TEXAS A&M UNIVERSITY
SAN ANTONIO

Recommendations: Phased Reopening of Campus Business Operations

May 11, 2020

RETURN TO WORK TASK FORCE | RISK MANAGEMENT GROUP: COVID-19

Recommendations: Phased Reopening of Campus Business Operations

submitted to
President Teniente-Matson
& the President's Cabinet

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by the
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Return-to-Work Task Force

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Introduction

This return to campus plan was developed to supplement the Texas A&M University-San Antonio (A&M-San Antonio) Emergency Management Plan and to preserve the health, safety, and well-being of the campus community while maintaining economic and operational stability during a health crisis. This plan strives to minimize negative effects to individuals' health and disruptions to campus operations.

Our guiding priorities include:

- maintaining the health, safety, and well-being of the campus community;
- continuing to provide the full range of academic, support and business services to students; and
- resuming on-site campus operations as soon as public health conditions permit doing so safely.

While this document provides guidelines for the return of administrative staff to campus, it does not presume that return of staff to campus necessarily equates to return to in-person service to students or the general public. Managers, in close coordination with their respective divisional vice presidents, should make those determinations based on whether in-person services can be provided in such a way that:

- protects the health and safety of employees and guests;
- aligns with social distancing and other preventative best practices; and
- adheres to any governing directives from the A&M System and the State of Texas.

Those who wish to resume in-person services may do so no earlier than June 1, 2020 and are expected to observe social distancing guidelines, occupancy limits, and any other relevant restrictions, such as the use of face coverings. The departments of Facilities and Risk Management should be consulted to evaluate the spaces in which in-person services will occur, to advise on physical set-up and health and safety measures.

These guidelines were developed with the assumption that public health conditions will permit a reopening of campus to administrative staff. This plan is subject to change should our community experience a resurgence of COVID-19, conditions specific to campus change, or new governing directives be issued.

Return-to-Work (RTW) Guidelines for Administrative Staff

In accordance with the Texas A&M University System Guidance Related to Reopening System Business Operations, the following plan establishes protocols to begin a phased return to on-site work and reduction of off-site work arrangements beginning May 18, 2020.

The campus will return employees to work on-site in "waves." The positions that fall into each wave will be based on operational needs. Managers will review the positions under their supervision and identify jobs:

- that cannot be performed remotely;
- with duties that can partly, but not entirely be performed remotely;
- with duties that should be performed on-site based on managerial priority;
- with duties that would be more productive on-site rather than working remotely; and
- that employees can effectively perform remotely without loss of productivity.

All managers or first-level supervisors will revisit and confirm the following with all employees who will continue to work off-site either full-time or part-time:

1. Review the Alternate Work Location (AWL) Expectations and Agreement. In signing/continuing the agreement, all parties pledge to abide by TAMUS and A&M - SA policies and procedures, including but not limited to: A&M SA IT Standards for All Users, External Employment, Ethics, etc.
2. Review specific departmental AWL procedures and any additional AWL requirements with employees working off-site.

Employees approved for primarily remote work may still be required to come to campus for occasional meetings or activities for which in-person participation better meets operational needs, as determined by management. Any such meeting or activity will follow social distancing guidelines and any other protocol necessary for protecting the health and safety of participants (e.g. requiring face coverings, etc).

Previously existing direction related to disclosure of possible COVID-19 exposure/illness and subsequent protocols remains in effect.

University sponsored travel remains suspended throughout the period covered in this plan.

RTW Guidelines for Academic Administration/Faculty

Academic administrators who supervise administrative staff should follow the enclosed guidance in planning the return of staff to campus.

Given that courses in all summer sessions will be delivered online, faculty are permitted but not required to be on campus. When on campus, faculty should observe the safety protocols described herein.

Communicating with University Audiences

Employees, contractors, and others will be notified of the return to work schedule, protocols and key information. The communication plan (see page 9) includes multichannel strategy beginning week of May 11, 2020.

Addressing Employee Concerns

Identification of employees to return to campus work should be determined based on operational needs and managerial judgment, while remaining sensitive to the employee needs and concerns. Managers

retain the ability to approve alternate work locations for employees that are able to perform their duties remotely in accordance with System Regulation 33.06.01, Section 2.

Employees who are notified to return to work on-site but have concerns about returning should contact their HR liaison, who will coordinate with their supervisor to determine whether the employee may temporarily continue to work remotely if they are able to do so. (If an employee is unable to work their full schedule, they may request leave in accordance with the Families First Coronavirus Response Act.)

An analysis should be conducted by the HR liaison and the supervisor (and others as needed) on a case-by-case basis to determine whether the employee's concerns can be addressed without undue hardship or negative impact on the business operations of the department/unit. According to EEOC guidance, flexibility by employers and employees is important in these circumstances.

A Phased Approach

Employees should be notified to return to work in "waves" as described below, and based on business-related reasons that take into consideration those employees: [1] whose job duties cannot be performed remotely; [2] whose essential job duties can partly, but not entirely, be performed remotely; [3] who are needed to work on-site based on managerial priority; or [4] who would be more productive on-site rather than working remotely. Managers, in coordination with their respective divisional vice presidents, should determine which employees will populate each "wave."

RTW Wave 1: May 18, 2020

Increase on-site staffing levels up to 25% of occupancy limits of the shared work spaces of a given work site.

Preparation steps needed:

a) Managers will review their staffing list and determine which employees fall into one of the categories in the first wave to return on campus.

b) In support of managers' development of staffing plans, Facilities will review departments' shared work spaces and common areas and advise on the number of personnel that can safely be allowed in the work space, taking social distancing requirements into consideration.

c) Managers will determine if any changes to current on-site staffing are necessary during this wave of the RTW plan.

d) Managers will provide a work schedule identifying employees' work schedules while on-site. This schedule should follow the percent recommendation for this wave. This may include alternating and part-time schedules working on-site and remotely.

e) Managers will provide communication to their personnel on health protocols and screening for safe business operations.

f) Managers will advise any employees who are notified to return to work on-site but have concerns about returning, to contact HR, which will coordinate with the manager to determine whether the employee may temporarily continue to work remotely, if they are able to do so.

RTW Wave 2: June 1, 2020

Increase staffing levels to no more than 50% of occupancy limits of the shared work spaces of a given work site.

Preparation steps needed:

a) Managers will review their staffing list and determine which eligible employees can begin to work on site.
b) In support of managers' development of staffing plans, Facilities will review departments' shared work spaces and common areas and advise on the number of personnel that can safely be allowed in the work space, taking social distancing requirements into consideration.
c) Managers will provide a work schedule identifying employees' work schedules while on-site. This schedule should follow the percent recommendation for this wave. This may include alternating and part-time schedules working on-site and remotely.
d) Managers will provide communication to their personnel on health protocols and screening for safe business operations.
e) Managers will advise any employees who are notified to return to work on-site but have concerns about returning, to contact HR, which will coordinate with the manager to determine whether the employee may temporarily continue to work remotely, if they are able to do so.

RTW Wave 3: July 1, 2020

All remaining workers can return to work on-site.

Preparation steps needed:

a) Managers will work with facilities to determine whether any modifications need to be made to work site to enable safe return of full administrative staff.
b) Managers will provide communication to their personnel on health protocols and screening for safe business operations.
c) Managers will advise any employees who are notified to return to work on-site but have concerns about returning, to contact HR, which will coordinate with the manager to determine whether the employee may temporarily continue to work remotely, if they are able to do so.

Recommended Protocols for the Safe Return of Administrative Staff

RTW Wave 1: May 18, 2020

1) **Safety Protocols**

   a) All individuals should continue to practice good **preventative hygiene**:

   i) Wash your hands with soap and water or use hand sanitizer, especially after touching frequently used items or surfaces.

   ii) Avoid touching your face.

   iii) Sneeze or cough into a tissue, or the inside of your elbow.

   iv) Disinfect frequently used items and surfaces as much as possible.

   v) Stay home if sick; contact and follow the advice of medical provider. (See individual health protocols from the Governor's Report to Open Texas.)

   b) Use of **face coverings**

   i) Face covers will be required of all individuals when in common areas where they are likely to encounter others and be unable to maintain appropriate social distance, (e.g.: hallway, restrooms, elevators, office reception areas, conference rooms, copy and vending machine areas). When in their private offices, alone, or in areas that allow for adequate social distancing, individuals are not required to wear face coverings.

   ii) If the individual has a face covering prior to returning to campus, it can be used at work.

   iii) Face coverings will be available from the University for individuals who do not bring their own. They can be obtained from the Risk Manager or the Assistant Manager – EHS.

   c) All individuals should maximize physical distance from others when in public areas (e.g., outside patios and vending areas, hallways, building entrances and exits).

   d) Social settings of more than 10 people, where appropriate distancing may not be practical, should be avoided unless precautionary measures are observed.

   e) Avoid social or business meetings in groups of more than 10 people in circumstances that do not readily allow for appropriate physical distancing.

   f) Close or keep closed the:

   i) Fitness Center

   ii) Game Room

   iii) Intramural and practice fields

   iv) Outdoor Pavilion

   v) Cafeteria seating area

   g) Safe use and Occupancy of Elevators

   i) Limit the number of riders to 2 (two) to accommodate 6-foot spacing between occupants.

   h) Request that University IT equipment that was removed, be disinfected prior to returning it to campus by the individual that used it.

2) **Operations Protocols**

    a) Provide signage at building entrances and exits, lobbies, and common areas, outlining new rules and procedures. Display posters about social distancing, handwashing, steps to take if ill, etc.

    b) Building ventilation (HVAC) systems:

        i) Ensure that all systems are operating at peak efficiency and align with CDC recommendations for quality standards.

    c) Vendors and Contractors

        i) Establish procedures to protect the safety of your vendors and contractors, such as check in/check out, use of PPEs and other protective gear, limiting access to assigned work areas, and managing no-touch key drop-off.

        ii) Do not permit vendors to send staff to your property who may be showing signs of illness or have been in contact with a confirmed case of COVID-19.

        iii) Identify back-up vendors where possible in case of personnel shortages or supply chain interruptions.

    d) With information provided by managers, review worksites to identify opportunities to increase distancing.

    e) Increase frequency of cleaning and disinfection in high density and high-touch areas, such as building and elevator lobbies; elevator interiors, buttons and surfaces; restrooms; furniture; fixtures; door knobs; switch plates; shared conference spaces; building and suite entrances; mats; handrails; turnstiles; counters; trash containers; and other frequently touched surfaces.

    f) Should an employee working on-site suspect or confirm contraction of COVID-19, follow established procedure.

RTW Wave 2: June 1, 2020

The same guidelines on the use of face coverings, social distancing and meeting size apply, again consistent with public health guidance and good health safety processes.

1) **Safety Protocols –** Continue with protocols from Wave 1.

2) **Operations Protocols –** Continue with protocols from Wave 1.

RTW Wave 3: July 1, 2020

The same guidelines on the use of face coverings, social distancing and meeting size apply, again consistent with public health guidance and good health safety processes.

1) **Safety Protocols**

a) Common areas may re-open if social distancing is obtainable. An updated list of open/closed common areas will be provided immediately prior to Wave 3.

b) Minimize non-essential travel and adhere to CDC guidelines regarding isolation following travel.

c) Continue health screening and PPE protocols.

External Visitors

External guests may be invited to physically attend meetings on campus no earlier than June 1 and should be expected to observe guidance related to social distancing, meeting size and face covering in place at the time of the visit. Invited external guests should be limited to mission critical functions such as interviews for positions. Limitations on invited external guests should be reevaluated regularly for consideration of adjustment in the standards and/or expansion of the purposes for which external guests may be invited.

Use of university facilities by external groups (e.g., high school graduations, summer programs) should not resume any earlier than June 15, 2020 and then only when expectations of social distancing and crowd sizes (occupancy levels) are equal to what is allowed in restaurants, etc. are met and at local discretion.

Conclusion

While our overall goal is a safe and measured return to normal operations, circumstances may dictate changes to the guidelines provided in this document. In that case, further guidance will be developed that is responsive to the circumstances, with the health and safety of the campus community foremost in mind.

We also recognize that while public health conditions are improving, many of our employees will still be experiencing COVID-19 related challenges, like lack of childcare, for some time. It is our intent with this document to provide safe guidelines for returning to work but protect flexibility for managers to work around any special circumstances or hardships that employees may be encountering.

Absent any abrupt change or shift in public health conditions, it is our recommendation that a phased reintroduction of administrative staff, observing the indicated safety and operational protocols, is both possible and advisable.

RETURN TO WORK OPERATIONS | COMMUNICATIONS PLAN

The following provides the communications plan intended to:

- Familiarize university internal audiences (faculty and staff) with the return to work operations plan, protocols and processes, and resources.
- Inform managers and support their efforts to effectively communicating with their employees.
- Define messages and distribute information to support the safe reopening of campus May 18 to July 1, 2020.
- Provide key messages and resources for managers
- Messaging deliverables
  - Emails
  - WebEx (Town Hall style)
  - Signage
  - tamusa.edu/coronavirus transition

Messages

- Processes for operational and safety protocols for "returning to work"
- University has put in place the safety and operational protocols for "returning to work"
- Managers play a key role in informing and encouraging employees to follow safety protocols – communication is key
- Together, we can do this!
- tamusa.edu/coronavirus transitions to new name: tamusa.edu/healthalerts TBD

Audiences

- Faculty and Staff
- Esperanza Hall Residents
- Vendors, contractors including Chartwells

Wave one | 5.13 to 5.18.20

	Tactic	Audience	Distribution	Purpose
5.13/ Wednesday	Email from Human Resources	Managers	Email & information on WebEx	Inform managers: key dates, resources, expectations social distancing report protocols

5.14. Thursday	WebEx hosted by Human Resources	Managers, Division VPs	Town hall style presentation hosted by Human Resources	Inform managers: key dates, resources, expectations/ address questions from managers
	University-wide message from President or Risk Management Group CCC & VP SS&E Contractors, vendors message from Business Affairs	Faculty & Staff Esperanza Hall residents	Email	Inform process, timeline & resources
5.15/ Friday	Display signage in coordination with Business Affairs,	Faculty, Staff, Students, Contractors Esperanza Hall	Entrances Elevators Stairways Common Areas	Protocols: - Exiting/entering building - Elevator - Stairways - Restrooms
	Protocols & process		Tamusa.edu/coronavirus - Landing page - FAQs - Services - Dining Hall Bookstore	Resource for process, safety guidelines, key dates Reminder where to report & safety protocols
5.17/ Sunday	Video (Vijay Gola) produced by Marketing & Comm	Faculty, Staff & Students	Email, social media	Message positive modeling: "If this is going to work, it takes everyone"
5.18/ Monday	Relaunch "Green Shirts" Coordinate by Business Affairs and CCC	Faculty, Staff & Students	Visible throughout campus as areas are cleaned including Esperanza Hall	Visible reminder that safety protocols are being followed (cleaning & sanitizing)

Wave two | 5.18 to 6.1.20

	Tactic	Audience	Distribution	Purpose
5.25/ Monday	University-wide message from Risk Management CCC & VP SS&E Contractors, vendors message from Business Affairs	Faculty & Staff Esperanza Hall residents Contractors Food Service Book Store	Email	Inform process, timeline & resources Reminder where to report & safety protocols
	Protocols & process updates		Tamusa.edu/coronavirus - Landing page - FAQs - Services - Dining Hall - Bookstore	Resource for process, safety guidelines, key dates Reminder where to report & safety protocols
5.26/ Tuesday	Email from Human Resources	Managers	Email & information on WebEx	Inform managers: key dates, resources, expectations
5.26/ Tuesday	WebEx hosted by Human Resources	Managers, Division VPs	Town hall style presentation hosted by Human Resources	Inform managers: key dates, resources, expectations/ address questions from managers
5.30/ Sunday	Video (Vijay Gola) produced by Marketing & Comm	Faculty, Staff & Students	Email, social media	Message positive modeling: "Keep up the great work – together we're making a difference"
6.1/ Monday	Continue "Green Shirts" Coordinate by Business Affairs and CCC	Faculty, Staff & Students	Visible throughout campus as areas are cleaned including Esperanza Hall	Visible reminder that safety protocols are being followed (cleaning & sanitizing)

Wave three | 6.1 to 7.1.20

	Tactic	Audience	Distribution	Purpose
6.9/ Tuesday	University-wide message from President	Faculty & Staff	Email	Inform process, timeline & resources

	Management Group			
6.10/ Tuesday	University-wide message from Risk Management CCC & VP SS&E Business Affairs	Faculty & Staff Esperanza Hall residents Contractors Food Service Book Store	Tamusa.edu/coronavirus - Landing page - FAQs - Services - Dining Hall - Bookstore	Resource for process, safety guidelines, key dates
6.11/ Thursday	Email from Human Resources	Managers	Email & information on WebEx	Inform managers: key dates, resources, expectations
6.16/ Tuesday	WebEx hosted by Human Resources	Managers, Division VPs	Town hall style presentation hosted by Human Resources	Inform managers: key dates, resources, expectations/ address questions from managers
6.30/ Sunday	Video (Vijay Gola) produced by Marketing & Comm	Faculty, Staff & Students	Email, social media	Message positive modeling: "We did it –July 1 milestone/now keep up the momentum for Fall 2020"
7.1/ Wednesday	Continue "Green Shirts" Coordinate by Business Affairs and CCC	Faculty, Staff & Students	Visible throughout campus as areas are cleaned including Esperanza Hall	Visible reminder that safety protocols are being followed (cleaning & sanitizing)