VCUarts Qatar
Return to Campus Plan
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**Introduction/Scope**

VCUarts Qatar recognizes the importance of protecting the health and safety of its community while maintaining its academic mission and physical presence within the VCUarts Qatar building. This is particularly true because the situation surrounding COVID-19 continues to develop and the future of the pandemic remains unclear.

As public health guidance, government restrictions, and clinical best practices change, VCUarts Qatar also understands the need for flexibility as a method of success in addressing the evolving and uncertain situation.

This document outlines the approach that VCUarts Qatar will implement as it endeavors to reduce the risk of COVID-19 infection and community spread in the building. This is essential, given that varying forms of restrictions and limitations in activities will be in place for the near future, and in order to be prepared for the possibility of a resurgence of infections that will in all likelihood result in new restrictive measures being put in place.

**Key Objectives**

The objective is to align, as much as possible, VCUarts Qatar’s Return to Campus Plan with the plans of Qatar Foundation (QF), Qatar’s Ministry of Public Health (MoPH), other Education City Partner Universities (EC PUs), and where appropriate, home campus. The key objectives are as follows:

- To minimize the risk of COVID-19 to the community through the implementation of the policies and guidelines set by the MoPH in cooperation with QF and EC PUs
- To ensure close coordination and communication between members of VCUarts Qatar’s Crisis Management Team (CMT), academic and administrative departments, the school’s leadership, and home campus
- To facilitate a phased reopening of the building with defined percentages or groups of employees returning to the building under operating conditions that continue to support research, teaching, and service, as soon as safely practicable.

The initial resumption of on-campus activities under these guidelines does not imply a return to “business as usual.” Any and all activities that can be accomplished via remote working should continue in this mode until further notice, with employees and students only attending campus for the time periods necessary to accomplish their required on-campus activities. This document deals specifically with the approach for a return to campus and will be updated as required.
Crisis Management Team

VCUarts Qatar established a Crisis Management Team (CMT) in the Spring of 2019 to address and develop plans and courses of action in response to safety issues, for the overall wellbeing of its community, and to support the continuation of its academic mission. With the recent developments surrounding COVID-19, the CMT has developed a comprehensive plan to safely and sustainably open the VCUarts Qatar building, to permit the return of employees and students, and to allow all those in the building to carry out normal operations.

The CMT’s guiding principles for formulating the plan are as follows:

- Maintaining the safety and wellbeing of students, faculty, staff, and contract workers
- Maintaining a healthy learning and work environment
- Minimizing the transmission of the virus among the community
- Continuing the academic mission

The CMT members assigned to addressing VCUarts Qatar’s Return to Work plans are:

- Amir Berbić, Dean
- Andrew Mascari, Associate Dean for Administration
- Mohamed C Amor, Interim Associate Dean for Academics
- Greet Provoost, Assistant Dean for Enrollment and Registration Services
- Michael J Arrighi, Chief Safety Officer
- Andrea Cecetka, Deputy Safety Officer
- Kathryn London-Penny, Director of Communications
- Archana Kumar, Interim Director of Human Resources
- Mirza A Baig, Chief Technology Officer
- Amy Andres, Director of Libraries
- Sarah Faheem, Interim Director of Student Life and Engagement
- Katherine Mangum, Director of Recruitment and Admissions

Health and Safety

Qatar Government Requirements

The MoPH published the COVID-19 Qatar National Response Action Plan (2020) which outlines Qatar’s response to the pandemic. The document also identifies clear action plans for the wellbeing of the public and considers the required actions necessary to prepare, monitor, respond to, and recover from, any outbreak.

As further documentation related to the phasing-in of a return to work/study is published by the MoPH or other government entities in Qatar, they will be incorporated into
VCUarts Qatar’s plans when appropriate, to comply with local laws and regulations. As a result, VCUarts Qatar’s community will need to remain flexible, as building operations may change.

**Return to Campus Risk Assessment**

A risk assessment was conducted by VCUarts Qatar to comply with the MoPH’s Precautions Guidelines for Lifting of COVID-19 Restrictions - Phase 1. It is provided as Attachment 2 of this document. The assessment identifies the risks that will be faced by VCUarts Qatar’s community upon its return to campus, and the engineering/administrative controls which have been implemented to reduce those risks. The information provided in the risk assessment also meets many of the requirements that are listed in Appendix 3 of QF’s Return to Work Guidance Framework document.

**A Phased Approach to Reoccupying the Building**

Qatar’s government is reopening various sectors within the country in a phased approach. While estimated dates by the MoPH have been announced, they are subject to change, depending on the course of the pandemic. VCUarts Qatar will support any reopening guidance issued by Qatar’s government and will follow any spatial percentage occupancy mandates outlined by the MoPH and QF.

As on-site activity increases and operations expand, VCUarts Qatar, along with other EC PUs and QF, will closely monitor and assess the situation on the Education City campus, including the impact of the virus locally and the effectiveness of the CMT’s policies and procedures to mitigate its effects. Tighter restrictions and reduced staffing may need to be implemented if localized outbreaks continue.

**Building Access Protocols**

In accordance with MoPH guidelines, community members who request access to VCUarts Qatar’s building will be required to show their EHTERAZ app to security at the main entrance, as well as to have their temperature taken prior to entry into the building. In June of 2020, the MoPH published Precautions Guidelines for Lifting of COVID-19 Restrictions - Phase 1, which deny entry to a facility if a person has a temperature above 38 degrees Celsius, or if the EHTERAZ app indicates Yellow, Grey, or Red. VCUarts Qatar’s community will also be required to either swipe their QF ID on a card reader, or sign in to access the building by using their own pen. They will be required to wear a mask at all times in public spaces. Traffic flow measures will be in place throughout the building. As of July 5, 2020, the doors adjacent to the Library which lead to the covered parking lot beside the soccer/football field will be the new exit point. Having the exit adjacent to the Library will reduce congestion at the main entrance and allow for social
distancing measures. However, should an emergency arise, such as a fire, all building doors will unlock automatically, and the building will be evacuated. While entry to the building may be a lengthy process, it will enable VCUarts Qatar to provide detailed records of all those who enter the building. It will allow emergency services to know whether they are students, faculty, staff, or visitors, should contact tracing become necessary. Please consider adjusting your visiting times during peak footfall hours at the building. This will reduce waiting and queuing times, particularly during the hot weather. It will also help lower the infection risk.

Once VCUarts Qatar resumes in-building activities, staggered reporting and departure times will be instituted for academic support units that have a physical presence in the building. The staggered times will be in operation to reduce traffic through the main entrance/exit, and to ensure adherence to social distancing requirements. As restrictions are gradually lifted by phase, the building access process will be modified to include a greater percentage of VCUarts Qatar’s community and visitors.

**Compliance Officer**

The role of the Compliance Officer is mandated in the MoPH Precautions Guidelines for Lifting of COVID-19 Restrictions - Phase 1 and will be held by a member of the Facilities & Safety department. In the event the Compliance Officer is unable to be present, the role of Compliance Officer will be held by the Lead Guard assigned to VCUarts Qatar from the contracted QF Security team.

**Social Distancing/Traffic Flow**

VCUarts Qatar will apply the MoPH’s two-meter (physical distancing rule) and nine square-meter (sqm per person room/office/work area occupancy capacity limit) guidelines to determine room capacity in each space at VCUarts Qatar. These are articulated in the MoPH’s Precautions Guidelines for Lifting of COVID-19 Restrictions document. These measurements account for the studio-based pedagogy in art/design that necessitates workstations, equipment, supplies, physical movement, and lengthy class contact time (e.g., three hours). Room capacity in each space at VCUarts Qatar will be clearly identified on door signage for ease of recognition and to ensure social distancing guidelines are met.

Social distancing guidelines should also be respected in common spaces such as hallways, elevators, student lounges, common areas such as the Saffron Hall Majlis, break rooms, restrooms, and prayer rooms.

Color-coded floor and wall signage, as well as video display terminals, will be installed throughout the building to ensure that social distancing traffic flow measures are adhered to.
Additional traffic flow signage will be added when occupancy increases as a result of a phased return.

Signage will be installed in coordination with the Communications department to assist with identifying social distancing/traffic flow requirements.

**Infection Prevention and Control**

Disinfection wipes, sprays, and hand sanitizers will be available throughout the VCUarts Qatar building for use by its community. Community members will be required to wipe down surfaces within their workspace before and after use, with special care given to common-touch surfaces, such as departmental printers. These high touch areas will be labeled with reminders that they need to be wiped down.

Greater care and attention to detail will be given to common touch areas throughout the building by QF-contracted cleaning staff to include handrails, elevators, break rooms, washrooms, and prayer rooms. There will be an increase in the frequency of deep cleaning operations being undertaken by QF-contracted cleaning staff in high-traffic areas, including at nights and weekends.

The Facilities & Safety department will provide consultation support as necessary if specific disinfectants are required for operations within a department. Signage to assist with identifying infection control requirements will be installed throughout the building in coordination with the Communications department.

**Face Coverings**

Face coverings must be worn at all times while in all public spaces within the building. Anyone whose face covering does not cover their nose and mouth will be respectfully asked to adhere to the MoPH guidelines on face coverings. The Qatar government has mandated that the fines for not complying are imprisonment for up to three years and/or a fine not to exceed QAR 200,000. The Ministry of Interior is authorized to take necessary measures in this regard.

Face coverings may only be removed when alone in private offices and when the door is closed. VCUarts Qatar will provide two cloth face coverings to each community member when they access VCUarts Qatar's building for the first time this semester. Community members may also use their own face coverings, including single-use surgical masks. The same cloth face coverings cannot be worn on repeated days unless they have been properly hand-washed or laundered beforehand for use on the following day. Face coverings may vary, however they should:

- Fit snugly but comfortably against the side of the face
- Be secured with either ties or ear loops
• Cover the nose and mouth
• Allow for breathing without restrictions
• Be able to be laundered without damage or change to shape.

**Care and Use of Face Coverings**

**When putting on a face covering/disposable mask:**

• Wash your hands or use hand sanitizer prior to handling the face covering/disposable mask
• Tie the straps behind the head and neck or loop around the ears.

**When taking off a face covering/disposable mask:**

• Avoid touching your eyes, nose, or mouth
• Loop your finger into the strap and pull the strap away from the ear, or untie the straps
• Wash your hands immediately after removing the face covering/mask.

**Throughout the process:**

• Avoid touching the front of the face covering/disposable mask. Try to avoid adjusting the mask during the day and wash your hands/use sanitizer after any adjustments
• Cloth face coverings should be replaced immediately if soiled, damaged (e.g. ripped, punctured), or visibly contaminated
• Disposable masks must not be used for more than one day and should be placed in the trash after your shift or if they are soiled or damaged (e.g., stretched ear loops, torn or punctured material), or visibly contaminated
• Please bring a spare mask with you in the event that your mask becomes damaged or contaminated.

**COVID-19 Symptoms or Positive Cases Identified at VCUarts Qatar**

In the event that a member of the community falls ill or exhibits the symptoms of COVID-19 while in the VCUarts Qatar building, they should:

• Immediately move to the nearest available space where they can safely isolate themselves
• Notify the VCUarts Qatar Control Room at 4402-0769 if they require assistance
• Dial 16000 to notify the MoPH of their condition.

If a COVID-19 positive case has been officially identified to the VCUarts Qatar Facilities & Safety department through either Human Resources, Student Affairs, or other official notification, the department will cooperate with the MoPH and QF to assist with contact tracing and disinfection protocols.
Qatar Foundation’s CMT will work in collaboration with the MoPH and each entity on the Education City campus, as building populations may overlap (cross-registered students, etc.). Communications from QF’s CMT may be sent through to the EC PUs in three ways:

- Through the QF CMT universities’ focal point(s) who will liaise with the university Deans and relay messages to be disseminated through each of the EC PUs’ CMTs;
- Using the QF PU Crisis Comms WhatsApp group; and
- Sent via the Hazard Vulnerability Awareness Programme (HVAP) group email address which will be shared via the EC PU focal points.

In conjunction with VCUarts Qatar’s Dean’s Office, the Communications department will manage any messages to the community regarding positive cases.

**Return to Campus Training**

Virtual training was developed by the Office of Human Resources at home campus and is required for all VCU employees, including those at VCUarts Qatar, before returning to work on campus. The Associate Dean for Administration published addendums to this training that is Qatar-specific on June 22, 2020, and they were emailed to all faculty and staff on that date.

Central to the training is an understanding that some members of VCUarts Qatar’s community face greater risks from COVID-19 than others. VCUarts Qatar has identified processes that are available for employees and students to seek accommodations or adjustments as warranted by their individual circumstances.

**VCU Return to Campus All Employee Training**

**VCU Return to Campus Manager Training**

**VCU Return to Campus All Student Training**

Amendments to the VCU Return to Campus All Employee and Manager Training specific to VCUarts Qatar is supplied as Attachment 1.

**Mental and Emotional Wellbeing**

The university recognizes that the situation with COVID-19 may be stressful for members of VCUarts Qatar’s community, especially those with family and friends who are affected. The Health and Medical section on VCUarts Qatar’s intranet contains information on the Employee Wellbeing Program. Various webinars were conducted during the remote work phase to address factors affecting employee wellbeing, and additional counseling sessions were provided to assist employees and their families dealing with difficulties during this pandemic.
Students should continue to seek assistance through Personal Development and Counseling Services within the Student Affairs department.

**Academic and Administrative Plans**

**Academic**

The Academic instruction is scheduled to begin remotely from August 23, 2020, and a hybrid mode of academic activity will follow from September 1, 2020. The hybrid mode, from the outset, will primarily consist of online class instruction. Faculty and students will be able to access academic support units such as the Fab Lab and Print Lab facilities, and Technology Services, among others. The hybrid mode will also enable face-to-face meetings between faculty and students, when possible. Faculty and students will be encouraged to continue to work remotely, unless they are physically required to return to the building for essential academic support operations. Plans are being made within each academic department to support the mission of the university, while prioritizing the health and safety of all employees. Additional policy/guidance will be issued to faculty/students as they return to the campus for academic coursework prior to the start of the Spring semester.

Recruitment and admissions continue to be a priority for the university. VCUarts Qatar continues to engage, recruit and meet with prospective students, families and high school counselors by using social media platforms, VCUarts Qatar’s website, and new delivery platforms, such as electronic acceptance letters. It is also holding virtual meetings and interviews with applicants and prospective students. VCUarts Qatar is working with other EC PUs to develop an effective unified recruitment plan by using virtual platforms.

Supporting students remotely during these challenging times and uncovering new and innovative facets of the student experience has been a priority for VCUarts Qatar. It has increased its use of online tools, including social media platforms, to enhance online student engagement. A plan for a fully online Student Orientation Program for 2020 has been developed which will offer students the opportunity of a virtual onboarding experience to VCUarts Qatar and its resources. In addition, several online programs were facilitated to support students while they were away from campus.

**Administrative**

Plans are being made within each administrative department to support the mission of the university, while prioritizing the health and safety of all employees. Staff will be encouraged to continue to work remotely, unless they are physically required to return to the building for essential academic support operations. Administrative department plans will focus on alternating days and/or partial on-site activity, based on shifts, to reduce building occupancy and aid in social distancing. The plans will allow for greater
flexibility for staff to complete assigned tasks, while also supporting family commitments that have arisen due to the pandemic.

The Human Resources department has established an Online Employee Orientation program to assist new hires in navigating the challenges surrounding the recent pandemic and the entry restrictions to Qatar which they may face during the onboarding process. Along with the support of Administration, Technology Services, and departmental chairs and directors, the program aims to provide new employees with a real-time virtual onboarding experience from wherever they are located. This year, in continuing to strive for a successful onboarding experience, new employees will also have the opportunity to attend a virtual orientation organized by home campus.

**Library/Gallery/Bookstore**

VCUarts Qatar’s Library, including the Design and Materials Library, will operate in accordance with the university’s Return to Campus plan and the directives of QF and the MoPH, while also continuing to serve VCUarts Qatar’s community needs. The digital collections of the Art and Design Library and the Materials Library are available to students and faculty 24/7. Students, faculty, and community members can request physical items from the libraries’ collections. Requested items can be picked up from the VCUarts Qatar building from 8 am to 9 pm, seven days a week.

Students, faculty, and community members can also schedule a virtual consultation with librarians and materials curators. Librarians will also join classes virtually for instruction and workshops.

VCUarts Qatar’s Gallery will operate in accordance with the university’s Return to Campus plan and the directives of QF and the MoPH, while also continuing to serve VCUarts Qatar’s community needs. The Gallery is planning to host exhibitions in the Main Gallery, the glass display cases located on the ground floor, and in the Library at the beginning of the Fall semester. These exhibitions will only display works produced by VCUarts Qatar’s community. Fall semester exhibitions will not be open to the public. Spring semester exhibitions will be open to the public and may include works produced by visiting artists, circumstances permitting. However, viewing will be by appointment only, with limited attendance capacity in recognition of building capacity and social distancing guidelines.

VCUarts Qatar’s Bookstore will operate in accordance with the university’s Return to Campus plan and the directives of QF and the MoPH, while also continuing to serve VCUarts Qatar’s community needs. The Bookstore will promote remote services to reduce face-to-face interaction through its online ordering system where faculty, students, and staff can purchase art supplies, books, and other related merchandise without having to physically visit the store. Customers will be informed once their items are available for
collection. Orders will only be available for pick-up during specific times. No-contact protocols for purchase transactions will be established.

**Communication**

Communication to the community is key to any successful response and recovery operations. All communications regarding health and safety policies will be approved by the Dean and forwarded to the Director of Communications for final review prior to release. They will be conveyed to VCUarts Qatar’s community through the VCUQ Alert email and the [https://qatar.vcu.edu/index.php?/coronavirus-updates](https://qatar.vcu.edu/index.php?/coronavirus-updates) page. The community will be notified of policy changes in a timely manner, along with home campus.

**Sustainability and Adaptability**

**Sustainability**

VCUarts Qatar strives to incorporate sustainability into every initiative. The cloth face coverings mentioned on page 7, which will be given to every community member, were designed in-house using upcycled materials from the Fashion Design department. Repurposed logo fabric was used for the branding. The face coverings were produced locally and led by VCUarts Qatar’s Technical Fashion Coordinator.

VCUarts Qatar's Fab Lab, in consultation with QF’s Primary Health Care Center, produced face shields that can be worn and disinfected to reduce the waste generated by single-use face shields. Hundreds were produced and provided to support staff at places such as Hamad Hospital, and Georgetown University in Qatar.

The 2019 VCUarts Qatar Tasmeem Doha committee also donated the fabric used during the event to Seam Tailoring in Doha for an upcycling initiative. The fabric will be used to produce cloth face coverings for the local migrant worker community.

Fall semester BFA/MFA studio courses that require physical materials for course completion will expand upon the established “kit” format that was previously tailored mainly to freshmen. This greatly reduces trips for students to various shops around Qatar where they would normally have individually sourced materials and reduces their potential exposure to COVID-19 and carbon footprint. It also enhances the home-studio experience and directs students to approach projects with sustainability principals in mind.

Working from home and restricting international business travel has positively affected the carbon-footprint of university operations. In addition, the move to a primarily digitally-based platform has reduced the amount of paper waste that is normally found in an office or design school environment.
Building Back Better

VCUarts Qatar continually strives towards improvement in all aspects of working, teaching, and learning. The current situation has shown that the university community is able to adapt to, and overcome, obstacles through innovation.

Academic programs have adapted their pedagogical methods to meet the virtual mode of operation to include:

- Virtual instructional guidelines in the form of an addendum to syllabi terms, i.e., office hours, privacy, attendance, participation, and student engagement
- The provision of the necessary technology supplies, i.e., cameras, light fixture, iPads, etc.; and
- The establishment of a Teaching Lab, created by nine faculty from diverse disciplines to curate and disseminate resources about the virtual/hybrid mode of instruction.

The Teaching Lab site can be found here: https://www.teachlab.info/.

Maintaining an Inclusive Community

VCUarts Qatar is committed to maintaining an environment that is free of all forms of discrimination. Each institution must seek to foster mutual respect, support, and inclusion for every member of the community to thrive, especially as the university continues to navigate life and university operations during a global pandemic.

During this public health event, where there are many unknowns, taking care of each other is just as important as taking care of ourselves. Making assumptions about, or engaging in negative treatment of others based on perceived symptoms, medical conditions or abilities, national origin, racial and ethnic characteristics, or any other protected status, negatively impacts the community. Every person’s care, compassion, and empathy for each other makes a positive difference.

Conclusion

VCUarts Qatar acknowledges and accepts its responsibility in ensuring the health and safety of its community while maintaining the academic mission. While the future of the pandemic remains unclear, VCUarts Qatar will maintain a positive approach and continue to develop and implement new strategies and techniques that allow faculty and students to continue to thrive academically, as well as adapt to an ever-changing environment. With support of QF and guidance of the MoPH, VCUarts Qatar will continue to follow public health and safety guidance, abide by government restrictions, and other restrictions and limitations as it endeavors to reduce the risk of contracting and spreading the COVID-19 virus in the building.
References

- Qatari MoPH, (March 2020) *COVID-19 Qatar National Response Action Plan*
- Qatari MoPH, (June 2020) *Precautions Guidelines for Lifting of COVID-19 Restrictions-Phase 1*
- Qatar Foundation, (June, 2020) *QF Return to Work Guidance Framework*
VCUarts Qatar Return to Campus Employee Training Addendum

Reboarding at VCU: All Employee Training

University Measures

The health, safety and well-being of our students, patients, faculty and staff are critical during this time, alongside our commitment to the mission of the university and academic medical center. As VCU provides critical functions to our community, a phased approach will be implemented to bring essential functions back first, followed by necessary functions.

VCU has established a flexible plan for the return to campus. The flexibility incorporated in the plan is necessary for it to be effective when considering the uncertainty of the virus. The plan includes multiple phases that will be introduced and evaluated as needed.

Addendum: VCUarts Qatar is currently working, in collaboration with the Qatar Foundation, the Ministry of Public Health, and other Education City Partner Universities on a plan for return to work. More information will be distributed once this is finalized.

VCU Senior Leadership Protocols

VCU Senior leadership protocols for return to campus plans include:

Physical distancing
Usage of face coverings
Personal workspaces are cleaned by faculty and staff members
Additional cleaning and disinfection of work areas/instructional buildings by Facilities Management
Meeting and events management
Teleworking when possible through the summer months and into the fall, using formal telework agreements, formal check-ins, and documentation of output/outcomes
Appropriate ADA accommodations for those requiring them
Flexible work arrangements for those caring for other family members
Flexibility as new information/situations arise

Phased Approach

The phased approach for returning to campus will be used in order to reduce population density, allow for physical distancing, and to allow availability of face coverings and cleaning supplies.

In order to support student return to campus, overall physical density should remain low, per CDC guidelines, with teleworking continuing where possible since this lowers the overall physical density on campus.

Addendum: VCUarts Qatar will receive guidelines related to physical density within the building from the Ministry of Public Health. Personal Protective Equipment (PPE) will be supplied by VCUarts Qatar.

The proposed timing below is dependent on availability of face coverings and cleaning materials, CDC, state/local and VCU HR Guidance. Faculty and staff return to campus will occur in the following phases:

Addendum: The dates mentioned below only pertain to the VCU main campus and do not apply to VCUarts Qatar. Further information on VCUarts Qatar’s return to work phases will be communicated
as they become available. VCUarts Qatar will continue with first day of classes beginning on August 23rd; however, instruction and support services that would take place in the building have yet to be determined.

**Pre-June**

**Phase I**

Designated staff and those supporting clinical operations are on campus; all others telework.

**June**

**Phase II**

Employees supporting clinical rotations and research return to campus (Research faculty refer to the Return to Research plan; also note that the Health Science campus plan is available).

**July and August**

**Phase III**

July 1-15: 25% of non-designated staff that cannot work well remotely are returned to campus.

July 16-31: 50% of non-designated staff that cannot work well remotely are returned to campus.

August 1-16: 75% of non-designated staff that cannot work well remotely are returned to campus.

**August 17**

**Phase IV**

100% of non-designated staff that cannot work well remotely are returned to campus.

Positions needed to support the in-person student experience return to campus. All others continue teleworking.

**Return to Campus Coordinators**

The launch of a new phase in our return to work plan does not necessitate an immediate return to campus for all teleworking faculty and staff members. Vice presidents and deans will each appoint a return to campus coordinator who will coordinate logistics for the school/unit return to campus.

The team of return to campus coordinators, under the direction of their dean, vice president or department head, and in partnership with each unit's HR professional will finalize timing decisions on return to work for those individuals unable to work well remotely, so that physical density is managed and the percentages outlined in the phased return to work are maintained. They will also prioritize any individuals needed on campus to prepare for the Fall reopening of campus.

**Addendum:** VCUarts Qatar has established a Crisis Management Team (CMT) that will be coordinating with department Chairs, Directors and Senior Management on the logistics for the schools return to campus and will be prioritizing departmental and individual needs to prepare for the Fall semester.

**How was the plan established?**

The return to campus approach is based on:

- Limited physical density
- Faculty and staff positions
VCUarts Qatar Return to Campus Employee Training Addendum

Essential functions

An evaluation of specific building locations, access and use

Whether or not workspaces, instructional spaces and services within buildings are conducive to physical distancing.

Addendum: VCUarts Qatar is currently working, in collaboration with the Qatar Foundation, the Ministry of Public Health, and other Education City Partner Universities on a plan for return to work. More information will be distributed once this is finalized.

With whom should I discuss my return to campus?

You and your manager/direct supervisor should have a conversation about the timing of you returning to campus to work. This will include a discussion about the type of work you do and if it is optimally performed on campus. Only if you are advised by you manager/direct supervisor to return to campus to work should you do so. Further below we address options should you have concerns about returning to campus for work that cannot be resolved with your manager/direct supervisor.

Faculty will not have this discussion with their chair/dean. Faculty may request an alternate work arrangement.

Addendum: Further instructions on VCUQ faculty return to work arrangements will be communicated shortly.

When may faculty and staff return to campus?

The following list of requirements must be met before any faculty and staff members may return to campus for work:

1. Staff members who have been notified by their manager/direct supervisor of a university authorization to return to campus to work (phased approach) and been provided a date of return.
2. Research faculty who have been notified by their Dean/Chair or designee of a university authorization to return to campus for work (Phased Approach) and have been provided a date of return.
3. Those who work in a building or workspace designated as suitable for physical distancing.
4. Faculty and staff members who have completed the daily health survey and who have not been sick, feeling ill or presented with any symptoms of the coronavirus.
5. Faculty and staff members who have completed the required return to campus online training, including passing with a minimum score of 80% and an affirmation of the attestation. Managers/direct supervisors must complete a second mandatory online training, with the same passing requirements.

Addendum: Due to the nature of VCUarts Qatar contracts, VCU did not request return to work training from local hires and some managers/direct supervisors. As a result, local hires will need to review this document and sign the Attestation statement provided at the end of this training section. Signed forms should be returned to VCUQ Human Resources.

ADA Accommodations

VCU’s Institutional Equity, Effectiveness and Success ADA unit provides resources and support for employees with disabilities consistent with state and federal law, including the Americans with Disabilities Act. It also collaborates with departments across the university to ensure access to university programs, services and activities.
VCUarts Qatar Return to Campus Employee Training Addendum

A reasonable ADA accommodation is an adjustment to a job or work environment that does not cause undue hardship on an employer's business operations. It allows an individual with a disability to participate in the job application process, perform essential functions of a job, and enjoy the same access to benefits and privileges of employment as those without disabilities.

To initiate the interactive process toward determining eligibility for an ADA accommodation, you can contact your manager/direct supervisor, human resources, or the ADA/504 Coordinator directly. The process is confidential.

Faculty and staff members will be asked to complete the employee request for accommodation form, and the medical certification for employee accommodation form as part of the accommodation process.

Assistant in completing the forms or in reviewing the policy and process is provided as requested.

Requests for a reasonable accommodation will be assessed and evaluated on a case-by-case basis by the ADA/504 Coordinator.

Visit equity.vcu.edu for additional information and access to the forms.

Addendum: Employees designated as UAP or Faculty can contact their manager/direct supervisor, human resources, or the ADA/504 Coordinator, Crystal C. Coombes, directly at cccoombes@vcu.edu. Employees hired on local or hourly contracts must contact the VCUQ Interim Director of Human Resources who will advise accordingly based on the Qatar Labor Law. The process is confidential.

Alternate Work Arrangements and Additional Resources

Faculty and staff members will have access to many mental health resources and additional arrangements during the phased return to campus. Resources include:

Increased support with:
  - Flexible work schedules
  - Leave usage
  - Continued teleworking
  - Employee Assistance Program (EAP)
  - ADA/504 Coordinator
  - Local HR Professionals
  - VCU HR Employee Relations
  - Office of the Provost, Faculty Affairs
  - University Ombudsperson

Managers/direct supervisors and their employees should not discuss any employee's health concerns. If an employee has a health risk they are concerned about in the return to campus phased approach, the employee should be directed to the ADA/504 Coordinator to discuss a workplace accommodation. If the employee is living with or caring for a vulnerable person, there will be manager/direct supervisor flexibility in regards to your work arrangements.
Vulnerable Populations

Faculty and staff in any of the high-risk categories specified by the CDC and the Virginia Department of Health (or those who have a family member who is in a high-risk category), who have been informed that they need to return to campus for work, may request an alternative work arrangement to continue working remotely.

Those who need to request an alternative work arrangement should consult the university’s Accessibility Administrator serving as the ADA/504 Coordinator.

Managers/direct supervisors may request a consultation.

The faculty or staff member may directly request a meeting with the ADA/504 Coordinator.

Managers/direct supervisors should not approach specific faculty or staff members about continuing to work remotely because of a known high-risk condition.

Requests for alternative work arrangements will be evaluated on a case-by-case basis.

Requests for continued alternative work arrangements beyond or outside the phased return to campus approach should be discussed with the manager/direct supervisor.

Addendum: VCUarts Qatar will receive guidance from the Ministry of Public Health on specifications of vulnerable populations and will be shared once they are finalized.

Addendum: Employees designated as UAP or Faculty may directly request a meeting with their manager/direct supervisor, human resources, or the ADA/504 Coordinator, Crystal C. Coombes, directly at cccoombes@vcu.edu.

What services does the Employee Assistance Program (EAP) provide to faculty and staff?

The COVID-19 pandemic, the quarantine and isolation may have had impacts on your life. VCU's Employee Assistance Program (EAP) can provide help with these impacts, as well as assistance related to psychological readiness in coming back to the workplace.

EAP provides access to mental health and substance abuse counseling. Human Resources can also help identify VCU and community professionals to provide education and training on many topics, including stress reduction, threat assessment and violence prevention.

EAP provides legal services and consultations with legal professionals.

Examples of services include: Divorce/custody, criminal concerns, civil issues, estate planning, and consumer issues.

Legal issues involving employer and health insurance situations are not covered by this service.

EAP also provides financial services and offers telephone consultations for you and eligible family members with a financial professional.

Examples of consultations include: Debt and credit management, saving for education and retirement, and life event planning such as buying a home.

Contacts:

COVA Care and COVA HDHP - Anthem Blue Cross and Blue Shield, Member Services: 1-855-223-9277, www.anthemeap.com

COVA HealthAware - Aetna 1-888-238-6232, www.covahealthaware.com
Addendum: The COVID-19 pandemic, the quarantine and isolation may have had impacts on your life. VCUarts Qatar's Employee Assistance Program (EAP) can provide help with these impacts, as well as assistance related to psychological readiness in coming back to the workplace.

In partnership with ICAS, VCUarts Qatar Employee Wellbeing Program offers the following:

- Counselling for emotional and psychological support
- Practical guidance and support on legal, financial, family and work matters
- Managerial consulting for line managers and supervisory staff
- Positive lifestyle coaching for nutrition, health & fitness
- Online Health Risk Assessment tool providing personalized reports
- ICAS lifestyle: Online health and wellbeing guidance e.g.: access to articles, tips on getting fit, eating healthy, family relationships, managing stress and dealing with conflict.

Login to https://www.icaslifestyle.com/ with the below username and password.

Username: VCUQATAR
Password: wellbeing

Contact details and more information is provided within the Health and Medical section on the VCUarts Qatar intranet. Please contact VCUarts Qatar Human Resources for more information or guidance on the Employee Assistance Program (EAP).

What if I do not have healthcare coverage through the state's health care plan?

EAP web resources (including live webinars) can be used by any faculty or staff member (whether or not on a health plan) during COVID-19.

EAP resources for faculty or staff who are not covered by a state health plan are available at www.anthemeap.com using login "EAP Can Help."

Addendum: Please contact VCUarts Qatar Human Resources for more information or guidance on your specific healthcare coverage.
VCUarts Qatar Return to Campus Employee Training Addendum

What if I observe faculty and staff members not abiding by the university's health and safety protocol?

As we all share responsibility for health and safety on campus, faculty and staff members who observe another faculty or staff member not abiding by the university's health and safety protocol should respectfully remind them of the protocol and ask that they comply. Faculty and staff members should not assume a diagnosis of any sort but merely inform one another of safe practices. Any continuing concerns should be reported directly to your manager/direct supervisor even if the faculty and staff member is not in your department.

Adhering to safety protocols is an important and immediate goal that will result in a healthier VCU community. It's an example of alignment between individual and organizational needs. Another example is being mindful of the differential impact of returning to campus for those employees who experience bias and stigma related to their social identities.

Teleworking Responsibilities

Staff members who continue to work remotely after July 1, 2020 must continue to submit work plans as requested by their managers. Faculty should continue to report to their direct supervisor.

For staff members whose performance is managed through Talent@VCU, a new tool is coming soon called Check-ins. Check-ins will be ongoing, one-on-one conversations between managers and staff members about work progress, goals, performance to date, and plan of action going forward, held at regular intervals.

Check-ins do not apply to faculty members.

Addendum: UAP and staff members who continue to work remotely after September 1, 2020 must continue to submit work plans as requested by their managers.

Addendum: While local hires do not have access to Talent@VCU, they will be required to complete the attached “Check-in Questionnaire for Local Hires” form for supervisor review and approval.

What if I find I can contribute beyond my current job?

As we transition through the various phases of returning to campus, your manager/direct supervisor will be giving you work assignments which may need to shift depending on the priorities at a given point in time. The ability to be agile, adapt to changing needs, and keep open lines of communication with your manager/direct supervisor will be very important during this time.

Ultimately, if you and your manager/direct supervisor exhaust all options to fill your workday, you will be required to take accrued annual leave. If you do not have a leave balance, you may remain on leave without pay for up to one month, consistent with VCU policy protocol. You, your manager/direct supervisor and your HR Professional should work closely together if you encounter this situation.

Additional Resources: Psychological Readiness and Returning to Campus

The Office of Institutional Equity, Effectiveness and Success is developing a separate eLearning module for the university community on Psychological Readiness and Returning to Campus. The goal of this module is to address psychological awareness and readiness, and emphasize the university’s commitment to nondiscrimination and equity.
VCUarts Qatar Return to Campus Employee Training Addendum

**What steps do I need to take to ensure I am healthy before returning to work on campus?**

Each day, assess how you are feeling and take your temperature. If you have a fever or have any of the COVID-19 symptoms, you should seek out testing, stay home, notify your manager/direct supervisor via phone or email, and either work remotely if possible or take leave. You also must follow protocol listed at together.vcu.edu.

Be sure you have a thermometer on hand to comply with this requirement.

Addendum: Protocols listed at together.vcu.edu are specific to the VCU main campus and do not apply to VCUarts Qatar. Protocols for entering the VCUarts Qatar building will be shared once they are finalized through the Ministry of Public Health.

Addendum: It is not required that you have a thermometer as temperature checks will be conducted at the main entrance prior to entering the building.

**Daily Health Checks**

Beginning June 10, a daily health check survey will be sent to designated and approved faculty, students and staff. The health check survey will be a series of yes/no questions that will check symptoms and provide direction on whether to come to campus to work, or to stay home and contact the appropriate people (i.e., health care provider and manager/direct supervisor).

As faculty and staff return to campus to work, they will begin to receive the daily health check survey via email.

*COVID-19 symptoms include:*

- Fever of 100.4 degrees or higher; headaches or body aches
- Sore throat
- Productive cough (wet cough with mucus)
- Dry cough (without mucus)
- Both productive and dry cough
- Stuffy/runny nose
- Loss of taste and smell

Review the Virginia Department of Health’s page regarding What to do if you have confirmed or suspected coronavirus disease (COVID-19)? for additional information.

Addendum: VCUarts Qatar is currently working, in collaboration with the Qatar Foundation, the Ministry of Public Health, and other Education City Partner Universities on a plan for return to work. More information will be distributed once this is finalized.

Addendum: Please see the VCUarts Qatar Covid-19 webpage for updated information:

https://qatar.vcu.edu/index.php?/coronavirus-updates

**Proper and Expected Uses of University-Provided face coverings**

**What will the university provide?**

The university will provide each faculty and staff member returning to work on campus with the following at no charge:
VCUarts Qatar Return to Campus Employee Training Addendum

Cloth face coverings (that should be laundered on a frequent basis)
Hand sanitizer
Disinfectant spray

The return to campus coordinator will work with the building managers/direct supervisors to provide the materials to faculty and staff.

Addendum: VCUQ Safety and Facilities department, in coordination with the VCUQ Communications department, will work with direct supervisors to provide the materials to faculty and staff.

How and when should I wear my face covering?

You must wear a face covering over your nose and mouth in public spaces, including building entry areas, conference rooms, hallways, elevators, restrooms, and parking decks while on campus. Face coverings are recommended but may be removed while outside as long as physical distancing occurs.

You do not have to wear a face covering if in a private office with at least six feet of distance to the nearest hallway or if the door is closed.

The university will attempt to have extra face coverings available in the event that a faculty or staff member arrives at work without their face covering. Due to face covering shortages, faculty and staff members will likely need to use leave to return home and retrieve their face covering. Repeated presence at work without a face covering will result in disciplinary action.

Addendum: Face coverings must be worn in the building at all times with the exception of being alone in a private office with at least 2 meters to the nearest hallway of if the door is closed. Face covering must be worn in public or outside areas as per the instructions of the Qatar Government.

Addendum: Leave will not be required in the event an employee forgets their face coverings at home. It is expected that VCUarts Qatar will have an adequate supply of face coverings in the event an employee forgets theirs; however, if there is a need for an employee to return home for any reason, they need to request approval from their supervisor.

What must I do to maintain appropriate physical distancing and other safety protocols when working on campus?

Remain 6 feet apart
Use Proper hand washing/sanitization
Use appropriate sneeze etiquette
Disinfect work surfaces

Addendum: MOPH has indicated 1.5 meters.

What protocols do I need to follow when working on campus?

Use these protocols when working in individual offices:

You do not need to wear a face covering when working alone in an individual office, if at least 6 feet from any open or common spaces, and the door is closed.

When you leave your individual office or invite a colleague into your office, you both must wear face coverings.
You must use wipe down your personal workspace using sanitizing spray at the beginning and end of each workday.

Should you have questions about your workspace being suitable for physical distancing, you should consult with your manager/direct supervisor and your return to campus coordinator.

Addendum: MOPH has indicated 1.5 meters.

**Use these protocols when working in shared offices/workspaces:**

When you are working in a shared office/workspace, you must wear a face covering.

You must wipe down your personal workspace using sanitizing spray at the beginning and end of each workday.

Should you have questions about your workspace being suitable for physical distancing, you should consult with your manager/direct supervisor and your return to campus coordinator.

**What must I do to maintain appropriate physical distancing when working on campus?**

**Physical Distancing**

Practice physical distancing and maintain a 6-foot distance between yourself and others.

**Hallway, Pathway and Queuing Protocol**

If hallways, pathways and queuing areas have signage, follow noted protocols to adhere to physical distancing.

**Elevator Usage**

Limit elevator usage and share elevators with no more than one other person; exception: when using a freight elevator that is at least 6 feet deep.

Physical distancing in research laboratories is expected to be greater to allow for the ability to move around the space to complete preparatory work and experiments:

- 1 person per 250 sq. ft. (Phase I)
- 2 persons per 250 sq. ft. (Phase II)
- 3 or more persons per 250 sq. ft. (Phase III)

Addendum: MOPH has indicated 1.5 meters.

Addendum: While VCUarts Qatar does not have any research laboratories within the building, any physical distancing within these spaces will be determined by the Ministry of Public Health and will be shared once they are finalized.

**Other Recommendations**

Avoid touching your eyes, nose and mouth with unwashed hands.

If your role currently requires wearing gloves, continue to do so. Otherwise wearing gloves is not required. Laboratory PPE is required in all laboratories.

Review this CDC article for information regarding Coughing and Sneeze etiquette.
VCUarts Qatar Return to Campus Employee Training Addendum

Use disinfectant spray to wipe down shared equipment or machinery (such as printers and scanners) before and after use. Faculty and staff members must use disinfectant spray to wipe down their personal workspace at the beginning and end of each workday.

VCU Facilities Management Division will regularly clean building entry doors, elevators and other commonly used entry and exit points within buildings.

Addendum: Qatar Foundation contracted cleaners, under the supervision of the VCU Safety and Facilities department, will regularly clean building entry doors, elevators and other commonly used entry and exit points within buildings.

Use these protocols when eating at the workplace:

When eating or socializing with others on campus ensure you are physically distanced by at least 6 feet.

Do not share food, have potlucks or engage in work or social events on campus where physical distancing cannot be maintained.

Practice physical distancing when using shared common spaces (e.g., kitchens, common rooms), reduce occupancy, and sanitize any equipment (e.g., microwaves) before and after use.

Use of shared refrigerators is discouraged.

Addendum: MOPH has indicated 1.5 meters.

Can I hold in-person meetings and training sessions?

Conduct meetings and training sessions virtually as much and as often as possible and make sure a virtual option is available for those who cannot attend in person. If meetings cannot be conducted virtually, participation must include appropriate physical distancing and wearing of face coverings.

Conference rooms must allow for 36 square feet per participant. Rooms, tables and chairs must be wiped down using disinfectant and/or sanitizing liquids after usage.

Rooms should be at no more than 50% capacity. Current protocol states that meetings should have fewer than ten participants and preferably held virtually.

Addendum: MOPH has indicated conference rooms must allow for 9 square meters per participant.

Addendum: VCUarts Qatar will take guidance from the Ministry of Public Health on specifications of room and building capacity and will be shared once they are finalized.

Can I hold in-person classes?

In-person classes can be held. When doing so, ensure instructional environments follow appropriate social distancing and safety protocols. This means that rooms should be at no more than 50% capacity, allow for 36 square feet per participant and wearing of face coverings by faculty members and students.

Addendum: Currently there is no in-person instruction on the VCUarts campus. VCUarts Qatar has established a Crisis Management Team (CMT) that will be coordinating with department Chairs, Directors and Senior Management on the logistics for the schools return to campus and will be prioritizing departmental and individual needs to prepare for the Fall semester. In addition, VCUarts Qatar will take guidance from the Ministry of Public Health on specifications of room and building capacity and will be shared once they are finalized.
Frequently Asked Questions

What if I test positive for COVID-19?

If you test positive for the COVID-19 virus:

- Contact VCU Employee Health Services immediately
- Notify your manager/direct supervisor via email or phone
- Visit together.vcu.edu for specific guidance on next steps

Addendum: If you discover you are sick or develop symptoms associated with Covid-19, it is encouraged, but not required, that you notify Human Resources (HR). However, it is required that you contact the Ministry of Public Health immediately at 16000.

What if a faculty or staff member has a high health risk of contracting the virus and has been advised by a health care provider to continue to work remotely into the summer months and fall?

Faculty and staff members who have a high risk of contracting the virus should consult with their health care provider.

If the faculty or staff member has been requested to return to campus, and their health care provider recommends that they continue to telework, the faculty or staff member must seek an accommodation to continue to work remotely through VCU’s ADA/504 Coordinator.

If approved for continued telework, the manager/direct supervisor, in consultation with the ADA/504 Coordinator, will work with the faculty or staff member to determine a remote work schedule and may require a new revised and updated telework agreement.

Faculty and staff members who are requesting to continue to telework because they live with or care for someone who has a high health risk of contracting the virus should consult with their manager/direct supervisor to request continued remote work arrangements.

The manager/direct supervisor should continue to hold the faculty or staff member accountable for their work.

If the faculty or staff member does not have sufficient assignments while working remotely the manager/direct supervisor should request that the faculty or staff member take leave.

If the employee does not have any leave balances remaining, the faculty or staff member may remain in a leave without pay status for a reasonable period of time not to exceed one month.

Faculty do not have to complete telework agreements. Teaching and work schedules will continue to be arranged through their direct supervisor.

Addendum: Employees designated as UAP or Faculty may directly request a meeting with their manager/direct supervisor, human resources, or the ADA/504 Coordinator, Crystal C. Coombes, directly at cccoombes@vcu.edu.

Addendum: Employees hired on a local contract should request a meeting with VCUarts Qatar Human Resources.
After being requested to return to campus, if a faculty or staff member is still concerned about the possibility of exposure to the coronavirus on campus, may they request to continue to telework?

Faculty and staff members should raise their concerns with their manager/direct supervisor and their assigned Return to Campus Coordinator to discuss options available to support the work needing to be done while balancing support for faculty and staff health and safety.

HR Professionals can assist in facilitating conversations between managers/direct supervisors and faculty and staff members to determine needs and options available to meet those needs. Options could include:

- Continuing to work remotely (may require a new telework agreement)
- Scheduling adjustments
- Scheduling reductions while using some leave
- Permitting the faculty or staff member to remain in a leave without pay status up to one month if the faculty or staff member has no leave balances remaining

The manager/direct supervisor also has the discretion to require the faculty or staff member to return to campus to work. Any request for workplace accommodation as a result of an employee’s high health risk should be directed to the university ADA/504 Coordinator.

Faculty continue to have options to telework if they have any objections.

Addendum: The manager/direct supervisor also has the discretion to require the faculty or staff member to return to campus to work. Any request for workplace accommodation as a result of an employee’s high health risk should be directed to the university ADA/504 Coordinator or VCUarts Qatar Human Resources.

Is there an appeal process if I disagree with my manager/direct supervisor regarding their decision on my return to campus to work status?

If a faculty or staff member and their manager/direct supervisor are not able to come to an agreement on a return to campus to work plan, there is an appeal process:

The faculty or staff member should confirm their understanding of the decision directly with their manager/direct supervisor

The faculty or staff member may consult with their HR Professional and may appeal the manager's/director supervisor's decision to the VP/Dean of their school or unit via email

The VP/Dean will review the manager's/direct supervisor’s decision and any other information that the faculty or staff member wishes to submit

The VP/Dean will provide a decision in writing to the faculty or staff member and the manager/direct supervisor via email regarding the direction to return to campus to work

The decision of the VP/Dean is final and not subject to further review

Faculty and staff with ongoing concerns about their working relationship with their manager/direct supervisor may contact the Office of Faculty Affairs (faculty) or the HR Office of Employee Relations (staff).
VCUarts Qatar Return to Campus Employee Training Addendum

What if I need a workplace accommodation through the Americans with Disabilities Act?

Faculty and staff requiring a workplace accommodation should contact the university’s ADA/504 Coordinator.

Addendum: Employees designated as UAP or Faculty may directly request a meeting with their manager/direct supervisor, human resources, or the ADA/504 Coordinator, Crystal C. Coombes, directly at cccoombes@vcu.edu.

Addendum: Employees hired on a local contract should request a meeting with VCUarts Qatar Human Resources.

Does someone working in a personal office need to wear a face covering at all times?

As of May 28, 2020, the Governor of Virginia is requiring that face coverings/masks must be worn in public spaces, including businesses. VCU faculty and staff must wear face coverings when in public spaces, including building entry areas, conference rooms, hallways, elevators, restrooms, parking lots, and other outside areas of campus.

Faculty and staff do not have to wear a face covering if in a private office with at least six feet of distance to the nearest hallway if the door is closed. However, when the faculty or staff member leaves their individual office or has invited a colleague into their office, they must both wear a face covering.

Additionally, one cannot wear a face covering while eating or drinking. At those times, physical distancing techniques should be applied.

Addendum: Face coverings must be worn in the building at all times with the exception of being alone in a private office with at least 1.5 meters to the nearest hallway of if the door is closed. Face covering must be worn in public or outside areas as per the instructions of the Qatar Government.

Addendum: MOPH has indicated 1.5 meters.

What if a faculty or staff member is unsure whether or not it is safe to return to their workspace?

Any faculty or staff member with questions about workspace suitability for physical distancing or other safety protocols should consult with their manager/direct supervisor or Return to Campus Coordinator.

Addendum: Any faculty or staff member with questions about workspace suitability for physical distancing or other safety protocols should consult with their manager/direct supervisor or the VCUQ Safety and Facilities department.

What should I do if I observe other faculty or staff members not abiding by the university’s health and safety protocol?

As we all share responsibility for health and safety on campus, faculty and staff members who observe another faculty or staff member not abiding by the university’s health and safety protocol should respectfully remind them of the protocol and ask that they comply. Faculty and staff members should not assume a reason for non-compliance but merely inform one another of safe practices.

Any continuing concerns should be reported directly to your manager/direct supervisor even if the faculty or staff member is not in your department.
What services does the Employee Assistance Program (EAP) provide faculty and staff members?

In addition to mental health and substance abuse counseling, the EAP provides legal services and consultations with a legal professional. You and eligible family members can call EAP and request one 30 minute in-person or telephonic consultation, per separate issue, with a network attorney at no cost to you. If you choose to continue working with the attorney, continued services are offered at a discounted rate from the attorney's usual hourly rate. Examples of services include:

- Divorce/custody
- Criminal concerns
- Civil issues
- Estate planning
- Consumer issues

**Legal issues involving employer and health insurance situations are not covered by this service.**

EAP also provides financial services and offers telephone consultations for you and eligible family members with a financial professional. Telephone consultations are typically 30-60 minutes in length, per separate issue. Examples of consultations include:

- Debt and credit management
- Saving for education and retirement
- Life event planning such as buying a home

Additionally, the EAP provides numerous online resources:

- Legal and financial tools and calculators to assist with debt and credit management and life events such as buying a home or car and saving for education and retirement.

- Work/Life assistance including an online provider database for child and dependent adult care, convenience services and education options, and a library of information on topics such as consumer resources, parenting, healthy communication, health and wellness and balancing work and family.

- Assessments and learning tools for self-development.

- Tools with resources for managers/direct supervisors in their day-to-day work.

**Addition:** The COVID-19 pandemic, the quarantine and isolation may have had impacts on your life. VCUarts Qatar's Employee Assistance Program (EAP) can provide help with these impacts, as well as assistance related to psychological readiness in coming back to the workplace.

In partnership with ICAS, VCUarts Qatar Employee Wellbeing Program offers the following:

- Counselling for emotional and psychological support
- Practical guidance and support on legal, financial, family and work matters
- Managerial consulting for line managers and supervisory staff
- Positive lifestyle coaching for nutrition, health & fitness
- Online Health Risk Assessment tool providing personalized reports
ICAS lifestyle: Online health and wellbeing guidance e.g.: access to articles, tips on getting fit, eating healthy, family relationships, managing stress and dealing with conflict.

Login to https://www.icaslifestyle.com/ with the below username and password.

Username: VCUQATAR
Password: wellbeing

Contact details and more information is provided within the Health and Medical section on the VCUArts Qatar intranet. Please contact VCUArts Qatar Human Resources for more information or guidance on the Employee Assistance Program (EAP).

What if I do not have healthcare coverage through the state’s health care plan?

EAP web resources (including live webinars) can be used by any faculty or staff member (whether or not in a health plan) during COVID-19. EAP resources for faculty and staff members who are not covered by a state health plan are available at www.anthemeap.com using login "EAP Can Help."

May I temporarily return to teleworking if my office runs out of disinfecting cleaners or hand sanitizers or has confirmed cases of COVID-19 and requires the office to be deep cleaned?

Most likely yes, but situations such as this will be addressed on a case-by-case basis, with faculty, staff and student safety at the forefront.

If a faculty or staff member tests positive for COVID-19 or must self-quarantine due to exposure to COVID-19 or returning from travel, may the faculty or staff member telework if they feel well enough to do so?

Yes. Faculty and staff members may telework during a period of self-quarantine or illness if they are able to continue to work. Special leave is available for those who are ill with COVID-19.
Attestation - Reboarding at VCU: All Employee Training

I acknowledge and agree that I have completed the required Reboarding at VCU training course and that I understand my role and responsibilities for promoting a healthy and safe environment for myself, staff, faculty and students. I further acknowledge that, due to the nature of infectious diseases like COVID-19 and their presence in society, no physical environment is free of the risk of transmission. The rules and protocols identified in the training modules can mitigate, but cannot eliminate, this risk. I agree to adhere to all of the rules and protocols put in place for my VCU activities.

I also understand that our prevailing protocols related to the COVID-19 pandemic are subject to change. This means that the university, the administration, and each faculty and staff member must remain flexible and adjust as new information, and potentially, state and federal directives emerge requiring changes to rules, protocols and university operations. With that, I have reviewed and am responsible for checking VCU’s web page and adhering to any changes to the current protocols on the COVID-19 pandemic.

Signature and Date:
Reboarding at VCU: Manager Training

Before Faculty and Staff Return to Campus

VCU has outlined steps in the Return to Campus plan that must be completed prior to faculty and staff reboarding. Here is what you must know:

VCU Human Resources will guide HR Professionals in each school and department to complete a staffing plan that identifies the status of each returning employee (designated, telework ineligible, telework eligible, hybrid telework and in-person work).

Your HR Professional will work with you to determine which faculty and staff will return in phases throughout the summer and will assist managers with ensuring returning faculty and staff complete required training.

A return to campus coordinator has been identified for your school or department. This person is charged with working with building managers to prepare facilities and provide supply kits (face coverings, hand sanitizer, disinfectant) to returning faculty and staff.

Return to campus coordinators will also assist with ordering needed signage and information to promote compliance with face coverings, cleaning and physical distancing.

It is your responsibility to confirm the employees you supervise have completed the required reboarding online training and signed the Attestation Statement.

There are two features in Talent@VCU that allow you to access this information easily. A lesson on how to use these features is included towards the end of this course.

Addendum: VCUarts Qatar has established a Crisis Management Team (CMT) that will be coordinating with department Chairs, Directors and Senior Management on the logistics for the schools return to campus and will be prioritizing departmental and individual needs to prepare for the Fall semester.

Addendum: The VCU Safety and Facilities department has been identified in managing the distribution of Person Protective Equipment (PPE), as well as, will be coordinating with the VCUQ Communications department on needed signage and information to promote compliance with face coverings, cleaning and physical distancing.

Provide Information. Plan for Change

Faculty and staff will turn to you with questions about the safety protocols and other new rules for the workplace. One of your management responsibilities is to be clear about expectations for the team to return to campus successfully and work productively.

1. To the extent possible, ensure YOU are clear on the rules and expectations, and where the limits are firm or flexible.

2. Provide your team all the information they need to do their jobs, and do so quickly.

Information and plans may change rapidly during this transition. When you are unsure how to respond to questions, commit to gathering and disseminating the most current information as soon as possible.

3. Finally, prepare the team for more change that will be based on new data and directives.
Communicate Early and Often

When people are anxious and uncertain, they need more frequent communication.

1. Before reboarding, review the list of resources and important contacts available and have them handy for your meetings with employees.

2. Set up team and individual meetings before returning to campus, and allow people to ask questions and share worries. You'll be able to address concerns with both empathy and information and know what individuals need to return to work well.

3. Follow up not once, but as often as needed as people reboard to assess how they're doing.

Take Note of your Feelings and Take Care

You are first and foremost a human being who has your own emotions about returning to campus. Managers have additional responsibilities to balance university and team needs that can be stressful.

If you discover that your feelings in the moment are impacting your ability to listen to and help your team, take a break and take care of yourself before re-engaging.

You should reach out for help if you need it for yourself or your employees.

Make no Assumptions. Ask Questions Instead

One of the outcomes of effective communication is the possibility of creating trust. Dialogue, a communication style based on mutual listening and learning, is the best communication method for trust building.

Effective dialogue starts with:

1. Removing assumptions or any bias(es) you might have about someone, and

2. Replacing the assumptions with an intent to better understand. Ask questions designed for learning and understanding as part of the communication process.

The COVID-19 pandemic has affected each of us in different ways. Some have suffered more than others. To better understand a person, you'll need to better understand their experiences and how they've been impacted. Take the time, over time, to become aware of and acknowledge the differences that have and continue to shape us.

Align Organizational, Team and Individual Goals

Managers are the primary connectors between team and organizational goals. The reboarding process requires we shift our goals, at least temporarily, to focus on success in a new, different and perhaps unsettling work environment.

Adhering to safety protocols is an important and immediate goal that will result in a healthier VCU community. It's an example of alignment between individual and organizational needs.

Ensure the goals for your team's successful reboarding are clarified with the team and aligned with the university's core values and strategic plan.

Have Feedback Conversations

Positive feedback is essential when people are learning new behaviors.
1. Feedback is a gift. Ask for it from your team and model accepting feedback with an open mind. Appreciate differing perspectives and approaches to how people share feedback.

2. During the first days and weeks of reboarding, provide reinforcing feedback when you see employees following the safety rules and protocols. Do it immediately and often.

3. Provide course correction feedback privately and immediately when employees make small mistakes. You can help prevent minor missteps from ballooning into major safety issues if you intervene at this level.

Make Reboarding Work for Everyone

Managers have options to offer employees that will facilitate successful reboarding. You will likely have members of your team who:

1. Have identified a disability or condition that may require an ADA accommodation in order for them to return to campus or continue working. Included are people with underlying health conditions that puts them in a high-risk category per the CDC guidelines.

Remember, it is not the manager’s role to identify an employee’s disability or ADA accommodation need.

2. Can effectively continue to telework or utilize other alternative arrangements. Flexibility in these cases can promote employee safety, productivity, and well-being.

3. May be uncomfortable returning to campus at this time because of an extenuating circumstance. Be willing to listen and offer available resources or options as provided by the university.

ADA Accommodations

Some faculty and staff have a health risk, or a condition or disability that qualifies them for an ADA accommodation. During COVID-19, some faculty and staff may have newly developed conditions or disabilities that also may qualify them for ADA accommodations.

If a faculty or staff member approaches you to discuss an ADA accommodation or believe they have a need to request an ADA accommodation as they return to campus, encourage them to contact the VCU's ADA/504 Coordinator directly. Your responsibilities are to:

1. Direct the employee to the ADA/504 Coordinator at this site equity.vcu.edu

2. Work with the ADA/504 Coordinator and your employee to ensure ADA accommodations are reasonable and documented appropriately.

For additional information regarding ADA accommodations, visit equity.vcu.edu and select the ADA services tab or for a brief overview resources visit accessibility.vcu.edu. At any time, you are welcome to consult with the ADA/504 Coordinator.

Addendum: Employees designated as UAP or Faculty may directly request a meeting with their manager/direct supervisor, human resources, or the ADA/504 Coordinator, Crystal C. Coombes, directly at cccoombes@vcu.edu.

Addendum: Employees hired on a local contract should request a meeting with VCUarts Qatar Human Resources.
VCUarts Qatar Return to Campus Manager Training Addendum

Tips for Alternative Work Arrangements

Teleworking: If the employee has a formal teleworking agreement in place, they may continue to work under that agreement until further notice.

Other alternative arrangements: If employees must be on campus to do parts of their jobs, consider flexible and hybrid work arrangements. For example, an employee could work on campus 2 days per week and remotely 3 days per week. Or, an employee could work on campus half-days and take leave the other half-days to provide child care.

Work plan and documentation: Document the agreement for the work plan, review how well the plan is working, and provide employees with feedback on their assignments. Update work plans as necessary.

Check-ins: Meet regularly (and virtually) to assess workload and productivity, and employee well-being. Managers are encouraged to use the Talent@VCU Check-ins feature once available.

Work assignments: Employees can be assigned and held accountable for daily tasks in addition to short- and long-term projects. These can include assignments that promote career growth and development.

Addition: UAP and staff members who continue to work remotely after September 1, 2020 must continue to submit work plans as requested by their managers.

Addendum: While local hires do not have access to Talent@VCU, they will be required to complete the attached “Check-in Questionnaire for Local Hires” form for supervisor review and approval.

Leave Options for Employees

Remind employees of available leave options if they are not yet authorized to or comfortable with returning to campus.

For employees who are not yet authorized to return to campus, managers must verify that employees have sufficient work that is appropriate for telework. If employees do not have enough remote work to fill a work day, employees must use their leave, or remain in a leave-without-pay status not to exceed thirty calendar days.

If an employee does not yet feel comfortable returning to the workplace, they may request to use leave. Managers should consider the employee’s request to take leave in conjunction with the business needs of the division.

Employees who are experiencing increased feelings of stress and anxiety as they work remotely, or have returned to campus, may benefit from taking leave in order to take care of their health and well-being. Your flexibility and support in these cases are critical to employees finding work-life balance, and taking a step back from work and a step towards taking care of themselves.

Additional forms of state and federal leave are available to faculty and staff whose work is impacted by COVID-19 either as a direct result of the virus or as a result of the need to find accommodations for child care due to school, camp and daycare closures due to the virus. Available state and federal leave hours may be used continuously or intermittently.

Families First Coronavirus Response Act (FFCRA) - Federal emergency leave (available through Dec. 31, 2020)
Public Health Emergency Leave (PHEL) - State emergency leave

FFCRA - Emergency Family and Medical Leave (EFML) - Emergency family and medical leave
(available through Dec. 31, 2020)

For details on each of these types of leave please visit together.vcu.edu

Remind your team of the Employee Assistance Program (EAP) benefit, available during COVID-19, to all faculty and staff (and family members) even if they do not subscribe to one of the health plans offered at VCU. Many services are free and include telephone consultations and online resources.

EAP counselors can assist with numerous needs, including but not limited to: addiction, abuse, grief, mental health, and overall well-being; finances, debt and credit management, and legal issues; child and dependent care; housing; career planning and retirement.

EAP resources for faculty and staff who are not covered by a state health plan are available at www.anthemeap.com using login "EAP Can Help."

Employees may appeal management decisions about their return to campus if they disagree with the plan. Click on each of the three cards below to flip to the back and read the steps your employees will need to take to initiate an appeal.

Addendum: Local hire contracted employee leave eligibility and types are available on the VCUarts Qatar intranet within the “Leave, Payroll & Benefits” section.

Addendum: Contact the VCUarts Qatar Human Resources department for more information and eligibility requirements.
Attestation - Reboarding at VCU: Manager Training

I acknowledge and agree that I have completed the required Reboarding at VCU training course and that I understand my role and responsibilities for maintaining a healthy and safe environment for myself, staff, faculty and students. I further acknowledge that, due to the nature of infectious diseases like COVID-19 and their presence in society, no physical environment is free of the risk of transmission. The rules and protocols identified in the training modules can mitigate, but cannot eliminate, this risk. I agree to adhere to all of the rules and protocols put in place for my VCU activities.

I also understand that our prevailing protocols related to the COVID-19 pandemic are subject to change. This means that the university, the administration, and each faculty and staff member must remain flexible and adjust as new information, and potentially, state and federal directives emerge requiring changes to rules, protocols and university operations. With that, I have reviewed and am responsible for checking VCU’s web page and adhering to any changes to the current protocols on the COVID-19 pandemic.

Signature and Date:
VCUarts Qatar Risk Assessment

How to determine the risk rating for each identified hazard.

Each assessment of the risks identified above should consider factors that affect the likelihood of an incident occurring and the severity of the outcome.

Assessment of the likelihood should consider: Number of people usually exposed to the hazard, how frequently people are exposed to the risk, and number of previous incidents associated with the activity/hazard.

Assessment of the probable severity of the outcome should consider: Likely physical injury (e.g. minor cut, lost time injury, permanent disability, death), likely health impact (e.g. minor irritation, short-term illness, life-threatening disease), and number of people likely to be affected.

The Risk Rating for each hazard is determined by multiplying the severity against the likelihood.

Based on the above, the overall risk rating for each hazard should be rated as Acceptable, Adequate, Tolerable, or Unacceptable, using the risk rating matrix below.

On-going monitoring should take place and the risk assessment should be reviewed whenever there is a reason to suspect that it is no longer valid (e.g. after an accident, or incident). Periodic reviews should also be planned and carried out. The chosen frequency of the reviews should be reasonable. In most cases it would be expected that the reviews should be carried out at least annually.

<table>
<thead>
<tr>
<th>Severity</th>
<th>Likelihood</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Insignificant – no injury</td>
<td>1 Very unlikely – 1 in a million chance of it happening</td>
</tr>
<tr>
<td>2 Minor – minor injuries</td>
<td>2 Unlikely – hasn’t happened yet but could / once every 10 years</td>
</tr>
<tr>
<td>3 Moderate – up to three days absence</td>
<td>3 Fairly likely – Could happen or known to happen / once a year</td>
</tr>
<tr>
<td>4 Major – more than three days absence</td>
<td>4 Likely – Could easily happen / once a year</td>
</tr>
<tr>
<td>5 Catastrophic – death or disabling</td>
<td>5 Very likely – Often occurs / once a week</td>
</tr>
</tbody>
</table>

Risk Rating:

17-25 Unacceptable – Stop activity and make immediate improvements/seek further advice
10-16 Tolerable – look to improve within specified timescale
5-9 Adequate – Monitor and look to improve at next review or if significant change
1-4 Acceptable - No further action, but ensure controls are maintained
<table>
<thead>
<tr>
<th>No.</th>
<th>Hazard</th>
<th>Risk</th>
<th>Initial Risk</th>
<th>Risk Control</th>
<th>Residual Risk</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Contagious individuals entering the building</td>
<td>Person-to-person transmission of virus at the VCUarts Qatar Building</td>
<td>5</td>
<td>One entry point to the building where screening is conducted. Access is limited to those who show 'Green' on the EHTERAZ app (diplomats+family members do not need the app) and a temperature less than 38 Celsius.</td>
<td>2</td>
</tr>
<tr>
<td>2</td>
<td>Spread of infection by asymptomatic individuals</td>
<td>Increased risk of spreading infection</td>
<td>5</td>
<td>Wall-mounted hand sanitizer stations are installed in hallways; bottles in offices and studios. Wall mounted soap dispensers are available in washrooms, along with hand hygiene signage. Building occupants are required to wear face masks at all times in common areas and when around others; the only exception being an individual working alone in a private office with the office door closed</td>
<td>3</td>
</tr>
<tr>
<td>3</td>
<td>Occupant density leading to spread of infection</td>
<td>Community members in the building will increase their risk of exposure to the virus</td>
<td>5</td>
<td>Social distancing of 1.5 meters will be practiced in all building spaces as directed by MoPH. Staggard shifts will be supported for departments with employees who require regular building access. Video conference will be used instead of in-person group meetings where social distancing requirements can't be met. Continuing to work/study from home will be supported by VCUarts Qatar Administration.</td>
<td>3</td>
</tr>
<tr>
<td>4</td>
<td>Confirmed COVID-19 case from a community member who had accessed the building</td>
<td>Outbreak within the VCUarts Qatar community</td>
<td>5</td>
<td>Contact tracing efforts will be supported as requested by GF and MoPH by the Facilities and Safety Department. Spaces that person has accessed will be deep-cleaned by GF contracted cleaners as requested by MoPH with support from the Facilities and Safety Department. A message will be sent from VCUQ Alerts as appropriate (developed by the Communications Department with approval by the Office of the Dean). All necessary quarantine</td>
<td>2</td>
</tr>
<tr>
<td>5</td>
<td>Common Work/Studio Space Configurations</td>
<td>Community members working in common spaces are more likely to be exposed to COVID-19 than those working in a personal space. The length of time community members are in close proximity to one other will impact the level of exposure.</td>
<td>5</td>
<td>Spaces will be redesigned to the extent possible using administrative (staggard shifts, social distancing requirements, etc.) and engineering controls (face coverings, plexiglass shields, etc.) to reduce exposure while at VCUarts Qatar. Staggard shifts will be supported for departments with employees who require regular building access. Video conference will be used instead of in-person group meetings where social distancing requirements can't be met. Continuing to work/study from home will be supported by VCUarts Qatar Administration.</td>
<td>3</td>
</tr>
<tr>
<td>No.</td>
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<td>Risk</td>
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</tr>
<tr>
<td>6</td>
<td>Shared equipment</td>
<td>Use of shared equipment (telephones, writing instruments, hand-tools, files, books, computers, etc.) are subject to an increased rate of virus transmission</td>
<td>5 2 10</td>
<td>Hand-sanitizers, sanitizing wipes, and other hygienic supplies are readily available within VCUarts Qatar. Assigning individual spaces/equipment will be encouraged where practical.</td>
<td>1 2 2</td>
</tr>
<tr>
<td>7</td>
<td>Common areas-Food/Beverage</td>
<td>The cafeteria, coffee shop, break rooms, student lounge, etc. risk incurring a higher transmission rate</td>
<td>5 3 15</td>
<td>Social distancing of 1.5 meters will be practiced in all building spaces as directed by MoPH. Increased cleaning and sanitization measures of commonly touched surfaces, such as arms of chairs, tabletops, doorknobs, countertops, and coffee pots will be emphasized. Sharing of food/potlucks is prohibited. Spaces are provided/identified for those who need to eat/drink that do not have a private office.</td>
<td>3 3 9</td>
</tr>
<tr>
<td>8</td>
<td>Common Areas-Washrooms</td>
<td>Washrooms risk incurring a higher transmission rate</td>
<td>5 3 15</td>
<td>Wall mounted soap dispensers are in washrooms along with hand hygiene signage. Wipes or disinfectant spray will be available in each washroom stall. Building occupants are required to wear face masks at all times in common areas and when around others, to include the washrooms.</td>
<td>3 3 9</td>
</tr>
<tr>
<td>9</td>
<td>Common Areas-Prayer Rooms</td>
<td>Prayer rooms risk incurring a higher transmission rate</td>
<td>5 2 10</td>
<td>Social distancing of 1.5 meters will be practiced in all building spaces as directed by MoPH. Building occupants are required to wear face masks at all times in common areas and when around others, to include prayer rooms.</td>
<td>2 2 4</td>
</tr>
<tr>
<td>10</td>
<td>Ventilation</td>
<td>Insufficient ventilation around the building may increase occupant exposure to the virus</td>
<td>5 2 10</td>
<td>The Facilities Department will continue to communicate with QF City Operations to increase HVAC preventative maintenance cycles, ensure filters are cleaned, and the system is functioning to the best of its ability.</td>
<td>2 2 4</td>
</tr>
<tr>
<td>11</td>
<td>Deliveries</td>
<td>Deliveries introduce people from outside of the community to the VCUarts Qatar facility</td>
<td>5 2 10</td>
<td>Access control procedures have been enhanced at the loading dock and delivery men will have access to hand sanitizer upon arrival to the facility. Those not wearing face coverings will be refused entry.</td>
<td>1 2 2</td>
</tr>
<tr>
<td>12</td>
<td>MoPH non-compliance</td>
<td>Non-compliance with MoPH, QF, and VCUarts Qatar policy risk incurring a higher transmission rate</td>
<td>5 3 15</td>
<td>Return to work training is mandatory for all community members prior to accessing the building on or after 1 September, 2020. A social contract is included at the end of the training which requires directives to be followed for building access. QF Security will be empowered to correct those who are not following proper procedures. Those who continue to risk the health of others will be reported to Human Resources or Student Affairs, as appropriate.</td>
<td>2 2 4</td>
</tr>
<tr>
<td>13</td>
<td>IT</td>
<td>Interruption to Internet connection in the VCUQ building</td>
<td>2 3 6</td>
<td>Return to work from home where possible. IT will provide Ooredoo/Vodafone hotspots for critical connectivity in some areas within the VCUQ building.</td>
<td>2 2 4</td>
</tr>
<tr>
<td>No.</td>
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</tr>
<tr>
<td>14</td>
<td>Mental health</td>
<td>5 2 10</td>
<td>Online resources for employees and students are available through Human Resources and Student Affairs. Managers are encouraged to be flexible with employees and respect accommodation requests when feasible, along with promoting flexible work schedules and working from home options.</td>
<td>2 2 4</td>
<td></td>
</tr>
</tbody>
</table>

- **Identify Hazards which could cause harm:**
  - Mental health

- **Identify risks = what could go wrong if hazards cause harm:**
  - COVID-19 has an impact on mental health of community members, some more than others. Fear and anxiety about the disease can be overwhelming and cause strong emotional stress.

- **Risk Control:**
  - Online resources for employees and students are available through Human Resources and Student Affairs. Managers are encouraged to be flexible with employees and respect accommodation requests when feasible, along with promoting flexible work schedules and working from home options.