



# SUPPORTING OUR RETURN TO CAMPUS



## MANAGER GUIDE



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UNIVERSITY  
BELFAST

PEOPLE  
AND  
CULTURE

# VICE-CHANCELLOR'S UPDATE - JULY 2020

- Our Plans have been developed in accordance with the [NI Executive's 'Pathway to Recovery'](#) and with the **health, safety and wellbeing of our staff and students as our first priority.**
- A one-size-fits-all approach is not be appropriate.
- The majority of decisions regarding staff return will, therefore, be made at a local level, informed by:
  - [Framework](#)
  - [Return to Campus Guidance produced by Safety Services](#)
  - [Manager Guide produced by People and Culture](#)
  - [New Flexible Working and Workload Allocation Principles](#)

\* Significant consultation in development of the above materials with Trade Unions, Staff Networks and representatives from colleagues in Faculties and Professional Services etc.

# AGENDA

- Key Tests
- Principles
- Flexible Ways of Working
- Review Work Plans and Priorities
- Take Into Account Individual Circumstances
- Redistribute Work Where Appropriate
- Ensure Safe Working Environments and Staff Levels
- Review Work Patterns
- Monitor Workloads
- Deal Promptly with Problems & Manage by Agreement



# CONCERNS

- Health concerns
- Lack of family contact
- Isolation and removal of support structures
- Caring responsibilities
- Home schooling
- Domestic stresses
- Job security concerns
- Workload pressures
- Impact on career progression
- Financial worries

**= Increased stress & anxiety**

# CHALLENGES

- Fears and anxiety
- VUCA environment (never has this been more true!)
  - Changing picture
  - Uncertainty re virus
  - Changes to research; connected learning
  - Uncertainty around Schools
- Government and Public Health Guidance (agile)
- Social distancing, workforce planning, logistics, on campus and home working
- Health and wellbeing

# KEY TESTS

1. Is it Essential?
2. Is it Safe?
3. Is it Agreed?

The current Northern Ireland Executive guidance indicates that work that can be done from home should still be done from home.



# PRINCIPLES

- Discussions should be governed by the health and wellbeing of staff and students\*, Public Health and government guidance; our core values ICARE, business need and personal circumstances.
- Decisions should be sensitive to personal issues with particular consideration given to staff with caring responsibilities or other dependants, staff with disabilities and / or pre-existing / long-term medical conditions, pregnant staff, BAME staff and International Staff etc. (EDI Guidance)\*.
- Build staff confidence that they are returning to a supportive, inclusive and caring environment.
- Develop a clear dialogue between managers and individuals.
- Reach decisions through compromise and mutual trust.
- Regularly review arrangements in line with up-to-date government and PH guidance.



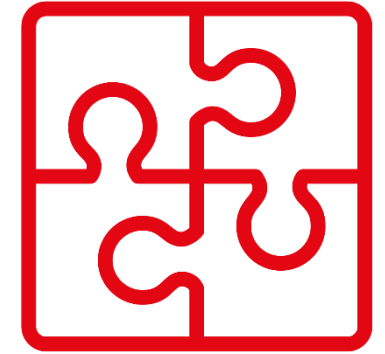
\* Key priorities



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# FLEXIBLE WAYS OF WORKING

(Temporary Arrangements)



- Where work can be done from home, it should continue.
- Where staff are unable to work remotely they should return to campus providing it is safe.
- Where face-to-face teaching is required, this should be the norm taking into account individual circumstances.
- Staff should be enabled to work at the fullest possible capacity.
- If working patterns need to be varied, this should be agreed wherever possible.
- Normal working days and/or working hours may be changed in line with operational requirements and individual circumstances.
- Staff may be asked to take on different tasks from normal.



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# RETURN TO CAMPUS

**Review  
Priorities and  
Work Plans**

**Understand  
Individual  
Circumstances**

**Redistribute  
Work**



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**Review Priorities and Work Plans**

**Understand Individual Circumstances**

**Redistribute Work**

- Review priorities and workloads recognising these may have changed.
- Assess what work can be done safely on campus or continue to be done remotely.
- As a campus based University we will return to providing all services on campus as soon as we can do this safely, effectively and within government guidance.



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**Review Priorities and Work Plans**

**Understand Individual Circumstances**

**Redistribute Work**

- Understand individual circumstances, challenges and concerns to determine whether they are able to work on campus/remotely/both.
- Be aware, where remote working is proving difficult for an individual whom a return to on campus working may be appropriate, this should be accommodated where possible.
- **Resources:** [EDI Guidance](#), [Manager Checklist](#) and [Flowchart](#)



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**(Covid-19) Returning to Work on Campus  
Management Checklist – Guidelines**

This form should be completed as part of a discussion with members of staff to ensure information is captured accurately to inform what, if any, changes to working arrangements may need to be made.

**Line managers should ensure that the appropriate Health and Safety Risk Assessments (Work / Home) have been completed by Safety Services.**

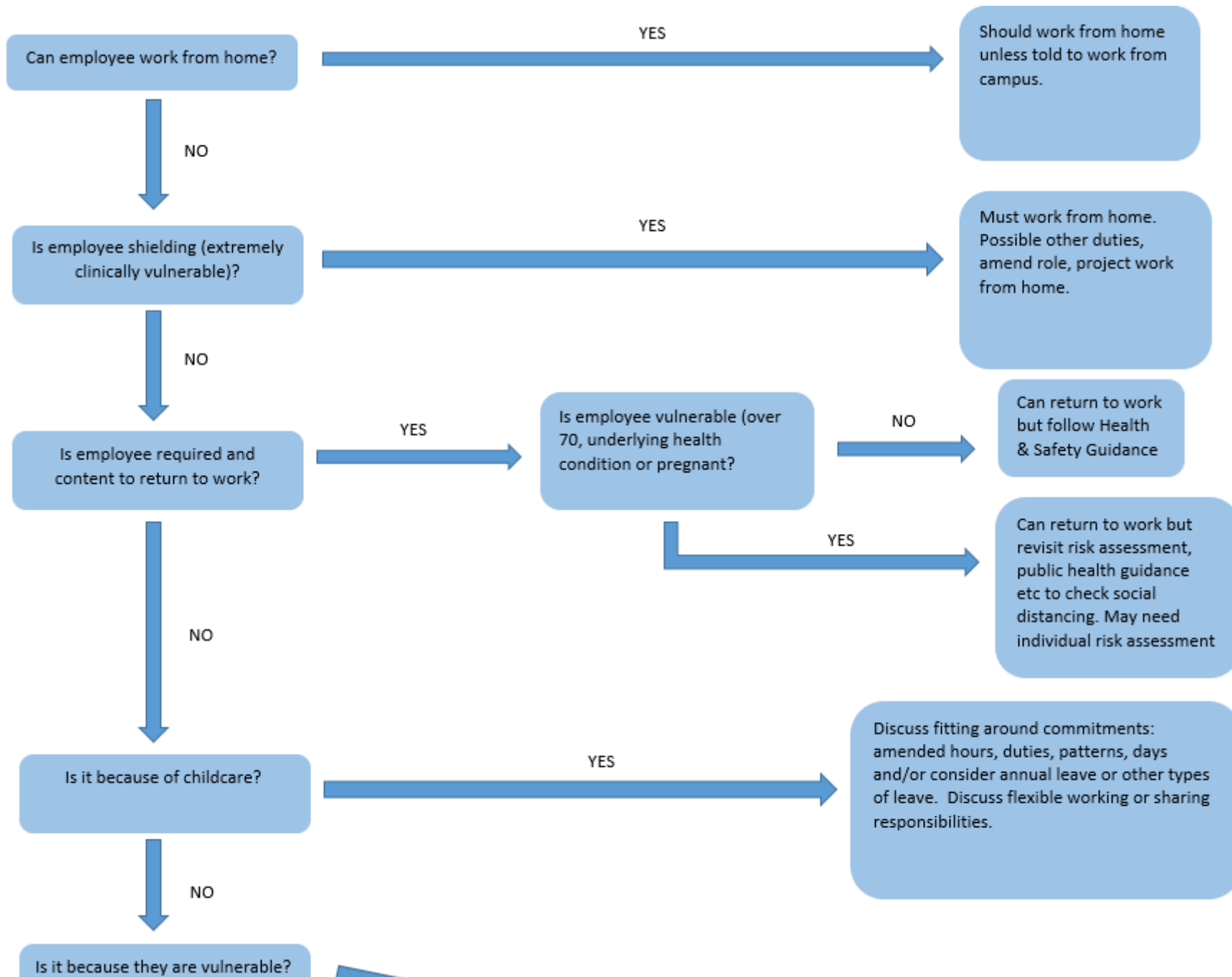
Please note any identified challenges/ restrictions and note agreed solutions, following discussion with the employee.

Line managers should agree date to review any agreed arrangements.

SECTION A: GENERAL INFORMATION	
Name:	
Staff Number:	
Job Title:	
Line Manager:	
Location of Work (eg. Faculty/Directorate):	
Date:	

	YES	NO
Does the employee require a change to their current working hours?	<input type="checkbox"/>	<input type="checkbox"/>
Has the employee's work location changed since Covid-19?	<input type="checkbox"/>	<input type="checkbox"/>
Is the employee able to work effectively from home / remotely?	<input type="checkbox"/>	<input type="checkbox"/>
Are there any duties which must be carried out on campus?	<input type="checkbox"/>	<input type="checkbox"/>
Are there any identified Challenges/Restrictions on travel should the employee be required to work on site?	<input type="checkbox"/>	<input type="checkbox"/>
Has a Health and Safety Risk Assessment for home / remote working been carried out for the employee?	<input type="checkbox"/>	<input type="checkbox"/>
Is the employee considered to be Extremely Clinically Vulnerable (as per government advice)?	<input type="checkbox"/>	<input type="checkbox"/>
The government define <b>Clinically Vulnerable</b> individuals as: those aged over 70; those with a disability and/or long term condition; those who are pregnant.		
Is the employee considered to be Clinically Vulnerable (as per government advice)?	<input type="checkbox"/>	<input type="checkbox"/>
Does the employee require any reasonable adjustments either at home or onsite?	<input type="checkbox"/>	<input type="checkbox"/>
Dependants are defined as the spouse, partner, child or parent of a member of staff. It could also be someone who lives in the household with the member of staff and is dependant on them, for example, an elderly aunt or grandparent who lives in the household.		
Does the employee have any dependants?	<input type="checkbox"/>	<input type="checkbox"/>
Are there any particular challenges/restrictions in regards to Dependants which may affect the employee's physical return to work on campus?	<input type="checkbox"/>	<input type="checkbox"/>
Does the employee require any specific support for their current physical and mental health and wellbeing?	<input type="checkbox"/>	<input type="checkbox"/>

SECTION C: IDENTIFIED CHALLENGES AND AGREED SOLUTIONS	
<b>Identified Challenge's / Restrictions:</b>	
<b>Agreed Solutions:</b>	
<b>Any other matters raised:</b>	
<b>Agreed Review Date:</b>	



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ESTD 1845

**Review Priorities and Work Plans**

**Understand Individual Circumstances**

**Redistribute Work**

- Redistribute work to enable you to match work activities to an individual's circumstances.
- Breaking jobs down into smaller tasks can help with redistribution.
- Consider individuals undertaking tasks outside their normal area.
- **Take into account the experience, workloads, abilities and grades of individuals, when reallocating tasks.**
- **Resources:** [Connect Task Portal](#)

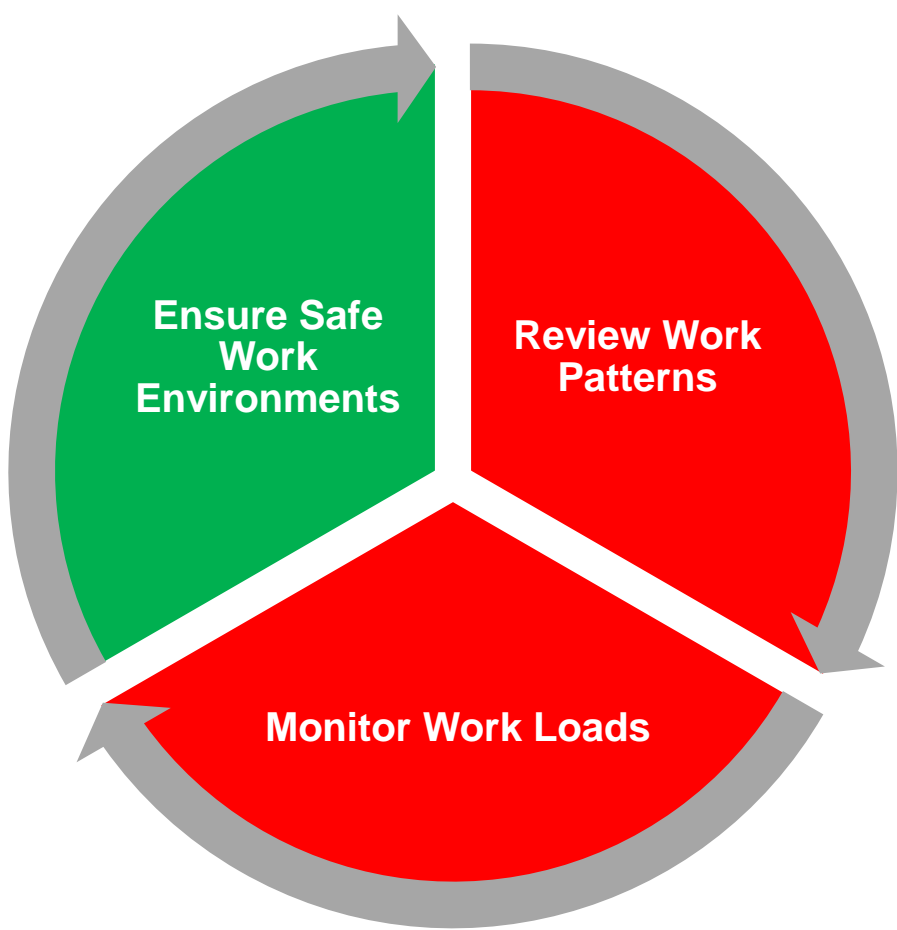


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# RETURN TO CAMPUS



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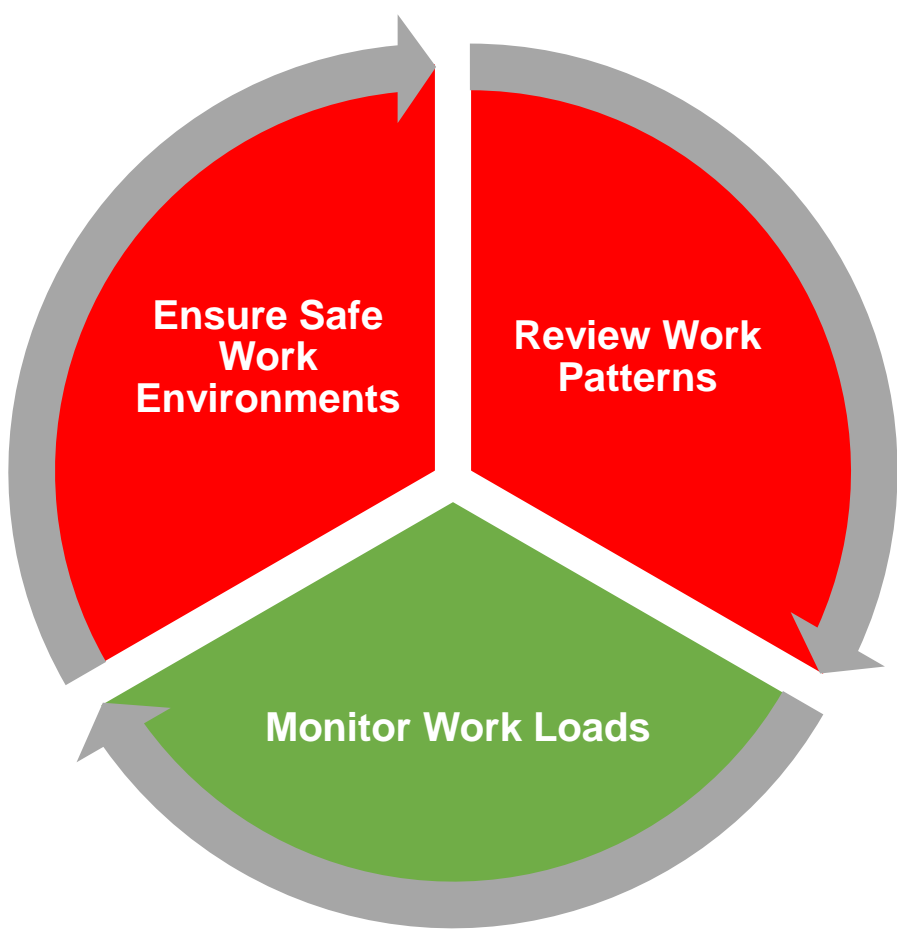


- Take all reasonable steps to ensure the health, safety and wellbeing of team members, whether working on campus, remotely or a combination of both.
- Responsibilities & **Resources**:
  - Individual 121 Discussion – [Manager Checklist](#) and [Flow Chart](#)
  - Ensure safe environment - [Risk Assessment and Induction](#)
  - Ensure safe staffing level – [Staggered Patterns](#)
  - Managing Remote Workers – [DSE Assessment](#) and [Preventing an Always-On Culture](#)
  - Managing Remote and Virtual Teams – [Online Resources](#)



- It may be necessary, to **temporarily change** the working patterns of some staff, either remote or on campus workers.
- Discuss individual circumstances with the member of staff and agree, where possible.
- If an agreed work pattern cannot be reached then this should be escalated to Head of School/Director/FPVC etc.
- **Resources:** [Staggered Work Patterns](#)





- Identify priorities and communicate to staff including any time-critical activities.
- Consider mitigations for staff with particular challenges.
- Seek opportunities to identify and eliminate inefficiencies in the way that we work.
- Use the [Personal Development Review](#) process to set priorities.
- Promote available [Health and Wellbeing support](#) to staff.

# MANAGING STAFF

- **Deal With Issues Promptly**

- Act quickly to deal with issues.
- Decisive action must where health and safety arrangements are breached/ at risk.
- Conversations to address issues should be planned and structured.
- **Resources:** [Conversation Framework and Tips](#)

- **Manage by Agreement**

- Seek to reach agreement taking into account the concerns, challenges and individual circumstances.
- Flexibility and compromise may required on both sides.

# SUPPORTING FAQs

- Sample of supporting staff FAQs, available on the [COVID-19 FAQ pages](#)
  - I am concerned about contracting the virus if I return to campus – what safety measures are being put in place by the University?
  - I am worried about returning to campus. Can I continue to work from home?
  - My team has been asked to return to campus, because we cannot work remotely from home and Public Health Agency guidance allows for this. I have dependants and I may not be able to return to work at this time. What should I do?
  - I cannot complete my work from home and I am not able to return to campus at this time, where can I find tasks that may be completed from home?



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# SUPPORT

## 5 Steps to Wellbeing

1. Connect
  2. Be Active
  3. Keep Learning
  4. Give To Others
  5. Be Mindful
- **Resources**: Inspire Wellbeing 24/7 Counselling 0800 389 5362

## Support Networks

- Carer's Network
- Accessibility and Disability Support
- BAMEI (iRise) and LGBT+ (Prism)
- [Staff Forum](#)



# SUPPORT

## Communications

- [Team Brief](#)
- [Staff Round Up](#)
- [Staff Gateway](#)
- [“What’s On” at Queen’s](#)
- [COVID-19 FAQs](#)
- @QUBStaff
- @QUBPeopleFirst
- @QUBStaffWellbeing
- @QUBEqualDiverse

## Remote Working & L&D Resources

- [Remote Working Resources](#)
- [Learning for All – Virtual Workshops](#)
- [LinkedIn Learning](#)



# Q&A



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