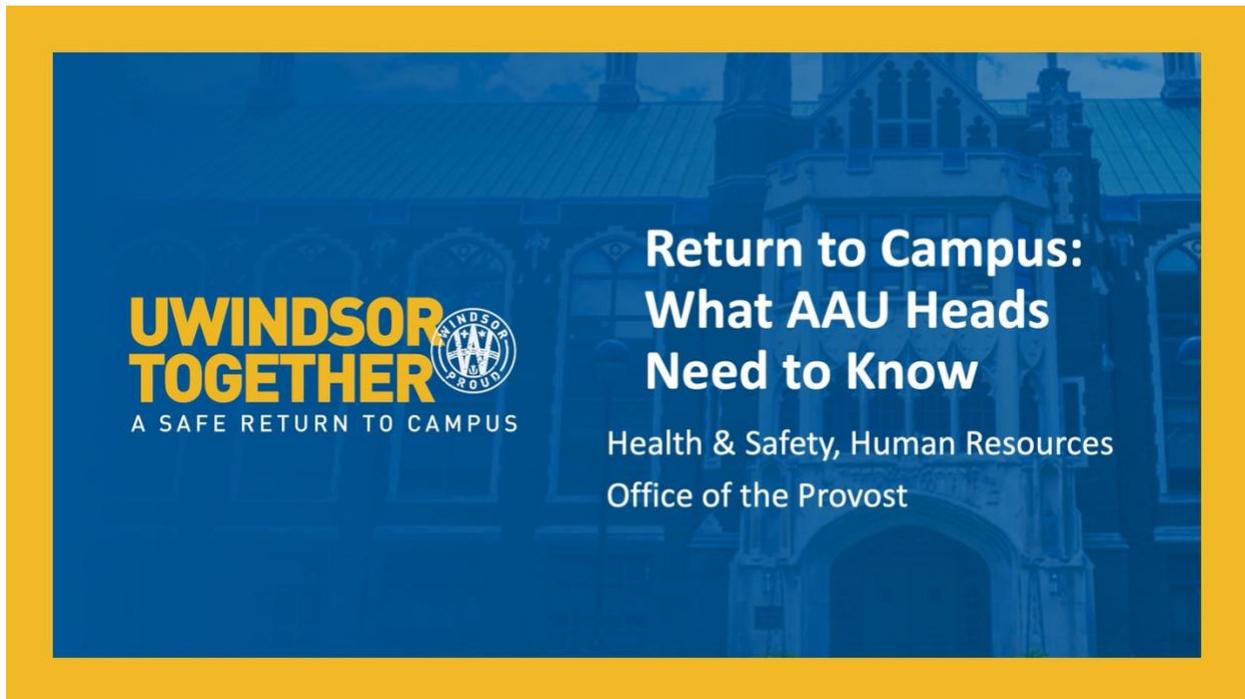
**Reference Document:
Information Session
PowerPoint Slides and Transcript**

February 2021

**Health & Safety, Department of Human Resources
Office of the Provost**

Table of Contents

Content Area	Page Number
Introduction (agenda, learning outcomes and terminology)	3
Part 1 - Deans and AAU Heads Roles and Responsibilities with Respect to Return to Campus Planning	6
Part 2 - Overview of the Responsibilities of AAU Heads as Supervisors of Staff and Student Employees	16
Key Actions:	
<ul style="list-style-type: none"> Contribute to the development and implementation of the Return to Campus (RTC) Safety Plans for the AAU 	17
<ul style="list-style-type: none"> Communicate Infection Control Measures, Guidelines and Protocols to Staff and Student Employees That You Supervise 	23
<ul style="list-style-type: none"> Monitor Compliance to Safety Guidelines and Protocols for Staff and Student Employees You Supervise 	33
<ul style="list-style-type: none"> Report Illness and Infection for Staff and Student Employees That You Supervise 	37
<ul style="list-style-type: none"> Receive Workplace Accommodation Requests for Staff and Student Employees That You Supervise 	40
Part 3 – Student and Faculty Return to Campus Information	45
Part 4 – Communication Tips for Having Supportive Conversations with Employees	49
Staying Informed, Wellness Supports and Safety Refresher Training	55
Additional Information Resources	57
Well-being Supports	58
Resources Consulted	60



Slide 1

Welcome and thank you for taking the time to complete this important training module as part of the University of Windsor's safe return to campus plans. AAU Heads play a key role in creating a safe and supportive environment for staff, students and faculty colleagues.

Agenda

- **Part 1 - Roles and Responsibilities of Deans and AAU Heads with Respect to Return to Campus Planning**
- **Part 2 - Responsibilities of AAU Heads as Supervisors of Employees**
- **Part 3 - Student and Faculty Return to Campus Information**
- **Part 4 - Communication Tips** for Having Supportive Conversations with Employees
- **Resources and Wellness Supports**



Slide 2

This presentation will cover the following information:

- Roles and Responsibilities of Deans and AAU Heads with Respect to Return to Campus Planning. This will include an overview of the various supervisory relationships in academic units.
- Responsibilities of AAU Heads as Supervisors of Staff and Student Employees which include:
 - Contribute to the development and implementation of the Safety Plans for the AAU
 - Communicate Infection Control Measures, Guidelines and Protocols
 - Monitor compliance to safety guidelines and protocols
 - Report Illness and Infection
 - Receive Workplace Accommodation Requests
 - Address Safety Concerns

It will also highlight some student and faculty return to campus information and communication reminders for having supportive conversations.

The presentation concludes with an overview of resources for staying informed and wellness supports.

Learning Outcomes

By the end of the presentation you will be able to identify:

- Return to Campus responsibilities of Deans and AAU Heads.
- Responsibilities of AAU Heads as supervisors of staff and student employees.
- Communication strategies for having supportive conversations with staff and student employees.
- Key resources for additional information.

Slide 3

By the end of viewing this session you should be able to identify:

- Roles & Responsibilities of AAU Heads and Deans with respect to Return to Campus activities.
- Responsibilities of AAU Heads as supervisors of staff and student employees.
- Communication Strategies for having supportive conversations with employees.
- Key resources for additional information.

The focus will be on the first 2 learning outcomes listed on the slide.

Part 1 – Deans and AAU Heads Roles and Responsibilities with Respect to Return to Campus Planning



Slide 4

This first part of the presentation will highlight who is considered a supervisor in an academic unit based on the definition of supervisor under the Occupational Health and Safety Act and provide an overview of the roles and responsibilities of Deans and AAU Heads with respect to the Return to Campus activities.

Institutional and Campus Community Responsibilities under the OHSA

- The University has a responsibility to protect employees from hazards in the workplace.
- Supervisors have a responsibility to ensure employees are working in a safe manner and to investigate hazards or concerns brought forward by workers.
- Employees have the responsibility to work safely and to report hazards to their supervisor.
- Employees have the right to refuse unsafe work.



**UWINDSOR
TOGETHER** 

Slide 5

The Occupational Health & Safety Act, outlines specific responsibilities of all parties in a workplace. For instance, employers have a responsibility to provide a safe workplace. Supervisors have a responsibility to ensure employees are working in a safe manner and to investigate and address hazards or concerns brought forward. Employees have a responsibility to work safely and report hazards to their supervisor.

COVID-19 is considered a workplace hazard. This presentation highlights some of the responsibilities of AAU heads as supervisors of staff and student employees related to the mitigation of the spread of COVID-19 on campus.

Supervisors in Academic Units

In the context of Health and Safety, supervisory roles within Academic Administrative Units (AAUs) are as follows:

- **Faculty are supervised by their Dean.** AAU heads frequently provide informal guidance to influence faculty activity and operate as liaisons to Deans regarding occurrences in their Units.
- **Staff are supervised by the position identified** in the employee's job description
- **Research Assistants and Post-Doctoral Fellows are supervised by the Principal Investigator** of the research project they are attached to.
- **Casual student employees** are supervised by the individual who hires them.
- **Graduate and Teaching Assistants** are overseen on a day-to-day basis by the course instructor but are **supervised by the AAU head.**



**UWINDSOR
TOGETHER** 

Slide 6

In the context of the Occupational Health and Safety Act (OHSA), a supervisor is defined as a person who has charge of a workplace or authority over a worker. Having **either** charge of a workplace, **or** authority over a worker, is enough for a person to be considered a supervisor.

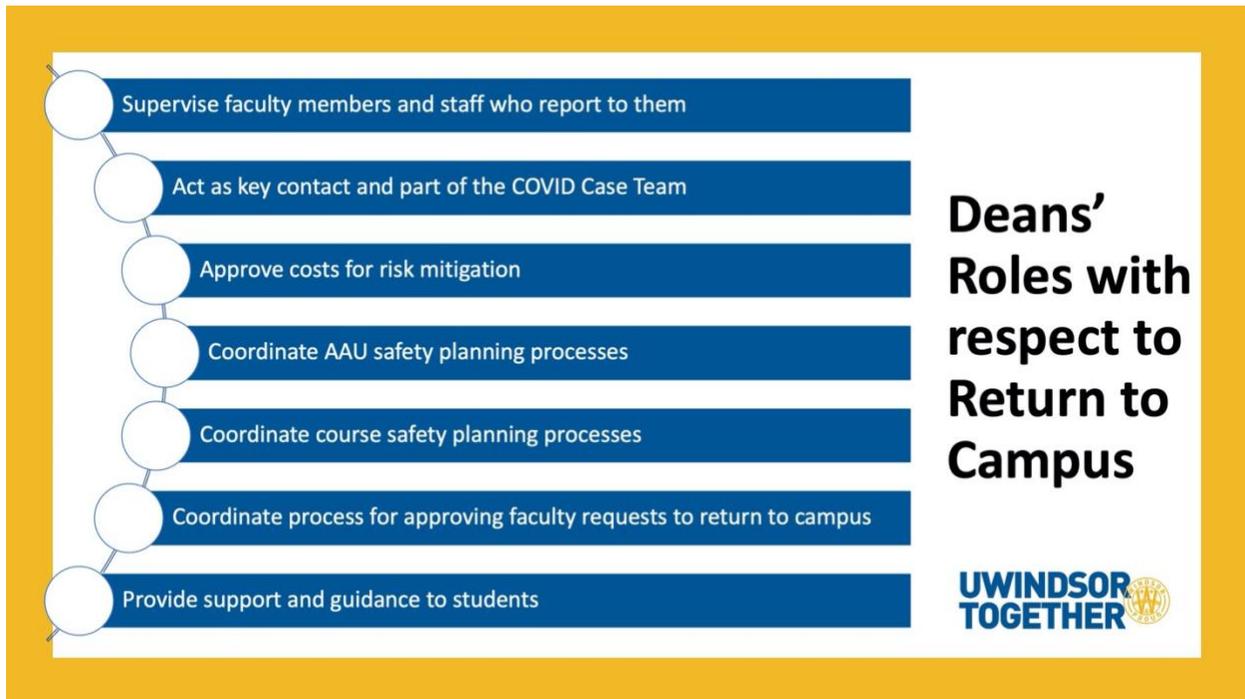
In the context of Academic Administrative Units (AAUs) supervisory roles are as follows:

- **Faculty are supervised by their Dean.** AAU heads frequently provide informal guidance to influence faculty activity and operate as liaisons to Deans regarding occurrences in their Units.
- **Staff are supervised by the position identified** in the employee's job description
- **Research Assistants and Post-Doctoral Fellows are supervised by the Principal Investigator** of the research project they are attached to.
- **Casual student employees** are supervised by the individual who hires them.

- **Graduate and Teaching Assistants** are overseen on a day-to-day basis by the course instructor but are **supervised by the AAU head**.

It should be noted that faculty members who supervise students in an academic related activity, such as a thesis are not considered a supervisor in the context of the Occupational Health & Safety Act.

Supervision of employees is shared between AAU Heads and Deans in Academic units. When we refer to the term supervisor throughout the presentation, it refers to your supervisory role as an AAU Head as outlined in this slide. The term employee is used to refer to those individuals that you have supervisory responsibilities over.



Slide 7

This presentation has been designed for AAU Heads but it is important to first highlight the role of Deans with respect to the return to campus activities.

Deans roles with respect to the Return to Campus activities can be summarized as:

- Supervise faculty members and staff who report to them
- Act as key contact and part of COVID Case Team if there is a case or suspected case. If the Dean is not available, they should establish a delegate
- Approve costs associated with risk mitigation that may emerge from the development of the Return to Campus Safety Plans.
- Coordinate AAU safety planning processes with support from AAU Heads as determined by Dean
- Coordinate course safety planning processes with support from AAU Heads as determined by Dean

- Coordinate process of approving faculty requests to return to campus based on the procedure determined and communicated at the faculty level
- Provide support and guidance to students in keeping with bylaw and policy requirements.



Slide 8

This slide provides an overview of your role as AAU Head with respect to Return to Campus Activities:

- Supervise staff who report to you
- Supervise all GAs and TAs. GAs and TAs are overseen on a day-to-day basis by the course instructor but are supervised by the AAU head.
- Co-ordinate communication to faculty, staff, and students about return to campus in collaboration with the Dean
- Contribute to AAU and course safety planning
- Encourage conformity with health and safety guidelines - may often act as preliminary point of contact for questions, concerns, and complaints (liaises with dean as necessary)
- Liaise with dean on AAU-based student and employment and/or labour issues as necessary

- Troubleshoot physical space issues as they arise
- Contribute to COVID case management based on guidance from the COVID Case Team
- Provide support and guidance to students in keeping with Senate bylaw and policies

This presentation will focus on the responsibilities with respect to the staff and student employees that report to you.

Return to Campus Responsibilities as a Supervisor

Develop, evaluate and monitor the Return to Campus (RTC) Plan	Complete supervisor training and keep up to date with safety guidelines	Ensure employees are following all established protocols, including PPE/CPE
Monitor control measures emerging from the RTC plans and compliance to protocols	Ensure employees complete required health screening, work logs and training	Maintain accurate records of all employees working on campus
Report illnesses	Address safety concerns brought forward by employees	Keep employees informed and have supportive conversations

Keep in mind that you are *formally* a supervisor only within the specific roles previously identified. But you may also contribute to other areas of responsibility.

**UWINDSOR
TOGETHER** 

Slide 9

As it was previously mentioned, under the OHSA supervisors have a responsibility to ensure employees are working in a safe manner and to investigate and address hazards or concerns brought forward by employees.

This slide highlights 9 key areas of responsibilities. The 2 responsibilities listed in the yellow boxes are primarily the responsibility of the Dean or shared responsibility of the Dean and AAU Head.

Deans are responsible for coordinating the development, evaluation and monitoring of the Return to Campus Safety Plans for the academic units within their faculties. AAU Heads may be asked to support this process.

As a supervisor of staff and student employees, AAU Heads are responsible for:

- Ensuring employees are working in a safe manner
- Ensuring compliance to safety protocols including use of appropriate PPE and CPE (Personal Protective Equipment and Community Protective Equipment)

- Ensuring employees complete required health screening and that they maintain work logs of close contacts
- Maintaining accurate records of all employees working on or coming to campus
- Reporting illnesses
- Investigating concerns brought forward by employees and address hazards
- Keeping employees informed
- Completing any required supervisor training and stay informed of new/changes to guidelines

These areas of responsibility will be covered in more detailed in the next section of the presentation.

In addition to the responsibilities outlined on this slide, the Dean may ask the Head for informal guidance to influence faculty activity and operate as liaisons to Deans regarding occurrences in their Units.

Part 2 - Overview of the Responsibilities of AAU Heads as Supervisors of Staff and Student Employees



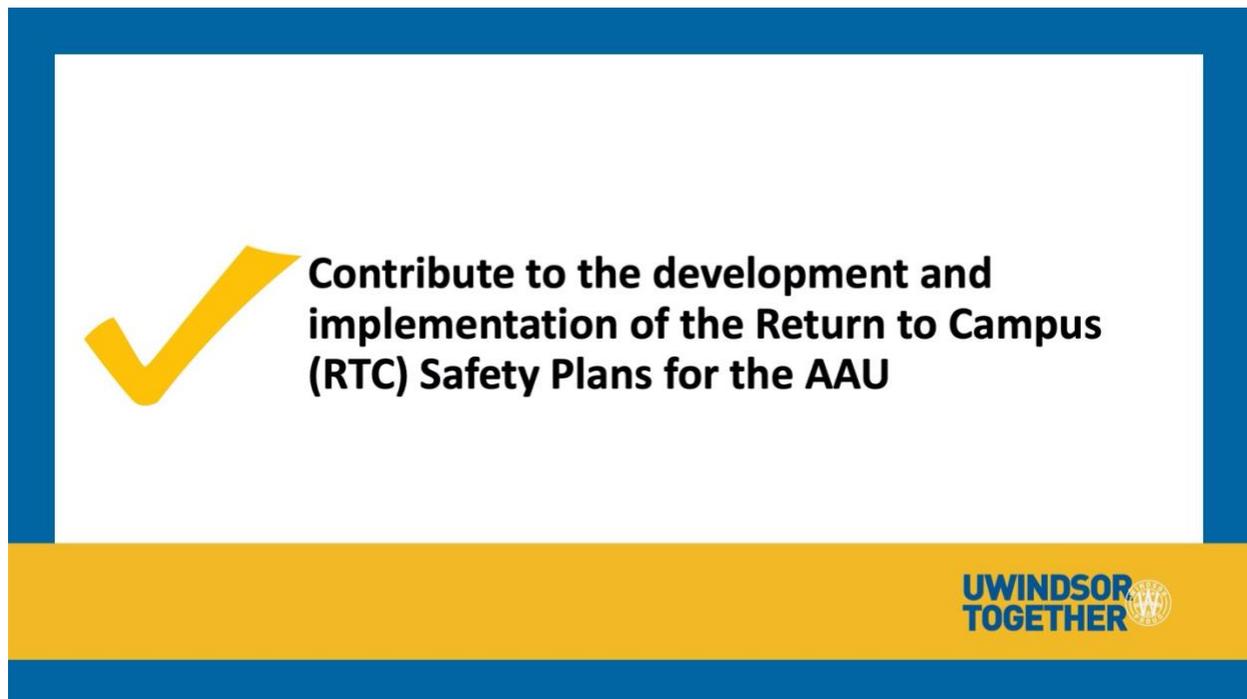
10

Slide 10

This section focuses on the responsibilities of AAU Heads as supervisors of employees.

As outlined on slide 6 as Head you may be considered a supervisor of:

- staff who report to you, as outlined in their job description,
- Research Assistants and Post-Doctoral Fellows for whom you are the Principal Investigator
- Casual student employees who you have hired
- Graduate and Teaching Assistants



Contribute to the development and implementation of the Return to Campus (RTC) Safety Plans for the AAU

**UWINDSOR
TOGETHER** 

Slide 11

The development of the Return to Campus Safety Plan is coordinated by the Dean, often in collaboration with the AAU Head.

Development of RTC Safety Plan for the AAU

- Deans or Deans' delegates coordinate and oversee these efforts, often with assistance from AAU Heads.
- The Plan may need to be developed collaboratively with those who share space.
- Zone and Flow analysis of any areas that will be in use and walkthrough with teaching/service focus
- The plan must be developed in consultation with Health & Safety.
- Plans are submitted to the appropriate Vice-President for final approval.



Slide 12

As previously outlined, Deans or Deans' delegates coordinate and oversee the development of the Return to Campus Safety plan for the AAU, often with the assistance from AAU Heads.

In areas where space is shared by more than 1 AAU, the plan needs to be developed collaboratively with those who share the space.

The development includes doing a zone and flow analysis of any areas that will be in use and walkthrough with a teaching/service focus.

The plan must be developed in consultation with Health & Safety. Once completed, AAU plans are submitted to the Provost for final approval.

Return to Campus safety plans must be frequently reviewed and updated as required, as on campus activities change and also to reflect any changes to health and safety procedures, control measures, or recommendations adopted. Amendments will need to be submitted for approval.

Course safety planning will be based on a standard procedure approach where most courses will be able to operate from a common approach. More information will be provided by the Provost's office.

Components of an AAU RTC Safety Plan

- **Scope:** who will be in the space and what will they be doing?
- **Space capacity management:** processes for controlling how many people will be in spaces at time
- **Hygiene and sanitation:** plan for sanitation of shared spaces and equipment that are historically the responsibility of the AAU, specialized needs, & how Facilities knows what spaces are in use
- **Training and communication plan**
- **Evaluation and monitoring:** ensuring conformity with regulations and assessing gaps in planning

The image shows a screenshot of a safety planning form. At the top, it says 'UNIVERSITY OF WINDSOR' and 'Faculty/Staff/Student Safety Plan'. Below that, there are fields for 'Department/Office' and 'Location'. The main heading is 'Safety Planning - What is Ready to Plan'. The form is divided into several sections: 1. Scope, 2. Space Capacity Management, 3. Hygiene and Sanitation, 4. Training and Communication, and 5. Evaluation and Monitoring. Each section has a corresponding text box for input. At the bottom right, there is a logo for 'UWINDSOR TOGETHER' with a circular emblem.

Slide 13

The safety plan for the AAU will include the following components:

Scope: who will be in the space and what will they be doing?

Space capacity management: processes for controlling how many people will be in spaces at a time

Hygiene and sanitation: plan for sanitation of shared spaces and equipment that are historically the responsibility of the AAU, specialized needs, & how Facilities knows what spaces are in use

Training and communication plan

Evaluation and monitoring activities for ensuring conformity with regulations and assessing gaps in planning

As the AAU Head, you may be asked by the Dean to coordinate the communication of the plan to faculty, staff, and students within the AAU. As a supervisor of staff and student employees, it is a good practise to follow-up on the communication to see if individuals that you supervise may have questions or concerns emerging from the communication.

Monitoring the Plan

- An approved RTC Safety Plan for the AAU is required for
 - Staff and student employees to return to campus
 - Faculty to return to campus for teaching and service activities.
- AAU Heads should:
 - Monitor the compliance to and the effectiveness of the infection control measures outlined in the plan for the staff and student employees they supervise.
 - Bring forward to the Dean any concerns emerging from the review/implementation of the approved plan.



Slide 14

Prior to the resumption of activities, the Dean or designate/delegate will be responsible for assessing potential COVID-19 hazards in the AAU, in consultation with Health and Safety, and implementing control measures to eliminate or reduce the identified risks. This includes:

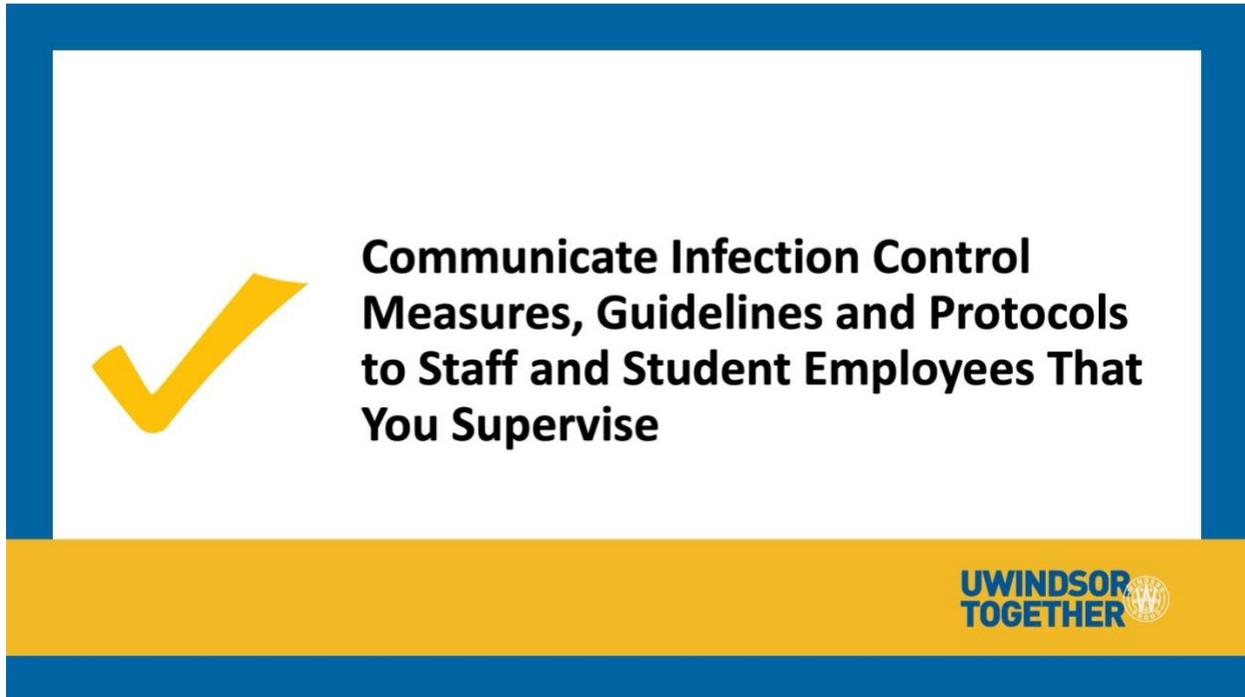
- Identify and assess potential COVID-19 hazards/risks for the specific work area.
- Identify and assess control measures that could be introduced to reduce/minimize the hazard

Deans coordinate the development of the safety plans for the AAU and once completed they submit them to the Provost for approval.

As the AAU Head, you may be asked by the Dean to assist with some of the AAU safety planning processes.

To learn more about the development of the Return to Campus Safety Plans, you can visit the Return to Campus website at www.uwindsor.ca/returntocampus.

From the landing page, select [Health, Safety and Wellness](#) and then select RTC Resource Documents.



Slide 15

AAU Heads are responsible for monitoring that the infection control measures, guidelines and other requirements that have been implemented by the University to mitigate the spread of COVID-19 on campus are being followed by the staff and the student employees that they supervise.

In addition to co-ordinating any communication to faculty, staff, and students about return to campus in collaboration with Dean, it is important that AAU Head remind staff and student employees that they supervise the guidelines and expectations. This section of the presentation highlights some of the key communication reminders.

The University has provided extensive communication regarding expectations, campus wide policies and protocols, but as a supervisor, AAU Heads should remind employees the key expectations.

Best Practices

- Model the desired behaviour so employees understand the expectations.
- Reach out, connect and be available to employees.
- Keep communication channels open and encourage your team to bring concerns and questions forward.
- Be mindful of any stress that employees may be dealing with at work or at home.

Use a variety of communication mechanisms

- Have virtual meetings
- Share information via e-mail
- Create a folder in the department's Microsoft Team Room.
- Use Team's chat to check-in and connect.



Slide 16

It is suggested that AAU heads use a variety of mechanism to communicate expectations to mitigate the spread of COVID-19 and other changes that may have resulted from the implementation of the safety plans for the AAU.

Some best practices include:

- Model the desired behaviour so employees understand the expectations.
- Reach out, connect and be available to the staff and students you supervise.
- Keep communication channels open and encourage the individuals you supervise to bring concerns or emerging questions forward.

As you connect with employees, be mindful of any stress that employees may be dealing with at work and at home and remind them of the Employee and Family Assistance Program available through Morneau-Shepell.

Communicate Changes and Expectations Resulting from RTC Safety Plan

- Approved AAU RTC plan particularly,
 - Changes in the work area resulting from the Zone and Flow Analysis.
 - Control measures that are being implemented to mitigate the spread of COVID-19 in the AAU.
 - AAU and/or job specific protocols, expectations, changes in the way work may need to be performed, etc.



Slide 17

Remind the staff and student employees you supervise the key infection control measures outlined in the RTC safety plan such as:

- Changes in the work area resulting from the Zone and Flow Analysis.
- Control measures that are being implemented to mitigate the spread of COVID-19.
- AAU/job specific protocols, expectations, changes in the way work may need to be performed, etc.

Mandatory Non-Medical Mask Policy Reminder

Everyone on campus is required to wear a non-medical mask when

- Social distance of 2m cannot be maintained
- Entering/exiting buildings
- In common areas including classrooms



The Mandatory Mask Policy can be found on the University's Policy Website

UWINDSOR TOGETHER

Slide 18

Remind staff and student employees that you supervise of the mandatory non-medical mask requirement. Employees are required to follow University CPE/PPE requirements as necessary, including the information and instruction provided on proper use, storage, care, and disposal. Concerns regarding prescribed PPE/CPE should be brought to the attention of the Supervisor.

It is strongly recommended that all approved staff and faculty working in shared spaces; with face-to-face interactions; or who clean high-touch contacts/areas, wear eye protection (face shield, safety glasses, goggles, or equivalent) and a 3-ply procedural mask. Supervisors can obtain these through the Chemical Control Centre.

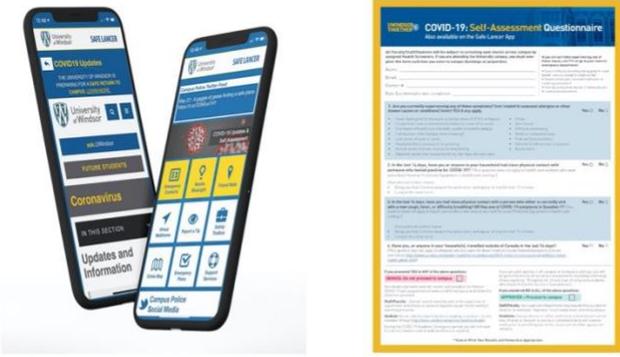
Please ensure that the individuals you supervise have received the university supplied masks prior to coming to campus.

The mandatory mask requirement applies to everyone on campus. As a leader within the AAU, it is important to remind faculty colleagues, students, visitors of the importance of this requirement and that you discuss any conformity issues with the Dean.

Students who require accommodation regarding wearing a mask should contact Student Accessibility Services and employees should contact Human Resources.

Health Screening Requirement Reminder

- Employees are required to complete a Self-Assessment via the Safe Lancer App or the online digital questionnaire every time before coming to campus.



For more information - <https://www.uwindsor.ca/returntocampus/339/self-assessment-questionnaire>



Slide 19

AAU Heads should remind staff and student employees that they supervise that they are required to complete a COVID-19 self-assessment before coming to campus. Even if they are only planning to stop by their office for a brief period to pick up resources that they may need.

The self-assessment can be completed via the Safe Lancer App. Downloadable on the Google Play or Apple App Store.

Employees can also complete a PDF fillable form, pictured on the slide, which can be downloaded from the Return to Campus website, [Before Going to Campus](#) page.

This requirement also applies to students, faculty colleagues, contractors and visitors.

Health Screening Requirement: Employees

- Upon completion of the screening questions, employees will get a “Green badge” or a “Red badge”.

“Approved” Green badges must be sent to supervisors as per departmental protocols prior to/upon arrival to campus.

“Denied” Red badges/results must be sent to the supervisor or department and illness or absence reported as per the University's reporting protocols

Green – Proceed to campus **Red – Stay home**



Slide 20

Upon completion of the screening questions, the individual will get a “Green badge” or a “Red badge”. It is important to communicate to the staff and student employees that you supervise what they need to do with the badges. All employees are required to forward or report approved or denied screening results to their supervisor/department and report any absence/illness as per departmental procedures.

If they receive an “approved” result (green badge), they can proceed to campus. All individuals on campus are subject to screening spot checks by Health Screeners or Lab Safety Coordinators. As a Supervisor, you must ensure that all employees reporting to you have submitted their screening badge (red or green).

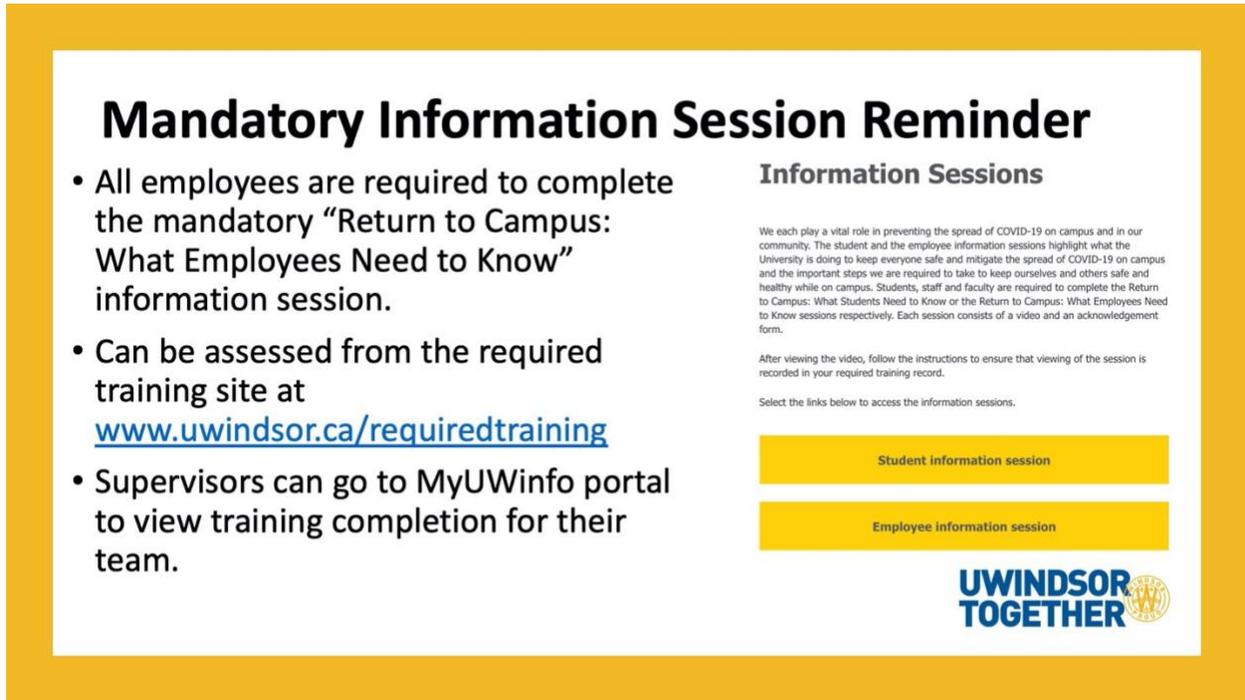
Employees receiving a red badge (denied result) are required to forward or report denied screening results to their supervisor or department and report absence/illness as per departmental procedures.

If individuals receive an “approved” result (green badge), they can proceed to campus. All individuals on campus are subject to screening spot checks by Health

Screeners or Lab Safety Coordinators. The health screeners verify and encourage completion.

For your information:

- professors or other authorized university personnel may request to see students completed self-assessments before admitting them to classrooms or other spaces on campus.
- Contractors, visitors or other parties external to the University are required to complete the University's self-assessment questionnaire, or an approved equivalent version of health screening, before entering University buildings or property. AAU Heads must ensure that external visitors, contractors or others directly engaged by their unit are aware of this screening requirement and that they demonstrate compliance. Contractors/visitors should also be advised that upon a lab-confirmed positive COVID-19 case, they must report the case immediately to the University representative who arranged the work/activity on campus. The University representative will then notify Health & Safety.



Mandatory Information Session Reminder

- All employees are required to complete the mandatory “Return to Campus: What Employees Need to Know” information session.
- Can be accessed from the required training site at www.uwindsor.ca/requiredtraining
- Supervisors can go to MyUWinfo portal to view training completion for their team.

Information Sessions

We each play a vital role in preventing the spread of COVID-19 on campus and in our community. The student and the employee information sessions highlight what the University is doing to keep everyone safe and mitigate the spread of COVID-19 on campus and the important steps we are required to take to keep ourselves and others safe and healthy while on campus. Students, staff and faculty are required to complete the Return to Campus: What Students Need to Know or the Return to Campus: What Employees Need to Know sessions respectively. Each session consists of a video and an acknowledgement form.

After viewing the video, follow the instructions to ensure that viewing of the session is recorded in your required training record.

Select the links below to access the information sessions.

Student information session

Employee information session

UWINDSOR TOGETHER 

Slide 21

All employees, regardless if they are working on campus or remotely are required to complete the mandatory “[Return to Campus: What Employees Need to Know](#)” information session. Employees can access the information session from the Return to Campus website or from the required training site at www.uwindsor.ca/requiredtraining.

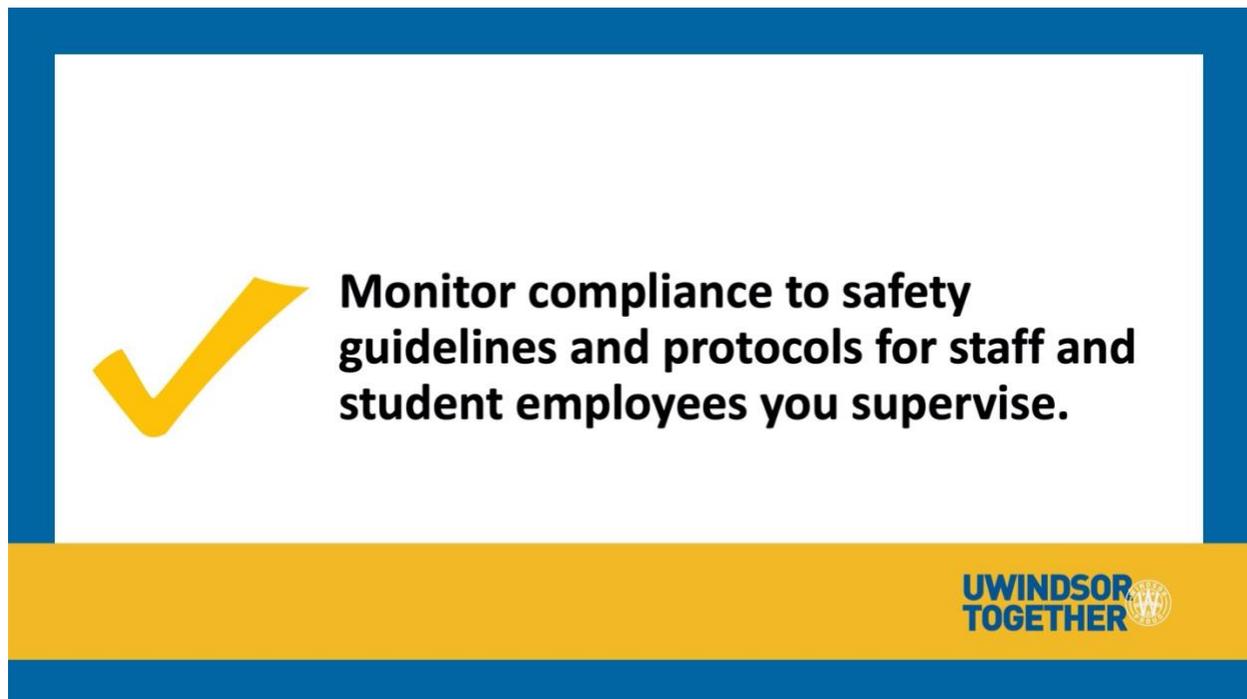
AAU Heads are asked to ensure that employees who report to them have completed the training as soon as possible.

For your information, a session specific for students has also been created and completion is being recorded in [UWinsite Student](#). Students can access the information session from the Return to Campus website at www.uwindsor.ca/returntocampus.

Student employees need to complete the employee training session, and not the student training.

Logs must be kept for a minimum of a 14-day period. These logs don't need to be submitted by the employee but must be readily available to forward to Health & Safety, upon request.

In addition to personal logs, as a supervisor you are required to maintain accurate records of the employees who you supervise working on campus or coming to campus occasionally.



The slide features a large yellow checkmark on the left side. To its right, the text reads: **Monitor compliance to safety guidelines and protocols for staff and student employees you supervise.** The slide is framed by a blue border and has a yellow footer bar containing the 'UWINDSOR TOGETHER' logo.

Slide 23

One of your responsibilities as an AAU head includes monitoring compliance to the safety protocols and guidelines for the staff and student employees that you supervise.

Health Screening Compliance

- The University's goal is to achieve compliance by educating employees on the importance of safety measures to mitigate the spread of COVID-19.
- Should an employee that you supervise refuse to complete the required health screening:
 - Remind the employee of this requirement.
 - If the employee still does not want to comply, ask them to immediately leave campus.
 - Contact Human Resources to discuss appropriate next steps.
 - Keep the Dean advised.



Slide 24

The University's goal is to achieve compliance with protocols and procedures by educating employees on the importance of such measures to mitigate the spread of COVID-19.

Should an employee refuse to complete the required health screening, they are to be reminded of this requirement and should they still not comply, be asked to immediately leave campus. Once they leave campus, please contact, a member of the Human Resources, Academic and Staff Labour and Employee Relations team to discuss appropriate next steps. You should also keep the Dean advised of this matter.

Contact information can be found on the Human Resources website at <https://www.uwindsor.ca/humanresources>

Even though the AAU Head is not the supervisor of faculty colleagues, should the AAU Head notice non-compliance, they should remind their colleague of the requirement. If the colleague does not want to comply, you should contact The Dean for guidance.

Compliance to Other Safety Processes/Protocols

- Should an employee you supervise refuse to comply with any other established procedure/protocol (university-wide or AAU specific):
 - Remind the employee of the protocol/process (educational approach).
- Should the employee still refuse to adhere to the protocol/process:
 - Contact Human Resources for guidance to address non-compliance.
 - Non-compliance will be addressed on a case-by-case basis.
 - Keep the Dean advised.



Slide 25

Should an employee you supervise refuse to comply with any other established procedure/protocol (university-wide or department-specific) supervisors should remind the employee of the protocol/process (through an educational approach).

Should the employee still refuse to adhere to the protocol/process, supervisors are asked to contact Human Resources for guidance to address non-compliance. Non-compliance will be addressed on a case-by-case basis. Contact information can be found on the Human Resources website at <https://www.uwindsor.ca/humanresources>. AAU Heads should also keep the Dean advised of this non-compliance issue.

Even though the AAU Head is not the supervisor of faculty colleagues, should the AAU Head notice non-compliance, they should remind their colleague of the requirement.

- If the colleague does not want to comply, contact the Dean for guidance.
- Review the Research Return to Campus framework for issues related to research activities.

Compliance: Students and External Parties

Students (non-employees)

- Should a student refuse to comply with any established procedure/protocol:
 - Remind the student of the protocol/procedure (educational approach).
 - Should the student still refuse to adhere to the protocol/procedure consult with the Dean or the Office of Student Experience regarding next steps.

External Parties

- Should an external party (i.e. visitor, contractor, delivery, etc.) refuse to comply with any established procedure/protocol:
 - If you arranged the work/activity on campus remind the external party of the University's requirements.
 - If you didn't arrange the visit/work contact Facility Services, the appropriate department if known or Health & Safety to report non-compliance.



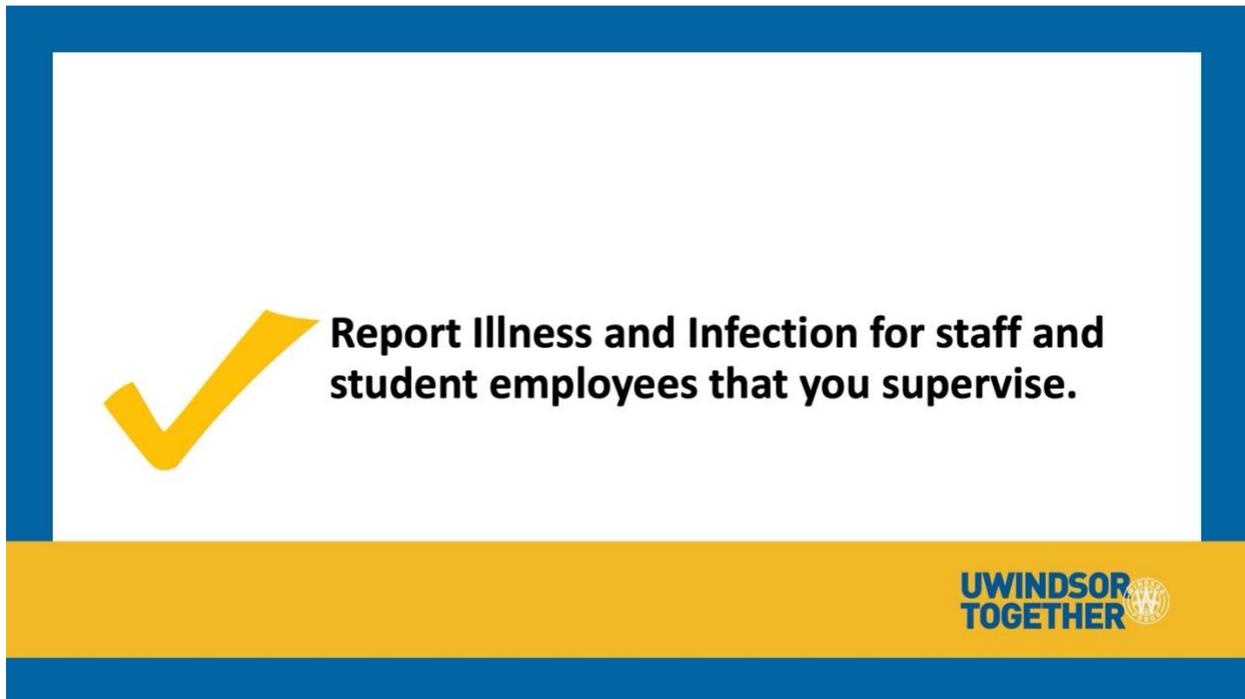
Slide 26

For your information, should a student (non-employee) refuse to comply with any established procedures/protocols remind the student of the protocol/process (through an educational approach). Should the student still refuse to adhere to the protocol/process consult with the Dean or Office of Student Experience regarding next steps. A Student who refuses to comply with the health screening requirement should be asked to leave campus immediately.

Faculty colleagues may also bring to your attention issues of student non-compliance with established procedures.

Should an external party (i.e., visitor, contractor, delivery, etc.) refuse to comply with any established procedures/protocols, and you arranged the work/activity on campus associated with the individual being on campus, remind the individual of the University's requirements.

If you didn't arrange the visit/work that brought the individual to campus, contact Facility Services, the appropriate department, if known, or Health & Safety to report non-compliance.



The slide features a large yellow checkmark on the left side. To its right, the text reads: **Report Illness and Infection for staff and student employees that you supervise.** The slide has a blue border and a yellow footer bar containing the 'UWINDSOR TOGETHER' logo with a circular emblem to the right.

Slide 27

Another one of your responsibilities as AAU Head includes reporting illness and infection for the staff and student employees you supervise.

Reporting Employee Illness and Infection



- Follow the guidelines outlined in the “*COVID-19: Supervisor’s Guide to Reporting Employee Illness, Infection and Testing and Employee Privacy*” document.
- In the event of a lab confirmed positive case, AAU Heads must inform their Dean and Health & Safety.
- Health & Safety will initiate required notifications.



Slide 28

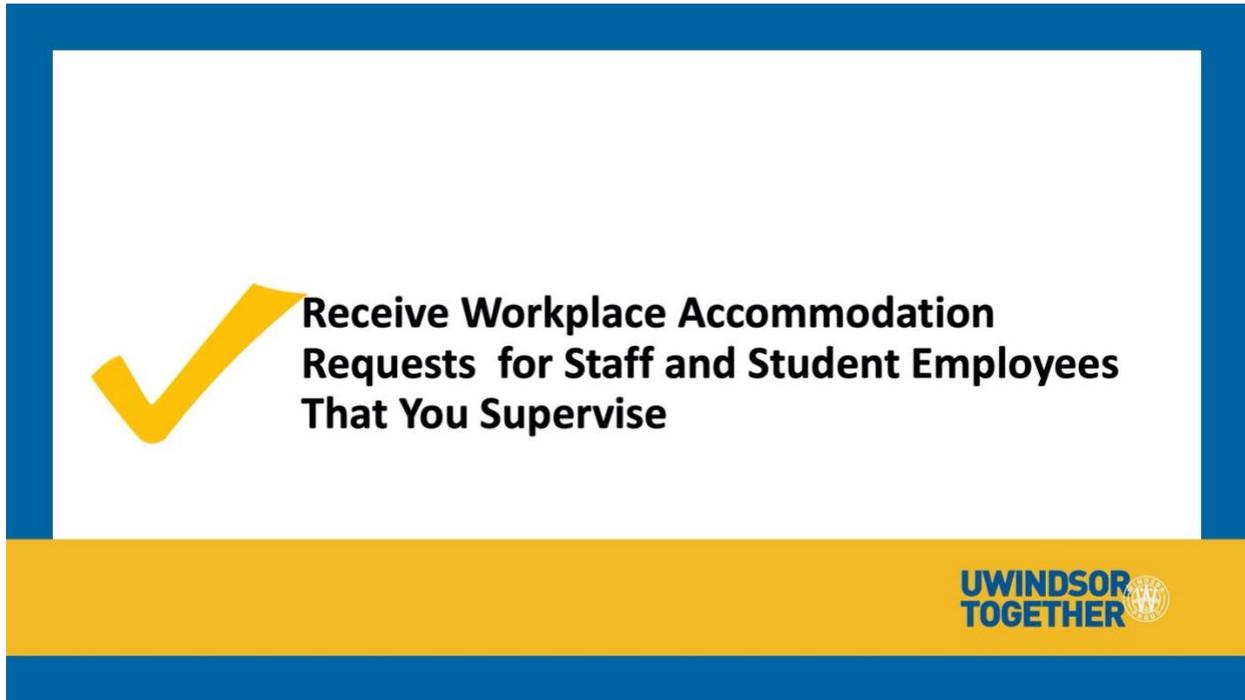
Should an employee notify you of illness, infection or testing, follow the guidelines outlined in the Supervisor’s Guide to Reporting Employee Illness, Infection and Testing and Employee Privacy, which can be found on the Return to Campus Website. Under [Health, Safety and Wellness](#) (RTC Resource documents).

In the event of a lab confirmed positive case, the AAU Head must immediately inform their Dean and Health and Safety. Health and Safety will then initiate notification to the Senior Leadership Team, activate the COVID-19 Case Response Team, the COVID-19 Communications Response Team, Facility Services, and Environmental Services for disinfection purposes as required.

Health and Safety, and the COVID-19 Case Response Team will work with the Windsor Essex County Health Unit (WECHU) to determine the required next steps. Contact tracing will be conducted by WECHU in consultation with the COVID-19 Case Response Team and will identify and contact only those individuals who are required to self-isolate and/or get tested.

As with other employee illnesses and health information, reasonable measures must be taken to protect the identity of an employee with respect to COVID-19.

It is important to remember that a positive test result is a medical diagnosis, and must be treated confidentially, including not sharing this information with any co-workers. This information should only be shared with the Dean, Health and Safety and the Windsor-Essex County Health Unit.



Slide 29

Workplace accommodation refers to the University's obligation under the Ontario Human Rights Code to prevent and remove barriers and provide reasonable accommodation to the point of undue hardship. The principle of accommodation applies to all grounds of the Code but within the context of employment most accommodation needs relate to disability, religion and family status.

One of your responsibilities as AAU Head is to receive from the staff and student employees that you supervise any workplace accommodation requests.

Workplace Accommodation Guidelines

Workplace Accommodation Guidelines
University of Windsor
Office of the Vice President, Human Resources | October 8, 2020

Workplace Accommodation
Workplace accommodation refers to the University's obligation under the Ontario Human Rights Code to prevent and remove barriers and provide reasonable accommodation to the point of undue hardship. The principle of accommodation applies to all groups of the Code but within the context of employment most accommodation needs relate to disability, religion and family status.

Workplace accommodation may involve a service, an adaptation or adjustment in the work environment to enable an individual equal opportunities and full participation in employment activities without discrimination. The principle of accommodation involves three factors: dignity, individualization and inclusion. The Ontario Human Rights Commission (OHRC) describes three factors as follows:

- **Dignity:** Persons must be accommodated in a way that most respects their dignity, including their privacy, confidentiality, comfort and autonomy.
- **Individualization:** There is no one formula for accommodation. Each person's needs are unique and must be considered ahead of time as an accommodation request is made. A solution may meet one person's requirements but not another's, although many accommodations will benefit many other people with similar needs.
- **Inclusion:** Achieving integration and full participation requires barrier free and inclusive design and removing existing barriers. Identifying and removing barriers means all persons should have access to their environment and face the same duties and requirements with dignity and without impediment.

Given these factors, each accommodation request must be considered on an individual, case-by-case basis in order to determine the most reasonable and appropriate accommodation based on the employee's individual circumstances. The process of identifying an appropriate workplace accommodation is a consultative process involving the University, the individual, the union/association, if applicable and any other party that may need to be engaged, such as the employer's physician, a third party medical consultant and/or a religious leader.

The most appropriate accommodation will be the one that most promotes inclusion and full participation, and effectively addresses any system issues (OHRC, 2016).

This document provides an overview of the workplace accommodation process including the responsibilities of Human Resources, supervisors, employees and the union/association. Given the current situation, it also highlights examples of potential accommodation needs within the context of the COVID-19 pandemic.

It is important to note that there may be variations in the way the guidelines/needs outlined in this document are implemented due to the need to respond on a case-by-case basis.

In order to maintain the accuracy and relevance of this document, these guidelines will be reviewed annually, and revisions will be incorporated as necessary.

October 8, 2020 | 1

Examples of Workplace Accommodation Options
Recognizing that workplace accommodation needs that are addressed by the specific accommodations of each employee, workplace accommodation options may include but are not limited to:
• modification of job duties,
• modifications,
• provision of technical aids,
• changes to workload or hours of work,
• counseling and individual services, etc.

- Workplace accommodation refers to the University's obligation under the Ontario Human Rights Code to prevent and remove barriers and provide reasonable accommodation to the point of undue hardship.
- Supervisors are asked to:
 - Receive requests for accommodation.
 - Contact Human Resources to initiate the accommodation process as soon as the need for an accommodation is communicated by the employee.
- Human Resources will facilitate the accommodation process and engage the required parties.

Resource: Workplace Accommodation Guidelines

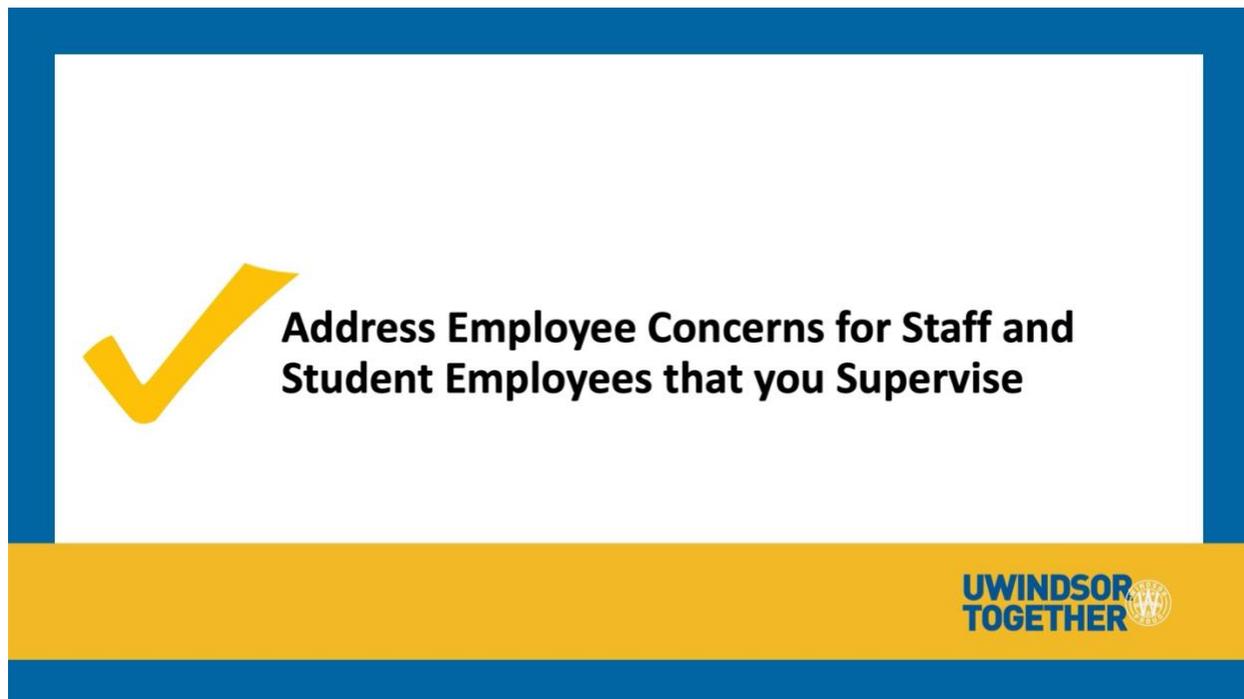
UWINDSOR TOGETHER

Slide 30

The University has developed a document intended to provide a general overview of the workplace accommodation process including the responsibilities of Human Resources, supervisors, employees, unions/association. Given the current situation, it also highlights examples of potential accommodation needs within the context of the current COVID-19 pandemic. This document is available on the [Human Resources website](#). You can download it from the Links for Managers tab found on the home page.

Should you receive a request for accommodation from an employee, contact Human Resources to initiate the accommodation process as soon as possible. Human Resources will then facilitate the accommodation process and will which other parties may need to be engaged in the process.

Academic accommodations for students is a separate issue.



Slide 31

As you communicate plans and control measures with employees and/or as employees return to campus, they may have concerns or questions. This next section highlights some strategies for addressing safety concerns.

Address Concerns in a Timely Manner

- Establish and communicate the process for employees to bring forward concerns.
- Investigate and address staff concerns and issues of non-compliance and communicate the outcome of the investigation to the employee.
- If the employee disagrees with the outcome:
 - Consult with Health & Safety to review the steps taken.
 - Remind the employee of their right to refuse unsafe work and their right to consult with their union representative on the Joint Health and Safety Committee (JHSC).
- Liaise with Dean regarding student and faculty issues.

If you don't know the answer to a COVID-19-related concern/question, advise the employee that you will:

- seek the required information
- get back to them

Contact Health & Safety for guidance (safety@uwindsor.ca)



Slide 32

Employees should be aware of the process for bringing concerns forward.

As concerns are brought forward, it is critical that you investigate them and address any issues of non-compliance in a timely manner. Keep the employee informed of what you are doing to address their concern and communicate the outcome of the investigation. Should the employee disagree with the outcome, it is recommended that you consult with Health and Safety to review steps taken.

Given that Deans are responsible for the Return to Campus Safety Plans, it is recommended that AAU Heads apprise their Deans of any concerns related to COVID-19 safety planning given that the Dean is ultimately responsible for the plan and any necessary revisions.

It is also important to remind employees that under the Occupational Health and Safety Act, they have a right to refuse unsafe work. Work refusals should not be based on fear alone but on the employee's reasonable belief that the University has not taken the necessary measures to protect employee health and minimize the potential exposure to the hazard (COVID-19). As with any workplace hazard,

the University is responsible for taking every reasonable precaution to protect the health and safety of employees.

Information on the work refusal process can be found on the Human Resources website under Safety. AAU Heads are encouraged to review the Work Refusal Training.

Employees have the right to consult with their union representative on the Joint Health and Safety Committee.

Should you not have the answer to a question posed by an employee, advise the employee that you will seek the information and get back to them within a reasonable timeframe.

Concerns brought forward by faculty colleagues should be directed to the Dean.

Concerns brought forward by students (non-employees) should be investigated by the AAU Head.

Part 3 - Student and Faculty Return to Campus Information



Slide 33

This concludes the overview of your responsibilities as a supervisor of employees.

Given your role within the AAU, this section of the presentation highlights some additional procedures that relate to students and faculty colleagues.

COVID-19 Instructor Handout on Student Disclosure  University of Windsor

If a student informs you, the instructor, that they have COVID-19 or are at risk of having contracted it:

DO

- Make sure you have the student's full name, Faculty, and contact information.
- Tell the student you'll be contacting your Dean and the COVID Case Response Team
- Contact your Dean and the [COVID Case Response Team](#) immediately
- Help the student with requested academic accommodations and **give them the student handout**

DON'T

- DON'T** distribute any student information to others without guidance from your Dean or the COVID Case Team
- DON'T** start contact tracing or any other activities. The COVID Case response team or the Health Authority will do all of that.

For students who are also employees: [here](#)
Handout to give to student: [here](#)
Your Dean or the COVID Case Response Team may follow up with further questions.

Procedures for Student Disclosures

UWINDSOR TOGETHER 

Slide 34

A postcard has been designed to provide instructors guidance on student disclosure. If students express concern liaise with your Dean.

This handout is posted on the Teaching Online website <https://www.uwindsor.ca/teaching-online/> select COVID Updates and Academic Policies (left navigation)

Student Handout 

If you are experiencing COVID symptoms or are generally feeling ill:

- Stay home.
- Contact the [Windsor Essex County Health Unit \[WECHU\]](#) or your health care provider, to receive medical support based on your individual symptoms. More information about COVID symptoms is available from WECHU.
- We strongly encourage you to let us know by emailing safety@uwindsor.ca so that we can support you, and do everything we can to minimize risk to others.

If you have a confirmed case of COVID-19:

- WECHU will work with you on a case plan.
- Part of that will be instructions to contact the University.

If you let us know, the COVID Case Response Team and your Dean will be in touch to:

- Advise you to stay in your residence or stay at home.
- Ask whether you have contacted the Windsor Essex County Health Unit and/or your health care provider. The COVID Case Response Team or the WECHU may provide you with instructions for self-isolation, self-monitoring or other actions to be taken if required.
- Ask you for your full name, the faculty you're in, and basic contact information. Your information will only be shared with people who will play a role in supporting you during your illness and health authorities as required. This information will be used to help support your care and campus safety. Your personal information will not be shared beyond those individuals.
- Provide you with [health and wellness](#) resources

For Student Employees: If you are an employee of the University, your responsibilities are somewhat different, and guidelines can be found [here](#).

Student Handout

UWINDSOR TOGETHER 

Slide 35

A Student Handout has also been created that provides guidance to students should they:

- Are experiencing COVID-19 symptoms or are generally feeling ill.
- Have a confirmed case of COVID-19

This handout is posted on the Teaching Online website

<https://www.uwindsor.ca/teaching-online/> select COVID Updates and Academic Policies (left navigation)

Return to Campus Guidelines: Teaching & Service

- The Guidelines were developed by faculty and administration and reviewed in detail by the Deans.
- COVID-19 safety requirements limit the campus spaces that can be used and how they can be used. Contact tracing requires tracking of who's on campus.
- The Guidelines include:
 - Conditions and stages of faculty return to campus;
 - How to make requests; and
 - How decisions will be made.



Slide 36

The Working Group on Faculty Return to Campus has finalized guidelines for faculty seeking to return to campus for teaching and service responsibilities. Faculty often have greater freedom of decision-making than many other employee groups when it comes to deciding whether to pursue portions of their responsibilities on- or off-campus. However, COVID-19 safety requirements, which impact space usage and require contact tracing, have implications for what will be possible in the coming semesters. Because of these limitations, being on campus requires more coordination and potentially greater prioritization than normal.

The Guidelines include:

- Conditions and stages of faculty return to campus;
- How to make requests; and
- How decisions will be made.

The guidelines can be downloaded from the Teaching Online site <https://www.uwindsor.ca/teaching-online/> select COVID Updates and Academic Policies (left navigation). The document includes a detailed process flowchart.

Part 4 - Communication Tips for Having Supportive Conversations with Employees



Slide 37

Since the start of the COVID-19 pandemic and the University's move to an essential services model, we all have altered the way we live and work to help mitigate the spread of COVID-19 and to protect our community's health and safety. While adapting to new ways of working both on campus and remotely at home, many of us have also experienced increased pressures in our family and personal lives.

AAU Heads play a key role in creating and promoting a safe, respectful and supportive work environment. The next section of the presentation highlights some communication reminders for having supportive conversations with employees.



Slide 38

Respond calmly and with assurance to concerns from employees. Listen carefully before speaking. If you do not know the answer regarding a COVID-19 related question/matter, attain the appropriate information first before responding to a concern. Reach out to Health & Safety for guidance.

Ask questions such as “What would help ease your concerns? What would help you feel more comfortable doing this task?”.

Be flexible and be prepared to accommodate individual needs. One single approach will not work for all as there are differing needs among employees.

Use effective, pro-active and responsive communication, this is instrumental in de-escalating concerns both at the individual and unit level.

Use Positive, Non-Blaming Communication

- Use “I” statements. It acknowledges that the viewpoint is your own and not necessarily a fact about the situation.
“What I am hearing is.....”, “I feel when....”
- Use tentative language.
“It looks to me...”, “It appears to me”....
- Avoid “why” questions.
“Why did you say that?”
- Avoid using negative, emotionally charged words.



Image source: <https://www.psychologytoday.com/>

Slide 39

When having these conversations use positive non-blaming communication. For example, make “I” statements. It acknowledges that the viewpoint is your own and not necessarily a fact about the situation. “I” statements help position the conversation as “non-blaming”. Sentences that begin with “You” often make the other person feel blamed and judged and usually escalate the conversation.

Use tentative language such as “it appears to me...”

Avoid “why” questions as they typically put individuals on the defensive.

Be careful with the use of negative or emotionally charged words

Use Active Listening Techniques



- Ask open-ended questions to encourage further discussion
 - Tell me more..., Help me understand...
- Paraphrase to ensure the accuracy of the message heard (clarity)
- Use non-verbal encouragers
 - nod of the head or positive facial expressions
- Use verbal minimal responses
 - “Uh-huh”
- Summarize the conversation

Image source: <https://www.educationcorner.com/active-listening-skills-education.html>

UWINDSOR TOGETHER

Slide 40

It is also important to use active listening techniques.

Open-ended questions invite people into the discussion. They often begin with “What” or “How”. For example: What are your thoughts about the new measures implemented in the common kitchen area?

Miscommunication happens when we assume that we understand but haven’t confirmed that assumption. For example: “What I hear you saying is that you are concerned because some team members use the water cooler and don’t follow the cleaning protocols”

Active listening requires that you not only hear the content or the “spoken word” but also acknowledge the other person’s emotional response. For example: “I can see that you are upset about this situation”

As the person is expressing their perspective, you should also use non-verbal encouragers such as nodding and keep your responses minimal until the person finishes their thoughts.

Summarizing provides an opportunity to check for understanding and to review the progress made.

Be Mindful of Your Tone and Body Language

- Maintain a calm and positive tone.
- Do not raise your voice in frustration no matter how challenging the discussion becomes.
- Be aware of your body language:
 - Do not roll your eyes, finger point, cross your arms or fidget.
 - Make eye contact and keep a calm, concerned and interested facial expression.
 - Lean forward to show interest and concern.



Slide 41

The gestures we make, the way we sit, how fast or how loud we talk, how close we stand, how much eye contact we make send strong messages. Ensure that your body language sends a positive message.

The following are some examples:

- face the person
- make eye contact
- nod your head as the person is talking
- lean towards the person slightly to show interest

Staying Informed, Wellness Supports and Safety Refresher Training



Slide 42

To conclude, the last portion of this presentation connect you to resources for staying informed, wellness supports and safety refresher training.

Stay Connected and Informed

Guidelines will change as we learn more about COVID-19 and as the public health situation evolves. For updates visit the Return to Campus website: www.uwindsor.ca/returntocampus

Resources for supervisors can be found on the Health, Safety and Wellness page, select the RTC Resource Documents tab.



Information is also communicated through the Return to Campus e-newsletter & bulletins and HR e-mail communications



Slide 43

AAU Heads are encouraged to continue to check the University's [website](#) for the latest information and updates regarding COVID-19. As the situation is continually evolving, the University will update its guidelines and instructions to reflect the recommendations provided by public health authorities, and the latest internal adopted measures.

Regular and frequent communications will also be sent in Return to Campus semi-monthly e-newsletter and bulletins, UWindsor's social media pages on Twitter, Instagram and Facebook. Please encourage your faculty colleagues and employees whom you supervise to review these sites frequently to stay informed.

Additional Information Resources

- Teaching Online website <https://www.uwindsor.ca/teaching-online/> select COVID Updates and Academic Policies (left navigation)
- Additional resources and public health sites:
 - Ontario Ministry of Health <https://covid-19.ontario.ca/>
 - Public Health Ontario www.publichealthontario.ca
 - Windsor-Essex County Health Unit www.wechu.org
- Contact Health & Safety at: safety@uwindsor.ca



Slide 44

The [Teaching Online website](https://www.uwindsor.ca/teaching-online/) includes the COVID Updates and Academic Policies webpage which includes links to many resources and academic policies.

If you are looking for additional information on COVID-19 you may want to review resources found in the following public health websites:

[Ontario Ministry of Health](https://www.health.gov.on.ca)

[Ontario Public Health](http://www.publichealthontario.ca)

[Windsor-Essex County Health Unit website](http://www.wechu.org)

You can also contact Health & Safety at: safety@uwindsor.ca for any further information or questions emerging from this presentation.

Supervisor Refresher Safety Training

Go to the Human Resources website to access safety related training for supervisors and employees.

www.uwindsor.ca/humanresources

Select Safety (left navigation)
Select Safety Training (left navigation)



Slide 46

AAU Heads are encouraged to refresh their knowledge of safety related processes such as the work refusal process and health and safety awareness for supervisors. More information can be found on the [Human Resources website](http://www.uwindsor.ca/humanresources). Select Safety followed by Safety Training.

Resources Consulted

CMHA Ontario. Return to the workplace: A psychological toolkit for heading back to work, 2020

University of Toronto – COVID-19 General Workplace Guideline

University of Windsor, Return to Campus resources posted on the following website:

www.uwindsor.ca/returntocampus

- Return to Campus Framework
- Institutional Guiding Principles for Resumption of COVID-19 Activities
- COVID-19 Hazard Assessment and Control Measures
- Health & Safety Guidelines for Return to Campus
- Health and Safety Checklist for Return to Campus Plans
- COVID-19 Safe Operating Procedures



47

Slide 47

Thank you for watching this presentation. Before we conclude, we want to acknowledge the many resources that we used to develop this presentation.