

## Spring Workforce Staffing Plan & Guide

### Guiding Principles:

All employees who can perform most of their day-to-day responsibilities remotely should continue to do so. However, as the Governor's orders continuously evolve, and Middlebury resumes on-campus operations for the spring semester, additional employees may be required to work on campus based on *Middlebury's needs* (other than a mere convenience or a desire for increased productivity). Consistent with public health guidelines, most employees should continue to work remotely; 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. As always, Human Resources is available to support, guide and counsel supervisors and staff to ensure that everyone is committed to performing their work in a safe, responsible, and supportive environment.

### Important Considerations:

1. While operating during the fall semester, was the employee required to physically report to work on-site?

Yes  OR No

- a. If yes, a supervisor most likely can continue to require an on-site physical presence. However, as Middlebury's 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 presence on campus this spring. In accordance with public health guidelines, 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 area Vice President prior to requiring an employee to return on-site.

2. While operating during the fall semester, was the employee able to perform most of their day-to-day responsibilities remotely?

Yes  OR No

- a. If yes, then the employee will likely be required to continue their work remotely. If appropriate, the supervisor must be prepared to document the change in business needs if they are requesting an employee to work on-site. As mentioned above, 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?
- Yes  OR No
- a. If yes, as on-campus operations resume for the spring semester, 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.

**Workforce Planning Steps – targeted completion date of February 22, 2021:**

1. Conduct a Staffing Plan (beginning on page 2) to determine which employees will continue working remotely and which will be directed to work on-site, even if in a limited capacity. This plan should include Student employees.
2. For those employees who will be directed to work on-site, even if in a limited capacity, conduct a Workplace Plan (see page 5). This plan should include student employees.
3. Obtain written approval of your plans from your area Vice President and communicate plans to the impacted stakeholders.
4. Submit approved staffing plans to Human Resources (HR@middlebury.edu) for review. Submit final exposure control plans and exposure control checklists to the Office of Environmental Health & Safety (jkazmierczak@middlebury.edu).

**Staffing Plan (Staff and Student Employees):**

- As a foundation for spring planning, consider the circumstances your area experienced during the fall semester. Some questions to consider as you reflect are:
  - What were the actual operational needs and priorities for your area?  
Click or tap here to enter text.
  - What unexpected work surfaced?  
Click or tap here to enter text.
  - What bodies of work can be eliminated due to a shift in priorities or placed on hold until the campus returns to a more normalized state?  
Click or tap here to enter text.
  - Did you institute changes in service levels and/or methods of service delivery? Were those changes successful? What can be sustained or enhanced? What needs improvement?  
Click or tap here to enter text.

- What lessons can you apply to your planning for the spring?  
Click or tap here to enter text.

- Next, identify the bodies of work needed to support the spring operational needs.

Click or tap here to enter text.

- Re-establish service levels and delivery methods in an effort to minimize unnecessary exposure to COVID-19. What practices will you continue to employ in the spring? Can you rethink how other work is being done? Are there other technology solutions that could help?

Click or tap here to enter text.

- Can the work be done remotely? Per State guidelines, employees are required to work remotely whenever possible. Working remotely is the lowest-risk option and eliminates workplace exposure to COVID-19.

Yes  OR No

- Identify bodies of work that can be accomplished remotely, and individuals suited to perform the work, including student employees.  
Click or tap here to enter text.
- Assess required staffing levels. Do you anticipate any changes?  
Click or tap here to enter text.
- Re-establish schedules and expectations for coverage. Consider flexible or alternative schedules for individuals balancing care for others in their homes.
- Review and revise telework agreements, as needed, for both staff and student employees ([Telework Policy and Agreement](#)) ([Student Employment Remote Work Contract](#)).

- What work must be performed in-person? For employees who must perform their work on campus, consider limiting the number of people to maintain strict physical distancing practices as outlined in the Spring Campus Guide.

Click or tap here to enter text.

- Identify the bodies of work that must be accomplished in-person and who will be performing the work, including student employees.  
Click or tap here to enter text.
- 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. Ensure that adequate staffing has been allocated to this important work, including the potential for student employees.  
Click or tap here to enter text.
- If there are tasks that need to be completed on-site, can these be assigned to a small number of people for a limited amount of time, keeping other work remote?

- Reassess staffing level needs. Do you anticipate any changes?  
Click or tap here to enter text.
  - 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 an effort to minimize and adjust activities that present greater risk. See the [exposure control plan](#) and [hazard assessment](#) for more detailed guidance.
    - Assess all job tasks performed by or job categories held by employees to determine which job tasks or job categories involve occupational exposure.
    - Consider, among other things, exposures from members of the community (e.g., students, vendors, contractors) with whom employees interact, as well as exposures from close contact with coworkers in the workplace.
    - Using the criteria provided in the hazard assessment tool, assign a value from 1-4 that captures everyone's positional contact level.
  - Re-establish schedules and expectations for on-site coverage (consider flexible or staggered schedules to minimize risks associated with close interaction).
- What work is not necessary?  
Click or tap here to enter text.
  - 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. ([Flexible Work Options](#))
  - Do any individuals have excess capacity given a shift in operational priorities? If so, please contact Human Resources to explore reallocation to critical COVID operational needs.
- Consider business continuity solutions. Identify needs for cross-training and/or coverage for individuals who may be unable to work due to COVID-19 related reasons over the course of the semester. New for the spring, Middlebury has developed a reporting tool for managers to elevate critical staffing shortages that may impact our ability to operate. More information will be provided.
- Complete an inventory for your area that captures the anticipated location of each of your employees during the spring semester and their associated positional contact level. (Human Resources will provide a customized template for each area.) The inventory will help to inform on-site safety measures such as exposure control plans and targeted dynamic testing needs, as well as support for our remote employee population.
- Consult with your Human Resources Business Partners, Brian Forbes, [bpcash@middlebury.edu](mailto:bpcash@middlebury.edu) (Central Administration) or Chelsea Daneault, [cdaneault@middlebury.edu](mailto:cdaneault@middlebury.edu) (Academic & Athletic Administration) for any support and planning needs.

### **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](#); [exposure control checklist](#).

To ensure health and safety plans reflect current conditions and abide by current public health guidelines, areas should complete new checklists for the Spring semester. Thorough planning to minimize exposure includes the following:

- Implementation of administrative and engineering controls
- Communication of expectations to impacted staff members, acknowledgement of understanding
- Employees working on-site must complete an updated training through SafeColleges. Employees must also be trained on the control measures identified in the new Exposure Control Checklist and understand all the required department/building protocols.
- All employees must review the COVID-19 Safety and Return-to-Work Requirements and indicate their commitment to the Health Pledge in SafeColleges.
- 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), if applicable
  - 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 Spring semester.