Return to Work for Employees - Guidance for Supervisors
(Effective June 1, 2020)
[Authorized by President's Cabinet]

EMPLOYEE RETURN

✓ We will use a phased approach and bring employees back a few departments/units at a time over the course of the first two weeks.

- Supervisors will submit a plan for their areas to their respective Cabinet member. Cabinet will coordinate a final University-wide return-to-work plan.

✓ Supervisors should complete the Shared Space Modification Form (www.redlands.edu/r2w) to identify proactive modifications to common office and community spaces (lounges, break rooms, etc.). Please be sure to complete a separate request for each common or communal space.

- Sanitizing wipes, as well as hand sanitizer, have been ordered and will be distributed across campus; therefore, you do not need to request these supplies at this time.

✓ Supervisors can use the following approaches as appropriate for their respective areas. Some options to consider include the following (depending in each department on the ability to socially distance in a particular workplace):

- Have people work different days of the week to avoid full teams being present on any given day.
- Have people work different shifts.
- Temporarily relocate workspaces for those who share areas that do not allow for 6 feet of social distancing.
- Allow people to continue to telecommute full-time or part-time (see the Interim Telecommuting Policy).

BUSINESS OPERATIONS

✓ All buildings will remain locked (external doors) upon return to work. A determination will be made later as to when we will resume to our pre-COVID unlock/lock schedule. If an employee lacks a key and needs entry into a building for work purposes, the employee should call Public Safety at 909-748-8888 or ext. 8888 for assistance.

✓ All employees on campus must wear face coverings when in the presence of others. The University will provide a face covering if one is not available. Coverings may consist of a bandana, surgical mask, scarf, etc. Coverings must fully shield your mouth and nose.

- ✓ Employees with positions that include touching items often used by others (credit cards, computers, copiers, trash cans, etc.) must wear disposable gloves and change them regularly through the day. Gloves will be provided by the University.

- ✓ Reconfigure workspaces to comply with social distancing requirements.
  - Rope off areas/seating
  - Remove furniture
  - Use of protective barriers for workspaces
  - Label traffic patterns for common areas/places with queues as is currently done in grocery stores
  - Implement social distancing protocols

- ✓ Limit length of in-person meetings to one hour or less. When possible, hold meetings in spaces with good ventilation and room for social distancing. The number of attendees should be limited to how many can fit in a space and still practice social distancing.

- ✓ Continue to use Webex, Teams, etc. even if all attendees are onsite.

- ✓ Prohibit the use of some public spaces by cording them off.

- ✓ Limit hours of operation and/or accessibility to the public for some buildings and services to reduce interactions, possibly including the Library, Gym and Fitness Center, Aquatic Center, Post Office, and Accounts Payable. For spaces/services, not open to the public, post signs indicating such.

- ✓ Use supplies provided by the University or brought from home (sanitizing wipes and hand sanitizer) regularly to keep your work areas clean. Use wipes to clean when leaving any University space.

- ✓ Adhere to hand washing guidelines and other safety hygiene measures (don't touch your face; if sick with any symptoms of a cough, cold, or flu-like illness, you must stay home, etc.)

- ✓ Minimize visitors in office spaces on campus. Visitors must follow the University's face covering and social distancing protocols. When expecting visitors, employees should alert visitors of the protocols in place and arrange to let them into the building (all external doors will remain locked).

- ✓ Follow smoking/vaping restrictions to select, permitted outdoor areas as always, however, take extra care to remain separated from trafficked areas by a very large margin.

TRAVEL
- ✓ University business travel (domestic and international) is at the discretion of each employee as long as Centers for Disease Control and Prevention travel restrictions are followed.

ADDITIONAL GUIDANCE

The University recognizes that these are unique and unprecedented times. If you manage other employees, the pandemic has added another layer of complexity when considering how to manage your employees. Below are some tips in managing employees, both remotely and in light of the additional precautions some individuals may take. In addition, please refer to the FAQ document for responses to some frequently asked questions.

Realistic Optimism. While blind optimism can come off as trivializing and dishonest when you can't guarantee that everything will be okay, you can model realistic optimism. Plan for the best possible outcome. This involves naming the worst-case scenario, followed by the best-case scenario, and ultimately landing on what is most likely to occur. Your employees want to hear that you have a plan in place. Determine the steps before you share them, and make sure they are ones on which you can deliver.

Flexibility is Key. Determine the best tools to help your people stay flexible, engaged, and connected. Many departments have begun to leverage SharePoint, Microsoft Teams, and WebEx to aid in the flexibility. Please be sure to consult with ITS if you have questions or need assistance.

Promote dialogue to build understanding. Communicate with your team around goals and responsibilities, individually and collectively. To ensure communication efforts help and build rapport you should create a safe space (even through virtual means) for your employees to share their concerns. Two-way communication provides employees with the information and perspective they need, while allowing them to express and process emotions.

One item that may help build that safe space are weekly check-ins using WebEx or Teams. It is highly recommended that all employees, both on-site and remote, join in on the virtual check-in. This ensures that you are creating an inclusive environment and do not isolate those who cannot, or choose not to, be on campus.

Educate employees about the symptoms of COVID-19. Don't avoid the topic. Review information provided by the CDC and the County Health Department and clarify expectations if an employee shows signs or symptoms. Encourage employees who notice symptoms in another employee to mention it to you as the supervisor. Communicate that you'll support an employee's decision to stay home if any of those symptoms are present.

Encourage Empathy. Responding in fear is normal. First, make sure you are providing your employees with a foundation of support. This is key to building trust with your employees. Rather than trying to "fix" the situation, simply listen. By definition, empathy involves taking the perspective of another, which will help your employees feel less alone in whatever feeling they're responding with. In addition, rather than sugarcoating messages, try relating to their feelings and being straight but supportive about the current situation.

Emotional stress and well-being - Sense your employees' need for support. Managers should recognize signs of distress in their employees, both directly through conversations and indirectly through observation. Encourage your employees to utilize the Employee

Assistance Program offered through Health Advocate. Separate from any health insurance, the EAP program offers up to eight face-to-face sessions free of charge with a licensed therapist. All information is kept strictly confidential and it not shared with the University. Employees can visit Health Advocate's website at members.healthadvocate.com or by simply calling 1-866-695-8622.

Empower Your People. Help people stay flexible, out of danger, and encourage a sense of teamwork and collaboration, even if quarantined or working remotely for a prolonged period. Encourage your employees to take care of themselves, wash their hands, and adjust working from home. These things give employees a sense of control when the world at large seems more overwhelming.