RETURN TO ON-SITE WORK:
Supervisor's Guide to UC COVID-19 Vaccination Program Compliance

August 12, 2021

This webinar will be recorded

UCI Human Resources

Welcome

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Agenda

— Returning to On-site Work Considerations

— UC COVID-19 Vaccination Program

— Supervisor's Role & Responsibilities

— How to Respond to Common Staff Questions

— Supervisor Support and Resources

— Q&A

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Returning

To On-site Work Considerations

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Returning to On-site Considerations

Logistics

- Remote Work Eligibility Checklists and Agreements
- Setting schedules for hybrid workforce
- Preparing workspaces

Safety Protocols

- Return to Onsite Work training
- Daily Symptom Check
- Non-Pharmaceutical Interventions(NPIs)

Policy Compliance

- UC COVID-19 Vaccination Program
- Addressing Non-Compliance

Employee Support

- Communications with employees
- Listening to employee concerns
- Referring to experts
- Providing time for employees to make appropriate arrangements

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UC COVID-19
Vaccination Program

UCI HR

COVID-19 Vaccination Policy Basics

All employees must provide **proof of full vaccination or submit a request** for an Exception or Deferral **by 9/1 (UCI Health) or 9/6 (Campus)**

https://policy.ucop.edu/doc/5000695/SARS-Cov-2

Who **is** covered by policy?

- All employees*
- Volunteers
- Students
- Trainees

… that physically access UCI in connection with their employment, appointment, or education/training.

Who **is not** covered by policy?

- Patients at healthcare locations
- Members of the public at art, athletics, entertainment, or other publicly accessible venues

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*This session covers staff employees; refer to Academic Personnel for assistance with academic employees.

Vaccine Verification and Exception

UCI must track and monitor vaccination verifications and vaccination exception requests

Vaccination Documentation Upload

- Self-service system for employees to upload proof of vaccination
- Secure system, accessed only by authorized Public Health staff

Campus Employees:

https://apps.health.uci.edu/OccHealthRegistrationCampus

UCI Health (HS, Medical Center and Ambulatory) Employees:

https://apps.health.uci.edu/OccHealthRegistration

Students have a separate upload website:

https://shc.uci.edu/about/patient-portal

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Exception & Deferral Requests

Types of Requests:

1. Religious Exception
2. Medical Exemption
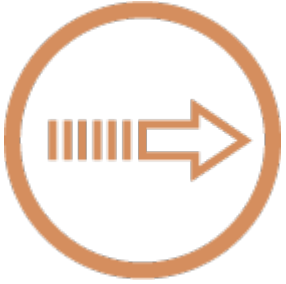3. Disability Exception
4. Pregnancy Deferral

What happens if request is **approved**?

- Employee is in compliance with policy
- Employee is required to mask when on-site and complete weekly asymptomatic testing

What happens if request is **denied**?

- Employee is notified and must provide proof that they have received their first shot within **14 calendar days** of the date of denial

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Exception & Deferral Requests

Download and complete the exception request form from here: **https://hr.uci.edu/partnership/futureofwork/uc-covid-policy.php**

Complete and sign form

- For medical exemptions and disability exception requests, employees must also have their health care provider complete and sign

Upload form through the Occupation Health portal:
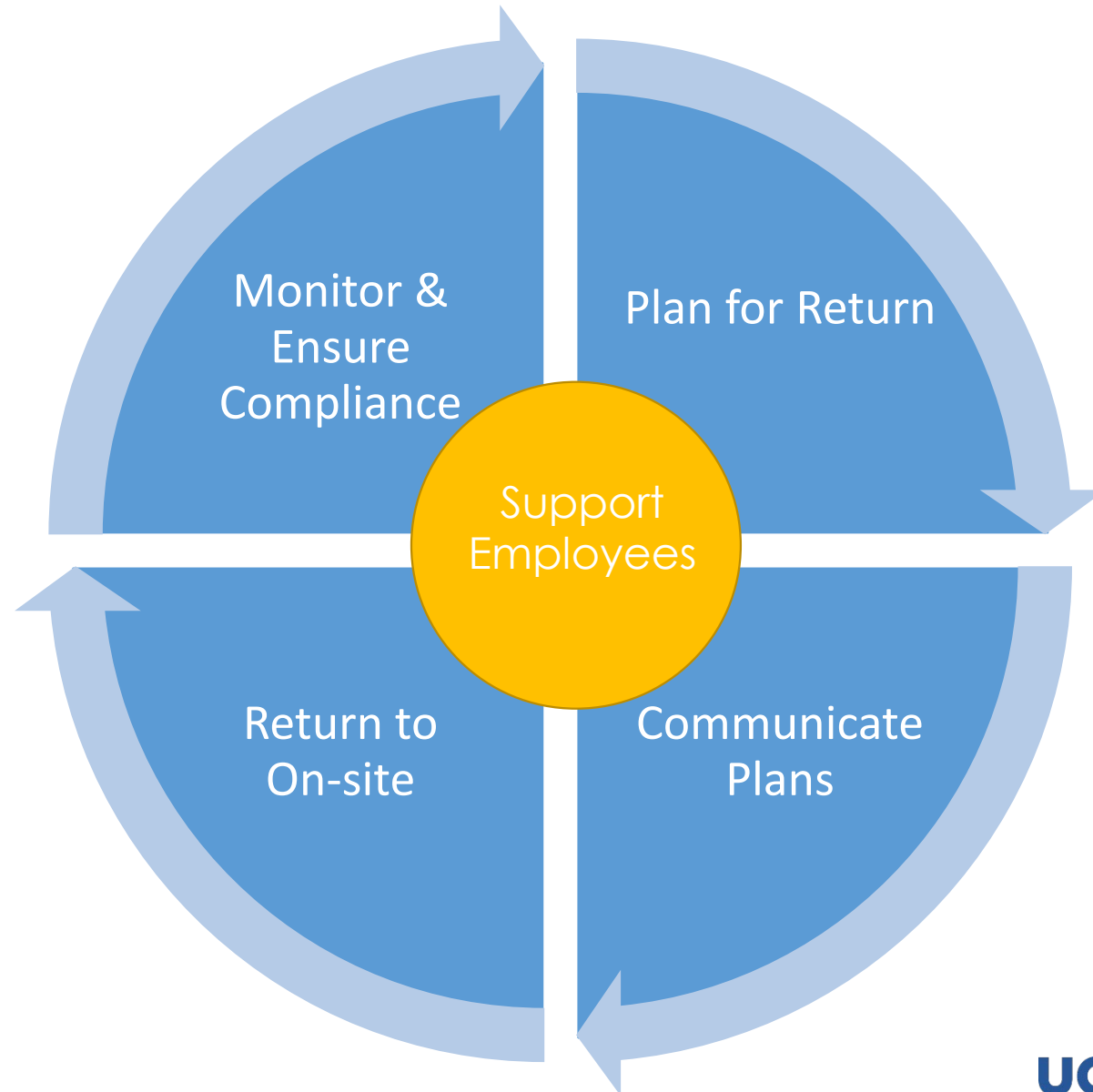
Campus Employees:

https://apps.health.uci.edu/OccHealthRegistrationCampus

UCI Health (HS, Medical Center and Ambulatory) Employees:
https://apps.health.uci.edu/OccHealthRegistration

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Supervisor's Role & Responsibilities

Monitor & Ensure Compliance

Plan for Return

Support Employees

Return to On-site

Communicate Plans

Supervisor's Role & Responsibilities

Monitor & Ensure Compliance

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Return to On-site

Communicate Plans

Communicate with team regarding return to on-site plans and vaccine policy

- Provide frequent clear communications about return to on-site work plans
- Set expectations for vaccine policy compliance
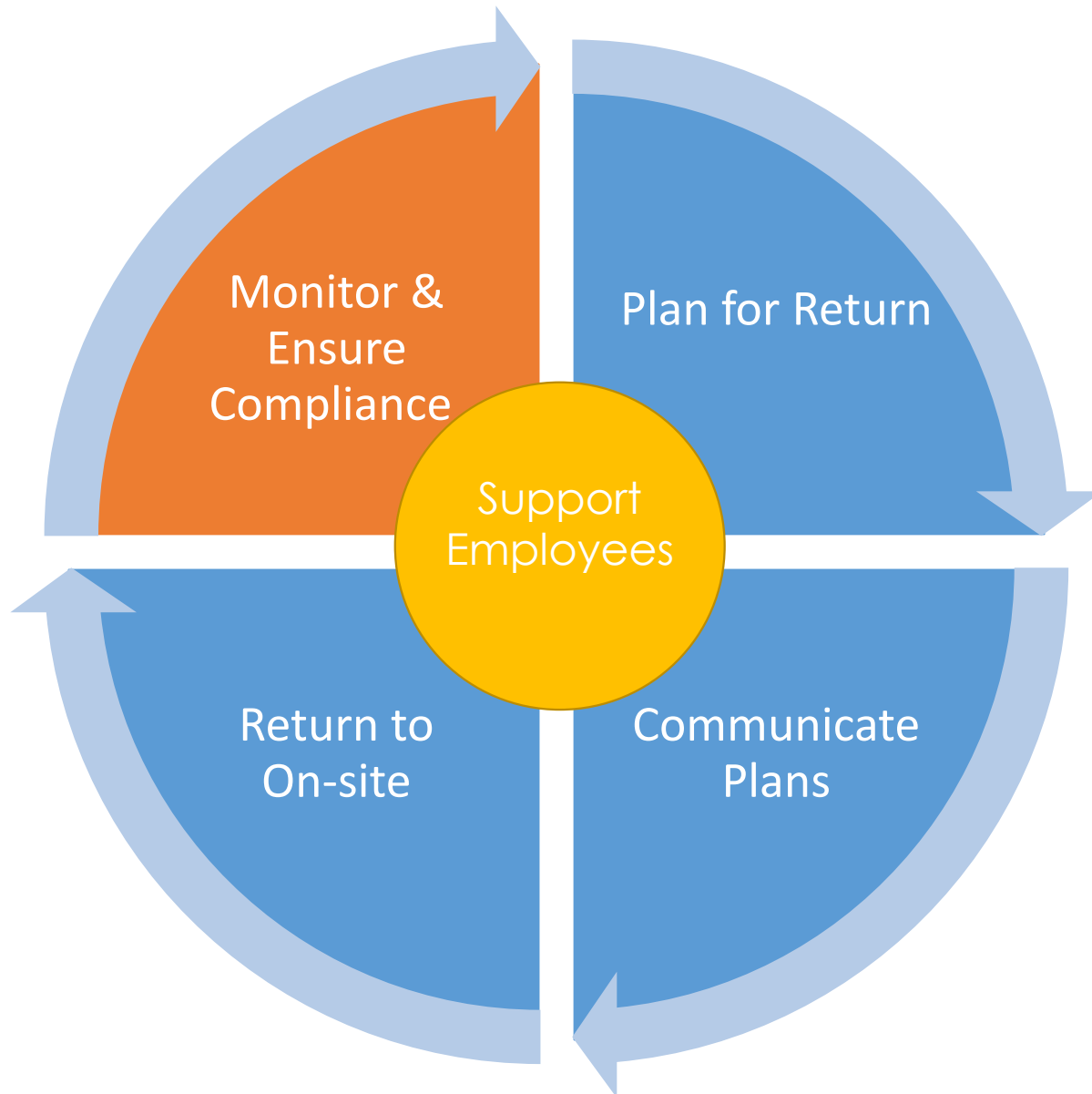- Encourage employee to get vaccinated and to upload their documentation
- Respond appropriately to employee questions and concerns

Connect employees to expert resources to answer vaccination questions

- Contact Tracing & Vaccine Navigation Services (CTVNS)
  949.824.2300 or **contacttracing@uci.edu**

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Supervisor's Role & Responsibilities

Monitor & Ensure Compliance

Plan for Return

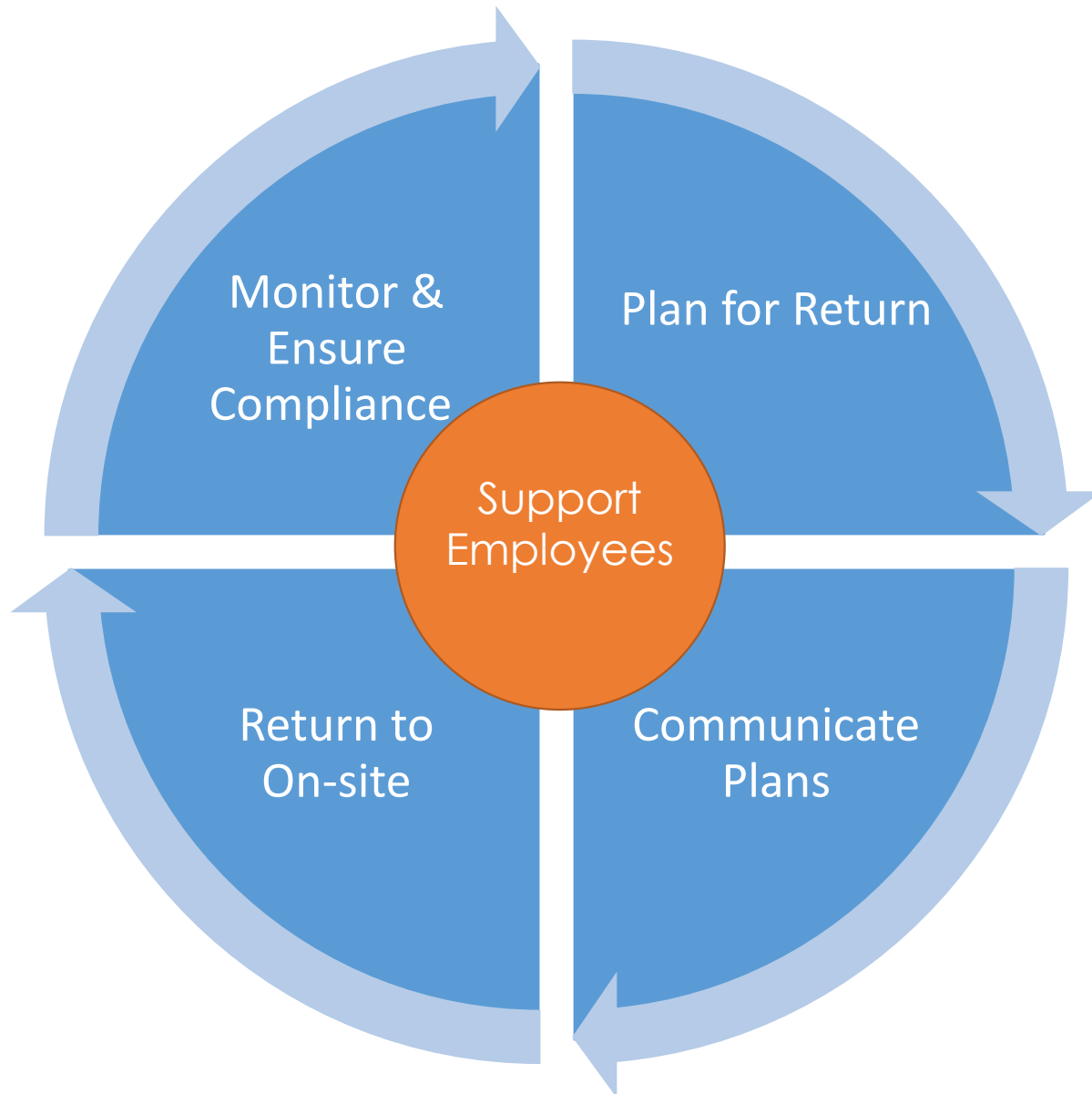Support Employees

Return to On-site

Communicate Plans

Monitor compliance status for team (dashboard)

Ensure compliance with safety precautions:
- Daily Symptom Check
- Vaccination policy compliance
- Face covering, if required
- Asymptomatic testing, if required

Consult local HR if employee is not compliant

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Supervisor's Role & Responsibilities

Cycle diagram: Plan for Return → Communicate Plans → Return to On-site → Monitor & Ensure Compliance, with Support Employees at the center.

Support employees
- Remember that returning on-site may be challenging (logistically or emotionally)
- Be empathetic
- Listen and ask questions to seek to understand
- Realize not everyone reacts the same, set aside biases

Offer alternatives when denying requests when possible

Encourage them to focus on what they can control

Don't forget support for yourself!

Caution

Do not ask employees if they have been vaccinated.

- This is a violation of health information privacy

- Encourage employees to be policy compliant

- You can refer them to Contact Tracing & Vaccine Navigation Services (CTVNS) to answer questions about vaccinations or for assistance with getting appointments.
  - 949.824.2300 or **contacttracing@uci.edu**

Vaccination Program Compliance Dashboard

Some schools/units may designate a central resource to handle vaccination compliance, check with your designated HR contact

- **Green** – cleared to be on-site, must be masked indoors

- **Yellow** - cleared to be on-site or pending an exception. Must not only be masked indoors but also **comply with required asymptomatic testing**

- **Red** - not cleared, not in compliance and if does not become compliant, may be subject to corrective action

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Vaccination Program Compliance Dashboard
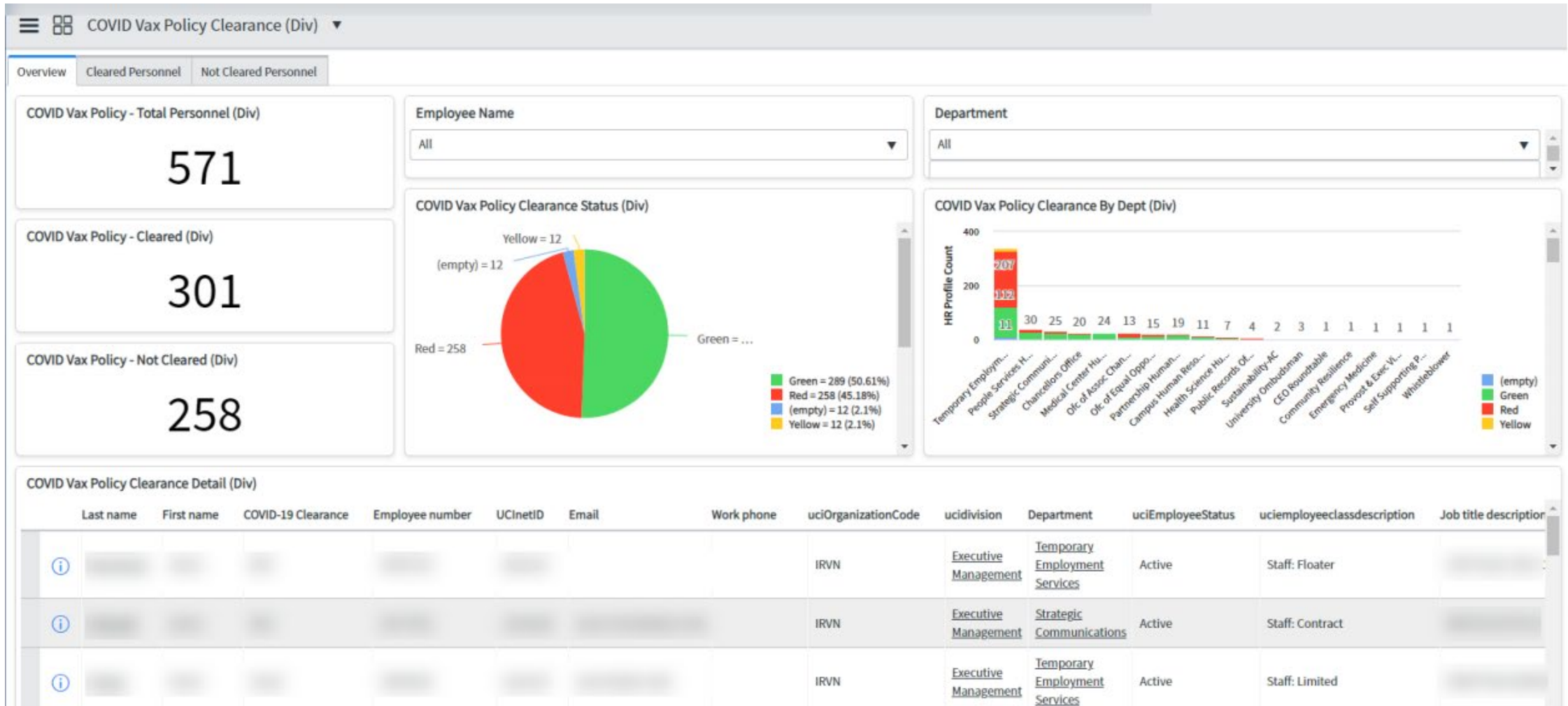
Non-Compliance with Vaccination Program

Non-compliance includes:

1. Failure to provide proof of full vaccination

2. Failure to request an exception or deferral

3. Denied an exception and then failure to provide proof of full vaccination

4. Failure to follow Non-Pharmaceutical Interventions (NPIs), e.g., masking and weekly testing, when required

Addressing Non-Compliance

Educate on policy, process, resources; **encourage** compliance

BEFORE IMPLEMENTATION

First Notice of Failure to Comply

AFTER IMPLEMENTATION

Second Notice of Failure to Comply

Notice of Continued Failure to Comply– **Initiate Corrective Action**

CONSULT HR
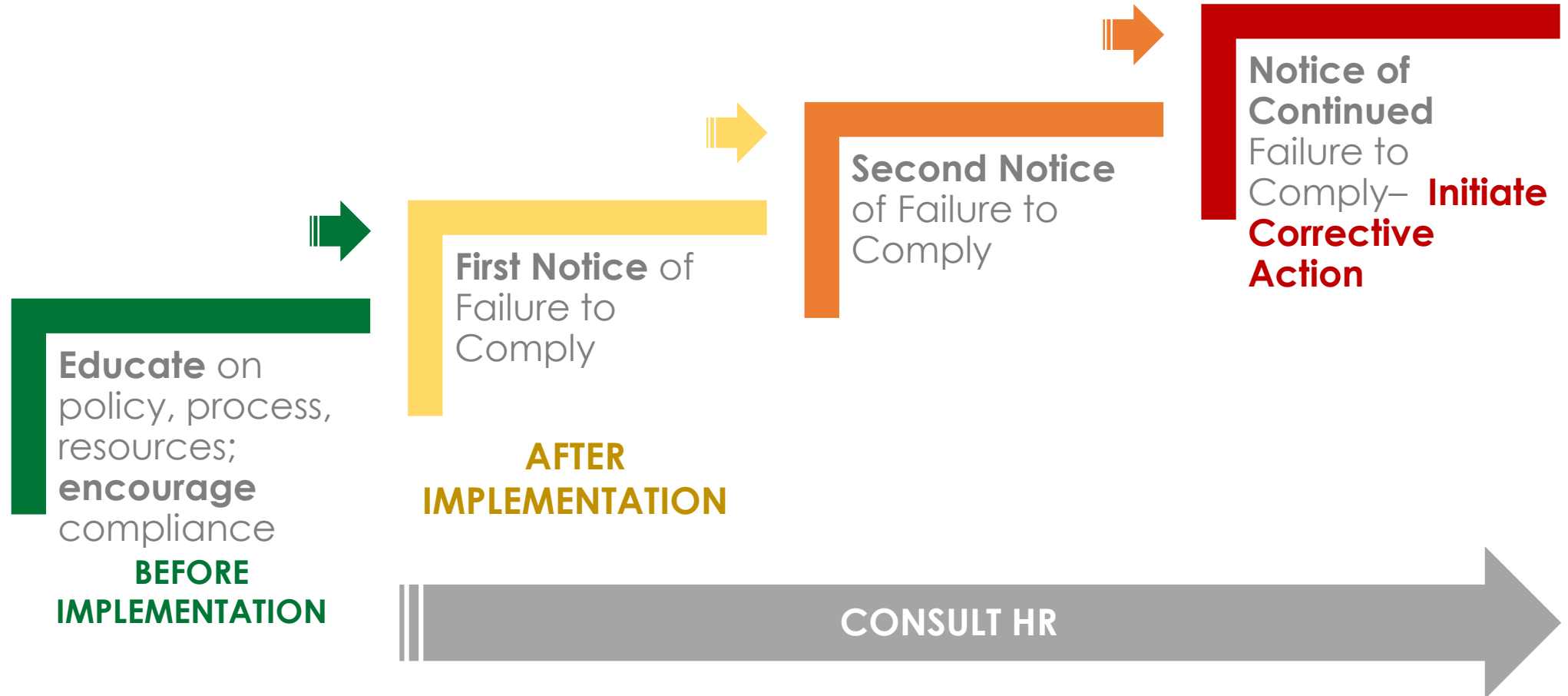
How to Respond

to Common Staff Questions

Responding to Staff Concerns

Common themes about returning to on-site work:

1. Fear of Exposure to COVID-19

2. Fear of Vaccination

3. Vaccination Policy Compliance

4. Vaccination Status

5. Vaccination Verification

6. Meetings with Visitors

7. Ensuring Civility

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Fear of Exposure

Your employee does not want to return to on-site because they are concerned about contracting COVID-19. Their job requires them to be on-site; you need them to come back.

How do you handle this situation?
Can you require them to return?
What happens if they refuse?

Fear of Exposure

- **Not deemed a basis on which to continue working remotely**

- **Engage the employee** to understand the nature of their fear

- **Remind of the safety precautions**
  - Which are consistent with UCOP, CDC, CDPH and CA-OSHA guidelines

- Review vaccination policy requirement
  - **Emphasize that all employees with a vaccination exception must do** the daily symptom checker, wear a face covering on-site, be tested regularly and follow other non-pharmaceutical interventions(NPIs)

- **Encourage employee to focus on what they can do** to protect themselves if concerned
  - E.g., wearing face coverings even if vaccinated, frequent hand washing, keeping distance, etc.

Your employee is worried about putting their unvaccinated child in daycare and wants to continue working from home. However, their normal job duties require them to be on-site.

Is this a valid reason for an employee not to return? How do you respond?

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Fear of Family Exposure

- **Fears surrounding family members who are not vaccinated are not a basis on which to continue remote work**

- Supervisors are **encouraged to be empathetic and understanding** of employee concerns, while ensuring business needs are met

- Share resources at UCI Resources for Families: **http://families.uci.edu**

- See UCI Health guidelines regarding this topic here:
https://www.ucihealth.org/-/media/files/pdf/covid-19/covid-19-vaccine-faq.pdf?la=en

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Fear of Exposure

You are asked by your employee the vaccination status or at least the cleared/not cleared status of their co-workers.

Is it appropriate for you to share vaccination status of your employees with other employees?
Can you share the cleared/not cleared status of employees with other employees on your team?

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Fear of Exposure

- Sharing vaccination status

  - **At <u>no</u> time should employee vaccination status be shared with other employees**

  - Vaccination status is medical information

  - It is a violation of privacy laws to share private health information with others and ask employees if they are vaccinated

  - It is also not appropriate to share cleared/not cleared status to other employees.

Fear of Exposure

Your employee presents a doctor's note that requires them to work remotely. However, their position requires them to be on-site.

If they are required to work on-site, can you still require them to come on-site?
What's your next step?

Fear of Exposure

- Doctor's note

    - Any time you receive a doctor's note, contact the **Employee Experience Center (EEC)** to initiate a case, or **consult your local HR asap**
        - **EEC Online at https://eec.hr.uci.edu/** or 949.824.0500

    - Doctor's notes contain medical information that needs to be **kept private and confidential**

    - **UCI HR's Disability Management** will advise on next steps

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Fear of Exposure

Your employee is not vaccinated. You are concerned about your own exposure and do not want this employee to come into the office, even if they are masking.

Can you keep this employee remote in order to minimize contact?
What else can you do?

Fear of Exposure

- **Employee vaccination status is <u>not</u> a basis to allow continued remote working**

- Questions about vaccinations, refer to the **Contact Tracing & Vaccination Navigation Services (CTVNS)**
    - (949) 824-2300 or **contacttracing@uci.edu**

- You are also an employee that needs support. Confidential assistance available to UCI employees:
    - **Employee Assistance Program**
      http://www.wellness.uci.edu/facultystaff/eap/introduction.html
        - (844) 824-3273
        - Guidance Resources Online
        - www.guidanceresources.com
        - Web ID: UCIEAP3

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Fear of Vaccination

Your employee is concerned that the vaccination will make them more likely to have asymptomatic disease and then pass COVID-19 to others without knowing it.

How would you respond?
Do you know enough about the available resources to support your employees with these concerns?

Fear of Vaccination

- Support employees that are hesitant to get the vaccination by **connecting them to experts**

- Contact UCI Public Health experts to answer questions about vaccinations at 949.824.2300 or **contacttracing@uci.edu**

- *Supervisors should not provide medical information or advice to employees*

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Vaccination Policy Compliance

You and your team came back on-site this week pursuant to your return to work plan... except for one employee.

After repeated discussions and reviewing safety procedures, this employee refuses to return to work and get vaccinated (or apply for an exception).

Now what do you do?
  Is he immediately terminated for insubordination?
    Can you do anything since he is still working?

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Vaccination Policy Compliance

- Employee refuses to return on-site

  - Consult HR and refer to the **Non-Compliance process**

  - Discuss **employee's concerns** regarding returning on-site

  - Educate on **safety measures** being put in place

  - Remind employee of terms in **Remote Work Agreement**

  - Communicate the **impact to the unit**

  - If on-site work is required and the employee is needed to return to on-site work, and refuses, that **could be deemed insubordination** for which discipline is appropriate

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Vaccination Policy Compliance

You have an employee that will be working remotely. They do not need to be onsite to perform their duties. They will come onsite for quarterly department meetings and the annual staff retreat.

Since they work offsite, do they need to comply with the policy?

Are they considered 100% remote?

If they are "red" on your dashboard, do you need to follow up?

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Vaccination Policy Compliance

- What is "100% remote"?

  - Employee does not come onsite to a UC location <u>at any time</u>
    - This means no meetings, no team building activities, no in-person trainings, etc.

- If employee is 100% remote...

  - UC PATH must be updated by department (flagged as 100% remote)
  - Employee <u>does not need</u> to obtain vaccination or exception
  - Employee <u>does not need</u> to complete daily symptom check or testing
  - If status changes (e.g., they need to come onsite), employee will need to comply

Vaccination Policy Compliance

You arrive at work and observe your employee not wearing a face covering. They are required to do so.

What do you do?
	What if this continues to be an issue?

Vaccination Policy Compliance

- First, second, or third offense/employee "forgot":

  - Remind employee
  - Share the Executive Directive on Face Coverings **https://uci.edu/coronavirus/executive-directives/**
  - Offer employee mask from office supply

- Continued pattern/employee refusing:

  - Employee refusal to follow supervisor direction is a form of insubordination
  - Continued pattern of non-compliance (even if due to forgetfulness) is a performance concern
  - Consult HR

- Similar response for daily symptom checking and testing

Vaccination Status

One of your staff suggested we all wear a special sticker to denote whether we are vaccinated or not. She thinks this is a great idea to put everyone at ease.

Do you allow that?
> *Is that considered sharing private healthcare information?*
>> *What about putting out a basket of stickers in the break room?*

Vaccination Status

- Identifying vaccination status

  - Employees may voluntarily display their vaccination status

  - No employee should be asked by leadership or peers to do so, even if stated as voluntary

  - <u>Exception:</u> UCI Health employees are required to display vaccination status on their badges due to patient safety protocol

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Vaccination Status

In your first team meeting back on-site, one of your employees says to the team, "Hey, raise your hand if you're vaccinated!"

Is this ok because an employee said this to co-workers (not from a supervisor)?
>   *Or… is it not ok and you have to put a stop to it?*
>>   *What if employees already started raising their hands?*
>>>   *What do you do?*

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Vaccination Status

- What can be/cannot be asked?

  - Asking employees to raise a hand or somehow indicate their vaccination status, even if voluntary, **is not appropriate**

  - At **no** time should an employee's vaccination status be discussed

  - While Supervisors will be aware of employee status of "Cleared, Cleared with NPI, and Not Cleared", it is not appropriate to share that status with others

  - Encourage your staff to show respect and civility to all co-workers, regardless of vaccination status

Vaccination Verification

You have two employees who are not following the process for vaccination verification.

One employee is having issues uploading her documentation. She says she will just bring you a copy.

The other employee is refusing to upload his documentation, because he is concerned the system is not secure.

Is it ok to accept documentation?
Do you tell them that the system is secure?
Do you ignore the non-compliance because of these issues?

Vaccination Verification

- Employee concerns with Vaccination Verification Process

  - **Supervisors should <u>not</u> accept and/or review medical records**, including records containing proof of vaccination

  - Vaccination records are private health information that are protected and viewable only by limited authorized professionals

  - Refer to the **Contact Tracing & Vaccination Navigation Services (CTVNS)** team at (949) 824-2300 or by emailing **contacttracing@uci.edu**

  - Issues with the system or privacy concerns are not valid reasons for non-compliance

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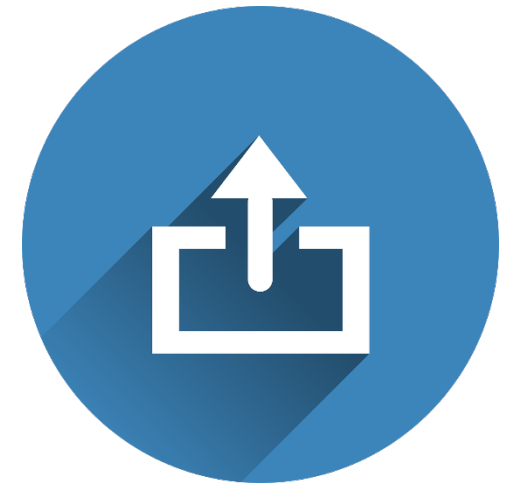
Meetings with Visitors

Your unit now has in-person meetings, with UCI employees and outside individuals.

One of your employees wants to require visitors to bring proof of vaccination status before meeting with them, or at least ask them.

How do you respond?
> ***Can you ask visitors for vaccination status?***

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- **Requesting self-disclosures**

    - **Visitors:** Must wear a face covering

    - Visitors may self-disclose, voluntarily, but should not be directed or encouraged by anyone to do so. At no time should leaders or employees request proof of vaccination from visitors.

    - Visitors may be reminded of UCI's vaccination policy, which currently requires masking onsite, and asked to confirm that they will comply before scheduling the meeting.

    - Visitors must wear a face covering at all times when inside. Departments are encouraged to have a supply of masks and offer a mask to any visitor if needed.

    - For small-scale events or activities with outside individuals, contact information should be collected and retained (should there be a need for contact tracing)

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Ensuring Civility

You overhear team members making disrespectful statements and judgements about their co-workers. There is an obvious "divide" among team members, with assumptions being made about vaccination status and resulting judgments.

Is there anything you can do?
How do you ensure that the atmosphere remains respectful and collegial?

Ensuring Civility

- As a supervisor, it is vital that you remain neutral, fact and data based, and that you **model collegial and respectful behavior** in this context

- **Do not tolerate** disrespect by other employees

- Often **fear and judgement** are based **on inadequate or faulty information**
  - Encourage your employees to educate themselves and to take measures to ensure they feel and are protected in the workplace, even if vaccinated

- Encourage them to **concentrate on their own actions** and not those of their colleagues

Supervisor
Support and Resources

UCI HR

Future of Work Resources for Leaders

TOOLS & RESOURCES

- Tips for Leading a Hybrid Workforce »
- Gallup Resources for Remote Leadership »
- Leadership Mindset Shift – Pandemic v Future of Work »
- Keys to Manager Success »
- Creating Hybrid-Ready Conference Rooms »
- Remote Work Agreement »
- Remote Work Guidelines »
- Measure Performance: Strategies for Remote and Hybrid Teams »
- Redefine (Don't Redesign) Your Culture for the Virtual Workplace »
- Improving Teamwork: Sharing a Common Purpose »
- Going Back to Work in the Office: It Has to Be Worth It »
- Reboard Your Workforce With Your Culture in Mind »
- Preventing Staff Burnout »
- ComPsych COVID-19 Digital Toolkit offers tips to managers and employees for working remotely »
- ComPsych Working Remotely Guide for Managers »

Future of Work Website

https://hr.uci.edu/partnership/futureofwork/resources-for-staff.php

KEYS TO MANAGER SUCCESS IN A REMOTE ENVIRONMENT

Managers can work remotely, too. You might not even be working from home; you might just be the only person on your team working on-site. Most of the same tips apply, especially when it comes to communicating and building personal rapport. In addition:

- Set clear expectations, not just for work product, but also f... how you will communicate with one another.
- Meet in-person, as well as virtually, on a...
- Foster a team environment: M... employees feel like pa...
- Focus on goa... have ...

AVOID COMMON PITFALLS

- Not trusting your people: For remote workers, it can feel difficult to trust well and get to know someone who you might never have met in person. Remote managers do not have the luxury of physically checking in on their team members, so trust really must be learned.

- Skipping your 1-1s: Finding the time to do 1-1s can feel like an impossibility, but the pay-off can be huge if they are implemented well. It is also one of the best ways to really get to know your team professionally, so we really recommend scheduling them when you can.

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Future of Work Webinars

Webinar	Hosts	Speaker
Coping with Uncertainty in a New Normal RECORDED VERSION Tuesday, July 20 11:00 – 11:50am	**Ramona Agrela** | Associate Chancellor & Chief HR Executive	**Kenny Zuckerberg** | Vice President of Training, ComPsych Guidance Resources (EAP)
Self-Compassion for Returning On-site RECORDED VERSION Tuesday, August 3 11:00 – 11:50am	**Brian O'Dea** | Executive Director, Marketing & Communications	**Deidre Hughes** | MA, MS UCI Susan Samueli Integrative Health Institute
Thriving in a Hybrid Work Environment Tuesday, August 17 11:00 – 11:50am	**Hal Stern** | Provost & EVC, Academic Planning **Ramona Agrela** | Associate Chancellor & Chief HR Executive	**Adam Hickman** | Senior Workplace Strategist, Gallup
Including Mindfulness-based Intervention in Your New Normal Tuesday, August 31 11:00 –11:50am	**Dr. Michael Stamos** | Dean, School of Medicine	**Dana Garfin** | Assistant Adjunct Professor, Sue & Bill Gross School of Nursing
Supporting Yourself and Others with Post-pandemic Stress Tuesday, September 14 11:00 –11:50am	**Dr. Nasim Afsar** | Chief Operating Officer	**Alyson Zalta** | Assistant Professor Psychological Science, School of Social Ecology
From Pandemic Blues to Joy – Start "Practicing" Positive Emotions Tuesday, September 28 11:00 –11:50am	TBD	**Belinda Campus** | Professor & Chair Chicano/Latino Studies & PRIME LC

Future of Work - Webinar Links, Recordings and Materials
https://hr.uci.edu/partnership/futureofwork/webinars.php

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Questions
and Answers

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