



Return to Campus: What Supervisors Need to Know

Health & Safety, Human Resources

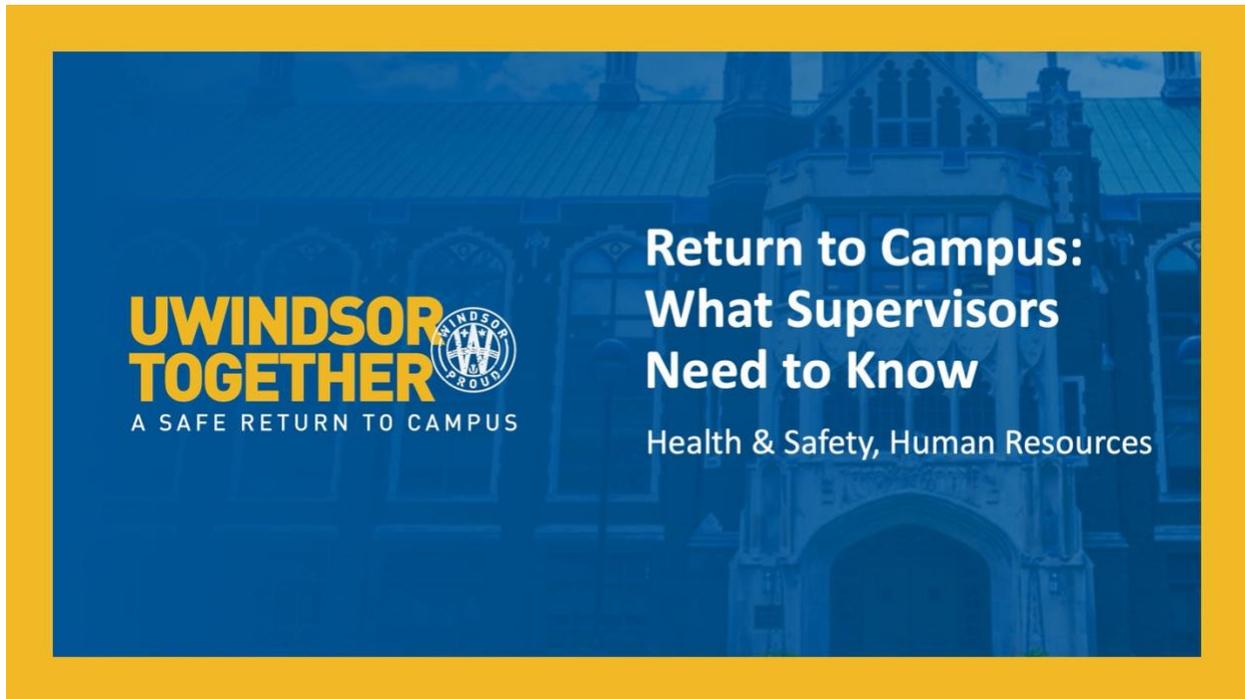
**Reference Document:
Information Session
PowerPoint Slides and Transcript**

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**Health & Safety
Department of Human Resources**

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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. Supervisors play a key role in creating a safe and supportive environment for employees.

At the end of this presentation, you will be provided instructions on what you need to do to ensure that viewing of this session is recorded in your required training record.

Agenda

- University's Commitment to a Safe and Healthy Campus
- Supervisor and Employee Responsibilities
- Key Actions:
 - Develop and Implement the Return to Campus (RTC) Plan
 - Communicate the RTC plan, Infection Control Measures and Expectations
 - Review and Update the RTC Plan and Monitor Compliance
 - Address Employee Concerns
- Strategies for Having Supportive Conversations with Employees
- Mental Health Supports
- For More Information
- Resources Consulted



Slide 2

This presentation will cover the following information:

- The University's Commitment to a Safe and Healthy Campus
- Supervisor and Employee Responsibilities
- Key Actions:
 - Develop and Implement the Return to Campus (RTC) Plan
 - Communicate the RTC plan, Infection Control Measures and Expectations
 - Review and Update the RTC plan and Monitor Compliance
- Address Employee Concerns
- Managing Compliance

Overall, you will be provided with some practical strategies for having supportive conversations with employees during this difficult time. It will also highlight some of the mental health supports for supervisors and employees.

Learning Outcomes

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

- Responsibilities of supervisors and employees to create a safe and healthy campus.
- Key actions that supervisors need to take for a safe return to campus.
- Strategies for having supportive conversations with employees.
- Key resources for additional information.

Slide 3

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

- Responsibilities of supervisors and employees to create a safe and healthy campus.
- Key actions that supervisors need to take for a safe return to campus.
- Strategies for having supportive conversations with employees.
- Key resources for additional information.

A note about terminology:

- The Occupational Health and Safety Act (OHSA) defines a **supervisor** as a person who has charge of a workplace or authority over a worker.
- When the term **supervisor** is used in this presentation, it refers to the Dean/AVP/Executive Director or designate/delegate.
- When the term **worker** is used in this presentation, it refers to faculty, staff and student employees.



Slide 4

Throughout the presentation we will be using the term supervisor and in many places the term worker.

The Occupational Health and Safety Act (OHSA) defines a **supervisor** as a person who has charge of a workplace or authority over a worker. The definition of supervisor has two separate parts. Having **either** charge of a workplace, **or** authority over a worker, is enough for a person to be a supervisor. In general, "charge of a workplace" refers to broad control over the planning of work and how it is carried out. "Authority over a worker" can be seen as a more specific power to ensure a worker's compliance with directions.

When the term **supervisor** is used in this presentation, it refers to the Dean/AVP/Executive Director or designate/delegate. Designate/delegate includes but it is not limited to Associate Deans, Directors, Managers, Supervisors.

The Occupational Health & Safety Act defines a worker as a person who performs work or supplies services for monetary compensation. It also includes a person who performs work or supplies services for no monetary compensation under a program approved by a college of applied arts and technology, university, private career college or other post-secondary institution.

When the term **worker** is used in this presentation it refers to faculty, staff and students (employees or those participating in unpaid placements). We will also use the term employees to refer to all workers at the University.

University's Commitment to a Safe and Healthy Campus

The University of Windsor:

- Is Committed to the protection of the health, safety, and wellbeing of all members of the community.
- Strives to promote a strong culture of safety that facilitates the awareness of risk and the prevention of injury and illness.

In these exceptional times, health, safety and wellness is crucial to our University mission.



Slide 5

The University of Windsor is committed to providing a safe, respectful and healthy workplace and learning environment for workers, students, and community members.

We strive to promote a strong culture of safety that facilitates the awareness of risk and the prevention of injury and illness.

In these exceptional times, health, safety and wellness are crucial to our mission.

Together, we can mitigate the spread of COVID-19 on campus and in our community.

Responsibilities under the OHSA

- The University has a responsibility to protect workers 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.
- Workers have the responsibility to work safely and to report hazards to their supervisor.
- Workers have the right to refuse unsafe work.



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Slide 6

Employers, Supervisors/Departments, and Workers have obligations as set out in the Occupational Health and Safety Act and its regulations. 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. Workers have a responsibility to work safely and report hazards to their Supervisor.

This presentation highlights some of the responsibilities of supervisors prior to the resumption of campus activities for assessing potential COVID-19 hazards in the workplace and implementing control measures to eliminate or reduce the identified risks.

If a worker has a safety concern, they should apply the Internal Responsibility System by first speaking to their Supervisor.

If the issue cannot be resolved with the Supervisor, workers can speak to their union representative on the Joint Health and Safety Committee or contact the Health and Safety office. This presentation will provide an overview of how to effectively address the concerns brought forward by employees.

All employees are required to take the “[Return to Campus: What Employees Need to Know](#)” session which provides an overview of what the University is doing to fulfill its responsibilities and mitigate COVID-19 hazards in the workplace.

Supervisor Responsibilities

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

Under OHSA supervisors have a responsibility to ensure employees are working in a safe manner and to investigate hazards or concerns.



Slide 7

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 workers. The responsibilities of supervisors include:

- Develop a Return to Campus (RTC) Plan
- Ensure employees are following all established protocols, including PPE/CPE
- Evaluate and monitor the RTC Plan, control measures and compliance to protocols
- Ensure employees complete required health screening and maintain work logs
- Maintain accurate records of all employees working on campus
- Report Illnesses
- Investigate concerns brought forward by employees and address hazards
- Keep employees informed and have supportive conversations
- Complete any required supervisor training and stay informed of new/changes to guidelines

We will explore these responsibilities in the presentation.

Employee Responsibilities

Posted signage and protocols	Screening protocols: Self-Assessment	Illness and absence reporting
Participate in safety training	Directional signage and floor markings	Restricted / closed spaces or work areas
Procedures and protocols, including the use of PPE and CPE	Report hazards and concerns to their supervisor	Keep a log of work days, work locations and possible contacts

Employees are required to follow the University's health and safety directives to prevent the spread of COVID-19 on campus.



Slide 8

It is expected that all individuals on campus follow the health and safety directives provided by the University, including:

- Posted signage and protocols
- Screening protocols
- Illness and absence reporting
- Participating in safety training, as required
- Following directional signage and floor markings
- Restricted / closed spaces or work areas
- Procedures and protocols, including the use of Personal Protective Equipment and Community Protective Equipment, as required
- Employees reporting hazards and concerns to their Supervisor
- Employees are responsible to maintain a 14-day record of their workdays, work locations, and any possible close contacts.

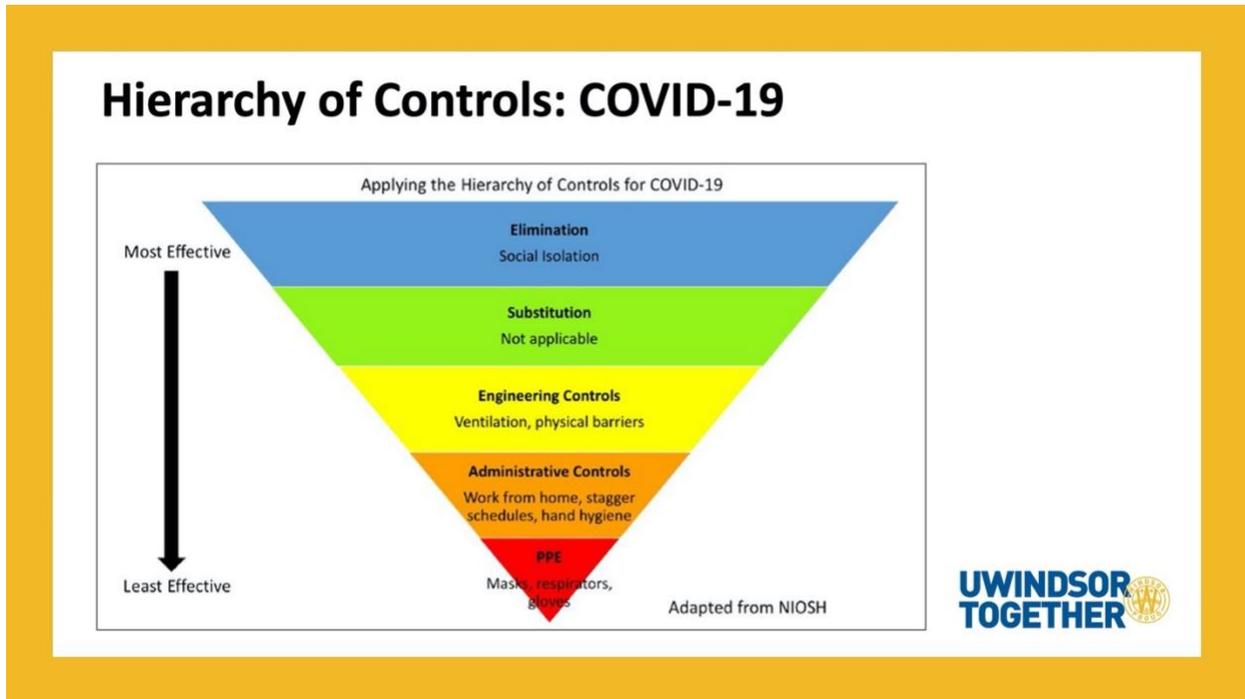
Develop and Implement a Return to Campus (RTC) Plan



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Slide 9

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



Slide 10

Controlling exposures to occupational hazards is the fundamental method of protecting workers. Traditionally, a hierarchy of controls has been used as a means of determining how to implement feasible and effective control solutions. The image on the slide is a representation of this hierarchy.

The idea behind this hierarchy is that the control methods at the top of the graphic are potentially more effective and protective than those at the bottom. Following this hierarchy normally leads to the implementation of inherently safer systems, where the risk of illness or injury has been substantially reduced.

The most effective means to prevent exposures to COVID-19 is through **elimination** – or by physically removing the hazard. Physical isolation is one of our best tools to eliminate the risk associated with coming in contact with the virus.

The next level that applies to COVID-19 is **engineering controls** – separating the workers from the hazard. This is achieved with appropriate ventilation, barriers and partitions.

Another level is **administrative controls** – which is changing the way work is performed. For workplaces, this can mean continuing remote working and/or

staggering shifts to reduce the number of workers in a workplace. Enforcing hand hygiene and increased cleaning and disinfection. It is important not to underestimate the role these practices can have in reducing infection risk.

The final, control strategy to reduce occupational hazards is **Personal Protective Equipment** (which is referred to as PPE). This level of control protects workers with masks, gloves and other equipment. PPE is considered the least effective strategy because it relies on adequate supplies and proper and continuous use.

Step 1 - Assess Continuation of Remote Work

- Assess whether employees can continue to work remotely.
- For employees who are unable to work remotely, develop a plan for their gradual return to the workplace.

Reference documents:

- Institutional Guiding Principles for Resumption to Campus Activities
- Return to Campus Framework

www.uwindsor.ca/returntocampus



Slide 11

The first step in developing a Return to Campus plan includes assessing which employees can continue to work remotely. This is one of the guiding principles in the University's RTC framework, to minimize the risk of COVID-19.

For employees who are unable to work remotely, you will need to develop a plan for their gradual return to the workplace. The Institutional Guiding Principles for Resumption to Campus Activities and the Return to Campus framework are two resources that you should review prior to developing the plan. These are posted on the Return to Campus website under [Health, Safety and Wellness - Resource Documents](#).

Step 2 - Perform A Hazard/Risk Assessment

- 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 (Hierarchy of Control Model).
- Develop a RTC plan for your unit in consultation with Health & Safety.

Key Resources for Building Your RTC Plan:

- Covid-19 Hazard Assessment and Control Measures
- Health & Safety Checklist for Return to Campus Plan
- COVID-19 Safe Operating Procedure Template

www.uwindsor.ca/returntocampus



Slide 12

The next step includes performing a Hazard/Risk Assessment.

This step includes the identification and assessment of potential COVID-19 hazards within a specific work area, and the control measures required to reduce those hazards following the Hierarchy of Controls model. The [COVID-19 Hazard Assessment and Control Measures](#) reference checklist posted on the RTC website, under [Health, Safety and Wellness - Resource Documents](#) can assist you to complete this.

Once potential hazards and control measures have been assessed, supervisors are responsible for developing a Return to Campus plan for their unit, in consultation with Health and Safety. The plan will follow health and safety guidelines and the phased return to the workplace as outlined in the [Return to Campus framework](#). Tools have been created to assist you with the development of the Return to Campus plans, including the [Health and Safety Checklist for Return to Campus Plans](#) and [COVID-19 SOP Template](#). These are also posted on the RTC website under [Health, Safety and Wellness - Resource Documents](#).

Examples of Infection Control Measures

Elimination of the Hazard	Engineering Controls	Administrative Controls
<ul style="list-style-type: none">• Employees continue to work remotely	<ul style="list-style-type: none">• Designated entrances and exits• Directional flow in workspaces, hallways and staircases• Modification of work areas• Installation of barriers	<ul style="list-style-type: none">• Changes to the way work is performed• Staggered start times• Altered work schedules• Restricted number of workers/students in an area

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Slide 13

This slide highlights some of the control measures that may result from steps 1 and 2.

Elimination of the hazard - Employees continue to work remotely

Engineering controls

Designated entrances and exits

Directional flow in workspaces, hallways and staircases

Modification of work areas

Installation of barriers

Administrative controls

Changes to the way work is performed

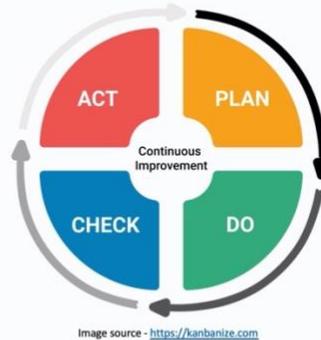
Staggered start times

Altered work schedules

Restricted number of workers /students in an area

Step 3 – Finalize the Plan and Obtain Approval

- The plan must be developed in consultation with Health & Safety.
- Review the plan with your immediate supervisor.
- Submit the plan to the appropriate Vice-President for final approval.



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Slide 14

Once you complete the plan, you should review it with the person you report to and then submit this to Health and Safety. Finally, the plan must be submitted to the appropriate Vice-President for final approval. Return to Campus plans must be frequently reviewed and updated as required, to reflect any changes to activities in the space, health and safety procedures, control measures, or recommendations adopted.

Step 4 – Implement the Plan

- Implement recommendations and signage resulting from the zone and flow analysis.
- Implement identified control measures.
- Consider restricting/closing employee common spaces such as lunchrooms/kitchenettes.
- Establish cleaning and disinfection protocols for individual and shared equipment.
- Establish protocols and mechanisms for employees to log their work schedules, work/building locations and close contacts.



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Slide 15

Step 4 includes the implementation of the approved plan and making the necessary changes in the workplace to welcome back employees.

This includes:

- Installing signage resulting from the zone and flow analysis.
- Establishing cleaning and disinfection protocols for individual and shared equipment.
- Establishing protocols and mechanisms for employees to log their work schedules, work/building locations and close contacts. A suggested form is introduced later in this presentation.

It also includes making the necessary arrangements for the implementation of the control measures, securing required supplies, etc.

Supervisors should also consider restricting/closing employee common spaces such as lunchrooms/kitchenettes. If these will continue to be used, cleaning and disinfection protocols of these spaces should be established. The [RTC website](#) includes some information about cleaning protocols that may be of assistance as you develop departmental protocols.

Communicate the RTC Plan, Infection Control Measures and Expectations



Slide 16

Communication is key in creating a safe and supportive work environment.

Communicate Changes and Expectations

- Departmental RTC plan.
- 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.
- Department/job specific protocols, expectations, changes in the way work may need to be performed, etc.
- The non-medical mask policy and ensure employees have received the University supplied masks prior to coming to campus.
- Individual responsibilities to help mitigate the spread of COVID-19.



Slide 17

Communicate any changes and expectations to employees, including:

- Departmental RTC plan
- 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.
- Department/job specific protocols, expectations, changes in the way work may need to be performed, etc.

The University has provided extensive communication regarding expectations, campus wide policies and protocols, but as a supervisor, you should remind employees of some of the key expectations including:

- The non-medical mask policy and ensure employees have received their masks prior to coming to campus. 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.
- Their individual responsibilities to help mitigate the spread of COVID-19 which are highlighted in the mandatory training session for employees.

Communicate – Health Screening Requirement

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



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



Slide 18

Supervisors should remind employees 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.

Communicate – Health Screening Requirement

- Upon completion of the screening questions, employees will get a “Green badge” or a “Red badge”.
- Determine and communicate to employees what they need to do with the badges.

“Approved” Green badges must be sent to Supervisor prior to/upon arrival to campus.

Green – Proceed 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

Red – Stay home



Slide 19

Upon completion of the screening questions, employees will get a “Green badge” or a “Red badge” on both the Safe Lancer app or the paper questionnaire. It is important to communicate to employees what they need to do with the badges. All employees are required to forward or report approved or denied screening results to their supervisor or 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.

For your information, 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. Supervisors 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.

Communicate – Mandatory Information Session

- All employees 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
- Supervisors can go to MyUWinfo portal to view training completion for their team.

The flowchart on the left illustrates the steps to access the required training summary:

- Administrative Portal Tab
- Workbench
- Reports and Queries
- Required Training Queries
- Employee Required Training Summary

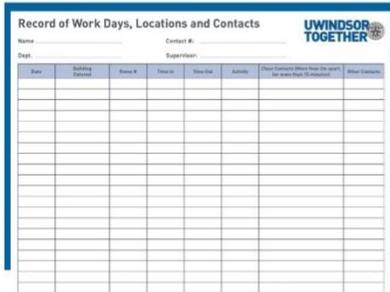
The screenshot on the right shows the Administrative Portal interface. A red arrow points to the 'Administrative Portal Tab' in the top navigation bar. The interface includes a 'Welcome' message, 'Workbench' section, and 'Staff' section.

Slide 20

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.

As a supervisor, you should ensure that team members have completed the training. To view the training record for your team, you can go to [myUWinfo](#). After logging in, select the Administrative portal tab, image shown on the slide. The flowchart on the slide highlights the steps to follow to access the reports: Select Workbench, then select Reports and queries, followed by required training queries and then Employee Required Training summary.

Communicate – Work Log Requirement



The form is titled "Record of Work Days, Locations and Contacts" and features the "UWINDSOR TOGETHER" logo. It includes fields for Name, Contact #, Dept., and Supervisor. Below these is a table with columns for Date, Building/Department, Room #, Time In, Time Out, Activity, Other Locations (Where have you been? Are you working on campus?), and Other Contacts. A small note at the bottom of the form reads: "Please keep a copy of this record for a minimum of 14 days."

- All employees are required to keep a log of the days they come to campus, work locations visited (buildings, offices, etc.) and individuals they interacted with.
- This is important for contact tracing should an individual test positive for COVID-19.
- Employees can also use Outlook, create their own log sheet or the log posted on the Return to Campus website.

Logs must be readily available and kept for a 14-day period



Slide 21

All employees, regardless if they come to campus regularly or occasionally, must keep a log of when they have been on campus, what areas they worked/visited and whom they interacted with. This is key for contact tracing.

Public Health Ontario defines contact tracing as the notification and follow up process that is used to identify, educate and monitor individuals who have had close contact with someone who is infected with COVID-19. These individuals are at a higher risk of becoming infected and sharing the virus with others.

Employees can create their own system for keeping track of the information, [a log sheet](#) can also be downloaded from the Return to Campus website as seen [here](#).

Logs must be kept for a minimum of a 14- day period. These logs must be readily available to forward to Health & Safety, upon request.

In addition to personal logs, supervisors must ensure that they maintain accurate records of all employees working on campus, including those who may come to campus occasionally.

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, supervisors must inform their Dean/Director and Health & Safety.
- Health & Safety will initiate required notifications.



Slide 22

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 - Resource Documents](#).

In the event of a lab confirmed positive case, the Supervisor must immediately inform their Dean/Director 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 next steps required. 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 Health and Safety and the Windsor-Essex County Health Unit.

Review and update the RTC plan, Infection Control Measures and Monitor Compliance



Slide 23

The next portion of the presentation focuses on the review and update of the RTC plan and managing compliance.

Evaluation and Monitoring

- Conduct regular assessments and inspections of work areas and work performed
- Evaluate the effectiveness of COVID-19 control measures
- Evaluate the adjusted work processes
- Monitor the workplace for potential hazards
- Take action to address concerns brought forward by employees

- RTC plans must be frequently reviewed and updated to reflect any changes to health and safety procedures, control measures, or recommendations adopted.
- Document the reviews and any changes implemented.

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Return to Campus plans must be frequently reviewed and updated as required, to reflect any changes to health and safety procedures, control measures, or recommendations adopted.

You should keep notes of reviews made and any changes resulting from these.

- The following are some examples of evaluation and monitoring activities:
- Conduct regular assessments and inspections of work areas and work performed
- Evaluate the effectiveness of COVID-19 control measures
- Evaluate the adjusted work processes
- Monitor the workplace for potential hazards
- Take action to address concerns brought forward by employees

Examples of Evaluation & Monitoring Activities

Daily Inspection

- Perform daily rounds of the work area(s) and observe the degree to which protocols are being adhered to.

Snapshot Inspections

- Ask employees to demonstrate their work particularly for new or updated protocols. Remind employees how important the new behaviours are and explore further opportunities to adjust and discuss what is working well and what is not.



Slide 25

You could conduct daily rounds of the work area(s) and observe the degree to which protocols are being adhered to.

You could also ask employees to demonstrate new or updated protocols. This would be a great opportunity to remind employees how important the new behaviours are and together explore further opportunities to make adjustments. It is also an opportunity to discuss what is working and what is not.

Examples of Evaluation & Monitoring Activities

Review and Research

- Continue to check reliable sources of information for updates and best practices.
- Regularly assess/review the established procedures to ensure compliance, and the need for any additional control measures to be implemented.

Update the plan as needed based on the outcome of the evaluation/monitoring activities.

Share the updated plan with employees.

Communicate changes to employees and other key stakeholders.



Slide 26

You should continue to check reliable sources of information for updates, such as official University communications and resources posted on the RTC website.

Regularly assess/review the established procedures to ensure compliance, and the need for any additional control measures to be implemented. Connect with colleagues and research best practices.

Should you need to update the RTC plan, remember to share the updated plan with employees and clearly communicate any changes.

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 grounds of the Code but within the context of employment most accommodations 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 these 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 set formula for accommodation. Each person's needs are unique and must be considered when making an accommodation request or made. Inclusion may involve process requirements but not content, although these 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. Planning and creating barrier-free environments should have been part of their environment and not the same duties and equipment 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 religious leader.

The most appropriate accommodation will be the one that most promotes inclusion and full participation, and effectively addresses any systemic issues (OHRC, 2008).

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 possible accommodations that may arise in the context of the COVID-19 pandemic.

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

- 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

Slide 27

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.

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 RTC website and the Human Resources website.

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 facilitate the accommodation process and will engage the required parties.

Managing Compliance – Health Screening

- Supervisors are responsible to ensure compliance with established protocols and procedures.
- The University's goal is to achieve compliance 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:
 - 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.



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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. Supervisors are asked to contact a member of the Human Resources, Academic and Staff Labour and Employee Relations team. Contact information can be found on the Human Resources [website](#).

Contact Human Resources to discuss appropriate next steps.

Managing Compliance – Other Processes/Protocols

- Should an employee refuse to comply with any other established procedure/protocol (university-wide or department-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.



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Should an employee 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. Noncompliance will be addressed on a case-by-case basis. Contact information can be found on the Human Resources [website](#).

Managing 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 Department Head, 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.



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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 Department Head, 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.

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 them 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.

Addressing Employee Concerns



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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 concerns.

Best Practices

Workplaces with established health and safety practices and effective communication strategies are often able to resolve concerns before they escalate.

- Start each day/week with a safety talk or check-in meeting with employees.
 - Review any new COVID-19 protocols or University updates.
 - Ask for feedback and suggestions.
 - Give employees an opportunity to bring forward/discuss safety issues, concerns, and compliance.



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Keep employees informed of measures being taken to protect their health and safety and mitigate the spread of COVID-19 on campus. You may want to start each day or week with a safety talk or check-in meeting with employees. For instance, you could highlight any new COVID-19 protocols or University updates. Also, ask for feedback and suggestions.

These discussions are a great opportunity for employees to bring forward/discuss safety issues, concerns, and compliance.

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 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.



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Some other best practices include:

- Modeling the desired behaviour so employees understand the expectations.
- Reaching out, connecting and being available to employees.
- Keeping communication channels open and encouraging employees to bring concerns 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.

Address Concerns in a Timely Manner

- Establish and communicate the process for employees to bring forward concerns.
- Investigate and address employee concerns and issues of non-compliance.
- 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).

If you do not 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 34

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

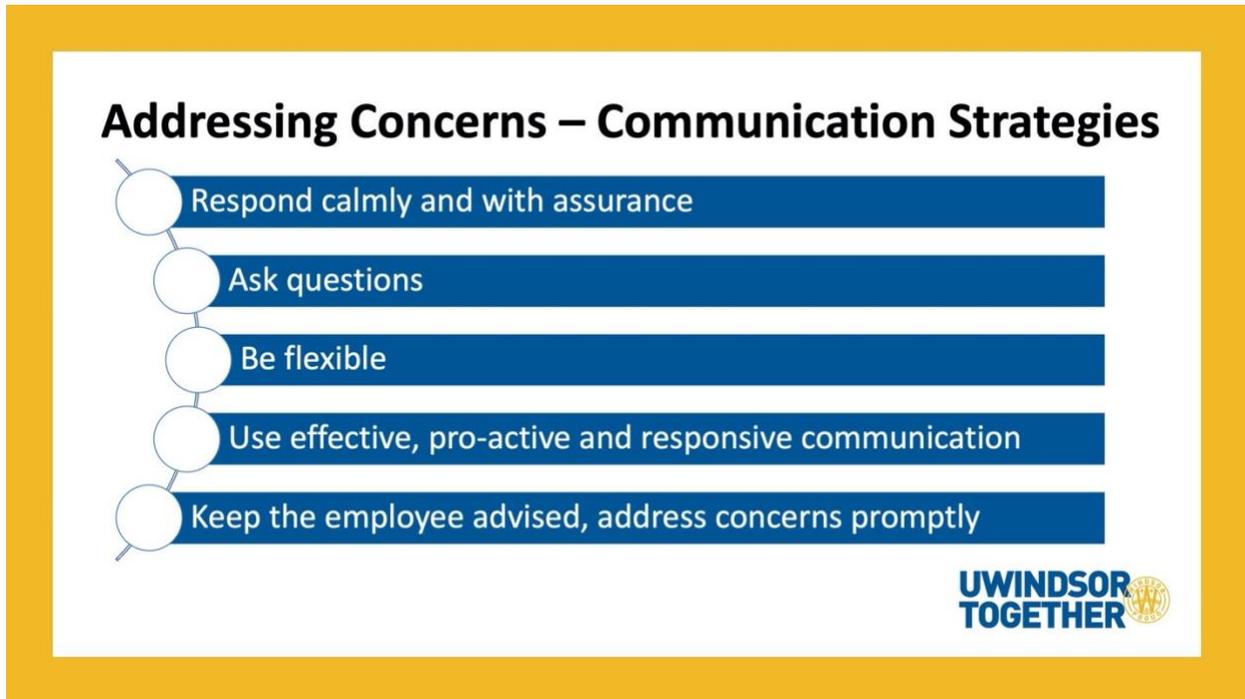
As concerns are brought forward, it is critical that you investigate them and address any issues of non-compliance in a timely manner. Keep the employee informed of what you are doing to address their concern and communicate the outcome of the investigation. Should the employee disagree with the outcome,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

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. Supervisors are also encouraged to review the Work Refusal Training.

Employees also 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.



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This slide highlights some of the communication strategies when employees bring forward concerns:

Respond calmly and with assurance. 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?”. If you make changes, communicate them to anyone who may be affected, ideally in writing.

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 deescalating concerns both at the individual and unit level.

Keep the employee advised and address concerns promptly. As mentioned in previous slides, when a concern is brought to your attention, respond

immediately. Assessing a concern may take time; however, an immediate response to a concerned employee advising them that you are reviewing their concern and will be in touch as soon as possible goes a long way to de-escalating worry and anxiety. If you need assistance in managing a concern, connect with Health and Safety sooner rather than later to ensure you are provided with the support you require to effectively and expediently de-escalate concerns.

Strategies for Having Supportive Conversations with Employees



Slide 36

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.

Supervisors play a key role in creating and promoting a safe, respectful and supportive work environment. The next section of the presentation has been designed to highlight some tips for having supportive conversations.

Thoughts, Feelings and Actions

- Our thoughts impact our feelings which then influence how we behave and what we do.
- Supportive conversations and information sharing is key to supporting employee mental health.
 - It encourages positive thinking
 - It helps employees address any negative thoughts that they may be experiencing related to the return to campus which may then impact their feelings and actions.



The Cognitive Triad (CMHA Ontario, 2020)

Almost 70% of Ontarians believe the province is headed for a “serious mental health crisis” as it emerges from the pandemic (CMHA Ontario, 2020)



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The Cognitive Triad Model illustrated in this slide, Thoughts, Feelings and Actions is something that we should keep in mind as we try to support employees transitioning back on to campus.

Our thoughts impact our feelings which influence how we behave and what we do. Having supportive conversations and keeping employees informed is key to supporting their mental health. Having the information encourages positive thinking. When employees don't have information, the tendency is to “fill in the blanks” which may lead to negative thoughts which in turn may lead to feelings of fear and anxiety and these could then translate to actions such as refusing to return to work for fear of contracting COVID-19.

Supportive conversations help employees address any negative thoughts that they may be experiencing related to the return to campus that may impact their feelings and actions.

Having a Supportive Conversation

Supporting employee mental health as employees transition back to campus requires working from a place of compassion. The following are some tips:

Build trust	Make time to talk	Encourage participation	Be specific
Respect privacy	Educate employees	Be Proactive	Be positive

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



Slide 38

CMHA Ontario in the “Return to the workplace: A psychological toolkit for heading back to work” resource highlights the following tips for a having a supportive conversation with employees:

Build trust: Always maintain integrity and confidentiality. At every opportunity, share information about the plans in progress with your teams, and request that they share their feedback and concerns with you. Where possible, share your own concerns as well and how you are coping personally.

Make time to talk: If you have only one or two employees at a time, overlap their shifts by a few minutes to encourage employees to talk to each other, and to you. This builds the team and helps everyone know they are not alone in their concerns.

Encourage participation: To increase your employees’ personal commitment, encourage their participation in decision-making processes. Consider creating a committee with members of staff included so they can be part of that decision making. Consider also circulating a survey so anonymous feedback can be provided for those not comfortable speaking during meetings. The University is currently working on a Pulse Check survey.

Be specific: When sharing plans, provide as much detail as you can. Staff will feel safer if you can provide specific information based on the latest research evidence. Including hyperlinks to the actual research will be beneficial.

Respect privacy: Where some individuals have had private conversations with you, be sure not to disclose this during larger meetings. This also means not asking a member of staff whether they are struggling with their mental health, and instead asking whether there are any problems that are interfering with their work, or if they will be able to perform all the essential duties of their job.

Educate employees: Just because you ‘get it’ does not mean others do. Ensure your team members are educated on mental health concerns related to COVID-19 and know how to access professional supports if they wish. We have included information in this presentation to help you with this.

Be proactive: Take the time to talk about the importance of employee mental health. This sets the conditions for conversations to occur, cements your commitment as a leader to employee well-being, and introduces the protective factor of psychosocial support into the work environment. Know, and understand, that you are part of an informal support network for all employees.

Be positive: Create morale-boosting measures where possible, such as online teambuilding exercises, etc.

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>

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It is also important to use active language 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.



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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

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.



The screenshot shows the 'UWINDSOR RETURN TO CAMPUS' website. The main heading is 'HEALTH, SAFETY & WELLNESS PROVIDING A SAFE/HEALTHY CAMPUS'. A sidebar menu includes 'Return to Campus', 'Return to Campus Framework', 'Resumption of Research Framework', 'Available Remote Services', 'Research and Innovation Guidance', 'Before Going to Campus', 'Guiding Principles', 'Latest News and E-Newsletters', 'Health, Safety & Wellness', and 'FAQs'. The main content area has a sub-heading 'Health, Safety and Wellness' and a 'Quick Links' section with links to 'UWindsor Together Fall 2020 Message', 'Available Remote Services', and 'Ontario Ministry of Health Public Health Ontario Ontario Health and Safety'.

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



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Supervisors 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 semimonthly e-newsletter and bulletins, UWindsor’s social media pages on Twitter, Instagram and Facebook. Encourage employees to review these sites frequently to stay informed.

It is also a good practice for supervisors to forward key information distributed campus wide to employees and encourage them to review.

Well-being Supports

- **Morneau-Shepell (EFAP provider):**
<https://www.uwindsor.ca/humanresources/faculty-staff/benefits/employee-assistance-program>
- **Mental Health Wellbeing Portal:**
<http://www.uwindsor.ca/coronavirus/377/wellbeing-portal>
- **Community resources and local support services:**
<https://www.wechu.org/cv/mental-health>
- **Wellness sessions** offered through Human Resources. For information go to www.uwindsor.ca/workplacewellness
- **Workplace Wellness E-Digest and Weekly Tips**
www.uwindsor.ca/workplacewellness



Image source: <https://thriveglobal.com>

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The COVID-19 outbreak has changed our daily work and life routines and adjusting to this new reality is not easy for everyone. Remember to reach out for help and stay connected with employees and colleagues. Support programs are available to supervisors and employees the University's Employee and Family Assistance Program delivered by Morneau-Shepell.

This slide also highlights some additional well-being supports available.

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)



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Supervisors 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

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

Acknowledgement Completion

- Complete the Acknowledgement form to record the completion of this session in your training record.



Slide 47

To ensure that viewing of this session is recorded in your required training employee record, please complete the acknowledgement form found on the website where this video was posted. Once you complete the Acknowledgement, you will receive an email certificate. Please keep that e-mail for your records.