COVID-19 GENERAL WORKPLACE GUIDELINE

Prepared by
Environmental Health & Safety
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INTRODUCTION

As government regulations and public health advice continue to evolve, the University is looking ahead to resuming operations that were closed or operating with reduced occupancy due to the COVID-19 pandemic.

In so doing, the health and safety of people in these spaces must be a priority and appropriate measures put in place. These measures will consider such factors as legal obligations, public health advice, and operational considerations. The University will need to put in place measures to protect the health and safety of its faculty, librarians, staff, students and other members of the U of T community, and to provide reassurance to community members who may have concerns about COVID-19 transmission.

This guideline outlines strategies and best practices for making workplaces ready for increased occupancy, and for addressing the needs of employees and others who will be returning to the workplace. This guideline is also a consolidation of various tools and resources from the University and other public health authorities that will be useful. This document is intended for CAOs, HR managers and academic leadership.

As we begin this gradual and staged approach to returning to on-campus operations, units should utilize these workplace guidelines to develop their own COVID-19 procedures for their specific workplace. Resumption of any on-campus operations must be approved institutionally before employees can return to campus. For more information, access the COVID-19 Leadership Toolkit and review information on what documents must be submitted to HR & Equity for approval. Information on how and where to submit these documents to HR & Equity is available in the Toolkit and is summarized in Figure 1 (below).

Figure 1 provides an overview of organizational structures involved in planning and implementing COVID-19 recovery plans at the University. Divisions/units may wish to consider developing organizational structures/working groups within their areas in order to ensure effective communication and implementation of the guidelines.

The strategies and best practices set out in this guideline are only to be applied by
areas of the University’s operations that have been given institutional approval to return to on-campus operations. Such approval is necessary to ensure continued institutional compliance with legal obligations and public health advice. If you have questions regarding resumption of specific operations within your unit, please contact HR.

At U of T, the potential stages of restart will follow the stages set out in Ontario’s framework, implemented to our institutional circumstances. The stages are outlined below but for more information, please refer to: “UTogether2020: A Roadmap for the University of Toronto.”

Figure 1: COVID-19 Leadership Organizational Chart

In support of the recovery process, the University has created a number of teams and working groups to coordinate and implement various aspects of the reopening. A list of team leads and key contacts is available here.
STAGES OF RECOVERY (RESUMING OPERATIONS)

From an institutional perspective neither Stage 1 nor Stage 2 would see anyone but essential staff and researchers who are able to maintain social distancing rules returning to campus; we understand that these two stages would likely take us to the end of June IF the gradual reopening of the province continues to be successful. While Stage 3 sees a responsible opening of all workplaces, the University still anticipates a very gradual return to work while those who can continue to work from home would continue to do so.

Stage 1

Some limited areas will be added to the province’s essential business list with physical distancing and limits on number of people. For example, Ontario announced that some critical construction projects, including at universities, can restart as of May 4, 2020.

In this stage, the vast majority of the population continues to be asked to stay home, and this includes most U of T employees. There is no change to mass gathering limits, so most divisions have announced that summer session classes remain online and delivered by alternative modes. Restaurants remain limited to takeout food services, so U of T’s food services remain closed with the exception of certain residents dining facilities.

Parks in the province remain closed, but in this stage, U of T may eventually be allowed to reopen its public outdoor spaces.

Resumption of any on-campus operations must be approved institutionally. For more information, access the COVID-19 Leadership Toolkit and review information on what documents must be submitted to HR & Equity for approval. Information on how to submit these documents to HR & Equity is available in the Toolkit.

Please note that submission of the General Assessment Tool is not required unless a unit is requesting to resume on-campus operations.

Stage 2

In Stage 2, more areas would be added to the province’s essential services list, with physical distancing measures remaining in place and limits on gatherings. We anticipate that some government and institutional services will resume, as well as some larger retail and entertainment.

Most people who are able to work from home would continue to do so, including most U of T employees. We might see partial reopening of restaurants, including
eateries on our campuses. The number of individuals permitted to gather may increase, allowing smaller classes to meet in-person, as well as some research and office settings to resume in-person work.

Resumption of any on-campus operations must be approved institutionally. For more information, access the COVID-19 Leadership Toolkit and review information on what documents must be submitted to HR & Equity for approval. Information on how to submit these documents to HR & Equity is available in the Toolkit.

Please note that submission of the General Assessment Tool is not required unless a unit is requesting to resume on-campus operations.

Stage 3

In this stage, the government would allow all businesses to reopen, although physical distancing requirements could remain in place. There would likely be limits on gatherings of crowds beyond 100-250 people, thereby impacting classroom formats. Restaurants may be able to reopen with looser restrictions. In this stage, U of T athletic facilities would likely be allowed to reopen as would more research spaces and the U of T Libraries.

Resumption of any on-campus operations must be approved institutionally. For more information, access the COVID-19 Leadership Toolkit and review information on what documents must be submitted to HR & Equity for approval. Information on how to submit these documents to HR & Equity is available in the Toolkit.

Please note that submission of the General Assessment Tool is not required unless a unit is requesting to resume on-campus operations.
2 SCOPE

These guidelines apply to all buildings and areas occupied or operated by the University of Toronto at all campuses and other off-campus locations. This includes spaces that are used by students and other visitors. It applies to all faculty, librarians and staff. For student-related queries, please refer to specific guidelines as they become available.

All measures taken to prevent the spread of COVID-19 should be in compliance with requirements under the Occupational Health and Safety Act and its Regulations, the Emergency Management and Civil Protection Act and its Regulations, and public health directives issued under the Health Protection and Promotion Act (HPPA).

RESPONSIBILITIES PRIOR TO RESUMING OPERATIONS

Supervisors, Managers, Academic Administrators & Principal Investigators

Before resuming operations, any individuals who supervise other employees must (below are general considerations to be reviewed in the context of units developing their guidelines):

- Determine which positions need to be on-site to support University activities. Outside of these functions, the workforce should continue to work remotely where possible until advised otherwise. For assistance, contact the applicable HR office. Please refer to the HR COVID-19 Temporary Telecommuting Work Arrangements Guidelines. Please also refer to the COVID-19 General Assessment Tool in this document.
- There may be considerations, if applicable, for individual faculty, librarians, or staff members regarding:
  - At-risk status (i.e. do staff fall within the category considered at-risk by provincial public health officials).
  - Employees may be entitled to sick leave or accommodation under existing processes.
- Please contact your divisional HR office if you require further information on sick leaves and accommodation.
- Accommodate for caregiving obligations (note that at this time, most childcare facilities and all schools in the province remain closed) and employees who live with an at-risk individual. Employees may be entitled to unpaid leaves of absence or measures of accommodation under existing processes.
If a faculty/librarian/staff member requests workplace accommodation, the applicable HR & E office (e.g. divisional HR office, Health and Well-Being, Family Care Office) will provide guidance.

- Consider transportation concerns around use of public transit – see information from the Toronto Transit Commission (TTC). Please visit applicable transport authority website (Go Transit, MiWay) for more information and refer to the use of personal, non-medical masks in the PPE section. If you wear a non-medical mask while commuting, and if you choose to wear a non-medical mask at the University, please ensure that you change masks when arriving on-campus.

- If employees are required to come to campus to conduct work and they have questions regarding personal use of vehicles or would like to discuss commuting needs, they should speak to their supervisor/manager for arrangements on a case-by-case basis. The supervisor/manager should consult with their HR contact.

- Develop, document, implement and enforce appropriate operating procedures specific to the unit. Allow sufficient time for planning and implementation prior to resuming operations. Please see Appendices in this document for templates.

- Ensure unit-level enforcement plans are fair, unbiased and non-discriminatory. Issues regarding compliance are expected to be varied and unique and are to be assessed on a case-by-case basis by applicable unit leads. If additional assistance is required, contact HR/EHS.

- Confirm that measures put in place (e.g. physical distancing requirements, PPE requirements) are compliant with accessibility requirements.

- Ensure, following reopening, that controls identified in the COVID-19 operating procedures specific to their unit are followed.

- Provide equipment, personal protective equipment (PPE), instructions or other resources as identified by the COVID-19 operating procedures.

- Ensure faculty, librarians and staff are provided with appropriate accessible communications and training on the re-entry procedures.

- Ensure the re-entry procedure is readily available to applicable workers.

- Ensure that contractors or external vendors engaged directly by the unit to perform work in occupied buildings and shared work areas are also aware of this guideline and comply with their sector-specific COVID-19 procedures upon resumption of operations. For construction projects, refer to the Construction Guidelines when available.

- Be aware which employees are on-campus, when and where.

- Ensure staff phone numbers are current.
• Protect physical and psychological health and safety by dealing immediately and effectively with employee concerns and behavior. Please contact your Divisional HR Office for consultation if needed. Units may consider having a designated person receive and collate all queries to ensure consistent, clear messaging and follow-up.

All Employees

If returning to our campuses to work, all employees must:

• Report hazards and concerns to their supervisor/unit head.

• Request accommodation where applicable by speaking to their supervisor/manager/unit head or HR.

• Review and follow instructions in the re-entry procedures specific to your work unit.

• Use equipment and/or PPE as defined in the re-entry procedures.

• Follow applicable procedures in the event of suspected exposure to or illness caused by COVID-19. If the employee suspects they have been exposed to COVID-19 and/or is experiencing symptoms, the Ontario Ministry of Health self-assessment for COVID-19 must be completed: https://covid-19.ontario.ca/self-assessment/. Upon completion of the self-assessment, the employee will receive information on what to do next.

• Immediately contact the U of T’s Occupational Health Nurse by email at ehs.occhealth@utoronto.ca if they test positive for COVID-19.

• Stay home if sick. If units are having difficulties with employees who are not compliant, please speak with your HR contact. For student related issues, direct queries to applicable U of T contact/academic lead.

• Complete the relevant self-declaration form after reporting their absence to their manager/supervisor/department head if sick or self-isolating.

The University will use this information to monitor the overall health of our community.

- Appointed Faculty & Staff and Librarians Employee Absence Self-Declaration form
- Non-Appointed Employee Absence Self-Declaration form
Students

If returning to campus, students must:

- Stay home if sick.

- Declare their absence through the Absence Declaration tool on ACORN if they are sick or self-isolating.

- Consider advising their supervisor, undergraduate coordinator, or graduate coordinator of their status if they are sick or self-isolating.

- Abide by the relevant sections in this guideline if employed by or conducting work for the University.

For student-related queries, please refer to applicable guidelines when they become available.

Campus-Specific Property Management / Facilities Management Groups

Before resuming operations, property and facilities management groups must:

- Review this guideline, and in consultation with appropriate stakeholders, implement measures in this guideline in common and shared areas in buildings (e.g. stairwells, loading docks, corridors, elevators and lobbies, washrooms). Post clear instructions to ensure communication for all building users, including visitors.

- Ensure that contractors are aware of and comply with the COVID-19 procedures applicable to the areas in which they will perform work.

Joint Health and Safety Committee (JHSCs)

During this highly complex emergency situation, the role of the JHSC, as part of the Internal Responsibility System, remains unchanged. As employees return to work on-campus, all Joint Health & Safety Committee members must:

- Ensure the workplace internal responsibility system is functioning by holding regular meetings and conducting monthly workplace inspections to ensure workplace hazards are addressed.

- Participate in applicable hygiene sampling plans, work refusals and critical injury investigations.

- Act as a resource for employees and receive their health and safety concerns when an issue is not resolved with the employee’s supervisor and manager.
• Contact the U of T JHSC Manager, if they have any concerns: irn.tang@utoronto.ca.

Environmental Health and Safety

Environmental Health and Safety is responsible for:

• Developing and periodically updating this guideline, in consultation with the appropriate stakeholders, based on the changing COVID-19 situation and public health directives.
• Managing all COVID-19-related employee cases and risks at the University via the Occupational Health Nurse.
3 MEASURES TO REDUCE THE RISK OF TRANSMISSION

Certain key elements need to be addressed in operating procedures and must be in place before on-campus operations resume. Units should utilize these workplace guidelines in order to develop their own COVID-19 procedures for their specific workplace.

SCHEDULING TASKS & WORKFLOWS

Investigate ways to reduce potential exposure to the COVID-19 virus by minimizing the need and possibility of in-person interactions as much as possible. This may be on-going and may require adjustment over time, depending on applicable government and public health directives. For example:

- Reduce traffic into physical work spaces by continuing to operate remotely as much as possible, and have staff work from home in keeping with the document entitled *UTogether2020: A Roadmap for the University of Toronto.*
- Implement staggered shifts and flexible work arrangements to reduce the number of people in a space at the same time. Consider cohorts so the same individuals are scheduled to be in at the same time.
- Ensure any scheduling changes are consistent with collective agreement and policy requirements.
- Consider whether the work of the unit can be rearranged to reduce the need for in-person contact:
  - Provide services on-line or by phone.
  - Increase information on websites to reduce in-person inquiries.
  - Review services being offered to determine what is essential to offer onsite and what can be eliminated, deferred, or provided offsite.
  - Use text communication to minimize in-person interaction as much as possible.
  - Schedule virtual meetings, sharing screens, training/webinars etc.
  - Divert essential in-person appointments to virtual discussion to minimize in-person time required.
- Workers who are sick or experiencing symptoms of COVID-19 should stay at home until cleared to return to work. Refer to COVID-19 HR guidelines. Due to absenteeism, illness or self-isolation, scheduling needs to be flexible.
- Minimize the need for individuals to wait in a waiting room (e.g., by spreading out appointments, having each individual stay outside the facility until the room is ready for
them and then call in by phone preferably, or by scheduling visits to eliminate people gathering in reception areas).

- Remove non-essential items from any counters that the public/clients/staff may touch. This will reduce the need to disinfect those items.

- Continue to promote COVID-19 awareness, education, behaviours, and cough etiquette. Procedures include frequent handwashing and use of hand sanitizers.

- Anyone who enters University buildings will be screened through use of the University-approved poster (Restricted Access Poster 8.5x11 FA poster). Ensure screening procedure is unbiased, fair and not discriminatory. In addition, use restricted access measures including key/fob control.

- Discourage sharing of equipment such as telephones, keyboards, desks or workstations. Please refer to the General Assessment Tool below.

- All non-essential travel should be avoided. Should someone choose to travel, please review the Government of Canada Foreign Affairs website for travel advisories and ensure follow-up is conducted with their applicable travel insurance company regarding coverage restrictions. Public Health directives will need to be followed at the destination country as well as upon return to Canada (see Government of Canada website). For those returning to Canada after travelling abroad, please ensure that the travel guidance is followed and if COVID-19 related symptoms develop upon return please contact our occupational health nurse (ehs.occhealth@utoronto.ca).

PERSONAL MEASURES TO REDUCE RISK OF EXPOSURE

Units should advocate the following Infection Prevention and Control strategies, which are based on government and public health directives:

1. Avoid touching your face, nose or mouth with unwashed hands.
2. Wash your hands often and thoroughly with soap and water or alcohol-based hand sanitizer.
3. Practice proper respiratory etiquette, such as sneezing and coughing into your elbow.
4. Do not shake hands.
5. Maintain physical distancing of two metres or more.
6. Sick employees should stay home.

In order to support the above strategies, units should refer to the Resources in this guideline.

PHYSICAL ENVIRONMENT MEASURES TO REDUCE RISK OF EXPOSURE

- Provide space for physical (social) distancing of at least two metres between colleagues, employees, students and visitors (e.g. by moving desks).

- Modify furniture arrangement for visitors or staff to increase physical distancing (pre-arrange moving of furniture with local facilities group).
- Remove or tape off chairs in waiting rooms, service and receiving areas to promote physical distancing for the public.

- Consider measures such as restricting building access to fob/key only.

- Floorplans are available for all three campuses through Campus & Facilities Planning: https://updc.utoronto.ca/campus-facilities-planning/building-plans/. However, it is recommended that each unit and/or manager develop their own simple schematics as/if applicable. In many instances, because of reduced occupancy, adhering to general physical distancing and using our resources including but limited to: floor stickers and elevators signs will suffice. EHS will assist for specific division level considerations.

- Install other protective barriers, such as clear plastic sneeze guards (consider only if other measures are not feasible or it is not possible to maintain physical distance of two metres.

- Caretaking will implement applicable procedures for high touch areas in common spaces (such as doorknobs, elevator buttons, light switches, handrails, etc.); however, building occupants are also asked to clean high touch areas in their workspace (such as workspace countertops, shared equipment/tools) throughout the day. Units can contact Caretaking for supplies.

- **Public health authorities** advise that COVID-19 spreads through direct, close, person-to-person contact with droplets from someone who is infected with the virus through their cough or sneeze. It may also be possible for people to get COVID-19 by touching a surface or object that has the virus on it and then touching their own mouth, nose, or possibly their eyes. Therefore transmission through the ventilation is not a material risk for the general occupant.

**Reminder:** consideration must be given to accessibility requirements when making changes to physical workspaces.

**COMMUNICATIONS AND INSTRUCTIONS**

Once a re-entry plan has been developed, it is important to communicate this plan in accessible and plain language to faculty, librarians, staff, students and other users of the space. The communication strategy will vary depending on the unit, but here are some recommendations:

- Consult with divisional, faculty, campus and University communications teams for resources and materials. Communications may take the form of memos, emails and meetings (following physical distancing). Ensure alternate formats of communication are made available. Please contact the Accessibility for Ontarians with Disabilities Act (AODA) Office or appropriate divisional HR office for more information.

- Direct readers to University websites and resources for further information – see Appendix A for Resources.

- In addition to faculty, librarians, staff and students in the unit, consider how you will communicate with contractors, organizations and other departments that you work with routinely. Please refer to the COVID-19 Construction Guidelines when available.
• Update procedures for scheduling appointments.

• Post signage at an accessible height to remind workers and inform students and visitors. (Common signage will be developed for use across the University.)

• Post information on your website or send email to all clients advising them to call prior to coming to your office or facility, and update your email signature with instructions on new procedures.

• Utilize social media channels to provide updates and reminders.

• For high traffic flow areas, consider providing a resource to explain the procedure and direct visitors.

• Communications will need to occur more than once. Consider creating an official feedback mechanism (refer to Diagram 1) to get feedback from faculty, librarians, staff and students who may have additional suggestions to improve the procedure. The procedure may also change over time as restrictions continue to lift. The re-entry procedure may need to be adjusted over time and re-communicated to relevant parties.

Rumours and misinformation can circulate rapidly amongst the community and widely via social media. Stigma can undermine institutional cohesion and prompt possible social isolation of individuals and/or groups, which might contribute to a situation where the virus is more, not less, likely to spread. Stigma is when people are labelled, or stereotyped, and can lead to discrimination in the workplace based on their age, disability, ethnic origin, place of origin, and race, or other protected grounds in the workplace. Consider creating unit-level communication and awareness campaigns, tailored to specific workplace environments, developed with assistance from University of Toronto Communications, EHS, and HR & Equity Offices.

For more information, please review the document entitled Social Stigma associated with COVID-19 from UNICEF.

WORKSTATION ERGONOMICS

Employees may have questions about workstation ergonomics when working at home or making changes to their workstation (e.g. furniture or computer equipment being moved after cleaning/disinfection or after re-arrangement for meeting physical distancing). Please visit the EHS Office Ergonomics webpage and the EHS Office Ergonomics Infographics website. Employees can further learn about how to fully assess and set up their workstation by taking the free online course EHS536 Office Ergonomics (to locate the course please go to the My EHS Training and follow the instructions). If you have a specific request such as taking office equipment home, please contact your supervisor. Supervisors/managers can contact HR for assistance.
In order to better respond to the global COVID-19 pandemic and protect the health of faculty, librarians, staff and students, the University’s tracking procedures for probable or confirmed COVID-19 cases among members of our University community are outlined in this section.

Any faculty member, librarian, staff or student who tests positive for COVID-19 should immediately take the following actions:

1. Report this result directly to U of T’s Occupational Health Nurse by email at ehs.occhealth@utoronto.ca.
2. Report their sickness to their manager in accordance with departmental processes.
3. Complete the self-declaration form (student/employee).

Note: Faculty members, librarians or staff who become aware of a probable/confirmed COVID-19 case amongst students, contractors or visitors should also contact the U of T Occupational Health Nurse.

The Occupational Health & Safety team at EHS will work with the appropriate offices to do our best to inform those who have had contact with the individual in U of T workplaces, in keeping with public health directives. Public health authorities may also contact exposed persons as is their usual practice. Please note: ALL CONTACT TRACING for the University MUST be conducted by the Occupational Health Nurse.

Please note that the University must respect the privacy of individuals who are being tested or who have tested positive for COVID-19 and ensure that this information is kept confidential. Managers, Academic Administrators including Deans and Chairs, and Unit Heads should not send any messaging directly to faculty members, librarians, staff, students or others about suspected or confirmed cases. If you have questions regarding appropriate messaging about COVID-19, please contact gina.trubiani@utoronto.ca.

Once a risk assessment is completed, instructions on cleaning and disinfection of work areas will be provided by EHS to Caretaking. Caretaking on each of the three campuses have procedures in place to close off the affected areas. Cleaning and disinfection will be completed in compliance with public health guidelines.
COVID-19 GENERAL ASSESSMENT TOOL

Figure 2: Key steps of re-entry planning assessment, control and continuous improvement of processes

The process outlined below follows the continuous improvement process shown in Figure 2.

*Research: Please refer to the Guideline for Reopening Research Space.

Instructions to Chief Administrative Officers (CAOs) for non-research activities:

1) CAOs develop a proposal for resuming operations appropriate to the recovery stage, specifying names, job titles and duties. CAOs send this plan to HR & Equity via the
subdivision process outlined in the COVID-19 Leadership Toolkit for central review and approval. Once approved, CAO proceeds with the next step.

Please note that submission of the General Assessment Tool is not required unless a unit is requesting to resume on-campus operations. However, departments can use the Tool for planning future resumption of on-campus operations.

2) CAOs/critical leads review the following questions. If the answer is “yes” to any of the questions below, CAOs are to assign a designated contact for each applicable unit to complete the remainder of the steps:

- In your operations, are employees, students, visitors and other U of T community members routinely in close proximity (<2 metres) from each other?
- Does your operation require equipment to be shared?
- Does your operation require employees to travel to numerous different sites on-campus?
- Does your operation include international travel or direct interactions with U of T community members from outside Canada?

If you have any special considerations (e.g. outdoor areas, food service, etc.), please continue to follow these steps and contact EHS (ehs.office@utoronto.ca) for assistance.

3) The CAO/critical lead/designate completes the COVID-19 General Assessment Tool (below). Document measures and strategies for your unit in this Tool. For units that oversee multiple work areas, an excel template is also available to document controls across multiple locations (Appendix B – COVID-19 Control Template (excel)).

4) The CAO/critical lead/designate implement the measures identified by the COVID-19 General Assessment Tool.

5) For larger units that require task-specific procedures, the CAO/critical lead/designate can use the COVID-19 Standard Operating Procedure template (Appendix C) to develop written procedures.

6) If, after completing the General Assessment Tool and implementing the measures listed in the Tool and PPE is required, follow the instructions in the PPE section of this document. EHS approval is required for all PPE requests.

7) If, after completing the General Assessment Tool and implementing the measures listed in the Tool and a protective barrier is required, please request an EHS assessment.

8) As re-opening continues, CAO/critical lead/designate review and update the existing General Assessment Tool, PPE Requests (if applicable) and unit-based procedures.
If you have questions or require assistance in completing this tool or have any special considerations, please contact your local Environmental Health and Safety (EHS) office or you can reach out to EHS at ehs.office@utoronto.ca.

Prior to making any physical changes to the workplace, any installation that involves the disturbance of building fabric (e.g. walls, flooring, ceiling) should be evaluated for asbestos. For example, some lab countertops may also contain asbestos. Please always work with your Property Manager or local facilities group to ensure proper procedures are followed. Please also work with your Property Manager or local facilities group for moving any furniture or heavy items to reduce the risk of injury.

Consideration must be given to accessibility requirements when making changes to physical workspaces – please contact your Divisional HR Office or the AODA Office for assistance.

The COVID-19 General Assessment Tool and link to the fillable template is available on the next page.
COVID-19 GENERAL ASSESSMENT TOOL

An electronic version of this WORD document is available: http://ehs.utoronto.ca/wp-content/uploads/2020/05/COVID-19-General-Assessment-Tool-20200528.docx

This document is an assessment tool for assisting unit leads in applying COVID-19 exposure-reducing controls, strategies and precautions in their operations. There is a large variety of different operations and physical work environments across the campuses and each unit should review their specific operations and physical environment to determine which of the controls below can be implemented. The Toronto Public Health document Strategies to Increase Physical Distancing and Spread Reduction for Community Partners is also an excellent resource for workplaces. If you have questions or require assistance in completing this tool, please contact your local Environmental Health and Safety designate, or you can reach out to EHS at ehs.office@utoronto.ca. If you would like to see a sample of a completed General Assessment Tool, please contact EHS.

Please note that submission of the General Assessment Tool is not required unless a unit is requesting to resume on-campus operations. For more information on how to request approval to resume on-campus activities, access the COVID-19 Leadership Toolkit and review information on what documents must be submitted to HR & Equity for approval. Information on how to submit these documents to HR & Equity is available in the Toolkit.

Employees who have a medical condition and are concerned about COVID-19 (e.g. are medically at-risk) should contact U of T Health and Well-Being for guidance: hwb@utoronto.ca or 416-978-2149.

Unit: _____________________________________________________________  Date: ________________________________________

Assessed by : _____________________________________________________  Job Title: ________________________________________
# SCHEDULING/WORKFLOW/TASK ASSESSMENT

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<th>Assessment</th>
<th>Provide details where applicable</th>
<th>Status</th>
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<tbody>
<tr>
<td>1) Tasks have been assessed and classified to determine which tasks must</td>
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<tr>
<td>be performed on-site versus off-site.* Tasks which must be done on-site</td>
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<td>are further sorted into critical and non-critical tasks. Non-critical on-site</td>
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<td>tasks may be delayed until after the pandemic as appropriate and determined</td>
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<td>by unit lead. *Unit leads to confirm that operations/tasks may legally</td>
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<td>occur on-site in keeping with provincial directives.</td>
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<td>2) Tasks have been assessed and where appropriate, modified to reduce direct</td>
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<td>contact with persons and to follow physical distancing (&gt;2m). Evaluate</td>
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<td>the total number of individuals at the workplace and develop a physical</td>
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<td>distancing plan. Examples are:</td>
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<td>• Change services (partial or all) to online, over-phone, virtual meetings</td>
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<td>or by appointment only.</td>
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<td>• Use strategies such as working at home, staggering or using rotational</td>
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<td>shifts to reduce the number of employees present at one time.</td>
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<td>• Physically space out tasks while following physical distancing.</td>
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<td>• Documents – modify processes to allow for electronic confirmation or photos</td>
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<td>of signed documents.</td>
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<tr>
<td>• Cash – determine if cashless payment can be implemented.</td>
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<td>• Redesign tasks to reduce overall handling of objects.</td>
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<td>• Reduce shared equipment and personal protective equipment (PPE) and</td>
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<td>providing individual equipment where applicable.</td>
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<tr>
<td>• Implement contactless delivery; instruct delivery person to call/text</td>
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<td>when package is ready for drop off.</td>
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<tr>
<td>• Limit or close off areas that encourage large gatherings.</td>
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<tr>
<td>• Review upcoming events and cancel, modify and plan events using</td>
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<tr>
<td>strategies listed in this document. Reschedule or cancel non-essential</td>
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<td>in-person group activities.</td>
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<tr>
<td>• Schedule groups of staff in teams to limit rotation between teams.</td>
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<tr>
<td>In the event a COVID-19 case occurs amongst one of the team members,</td>
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<tr>
<td>only one team would go into self-isolation, not multiple teams.</td>
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<tr>
<td>• Arrange traffic flow to reduce face-to-face discussions where appropriate</td>
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<td>(e.g. stand beside or diagonally).</td>
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3) If your work requires you to use a uniform, bag personal attire and uniform separately before storing in your locker room. Clean uniform daily if feasible. Wash at highest temperature. Launder items according to the manufacturer’s instructions.

4) Develop an enforcement plan for physical distancing which embeds an equity lens (e.g. how to engage with community members who will not maintain physical distancing). Ensure adequate processes/procedures with equity in mind are in place (please consult with HR & Equity). For employees, engage with the appropriate supervisor/management and where applicable, campus police. For students, engage with the applicable academic unit and where applicable, campus police. The plan should include a mechanism for reporting non-compliance and developing a script for reminding others of physical distancing.

**PHYSICAL ENVIRONMENT/PHYSICAL DISTANCING**

Prior to making any physical changes to the workplace, any installation that involves the disturbance of building materials (e.g. walls, flooring, ceiling) should be evaluated for asbestos. Always work with your local property manager or local facilities group to ensure proper procedures are followed, including the applicable process for management approval. Please also work with your property manager or local facilities group for moving any furniture or heavy items to reduce the risk of injury. Consideration must be given to accessibility requirements when making changes to physical workspaces – please contact HR or the AODA office for assistance.

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<tr>
<th>Assessment</th>
<th>Provide details where applicable</th>
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<tbody>
<tr>
<td>1) Strategies to encourage physical distancing have been implemented. Examples are:</td>
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<tr>
<td>• Use protective barrier such as a stanchion, chairs or tables with sign indicating the need to maintain physical distance (ensure any changes contemplate accessibility of the modified space and for specific questions about accessibility, contact the AODA office)</td>
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<tr>
<td>• Use tables or labels to mark floors to maintain physical distancing</td>
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<tr>
<td>• Scheduling/staggering use of common areas (e.g. lunchrooms, kitchenettes).</td>
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<tr>
<td>• Review space inventory and repurpose areas to support physical distancing (e.g. provide desk in meeting room to enable physical distancing between co-workers). Contact the applicable facilities group to move furniture and other heavy items.</td>
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</table>
- Consider the distance of occupied workstations. This distance must be a minimum of 2m. Use tape or other markings to denote individual space as appropriate.
- Adjust (move) workstations to enable the physical distancing as appropriate. Engage with the applicable property/facilities management group and/or facilities design group.
- Convert small meetings rooms to one-person offices where appropriate.
- Remind staff to practice physical distancing during meetings.
- Schedule more frequent meetings with fewer participants and using virtual meetings as much as possible.
- Post signage with maximum number of users in common areas (e.g. lounges, kitchenettes at one time). [e.g. As a rough first-cut calculate the maximum capacity of each room by dividing the net usable area by the square of the locally acceptable social distance (e.g., for a 2m physical distance: a 40 m² room divided by 4 m² would have a recalculated maximum capacity of 10 people. Other considerations include pathways around furniture and exit/entrance which may reduce this number.]
- Schedule groups of staff in teams to limit rotation between teams. In the event of COVID-19 case occurs amongst one of the team members, only one team would go into self-isolation, not multiple teams.

2) Staff in public facing positions have been advised on where to position themselves to maintain physical/distancing, including how documents/objects can be dropped-off and picked up. Examples are:
- When a protective barrier is not feasible and documents/objects are exchanged, between staff and visitor can stand diagonally across the counter.
- Designated drop-off points at the end of the counter to allow staff to walk away while the visitor walks toward the drop-off point for pick up.
- Signs/tape/instructions are posted with instructions to the visitor on this process.
- Identify physical distancing strategies for locker rooms (e.g. staggering, maximum occupancy, signage).

3) There is a procedure to limit the number of drop-in visitors. Examples are:
- Limit/monitor the number of visitors allowed into reception.
- Use contactless ticketing system.
- Direct and control traffic flow (e.g. staff stationed to instruct visitors, arrows/signs to direct flow of traffic to reduce visitors from crossing paths with each or staff).

4) **Strategies for physical distancing and directing the flow of traffic in common areas such as elevators, hallways, stairwells, lobbies and other common areas have been implemented. Examples are:**
   - Establish and post clear procedures (e.g. stay to the right, no passing, follow physical distancing while queuing).
   - Post maximum occupancy (e.g. maximum 2 at a time in the elevator).
   - Station a staff member, security or patrol to direct flow, explain procedures and enforcing procedures.
   - Plan should include building access control where appropriate (e.g. security at the entrances, door/fob access only).
   - Identify dedicated entry and exit doors were possible.
   - Where facilities allow, consider designating “up” and “down” stairwells.

5) **Remove non-essential items from reception/service counter/desks.** Essential items are placed in such a way that it does not promote flow towards staff. E.g. provide a small separate table for these items away from the counter.

6) **Assess if non-essential high touch services can be removed (e.g. doors, cabinet doors not required for security) or affix doors in open position.**

7) **In common areas (e.g. waiting areas, reception areas, lunchrooms, locker rooms, lounges), tape off, remove or modify tables and chairs to follow physical distancing. Examples below (reference: [Toronto Public Health](#)):**

![Table with examples of physical distancing](image-url)
8) Strategies for washroom use have been implemented. Examples are:
   • Posting maximum occupancy to maintain physical distancing.
   • Posting instructions (e.g. ways to announce yourself). Ensure accessibility is considered.
   • Single staff all gender washrooms and accessible washrooms may be used more frequently. Ensure a mechanism is in place to deter inappropriate use (e.g. signage).
   • Ensure these washrooms are included when posting instructions and creating procedures and that signage is placed at an accessible height and in different modes of communication. Refer to the AODA office for guidance and support.

9) Due to physical distancing and staggering of work shifts, employees may be working alone more frequently. Where applicable, working alone procedures have been implemented and communicated (refer to the Working Alone Guidelines).

10) Develop a plan for controlling access points. Engage the appropriate property or building management group and with campus police and facilities/fire prevention where applicable.

VEHICLES

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<th>Assessment</th>
<th>Provide details where applicable</th>
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<tbody>
<tr>
<td>1) Where possible, only one staff member in the vehicle at one time to maintain physical distancing. We request managers be flexible regarding approval of multiple vehicles to be used in order to facilitate physical distancing. For further questions, please contact HR.</td>
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2) Where possible, use seating arrangements that provide the greatest amount of separation between workers. Driver and passenger positions remain unchanged during the shift.

3) Where possible, avoiding facing each other while talking due to proximity in vehicles.

4) Procedure for vehicle use include disinfecting high touch surfaces between operators (e.g. steering wheel, climate control buttons, radio buttons, windshield control buttons, gear shifter, seat belt bucket).

5) Remove unnecessary belongings/clutter, eliminate items not required as part of the job. Place a garbage bag or wastebasket in a convenient spot to avoid trash (e.g. used gloves, wipes, etc.) piling up and regularly dispose the trash.

6) Where possible, arrange for the same driver throughout a shift.

7) Be mindful that public equipment/surfaces may be contamination sources (e.g. pump handle for nozzle, keypad). Make payment using contactless or electronic means as much as possible. Wear gloves and disinfect public equipment/surfaces if feasible. If not feasible, wear gloves. Do not touch face and sanitize hands after touching public equipment/common surfaces.

8) Similar to common areas such as lunchrooms, implement physical distancing strategies for terminal points and loading docks.

**HAND HYGIENE/CLEANING & DISINFECTION**

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<tr>
<td>1)</td>
<td>Handwashing facilities with soap and water area available. If soap and water are not available, alcohol-based hand sanitizer are provided. Ensure accessible washrooms are stocked with appropriate materials. Provide disposable paper towel for drying where feasible.</td>
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<td>2) <strong>Hand washing posters</strong> are posted at handwashing areas and <strong>cough/sneeze etiquette</strong> posters are posted.</td>
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3) Ensure disposable paper towel is available for drying hands as an option.

4) High touch surfaces are cleaned and disinfected frequently. Caretaking cleaning procedures comprise of frequent cleaning of high touch areas in common spaces (such as: doorknobs, elevator buttons, light switches, handrails, etc.); however, building occupants are also asked to clean high touch areas in their workspace (such as: workspace countertops, shared equipment/tools were individual equipment/tools are not feasible, touchscreens, keypads) throughout the day. Units can request cleaning supplies from Caretaking.

5) Where applicable, use disinfectants that have a DIN (Drug Identification Number in Canada). Use products per manufacturer’s instruction and that are compatible with equipment/material being cleaned/disinfected.

6) Where pens are needed for signatures, have two piles. Clean pens can be placed individually on the table, “used” pens can be placed in a “used” bucket. Disinfect “used” pens as needed. Carry own pen to avoid sharing.

**COMMUNICATION**

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<tr>
<td>1) COVID-19 prevention/precautions and COVID-19 assessment posters been posted at entrances to the workplace.</td>
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This guideline is expected to change often based on COVID-19 related public health and government directives. Please do not download/circulate this document; visit the [COVID-19 Leadership Toolkit](#) for most up to date version. This guideline is intended to be used by CAOs, HR managers and academic leadership.
These and other COVID-19 related posters are available at:
https://ehs.utoronto.ca/covid-19-information/

2) Additional COVID-19 posters prevention/precautions and reminders for physical distancing are posted at counters and service points.

3) When scheduling shipments (drop-offs) and appointments, parties are screened (see COVID-19 assessment poster) and where applicable, provided with department-specific procedures regarding COVID-19.

4) For regular/repeat visitors, there is a process for communicating COVID-19 prevention/precautions (including physical distancing), COVID-19 assessment criteria and other department-specific instructions regarding COVID-19.

5) Communications/procedures/instructions (including department specific instructions) have been communicated to employee:
   - Existing documents, including emergency procedures, have been reviewed and if applicable, have been updated to include COVID-19 related changes.
   - Employees have been provided with instructions on how to report COVID-19 related absences
   - Employees know who they can contact if they have questions and concerns (e.g. supervisor.)
• Managers/supervisors should be aware of return to work and accommodation procedures related to COVID-19 (contact your local HR office for more information).

6) Staff (e.g. reception/service counters) have been provided with scripts to remind visitors about physical distancing. E.g. *Hi, welcome, just a reminder that everyone is being asked to stand two metres apart to keep you safe.*

**PROTECTIVE BARRIERS**

Protective barriers such as sneeze guards and Plexiglas may be appropriate under certain circumstances, when all the other controls listed above regarding workflows/tasks modifications and physical distancing (2m) has been reviewed and implemented to the extent possible. Locations where protective barriers should be considered:

- Healthcare setting
- Continuous flow of traffic of external clients (e.g. public/contractors/delivery personnel)
- Frequent activities requiring employee to be in close contact (<2m) from clients:
  - signing (e.g. delivery desks or docks, signing out keys, checking out books)
  - document verification (e.g. need to check drivers’ license)
  - payment (e.g. credit card, T-card, etc.)
  - exchange items with clients (e.g. cash changing, keys, etc.)
  - exchange of information (e.g. information booth, directions, etc.)

Before determining whether a protective barrier is the appropriate options, consider the following:

- What are the consequences of installing a protective barrier? What tasks and operations will have to be modified to accommodate the protective barrier? What is the impact on communications between individuals?
- Ensure any changes contemplate accessibility of the modified space and for specific questions about accessibility, contact the AODA office.
- Will documents or objects need to be passed through the protective barrier? If so, have operations been modified to eliminate this (e.g. designated drop off point away from the protective barrier). If an opening is required, is the opening placed in a way that it does not interfere with the protective barrier’s ability to prevent direct contact (e.g. bottom of the protective barrier, end of service counter)?
- How mobile are the employees in the work area? Are they required to work outside of the protective barrier on a regular basis?
- How will the protective barrier be installed? Please note that any installation that involves the disturbance of building materials (e.g. walls, flooring, ceiling) should be evaluated for asbestos. Some lab countertops may also contain asbestos. Please always work with your property manager or local facilities group to ensure proper procedures are followed and follow applicable process for management approval.
• Will the employee and other parties be sitting or standing during the interaction (to assess the height of the protective barrier)?
• The frequency of visitors/students/contractors/other U of T employees and/or deliveries to the counter.

If you require a protective guard for your operations please contact your local EHS department for an assessment. You can also reach out to EHS at ehs.office@utoronto.ca.

**PERSONAL PROTECTIVE EQUIPMENT (PPE)**

Please review the COVID-19 General Workplace Guidelines section on PPE for instructions on requesting PPE. PPE requests must be approved by EHS.

Administrative and engineering controls listed above are the most effective ways of reducing transmission. PPE should be considered only when all potential administrative and engineering controls have been applied. The PPE guidance below is for non-healthcare settings. Healthcare providers on-campus should follow the appropriate infection control practices from the Ontario Ministry of Health for healthcare-settings. In addition, workers should follow their unit's requirements for PPE. If PPE is necessary, training/instructions on usage, maintenance and disinfecting/cleaning (for reusable PPE) must be provided. If using masks or face coverings, considerations should include the presence of flammables and ignition sources during the activity.

PPE may be an alternative under some circumstances. Some examples are:

- **Gloves:**
  - Tasks that require frequent handling of mail, packages from unknown or variety of courses
  - Work environments with a lack of handwashing facilities nearby

- **Surgical masks**
  - Unless required by the Ministry of Health, the general use of face masks for protection against COVID-19 is not necessary if other controls such as physical distancing or protective barriers are in place. Surgical masks may be used in circumstances where persons are <2 metres. Surgical masks should only be considered if physical distancing is not possible.

It is essential that individuals use face masks properly so that they are effective and safe. It should fit properly, completely covering the face from bridge of nose to chin. Clean hands properly before putting the face mask on or taking it off. Instructions on donning and doffing surgical masks are also available from EHS.
List other controls if applicable (insert floorplan* if applicable):

*Floorplans are available from Campus Facilities and Planning group: https://updc.utoronto.ca/campus-facilities-planning/building-plans/
PERSONAL PROTECTIVE EQUIPMENT (PPE)

This information will change accordingly with government and public health directives. Please regularly refer to the University’s FAQs for updated information.

MEDICAL MASK USE

At the University of Toronto, the Environmental Health & Safety (EHS) office will determine whether employees and students should be provided with the appropriate medical masks (N95 masks, surgical masks etc.) when working in specific environments, for example, some research labs and health care settings. Where physical distancing is not possible when conducting assigned work, employees should be provided with the appropriate masks based on EHS assessment of risk.

For all other work conducted at the University, the general use of face masks for protection against COVID-19 is encouraged but is not necessary if other precautions are in place, such as physical distancing or other protective measures.

NON-MEDICAL MASK

The University is protecting the safety of our community through encouraging appropriate protective measures on our campuses. Please refer to the General Workplace Assessment Tool (Appendix B) for specific considerations. Established preventive practices (e.g. physical distancing, cough and sneeze etiquette, frequent disinfecting of high-touch points, hand hygiene and avoiding face touching) remain the most effective protection against COVID-19. In addition, practices such as waiting for the next elevator or taking the stairs, using a less busy hallway and allowing others to pass before proceeding will be encouraged at the University with signage and other communications.

Non-medical face masks are another protective measure that students, faculty, staff, and others at the University can use. Non-medical face masks include homemade and store-bought cloth masks and non-medical surgical type masks, as well as other types of face covering. Wearing a non-medical mask in the community may reduce the spread of COVID-19 because when someone infected with COVID-19 wears a mask, it reduces the chances of infecting others. It has not been proven that wearing such a mask protects the person wearing it.

It is recommended that you use a non-medical mask to reduce the risk of transmission of COVID-19 when physical distancing may be challenging or not possible – for example, while taking transit, visiting grocery stores or pharmacies, and when receiving essential services. Where physical distancing measures are in place, individuals who are not required to wear a
mask for work purposes may choose to use a non-medical mask as an elective measure while on our campuses.

If you are required to be on-campus to conduct work and cannot maintain physical distancing, please speak with your supervisor. Supervisors may contact EHS to request a risk assessment, after which employees would be provided with the appropriate mask for the work being performed.

Please note, transient interactions have not been shown to create a material risk of exposure to COVID-19. Walking by someone with COVID-19 or being briefly in the same room at less than 2 meters is not considered contact and is not believed to put an individual at materially increased risk of infection. Therefore, non-medical masks are not thought to be of use in these situations.

Since wearing a non-medical mask is a personal choice when physical distancing measures are in place, there may be a variation in use across our campuses depending on personal preference. It is important that we respect the preference of our fellow community members. There may be some individuals who cannot wear masks for personal or medical reasons. In some cases, individuals may be impacted in their ability to wear masks by personal characteristics, including religious affiliation, disability, etc. In some cases, accommodations may be required. Please contact the AODA Office for support in such cases.

U of T non-medical cloth masks may be distributed to students and employees for their personal use over the coming months. These masks are not medical grade and should not be used in circumstances where medical grade masks are to be used. More information regarding the distribution of University-provided masks will be forthcoming.

It is the responsibility of each individual to replace their U of T cloth mask if they lose it or need to dispose of it. Individuals wearing non-medical masks, whether provided by the University or not, are required to clean their masks regularly and replace them periodically following the instructions of the manufacturer and advice of public health authorities. Do not use medical masks designed for health-care workers for personal use. If you wear a non-medical mask while commuting, and if you choose to wear a non-medical mask at the University, please ensure that you change masks when arriving to campus.

For more information regarding use of masks, please go to:

PPE ASSESSMENT AND REQUEST PROCESS

At the University of Toronto, the Environmental Health & Safety (EHS) Office will determine whether employees and students should be provided with the appropriate medical masks (N95 masks, surgical masks etc.) when working in specific environments such as some research labs and health care settings. For all other work conducted at the University, the general use of face masks for protection against COVID-19 is encouraged but is not necessary if other precautions are in place, such as physical distancing or other protective measures.

*Research:* For PPE requests associated with research activities, please follow the Physical Distancing Flowchart in Appendix B as per the Guideline for Reopening Research Space.

For non-research resumption of activities, CAOs, and their critical leads, are asked to review these guidelines and to complete the COVID-19 General Assessment Tool. AFTER completing the COVID-19 General Assessment Tool and implementing other controls (e.g. physical distancing, workflow modification) and - only if PPE is required - complete the PPE Needs Assessment (Appendix D). PPE requests will be assessed by EHS to ensure that all mitigation measures have been considered in advance of relying on PPE.

Once divisional planning is complete, CAOs are asked to submit their PPE Needs Assessment (if applicable) for Stage 1 and Stage 2 operations by June 22, 2020 to critical.supply@utoronto.ca. Please use subject line: PPE Needs Assessment – Division/Faculty name.

We would request that your assessment be based on Stage 1 and 2 staffing, with a view to a future updating of the assessment using your gradual re-entry plans, as confirmed with HRE (HRE confirmation not applicable to research). With this information, we will be able to plan for the phased procurement and distribution of PPE across the tri-campus. Please consider the above definitions of Stage 1 and Stage 2 carefully when assessing need.

We recommend that you organize your PPE assessment tool by unit/area as you will be asked at a later date for a location(s) for the materials to be delivered. We expect that CAOs may have multiple delivery locations so please organize your PPE assessment tool accordingly. If you wish for all your materials to be delivered to one location only, we recommend that you still organize the PPE assessment tool by unit/area to make pick-up/distribution as easy as possible.
7 ADDRESSING EMPLOYEE CONCERNS

One of the consequences of working in a large and dynamic workplace, such as the University, during a time of pandemic is a heightened awareness of risk.

Work with your divisional HR office to assess and mitigate any concerns raised by employees during the process of re-opening, including:

(a) Health needs
(b) Caregiving
(c) Transportation

Employers have an obligation under the Occupational Health and Safety Act to take reasonable care to maintain a safe and healthy workplace, including during a pandemic.

There are multiple sources of perceived risk in the workplace during a pandemic, including:

- a confirmed or presumptive case of COVID-19 in the workplace
- a confirmed case of COVID-19 in an employee's immediate family or other close contact
- the risk of potential exposure to COVID-19 from clients, external parties, community members and other employees depending on the nature of the workplace
- concerns from at-risk employees (e.g. age related, compromised immune system, underlying medical condition, etc. subject to change as identified by provincial public health authorities) not wishing to report to work
- employee concerns about stigma, bias and discrimination in the workplace based on age, ethnicity, place of origin, race and/or disability
- employee concerns over workplace practices and control methods, including personal protective equipment, or
- employees with a generalized fear of contracting COVID-19 by travelling to or attending work

Workplaces with robust health and safety systems as well as effective communication and outreach are often able to resolve health and safety concerns related to the above factors so that they do not escalate unnecessarily.

The below are some suggestions:

1. Start each day (or week) and/or shift with a safety talk or have regular all employee check-in meetings to see how everyone is doing. Review COVID-19 measures and/or
institutional messaging. Ask for feedback and suggestions. Keep the safety talks positive. The University is engaged in numerous, exciting initiatives regarding COVID-19 – you could discuss the latest featured U of T research story, U of T News coverage, etc.

2. **Model the desired behaviour and encourage control measures**, such as physical distancing, proper personal hygiene, etc. so that employees understand and meet your expectations. Lead by example.

3. Reach out. **Be present and available to employees.** We have many employees working remotely at this time, so use institutionally approved tools such Teams to conduct staff meetings or to check in with each of your staff individually to see how they are adapting.

4. **Keep communication channels open and encourage your reports to bring concerns forward.** Talk it through and see if you can find a solution together.

5. **Be mindful of any stress that employees may be dealing with at work and at home.** If they express specific worries, pay attention. If there is a health and safety concern, address it immediately. Contact HR/EHS for assistance as required.

**What to do if your staff have concerns:**

1. **Respond calmly and with assurance.** Listen carefully before speaking. If you do not know the answer regarding a COVID-19 related question/matter, attain the appropriate information first before responding to a concern.

2. **Ask questions** such as “What more could we do? What would help ease your concerns? What would help you feel more comfortable doing this task?”. If you make changes, communicate them to anyone who may be affected, ideally in writing (e.g. confirm via e-mail to all your reports when you have implemented a safety measure). Please note: before implementing any measures, ensure you obtain approval first to ensure your proposed measure is consistent with other institutional risk mitigation measures. Contact your Divisional HR Office and EHS for assistance.

3. **Be flexible** and be prepared to accommodate individual needs. One single approach will not work for all as there are differing needs of among employees.

4. **Implement changes promptly.** When a concern is brought to your attention, respond immediately. Assessing a concern may take time; however, an immediate response to a concerned employee advising them that you are reviewing their concern and will be in touch soon as possible goes a long way to de-escalating worry and anxiety. If you need assistance in managing a concern, connect with your unit lead sooner rather than later to ensure you are provided with the support you require to effectively and expediently de-escalate concerns.

5. As per the above, **effective, pro-active and responsive communication** in keeping with institutional messaging guidelines is instrumental in de-escalating concerns both at the individual and unit level. Employees who have concerns should engage with their supervisor immediately.
8 EQUITY CONSIDERATIONS

The re-opening procedures developed in accordance with this guideline may result in changing the way work is done and the physical environment in which it is done.

This could be a variety of equity impacts, including impacts related to:

(a) Accessibility for Ontarians with Disabilities (AODA) and the Ontario Human Rights Code

(b) Individual accommodation plans, such as accommodations for employees with disabilities or family caregiving obligations, which may include specific measures relating to scheduling, the physical workspace, or other elements that could be impacted by COVID-19-related changes.

(c) Employee needs relating to disability or caregiving obligations that did not previously require accommodation may now require accommodation due to changes implemented as a result of this guideline.

(d) Stigma associated with COVID-19 due to an employee’s age, ethnicity, place of origin, race, and disability could lead to discrimination in the workplace. For more information regarding human rights, please refer to the Ontario Human Rights Commission website and the Communications section above.

(e) Stigma affects us all. Address stigma at every opportunity through communications, general education and as issues arise. Please work with our Equity offices for support and assistance to address issues, create messaging and receive communication tips.

(f) Operating procedures including screening and enforcement must include an equity lens, as specific community members within the U of T community may experience differential treatment or adverse impacts. Adequate processes/procedures with equity in mind is critical.

(g) Embed equity, diversity and inclusion when developing training modules for employees on the department/division’s procedures. Please refer to the Equity Offices for further resources.

(h) As measures are being put in place, please consider existing Ontario Human Rights Code and AODA legislation and the accommodation obligations based on family status and/or disability. For additional information, contact Human Resources and Equity.
APPENDIX A | RESOURCES FOR COVID-19

For the latest information about U of T’s COVID-19 response, please see the University’s Coronavirus page. Please take the time to review our Frequently Asked Questions (FAQs) and the Human Resources & Equity page on COVID-19 (e.g. Return to Work Processes during COVID-19 Response document). If you or members of your unit have a question that is not covered, please consider using the Contact Us button located at the top of the FAQ section to submit your question.

HR-RELATED COVID-19 RESOURCES

For a list of COVID-19 resources available to all employees, please visit: http://www.hrmandequity.utoronto.ca/covid-19/#resources.

For COVID-19 manager resources, please visit the COVID-19 Leadership Toolkit at https://uoft.me/leadership-toolkit.

RESEARCH AND TEACHING

- Principles for Research Recovery and Adaptation
- Guideline for Reopening Research Laboratories and Spaces
- University of Toronto Research COVID-19 webpage
- Considerations for Teaching Labs [coming soon]

SPECIFIC WORPLACES RESOURCES

- Toronto PH Strategies to Increase Physical Distancing and Spread Reduction for Community Partners
- Construction Guidelines [coming soon]
- Tri-Campus Caretaking Strategy for Return to the University

UNIVERSITY OF TORONTO POSTERS AND INFORMATION ON COVID-19

- COVID-19 Prevention & Precaution poster
- COVID-19 Restricted Access Poster
- COVID-19 Restricted Seat for Physical Distancing Poster
- COVID-19 Stairwell Poster
- COVID-19 Maximum Occupancy PosterCOVID-19 Floor Decals
- COVID-19 Hand Washing and Sanitizing Poster
- COVID-19 Elevator Poster
- Tri-Campus Caretaking Strategy for Return to the University
- Additional COVID-19 posters [coming soon]
POSTERS AND INFORMATION FROM PUBLIC HEALTH ORGANIZATIONS

- Toronto Public Health poster on proper handwashing and TPH COVID-19 poster
- Toronto Public Health poster on using sanitizers
- Toronto Public Health Cough Etiquette and TPH COVID-19 poster
- TPH COVID-19 How to wash your hands and How to sanitize your hands
- TPH Physical Distancing Poster
- TPH How to protect yourself COVID-19 poster
- Ministry of Health's How to protect yourself
- Public Health Ontario’s Cleaning and Disinfection of Public Settings
- US Water Quality and Health Council posters on cleaning and sanitizing
- Centre for Disease Control's List of disinfectants for use against COVID-19
- TPH Strategies to Increase Physical Distancing and Spread Reduction for Community Partners
- Ontario Ministry of Health Screening for symptoms of COVID-19 poster
- Health and Safety Association Guidance Documents for Workplaces During the COVID-19 Outbreak
- Ontario Resources to Prevent COVID-19 in the Workplace

GOVERNMENT AND PUBLIC HEALTH ORGANIZATION

- Toronto Public Health
- Peel Region Public Health
- Ontario Ministry of Health
- Public Health Ontario
- A Framework for Opening our Province
- Public Health Agency of Canada
- World Health Organization
SCHEMATIC OF COVID-19 GUIDANCE DOCUMENTS:

*If your workplace has special considerations, please contact gina.trubiani@utoronto.ca.
APPENDIX B  COVID-19 RE-ENTRY CONTROL PLANNING

This is an optional template. If you complete the General Assessment Tool, you do not need to complete this. An EXCEL template is available at on the EHS Website: [http://ehs.utoronto.ca/wp-content/uploads/2020/05/COVID-19-Control-Template-excel.xls](http://ehs.utoronto.ca/wp-content/uploads/2020/05/COVID-19-Control-Template-excel.xls). Units can adapt the template to their operations.

<table>
<thead>
<tr>
<th>Item</th>
<th>Building, Room no., Level (location)</th>
<th>Description of area, e.g. reception, public facing</th>
<th>Exposure reducing strategies (e.g. social, physical distancing)</th>
<th>total staff</th>
<th>no. of visitors</th>
<th>shifts</th>
</tr>
</thead>
<tbody>
<tr>
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</table>

![Image of EXCEL spreadsheet template]

This guideline is expected to change often based on COVID-19 related public health and government directives. Please do not download/circulate this document; visit the COVID-19 Leadership Toolkit for most up to date version. This guideline is intended to be used by CAOs, HR managers and academic leadership.
APPENDIX C  COVID-19 STANDARD OPERATING PROCEDURE

This an optional template for units to use if they wish to develop a task-specific procedure. You do not have to complete this if you have completed the General Assessment Tool.

This WORD template is available from the EHS website: http://ehs.utoronto.ca/wp-content/uploads/2020/05/COVID-19-SOPTemplate.docx.

This template is available to units who wish to develop a standard operating procedure based on the assessment tools in the prior appendices.

Pages 1 and 2:
APPENDIX D | PPE ASSESSMENT TOOL

This EXCEL tool can be downloaded at: http://ehs.utoronto.ca/wp-content/uploads/2020/05/PPE-Assessment-Template.xls.

We would request that your assessment be based on Stage 1 and 2 staffing, with a view to a future updating of the assessment using your gradual re-entry plans, as confirmed with HRE. With this information, we will be able to plan for the phased procurement and distribution of PPE across the tri-campus. Please consider the above definitions carefully when assessing need.

*Research PPE Assessments: Please refer to the Guideline for Reopening Research Space.

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**PPE Assessment Tool**

**Instructions:** Complete this PPE Needs Assessment AFTER completing the COVID-19 General Assessment Tool and implemented other controls (e.g., physical distancing, workflow modification). PPE requests will be assessed by EHS to ensure that all mitigation measures have been considered in advance of relying on PPE.

<table>
<thead>
<tr>
<th>Faculty/Division</th>
<th>Faculty of X</th>
<th>Campus</th>
<th>St. George Campus</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assessed By</td>
<td>Jane Smith</td>
<td>Job Title</td>
<td>CAO, Faculty X</td>
</tr>
<tr>
<td>Contact Information</td>
<td><a href="mailto:os@utoronto.ca">os@utoronto.ca</a></td>
<td>Date</td>
<td>10-Jun-20</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Unit</th>
<th>Room/Building</th>
<th>Delivery Location</th>
<th>Location Type (select from dropdown)</th>
<th>Surgical Masks</th>
<th>Gloves (# of pairs)</th>
<th>N95s</th>
<th>Goggles</th>
<th>Gowns</th>
<th>Face Shields</th>
<th>Hand Sanitizer (bottles)</th>
<th>Disinfecting Wipes</th>
</tr>
</thead>
<tbody>
<tr>
<td>e.g. Unit 1</td>
<td>Room 702-710, 215 Huron</td>
<td>Rm 700 215 Huron reception desk</td>
<td>Administrative/ General areas/operations (e.g., offices, common spaces)</td>
<td>20</td>
<td>40</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>e.g. Unit 2</td>
<td>Room 107-255, 256 McCaul</td>
<td>Rm 107, 256 McCaul</td>
<td>Administrative/General areas/operations (e.g., offices, common spaces)</td>
<td>30</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>10</td>
<td>0</td>
</tr>
</tbody>
</table>

Total

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50 | 40 | 0 | 0 | 0 | 0 | 10 | 0