

COVID-19 Support Toolkit for Managers



Contents – click the heading to jump to content

1.	COVID-19 Facts and Resources	3
1.1	Keep up to date with the latest Coronavirus news, updates and advice from government agencies across Australia	3
1.2	Monitor the Australian Government response to the COVID-19 outbreak.....	3
1.3	Australian Government Department of Health Advice	3
1.4	Queensland Government Department of Health Advice	3
1.5	COVID-19 advice for the UQ Community	3
2.	COVID-19 actions for managers	4
2.1	At least daily	4
2.2	At least weekly	4
2.3	Regularly	5
3.	Supporting staff	5
3.1	Leading a remote team	5
3.2	Staff with caring responsibilities who are working remotely.....	6
4.	Manager responses to FAQs	7
4.1.1	My role requires me to be at UQ but I am afraid of Contracting COVID-19. I don't feel comfortable being at campus.	7
4.1.2	My child's school or childcare is closed at the direction of Government as a result of COVID-19. What do I do?	7
4.1.3	I have been directed to self-isolate. What do I need to do?	8
4.1.4	I have cold or flu symptoms. What should I do?	8
4.1.5	What should I do if I am showing symptoms of the COVID-19 (coronavirus) or have been in close contact with a confirmed case?	9
5.	Manager FAQs	9
5.1.1	I have a staff member being tested for COVID-19, what should I do?	9
5.1.2	A member of my team has been in contact with a confirmed case, what should I do?	9
5.1.3	A member of my team has tested positive for COVID-19, what should I do?.....	10
5.1.4	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?	10
5.1.5	Can my team members work different hours or on weekends as a result of COVID-19?	10
5.1.6	How will COVID-19 Special Leave for casual staff be processed?	10
6.	COVID-19 Special Leave Arrangements	11

1. COVID-19 Facts and Resources

Use the [links](#) below to ensure you are always accessing the latest Government and UQ information.

1.1 [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

1.2 [Monitor the Australian Government response to the COVID-19 outbreak](#)

- [Outline](#) of key activities and how the public can support the response

1.3 [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

1.4 [Queensland Government Department of Health Advice](#)

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

1.5 [COVID-19 advice for the UQ Community](#)

- This page provides advice and information for UQ staff and students.

2. COVID-19 actions for managers

Managers should work in the way that suits their natural style and team, but the Government restrictions introduced in response to COVID-19 mean we all have to adjust in some ways. Managers who are usually 'light touch' and speak to their team members more infrequently may now find they have to reach out more often to check in on progress or find new technology to communicate. Employees may be reaching out more than they did when they worked in the office, as anxieties and fears increase.

Managers of academic staff may already have more flexible working arrangements agreed prior to COVID-19. While this is usual practice, now that the ability to come to campus has been restricted, and most teaching is remote, these leaders may need to start introducing more frequent contact with their academic staff.

2.1 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 an almost daily 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.

2.2 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 (e.g. school closures) and make adjustments where appropriate
- ✓ Speak to your team members who may still be working on campus to flag any questions, or issues they may have
- ✓ 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

2.3 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

3. Supporting staff

3.1 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:

- [A Guide to Managing Your \(Newly\) Remote Workers](#) – Harvard Business Review
- [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](#).

3.2 Staff with caring responsibilities who are working remotely

While many staff are working 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 to not 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

4. Manager responses to FAQs

4.1.1 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 [healthdirect 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 the role is not suitable for a working from home arrangement, or if you are unable to approve a WFH arrangement refer to [scenario 5 in Special Leave arrangements](#).
 - If a staff member is immunocompromised or pregnant, [refer to scenario 7 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
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4.1.2 My child's school or childcare is closed at the direction of Government as a result of COVID-19. What do I do?

- Refer to section 3.2 above (Staff with caring responsibilities who are working remotely)
 - If the role is not suitable for a working from home arrangement, or if you are unable to approve a WFH arrangement refer to [scenario 5 in Special Leave arrangements](#).
 - If a staff member is immunocompromised or pregnant, [refer to scenario 7 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
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4.1.3 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.
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4.1.4 I have cold or flu symptoms. What should I do?

- Staff can complete the [healthdirect 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
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4.1.5 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 [healthdirect 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
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5. Manager FAQs

5.1.1 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.
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5.1.2 A member of my team has been in contact with a confirmed case, what should I do?

- Same response as 5.1.1
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5.1.3 A member of my team has tested positive for COVID-19, what should I do?

- Same response as 5.1.1, skipping step 5.
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5.1.4 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.
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5.1.5 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](#).

5.1.6 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.

6. COVID-19 Special Leave Arrangements

The details of approve 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.



Contact details

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