

# **COVID-19**

## **A Guide for Managers**

Last updated December 18, 2020

Due to the evolving nature of a pandemic, information found in this guide is subject to change.

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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 managers at VAC, Veterans Review and Appeal Board (VRAB) and Office of the Veterans Ombudsman (OVO) 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 and 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, questions and answers, 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/or 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 ensure the provision of ongoing supports to staff working across the country (in offices or at home) and overseas while considering delivery of its mandate:

- support the well-being of Veterans and their families, and
- promote recognition and remembrance of the achievements and sacrifices of those who served Canada in times of war, military conflict and peace.

### 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 Pandemic Response Unit (PRU), 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 PRU 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 remote work and continuity of services to Veterans. Other roles and responsibilities include:

- following appropriate [hygiene](#) measures as outlined by [PHAC](#) and local provincial and territorial public health authorities to help reduce the spread of the Coronavirus disease;
- providing honest information to your manager about your ability to work remotely and any impediments you may be experiencing;
- protecting any government equipment, assets and information that you have in your possession;
- following protocols if employees experience COVID-19 symptoms or are diagnosed with COVID-19;
- ensuring compliance with departmental guidelines and security protocols for entering VAC offices; 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 and others, including understanding the early [symptoms of COVID-19](#) and staying home when they show symptoms;
- ensuring the PRU is notified of any potential or confirmed cases of COVID-19;
- 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 PRU right away at [vac.emergencymanagement-](#)

[gestiondesurgences.acc@canada.ca](mailto: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](mailto: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 and/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 or work laptop; 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 PRU right away at [vac.emergencymanagement-gestiondesurgences.acc@canada.ca](mailto: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](mailto:vac.atip-aiprp.acc@canada.ca).

The well-being of other employees can also be protected by regular reminders of the key principles to reducing the spread of COVID-19. Steps to take to ensure their safety can be found 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. For Mobility Letter assistance, you can contact the PRU via email at [vac.emergencymanagement-gestiondesurgences.acc@canada.ca](mailto:vac.emergencymanagement-gestiondesurgences.acc@canada.ca).

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]

**Q5. Can an employee work remotely from a location outside of Canada?**

As these types of situations impact many areas of the department (Occupational Health & Safety, Information Technology, Security, Human Resources, etc.), managers should consult with their Labour Relations Advisor prior to authorizing any request to work outside of Canada.

#### 4.2.2 Acting Pay

A person appointed to the core public administration is entitled to be paid, for services rendered, 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 Strategic 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 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.

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

**Q6. 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).

**Q7. 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, remote work and alternative work arrangements as operational requirements and circumstances permit, taking into consideration public health guidance.

With the increased VPN capacity, all employees should have no issues connecting to the corporate network at this time.

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

- Use public cloud services to collaborate with colleagues, for Unclassified work (examples: FaceTime, MS Teams, Google HangOuts, Slack, Zoom, etc.); and
- Use 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
- MS Teams Chat at IT Service Desk
- TTY at 1-833-921-0072
- Call us at 1-800-268-8898

**Q8. 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 or work laptop;
- 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 Equipping Employees Remotely

Since the beginning of the Department's pandemic response, employee health, safety and well-being continues to be the primary focus while supporting employees to be as effective and productive as possible. Some employees may require additional equipment and furniture to enable them to work in a manner that best supports their health and safety. To support employees in the remote work environment, guidelines have been developed for equipping employees remotely.

The guidelines specify that employees can make arrangements with their manager to pick up, or have transported existing items in the VAC office where it is safe and reasonable. When, after reasonable efforts, employees are unable to access and transport existing items from the VAC office to support them in a remote work environment, employees may purchase items up to \$500 (excluding taxes and including delivery) and request reimbursement with their budget manager's approval; or employees can work with their delegated budget manager to have items purchased directly by VAC.

Managers are reminded that VAC has a legal obligation to ensure employees with a Duty to Accommodate are appropriately equipped whether they work in a VAC office or remotely.

The Department retains ownership of all equipment, furniture and other items paid for directly by VAC or through reimbursement. These assets must be tracked, and returned/disposed of when no longer needed.

While working remotely, [information management, security and privacy practices](#) must be followed. Printing and the use of paper based office supplies is discouraged for these reasons, along with being digitally incompatible. All IT equipment must be purchased and supplied by VAC IT to ensure compatibility and security compliance.

You can access [the Guidelines for Equipping Employees Remotely](#) to learn more.

**Q9. What do I do if an employee has technological or work limitations due to COVID-19?**

The majority of VAC, VRAB and OVO employees are working remotely. Increased network capacity to accommodate remote work has reduced the need for leave for these purposes. Managers are encouraged to contact their Labor Relations Advisor to discuss any specific cases.

#### 4.3.1 Virtual Office Ergonomic Assessment (OEA)

To help employees work in a healthy and safe manner, the Government of Canada's standing offer for Ergonomic Assessments has been expanded to include Virtual Ergonomic Assessments. If you would like to request a Virtual Ergonomic Assessment for an employee, please provide the following information to Security Services by email at [vac.personnelsecurity-securitepersonnel.acc@canada.ca](mailto:vac.personnelsecurity-securitepersonnel.acc@canada.ca):

- A fully completed and approved Internal Requisition for Material or Services form (GC-92) that contains:
  - The region or metropolitan region where the services are required;
  - The employee's name and contact information;
  - The manager's name and contact information;
  - The platform the employee would like to use for the assessment (to ensure the personal information of employees is protected, VAC has approved MS Teams and telephone as methods of assessment);
  - The preferred language for the assessment; and
  - An email address where invoices can be sent for payment.
- A completed common [Security Requirement Checklist \(SRCL\) #6](#).

Once the documentation is reviewed by Security Services, it will be forwarded to Procurement, Contracting and Asset Management (PCAM) to request services from one of over 20 providers on the standing offer.

In addition to Virtual Ergonomic Assessments, there are also providers who offer group webinars that cover basic office ergonomic principles and everyday solutions to home office issues.

For further contract information in relation to Virtual Ergonomic Assessments or group webinars, please contact PCAM by email at [vac.chhoprocurement-acquisitionchho.acc@canada.ca](mailto:vac.chhoprocurement-acquisitionchho.acc@canada.ca).

#### 4.4 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>.

#### 4.4.1 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.

At the onset of the pandemic, the use of Other Leave with Pay (699) was an important measure, to maximize employees' capacity to work remotely and given their current situation. It also helped prevent the rapid spread of COVID-19 and ensured the health and safety of federal employees.

However, currently the vast majority of VAC, VRAB and OVO employees are working full-time, mostly remotely, making use of flexible or alternate work arrangements or leave options, when needed, and following occupational health measures that have been implemented in accordance with public health guidance.

Effective November 9, 2020, with the range of options available in employee's respective collective agreement and terms and conditions of employment, [Other Leave with Pay \(699\)](#) should only be granted on a case-by-case basis, and only after remote or alternate work, or flexible work hours have been considered, and generally only after other relevant paid leave has first been used by the employee.

Once all available options have been considered, and managers have consulted with their Labour Relations advisors, Other Leave With Pay (699) could be available in situations where an employee:

- has work or technology limitations,
- cannot work remotely and has been diagnosed with COVID-19, is experiencing symptoms and/or is required to self-isolate,
- has caregiving responsibilities as a result of such things as school or daycare closures, or COVID-19 illness or isolation requirements, or
- cannot work remotely and is at high risk or has someone in their care who is at high risk of severe illness from COVID-19.

More detailed information can be found on the [Employee Illness and Leave](#) page on Canada.ca.

As of April 1, 2020, employees can submit leave requests through My GCHR using the Other Leave option by selecting the type of COVID leave that applies to them such as: Illness, Family Care, Technology Issues, Work Limitation and High Risk. The use of these codes should be discussed based on individual circumstances and on a case by case basis.

#### 4.4.1.1 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.

#### 4.4.1.2 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.

Managers are encouraged to consult their Labour Relations Advisor to discuss individual situations on a case by case basis as required.

**Q10. 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.

**Q11. What type of leave should an employee take if they advise that they have become ill and tested positive with COVID-19, are showing COVID-19-like symptoms, or are at high risk or someone in their care are at high risk of severe illness from COVID-19 as described by PHAC and cannot work on site or remotely?**

Employees are expected to use relevant paid leave. However, managers are encouraged to contact their Labour Relations Advisor to discuss individual circumstances on a case by case basis as Other Leave with Pay (699) could be granted depending on their situation.

Additional information is available for you on [employee illness and leave](#) related to

COVID-19.

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.

**Q12. 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 of the incident and 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-aijrp.acc@canada.ca](mailto:vac.atip-aijrp.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 and/or telework); and
- if an employee has travelled outside their province or internationally in the past 14 days.

**Q13. Will employees be permitted to take time off to get an annual flu vaccination?**

As many pharmacies and clinics typically have convenient hours, employees wishing to be vaccinated are encouraged to do so after work hours. However, if an employee chooses to get vaccinated during their regular work hours, managers should authorize sick leave, annual leave, compensatory leave, or a make-up time arrangement, if operationally feasible.

#### 4.4.1.3 Leave to Care for a Family Member

**Q14. What type of leave should an employee use who is living with someone who has tested positive for COVID-19?**

Employees in these circumstances should be evaluated on a case-by-case basis. Open communication with your employee is important.

Managers are encouraged to contact their Labour Relations Advisor to discuss individual circumstances as Other Leave with Pay (699) could be granted depending on the situation.

Additional information is available for you on [employee illness and leave](#) related to COVID-19 on Canada.ca.

**Q15. What type of leave are employees entitled to in the event of family-related caregiving responsibilities related to COVID-19?**

Employees in this situation should be evaluated on a case by case basis. Open communication with the employee is important.

Managers are encouraged to contact their Labour Relations Advisor to discuss individual circumstances as Other Leave with Pay (699) could be granted depending on their situation.

Additional information is available for you on [employee illness and leave](#) related to COVID-19 on Canada.ca.

#### 4.4.1.4 Vacation Leave

**Q16. 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.

**Q17. Does an employee have to use vacation leave if they are already using Other Leave With Pay (699)?**

Employees should be encouraged to plan and take vacation leave, despite the current circumstances. Planning and scheduling time away from work is important in supporting their well-being and mental health.

Generally, employees are expected to use vacation leave credits in the year that they are earned. Other Leave With Pay (699) should not be used in place of annual vacation leave.

Managers should continue to have regular discussions with their employees on scheduling vacation leave.

Please note that if employees choose to travel to affected areas contrary to public health advice or government travel advisories while on vacation leave, they may not be entitled to Other Leave With Pay (699).

#### 4.4.1.5 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 Veterans Affairs Canada.

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 email 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.

#### 4.4.2 Cancellation of Leave

### **Q18. 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.

## **4.5 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;
- ensuring that your employees are aware of their right to refuse dangerous work or make an occupational health and safety complaint; and
- reporting hazardous occurrences, such as a positive COVID-19 diagnosis.

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](#).

### **4.5.1 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 or actual 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](mailto:vac.healthandsafety-santeetsecurite.acc@canada.ca).

#### **Q19. 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](mailto:vac.healthandsafety-santeetsecurite.acc@canada.ca).

#### **Q20. 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 Q19.

**Q21. 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, VAC's current direction is to continue to provide services to clients virtually, either by video, phone or online. However, when VAC resumes in-person services and they are judged necessary by staff, such services will be available by appointment only. A pre-appointment screening questionnaire will be conducted and should the client demonstrate symptoms or is feeling unwell, the appointment will be re-scheduled or services will be provided virtually either by phone, or online.

Your business continuity plans must outline protocols to address disruptions of services during 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.

**Q22. 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.

**4.5.2 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.

If an employee is/was in the workplace and it is confirmed by a health care provider that the employee is/was infected with COVID-19, under the Canada Labour Code this would constitute a [workplace hazard](#). If you are notified by an employee of a positive COVID-19 test, please notify the PRU right away at [vac.emergencymanagement-gestiondesurgences.acc@canada.ca](mailto:vac.emergencymanagement-gestiondesurgences.acc@canada.ca), but do not include any personal information about the employee. Emergency Management staff will then provide further guidance.

#### 4.5.3 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. Efforts to reduce risk include the provision of supplies such as **non-medical masks, disposable gloves, and wipes for employee use in addition to increasing hand sanitizing stations in all workplaces. Additionally, VAC is installing Plexiglas barriers at worksites to support interactions with the public where physical distancing cannot be respected. Enhanced cleaning protocols will be put in place in all VAC offices. Cleaning and disinfecting will be done twice a day and high touch surfaces will be cleaned more often.**

#### **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).**

In addition to any public health guidance, VAC has a responsibility to examine the various types of work within the organization and make a determination as to whether PPE is required. If it is determined that PPE is necessary for certain job functions, employees must be advised of the hazards, provided PPE and educated on the use of the PPE.

If VAC, acting on the advice of PHAC and Health Canada, determines that additional protective measures should be in place during a pandemic, you will be advised accordingly and be responsible for informing and distributing personal protective equipment to your employees and for providing the applicable training. Where PPE is deemed necessary to perform work-related activities but not available, do not proceed. More information is available for measures to [reducing the spread of the COVID-19](#) virus in your community.

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 wearing a mask, coughing or sneezing into a disposable tissue or sleeve followed by washing their hands, and avoiding crowds (such as public transit), 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 sharing items and touching high-touch surfaces, where possible, and performing hand hygiene afterwards;
- avoiding close contact with people who are sick;
- coughing or sneezing into your sleeve and not your hands;
- maintaining a 2-metre distance from other people, whenever possible and wearing a mask when physical distancing cannot be maintained or based on

- applicable local legislation relating to masks;
- avoiding large gatherings;
- staying home if you are sick to avoid spreading illness to others; and
- checking the [PHAC](#) website for more information.

More detailed information is available related to [personal measures or hygiene](#).

#### 4.5.4 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.

#### 4.5.5 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 prevention and risk page of the GoC website for guidance.

#### **Q23. 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 to refer to the [Self-Assessment Tool](#), to call 811 or to contact their provincial health authority for further direction. 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) or as directed by public health (if applicable).

#### **Q24. 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.

#### 4.5.6 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. However, if they are not able to continue to work, they should discuss their leave options with their manager.

Additional information is available for you on [employee illness and leave](#) related to COVID-19.

#### 4.6. 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 can find more information available from [TBS COVID-19 Mental Health Support](#) to share with your employees. 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.

#### **Q25. 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).

The Veterans Affairs Canada's [Wellness Promotion Plan](#) provides a comprehensive source of resources, supports and training. It's recommended that it be bookmarked for ease of future reference.

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

#### 4.7. Staffing

You are responsible for ensuring there is enough staff to cover vital services during a pandemic. The [Public Service Employment Act](#), along with supporting Regulations and Policies, provide for many options and flexibilities to facilitate the speedy and effective staffing of positions in response to an emergency. The following are some of the options which may be available to you: appointments from qualified pools, non-advertised appointments, acting appointments, internal assignments or secondments from other departments, hire a casual worker and so on.

You should contact your HR Strategic Advisor for advice and guidance on the options which may best meet your needs.

The hiring of a contract worker or company may also be a temporary option to fulfil your vital services. For information and support, please contact VAC Procurement, Contracting and Asset Management.

## 5. COMMUNICATIONS

The Communications Division will use the Department's internet and social media sites 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, Communications 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
<b>Pandemic Response Unit (PRU)</b> <a href="mailto:vac.emergencymanagement-gestiondesurgences.acc@canada.ca">vac.emergencymanagement-gestiondesurgences.acc@canada.ca</a>			
Director General responsible for Pandemic Response Unit	Chris Clissold	902-314-1832	<a href="mailto:Christopher.Clissold@canada.ca">Christopher.Clissold@canada.ca</a>
Acting Director,	Jonathan	902-314-1995	<a href="mailto:jonathan.okeefe@canada.ca">jonathan.okeefe@canada.ca</a>

Pandemic Response Unit	O'Keefe		
<b>Human Resources</b>			
<b>Resourcing</b>			
Director, Client Services	Heather Séguin	902-314-3135	<a href="mailto:heather.seguin@canada.ca">heather.seguin@canada.ca</a>
<b>Compensation</b>			
A/Director, HR Management Systems and Compensation	Kathy Charron	902-388-5471	<a href="mailto:kathy.charron@canada.ca">kathy.charron@canada.ca</a>
<b>Labour Relations</b>			
Director	Mai Khoi Ta Kim	514-824-5527	<a href="mailto:maikhoi.takim@canada.ca">maikhoi.takim@canada.ca</a>
Senior Advisor, Policy and Programs	Joseph Szulga	705-568-4128	<a href="mailto:joseph.szulga@canada.ca">joseph.szulga@canada.ca</a>
<b>Occupational Health and Safety</b>			
Manager, National OHS Unit	Tracey Drover	902-314-3852	<a href="mailto:tracey.drover@canada.ca">tracey.drover@canada.ca</a>
<b>Security Services</b>			
Chief Security Officer	Gregory Unier	902-314-0670	<a href="mailto:Gregory.Unier@canada.ca">Gregory.Unier@canada.ca</a>

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
		<b>Note: "Prescribed" means prescribed by the <i>Canada Occupational Health and Safety Regulations</i></b>	
1.	Duties of Employers	<ul style="list-style-type: none"> <li>▪ Ensure that the health and safety at work of every person employed by the employer is protected.</li> </ul>	CLC 124
		<ul style="list-style-type: none"> <li>▪ Provide every person granted access to the work place by the employer with prescribed safety materials, equipment, devices and clothing.</li> </ul>	CLC 125(1)(l)
		<ul style="list-style-type: none"> <li>▪ Provide, in the prescribed manner, each employee with the information, instruction, training and supervision necessary to ensure their health and safety at work.</li> </ul>	CLC 125(1)(q)
		<ul style="list-style-type: none"> <li>▪ Ensure that each employee is made aware of every known or foreseeable health or safety hazard in the area where the employee works.</li> </ul>	CLC 125(1)(s)
		<ul style="list-style-type: none"> <li>▪ 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.</li> </ul>	CLC 125(1)(w)
		<ul style="list-style-type: none"> <li>▪ Ensure that the activities of every person granted access to the work place do not endanger the health and safety of employees.</li> </ul>	CLC 125(1)(y)
		<ul style="list-style-type: none"> <li>▪ 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.</li> </ul>	CLC 125(1)(z.03)
		<ul style="list-style-type: none"> <li>▪ When necessary, develop, implement and monitor a program for the provision of personal protective equipment, clothing, devices or materials.</li> </ul>	CLC 125(1)(z.13)
		<ul style="list-style-type: none"> <li>▪ 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.</li> </ul>	CLC 125(1)(z.14)
<b>ITEMS</b>	<b>RISK MANAGEMENT REQUIREMENTS</b>	<b>LEGISLATIVE</b>	

		REFERENCES	
2.	Duties of Employees	<ul style="list-style-type: none"> <li>▪ 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.</li> </ul>	CLC 126(1)(a)
		<ul style="list-style-type: none"> <li>▪ Follow prescribed procedures with respect to the health and safety of employees.</li> </ul>	CLC 126(1)(b)
		<ul style="list-style-type: none"> <li>▪ 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.</li> </ul>	CLC 126(1)(c)
		<ul style="list-style-type: none"> <li>▪ Comply with all instructions from the employer concerning the health and safety of employees.</li> </ul>	CLC 126(1)(d)
		<ul style="list-style-type: none"> <li>▪ 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.</li> </ul>	CLC 126(1)(g)
3.	Internal Complaint Resolution Process	<ul style="list-style-type: none"> <li>▪ 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.</li> </ul>	CLC 127.1
4.	Refusal to Work if Danger	<ul style="list-style-type: none"> <li>▪ 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"> <li>(a) the use or operation of the machine or thing constitutes a danger to the employee or to another employee;</li> <li>(b) a condition exists in the place that constitutes a danger to the employee; or</li> <li>(c) the performance of the activity by the employee constitutes a danger to the employee or to another employee.</li> </ul> </li> </ul>	CLC 128(1)(a) (b)(c)

## APPENDIX B: Additional Web References

Reference	Link
Canada Labour Code, Part II	<a href="https://laws-lois.justice.gc.ca/eng/acts/L-2/page-1.html">https://laws-lois.justice.gc.ca/eng/acts/L-2/page-1.html</a>
Canadian Centre for Occupational Health and Safety (CCOHS)	<a href="https://www.ccohs.ca/outbreaks">https://www.ccohs.ca/outbreaks</a>
Canadian Mental Health Association	<a href="https://cmha.ca/news/covid-19-and-mental-health">https://cmha.ca/news/covid-19-and-mental-health</a>
Collective Agreements	<a href="https://www.tbs-sct.gc.ca/agreements-conventions/index-eng.aspx">https://www.tbs-sct.gc.ca/agreements-conventions/index-eng.aspx</a>
Coronavirus disease (COVID-19) – Government of Canada Guide	<a href="https://www.canada.ca/en/public-health/services/diseases/coronavirus-disease-covid-19.html">https://www.canada.ca/en/public-health/services/diseases/coronavirus-disease-covid-19.html</a>
Directive on Leave and Special Working Arrangements	<a href="https://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=15774&amp;section=glossary">https://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=15774&amp;section=glossary</a>
Other Leave with Pay (699) Guidance	<a href="https://www.canada.ca/en/government/publicservice/covid-19/message-chro-covid-19-other-leave-with-pay-guidance.html">https://www.canada.ca/en/government/publicservice/covid-19/message-chro-covid-19-other-leave-with-pay-guidance.html</a>
Employee Assistance Program	<a href="http://intranet.vac-acc.gc.ca/eng/human-resources/healthy-workplace/employee-assistance">http://intranet.vac-acc.gc.ca/eng/human-resources/healthy-workplace/employee-assistance</a>
<i>Financial Administration Act</i>	<a href="https://laws-lois.justice.gc.ca/eng/acts/F-11/">https://laws-lois.justice.gc.ca/eng/acts/F-11/</a>
Foreign Affairs and International Trade Canada – Travel Reports and Warnings	<a href="http://www.voyage.gc.ca/countries_pays/menu-eng.asp">http://www.voyage.gc.ca/countries_pays/menu-eng.asp</a>
Health Canada, Workplace Health and Public Safety	<a href="https://www.canada.ca/en/services/jobs/workplace/health-safety.html">https://www.canada.ca/en/services/jobs/workplace/health-safety.html</a>
Operational Security Standard – Business Continuity Planning (BCP) Program	<a href="http://publiservice.tbs-sct.gc.ca/pubs_pol/gospubs/TBM_12A/ossbcp-nsopca_e.asp">http://publiservice.tbs-sct.gc.ca/pubs_pol/gospubs/TBM_12A/ossbcp-nsopca_e.asp</a>
Policy on Government Security	<a href="http://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=16578">http://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=16578</a>
Privacy Act	<a href="https://laws-lois.justice.gc.ca/eng/acts/P-21/FullText.html">https://laws-lois.justice.gc.ca/eng/acts/P-21/FullText.html</a>
Public Health Agency of Canada	<a href="https://www.canada.ca/en/public-health/services/diseases/2019-novel-coronavirus-infection.html">https://www.canada.ca/en/public-health/services/diseases/2019-novel-coronavirus-infection.html</a>
Public Health Agency of Canada – Travel Health	<a href="https://www.canada.ca/en/public-health/services/travel-health.html">https://www.canada.ca/en/public-health/services/travel-health.html</a>
Public Service Commission of Canada	<a href="https://www.canada.ca/en/public-service-commission.html">https://www.canada.ca/en/public-service-commission.html</a>
Risk Management	<a href="https://www.canada.ca/en/treasury-board-secretariat/corporate/risk-management.html">https://www.canada.ca/en/treasury-board-secretariat/corporate/risk-management.html</a>
VAC Procurement Manual (contracting)	<a href="http://intranet.vac-acc.gc.ca/eng/workplace-services/finance/procurement-contracting-management/manual">http://intranet.vac-acc.gc.ca/eng/workplace-services/finance/procurement-contracting-management/manual</a>
VAC Telework Policy	<a href="http://intranet.vac-acc.gc.ca/pdf/hr/telepol_e.pdf">http://intranet.vac-acc.gc.ca/pdf/hr/telepol_e.pdf</a>
VAC Wellness Promotion Plan	<a href="http://intranet.vac-acc.gc.ca/pdf/human-resources/healthy-workplace/wellness-promotion-plan.pdf">http://intranet.vac-acc.gc.ca/pdf/human-resources/healthy-workplace/wellness-promotion-plan.pdf</a>
World Health Organization	<a href="https://www.who.int/emergencies/diseases/novel-coronavirus-2019">https://www.who.int/emergencies/diseases/novel-coronavirus-2019</a>