



Updated June 19, 2020

A. INTRODUCTION

After careful consideration and review of critical scenarios, a decision has been made that instruction in the fall term will be delivered through a hybrid model. Face-to-face instruction deemed necessary for certain courses will resume on campus (e.g. courses with experiential learning components for under 30 students). In addition, time-sensitive research, scholarship, and creative activities that require access to on-campus or field research facilities and resources will resume under the Expanded Research Designation. The resumption of these activities on campus will be subject to public health and safety measures, including physical distancing requirements. Please refer to the [Re-Entry Protocols](#) and the [Lab and Office Workspace Safety Plan for more details](#).

Course Delivery: Faculties are already in the process of determining which courses and course components should be delivered remotely and which should be delivered face-to-face or in a blended (face-to-face and online combined) format during the 2020 fall semester. Faculties have been asked to submit their plans for fall course delivery modes by May 31, 2020 to the Provost, Deputy Provost, Registrar, and Senior Director for Academic Programs and International Strategies.

Expanded Research Designation: Submissions are currently being accepted for Expanded Research Designation by academic staff and Principal Investigators (on behalf of graduate students, postdoctoral scholars, and staff) to Department Heads and Associate Deans (Research), who will then either endorse or decline to endorse those submissions. The VPR, the Faculty of Graduate Studies, and the Postdoctoral Office will review submissions in accordance with certain approval criteria. The pre-existing exemption process for Critical research remains in effect.

Required Faculty and Staff: The purpose of this guide is to assist Leaders in determining which people are necessary to return to campus to support the return of limited on-campus course delivery and staff working under the Expanded Research Designation. Below are overarching principles created to help guide decisions. An outline of the overall review process for determining which staff to return, followed by a list of non-exhaustive criteria to consider is also provided.

B. PRINCIPLES

1. Safety and Well-being of our Campus Community

The overall principle guiding the University of Calgary's actions and decisions is to ensure the safety, health and well-being of our students, faculty and staff. In determining which faculty and staff to return to campus, public health directives and guidelines and campus health and safety are paramount. We will follow the guidelines of the Government of Alberta based on the advice of the province's Chief Medical Officer. The Government of Alberta's General Relaunch Guidance can be found [here](#).

In upholding this principle, **only faculty and staff who are necessary to safely facilitate or support the return of students, should be returned to campus**. Those who can work from home with little to no disruption to their normal duties or work functions should continue to do so until further notice. In making

return-to-campus staffing decisions, leaders must strictly observe the [Re-Entry Protocols](#) and prepare a [Lab and Office Workplace Safety Plan](#). In brief, these may include elimination measures (such as screening), substitution measures (such as implementing contact-free modes of interaction), engineering controls (such as physical barriers and removal of seating), and personal protective equipment controls (such as masks and gloves). Keep in mind that no single safety control is effective in every situation, and the use of multiple controls should be used wherever possible. Plans will also include measures for non-compliance and for tracking to assist in contact tracing.

While making recommendations for which faculty and staff will return to campus, leaders should assess their on-campus staffing recommendations alongside their Lab and Office Workplace Safety Plan since the minimum safety requirements for safe workspaces has direct impacts on both the number of staff and the scheduling of staff that can safely be implemented. Consideration will have to be made as to who will be responsible for ensuring faculty and staff are following safety controls in the Lab and Office Workplace Safety Plan.

A Lab and Office Workplace Safety Plan must be submitted for each distinct workspace (office or lab) but not for each individual returning staff member. Please note that for workspaces where there are multiple departments sharing the same space, a coordinated plan should be developed for approval with the sign-off of all departments occupying the space.

2. Standards, Flexibility, and Regular Review

Faculty and staff should be returned in an intentional, methodical and tactical manner that follows a concentric model of slow expansion based on greatest need first. Consideration should be given to minimum required staffing levels on campus and returning staff who are unable to perform work remotely. Flexibility and regular review and reconsideration of plans and decisions will be required to respond quickly and flexibly to unforeseen and evolving needs that arise due to the pandemic. Plans should be able to scale up or down depending on the evolving situation. In addition, leaders should take into account and prepare for increases in absenteeism and the reality that staff may be unexpectedly required to quarantine or self-isolate.

3. Equity and Accessibility

Faculty and staff may face challenges that require flexibility and accommodation (childcare availability, underlying health concerns, elder care or other caregiver concerns, etc.). COVID-19 has exacerbated existing inequities. As the broader community implements a gradual re-opening, individual circumstances will be in flux and leaders are expected to maintain a flexible and open approach to formal and informal accommodation requests. It is also important to consider and plan to support the psychological health and safety of faculty and staff.

4. Fiscal Responsibility

Recognizing that economies will be significantly weakened, most university revenue streams will be negatively affected, and the provincial government will not be in a position to provide emergency financial assistance directly to the university, the university must continue to be fiscally prudent and minimize unnecessary expenditures. Decisions to return staff to campus should consider the additional costs that are needed to ensure physical safety. If significant additional costs would arise, leaders should reconsider whether return to campus is prudent at this time.

C. PROCESS FOR DETERMINING STAFF REQUIRED FOR RETURN TO CAMPUS

As noted above, the process for reviewing staff for the Expanded Research Designation (staff involved in time-sensitive research, scholarship, and creative activities that require access to on-campus or field research facilities or resources) is already underway. This process and guidance for researchers can be found [here](#).

Below is the review process the University will use in determining which staff are required to return to campus to support the return of limited on-campus course delivery and faculty and staff working under the Expanded Research Designation.

1. Leaders are best suited to identify in the first instance which roles are critical to support the Stage 2 return to campus operations. Senior Leadership Team (SLT) members will work with their leaders to identify the positions that are required to work on campus in order to safely facilitate or support the return of students, faculty and staff. In making return-to-campus staffing decisions, leaders must strictly observe the Re-Entry Protocols which can be found [here](#).
2. Leaders must complete the [Return to Campus Plan](#) providing a brief rationale for the proposed return to campus at Stage 2 and prepare a [Lab and Office Workspace Safety Plan](#). These documents identify the proposed Required Staff and summarize the feasibility of returning the identified roles in light of the identified safety controls. Completed documents must be submitted to SLT.
3. SLT will review to ensure the [Return to Campus Plan](#) and [Lab and Office Workspace Safety Plan](#) have been completed. Where space is shared by more than one team, SLT must determine where adjustments or further consultation may be required. Once satisfied that appropriate adjustments have been identified and documented, SLT must sign off on the [Return to Campus Plan](#).
4. SLT will prepare a final summary list to provide to the appropriate VP and ELT Ops before any decisions are communicated to leaders. ELT Ops approval will focus on the timing of the return to ensure plans are coordinated and re-entry is staggered.

Once SLT lists have been submitted and approved by ELT Ops, SLT will communicate the decisions to their leaders. The leaders will work with Human Resources to help notify staff as required and facilitate the re-entry process. The [Re-Entry Protocols](#) and [Return to Campus Guidelines for Leaders](#) will be shared broadly to ensure all returning staff and their managers are aware of the required safety measures.

D. CRITERIA

The following are the criteria to consider when determining timing of return to campus. At least one (1) criteria must be present in order to obtain approval for re-entry. The overriding factor in determining whether the position should return to campus should be based on the nature of the job/work and the actual requirement for that work to be done on campus rather than on individual preferences or other factors. As a general rule, work that can effectively be performed from home should continue to be done from home until further notice.

Work that cannot be performed effectively from home, or where the effectiveness is significantly/materially higher when performed at campus than at home should be prioritized for return to campus using the

following criteria as considerations:

| Criteria | Description |
|---|---|
| I. Campus access required for use of tools and equipment | Some positions have unique requirements for ongoing access to tools and equipment, and greater reliance on the physical campus setting. This is distinct from when materials/equipment are needed from time to time (e.g. paper files). Positions that have an ongoing reliance on equipment that cannot be removed from the campus in order to be productive, are candidates to return sooner. |
| II. The work involves secure data and confidential information | Work that involves access to and handling of confidential, classified or sensitive information and data in some cases is best performed at the campus, particularly if this information is not in electronic form. |
| III. On-site preparation and attendance are required for delivering services to faculty, students, staff and the public | As we move towards September and the return of students (albeit in smaller numbers), staff who perform services for onsite people will need to gradually ramp up on campus presence including public facing units. |

In addition to the above criteria, it is critical to also consider the following:

1. Safety considerations

Work that can be very safely performed at the campus in a way that is conducive to effective physical distancing can be considered for return, ahead of positions that work in closer proximity to others. For example, positions that work in an isolated lab or office should be considered for return; however, this is not a criterion on its own in the absence of meeting other criteria above because we are trying to manage the overall number of people on campus at any given time. The number of proposed returning staff members should align with the constraints in the Lab and Office Workspace Safety Plan. Just because an employee has a private office does not mean they should return in the early stages, if they can effectively perform that work from home.

2. Level of interaction

Some positions have a significant amount of interaction with others. This is not a criterion in the early phases of return as most faculty and staff will not be physically at the campus and we are encouraging that meetings happen virtually.

3. Partial Onsite Requirement/Effectiveness

In many cases, a position can be performed at home effectively on a partial basis and requires physical visits to campus only some of the time (a day or two each week) for access to equipment or information. In those cases, faculty and staff should maximize their time spent working from home and visit the campus only when necessary.