# Workforce Planning for the Fall Semester – Manager Guide (Vermont Campus)

Guiding Principles

All employees who can continue to perform the majority of their day-to-day responsibilities remotely should continue to do so.  However, as the Governor's orders are modified and Middlebury begins to resume on-campus operations, additional employees may be required to physically report to work given the *business needs* (other than mere convenience or a desire for increased productivity).  Consistent with public health guidelines, most employees should continue to telework; in the limited circumstances of a physical return being necessary, supervisors should use these guidelines in conjunction with the "Decision Tree" to inform their decision-making.   Human Resources is available to support, guide and counsel staff to ensure all are committed to performing their work in a safe, responsible and supportive environment.

Important Considerations

1.  While operating under the "Stay Home, Stay Safe" guidelines, was the employee required to physically report to on-site work?

    a.  If yes, a supervisor most likely can continue to require an on-site physical presence. However, as business needs change, the supervisor should reconsider whether an on-site presence is necessary.

    b.  If no, a supervisor must consider and document what has changed about the nature of work being completed that would require the employee's physical presence.  Mere convenience or a desire for increased productivity are not sufficient reasons to return to working on-site. A supervisor must discuss and receive written approval from their Vice President prior to directing an employee to return on-site.

2.  While operating under the "Stay Home, Stay Safe" guidelines, was the employee able to perform the majority of their day-to-day responsibilities from a remote location?

    a.  If yes, then the employee most likely should continue to work remotely.  A supervisor must be prepared to document the change in business needs if they now want this employee to work on-site.  Mere convenience or a desire for increased productivity are not sufficient reasons to require an employee to return to working on-site.

    b.  If no, then it may be reasonable to consider on-site work.

3.  Does the employee have any critical tasks that need to be performed on site, even though most of their work can be performed off site?

a. If yes, as on-campus operations resume, a supervisor should look to find ways to perform the critical functions that minimize the number of people asked to return and minimize the amount of time on-site for any individual employee.

b. If no, the employee should continue to work remotely.

4. Is the employee unable to perform the majority of their responsibilities because their work requires them to be physically present on campus, but the employee's in-person work is still not available?

a. If yes, the employee will remain in a paid status using the COVID-19 leave plan until work is available.

Workforce Planning Steps – targeted completion date of July 10, 2020

1. Conduct a Staffing Plan (see page 3) to determine which employees will continue working remotely and which will be directed to return for on-site work, even if in a limited capacity.

2. For those employees who will be directed to return for on-site work, even if in a limited capacity, conduct a Workplace Plan (see page 5).  This plan should include Student Employees, as well.

3. Obtain written approval of your plans from your area's Vice President and communicate plans to the impacted stakeholders.

Staffing Plan (Staff <u>and</u> Student Employees)

1. Identify bodies of work needed to support the fall operational needs.

2. Establish service levels and delivery methods in effort to minimize unnecessary exposure.  Can you rethink how work is being done?  Are there other technology solutions that could help?

3. Can the work be done remotely?  Working remotely is the lowest-risk option—this eliminates workplace exposure to COVID-19.

    a. Identify bodies of work that can be accomplished remotely, and individuals suited to perform the work, including student employees

    b. Assess staffing level needs (Same? Increase? Decrease?)

    c. Establish schedules, expectations for coverage.  Consider flexible or alternative schedules for individuals balancing care for others in their homes.

    d. Revise telework agreements, as needed ([Telework Policy and Agreement](Telework Policy and Agreement))

4. What work must be performed on campus?  For employees who return to the workplace, consider limiting the number of people in the workplace in order to maintain strict physical distancing practices as outlined in the Return to Campus and Return to Workplace guides.

    a. Identify bodies of work that must be accomplished in person and individuals suited to perform the work, including student employees.  Consider new bodies of work necessary to ensure the health and safety of our campus community, including implementation and monitoring of safety plans and expectations.

    b. If there are on-site tasks needed, can these be grouped to a small number of people for a limited amount of time, keeping other work remote?

    c. Assess staffing level needs (Same? Increase? Decrease?)

    d. Conduct a hazard assessment for each position (when, where and how likely the individual in the position may be exposed to COVID-19 based upon job functions) in effort to minimize and adjust activities that present greater risk. See the exposure control plan for more detailed guidance.
        1. Assess all job tasks performed by or job categories held by employees to determine which job tasks or job categories involve occupational exposure.

2. Consider, among other things, exposures from members of the public (e.g., customers, visitors) with whom employees interact, as well as exposures from close contact with coworkers in the workplace.

e. Establish schedules, expectations for coverage (consider flexible or staggered schedules to minimize risks associated with close interaction)

5. What work is not necessary?
    a. Explore options for voluntary reductions in FTE.  Before proceeding, ensure that the work will not be necessary in the future thereby necessitating requests for backfills or delegation of work to others. (insert link to new resource pages)

    b. Do any individuals have excess capacity given a shift in operational priorities? Can these resources be reallocated or redeployed?

6. Identify needs for cross-training and/or coverage for individuals unable to work due to COVID-19 related reasons (see Decision Tree).  Consult with your Human Resources Business Partners to strategize options, Brian Cash, bpcash@middlebury.edu (Central Administration) or Chelsea Daneault, cdaneault@middlebury.edu (Academic & Athletic Administration) for support for individuals who are unable to work at this time.

## Workplace Plan (Staff and Student Employees)

Limiting the spread of COVID-19 is essential to protecting the health of our community and maintaining Middlebury's business operations. The Middlebury COVID-19 Exposure Control Plan documents the measures used to protect the health and safety of our employees and comply with mandatory health and safety requirements. The plan should be reviewed by department managers, supervisors, and designated health officers as they identify exposure prevention methods to implement in their areas and complete this checklist: Exposure Control Plan for Vermont Locations; Exposure Control Checklist for Vermont Locations.

Thorough planning to minimize exposure includes the following:

- Implementation of administrative and engineering controls
- Communication of expectations to impacted staff members, acknowledgement of understanding
- Prior to working on-site, completion of mandatory training through SafeColleges. Employees must also be trained on the control measures identified in the Exposure Control Checklist and understand all the required department/building protocols.
- Review by all employees of the COVID-19 Safety and Return-to-Work Requirements and commitment to the Health Pledge in SafeColleges (Working Safely at Middlebury)
- Identification of individuals responsible for ensuring accountability; communication of expectations for ongoing monitoring and enforcement
- Submission of the workplace plan and a completed checklist to Human Resources and the Environmental Health and Safety Office.  This is to ensure all steps are in place and that future changes can be communicated to the designated health officer and employees in the work area.
- Identification and/or coordination with the health officer designated for your assigned building(s)
  - Ensure shared understanding of exposure control plan
  - Ensure appropriate signage is posted

## Stakeholder engagement

Once planning has been completed and approved, take steps to ensure that the plans have been communicated across and between teams for shared understanding and expectations for service and support for the Fall semester.