

## **UW Plan to Restart Campus & Resume Normal Operations Contingent Staffing Guidelines for Leadership**

### **Introduction**

As stated in the *Plan to Restart Campus and Restore Normal Operations*, all endeavors to do so must protect the health and safety of each UW community including staff, faculty, students and citizens of the regions where UW teaches, learns and works. In preparation for the fall semester, UW asked you to develop and implement adaptable and responsive work schedules and plans that sought to reduce density in the workplace, minimize exposure, and meet the needs of faculty and staff who have, or live with someone who has, a condition that places them in a high-risk category.

This document provides instructions and guidance for contingency manpower planning in the event your Unit, your work location, or your campus experiences a significant negative impact from COVID-19.

### **Instructions**

**Leader(s) Completing this Exercise.** Please use the information in this document to lead your design and decision-making. The information provided is intended to stimulate creative thought. No template is available for use, and you do not need to submit any completed plan to a higher authority. There is no due date for this activity, and you are encouraged to include members of your staff or team in the design and decision-making process.

### **Contingency Planning Definition**

Contingency planning aims to prepare a Unit to respond well due to a serious situation and its potential impact on employees, students, and other members of the campus community. Developing a contingency plan involves making decisions in advance about the management of human and financial resources, coordination and communications procedures, and being aware of a range of technical and logistical responses. Such planning is a management tool, which can help ensure timely and effective response when a challenging situation occurs. The contingency planning process can be broken down into three simple questions: (1) What might happen? (2) What would we do about it? (3) What can we do ahead of time to get prepared?

### **Contingency Planning Principles**

The key principles to bear in mind are that contingency planning should be:

- Practical
- Simple and easy to do
- Realistic and feasible
- Needs based and efficient, thus ensuring fair use of resources
- Process driven for effective operationalization

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### **Initial Considerations**

- 1. Minimize Workplace Density for Each Team Within Your Unit.** Take steps to ensure that a minimal number of employees (e.g., less than 50% of the functional area/department) are working on campus at any given time to avoid the possibility of high exposure rates if an outbreak occurs. For example, if your entire maintenance team is working in the office and one of those employees tests positive, the entire team will have to self-isolate so consider how you will continue to provide services from that team. Review your Staffing Plan to ensure you are leveraging as many of the following items as possible:
  - a. **Remote Work.** You may continue to encourage working away from the traditional work location (e.g., home office), for employees whose jobs lend themselves to doing so.
  - b. **Work Shifts.** A modification to start and stop times earlier and later in the day, or longer work shifts, for example four ten-hour days, may be appropriate for some employees.
  - c. **Split Shifts.** You may consider work schedules where the workday is split into two or more parts (e.g., 6:00am-10:00am and 4:00pm to 8:00pm).
  - d. **Weekend Work.** A reduction of hours during a typical Monday-through-Friday schedule, with additional hours on Saturday or Sunday may be appropriate for some employees.
  - e. **Shift Responsibilities.** Consider shifting work responsibilities from one team member to another to further enable remote work.
- 2. Virus Exposure or Infection.** Any member of your team may be exposed or become infected by the virus. Employees who must self-isolate can work remotely, if their job lends itself to doing so. However, any member of your team may contract the virus and become ill. During this period of incapacity, he/she will not be able to perform the key functions of his/her job. Therefore, you should develop contingency plans to cover every job in your unit.
- 3. Partial or Complete Shutdown of Your Work Location.** If an outbreak occurs in the building(s) in which your employees work, you may need to take immediate action to transfer work to other employees or locations
- 4. Partial or Complete Shutdown of the Campus.** If an outbreak occurs and the campus must be closed, you will need to immediately adjust your operations to accommodate.

### **Available Staffing Support**

- 1.** Should multiple employees suddenly become unable to work, you may reach out to HR's Staffing Team to explore the utilization of student employees, part-time employees, staffing agencies, etc. to quickly fill those openings.

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2. HR's Staffing team can create "pipeline requisitions" to ensure a readily available pool of candidates for higher-risk positions that are required to maintain customer service and operations. Please reach out to your Staffing Partner if you would like to further explore this option.
3. HR's Staffing Team can utilize various expedited means of 'direct hiring' positions when the Unit can immediately identify a qualified candidate to fill an opening.
4. We encourage that your employees are cross-trained to back up others within your team. Ensure that you have written procedures on the activities that must be preformed in case someone new has to step up and fulfill those duties.

**Closing**

This document provides instructions and guidance for completing contingency planning in the event your Unit, your work location, or your campus experiences a significant negative impact from COVID-19. As a leader, you are expected to develop plans in response to anticipated contingencies once the University of Wyoming reopens campus for the Fall 2020 semester.