TABLE OF CONTENTS

03 Guiding Principles
04 Phased Opening
06 Workplace Safety Measures & Guidelines
08 Reentry to the Workplace
08 Managing Building Capacity – Entry/Exit Points
09 Personal Safety at Work
13 Guidance for Specific Workplace Scenarios – Commuting to and Navigating at Work
15 Websites and Resources
GUIDING PRINCIPLES

These are challenging times—for everyone. We are all managing as best we can and appreciate the unique challenges that people are facing. Tufts is committed to working with all members of our community as they navigate the new realities posed by COVID-19.

Our goal in issuing this guidance is to explain how we are prioritizing the health and well-being of our students, faculty, and staff as well as the general public. Consistent with the university’s mission—to create and apply knowledge, foster active citizenship, and innovate in the face of complex challenges—we have pulled together as a community to meet the challenges associated with COVID-19. As Massachusetts starts to lift its initial COVID-19 stay-at-home advisory, Tufts is ready to pull together once again to begin a gradual, phased return to campus.

Tufts is working closely with local authorities to ensure compliance with the latest health and safety requirements as well as best practices. Tufts’ Return to Campus Guide is informed by available guidance, including local orders from our host communities (Boston, Somerville, Medford, and Grafton) and recommendations from the Centers for Disease Control and Prevention (CDC), the Occupational Safety and Health Administration (OSHA), the Massachusetts Department of Public Health (DPH), and internal health advisory committees.

Even though the Massachusetts stay-at-home advisory has been lifted, all of us will not return to the workplace on the same date. As outlined in the Report on Reopening Massachusetts, returning to the workplace will be a gradual and deliberate process for all organizations, including Tufts. As we implement the new mandatory workplace safety standards and sector-specific protocols for responding to COVID-19, each of us has an important part to play in this work.

Our understanding of COVID-19 is still developing. For the latest guidance, please check the Tufts COVID-19 website: coronavirus.tufts.edu. As we learn more about the virus, and as additional data and guidance become available, our policies and plans may change. We thank you in advance for your cooperation and unwavering commitment to the university as we navigate these changes together.

Please note that this Guide is not an employment contract nor is it part of an employment contract. It contains no express or implied promises or commitments. The policies and procedures described here will change from time to time, and you should check the Tufts COVID-19 website regularly for updates.
PHASED OPENING

Tufts Timeline
While university leaders are guided by Governor Baker’s framework for reopening various businesses across the Commonwealth, Tufts will determine its own timeline for reopening each of its campuses and workplaces.

As of the initial publication date of this guide, Tufts has not set a specific deadline for returning to full on-campus operations. Instead, the university intends to take a phased approach, which can generally be described as follows:

- **Phase 0 – Stay-at-Home Advisory** (essential employees only)
- **Phase 1 – Limited Access** (essential employees plus limited staff to support certain labs and clinics)
- **Phase 2 – Preparation for Hybrid Reopening** (Phase 1 staff plus necessary support staff)
- **Phase 3 – Hybrid Reopening** (Phase 2 staff plus additional support staff)
- **Phase 4 – New Normal** (all staff)

*Hybrid Reopening may include a combination of online and in-person academic and extracurricular activities.*

Return to Campus – Phased Staffing Plan
Tufts plans to phase in the return of staff over time in a coordinated process to prioritize appropriate social distancing, availability of PPE (personal protective equipment), hygiene protocols, symptom screening, testing capabilities for COVID-19, and contact tracing.

- All members of the Tufts community will be given advance notice of when they will be expected to return to work on campus.
- No one should report to work on campus unless and until they have been explicitly cleared to do so by their school or department leadership.

Tufts will expand on-site staffing based on an assessment of mission-critical operations, ability to control and manage specific work environments, and necessity of accessing on-site resources. Return-to-campus decisions, once approved, will be issued by your respective dean, vice president, or division leader.

The need to reduce the number of people on campus to meet social distancing requirements will continue for some time. Groups that can continue to work remotely effectively must continue to do so until restrictions are eased for larger gatherings.

The repopulation of our campuses will be tightly controlled and coordinated to mitigate potential risks and to prioritize the health and safety of all faculty and staff, as well as the communities we serve. No unit or department should increase on-site staffing levels beyond current needs to support critical operations on campus without approval from your respective dean, vice president, or division leader.

As on-site staffing increases and operations expand, the university will closely monitor and assess the potential spread of the virus. If localized outbreaks emerge, tighter restrictions and reduced on-site staffing may need to be implemented again.
Staffing Options
Once staff members have been instructed to return to campus, departments may consider a number of different alternative work arrangements in support of necessary social distancing requirements. These arrangements include continued telecommuting and modified work hours, schedules, or shift staffing options as follows:

REMOTE WORK: Those who can work remotely to fulfill some or all of their work responsibilities may continue to do so to reduce the number of individuals on campus and the potential spread of the COVID-19 virus. These arrangements, which should be approved by the immediate supervisor, may be made based on a full- or partial-day/week schedule as appropriate with a focus on supporting the business operations of the unit.

ALTERNATING DAYS: Departments may have the flexibility to offer partial staffing on alternating days, such as Tuesday through Saturday instead of Monday through Friday. Such schedules may help maintain social distancing, especially in areas with large common workspaces.

ASSESSING ON-SITE HALF-SHIFTS: Employees may be scheduled to work 50% of their time on-site and 50% of their time at home in such a way that allows for additional social distancing and optimizes use of office space for necessary on-site work. Supervisors and employees can explore these options together in consultation with Human Resources.

STAGGERED SHIFTS: The beginning and end of the workday typically bring many people together at common entry/exit points of buildings. Staggering reporting and departure times by at least 30 minutes will reduce traffic in common areas to meet social distancing requirements. (See Enter/Exit Controls section for further details.)

COMPRESSED WORK WEEKS: In some cases, where work is measured primarily in deliverable outcomes rather than hours worked, a department may choose to offer compressed work weeks such as three-day work weeks with four days off or four-day work weeks with three days off, where practical. Because these arrangements can impact payroll processing, consult with Human Resources for guidance.

All of these options can provide flexibility and opportunities for collaboration and creativity; other options may also exist. But they will require advance planning and clear communication. These arrangements should be approved by the immediate supervisor in consultation with the HR Business Partner to ensure successful implementation and clear expectations. Contact your HR Business Partner for assistance in determining which arrangements will work best for you and your team.
WORKPLACE SAFETY MEASURES & GUIDELINES

Workplace Safety – For Everyone
At Tufts, we know our people are our greatest asset. That is why we are taking steps to anticipate and address your workplace safety concerns. From basic infection prevention measures to engineering controls, our plan to return to campus is informed by all available safety measures such as the latest guidance from OSHA on Preparing Workplaces for COVID-19. The health and safety measures we deploy in your particular workspace will depend on a variety of factors, including the building where you work, the type of work you do, and the nature of the work being performed all around you. Outlining what those changes may look like for each individual office and desk-space across the university is beyond the scope of this guide. But additional information about the particular safety measures being implemented in your workspace will be provided as they become available and will be updated as they evolve.

Tufts – In This Together
All staff are expected to comply with the guidelines outlined in this document, which are now considered part of Tufts’ Employee Policies and Procedures. These requirements are for your health and safety and for the health and safety of those around you. By reporting to work on campus, you are self-certifying that you are symptom-free and that you agree to follow the policies outlined in this Return to Campus Guide. All of us need to do our part; failure to comply may result in discipline.

Symptom Monitoring Requirement
Staff who have been instructed to return to the workplace must conduct symptom monitoring every day before reporting to work. You must be free of any symptoms potentially related to COVID-19 to report to work. If you are feeling sick, stay home.

Currently, symptoms known to be associated with COVID-19 include one or more of the following:

- Cough
- Shortness of breath or difficulty breathing
- Fever
- Chills
- Repeated shaking with chills
- Runny nose or new sinus congestion
- Muscle pain
- Headache
- Sore throat
- Fatigue
- New gastrointestinal (GI) symptoms
- New loss of taste or smell

The presence of one or more of these symptoms is not definitively indicative of COVID-19 infection; and symptom profiles may shift as we learn more about the virus. For now, however, we ask all staff to remain vigilant in monitoring for symptoms of potential COVID-19 infection.

Self-Reporting Symptoms and COVID Exposures
If you are reporting to work on campus and develop any symptoms, or come into close contact with a person who has COVID-19 (or is suspected to have COVID-19), you should email (covid19@tufts.edu) as soon as possible. This will allow the university to take appropriate steps to clean and disinfect your workspace and alert coworkers to any potential exposure.

If you are sick with COVID-19-related symptoms or believe that you have been exposed to the virus, you should not come into work. Instead, you should begin self-isolation until you are cleared by your medical clinician to return to campus. Contact your supervisor and Human Resources to discuss options for sick time, medical leave, and work-from-home arrangements.
Return to Campus – Challenges and Obstacles
If you are facing a personal obstacle in returning to work on campus, you should discuss those challenges with your supervisor at your earliest opportunity. By assessing circumstances on a case-by-case basis, Tufts will make a good faith effort to find flexibility for those individuals who need it. Please consult with Human Resources for assistance.

Return to Campus – Medical Conditions
If you have a medical condition that places you in a higher risk group for COVID-19 and that you anticipate may complicate or delay your return to the workplace, you should discuss those concerns with your supervisor at your earliest opportunity. Tufts can offer resources including reasonable accommodations under the Americans with Disabilities Act, family and medical leave options, and other benefits.

According to the CDC, older adults and people of any age with serious underlying medical conditions may be at higher risk for severe illness from COVID-19. Based on information from the CDC, those at high risk may include:

• People 65 years and older
• People who live in a nursing home or long-term care facility
• People of all ages with underlying medical conditions, particularly if not well controlled, including:
  – People with chronic lung disease or moderate to severe asthma
  – People who have serious heart conditions
  – People who are immunocompromised
    – Many conditions can cause a person to be immunocompromised, including cancer treatment, smoking, bone marrow or organ transplantation, immune deficiencies, poorly controlled HIV or AIDS, and prolonged use of corticosteroids and other immune weakening medications
  – People with severe obesity (body mass index [BMI] of 40 or higher)
  – People with diabetes
  – People with chronic kidney disease undergoing dialysis
  – People with liver disease

For additional information about accommodations and leave options, contact the Human Resources Business Partner for your school or division. You can also seek more information on the Access Tufts website about the Leave Policy (access.tufts.edu/i-need-take-leave-absence) and Accommodations (access.tufts.edu/accommodation-requests). For questions about leaves, contact Leaves@tufts.edu. For questions about accommodations, contact OEO@tufts.edu.
REENTRY TO THE WORKPLACE

Training and Acknowledgment
Employees returning to work must complete a training on health and safety to reduce the spread of COVID-19 and acknowledge that they have received and will abide by the policies and guidance in the Tufts’ Return to Campus Guide. By returning to work on campus, you are certifying you are symptom-free and agree to adhere to the health and safety policies contained in the Return to Campus Guide.

Information on completing the training and the acknowledgment will be emailed/provided to each employee who is permitted to return to campus (and for those who are already working on campus).

MANAGING BUILDING CAPACITY – ENTRY/EXIT POINTS

To best manage building capacity for effective social distancing, entry to all Tufts-owned and leased buildings will be regulated and monitored. Your Tufts card/badge will be required for entry to most buildings, even during normal business hours, and you may not hold doors or prop open exterior doors for any other person.

Many Tufts buildings have been powered down to conserve energy and comply with the stay-at-home advisory. Before reopening buildings for staff, departments should coordinate with Facilities to identify usable building access points and coordinate arrival and departure times of staff to reduce congestion during typical “rush hours” of the business day.

Staff arrival and departures should be scheduled in 30-minute increments to reduce personal interactions at building access points, hallways, stairs/elevators, time clocks and other places where employees naturally congregate.

Once you have been instructed to return to the workplace, you should report to work or depart work through your designated building access point and at your designated time to limit the number of people entering and exiting at any one time.

Visitors, trainees, and guests are restricted on worksites, unless essential to business operations and until they have been pre-approved prior to entering the worksite.

Violation of these guidelines may result in the immediate revocation of building access privileges as well as disciplinary action.
PERSONAL SAFETY AT WORK

Face Masks/Face Coverings
Face masks or face coverings must be worn by all staff working on campus when in the presence of others and in public settings where other social distancing measures are difficult to maintain (e.g., common workspaces, meeting rooms, classrooms, etc.).

Appropriate use of face masks or coverings is critical in minimizing risks to others near you. You could spread COVID-19 to others even if you do not feel sick. The mask or cloth face covering is not a substitute for social distancing.

Employees should wear face masks. Cloth face masks should be worn for one day at a time and must be properly laundered before use again. Disposable masks will be provided by Tufts. Tufts is developing specific standards for cloth, disposable, and surgical masks by the PPE Working Group, which includes medical, faculty, clinic, operations, research, and school representatives.

<table>
<thead>
<tr>
<th>Type</th>
<th>Description</th>
<th>Intended Use</th>
<th>Required for campus community use in non-healthcare settings (office spaces, general research/work settings, shops, community areas where six feet of social distancing cannot be consistently maintained.) Must be replaced daily. (While likely necessary for ingress and egress, not required when working alone in an office).</th>
<th>These masks are reserved for health-care workers and other approved areas with task-specific hazards determined by OESO.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cloth Face Covering</td>
<td>Homemade or commercially manufactured face coverings that are washable and help contain wearer’s respiratory emissions</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Disposable Mask</td>
<td>Commercially manufactured masks that help contain the wearer’s respiratory emissions</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Medical-Grade Surgical Mask</td>
<td>FDA-approved masks to protect the wearer from large droplets and splashes; help contain wearer’s respiratory emissions</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>N95 Respirator</td>
<td>Provide effective respiratory protection from airborne particles and aerosols; help contain wearer’s respiratory emissions</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Chart, courtesy of Duke University. Check in with your supervisor about what mask will be most appropriate for your workplace (e.g., cloth masks may not be permitted in laboratories).
**Use and Care of Face Coverings**

**PUTTING ON THE FACE COVERING/DISPOSABLE MASK:**
- Wash hands or use hand sanitizer prior to handling the face covering/disposable mask.
- Ensure the face covering/disposable mask fits over the nose and under the chin.
- Situate the face covering/disposable mask properly with nose wire snug against the nose (where applicable).
- Tie straps behind the head and neck or loop around the ears.
- Throughout the process: Avoid touching the front of the face covering/disposable mask.

**TAKING OFF THE FACE COVERING/DISPOSABLE MASK:**
- Do not touch your eyes, nose, or mouth when removing the face covering/disposable mask.
- When taking off the face covering/disposable mask, loop your finger into the strap and pull the strap away from the ear, or untie the straps.
- Wash hands immediately after removing.

**CARE, STORAGE, AND LAUNDERING:**
- Keep face coverings/disposable mask stored in a paper bag when not in use.
- Cloth face coverings may not be used more than one day at a time and must be washed after use. Cloth face coverings should be properly laundered with regular clothing detergent before first use and after each shift.
- Cloth face coverings should be replaced immediately if soiled, damaged (e.g. ripped, punctured), or visibly contaminated.
- Disposable masks must not be used for more than one day and should be placed in the trash after your shift or if it is soiled, damaged (e.g., stretched ear loops, torn, or punctured material), or visibly contaminated.

**Laboratories and Clinic Settings**
Employees working in laboratory settings are subject to additional guidance regarding the use of face masks and/or face coverings. Reusable cloth masks are strongly discouraged in laboratory settings, and employees who come to work wearing cloth masks may need to change masks upon entering a laboratory setting. For additional information regarding the appropriate use of face masks in laboratories and other research areas, check the Office of the Vice Provost for Research (OVPR) website.

**Medford/Somerville Campus – Face Mask Requirements**
Staff working in Somerville are required to wear face masks whenever they are in any public space—inside or outside—regardless of the person's ability to socially distance. Accordingly, staff who are working on the Medford/Somerville campus are encouraged to keep their face masks on at all times. Anyone who fails to comply with the City of Somerville requirements may be subject to a $300 fine from the city.
Social Distancing
Keeping space between you and others is one of the best tools there is to avoid being exposed to the COVID-19 virus and helps to slow its spread. Since people can spread the virus before they know they are sick, it is important to maintain social distance from others when possible, even if you have no symptoms. Social distancing is important for everyone and helps to protect people who are at higher risk of getting very sick. Staff at work on-site should follow these social distancing practices:

1. Always stay at least six feet (about two arms’ length) from other people
2. Do not gather in groups (gathering in groups of more than 10 people is not permitted at this time)
3. Stay out of crowded places and avoid mass gatherings

Working in Office Environments
Pursuant to the governor’s guidance for Reopening Massachusetts, dated May 18, 2020, office space occupancy must be limited to 25% of the maximum occupancy allowed in the certificate of occupancy or similar building permit, where available. If your office space is not subject to a maximum occupancy limit, then your return to the workplace occupancy rate must be limited to 25% of the typical occupancy as of March 1, 2020. As schools and departments endeavor to implement these requirements, they should be guided by social distancing requirements for employees to remain six feet apart in the workplace.

If you work in an open environment, be sure to maintain at least six feet of distance from co-workers. If possible, have at least one empty workspace separating you from another co-worker. You should always wear a face mask or face covering while in a shared workspace/room. Departments must assess open work environments and meeting rooms to institute measures to physically separate and increase distance between employees, other coworkers, and third parties, such as:

- Place visual cues such as floor decals, colored tape, or signs to indicate where people should stand while waiting in line.
- Place one-way directional signage in large open workspaces with multiple thruways to increase distance between employees moving through the space.
- If you work in an office, no more than one person should be in the same room unless the required six feet of distancing can be consistently maintained. If more than one person is in a room, masks/face coverings should always be worn.
- Temporary structures to better define private workspaces may be necessary. Consult with your department head for guidance.
- Masks/face coverings should be worn by any staff in a reception/receiving area. Masks/face coverings should be used when inside any Tufts facility where others are present and likely to be in close proximity, including walking in narrow hallways where others travel and in break rooms, conference rooms, and other meeting locations.
Handwashing

- Wash your hands often with soap and water for at least 20 seconds, especially after you have been in a public place, or after blowing your nose, coughing, sneezing, or touching your face.
- If soap and water are not readily available, use a hand sanitizer that contains at least 60% alcohol. Cover all surfaces of your hands and rub them together until they feel dry.
- Avoid touching your eyes, nose, and mouth, and wash your hands after touching your face.

Gloves

Health-care workers and others in high-risk areas should use gloves as part of PPE (personal protective equipment), but according to the CDC, gloves are not necessary for general use and do not replace good hand hygiene. Washing your hands often is considered the best practice for common everyday tasks.

Workplace Disinfection

While custodial crews will continue to clean office and workspaces based on CDC and other public health guidelines, additional care should be taken to wipe down commonly used surfaces. Before starting work and before you leave any room in which you have been working, you must wipe down all work areas with EPA-registered 60% alcohol solution. This includes any shared-space location or equipment (e.g. copiers, printers, computers, A/V and other electrical equipment, coffee makers, desks and tables, light switches, doorknobs, etc.). Proper cleaning materials will be supplied by your department.

Coughing/Sneezing Hygiene

- If you are in a private setting and are not wearing your face mask or covering, remember to always cover your mouth and nose with tissues when you cough or sneeze or use the inside of your elbow.
- Throw used tissues in the trash.
- Immediately wash your hands with soap and water for at least 20 seconds.
- If soap and water are not readily available, clean your hands with a hand sanitizer that contains at least 60% alcohol.
GUIDANCE FOR SPECIFIC WORKPLACE SCENARIOS – COMMUTING TO AND NAVIGATING AT WORK

Public Transportation/Tufts Transit
We know that staff rely on a variety of modes of transportation to commute to and from our campuses. Remember to follow state and local recommendations for using public transit, including wearing face coverings or masks, maintaining physical distancing, and avoiding touching surfaces where possible. Additional information about available schedules and safety protocols for riders can be found on the MBTA website.

Reduced public transit schedules may require flexibility in work schedules. If you think your commute will be impacted, speak with your supervisor.

If you choose to drive to work, visit Access Tufts (access.tufts.edu/parking) for information about parking services.

Using Restrooms, Elevators, and Other Close Quarters
Use of restrooms, elevators, and other close quarters should be limited to ensure at least six feet of distance between individuals. For most elevators, this equates to one person per ride. Using stairs where available and accessible can help to alleviate queuing issues. Wear your mask or face covering at all times and be sure to wash your hands or use hand sanitizer with at least 60% alcohol after using such spaces. Consult with your department head for specific guidance about managing access to restrooms, elevators, and other close quarters.

Meetings
• Where feasible, hold meetings using the extensive range of available collaboration tools (e.g. Zoom, WebEx, Microsoft Teams, Jabber, telephone, etc.).
• Restrict in-person meetings based on local, state, and federal orders, which, as outlined in the first phase of the Massachusetts reopening plan, are not to exceed 25% of space capacity, and ensure six feet of separation for social distancing. Departments should remove or rearrange chairs and tables or add visual cue marks in meeting rooms to support social distancing practices between attendees.
• During time on-site, communicate with your colleagues and supervisors as needed by email, instant message, telephone, or other available technology rather than face-to-face.
Meals

- Before and after eating, wash your hands thoroughly to reduce the potential transmission of the virus.
- If dining on campus, you should wear your mask or face covering until you are ready to eat and then replace it afterward.
- Eating establishments must meet requirements to allow at least six feet between each customer, including lines and seating arrangements. Individuals should not sit facing one another. Staff are encouraged to take food back to their office area or eat outside, if this is reasonable for your situation. If you are eating in your work environment (break room, office, etc.), maintain six feet between you and others. Only remove your mask or face covering to eat, then put it back on.
- Departments should remove or rearrange chairs and tables or add visual cue marks in employee break rooms to support social distancing practices between employees. Wipe all surfaces, including table, refrigerator handle, coffee machine, etc. after using in common areas.

Laboratory Work

Specific criteria have been developed for faculty and staff working in laboratory environments. Information for research environments can be found on the website for the Vice Provost for Research Administration, viceprovost.tufts.edu/covid-19-information, or at the Tufts COVID-19 site, coronavirus.tufts.edu/research.

Health and Wellness at Tufts

Tufts is committed to supporting your overall health and well-being. One of the five core areas of this initiative is mental and emotional well-being. Visit the Human Resources website access.tufts.edu/hr-programs-services-during-covid-19-pandemic for more information and resources to offer support, manage stress, and enhance your resilience.
# WEBSITES AND RESOURCES

## UNIVERSITY RESOURCES

- Tufts COVID-19 Information
- Facilities Work Orders
- Health and Wellness Resources
- Employee Assistance Program
- Human Resources
- Office of Equal Opportunity
- Parking Services
- Dining Services

## GOVERNMENT RESOURCES

- Centers for Disease Control (CDC)
- City of Boston
- City of Somerville
- City of Medford
- Town of Grafton
- Commonwealth of Massachusetts
- Massachusetts Mandatory Workplace Safety Standards
- Massachusetts Department of Public Health
- MBTA – Massachusetts Bay Transportation Authority
- Occupational Safety and Health Act (OSHA) Guidance

---

**HEALTHY@TUFTS**

Look for the Healthy@Tufts signs wherever you are on campus to learn how to keep yourself and the community healthy and safe.