

COVID-19

A Guide for Managers

Last updated April 22, 2020

Due to the evolving nature of a pandemic, information found in this guide is subject to change. For the latest version, please refer to veterans.gc.ca/eng/info-vac-staff-covid-19.

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1. PURPOSE

With the onset of the COVID-19 pandemic, Veterans Affairs Canada (VAC) has made it a priority to provide VAC, Veterans Review and Appeal Board (VRAB) and Office of the Veterans Ombudsman (OVO) managers with current and readily accessible information to better support employees, and to maintain a safe and healthy work environment. This guide will be reviewed and updated as new information and directions become available.

The objective of the guide is to foster a fair, transparent and consistent approach in the management of human resources issues that may arise during a pandemic. This information provides managers with direction on obligations and responsibilities to employees, and helps:

- minimize workplace disruption
- maintain critical government service delivery, and
- provide a healthy and safe environment for your employees.

This guide was originally prepared by Human Resources and Skills Development Canada, as a cooperative effort between the Human Resources Services and Integrity Branches, with guidance from the Public Health Agency of Canada (PHAC), the Treasury Board of Canada Secretariat (TBS) and Public Safety Canada. It has been adapted for VAC, VRAB and OVO use.

This document includes practical guidelines, frequently asked questions, and appendices with other relevant information. A network of regional and national VAC, VRAB and OVO employees is working together to ensure a consistent approach is adopted and the best possible directions are provided to managers.

NOTE: This guide provides general guidelines only. Managers are ultimately responsible for ensuring the sound management of their resources and ensuring compliance with the various Collective Agreements and the Canada Labour Code, among others. A list of resource people for specific inquiries is available in Section 6 of this guide.

2. GUIDING PRINCIPLES

VAC is committed to ensuring that employees can perform their duties and provide critical government services to Canadians and partners in a safe and healthy environment during a pandemic.

VAC's efforts are guided by three principles:

1. Ensure the health and safety of employees;
2. Ensure the safety of premises, assets and information; and
3. Ensure continuity of an effective operation to meet, at a minimum, the critical needs of Veterans, their families and its other clients.

3. OVERALL ROLES AND RESPONSIBILITIES

3.1 Government of Canada

On March 11, 2020, the World Health Organization (WHO) assessed COVID-19 as a pandemic. Since the outset, PHAC and public health authorities at all levels of government across the country have been working together to ensure that preparedness and response measures are appropriate and adaptable, based on the latest science and the evolving situation.

Public Safety Canada, the lead in minimizing societal disruption during a widespread health emergency, coordinates its Government Operations Centre (GOC) with assistance from primary and supporting departments. PHAC will also activate its *Health Emergency Communications Plan* to ensure GOC messaging is consistent.

3.2 Veterans Affairs Canada

Under the [*Policy on Government Security*](#) (PGS), VAC is responsible for establishing a Business Continuity Management (BCM) program to provide for the continued availability of critical programs and services. During a pandemic, the Department may activate one or more of its business continuity plans (BCPs).

VAC must plan for a pandemic from two standpoints: as an employer and as a service provider. Thus, the Department must consider the following three groups during a pandemic:

- Veterans living in long-term care facilities across the country;
- Veterans living throughout Canada and around the world; and
- Staff in offices and working from home across the country and overseas.

3.3 Senior Management

In exceptional circumstances, senior management [up to and including the Deputy Minister (DM)] may be required to authorize expenditures or actions to meet requirements of the Departmental mandate.

3.4 Local Command Teams and Incident Management Team

During a pandemic, local office command teams will manage the response for their respective office or unit. If the required response exceeds local capacity or affects multiple locations, the Department's incident management team (IMT), through the Emergency Operations Centre (EOC), will provide support and coordinate the response based on organizational needs and direction from senior management. The initial goal is to establish critical services while working toward continued operations during the pandemic, followed by an eventual return to normal operations. The EOC will work with local command teams to implement strategies and will update senior management on the impacts and risks to Departmental staff and services.

3.5 Employees

In addition to regular roles and responsibilities, employees are asked to support the overall public health goal of flattening the curve of the virus spread, while ensuring rapid transition to telework and continuity of services to Veterans. Other roles and responsibilities include:

- following appropriate hygiene measures as outlined by PHAC and local provincial public health authorities;
- providing honest information to your manager about your ability to telework and any impediments you may be experiencing;
- protecting any government equipment, assets and information that you have in your possession; and
- ensuring compliance as per Section 126 (1) of the *Canada Labour Code*, Part II, [Duties of Employees](#).

4. ROLES AND RESPONSIBILITIES OF MANAGEMENT

During a pandemic, you are responsible for providing your employees with a healthy and safe work environment at all times. To do so, you need to be aware of Government of Canada directions and Departmental guidance to manage the situation and keep employees informed of actions being taken to keep them safe in the workplace.

Specifically, you are responsible for:

- establishing ongoing channels of communication with staff;
- keeping informed of VAC operational guidance, directions and communications and informing employees;
- ensuring that your employees understand their responsibility for protecting themselves, including understanding the early symptoms of COVID-19 and staying home when they show symptoms;
- ensuring that fact sheets and signs on handwashing and on other preventive measures are posted in the workplace;
- ensuring that your business continuity plan and related annexes are maintained and shared with those employees who will be required to respond to the situation;
- ensuring that the security screening of individuals with access to government information and assets is reliable and trustworthy;
- supporting employees who are experiencing stress in the workplace; and
- ensuring compliance as per Section 124 of the *Canada Labour Code*, Part II, [Duties of Employer](#).

Additional information can be found in the appendices.

4.1 Privacy and Protection of Personal Information

During a pandemic, you are responsible for protecting your employees' personal and medical information. If an employee advises you that they have tested positive for COVID-19, you must not share personal or medical information about the employee, unless authorized to do so. If you are notified by an employee of a positive test, please notify the EOC right away at vac.emergencymanagement-gestiondesurgences.acc@canada.ca, but do not include any personal information about the employee. Emergency Management staff will then provide further guidance.

TBS has indicated that organizations do have the authority to collect and potentially disclose certain pieces of personal information relating to COVID-19 depending on the circumstances. For further information about specific situations, please contact VAC Access to Information and Privacy (ATIP) at vac.atip-aiprp.acc@canada.ca.

COVID-19 constitutes a workplace hazard under the *Canada Labour Code*. As a result, the employer can lawfully request that an employee provide information relating to COVID-19 to the extent that it directly relates to ensuring the health and safety of employees. Based on requirements and advice from PHAC, the employer can request the following:

- if an employee is exhibiting symptoms of COVID-19 in the workplace (so that they can be asked to go home to self-isolate);
- if an employee is undergoing COVID-19 testing and the result of that testing, and if the employee was present in the workplace while potentially infected;
- if an employee has been in close contact with someone diagnosed with COVID-19 or presumed to have COVID-19, as it is recommended that such a person would have to self-isolate (and therefore take leave or telework); and
- if an employee has travelled outside their province or internationally in the past 14 days.

Managers should remind employees of Privacy and IT Security obligations as they transition to home environments and use collaborative and non-secure tools. VAC Emergency Management has provided the following guidance:

- Online tools accessed via personal or VAC devices can be used for team collaboration, as long as no client information is shared and no classified documents are created;
- do not use online tools for Protected B information; rather work on these documents on your work laptop only and check email using only your work smartphone; and
- only work devices connected to the VAC Network may be used when working on documents with secret information, via either the Drop-off Area (DOA) Network Drive or the Government of Canada Secret Infrastructure (GCSI).

Q1. If an employee calls in sick, advising that they have been diagnosed with COVID-19, what are my obligations as a manager to ensure their privacy, while balancing the well-being of the rest of my team?

During a pandemic, you are responsible for protecting your employees' personal and medical information. If an employee advises you that they have tested positive for COVID-19, you must not share personal or medical information about the employee, unless authorized to do so. If you are notified by an employee of a positive test, please notify the EOC right away at vac.emergencymanagement-gestiondesurgences.acc@canada.ca, but do not include any personal information about the employee. Emergency Management staff will then provide further guidance.

TBS has indicated that organizations do have the authority to collect and potentially disclose certain pieces of personal information relating to COVID-19 depending on the circumstances. For further information about specific situations, please contact VAC ATIP at vac.atip-aiprp.acc@canada.ca.

The well-being of other employees can also be protected by regular reminders of the key principles of reducing their chances of infection through the tips listed on <https://www.canada.ca/en/public-health/services/diseases/2019-novel-coronavirus->

[infection/prevention-risks.html#p](#)

Invite all employees to raise issues or concerns with you, while signaling that you will, to the extent possible, protect their personal information as well as that of their co-workers.

4.2 Labour Relations

4.2.1 Mobility of Staff/Change of Workplace

In the event of a crisis, such as a pandemic, you may require employees to perform duties outside of their regular duties. You may also require employees to work from a different location or even geographical area.

As the delegated manager, you have the right to assign work as you deem necessary to ensure the effective utilization of human resources. However, you must ensure that employees:

- are properly trained to perform the assigned duties;
- possess the required delegated authority to carry out the work;
- are provided with the appropriate personal protective equipment (if applicable);
- are not being put at undue risk;
- are maintaining their current salary level if the reassigned duties are at a lower classification level; and
- are adequately compensated if the reassigned duties are at a higher classification.

As per TBS, employees who are required to report to work at their regular office location and who experience disruption in their commute due to travel restrictions, should contact their manager to obtain a Mobility Letter which will assist in demonstrating the employee's travel requirements to officials.

If, after a thorough assessment by management has been completed, it is determined that an employee's position does not allow them to work from an alternate work location, managers are encouraged to authorize Other Leave with Pay (699).

Q2. Can I ask an employee to perform their duties in a different work location?

Yes, managers have the authority to ask an employee to work from an alternate office location. If applicable, the employee will be covered by the provisions of the [National Joint Council Travel Directive](#) concerning workplace change.

Q3. If an employee is asked to report to another work location within their headquarters area (within 16 km of workplace), will the Department pay for parking?

The time period between the notification and the workplace change will determine the

travel expenses that will be reimbursable:

- For a period of less than 30 calendar days, the employee is considered on travel status and subject to full reimbursement of additional travel expenses incurred.
- For a period of more than 30 calendar days, the employee is considered on travel status and subject to full reimbursement of additional expenses incurred for a maximum of 60 calendar days only if the employee is not notified in writing at least 30 calendar days in advance.

For further information, managers and employees may refer to the [National Joint Council Travel Directive](#), specifically travel modules 1 to 3 under Part III.

Q4. If an employee has been asked to report to another building, will the Department provide the transportation or pay for travel to this new location?

If an employee has been asked to work from another building within their headquarters area (within 16 km of workplace), Section 1.9.3, Workplace Change, of the [National Joint Council Travel Directive](#) applies:

1.9.3 When conditions under workplace change outlined in section 1.9.2, **are not met**, transportation shall be provided to the temporary workplace, or the kilometric rate paid for the distance between the home and the temporary workplace, or between the permanent workplace and the temporary workplace, whichever is less. [emphasis added]

4.2.2 Acting Pay

For services rendered, a person appointed to the core public administration is entitled to be paid the appropriate rate of pay in the relevant collective agreement or the rate approved by TBS for the group and level of the employee's classification.

Most work descriptions expect a certain percentage of work to be performed under other related duties. Such work would be considered to be at the same level as the employee's substantive level. Managers are encouraged to discuss this aspect with their employees and seek advice from their HR Advisor if needed.

When a delegated manager requires an employee to substantially perform duties of a higher classification level for at least the qualifying period specified in the relevant collective agreement or terms and conditions of employment applicable to the employee's substantive level, the employee is to be paid acting pay calculated from the date the person began to perform such duties.

Employees required to perform duties of a lower level than their substantive position will continue to receive their regular salary for the duration of the pandemic.

4.2.3 Hours of Work

Managers have the right to determine hours of work in accordance with the provisions of the relevant collective agreement and terms and conditions of employment. In addition, managers are responsible for ensuring that employees are not put at risk as a result of a change in their work schedule.

4.2.4 Overtime

Subject to operational requirements, managers have the authority to request that employees work overtime. They must however make every reasonable effort to avoid excessive overtime. In addition, options such as voluntary overtime or standby duty should be considered first. Finally, the provisions of the relevant collective agreement and terms and conditions of employment will apply.

4.2.5 Office Closure

When a Veterans Affairs Canada office temporarily closes due to a pandemic, all affected employees (including casuals and students of more than three (3) months) should continue to be paid for their regular scheduled hours while the workplace remains closed and for the duration of their work contract.

Paid leave should only be provided to students, casuals and terms of less than three months whose hours of work is determined by a schedule, and who are required to be absent for hours they otherwise would have worked. Under no circumstances should paid leave be extended beyond the term of employment. Employees in these categories whose first day of work commenced **on or after March 18, 2020** are not expected to be eligible for paid leave.

Employees in acting appointments at the time of office closures will continue to be paid at their acting level.

This guidance, **effective March 13, 2020**, will remain in effect until non-critical business is authorized to resume, or as otherwise indicated by TBS. This may occur at different times across the country, in accordance with instructions from public health authorities.

Managers should advise employees to keep them apprised on how to contact them in case there is a need to discuss alternative working arrangements (e.g., working off-site, working at home).

Employees are not required to submit leave for periods during which the employer has suspended normal business operations. Rather, they are deemed to be on Other Leave With Pay (699).

In the present situation, the Department is still in operation. Therefore, employees who are not able to work remotely are eligible for Other Leave with Pay (699).

Q5. As a manager, if I instruct an employee not to report to work because of an office closure, does the employee have to submit leave?

No. Employees are not required to submit leave for periods where management has suspended normal business operations. For the purpose of leave because of an office closure, employee is defined as indeterminate employees, employees hired on a term basis, casual employees and students. Contractors are not considered employees for this purpose. In the case where the office is closed but the Department is still operational, as is in the current situation, employees who are not teleworking or working from home must submit Other Leave with Pay (699).

Q6. If employees use a daycare that is in a government building that is closed, will the Department reimburse daycare costs?

Daycare costs will not be reimbursed; the employer is not responsible for any costs associated with daycare. In addition, employees are responsible for making alternative daycare arrangements during a pandemic.

4.2.6 Flexible Work Arrangements

Decisions concerning alternative work arrangements should be made according to, and be compatible with, departmental business continuity plans and telework guidelines (at the regional or national levels) as well as the relevant collective agreements.

Employees and managers are encouraged to use telework and alternative work arrangements as operational requirements and circumstances permit, taking into consideration public health guidance. TBS, Shared Services Canada and departmental Chief Information Officers have been working together to maximize internet bandwidth to support remote work and prioritize network access tied to critical operations.

To help our workforce maximize productivity individually and collectively, please:

- use mobile devices whenever possible to send and receive emails;
- connect to VPN to get what you need from the corporate network and disconnect, which allows for others to do the same;
- limit the use of video conferencing on the GC network when audio conferencing will suffice;
- localize any files before leaving the office; and
- download documents outside of normal business hours.

Further, tips to maximize collaboration within and across teams, include:

- the use of public cloud services to collaborate with colleagues, for Unclassified work (examples: FaceTime, MS Teams, Google HangOuts, Slack, etc.); and
- the use of the BBMe application to communicate with colleagues, for up to Protected B work.

Managers and employees are responsible for ensuring that the operational needs of the organization are met.

If you require further information or assistance with an IT matter, please contact your IT Service Desk:

- IT Self-service Portal
- Skype Chat at IT Service Desk
- TTY at 1-833-921-0072
- Call us at 1-800-268-8898

Q7. Can employees work on sensitive, protected or classified information from home?

Employees have to safeguard personal and sensitive information outside the workplace.

- Online tools accessed via personal or VAC devices can be used for team collaboration, as long as no client information is shared and no classified documents are created;
- Do not use online tools for Protected B information; rather work on these documents on your work laptop only and check email using only your work smartphone;
- Only work devices connected to the VAC Network may be used when working on documents with secret information, via either the DOA Network Drive or GCSI.

4.3 Leave

Before authorizing any type of leave, you must ensure you have the required delegated authority. You can consult the HR delegation instrument at <http://intranet.vac-acc.gc.ca/eng/human-resources/staffing-recruitment/delegation-staffing-authorities>.

4.3.1 Leave Provisions

All leave situations should be dealt with in a fair and consistent manner. Employees personally affected by a pandemic must communicate with you to review both their individual circumstances and the reasons preventing them from reporting for work, as well as to seek your approval for the leave.

An employee can ask you to approve leave in accordance with the provisions set out in their collective agreement and the TBS [*Directive on Terms and Conditions of Employment*](#) for all types of leave, including sick leave with pay, leave with or without pay for family-related responsibilities, vacation, or other leave with or without pay.

4.3.1.1 Self-isolation

Employees who have not been advised to self-isolate by a public health authority or are not experiencing any symptoms are expected to report to duty remotely or submit leave in

keeping with the provisions of their collective agreement or terms and conditions of employment.

Should employees be required to self-isolate, either as a result of travel or close contact with an infected person, it is expected that those who occupy positions in which they may work remotely will continue to work their regularly scheduled hours of work.

4.3.1.2 Leave Due to Illness

In a pandemic situation, physicians may be overwhelmed and therefore may not be available to provide return-to-work medical certificates. In this case, you should consult with your employee to determine a time frame for returning to work based on information provided by PHAC on the contagious stages of the virus.

Discretion in requesting medical certificates should be exercised in the current situation if you suspect an abuse of sick leave or in a duty-to-accommodate situation.

Employees who test positive for COVID-19 or are required to self-isolate by public health officials will be granted Other Leave with Pay (699).

Any employee who is unable to work from home, whether they are required to self-isolate or not, must submit Other Leave with Pay (699).

You must consult your Labour Relations Advisor with regard to any circumstances that are not covered here.

Q8. What do I do if an employee who is required to come into an office to complete critical activities in support of a critical service does not feel comfortable doing so over concerns for their health and safety?

Employees who are not exhibiting signs of COVID-19 are expected to report to work. Reiterate that the Department is keeping informed of measures to ensure that the workplace is healthy and safe and that the steps recommended by [PHAC](#) to prevent the spread of illness have been shared with all employees. If the employee is still not comfortable, they should discuss options with their manager on a case-by-case basis. You should refer employees to <https://www.canada.ca/en/public-health/services/diseases/2019-novel-coronavirus-infection/frequently-asked-questions.html> for more information, and also remind them about the Employee Assistance Program (EAP) counselling services available to them, if required.

Q9. What type of leave should an employee take if they advise that they have become ill with COVID-19, are showing COVID-19-like symptoms, or are at high risk of severe illness as a result of the pandemic and cannot work remotely?

Employees who are unable to work because of COVID-related illnesses are also eligible for Other Leave with Pay (699). This includes employees who are:

- diagnosed with COVID-19;
- experiencing COVID-19 symptoms;

- at high risk for severe illness from COVID-19, as described by PHAC and cannot work remotely; or
- living with dependent who is at high risk for severe illness from COVID-19, as described by PHAC, and cannot work remotely.

Except in very limited circumstances, such as when a manager questions whether an employee is truly sick, a doctor's certificate is not required.

You should follow up with the employee to inquire about their recovery and confirm their scheduled return to work date.

Q10. What should I do if an employee reports for work and shows flu-like symptoms?

TBS recommends that:

- the employee leave the workplace and consult a health professional;
- the employee avoid public transportation when leaving the workplace;
- managers and supervisors be informed that the employee has left the workplace; and
- the employee's workstation be cleaned and disinfected.

TBS has indicated that organizations do have the authority to collect and potentially disclose certain pieces of personal information relating to COVID-19 depending on the circumstances. For further information about specific situations, please contact VAC ATIP at vac.atip-aiprp.acc@canada.ca.

COVID-19 constitutes a workplace hazard under the *Canada Labour Code*. As a result, the employer can lawfully request that an employee provide information relating to COVID-19 to the extent that it directly relates to ensuring the health and safety of employees. Based on requirements and advice from PHAC, the employer can request the following:

- if an employee is exhibiting symptoms of COVID-19 in the workplace (so that they can be asked to go home to self-isolate);
- if an employee is undergoing COVID-19 testing and the result of that testing, and if the employee was present in the workplace while potentially infected;
- if an employee has been in close contact with someone diagnosed with COVID-19 or presumed to have COVID-19, as it is recommended that such a person would have to self-isolate (and therefore take leave or telework); and
- if an employee has travelled outside their province or internationally in the past 14 days.

Q11. Will employees be permitted to take time off to get vaccinated?

Clinics typically have convenient hours, and employees wishing to be vaccinated are encouraged to do so after work hours. However, if time away from work is required, departments should consider such time as a "periodic medical appointment," which would therefore not be charged against an employee's sick leave bank.

4.3.1.3 Leave to Care for a Family Member

Q12. What type of leave should an employee use who is living with someone that is at high risk for severe illness from COVID-19, as described by PHAC, and cannot work remotely?

Employees in these circumstances are eligible for Other Leave with Pay (699). You should follow up with the employee to inquire about recovery and confirm their scheduled return to work date.

Other leave with or without pay may be requested by the employee, such as vacation and personal days, and you must consider the request in accordance with the provisions of the employee's collective agreement.

Q13. What type of leave are employees entitled to in the event of a daycare or school closure?

Employees facing childcare issues as a result of school and daycare closures, but who have the capability of working remotely, should be encouraged to do so on a full- or part-time basis, provided that they can continue to fulfill the responsibilities of their position. Those who are unable to work from home or find alternate care for school-aged children should be authorized Other Leave with Pay (699).

4.3.1.4 Vacation Leave

Q14. I approved vacation leave for an employee and the office was subsequently closed (or operations were suspended). Does the employee still have to use up vacation days?

Yes. If an employee's annual leave was previously approved before the building closed down, they had already planned on not reporting for work during that time. The employee's leave, therefore, would not be affected by the office closure. This approach applies to any pre-approved leave.

Q15. I have already approved a request for vacation leave to be used by the employee in the near future. What are their options?

If the employee has not yet started vacation and has requested to cancel or shorten their vacation, you may cancel it and the employee would be expected to work. If remote work or other suitable arrangements are not possible, Other Leave with Pay (699) may be used.

If an employee is returning from other leave and suitable work arrangements cannot be made, Other Leave with Pay (699) should be considered.

In all circumstances, Other Leave with Pay (699) should only be used in cases where an employee would be available for work if not for COVID-19. Employees who are

unavailable because they are on vacation or other leave must continue to claim the appropriate leave credits.

4.3.1.5 Volunteer Work

A significant number of people provide services to the public on a voluntary basis through community-based service organizations outside the federal public service. During a pandemic, employees may ask for time off to provide volunteer services. Employees in this situation should be on an authorized leave, either with or without pay, as provided for in their collective agreement. Managers need to examine individual cases on their own merits and contact their Labour Relations Advisor before approving the leave.

You must ensure that the employees are:

- excused from their regular work;
- on authorized leave;
- not disclosing privileged or confidential information; and,
- aware that they are not performing their volunteer functions on behalf of VAC.

As specified in the VAC Code of Conduct, employees who are involved or interested in taking part in outside activities that might give rise to a real, apparent or potential conflict of interest in relation to their official duties are required to complete a Confidential Report. Confidential Reports are submitted by e-mail to the [Value and Ethics Mailbox](#) for review and decision by the Director General, Human Resources.

In context of the COVID pandemic, VAC employees may want to volunteer within their communities. To facilitate the process for those motivated to volunteer in support of COVID-19 efforts, Confidential Reports will not be required. However, employees are still subject to VAC's Code of Conduct and are expected to behave in accordance with the Code's values.

For any questions in regards to the Confidential Report or VAC Code of Conduct, contact the [Value and Ethics Mailbox](#).

Employees should be directed to the [VAC Compensation Team](#) for information on the effect this type of leave may have on their benefits and insurance coverage.

4.3.2 Cancellation of Leave

Q16. If leave has already been approved, can it be cancelled?

Management has the authority to cancel leave due to operational requirements. In a pandemic, you must give all other options due consideration before making a decision to cancel annual leave. There are provisions in most collective agreements that the employer may be liable for expenses incurred if annual leave is cancelled. Any portion of annual leave not taken is returned to the employee's leave bank. It is recommended that you consult with your Labour Relations Advisor on a case-by-case basis.

4.4 Occupational Health and Safety (OHS)

As a manager, you have considerable responsibilities for ensuring the health and safety of employees. Under the *Canada Labour Code, Part II*, you must comply with a list of specific duties. In the context of a pandemic, you are responsible for:

- ensuring that employees are **aware of known or foreseeable hazards** and what measures are in place to reduce or eliminate the hazard;
- familiarizing yourself with your responsibilities in dealing with an employee's right to refuse dangerous work or an occupational health and safety complaint; and
- ensuring that your employees are aware of their right to refuse dangerous work or make an occupational health and safety complaint.

You can obtain advice from the Department's OHS team regarding health and safety processes and procedures. These processes are set out in the [Canada Labour Code](#) and are explained on VAC@Work at <http://intranet.vac-acc.gc.ca/eng/workplace-services/health-safety/policies/health-safety-policy>.

4.4.1 Refusal to Work/Health and Safety Complaints

In a pandemic, you need to know the steps involved in dealing with refusal to work or complaints regarding Departmental policies and procedures. Employees may refuse to work because of a perceived workplace hazard that they may or may not have been made aware of and believe poses a danger to them, and may complain of broader circumstances.

The employee must be at work to exercise the right to refuse to work. At present, the work location for the majority of VAC, VRAB and OVO staff is their home. You and the employee who refuses work or makes an OHS complaint must attempt to resolve the matter internally. An OHS Committee member or health and safety representative may need to be involved in the resolution. Contact your OHS team for advice on managing such a situation.

If a refusal to work or OHS complaint cannot be resolved internally, the Labour Program of Employment and Social Development Canada (ESDC) must be informed. In such situations, a health and safety officer from the ESDC Labour Program will investigate and render a decision.

Under the Canada Labour Code, managers always have a responsibility to inform the local workplace health and safety committee of any refusals to work, whether or not the situation is resolved internally. In the case of a pandemic, Central Agencies have requested that refusals to work related to COVID-19 be declared. Therefore, in addition to informing the local workplace health and safety committee, the manager will need to report the refusal to work to the National Occupational Health and Safety Unit by email at vac.healthandsafety-santeetsecurite.acc@canada.ca.

Q17. Do employees have the right to refuse to work for health and safety reasons?

Under the [Canada Labour Code](#), employees have the right to refuse to do a job if there is reasonable cause to believe any of the following presents or constitutes a

danger to themselves or a co-worker:

- a condition at work;
- the use or operation of a machine or thing; or
- the performance of an activity;

Employees must be at work to legitimately refuse to work. At present, the work location for the majority of VAC, VRAB and OVO staff is their home. Employees who refuse to work for health and safety reasons must follow the proper procedures as follows:

- The employee must notify you without delay, on site or virtually, of the refusal to work and explain the circumstances. The refusal to work cannot be exercised if it will put another person directly in danger or if it is due to a normal condition of employment.
- If, **after** consulting with you, an employee still feels that their health and safety is at risk, the employee may continue the refusal and concurrently inform you and the workplace health and safety committee or representative without delay. The workplace parties will investigate the refusal to work.
- Afterwards, if you dispute the matter or have taken steps to protect employees and the employee has reasonable cause to believe that the danger continues, you must contact an ESDC Labour Program health and safety officer to investigate the continued refusal to work.
- If an employee refuses to work due to COVID-19, even if it is resolved internally, the manager must investigate as per the refusal to work process outlined by the Labour Program.
- The Labour Program has specific requirements regarding refusal to work related to COVID-19. Such cases must be reported to the National Occupational Health and Safety Unit by email at vac.healthandsafety-santeetsecurite.acc@canada.ca.

Q18. Can an employee refuse to do work that is outside their work description?

In the event of a pandemic, you may require employees to perform a combination of tasks other than normal day-to-day duties that they have not been previously called upon to perform, or to perform duties in another geographical location (city or office). Employees cannot refuse to perform these duties simply because they fall outside their work description. See subsection 4.2.1, Mobility of Staff/Change of Workplace, for further information.

Work refusals are to be treated on a case-by-case basis, following the steps outlined in the answer to Q17.

Q19. Can an employee refuse to serve a client whom they believe is sick?

Normally, we do not refuse service to clients. In a pandemic, however, you must provide your employees with direction on appropriate measures to protect their health and to stop the spread of disease in accordance with PHAC.

Under these circumstances, a decision may be taken that sick clients be directed to

other channels (Internet, telephone, mail), as appropriate. If such a decision is made, you must keep your staff informed of the appropriate procedures to do this. Your business continuity plans must outline protocols to address disruptions of services in a pandemic.

You must let your employees know that they should approach you at any time when they feel that their health and safety are at risk.

Q20. What do I do if I receive an OHS complaint related to COVID-19?

An employee who believes that there has been a contravention of the Canada Labour Code, Part II, or that there is likely to be an accident or injury to their health arising out of, linked with, or occurring in the course of employment, has the right to make a complaint.

You should attempt to resolve the matter by speaking with the employee. If you and the employee are not able to resolve the matter, an investigation involving a health and safety committee member or health and safety representative is required.

If the parties are unable to resolve the complaint internally, an ESDC Labour Program health and safety officer will need to be contacted to investigate the complaint.

You should involve your National Occupational Health & Safety Unit at the outset of receiving a complaint.

4.4.2 Hazardous Occurrence Reporting

Although most staff are currently working from home, the requirement to report hazardous occurrences in the workplace remains the same. If you are made aware of a hazardous occurrence, you must complete a VAC329 and provide it to your Local Occupational Health & Safety Committee for investigation.

4.4.3 Prevention Measures and Personal Protective Equipment (PPE)

During a pandemic, VAC supports the promotion of good prevention practices that can help reduce the transmission of COVID-19 and other viruses. VAC is providing hand sanitizer in all workplaces.

PHAC and Health Canada continue to be the authorities for advice relating to matters such as the appropriateness of issuing PPE (masks, gloves or goggles).

If VAC, acting on the advice of PHAC and Health Canada, determines that masks, gloves or goggles are to be provided to employees during a pandemic, you will be advised accordingly and be responsible for distributing personal protective equipment to your employees and for providing the applicable training. See Appendix C for additional measures to limit the spread of the COVID-19 virus.

In a situation where an ill employee must go out into the community (e.g., to seek medical care), PHAC recommends taking measures to avoid exposing others to the virus, such as

coughing or sneezing into a disposable tissue or sleeve, and avoiding crowds (such as public transit). A face mask should then be worn, if available, to reduce the risk of spreading the virus within the community.

You should encourage and remind employees of the following preventive measures recommended by PHAC:

- washing your hands often with soap and water for at least 20 seconds;
- avoiding touching your eyes, nose or mouth with unwashed hands;
- avoiding close contact with people who are sick;
- coughing or sneezing into your sleeve and not your hands;
- staying home if you are sick to avoid spreading illness to others; and
- checking the [PHAC](#) website for more information.

See Appendix C for more detailed information related to personal measures or hygiene.

4.4.4 Vaccinations

PHAC has the lead role at the federal level for pandemic planning and response. In this respect, PHAC collaborates with provincial, territorial and local public health authorities on surveillance, vaccination programs, the use of antivirals, and other public health measures and communications. Health Canada will advise TBS on public health-related matters that may occur during a pandemic.

Q21. Will VAC be organizing flu clinics?

VAC continues to consult with TBS on the pandemic issue. There is currently no vaccine for COVID-19. Employees can direct their inquiries regarding pandemic vaccinations to their local public health services.

4.4.5 Access to Workplace/Risk to Employees

In accordance with TBS policy, you must exercise all reasonable precautionary measures to ensure the health and safety at work of every employee during a pandemic. If an employee is showing signs of the flu and may be contagious, you must act on it to ensure that other employees are protected from the contagious individual. Please refer to Appendix C for guidance.

Q22. What should be done if an employee comes to work or is at work and is showing flu-like symptoms?

If the employee is in the workplace and is exhibiting flu-like symptoms, you should direct the employee to go home and seek medical attention, if required. Employees will be required to use their paid sick leave.

You must advise the employee to keep in regular contact with you during their absence, in accordance with established office practices. Employees must not return to work until

they are no longer exhibiting flu-like symptoms or before a return date as identified by a medical practitioner (if applicable).

Q23. What should I do if the employee who is exhibiting flu-like symptoms, consistent with COVID-19, refuses to leave the office?

The responsibility to ensure the health and safety of all employees is a **shared responsibility** and does not lie solely on the manager. As set out in the [Canada Labour Code](#), employees also have a responsibility to take reasonable and necessary precautions to safeguard other employees.

In such a situation, you should explain the obligation on behalf of yourself and the employee to protect all employees and that leaving the workplace is the best approach given the possible risk of spreading the virus. If the employee insists on remaining in the workplace, advise them that their action may be insubordinate and disciplinary action may be taken.

If after these steps, the employee still refuses to leave, the following steps should be considered:

- If you feel there is an immediate danger to yourself or others, contact 911.
- If you do not feel there is an immediate danger, contact the respective Provincial reporting authority for COVID-19.
- Report all incidents to Security Services who will provide additional advice and guidance as required.

4.4.6 Duty to Accommodate/Higher Risk Employees

As a manager, you should be proactive in encouraging an employee to self-identify if they are at a higher risk than normal for severe illness during a pandemic. Elevated risk could be due to a predisposed medical condition or an identified condition, such as pregnancy.

Employees may be required to provide a medical certificate to attest to the higher than normal risk and to clarify the type of accommodation that would be most effective. Measures to accommodate the employee must be considered for the duration of the pandemic.

Employees who are able to work are generally fulfilling their duties remotely, or on-site when critical work cannot be carried out remotely. Managers can authorize 'Other Leave with Pay (699) for employees who attest that they cannot work because they are at high risk for severe illness from COVID-19 and cannot work remotely, or are living with a dependant that is at high risk for severe illness from COVID-19 and cannot work remotely.

4.5. Employee Assistance Program

The effects of a pandemic and the current remote-based work environment, coupled with personal obligations for many employees (e.g., child care, home learning, etc.), may cause employees additional stress. This stress may manifest itself immediately or be delayed.

Physical or psychological symptoms may appear and normal coping capabilities may be affected until the problem is recognized and resolved.

To support your employees who may experience distress due to the pandemic, you should familiarize yourself with signs and symptoms related to stress and stress management techniques ([Appendix D](#)). In addition, if employees are experiencing psychological distress, you should remind them about the EAP counselling services available to them at 1-800-268-7708 (24/7) or 1-800-567-5803 (TDD). Employees availing themselves of EAP services will be granted Other Leave with Pay (699) for up to eight (8) sessions per issue.

Q24. How do I address the high level of anxiety that some employees may be experiencing?

In a pandemic, it is natural to experience anxiety and your employees may wish to speak with you about that. As a manager, you should ensure that your staff are aware of the EAP short-term and crisis counselling services available to them at 1-800-268-7708 (24/7) or 1-800-567-5803 (TDD).

In addition, the [TBS COVID-19 Mental Health Support](#) webpage offers a variety of resources for staff and is updated on a daily basis.

4.6. Staffing

You are responsible for ensuring there is enough staff to cover vital services during a pandemic. In accordance with TBS policy, under the [Public Service Employment Act](#), several options exist to facilitate the speedy staffing of positions in response to an emergency. The following options are available to you: exclusion approval order, casual appointments, external non-advertised appointment, internal acting assignments and secondments, temporary hiring and contracting.

You should contact your HR Advisor for advice and guidance.

5. COMMUNICATIONS

The Communications Division will use the Department's website and social media channels to provide basic or specific emergency information and, when appropriate, redirect users to additional information from official sources (Environment Canada, PEI Emergency Measures Organization, Red Cross, Royal Canadian Mounted Police, Office of the Chief Human Resources Officer and Public Health).

For communications to staff, the Communications Division will use a variety of tools including: face-to-face meetings, email messages to staff, VAC@Work, links within VAC's external website and FAQs.

6. VETERANS AFFAIRS CANADA RESOURCE PEOPLE

| Area/Function | Contact | Telephone | Email |
|--|-----------------------|--------------|--|
| Emergency Operations Centre vac.emergencymanagement-gestiondesurgences.acc@canada.ca | | | |
| Director General responsible for Emergency Operations Centre | Crystal Garrett-Baird | 902-368-0794 | crystal.garrett-baird@canada.ca |
| Senior Director, Emergency Operations Centre | Rob Walker | 613-404-7721 | robert.walker@canada.ca |
| Director, Emergency Operations Centre | Greg Urier | 902-314-0670 | gregory.urier@canada.ca |
| Human Resources | | | |
| Resourcing | | | |
| Director, Client Services | Rachel Steele | 902-566-8770 | rachel.steele@canada.ca |
| Compensation | | | |
| Director, HR Management Systems and Pay Transformation | Carol Comeau | 902-566-8373 | carol.comeau@canada.ca |
| Labour Relations | | | |
| Director | Mai Khoi Ta Kim | 514-824-5527 | maikhoi.takim@canada.ca |
| Senior Advisor, Policy and Programs | Joseph Szulga | 705-568-4128 | joseph.szulga@canada.ca |
| Occupational Health and Safety | | | |
| Manager, Safety and Emergency Management | Tracey Drover | 902-314-3852 | tracey.drover@canada.ca |
| National Program Officer | Sheila Bolger | 902-314-0672 | sheila.bolger@canada.ca |
| National Program Officer | Janos Barna | 782-377-0354 | janos.barna@canada.ca |
| Program Operations Assistant | Michelle Duffy | 782-377-0313 | michelle.duffy@canada.ca |

APPENDIX A: Due Diligence/Risk Management Requirements

(Canada Labour Code (CLC), Part II)
<http://laws.justice.gc.ca/en/showtdm/cs/L-2//20090901>

| ITEMS | | RISK MANAGEMENT REQUIREMENTS | LEGISLATIVE REFERENCES |
|-------|---------------------|---|------------------------|
| | | Note: "Prescribed" means prescribed by the <i>Canada Occupational Health and Safety Regulations</i> | |
| 1. | Duties of Employers | <ul style="list-style-type: none"> Ensure that the health and safety at work of every person employed by the employer is protected. | CLC 124 |
| | | <ul style="list-style-type: none"> Provide every person granted access to the work place by the employer with prescribed safety materials, equipment, devices and clothing. | CLC 125(1)(l) |
| | | <ul style="list-style-type: none"> Provide, in the prescribed manner, each employee with the information, instruction, training and supervision necessary to ensure their health and safety at work. | CLC 125(1)(q) |
| | | <ul style="list-style-type: none"> Ensure that each employee is made aware of every known or foreseeable health or safety hazard in the area where the employee works. | CLC 125(1)(s) |
| | | <ul style="list-style-type: none"> Ensure that every person granted access to the work place by the employer is familiar with and uses in the prescribed circumstances and manner all prescribed safety materials, equipment, devices and clothing. | CLC 125(1)(w) |
| | | <ul style="list-style-type: none"> Ensure that the activities of every person granted access to the work place do not endanger the health and safety of employees. | CLC 125(1)(y) |
| | | <ul style="list-style-type: none"> Develop, implement and monitor a prescribed program for the prevention of hazards in the work place and provide for the education of employees in health and safety matters. | CLC 125(1)(z.03) |
| | | <ul style="list-style-type: none"> When necessary, develop, implement and monitor a program for the provision of personal protective equipment, clothing, devices or materials. | CLC 125(1)(z.13) |
| | | <ul style="list-style-type: none"> Take all reasonable care to ensure that all persons granted access to the work place, other than the employer's employees, are informed of every known or foreseeable health or safety hazard to which they are likely to be exposed in the work place. | CLC 125(1)(z.14) |

| ITEMS | | RISK MANAGEMENT REQUIREMENTS | LEGISLATIVE REFERENCES |
|-------|---------------------------------------|--|-------------------------|
| 2. | Duties of Employees | <ul style="list-style-type: none"> Use any safety materials, equipment, devices and clothing that are intended for the employee's protection and furnished to the employee by the employer or that are prescribed. | CLC 126(1)(a) |
| | | <ul style="list-style-type: none"> Follow prescribed procedures with respect to the health and safety of employees. | CLC 126(1)(b) |
| | | <ul style="list-style-type: none"> Take all reasonable and necessary precautions to ensure the health and safety of the employee, the other employees and any person likely to be affected by the employee's acts or omissions. | CLC 126(1)(c) |
| | | <ul style="list-style-type: none"> Comply with all instructions from the employer concerning the health and safety of employees. | CLC 126(1)(d) |
| | | <ul style="list-style-type: none"> Report to the employer any thing or circumstance in a work place that is likely to be hazardous to the health or safety of the employee, or that of the other employees or other persons granted access to the work place by the employer. | CLC 126(1)(g) |
| 3. | Internal Complaint Resolution Process | <ul style="list-style-type: none"> An employee who believes on reasonable grounds that there has been a contravention or that there is likely to be an accident or injury to health arising out of, linked with or occurring in the course of employment shall make a complaint to the employee's supervisor. | CLC 127.1 |
| 4. | Refusal to Work if Danger | <ul style="list-style-type: none"> An employee may refuse to use or operate a machine or thing, to work in a place or to perform an activity, if the employee while at work has reasonable cause to believe that: <ul style="list-style-type: none"> (a) the use or operation of the machine or thing constitutes a danger to the employee or to another employee; (b) a condition exists in the place that constitutes a danger to the employee; or (c) the performance of the activity by the employee constitutes a danger to the employee or to another employee. | CLC 128(1)(a) (b)(c) |

APPENDIX B: Pandemic Readiness Planning Considerations

| POLICIES/PROCEDURES/PLANS | | CONSIDERATIONS |
|---------------------------|------------------------------------|--|
| 1. | Business Continuity Plans (BCP) | <ul style="list-style-type: none"> BCPs should be developed or reviewed to ensure the identification of critical functions and surge capacity requirements so that critical services are provided during a pandemic. BCPs should also take into consideration the availability of and requirement for personal protective equipment to ensure service continuity. The availability of Employee Assistance Program (EAP) and Critical Incident Stress Management services should be considered in BCPs. |
| 2. | Managing the Spread of Infection | <ul style="list-style-type: none"> To limit the spread of infection, employees who are exhibiting symptoms of COVID-19 must not come to work and, if they are at work, must be sent home. Clear direction must be provided to minimize the spread of the COVID-19 virus. |
| 3. | Healthy Workplace Practices | <ul style="list-style-type: none"> It is the employer's duty to protect the health and safety of employees and anyone else who visits its premises. During a pandemic, the employer has the responsibility to take all reasonable precautionary measures to ensure that the workplace is free from infection and to prevent the spread of infection. Healthy workplace practices during a pandemic should address the following: <ol style="list-style-type: none"> social distancing; personal hygiene; cleanliness of premises; and personal protective equipment (if required). |
| 4. | Effect of Travel During a Pandemic | <ul style="list-style-type: none"> Travel during a pandemic can be limited. It may be advisable to develop a plan to restrict both domestic and international travel and an additional plan for expatriate employees to return home; in some cases, the restrictions may be out of the Department's control. For international travel and for expatriate employees, the concern must be the potential for border closures when the pandemic hits. <p>Any plan that is developed must align with Federal or Provincial jurisdictional direction and must always default to the more restrictive or cautious direction.</p> |

APPENDIX C: Recommended Personal Measures to Limit the Spread of COVID-19

| PERSONAL MEASURE | SOME HOW-TO TIPS |
|--------------------------------------|--|
| Hand Hygiene | <ul style="list-style-type: none"> ▪ Frequent and careful handwashing is an effective way of preventing the spread of infection. Wash your hands regularly with warm, soapy water, especially before and after eating, after going to the bathroom, after coughing or sneezing, and after touching surfaces that may have been contaminated. ▪ Remove jewellery before washing hands. Rinse hands under warm running water. Lather with soap and rub, covering all surfaces of the hands and fingers (minimum of 20 seconds). Rinse under warm running water. Dry hands thoroughly with a single-use towel. Turn off faucet without re-contaminating hands, e.g., using a single-use towel. ▪ Alcohol-based hand sanitizer (with an alcohol concentration of 60% to 90%) should be used only if you do not have soap and water. Alcohol-based hand sanitizer does not contain antibiotics, but the alcohol acts as a disinfectant. |
| Cough and Sneeze Etiquette | <ul style="list-style-type: none"> ▪ The virus can travel one metre in the air and can live several hours on your hands and surfaces. ▪ Limit the spread of infection by coughing or sneezing into a tissue or your sleeve, especially if near other people. ▪ Throw away used tissues promptly and wash your hands as soon as possible. |
| Social Distancing | <ul style="list-style-type: none"> ▪ Social distancing strategies are non-medical measures intended to reduce the spread of disease from person to person by discouraging or preventing people from coming into close contact with each other. ▪ Some options include, but are not limited to, the following: <ul style="list-style-type: none"> a) Avoid handshakes (encourage non-contact greetings). b) Avoid face-to-face meetings. Use tele-meetings instead. c) Cancel or postpone non-critical meetings/workshops/training sessions. d) Meet in large meeting rooms and minimize meeting times. e) Avoid using public pens or whiteboard markers — carry your own. f) Avoid sharing computer keyboards. g) Avoid the lunchroom rush. h) Avoid cafeterias and restaurants. i) Avoid commuter rush periods. j) Avoid unnecessary travel (especially to endemic regions). |
| Cleaning of Surface Contact Material | <ul style="list-style-type: none"> ▪ The COVID-19 virus can live outside the body on hard surfaces, such as stainless steel and plastic, for up to 48 hours and on soft surfaces, such as cloth, paper, and tissues for less than 8-12 hours; however, it can only infect a person for up to 2-8 hours after being deposited on hard surfaces, and for up to a few minutes after being deposited on soft surfaces. ▪ Regularly clean surfaces to minimize the spread of the virus. |

APPENDIX D: Emergency Response/Stress Management

During a pandemic, employees may be required to coordinate or manage personal, family-related and professional activities or commitments on short notice; prepare for an emergency assignment; work irregular hours; meet strict deadlines; lodge in hotels; have irregular meals and rest periods; be unable to maintain regular communication with family members (because of work requirements); and make sensitive decisions of a political, economic or operational nature. All of these variables may lead to excessive stress.

Reacting to stress is normal, but not everyone experiences stress in the same way. Variables that affect our reaction to stress can include our support systems, our emotional makeup, our thoughts about the situation, our actions during and after a critical incident, and how much the event reminds us of some personal issue(s). For some individuals, their stress reactions may interfere with their ability to function normally during and after the situation.

SIGNS AND SYMPTOMS RELATING TO STRESS

The following are some stress-related signs and symptoms:

- nausea, dizziness, confusion
- difficulty making decisions
- difficulty concentrating
- frustration, anxiety, irritability
- sleep disturbances
- general fatigue
- crying
- headaches
- sense of feeling overwhelmed
- apathy
- loss of appetite
- increase in the intake of alcohol or an increase in smoking
- frequent interpersonal conflict
- short-term memory difficulties
- shortened attention span
- tension
- negative feelings such as profound sadness or helplessness

Long term exposure could lead to:

- physical pain
- heart disease
- digestive problems
- sleep problems
- depression
- obesity
- autoimmune diseases
- skin conditions, such as eczema

STRESS MANAGEMENT TECHNIQUES

The following are some stress management techniques:

- Establish a comfort zone and respect it
- Identify and respect personal limitations to prevent burnout
- Ensure good food intake to sustain your energy and well-being
- Take rest periods and do exercise
- Maintain a positive attitude
- Try to avoid excessive caffeine intake
- Maintain regular contact with family and friends.
- Share your concerns, thoughts and feelings with someone you trust
- Contact the Employee Assistance Program at 1-800-268-7708 (24/7) or 1-800-567-5803 (TDD) should you require counselling services

APPENDIX E: Additional Web References

| Reference | Link |
|--|---|
| Canada Labour Code, Part II | https://laws-lois.justice.gc.ca/eng/acts/L-2/page-1.html |
| Collective Agreements | https://www.tbs-sct.gc.ca/agreements-conventions/index-eng.aspx |
| Coronavirus disease (COVID-19) – Government of Canada Guide | https://www.canada.ca/en/public-health/services/diseases/coronavirus-disease-covid-19.html |
| Directive on Leave and Special Working Arrangements | https://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=15774&section=glossary |
| <i>Financial Administration Act</i> | https://laws-lois.justice.gc.ca/eng/acts/F-11/ |
| Foreign Affairs and International Trade Canada – Travel Reports and Warnings | http://www.voyage.gc.ca/countries_pays/menu-eng.asp |
| Health Canada, Workplace Health and Public Safety | https://www.canada.ca/en/services/jobs/workplace/health-safety.html |
| Operational Security Standard – Business Continuity Planning (BCP) Program | http://publiservice.tbs-sct.gc.ca/pubs_pol/gospubs/TBM_12A/ossbcpsopca_e.asp |
| Policy on Employee Assistance Program | http://intranet.vac-acc.gc.ca/eng/human-resources/healthy-workplace/employee-assistance |
| Policy on Government Security | http://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=16578 |
| Policy on Interchange Canada | http://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=12552&section=text#sec4.2 |
| Privacy Act | https://laws-lois.justice.gc.ca/eng/acts/P-21/FullText.html |
| Public Health Agency of Canada | https://www.canada.ca/en/public-health/services/diseases/2019-novel-coronavirus-infection.html |
| Public Health Agency of Canada – Travel Health | https://www.canada.ca/en/public-health/services/travel-health.html |
| Public Service Commission of Canada | https://www.canada.ca/en/public-service-commission.html |
| Risk Management | https://www.canada.ca/en/treasury-board-secretariat/corporate/risk-management.html |
| VAC Procurement Manual (contracting) | http://intranet.vac-acc.gc.ca/eng/workplace-services/finance/procurement-contracting-management/manual |
| VAC Telework Policy | http://intranet.vac-acc.gc.ca/pdf/hr/telepol_e.pdf |
| World Health Organization | https://www.who.int/emergencies/diseases/novel-coronavirus-2019 |