COVID-19
Support Toolkit for Managers
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1. Return to campus roadmap

Following the communications from the Office of the Vice-Chancellor and President on 29 May 2020, this document has been updated in line with the return to campus roadmap to enable staff, students and visitors to return to campus safely and effectively.

From 13 July, all staff should resume working on-campus / sites. Continuing to work from home requires supervisor approval and should largely be limited to staff:

- From acknowledged vulnerable groups
- Who have real challenges in coming to work in a safe manner or in full compliance with public health rules
- Following a government directive to self-isolate.

Staff who work in spaces that prevent physical distancing should discuss options with their supervisor. Options may include a rostering solution that involves a mix of work hours on site and at home.

2. COVID-19 Facts and Resources

Use the links below to ensure you are always accessing the latest Government and UQ information.

2.1 Keep up to date with the latest Coronavirus news, updates and advice from government agencies across Australia

Includes:

- Health and prevention
- Supporting the community
- Financial support
- Information for education providers
- Information businesses and employees
- Information for travellers
- State and Territory Government information

2.2 Monitor the Australian Government response to the COVID-19 outbreak

- Outline of key activities and how the public can support the response

2.3 Australian Government Department of Health Advice

- What you need to know about coronavirus (COVID-19) including symptoms, how it spreads, who is most at risk, protecting yourself and others, medical information, testing.
- Daily Case and Situation update, including case numbers
- News and media updates, including notification of contact tracing currently underway

2.4 Queensland Government Department of Health Advice

- Symptoms comparison between COVID-19, common cold, the flu

2.5 COVID-19 advice for the UQ Community

- This page provides advice and information for UQ staff and students.
3. COVID-19 actions for managers

During the transition period back to campus you may still have some staff members working from home. It is important to maintain regular contact during this period for those working remotely.

3.1 At least daily

✓ Check-in on your team members daily. Even if it is a short message to say hello. It is important to maintain contact during these times.

✓ Communicate with your team as new information becomes available. USMG, FEMS, DDOs, Executive Officers, and marketing/communication representatives receive a regular digest of important information. These leaders are required to review all the information provided and determine what is relevant to their organisational area, and action and communicate appropriately in a coordinated manner. If you don’t receive the updates – please speak to the relevant Senior Leader mentioned above.

✓ Check the latest information from the sources referenced in this document so you are aware of any announcements that could impact your team.

3.2 At least weekly

✓ Review any working from home arrangements for your team to check-in on the wellbeing of your people, and issues that may be arising which limit productivity (e.g. technical, caring responsibilities) and make adjustments where appropriate

✓ Review flexible working arrangements introduced as a result of COVID-19 and make adjustments where appropriate

✓ Speak with your team members whose workloads have reduced as a result of COVID-19 and provide guidance where required

✓ Speak with your own supervisor to flag any issues, wins, or changes you are planning or have actioned in the past week

✓ Virtually meet with your team and provide whole of team updates. Try and maintain forms of team engagement as much as possible (e.g. have a 30 mins team social chat weekly on video conference)

✓ Ensure you know the schedule of your team members and check-in regularly

3.3 Regularly

✓ Assess the workloads of your team and make adjustments (with agreement from team members) where appropriate

✓ Review UQ’s COVID-19 page for new resources, FAQs and other information
4. Supporting staff

4.1 Leading a remote team

While you have team members balancing caring responsibilities and existing workloads, or they are adapting to working from home, you may choose to discuss flexible work options with them. Remember that changing work hours, days or work pattern may impact an individual's salary, superannuation, and leave entitlements.

UQ Library has curated this collection of LinkedIn Learning videos to help with managing a team while working remotely. Instructions on accessing LinkedIn Learning can be found here.

Other resources you may find helpful:
- How Dual-Career Couples Can Work Through the Coronavirus Crisis – Harvard Business Review
- COVID-19 Teaching Guidance – Institute for Teaching and Learning Innovation
- Six Daily Questions to Ask Yourself in Quarantine - Greater Good Science Centre at UC Berkley
- How can teams stay inclusive when operating remotely? – Human Resources Director Australia
- How to create a productive working from home culture - Human Resources Director Australia
- How to manage the hidden risks in remote work – MIT

Plan how you will monitor workloads and activity

Managing workloads and activity is a joint responsibility between Supervisors and team members. Adjusting to your whole team working from home requires a new way of approaching how you supervise and manage workloads across the team. Early on you should:
1. Plan a new operating rhythm as a team (the when and how of work)
2. Set clear expectations and boundaries (the what and why of work)
3. Define performance outcomes and plans (begin looking forward, build a new normal)
4. Build open lines of virtual communication (how will you connect and maintain a sense of team?)

For supervisors, it is recommended that you have at least daily short check-ins on phone or video with your direct reports and establish regular (eg daily or weekly) reporting frameworks on work in progress and completed. It can sometimes be more difficult for supervisors to know what work team members are undertaking when working from home, so it is important you agree relevant ways to achieve this remotely. Supervisors need to maintain a sense of virtual presence and the best way to achieve this is to use video conferencing with video enabled or other 'media rich' communications.

Make the best use of technology

UQ ITS have developed a Working Remotely pack to support supervisors with an overview of IT requirements and information for working off campus.

Remember to ensure if you and your team are working from home due to COVID-19, details need to be registered and maintained in MyAurion.

4.2 Staff with caring responsibilities who are working remotely

While some staff members will continue to work remotely, it is important that supervisors stay in touch with their colleagues on a regular basis to ensure they still feel like a team and part of the UQ community. Managers should work with their staff member/s to complete an assessment of how much work they think will be able to undertake while balancing caring and learning responsibilities. You should discuss options for adjusting any upcoming deadlines, alternate tasks, changing work hours, work days, or work pattern, or advising staff they can apply for Carer’s Leave.

The principle is that staff should be working the total of their normal hours of work or if they are unable to do so (even with a change to their work pattern), they will need to reduce hours accordingly or apply for leave as per the options below:

Option 1: apply for Carer’s Leave

If staff are unable to work any work hours due to caring for children or others as a result of Covid-19 closures, they can apply for Carer’s Leave through MyAurion. If they can still work part days but not all of their work hours as a result of caring responsibilities, Carer’s Leave may be taken at a fractional rate alongside a work
from home arrangement. Staff can check their Carer’s Leave balance in MyAurion. If staff have exhausted all Carer’s Leave, they will need to apply for Recreation Leave or other relevant forms of paid or unpaid leave.

**Option 2: change work hours, days or work pattern**

Continuing and fixed-term professional staff can request a change to work hours, days or work pattern through my.UQ. Staff must discuss their request with their supervisor. Supervisors will need to consider the request and the impact on the organisational unit’s operations.

Many professional staff at UQ must work within a standard spread of hours. If a staff member initiates a change to their hours or days beyond the spread of hours applicable to their role under The University of Queensland Enterprise Agreement 2018-2021, the new arrangement will be considered ordinary time and paid at ordinary rates, penalty rates are not applicable.

Please note: Changing hours, days or work pattern may impact salary, superannuation and leave entitlements. For more information:

- talk to your HR Client Services team
- read the Hours of Work and Flexible Work Arrangements Policies [5.55].

Instructions to complete a Change of Hours or Days request can be found here.

**Option 3: apply for Recreation Leave or Leave Without Pay**

If staff have exhausted Carer’s Leave or prefer not to work during the time they have children at home, they can apply for Recreation Leave. Staff can check their leave balance and apply normally through MyAurion. If staff have exhausted Recreation Leave, they can apply for Leave Without Pay. The procedure is available here and staff can apply for Leave Without Pay through MyAurion.

For any questions about schooling or term dates, staff should refer to the latest information provided their child’s school, the information available on the Queensland Department of Education website and FAQs.

Other resources you may find helpful:

- Kids on a conference call? Tips for parents working from home – Human Resources Director Australia

**5. Overtime hours and/or increases to work hours**

During this time, staff should not be approved for undertaking overtime or for an increase in work hours. Managers should look to distribute workload across team members.

Approval for overtime, TOIL, voluntary banked time (VBT), flexitime and requests to increase work hours will temporarily require approval at a minimum of HR Authorisation Level 5.

Where operationally possible, managers should also begin a review of existing TOIL, VBT and flex balances and if necessary, direct staff to reduce these balances while ensuring critical operations can continue.

**6. Directing staff to take excess leave due to COVID-19**

This approach assumes that Managers/supervisors have identified a list of ‘critical to operations’ work for their areas, and will consider critical work, the academic calendar and research milestones when scheduling leave to be taken.

**Who can be directed to take excess leave?**

For those staff with excess Recreation Leave, clause 50.6.e (ii) of the enterprise agreement describes the University’s authority to direct leave as follows:

- Accrual of 60 days or more, up to 30 days leave
- Accrual of 50 to 60 days, up to 25 days leave
- Accrual of 40 to 50 days, up to 20 days leave
For those staff with excess Long Service Leave, clause 50.13.g (i) of the enterprise agreement describes the University’s authority to direct a staff member with more than 15 weeks accrued leave to take up to four weeks of Long Service Leave.

The below table provides an overview of the process managers should undertake with support from HR Client Services.

<table>
<thead>
<tr>
<th>Who</th>
<th>Action</th>
<th>Resources</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 HR Client Services</td>
<td>Review Excess Leave report in Reportal, and provide details to Level 3 or 4 UQ Leaders for distribution to supervisors and planning approach within their relevant area. The Level 3 or 4 Leader may determine that it is impractical for some staff on the list to proceed on leave at this time due to the critical nature of their current activities. For the remainder, the report will be distributed to supervisor.</td>
<td>Reports will be provided by HR Client Services</td>
</tr>
<tr>
<td>2 HR Auth. Level 3 or 4</td>
<td>Distribute reports to direct supervisors.</td>
<td>HR Client Services can support distribution where required</td>
</tr>
</tbody>
</table>
| 3 Direct Supervisor of staff member | 3a. Have a discussion with your staff members to encourage them to consider taking periods of leave and also signal that you will be asking those team members who have excess leave (Rec or LSL) to promptly take that excess leave.  
3b. Meet individually with staff members who have excess leave and instruct them to take the leave. If this is agreed, instruct the staff member to book their leave for your approval within one week, go to step 6. If not agreed, go to step 4. | |
| 4 Direct Supervisor of staff member | If in point 3 the staff member has indicated that they are unwilling to take their excess leave, prepare and send letter/email to staff using template provided. | Template letter will be provided by HR Client Services |
| 5 Direct Supervisor of staff member | Meet again privately with the staff member who has excess leave and advise them that you are directing them to take that excess leave in accordance with the provisions outlined in the letter they received. 
Discuss suitable dates (e.g. consider academic calendar, teaching & learning activity) for the staff member to take the leave. | |
| 6 Staff member               | Apply for leave on the agreed dates through MyAurion                  |                                                |
| 7 Direct supervisor of staff member | Approve the leave request through MyAurion                             |                                                |
### Overarching principles for answering queries from staff regarding excess leave

- Be sympathetic to concerns regarding long term impacts of income loss, concerns about COVID-19 and uncertainty about the future.
- Reassure the staff member that you and UQ values them as an employee, and we are all taking steps that aim to minimise impacts of COVID-19.
- Where appropriate, remind individuals that staff and their immediate family members can access confidential counselling and wellbeing support through the Employee Assistance Program (EAP) on 1300 360 364.

<table>
<thead>
<tr>
<th>Manager queries</th>
<th>Staff member queries</th>
</tr>
</thead>
<tbody>
<tr>
<td>I have one or more staff who have excess recreation/long service leave balances – what should I do?</td>
<td>Follow directions in table on previous page</td>
</tr>
<tr>
<td>I have excess recreation leave/long service leave I would like to use now.</td>
<td>Excess recreation/long service leave can be approved</td>
</tr>
<tr>
<td></td>
<td>(Note: If the staff member’s role has been identified as critical to operations, is undertaking critical tasks during the academic calendar or has research milestones to meet, consider if there is another staff member who could under take this role for the leave period, or agree to taking the leave at a later date.)</td>
</tr>
<tr>
<td>I have been asked to take excess recreation/long service leave when other team members haven’t. How is that fair? Why did that happen?</td>
<td>Staff with excess recreation/long service leave balances are required to take this excess leave</td>
</tr>
<tr>
<td></td>
<td>Some staff may not have been asked to take leave as they do not have excess leave balances</td>
</tr>
</tbody>
</table>
7. Manager responses to FAQs

7.1.1 My role requires me to be at UQ but I am afraid of Contracting COVID-19. I don’t feel comfortable being at campus.

- Aim to understand their concerns in more detail.
- Staff can complete the health direct COVID-19 Symptom checker to see if they need to seek medical help or get tested.
- Managers are responsible for putting in place appropriate contingencies to ensure business continuity for as long as possible. While many employees may be experiencing heightened anxiety at present, decisions to allow working from home or alternate work arrangements should be considered case by case to ensure critical University operations can continue.
- Managers may approve requests that are outside any Business Continuity Planning measures on a case by case basis. Any working from home (WFH) arrangement agreed now should be reviewed at least weekly.
- If a staff member is immunocompromised or pregnant, refer to scenario 4 in Special Leave arrangements.
- If the role is deemed essential to be performed at UQ but a staff member wishes to stay at home as a precaution against COVID-19, refer to scenario 5 in Special Leave arrangements.
- Staff members should record approved arrangements in MyAurion.
- Speak with your local HR Relationship Manager/Business Partner if needed if alternative work arrangements should / are able to be considered

7.1.2 I have been directed to self-isolate. What do I need to do?

- Confirm if they have received written direction to self-isolate from:
  a. Queensland Health (written quarantine order)
  b. medical professional (OR)
  c. government travel advice

  [If yes]
  - Confirm if they have been on campus in the last 14 days – if yes, be aware that some other members of your team may receive a contact tracing notification from Queensland Health.
  - Are you already working from home?
    a. Are they well enough to continue working from home and set-up to do so (guidelines)?
  - If you are unable to work from home (or too unwell) you should apply for the appropriate leave arrangements.
  - You should follow the healthcare advice provided, continue to monitor your health and if you become unwell, call ahead to your GP / doctor / UQ Health advising them of the symptoms / other relevant information before attending a clinic in person
  - Confirm how the staff member would like to keep in touch.
  - Remember to monitor our FAQ page that will be updated with the latest advice
  - Ask the staff member to let you know if they are required to be tested and if they are confirmed with COVID-19 so you can notify askhr@uq.edu.au which will support contact tracing.
  - In some circumstances, we may require medical clearance to return to work if the person was unwell while self isolating.
7.1.3 I have cold or flu symptoms. What should I do?

- Staff can complete the health direct COVID-19 Symptom checker to see if they need to seek medical help or get tested.
- Encourage them to follow the most recent Queensland Health advice, as it is constantly changing.
- If the staff member is still working on campus, they should go home immediately and seek the appropriate medical advice.
- The staff member can apply for sick leave through MyAurion as per normal personal leave provisions per below.
- Follow up with employee and agree on check in plan for absence period.
- Ask the staff member to let you know if they are required to be tested and if they are confirmed with COVID-19 so you can notify askhr@uq.edu.au which will support contact tracing.
- In some circumstances, we may require a medical clearance to confirm the individual is able to return to work.

7.1.4 What should I do if I am showing symptoms of the COVID-19 (coronavirus) or have been in close contact with a confirmed case?

- Staff can complete the health direct COVID-19 Symptom checker to see if they need to seek medical help or get tested.
- Encourage them to follow the most recent Queensland Health advice, as it is constantly changing.
- If the staff member is still working on campus, they should go home immediately and seek the appropriate medical advice.
- The staff member can apply for sick leave through MyAurion as per normal personal leave provisions per below.
- Follow up with employee and agree on check in plan for absence period.
- Ask the staff member to let you know if they are required to be tested and if they are confirmed with COVID-19 so you can notify askhr@uq.edu.au which will support contact tracing.
- In some circumstances, we may require a medical clearance to confirm the individual is able to return to work.

7.1.5 Do I need to update my working location in MyAurion?

- YES, we need to know who is on campus and who is not in case of a safety incident.
  Staff who have a combination of working from home arrangements and working from campus arrangements will also need to update their working location in MyAurion.
- All WFH arrangements should be self-recorded in MyAurion by the staff member.
- The instructions for registering approved COVID-19 working from home arrangements in MyAurion are available here.
  If a staff member is continuing to split their work arrangements by working from home for part of the week and on campus the other part, the arrangements will need to be recorded in the comments field (details can include daily, hourly or weekly arrangements).

7.1.6 I have caring responsibilities and don't want to come back to campus just yet

- Staff should speak to their Supervisors regarding what flexible work arrangements are available. If however you are unable to work due to your caring responsibilities you will be required to take carer’s leave or other forms of accrued leave such as recreation and long service leave.
7.1.7 A student has come onto campus showing flu-like symptoms. What do I do?

- Be mindful that various conditions can produce cold or flu-like symptoms. People can have normal cold and flu viruses at any time, and we are moving closer to the Australian flu season so these may increase.

- It is reasonable to check on the welfare of a student and ensure that they are aware of the latest health advice. If a student presents as unwell and has cold and flu-like symptoms, their supervisor should ask them to contact UQ Health Care or their preferred medical practitioner, making sure to call ahead to explain their symptoms prior to attending in person.

- Importantly, if anyone feels unwell and has the onset of any cold or flu-like symptoms, they should stay at home and not attend campus. This is important to facilitate a quick recovery for them, and it is also important for their colleagues and friends whose health should be protected.

7.1.8 One of my colleagues is showing flu-like symptoms and I don’t feel comfortable working in the same environment. What do I do?

- Staff should speak to their Supervisors in the first instance. There may be flexible work arrangements available.

- Supervisors should encourage their team members not to attend work if they are unwell.

8. Manager FAQs

8.1.1 I have a staff member being tested for COVID-19, what should I do?

1. Support them during this challenging time. You are representing the University as a leader and staff must feel the support of the University at this time.

2. Notify AskHR (+61 (07) 3365 2623)

3. Remind employee of our confidential EAP service should they require further support.

4. To minimise unnecessary stress and maintain employee confidentiality, supervisors should not broadly communicate to others that an employee is being tested / has been in contact with a confirmed case; HOWEVER, supervisors should use their judgement in advising team members who work closely with the staff member who may be being tested/or has been in contact with a confirmed case, (e.g. they may have to take on additional duties).

5. If a negative test result is confirmed, the staff member can resume work duties (from home if role permits) once they receive confirmation by their treating medical practitioner and if they do not present any symptoms.

6. If a positive test result is confirmed, current practice is that Queensland Health will contact UQ Health, Safety & Wellness directly who will begin appropriate protocols and advise on appropriate communication approach.

7. If a positive test result is confirmed, advise staff member that they will need to obtain a medical clearance to return to work once they have recovered.

8. If you have other team members, presenting symptoms please ask them to seek medical advice and have them keep you informed.

8.1.2 A member of my team has been in contact with a confirmed case, what should I do?

- Same response as 8.1.1
8.1.3 A member of my team has tested positive for COVID-19, what should I do?

- Same response as 8.1.1, skipping step 5.

8.1.4 A student who has interacted face to face with my staff member in the past 14 days is being tested for COVID-19, what should I do?

1. Notify Student Services (+ 61 (07) 3365 1704) or toll free (within Australia): 1800 512 391
2. Remind student they can reach out to Student Services if they should require further support
3. To minimise unnecessary stress and maintain student confidentiality, supervisors should not broadly communicate to others that a student is being tested / has been in contact with a confirmed case; HOWEVER, supervisors should use their judgement in advising team members who have interacted with the student (e.g. they may miss tutorials)
4. If a negative test result is confirmed, the student can resume their studies
5. If a positive test result is confirmed, current practice is that Queensland Health will contact UQ Health, Safety & Wellness directly who will begin appropriate protocols and advise on appropriate communication approach.
6. If you have students or team members presenting symptoms please ask them to seek medical advice and have them keep you informed.

8.1.5 Can my team members work different hours or on weekends as a result of COVID-19?

Many professional staff at UQ must work within a standard spread of hours. That means, in order to work outside these hours, they will need to request a change to work hours, days or work pattern through my.UQ.

If a staff member initiates a change to their hours or days beyond the spread of hours applicable to their role under The University of Queensland Enterprise Agreement 2018-2021, the new arrangement will be considered ordinary time and paid at ordinary rates, penalty rates are not applicable. Academic staff and professional staff at or above HEW Level 8 have no standard spread of hours, therefore Supervisors may approve these arrangements on a case by case basis.

For more information:
- talk to your local HR Client Services team
- read the Hours of Work and Flexible Work Arrangements Policies [5.55].

Remember to ensure if you and your team are working from home due to COVID-19, details need to be registered and maintained in MyAurion.

8.1.6 How will COVID-19 Special Leave for casual staff be processed?

Information about the process for the payment of casual team members this week has been prepared by Human Resources and is available here.

If you have further questions about these processes, contact details are included within the document.
8.1.7 A member of my team does not feel safe to return to campus just yet and would prefer to keep working from home

Staff members are encouraged to share any concerns with their supervisor and these concerns will be carefully considered and wherever practicable they will be accommodated. If the staff member is in a CTO role and is required they will be directed to attend campus. If a staff member refuses without a valid reason, advice should be sought from your HR Relationship Manager or HR Business Partner who will be able to provide discuss options and processes.

8.1.8 A member of my team has a medical condition that makes them more vulnerable. They would prefer to continue working from home.

We understand certain medical conditions may make some individuals more vulnerable. If they are concerned, they can discuss a flexible working arrangement with their supervisor.

- Decisions should be based advice from their medical practitioner with respect to their specific condition and role.
- Supervisors will consider requests to work from home on a case by case basis. Under the guidance of Government, we are returning to campus so staff are required to continue to meet their day-to-day work commitments. Depending on their individual circumstances, their manager may approve a change in their working arrangements
- All staff and students should practice healthy hygiene habits in line with government advice, including frequent handwashing and staying at home if unwell.

8.1.9 Does my staff member require evidence that they are in a vulnerable group and therefore need to continue working from home?

Not initially. Managers should demonstrate trust and accept the staff member’s declared position. However, if there is a request by the staff member for an extended period of WFH based on a medical condition, a supporting medical report may be required.

8.1.10 My staff member is sick, can I ask them to work from home or are they expected to be on personal leave?

If a staff member has only mild symptoms, for now, they should discuss with their supervisor but the intention is that the staff member will WFH. Of course, a more debilitating illness or the onset of virus-like symptoms will require the staff member to remain off work, accessing sick leave and seeking medical assistance.

8.1.11 We have a small number of staff overseas who can travel but would need to quarantine on arrival and would prefer to continue working remotely in the current location

Staff who are overseas at present, other than on planned vacation, should be in regular communication with a senior colleague and leader such as a Head of School. Approval to work overseas and approval for international travel back to Australia should be approved by a Level 3 Manager under the HR Authorisation schedule. The Level 3 approver should seek advice from their HR Relationship Manager prior to approval.
9. COVID-19 Special Leave Arrangements

The details of approved special leave relating to COVID-19 can be found here.

Information about the process for the payment of casual team members eligible for paid special leave has been prepared by Human Resources and is available here. If you have further questions about these processes, contact details are included within the document.

10. Returning from overseas travel — quarantine arrangements

By way of update, from 1 July 2020 people arriving in Queensland from overseas will be charged fees for quarantining in government arranged accommodation, covering hotel room & meals. This replaces the current arrangement where no fees are charged, noting that individuals with confirmed travel arrangements in place before midnight on 17 June 2020 are exempt.

The government will continue to arrange the accommodation on arrival at the airport, so self-quarantining at home or other accommodation is not available.

Fees – summary

| 1 adult    | $2,800 |
| 2 adults   | $3,710 |
| 2 adults, 1 child | $4,165 |
| 2 adults, 2 children | $4,620 |

More information is available here.

Parties responsible for quarantine fees are as follows:

<table>
<thead>
<tr>
<th>Funded by UQ</th>
<th>Self-funded</th>
</tr>
</thead>
<tbody>
<tr>
<td>a staff member returning as scheduled (agreed timing)</td>
<td>a staff member returning from personal travel</td>
</tr>
<tr>
<td>from a work deployment</td>
<td></td>
</tr>
<tr>
<td>a new hire arriving on a date agreed by UQ</td>
<td></td>
</tr>
</tbody>
</table>

If you have further questions, please don’t hesitate and contact the Global Mobility team for UQ Staff globalmobility@uq.edu.au
Contact details

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CRICOS Provider Number 00025B