

Return to Campus Employee & Manager's Tool Kit

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Georgia Tech Human Resources (GTHR) is committed to supporting all employees during this gradual return to campus. For questions, email hr.ask@gatech.edu.



TECH Moving Forward

Our Road to Recovery

Georgia Tech continues to implement measures to mitigate and prevent the spread of Covid-19 for those employees who report to work in person. In order to succeed, we must work together as a community with a singular, shared purpose. We have an obligation to ourselves and to each other to follow the recommended guidelines. The health and safety of Georgia Tech employees are paramount to the Institute. The Covid-19 situation is fluid, and guidance will very likely change over time.

This guidance is designed to protect the health of employees and help ensure the well-being of the community. Each member of our campus community has an individual responsibility to contribute to proper behavior and to adhere to public health guidance to protect themselves and others as well as to help contain the spread of the virus.

For summer semester 2020, teleworking and staggered shifts will continue to be encouraged to promote social distancing. For the purposes of this document, a “staggered shift” is defined as a work period with modified start/end times to reduce the number of employees in a work location at a specific time. Please allow at least five (5) business days’ notice to permit employees to plan for their transition back to campus. To assist with these communications, you are encouraged to [use the letter template “Reporting In-Person.”](#)



Template Letter:
“Reporting In-Person”

For fall semester 2020, it is expected that employees will return to campus by the start of the fall semester to conduct their work. In the limited cases where social distancing cannot be practiced, supervisors will determine how employees continue to utilize teleworking, split shifts, staggered shifts, and other measures that promote physical distancing. Any alternate work arrangements should not interfere with our ability to serve students. The Institute will provide appropriate Personal Protective Equipment (PPE) for employees who must return to campus and who are unable to practice social distancing.

Please reach out to your unit’s HR Business Partner and/or Director if you have any questions.



TECH Moving Forward

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Our Road to Recovery

- In late May and early June, researchers and staff who support related efforts will return to campus as part of Phase I. Researchers and staff who can do most of their work at home should continue to do so.
- As Phase I launches, we encourage shift work and split work (part-time on campus and part-time at home) where possible.
- In mid-June and early July, Phase II will begin. This phase will include staff who support student services as we anticipate and plan to return to in-person, on-campus teaching in the fall.
- In late July, staff who do not directly support research or student services will continue to work remotely until further notice or may begin returning to work in staggered shifts as determined by unit managers.
- During summer 2020 we will continue to utilize off-site working plans wherever possible.
- For fall 2020, it is expected that employees will return to campus by the start of the fall semester to conduct their work. Employees can expect social distancing will be practiced. We are working diligently to create an environment where social distancing can be relied upon as the best tool in reducing the spread of Covid-19. In the limited cases where social distancing cannot be practiced, supervisors will determine how employees continue to utilize teleworking, split shifts, staggered shifts, and other measures that promote physical distancing. Any alternate work arrangements should not interfere with our ability to serve students. The Institute will provide appropriate Personal Protective Equipment (PPE) for employees who must return to campus and who are unable to practice social distancing.
- Employees who care for or live with individuals at higher risk for severe illness with COVID-19 should plan to return to campus as scheduled and work with their direct supervisor to ensure that their work environment allows for social distancing and the ability to practice the behaviors known to reduce the spread of the COVID-19. Employees may utilize appropriate leave options as necessary. Employees should contact the campus human resource office to identify appropriate leave options.

- If an employee and supervisor cannot resolve a conflict related to returning to campus operations, they should contact the Human Resources Business Partner (HRBP) or HR Director within their respective unit.
- Georgia Tech anticipates returning to in-person instruction for the Fall 2020 semester.



Preventative Practices

Effective July 15, 2020, University System of Georgia (USG) institutions will require all faculty, staff, students, and visitors to wear an appropriate face covering while inside campus facilities/buildings where six feet social distancing may not always be possible. Face covering use will be in addition to, and is **not** a substitute for, social distancing.

Face coverings are not required in one's own dorm room or suite, when alone in an enclosed office or study room, or in campus outdoor settings where social distancing requirements are met.

Anyone not using a face covering when required will be asked to wear one or must leave the area. Repeated refusal to comply with the requirement may result in discipline through the applicable conduct code for faculty, staff, or students.

Reasonable accommodations may be made for those who are unable to wear a face covering for documented health reasons. Employees, requiring an ADA accommodation, must complete the [Employee Accommodation Request Form](#) and upload the form to the Employee Relations secure portal.

Employees must follow guidelines issued by the Georgia Department of Public Health and the Centers for Disease Control and Prevention.

- Wash hands often with soap and water for at least 20 seconds.
- Use hand sanitizer in the absence of soap and water.
- Avoid touching eyes, nose, and mouth with unwashed hands.
- Cover cough and sneezes with a tissue or inner elbow.

Employees are expected to practice social distancing (6 feet or 1.83 meters of separation from others) at work.

- Each workplace should be reviewed and adjusted to maximize social distancing.
- All meetings should be held virtually whenever possible.
- All services should be provided remotely whenever possible.
- Employees should not use one another's phone, desk, office, computer, or other equipment. In cases where equipment is shared, it should be disinfected before and after each use.
- Employees should not gather in groups on campus.
- Supervisors should allow employees to take meals outside or in separate locations.
- Person-to-person contact, including hand-shaking, is prohibited.

Employees who are unable to maintain the recommended social distance due to the nature of their work (dining, mail service, maintenance, etc.) will be provided with appropriate Personal Protective Equipment (PPE).

- Single-use surgical masks are required to be worn, and will be provided, while in lab spaces that contain chemical, biological, or radioactive agents. Other lab safety procedures and PPE protocols will continue as before.
- Cloth masks will be utilized outside of lab spaces.
- A face covering is required in areas where an employee is unable to consistently maintain social distancing. Ongoing PPE requirements in laboratories also apply.
- HR will compile a list of areas where mask-wearing is required due to the inability to consistently maintain social distancing.

- Employees who are not able to maintain social distance due to the nature of their work will be provided with the appropriate PPE.
- A limited supply of cloth masks will be available from Environmental Health and Safety (EHS) for employees who are unable to procure their own mask.

Temperature screening may also be required when entering certain locations or areas of buildings. Cloth facial coverings will be provided to employees who are required to wear them.

NOTE: Failure to wear cloth coverings when it is a requirement of your position and to comply with other safety protocols may result in escalated progressive discipline.



Daily Wellness Check

Screening

Georgia Tech is implementing a self-screening process to support the early identification of positive cases. In addition to self-screening, thermal screening will be deployed in strategically selected locations.

Covid-19 Daily Self-Screening & Guidance

All Georgia Tech community members should self-screen daily before arriving on campus or leaving their residence.

Self-screening will not be tracked, but the community will be strongly encouraged to conduct this daily through reminders and other media campaigns.

Daily Self-Screening Questions

1. Do you have a fever (temperature over 100.4° F or 38° C) without having taken any fever-reducing medications?
2. Do you have a loss of smell or taste?
3. Do you have a cough?
4. Do you have muscle aches?
5. Do you have a sore throat?
6. Do you have shortness of breath?
7. Do you have chills?
8. Do you have a new or unusual headache?
9. Have you experienced a new onset of any gastrointestinal symptoms such as nausea, vomiting, diarrhea, or loss of appetite in the last few days?
10. Have you, or anyone you have been in close contact with, been diagnosed with Covid-19 or placed in quarantine for possible exposure to Covid-19 within the last two weeks?
11. Have you been asked to self-isolate or quarantine by a medical professional or a local public health official within the last two weeks?



If you reply **YES** to any of the questions in the checklist, stay home and follow each of the steps below:

1. **Employees** - Notify your manager or supervisor and contact your primary care physician.
2. **Students** - Notify your faculty members and contact Stamps Health Center for guidance regarding medical evaluation.
3. If you start feeling sick during your shift, notify your manager immediately and follow the steps above.

Any employee or student diagnosed with Covid-19 by lab testing or clinical symptoms may not return to the workplace or leave isolation until all of the following criteria are met:

1. No fever for at least 24 hours without the use of fever-reducing medicine.
2. Improved symptoms.
3. Absence from the office/public campus spaces for at least 10 days since symptoms first appeared.

Thermal Image Screening

Georgia Tech will deploy thermal image screening at strategic locations on campus ensuring that:

1. Screening does not create bottlenecks, crowding, or other counterproductive results.
2. Screening does not place personnel at unnecessary risk of exposure.
3. Personnel conducting screenings have the appropriate training and resources.

Additional Guidance

- No building, department, or other organization should engage without first gaining the approval from the Georgia Tech Covid-19 Task Force.
- Georgia Tech may deploy pass-through thermal screening at locations with higher risk (such as Stamps Health Services, Facilities, and the Campus Recreation Center), while meeting the aforementioned guidance.
- Georgia Tech will deploy handheld, no-touch thermometers in each building.
- Where appropriate, e.g., low-traffic spaces, some buildings may be directed to conduct temperature scanning.
- Self-screening and thermal imaging are primary screening methods. The infrared thermometers are a secondary measure to confirm an elevated temperature. If an elevated temperature is confirmed, the following actions apply:
 - For employees, call your manager or supervisor and contact your primary care physician.
 - For students, notify your faculty members and contact Stamps Health Center for guidance regarding medical evaluation.

If You Get Sick or Come in Close Contact with Someone Sick

If an employee tests positive for Covid-19, begins to exhibit symptoms of Covid-19, or comes in close contact with someone with Covid-19, the employee must report the illness or close contact immediately by adhering to the following steps.



Step 1: Communicate

1. Notify your supervisor.
2. Complete the [Covid-19 Reporting Form](#). Once the form is submitted, you will be notified by a contact investigator who will gather additional information and advise on next steps.
3. Notify Georgia Tech Human Resources (GTHR) Benefits at 404-385-2377 to discuss available leave options.
4. Contact your primary care doctor for guidance regarding medical evaluation.

Step 2: Evacuate and/or Isolate

If an employee becomes ill while working on campus, the employee should immediately go home. If possible, avoid public transportation, ridesharing, or taxis.

If an employee becomes ill while telecommuting, the employee should not come to campus. For either situation, the employee should notify the supervisor and follow the appropriate scenario below for returning to work.

1. Do not leave your home, except to get medical care. Do not visit public areas or return to campus.
2. Monitor yourself for symptoms of Covid-19 which include fever, cough, and shortness of breath, but other symptoms may be present as well.
3. Take care of yourself. Get rest and stay hydrated.

4. Stay in touch with your doctor. Call before you get medical care. Be sure to get care if you have trouble breathing, or have any other [emergency warning signs](#), or if you think it is an [emergency](#).
5. Follow care instructions from your healthcare provider and local health department. Your local health authorities may give instructions for checking your symptoms and reporting information.
6. Separate yourself from other people.

After Home Isolation

Prior to physically returning to work on campus or visiting the campus temporarily, employees are required to adhere to Georgia Tech's "Return to Work" guidelines.

These guidelines are applicable to all employees, regardless of their classification, and specifically cover employees who:

- have tested positive for Covid-19 or are presumed to have had COVID-19 based on symptoms,
- did not exhibit Covid-19 symptoms, but tested positive, or
- have been exposed to someone who tested positive for Covid-19.

If an employee is working on campus or at a remote location, the employee must abide by the following guidelines before coming to campus for any reason.

Scenario A:

If you tested positive for Covid-19 and had mild to moderate symptoms (but did not require hospitalization), you may end isolation and return to campus when you have met all of the following criteria:

1. At least ten days have passed since your symptoms first appeared; AND
2. You have had no fever for at least 24 hours without the use of fever-reducing medicine; AND
3. Covid-19 symptoms have improved (for example, when your cough or shortness of breath have improved).

Scenario B:

If you have been exposed to someone who tested positive for Covid-19 and you have stayed quarantined for 14 days, you may return to work if you have not exhibited any Covid-19 symptoms during the 14-day quarantine period.

Get tested between 5 and 10 days after exposure. Continue to quarantine for the full 14 days, even if you test negative.

Scenario C:

If you tested positive for Covid-19 but did not have symptoms, you may end isolation and return to campus when you have met the following criteria:

1. At least 10 days have passed since your first positive test sample was collected; AND
2. You have not developed symptoms of Covid-19 in the 10 days since your test sample was taken.

Note: If you develop Covid-19 symptoms, follow guidance from the section titled [“If You Get Sick”](#) above.

Return to Campus

Before returning to work, employees should notify the supervisor with the date of return, as well as GTHR Benefits.



Higher Risk Populations

Individuals who fall into one of the GDPH and CDC categories for higher risk for severe illness with COVID-19 may request alternate work arrangements via Georgia Tech Human Resources. Employees who care for or live with individuals at higher risk for severe illness with COVID-19 should plan to return to campus as scheduled and work with their direct supervisors to ensure that their work environment allows for social distancing and the ability to practice the behaviors known to reduce the spread of the COVID-19. Employees may utilize appropriate leave options as necessary. Employees should contact the Human Resources office to identify appropriate leave options.

The Centers for Disease Control and Prevention (CDC) updated its guidance for managing Covid-19 related issues. Among the changes are to definitions for people who will need extra precaution due to age and underlying medical conditions. In response to those changes from the CDC, the University System of Georgia is providing updated guidance for who is eligible to seek alternate work arrangements due to falling into one of these categories.

Older Adults

The CDC no longer gives a minimum age for those at risk. The USG will continue to use 65 as its measure for evaluating requests for alternate work arrangements. Individuals who are younger than 65 can provide documentation from a health care provider that their age is a determining factor for risk that should prevent them from working on campus as scheduled.

People of Any Age with Underlying Medical Conditions

People with the following underlying medical conditions may request alternate work arrangements under the previously developed process:

- [Chronic kidney disease](#)
- [COPD \(chronic obstructive pulmonary disease\)](#)
- [Immunocompromised state \(weakened immune system\) from solid organ transplant](#)
- [Obesity \(body mass index \[BMI\] of 30 or higher\)](#)
- [Serious heart conditions, such as heart failure, coronary artery disease, or cardiomyopathies](#)
- [Sickle cell disease](#)
- [Type 2 diabetes mellitus](#)
- [Asthma \(moderate-to-severe\)](#)
- [Cerebrovascular disease \(affects blood vessels and blood supply to the brain\)](#)
- [Cystic fibrosis](#)
- [Hypertension or high blood pressure](#)
- [Immunocompromised state \(weakened immune system\) from blood or bone marrow transplant, immune deficiencies, HIV, use of corticosteroids, or use of other immune weakening medicines](#)
- [Neurologic conditions, such as dementia](#)
- [Liver disease](#)
- [Pregnancy](#)
- [Pulmonary fibrosis \(having damaged or scarred lung tissues\)](#)
- [Smoking](#)
- [Thalassemia \(a type of blood disorder\)](#)

- [Type 1 diabetes mellitus](#)

Note: Individuals should **NOT** proactively identify people who are at a higher risk for severe illness with Covid-19. Self-identified high-risk employees should initiate a request for alternate work arrangements.

- A. Higher risk employees who are unable to return to campus due to Covid-19 and wish to request an alternate work arrangement must complete a request form and provide medical documentation detailing their needs and requested support. [Follow this link](#) to access the Georgia Tech Covid-19 Higher Risk Alternative Work Arrangement Request Form.

Such requests should be submitted to GTHR for review. Upon approval, GTHR will work with the employee and their immediate supervisor to document and facilitate the alternate work arrangement. Individuals in this group may be eligible to alternate work arrangements due to Covid-19. Learn more [here](#).

- B. If higher risk employees have been advised by a healthcare provider not to work on campus, but their work cannot be done remotely, they must provide medical documentation and may be eligible to take leave under the [Families First Coronavirus Response Act \(FFCRA\)](#).



Accommodations Process for Higher Risk Groups

Employees who fall in the higher risk groups as defined by the GDPH, may request an accommodation. The below outlines the process for Covid-19 related ADA accommodation requests:

- Step 1.** Employee initiates request for accommodation process by completing and returning the [Covid-19 Higher Risk Alternative Work Arrangement Request Form](#) to GTHR-Employee Relations department.
- Step 2.** Fill out the form as instructed.
- Step 3.** Save the completed form to your computer, then upload your form to our confidential Dropbox by clicking [here](#). If you need assistance with completing the form, please email Ann F. Harris, GTHR-Employee Relations Compliance Advisor at: ann.harris@ohr.gatech.edu
- Step 4.** GTHR-Employee Relations contacts employee's supervisor to advise of the reasonable accommodation request and:
 - a. Obtains employee job description information which may include:
 - i. job analysis
 - ii. essential functions analysis
 - b. Discusses job modifications/accommodations options to reduce employee exposure to coronavirus (including but not limited to: telecommuting, schedule/work location changes etc.)
- Step 5.** Employee may provide as documentation a physician statement, medical certification form, or information from a health portal documenting the condition. We will leverage appropriate flexibility for medical documentation.
- Step 6.** GTHR-Employee Relations reviews all documents and determines employee eligibility for ADA accommodations and the reasonable accommodations to be provided. GTHR-Employee Relations sends the Notification of Accommodation status form to advise the employee and employee supervisor regarding whether the accommodation has been approved as well as the timeframe for implementation. Employees determined to be ineligible for accommodation will receive written notice of this determination from Georgia Tech Human Resources together with information on how to appeal the determination. **All accommodations under this process will be in effect until December 31, 2020, after which the accommodation will be reviewed, revised and/or extended as appropriate. Employees may be requested to provide updated medical documentation to support an accommodation extension.**
- Step 7.** All documents relating to the employee's disability and accommodations shall be maintained by GTHR-Employee Relations in a separate file compliant with ADA confidentiality requirements.



Recommendations for Common Areas

The following information is provided in partnership with Facilities and Environmental Health and Safety (EHS).

This document is designed as a guideline to assist the campus community on how to improve social distancing and enhance sanitizing common areas around campus.



For the purpose of this guideline, a “common area” is defined as: Any area available for use by more than one person.

Effective July 15, 2020, University System of Georgia (USG) institutions will require all faculty, staff, students, and visitors to wear an appropriate face covering while inside campus facilities/buildings where six feet social distancing may not always be possible. Face covering use will be in addition to and is not a substitute for social distancing.

As a general guideline, employees should always limit face-to-face contact with other employees, students and visitors; wear a mask when interacting with others in close spaces (less than 6 feet or 1.82 meters apart); frequently wash hands with soap and water; use hand sanitizer in the absence of soap and water; and avoid touching eyes, nose, and mouth with unwashed hands.

For the latest information regarding how to protect yourself and others, visit the Centers for Disease Control and Prevention (CDC) at [cdc.gov](https://www.cdc.gov).

Breakrooms and Kitchens

1. Clean and disinfect all surfaces within the area including high touch areas (fixtures, light switches).
2. Clean and disinfect all appliances (handles, buttons etc.)
3. Re-arrange or remove furniture to promote social distancing.
4. Post signage explaining new rules or protocols for the common area.
5. Increase frequency of cleaning surfaces.
6. Provide disinfectant and disinfectant wipes.

For assistance contact: Facilities, Custodial Services

Conference Rooms

1. Host team/staff meeting via video conferencing instead of the conference room when possible
2. Disinfect all surfaces (tables, chairs, computer equipment and components), after each use
3. Re-arrange furniture to promote social distancing. This may require the removal of some chairs.
4. Place hand sanitizer in conference room.
5. Post signage explaining new rules or protocols for the common area.

Elevators

1. The Institute will provide such stickers to departments. Place floor sticker(s) in elevator to clearly identify where people should stand for best distancing.
2. Place social distancing queue management indicators for waiting passengers and control the flow.
3. Post signage near elevator indicating new maximum capacity due to social distancing.

Labs

1. Post signage explaining new rules or protocols for labs.

Lobbies

1. Post signage explaining new rules or protocols for common areas.
2. Re-arrange or remove furniture to promote social distancing.
3. Clearly place hand sanitizer in lobby area.

Restrooms

1. Post CDC guidelines for washing hands. The Institute will provide appropriate signage.
2. Frequently wipe surfaces with disinfectant wipes.
3. For larger restrooms, consider limiting stalls for use to every other one to improve distancing.

For assistance contact: Facilities, Custodial Services

Shared Workspaces

1. Shared workspaces are strongly discouraged wherever possible.
2. Post guidelines for disinfecting all surfaces before and after each use.
3. Issue each employee a personal keyboard and mouse for use in a shared workspace. Provide an option for employees to store their keyboard and mouse.
4. Place disinfectant and disinfectant wipes at the shared workspace.

Staircases

1. Where possible, consider having one-way stairwells with clear signage.

Building Entryways

1. Place hand sanitizer near building entrances.
2. Signage to remind employees and visitors they should avoid entering the building if they are experiencing any Covid-19 symptoms.

Supply Closets and Drawers

1. Place hand sanitizer near supply closets, drawers etc.

Printers and Fax Machines

1. Place hand sanitizer near machine(s).
2. Limit the number of people gathered near printers and fax machines.
3. When/where possible, encourage employees to send documents to public printers using a security code that can be entered to release their documents when others are not near the printer.

For Support Contact: IT Support (for printer security code access)

Walkways and Sidewalks

1. Reminders/markers to maintain social distancing.

State-Issued Vehicles

1. Disinfect before and after each use.
2. Minimize number of occupants in all vehicles to maximize social distancing.
3. Only one person is permitted per golf cart.

Signage in Common Areas

1. Post signage discouraging gatherings of employees, visitors, and students.

Best Practices for Shared Workspaces

The following information is provided in partnership with Facilities and Environmental Health and Safety (EHS):

Practice Social Distancing

Shifts for employees who share workspaces will continue to be encouraged to promote social distancing. The following distancing actions should be observed:

- Spread out desks and chairs to at least 6 feet or 1.83 meters between each station
- Use social distancing floor signs
- If necessary, use large meeting rooms to make up for lost desk space
- If your building has an elevator, encourage people to wait longer so as not to pack elevators each ride.
- Cancel or postpone any events or activities (networking happy hours, lunch-and-learns, etc.) or consider hosting them virtually.

Disinfect Your Work Areas, Breakrooms

In the workplace, it is important to clean and disinfect the following surfaces/areas:

- Desks and tabletops
- Chairs/armrests
- Computer monitors
- Keyboards
- Mobile phones and tablets
- Doorknobs
- Printers
- Commonly touched surfaces and handles (microwaves, refrigerator, coffee pot, etc.)
- Packages you receive

Proximity Spaces

- Daily disinfect all surfaces, from doorknobs and light switches to desks and countertops.
- Keep spaces stocked with disinfecting wipes, hand sanitizer, hand soap, and tissues readily available for staff and clients.
- Provide paper towels in the bathroom.
- Stock the kitchen with disposable cups, silverware, and plates.
- Remind staff and clients to wash hands regularly. Place waste bins in restrooms to near the door so that people can avoid direct contact with doorknobs and handles.
- Suspend shared snack programs and remove candy dishes from the front desk.



Manager and Employee Conversations

Talking points to assist managers in conversations regarding return to campus strategy and expectations:

General Guidelines:

- Have an honest, open, and transparent conversation with the employee.
- Allow the employee to share their concerns and actively listen.
- Share what you do and do not know about what your specific department/unit/school/team will be doing (e.g., cleaning practices, social distancing, temperature checks, etc.).
- Provide the reason(s) why the employee will be required to return back to their work space or work in an environment occupied by more people if alternative options will not be possible (i.e., to support research, students, internal/external customers, and/or other impacts to the Institute).
- Managers should not request and employees should not divulge or share personal health information directly with their supervisors. Review the [High-Risk Populations](#) section of this guidebook for guidance.
- Communicate if there are/have been work productivity challenges or concerns with the employee while working remotely or under modified working conditions.
 - An immediate response that the employee will not be permitted to continue working remotely or under modified/flexible working conditions due to productivity challenges or concerns should be avoided.
 - Alternative approaches to managing the productivity challenges or concerns should be considered and leveraged (e.g. more frequent, formal one-on-ones, informal check-ins, submittal of status reports, and other approaches).
 - Disciplinary actions such as Performance Improvement Plans or Progressive Discipline should be used as a last resort; consult with GTHR prior to taking these actions.
- Additional Recommendations for Managers to Consider:
 - Implement/use more formal and informal check-ins and meetings with the overall team.
 - Implement/use more formal one-on-ones and informal check-ins with individual employees.
 - Increase the frequency of these types of meetings and conversations with the team and individual employees; consider having employees submit status reports on a regular basis.
 - Use these meetings and conversations to share new information and updates from the department/unit/school and overall Institute regarding a return to campus, as well as an opportunity for employees to share their thoughts and concerns.

Reminders for Managers:

1. Ease fear and/or anxiety regarding exposure to Covid-19 (share information regarding [preventative practices](#) and [daily wellness checks](#); also consider a referral to the [Employee Assistance Program](#)).
2. Promote enhanced cleaning protocols used in campus work spaces (share information regarding [preventative practices](#), [recommendations for common areas, and best practices for shared workspaces](#)).
3. Remind employees social distancing practices will be amplified (share information regarding [preventative practices](#), [recommendations for common areas, and best practices for shared workspaces](#)).
4. Provide resources for employees who self-identify as higher risk for severe illness (share information about [high risk populations](#)).

Additional Actions Regarding Work Arrangements and/or Work Schedules to Address Concerns:

Consider using modified or alternative/flexible working arrangements and/or work schedules as more people begin to return to the work environment and social distancing is unable to be practiced. This could include, but is not limited to:

- *Using a planned, phased-in approach for the team/office to return to work*; not having all employees return to the work space at once, but allow individuals to return gradually over time
- *Implementing a rotating schedule approach, combined with remote working*; not having all employees in the work space on the same days of the week, or hours of the day, also allowing individuals to work farther apart
- *Creating alternating work shifts for employees*; develop a schedule where employees can complete a full workday in their work space, but at different times so that not all employees will be occupying their shared work spaces at the same time
- *Providing employees with the option to work at multiple locations during the workday*; employees can work a partial day in the office and the remaining portion working remotely
- *Allowing employees to work alternate work schedules throughout the work week*; consider employee schedules such as working four, 10-hour days so they are in the office fewer days
- *Developing other options in conjunction with employees and department/unit/school leadership*



Recommendations for Managers and Supervisors

As a manager, it is important for you to create an environment where employees can practice social distancing and where they feel comfortable talking through circumstances involving their work.

1. Engage with your team and observe how employees are doing.
2. Listen to employee concerns with empathy.
3. If a member of your team exhibits Covid-19 symptoms, follow the steps outlined in guidance documents and send the employee home. Follow up with GTHR in support of the employee.
4. When an employee requests related leave, please refer them to GTHR Benefits at hr.ask@gatech.edu.
5. Help keep employee health information confidential. Employees are encouraged to provide health information to GTHR through a confidential portal.
6. Reach out to Employee Relations in GTHR for support at employee-relations@ohr.gatech.edu.

Tips for Managing Your Workforce

When managing a remote, flexible, or socially distanced workforce, consider the following steps and recommendations:

- Review [Georgia Tech Flexwork Arrangements](#) policy with employees, and complete necessary documentation:
 - [Flexible Working Arrangements Agreement Form](#)
 - [Telecommuting Agreement Form](#)
- Schedule regular meetings and communication with team members.
 - Establish informal check-ins with individual employees
 - Establish formal one-on-one meetings with individual employees; employees can utilize a [One-on-One Meeting](#) form to share information and serve as the meeting agenda
 - Establish informal and formal team check-ins and meetings with the entire team
 - NOTE: When working remotely, conducting these types of conversations on a more frequent cadence will be important
 - Consider employees providing more formal status updates on a regular cadence (i.e. weekly, biweekly, etc.); employees can complete a [One-on-One Meeting form](#) to document information and share with manager
- Define a work schedule for the workday and workweek for employees
 - Establish start and end times for each workday (as needed/desired)
 - Establish a schedule for the workweek (as needed/desired)
 - Consider reviewing options in the [Georgia Tech Flexwork Arrangements](#) policy (e.g. compressed workweek, flextime, etc.)
- Set clear communication expectations between management, team members, and/or customers
 - Establish service level agreements for responding to emails and phone calls
 - Establish service level agreements for completing tasks/work needed or requested by other employees and groups

- Determine what equipment and applicable software/systems access will be required for remote work. Contact [ServiceNow](#) to request equipment and set-up for employees. Consider the following resources and complete necessary documentation:
 - Equipment:
 - Laptop/Desktop
 - Computer Monitors
 - Telephone/Cell Phone
 - Printer(s)/Scanner(s)
 - Other applicable hardware
 - *Note: Per the [Georgia Tech Flexwork Arrangements](#) policy, an [Equipment Loan Agreement](#) form is required for remote business operations. Managers should submit the completed form to their department's property control coordinator and/or a copy of the form may be uploaded to the associated ServiceNow request ticket.*

- Determine the best collaboration tools/software to use for meetings and discussions with employees:
 - [Video Collaboration Tool Comparison Matrix](#)
 - [BlueJeans](#)
 - [WebEx](#)
 - [Microsoft Teams](#)

- Review/discuss [Georgia Tech Cyber Security](#) information, processes, and resources with employees, including:
 - [Data Management: Security Fundamentals](#) training
 - [Cyber Security Best Practices](#)
 - [Keep Your Laptop Safe](#)

Training Resources

More than 20 different professional development classes are taught year-round to employees on everything from leadership to effective communication.

Click [here](#) for the 2020 WLPD Course Catalog.



One-on-One Meeting Form

One-on-one meetings between managers and their employees provide a valuable opportunity to enhance individual and team productivity, foster great working relationships, provide positive feedback and support, and address issues before they become significant problems. It is recommended that managers meet with their employees weekly or biweekly, but at minimum on a monthly cadence. This form is designed for use by an employee to prepare for a one-on-one meeting with their manager. In the instance that a meeting must be cancelled or is deemed unnecessary, this completed form can be sent by the employee to their manager to function as a status report so important information can be shared.

Employee Name: <input style="width: 95%;" type="text"/>	Employee Job Title: <input style="width: 95%;" type="text"/>
Manager Name: <input style="width: 95%;" type="text"/>	One-on-One Meeting Date: Click to enter date

STATUS UPDATES	
Project/Activity/Task (work completed since last meeting)	Associated Performance Goal
Project/Activity/Task (future/planned work to be performed prior to next meeting)	Associated Performance Goal

SUCCESSSES	
Achievements, Celebrations, and Successes	Lessons Learned

CHALLENGES	
Road Blocks, Barriers, and Challenges	Assistance Requested

DECISION POINTS NEEDED	
Decision/Question/Request to be addressed by Manager	Answer/Status

CAREER DEVELOPMENT GOALS	
Planned or Desired Career Development Goal Activities	Status

OUT OF OFFICE REQUESTS	
Upcoming vacation and/or sick plans (for planning and/or scheduling purposes)	Any Potential Conflicts or Adjustments Needed

Performance Management Guidance

Georgia Tech strives to provide an environment where all employees understand the impact their contributions have on the achievement of Institute goals and are provided the opportunity for ongoing personal growth. The purpose of these guidelines is to continue to maintain an effective performance management process. It serves as a reference guide for managers to ensure that employees have a clear understanding of the work expected from them, to receive ongoing feedback regarding how they are performing relative to newly defined expectations, address performance that does not meet expectations, and celebrate achievements.

A. Performance Goals

Performance goals are necessary and help to define what is expected of employees in their current position in relation to the department and/or unit's overall goals during the Covid-19 pandemic.

B. Performance Management Procedures

The Georgia Tech Performance Management Process normally consists of a four-phase cycle: planning, managing, reviewing, and rewarding performance. During the Covid-19 time period, the performance management cycle will consist of the following cycle: **resetting, managing, reviewing, and rewarding.**

C. Performance Management Phases

1. **Resetting** - Whether managers have previously set expectations and/or conducted the employees' annual evaluation, the manager must reset and redefine expectations in relation to the current work environment.

In this phase, individual goals and objectives should be reset in a collaborative manner for the current performance period, while keeping in mind what is truly realistic for an employee to achieve. Managers will need to provide employees with clear expectations by setting goals that are SMART (specific, measurable, achievable, relevant, and time-based) to measure goal attainment and productivity. This is also where managers need to reset and discuss expectations with employees around work hours, responsiveness during the day, and a prioritization of work tasks. Georgia Tech recognizes that many managers and employees will have outside variables, including furloughed days, that may prevent each from performing their duties in a normal way. Therefore, managers will need to adjust not only individual goals but departmental goals as well.

2. **Managing** - During the **managing** phase, regular communication between the manager and employee is critical. Managers are to schedule regular (weekly or bi-monthly) check-ins with each of their employees and use informal conversations, so both parties are kept abreast of progress towards the successful completion of goals and expectations. Managers will need to give timely feedback. These regular discussions also enable the manager to provide timely feedback and coaching as the year unfolds. Because the performance cycle spans several months, managers and employees need to keep track of key performance highlights and challenges that have occurred and will continue to occur during the remainder of the year. These notes will help immensely when it's time to prepare the annual review.
3. **Reviewing** - The **reviewing** phase is where the manager meets with the employee to conduct the annual performance evaluation. If SMART goals have been set (resetting

phase) and ongoing communication/feedback has taken place (managing phase), the overall outcome of the annual review should come as no surprise to the employee.

- a. If **2019 performance evaluations** have not been conducted, managers should move forward with completing this task as employees' performance should be evaluated using established goals and expectations that would not be affected by the pandemic.
- b. For **2020 performance evaluations**, managers must be flexible in evaluating employees' performance as many employees may or may not have worked or worked limited hours for a few months during the pandemic. Furthermore, some employees may have had a shift in their roles due to limited operations or have taken on additional duties due to leave by other employees. As such, managers will need to evaluate employee performance with an understanding that some employees may have had a learning curve to overcome and allow for minor interruptions in the performance of duties.

4. **Rewarding** - In the **rewarding** phase, when merit increases are available, employees may receive an increase to their annual base pay as a reward for meritorious performance. It is important to remember that performance increases should be differentiated between employees based upon their overall performance ratings and, in general, top performers should receive higher pay increases.

D. Documenting Performance

Georgia Tech recognizes the unique work environment both managers and employees are facing. If an employee is not performing duties, managers are first encouraged to have an informal conversation to determine what barriers are preventing an employee from accomplishing his/her duties.

1. **Verbal Counseling** - During the verbal counseling conversation, the manager should first listen to the employee to determine if the issues are work-related or due to personal/health concerns. If due to personal/health concerns, the manager should refer the employee to GTHR Employee Relations at employee-relations@ohr.gatech.edu. If the issues are work-related, the manager should set clear expectations for improvement and ask employees for their feedback on how to improve their own performance. After each verbal conversation, the manager should send the employee a follow-up email to confirm that the employee has a firm understanding of what is expected, as well as ask the employee to provide written acknowledgment of the discussion.
2. **Formal Counseling** - If a manager has spoken to an employee on several occasions about missing deadlines or unsatisfactory work product and verbal counseling conversations have not led to improvement, conducting a formal counseling meeting may be the next step. Before scheduling the meeting, managers should first work with their local HR Representative to review the information. If deemed appropriate based on the facts, the manager will be advised by the HR Representative to move forward with preparing a written warning that addresses the following elements:
 - a. **Summary of the issue:** Summarize the issue and include specific examples, when each instance occurred, and the impact it has on the department and co-workers. Only include factual information and reference any previous discussions had with the employee, including the dates.
 - b. **Performance expectations:** Emphasize that commitment to the employee's success and outline the specific steps he/she needs to take in order to improve and by when. Identify the resources, support, and training opportunities available to help the employee succeed.

- c. **Consequences:** Explain the consequences for failing to improve, such as additional disciplinary action up to and including termination of employment.

After the written warning is prepared, reviewed and approved by GTHR Employee Relations, the manager and local HR Representative should meet with the employee to discuss the issue. Have the employee sign the written warning. Written warnings should be forwarded to GTHR for placement in the employee's official personnel file.

If the employee refuses to sign the documentation provided, managers should explain that the purpose of the signature is to confirm that the employee received the information, not that he/she necessarily agrees with it. Give the employee an opportunity to provide a written rebuttal within five workdays. If the employee still refuses to sign the written warning, the manager should make a note on the document that says the employee refused to sign it and initial and date the written warning.

3. **Personal/Health Concerns** - During a performance meeting, if an employee states they have a personal/health issue that is causing performance issues, the employee may have a qualifying event that requires continuous or intermittent leave or the employee may have a disability that requires a reasonable accommodation. As such, the manager should follow our standard practice: immediately refer the employee to GTHR Benefits for health concerns and to GTHR Employee Relations for disabilities. Please note that an employee does not need to use the term "disability" or "health issue" in order to initiate the referral to GTHR. For example, "I'm having trouble getting to work on time because of medical treatments I'm undergoing," should trigger the manager to make the referral to GTHR.
4. **Avoidance** - Documenting employee issues can feel overwhelming and frustrating; however, it can help employees stay on track and support future employment decisions. Since delivering negative feedback can be uncomfortable, some managers avoid the issue until the employee's performance or conduct becomes severe. Yet, it is imperative that managers immediately address ongoing performance issue, document the necessary steps taken to address it, be able to show the employee was made aware of the problem, and that the employee failed to improve.

Managers should not feel alone. GTHR Employee Relation Consultants serves as a resource to help facilitate discussions between the manager and employee.



Leaves Options for Employees Who Are Unable to Return to Campus

Employees who cannot return to work due to a Covid-19 related qualifying conditions or a disability may be eligible for leave options depending upon their situation. To request leave, employees should click on the link and follow the listed instructions.

1. [Families First Coronavirus Response Act](#) (Emergency Paid Sick Leave or Expanded Family Medical Leave)
 - a. Scenario A – Employee is unable to work due to Federal, State, or local order to quarantine or isolate related to Covid-19
 - b. Scenario B – Employee is unable to work because they were advised by a healthcare provider to self-quarantine related to Covid-19
 - c. Scenario C – Employee is unable to work because they are is experiencing Covid-19 symptoms and are seeking a medical diagnosis
 - d. Scenario D – Employee is unable to work because they are caring for an individual subject to an order described in Scenario A or self-quarantine as described in Scenario B
 - e. Scenario E – Employee is unable to work because they are caring for a child whose school or place of care is closed (or childcare provider is unavailable) due to Covid-19 related reasons
 - f. Scenario F – Employee is unable to work because they are experiencing any other substantially similar condition specified by the U.S. Department of Health and Human Services

2. [Family Medical Leave Act](#) (FMLA)
 - a. Scenario A – Employee needs to take leave for the birth of a child and to care for the newborn child within one year of birth
 - b. Scenario B – Employee needs to take leave for the placement with the employee of a child for adoption or foster care and to care for the newly placed child within one year of placement
 - c. Scenario C – Employee needs to take leave to care for the employee’s spouse, child, or parent who has a serious health condition
 - d. Scenario D – Employee needs to take leave for a serious health condition that makes the employee unable to perform the essential functions of his or her job
 - e. Scenario E – Employee needs to take leave for any qualifying exigency arising out of the fact that the employee’s spouse, child or parent is a covered military member on “covered active duty”
 - f. Scenario F – Employee needs to take leave to care for a covered servicemember with a serious injury or illness if the eligible employee is the servicemember’s spouse, child, parent, or next of kin (military caregiver leave); leave for this qualifying situation is up to 26 weeks

3. [Americans with Disabilities Act](#) (ADA)
 - a. Scenario A – Employee cannot return to work due to a Covid-19 related health situation or an unrelated Covid-19 health situation and the employee has a disability.
 - b. Scenario B – Employee has a disability and can return to work, but needs a modified work location, work schedule, or various modalities to perform essential job duties

Update on Non-Closure Emergency Leave (Leave with Pay)

In March, the University System of Georgia (USG) issued Non-Closure Emergency Leave Procedures giving USG presidents the authority to allow Leave with Pay in situations where the institution remains open but with reduced operations during an emergency. Georgia Tech enacted this provision on March 30, 2020 and extended it on May 2, 2020.

Non-Closure Emergency Leave expired on July 17, 2020. As Georgia Tech moves forward with its [return to campus](#), the Institute discontinued the use of Non-Closure Emergency Leave on July 16, 2020. Individuals who fall into one of the GDPH and CDC categories for higher risk for severe illness with Covid-19 may request alternate work arrangements via Georgia Tech Human Resources and should refer to the [section on Higher Risk populations](#) for guidance. Those not at risk but taking time after July 16, 2020 should adhere to the standard absence request process.

Managers and employees should refer to their specific operating units return-to-work guidance to see how telework, flexible scheduling, social distancing and rotational schedules is a part of this plan.

Important Note: Non-Closure Emergency Leave should not be confused with provisions provided under the Families First Coronavirus Response Act (FFCRA). Learn more about FFCRA at hr.gatech.edu/ffcra or by reading this [article](#).

How to Request Leave

Requesting Families First Coronavirus Response Act (FFCRA) Emergency Paid Sick Leave or Expanded Family Medical Leave

Eligible employees may specifically request emergency paid sick leave or expanded family medical leave. The below outlines the process for FFCRA leave requests:

- Step 1:** Employee initiates request for leave under FFCRA by completing and returning the Families First Coronavirus Response Act Leave Request Form to GTHR. Here is the link for the [FFCRA Form](#).
- Step 2:** Fill out the form as instructed.
- Step 3:** Save the completed form to your computer, then submit using one of the two methods listed below. If you need assistance with completing the form, please call Georgia Tech Human Resources (GTHR) Benefits at 404-385-2377
 - A. Upload your form to our confidential Dropbox by clicking [HERE](#), or
 - B. Fax your completed form to our confidential fax at: 404-894-6978, ATTN: Benefits Department.
- Step 4:** Notify your supervisor of your pending leave.
- Step 5:** GTHR will submit the appropriate paid leave status in Absence Management, and the employee's time sheet will automatically be updated.
- Step 6:** GTHR will update the employee's supervisor so management may prepare for business continuity.
- Step 7:** Employees not enrolled in Absence Management (such as GTRI employees) must place the appropriate time reporting code on their time file:
 - **00EMH** - Federal Emergency Leave (Hourly employees)
 - **00EMM** - Federal Emergency Leave (Salaried employees)

Thank You!



Georgia Tech Human Resources (GTHR) is committed to supporting all employees during this return to campus. For questions, email hr.ask@gatech.edu.

