



MANAGER'S GUIDE ON HUMAN RESOURCES ISSUES FOR A PANDEMIC INFLUENZA

**Version 2.2
January 2020**





Table of Contents

| | |
|---|-----------|
| 1. PURPOSE | 3 |
| ROLES AND RESPONSIBILITIES | 3 |
| Departmental Level | 3 |
| Managerial Level | 4 |
| Pandemic Related Questions | 5 |
| GUIDING PRINCIPLES | 5 |
| PRIVACY / PROTECTION OF PERSONAL INFORMATION (FREQUENTLY ASKED QUESTIONS) | 5 |
| LABOUR RELATIONS | 6 |
| Change of Duties and Workplace (Frequently Asked Questions) | 6 |
| Acting Pay | 7 |
| Hours of Work | 8 |
| Overtime | 8 |
| Office Closure (Frequently Asked Questions) | 8 |
| Alternative Work Arrangements / Telework (Frequently Asked Questions) | 9 |
| LEAVE | 10 |
| Leave Provisions | 10 |
| Cancellation of Leave (Frequently Asked Question) | 14 |
| OCCUPATIONAL HEALTH AND SAFETY (OHS) | 15 |
| Right to Refuse Dangerous Work / Health and Safety Complaints (Frequently Asked Questions) | 15 |
| Prevention Measures and Personal Protective Equipment (PPE) (Frequently Asked Questions) | 17 |
| Vaccinations (Frequently Asked Questions) | 19 |
| Transportation of an Employee who Becomes Sick (Frequently Asked Question) | 19 |
| Access to Workplace / Risk to Employees (Frequently Asked Questions) | 20 |
| Duty to Accommodate / Higher Risk Employees (Frequently Asked Questions) | 21 |

ASSISTANCE TO EMPLOYEES 23
Employee Assistance Program (EAP) (Frequently Asked Question)23

STAFFING 24

COMMUNICATIONS (FREQUENTLY ASKED QUESTIONS) 24
Risk Communications.....25

ESDC CONTACT INFORMATION 26
Human Resources.....26
Business Continuity Planning28
Departmental Security Officers.....28

**ANNEX A: DUE DILIGENCE / RISK MANAGEMENT
REQUIREMENTS 29**

**ANNEX B: PANDEMIC INFLUENZA READINESS PLANNING
CONSIDERATIONS..... 31**

ANNEX C1: INFLUENZA (FLU) PREVENTION GUIDE 32

**ANNEX C2: RECOMMENDED PERSONAL MEASURES TO LIMIT
THE SPREAD OF INFLUENZA 32**

**ANNEX D: EMERGENCY RESPONSE / STRESS
MANAGEMENT 33**

ANNEX F: ALPHABETICAL LISTING OF ACRONYMS 35



1. PURPOSE

Employment and Social Development Canada (ESDC) is responsible for ensuring that the health and Safety at work of every person employed by the employer is protected.

The Manager's Guide on HR Issues for a Pandemic Influenza provide managers with updated and readily accessible information on pandemic influenza in order to better support their employees and to maintain a safe and healthy workplace environment.

The Manager's Guide on HR Issues for a Pandemic Influenza applies to all work locations and all employees within the Department, including Service Canada, the Labour Program and all other service offerings managed within ESDC, as well as every person granted access to the workplace.

The objective of the guide is to maintain a **fair, transparent and consistent approach** in the management of human resources issues and occupational health and safety questions that may arise as a result of pandemic influenza and to help you as the manager:

- with information and answers to questions relating to your obligations and responsibilities to employees;
- minimize workplace disruption and maintain critical government service delivery; and
- provide a healthy and safe environment for your employees.

This guide is a result of cooperative efforts between the Human Resources Services (HRSB) and Integrity Services with guidance provided by the Public Health Agency of Canada (PHAC), Treasury Board Secretariat (TBS), and Public Safety. It provides practical guidelines, questions and answers, and annexes.

ROLES AND RESPONSIBILITIES

Departmental Level

ESDC is the primary Department responsible for "Social Economic Payments" relating to critical government services and plays a key role in the event of a national incident, emergency or unscheduled service interruption. Under this commitment, ESDC must continue to deliver all social and economic benefits, payments and programs, including all associated critical assets, with little or no disruption or downtime, during pandemic influenza.

The role of the Labour Program of Employment and Social Development Canada is to administer the [Canada Labour Code, Part II \(CLC-II\)](#). The purpose of [CLC-II](#) is to prevent accidents and injury to health arising out of, linked with, or occurring in the course of employment. [CLC-II](#) applies to ESDC, as the department is a federally regulated employer.

Under the Federal Emergency Response Plan (FERP), ESDC has an obligation to provide critical services on behalf of the Government of Canada, during a period of national crisis or emergency:

1. Citizen Service

- 
2. Human Resources
 3. Communications

In our supporting role with communications, our function involves responding to inquiries and disseminating information to the public during an emergency through our network of in-person, Internet and telephone channels, particularly our 1 800 O-Canada Call Centre, canada.ca and servicecanada.gc.ca.

Business Continuity Planning is a key element that will enable us to proactively manage emergencies or disruptions while protecting critical assets, continuing critical service delivery at acceptable levels and downtimes, and protecting the health and safety of staff. As a manager, you are responsible for ensuring that your Business Continuity Plan (BCP) is current, up-to-date and shared with those employees identified in critical services positions.

Managerial Level

As a manager, you are responsible to provide your employees with a healthy and safe work environment. During a pandemic, managers need to be aware of departmental/national direction and guidance on managing the situation and to keep your employees informed of what actions are being taken to keep them safe in the workplace.

Refer to your ESDC [Regional and National contact and support team](#) for specific subject expertise.

As a manager, you are responsible for:

- providing employees with a healthy and safe work environment (see [Occupational Health and Safety \(OHS\)](#));
- keeping informed of functional guidance, direction and communications from ESDC National Headquarters;
- keeping employees informed of these directions and guidance;
- ensuring that your staff understands their responsibility to self-protect including understanding the early symptoms of influenza and staying home when they show signs;
- ensuring ongoing communication with staff;
- ensuring that fact sheets and signs on hand washing and on other prevention measures are posted in the workplace;
- ensuring that your Business Continuity Plan and related annexes are maintained and shared with employees who will be required to respond to the situation; and
- supporting employees who are experiencing stress in the workplace.

Due Diligence / Risk Management Requirements is found at [Annex A](#).

Pandemic Influenza Readiness Planning Considerations is found at [Annex B](#).

Influenza (Flu) prevention Guide [Annex C1](#).

Recommended Personal Measures to Limit the Spread of Influenza is found at [Annex C2](#).

Emergency Response / Stress Management is found at [Annex D](#).

Additional Website References is found at [Annex E](#).

Alphabetical Listing of Acronyms [Annex F](#).



Pandemic Related Questions

If you or your staff have questions **specific to pandemic Flu Virus** that are not addressed in this guide, the National Emergency Operations Centre (NEOC) has established a dedicated e-mail address and telephone line (see below) for Managers to submit pandemic-specific questions or concerns. These questions will be disseminated by dedicated resources to the appropriate subject-matter experts for a response by e-mail within two (2) working days.

E-mail address: [NEOC-CNOU](#)
Phone number: 1-888-567-6033

If your request is of a ***time-sensitive nature***, please call:

National Business Continuity Manager
Phone: 819-934-0171
BlackBerry: 613-277-1340

Emergency Response Management
Phone: 819-997-5382
BlackBerry: 613-868-8804

Issues and responses will be tracked for possible use in internal communications such as updating the FAQs and the *Manager's Guide on Human Resources Issues for a Pandemic Influenza*.

GUIDING PRINCIPLES

ESDC is obligated and committed to ensuring that its employees can perform their duties and provide critical government services to Canadians and partners in a safe and healthy environment in the event of an emergency or disaster.


The three guiding principles are to ensure the:

1. health and safety of employees;
2. security of premises, assets and information; and
3. continuity of an effective functioning of government services that affect the economic well-being of Canadians.

The following section organizes key Human Resource (HR) management implications by theme that could arise during a pandemic influenza. For each theme, you are provided with the official department direction(s) as well as a set of frequently asked questions to guide you in managing potential HR issues and meeting your obligations.

PRIVACY / PROTECTION OF PERSONAL INFORMATION (Frequently Asked Questions)

In a pandemic influenza situation, you are responsible for the protection of an employee's personal and/or medical information. Therefore, if you are advised by an employee that they



have contracted pandemic influenza, you are not to share personal and/or medical information about the employee.

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

You must protect the employee's personal and/or medical information and must not share specific information about the employee.

The well-being of other employees is best protected by regular reminders to staff of the key principles of reducing their chances of infection through tips listed on fightflu.ca.

Invite all employees to raise issues or concerns with you as their manager, while signalling that you will protect their own personal information, as well as that of their co-workers.

Q2. Can a manager request an employee to confirm if they have been diagnosed with a pandemic influenza?

No. Managers **cannot** request an employee to confirm they have been diagnosed with a pandemic influenza.

LABOUR RELATIONS

Change of Duties and Workplace (Frequently Asked Questions)

In the event of an emergency, you may require employees to perform tasks outside of their regular duties. You may also require employees to work outside of their headquarters area.

You have the right to assign duties, as you deem necessary. Every step should be taken, however, to ensure that where employees are being asked to perform a task they are:

- properly trained to perform the assigned duties;
- delegated appropriate authority;
- provided with the appropriate personal protective equipment (if applicable);
- not being put at undue risk;
- maintaining their current salary level if the reassigned duties are at a lower classification level; and
- adequately compensated if the reassigned duties are at a higher classification.
- If accommodated, consider these accommodation measures, and ensure they are in place for the tasks they are required to perform

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 duration of the workplace change and the advance notification will determine the travel expenses that will be reimbursable in accordance with [National Joint Council Travel Directive](#):

[1.9.1](#) When an employee is asked to report from a permanent workplace to a temporary workplace for a period of less than 30 consecutive calendar days, the provisions of this directive shall apply.

[1.9.2](#) When an employee is asked to report from a permanent workplace to a temporary workplace, for a period of 30 consecutive calendar days or more, the provisions of this directive shall apply unless the employee is notified, in writing, 30 calendar days in advance of the change in workplace. In situations where the employee is not notified of a change of workplace in writing, the provisions of the directive shall apply for the duration of the workplace change up to a maximum of 60 calendar days.

For additional information, managers and employees may refer to Sections [1.9](#) and [3.1.11](#) of the [National Joint Council Travel Directive](#). It is also suggested to liaise with the Departmental Travel Coordinator through the [IDTC Request Gateway](#) before making any arrangements.

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

If an employee is requested to work from another building within their headquarters area (within 16 KM of permanent workplace), Section 1.9.3 of the [National Joint Council Travel Directive](#) applies:


[1.9.3](#) When conditions under workplace change outlined in 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.

It is also suggested to liaise with the Departmental Travel Coordinator before making any arrangements.

Acting Pay

Most work descriptions expect a certain percentage of work to be performed under “other related duties” and as such would be considered to be at level to the employee’s substantive level. Managers are encouraged to discuss this with their employees and to seek advice from their HR Advisor should the need arise.

Employees who are requested to perform the duties of a higher level than their substantive position will be remunerated at the higher level of pay for the duration depending upon and in



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

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 influenza situation.

Hours of Work

You have the right to assign hours of work as per the provisions of the appropriate collective agreement or terms and conditions of employment. In addition, you are responsible for ensuring that employees are not put at any additional risk as a result of a change in their work schedule.

Overtime

Managers have the authority to request employees to work overtime due to operational requirements. In such circumstances, options such as voluntary overtime or standby status should first be considered. Should an employee be required or volunteer to work additional hours, the appropriate provisions of their collective agreement, or their terms and conditions of employment, would apply.

Office Closure (Frequently Asked Questions)

In the event that an ESDC office temporarily closes due to pandemic influenza, all affected employees (including casual workers and students) should continue to be paid for their regularly scheduled hours of work during the period of these office closures. Employees in acting situations at the time of the office closures continue to be paid at their acting level.


In the event of a temporary office closure, you should advise employees to keep you informed of how to contact them to discuss alternative working arrangements (i.e. work off-site, telework). Possible outcomes may include employees being asked to report to alternate work site locations.

Employees are not required to submit leave forms for periods where management has suspended normal business operations. Employees are deemed to be on time off with pay.

In the event of an office closure, temporary agency personnel and contractors should contact their employer to obtain further information and clarification on their individual situation. The obligations of the department to the temporary agency or the contractor, if any, must be determined in accordance with the contract for services.

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

No. Employees are not required to submit leave forms for periods where management has suspended normal business operations. This means not just indeterminate employees, but also employees hired on a term basis, casual employees and students.



This does not apply to temporary agency personnel and contractors. They should contact their agency for further information and clarification of their situation.

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

No. Daycare costs would not be reimbursed. The employer is not responsible for any costs associated with day care. In addition, employees are responsible to make alternative day care arrangements during a pandemic influenza.

Alternative Work Arrangements / Telework (Frequently Asked Questions)

Decisions concerning alternative work arrangements should be made in accordance with and be compatible with the departmental BCP and Telework guidelines (at the regional and/or national levels) and the relevant collective agreements. You are responsible for ensuring that an employee's "telework place" is adequately equipped from a health and safety point of view.

Virtual Private Network (VPN) accounts are limited within the department. During a pandemic influenza, you must ensure that priority is given to employees who are in critical services positions. In addition, employees who have remote access capability and are not in critical services positions may temporarily be required to 'give up' their access to enable critical services employees, without access, to conduct their work.

Q7. If an employee wants to work from home to avoid getting sick, can I approve this?

Unless advised by health authorities and/or TBS that work from home arrangements must be approved, normal business practices are to be followed. As such, you must review and approve where appropriate, any request to telework, in accordance with departmental policies and guidelines and your Business Continuity Plan.

Q8. Could the restriction on VPN accounts affect a telework situation under a Duty to Accommodate (DTA)?

Yes. To ensure the continued service delivery, priority is given to critical services positions. As such, you would be required to review the Duty to Accommodate situation and determine what, if any, duties the employee could continue to perform without a VPN access or if other duties could be assigned to the employee until the restrictions are lifted.

If you determine that all duties of the telework employee require a VPN access and no other alternative solutions to address the Accommodation are available, the employee would be placed on Leave with Pay until the restrictions are lifted.

Q9. Can employees work on sensitive / protected / classified information from



home?

Yes. Employees have to safeguard personal or sensitive information outside the workplace. You should assist employees on the aspects of safe custody and control of sensitive information, and make the necessary arrangements for employees to meet their obligations, when working away from the designated workplace.

For more information, contact your [Regional Security Officer](#).

LEAVE

Leave Provisions

This section is to provide you with direction in dealing with all leave situations in a fair and consistent manner. Where employees are unable to report to work due to the pandemic influenza, they must inform you of their inability to work and seek your approval for the appropriate leave.

An employee can request and managers must approve leave in accordance with the provision as set out in the employee's collective agreement and the Policy on Terms and Conditions of Employment for all types of leave, including sick leave with or without pay, leave with pay for family-related responsibilities, vacation, or other leave with or without pay.

Leave Due to Illness (Frequently Asked Questions)

In a pandemic influenza situation, consideration must be given to the fact that physicians may be overwhelmed and therefore may not be available to provide medical certificates to justify absences or return to work. ESDC will not require a medical certificate to justify absences due to illness during a pandemic influenza. In this case, you should consult with your employee to determine a time frame for returning to work based on information on contagious stages of the virus from PHAC.

According to current PHAC information, it is believed that the contagious period is for one day before the onset of symptoms and continues for approximately seven days after symptoms have started. The time it takes between being infected and experiencing symptoms is between two and seven days. More research is being done on how long a person can be infectious (i.e. be able to spread the virus to others).

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

You must consult with your [Human Resources Advisors](#) for any circumstances not covered in the following information.

Q10. What do I do if an employee who is at work and is not exhibiting signs of the flu, expresses concern for their health and safety?

Employees who are not exhibiting signs of the flu are expected to report to work. Reiterate that ESDC is keeping informed of measures to ensure that the workplace is healthy and safe and that the following simple steps to prevent the spread of pandemic influenza, recommended by the Public Health Agency of Canada, have been shared with all employees:

- Wash hands thoroughly with soap and warm water, or use hand sanitizer (i.e. an alcohol-based hand-sanitizer).
- Cough and sneeze into your sleeve, instead of your hand.
- Keep shared surfaces clean.
- If you are sick, stay home until your symptoms are gone and you feel well enough to participate in all activities.
- If you get flu-like symptoms and are pregnant, have underlying health problems, or if your symptoms get worse, contact your health care provider.

You should refer the employee to fightflu.ca for more information and remind them about the Employee Assistance Program (EAP) counselling services available, if required, at 1-800-268-7708 (24/7) or 1-800-567-5803 (TDD).

Q11. What type of leave should an employee take if they call to advise that they have become ill with pandemic influenza or are showing signs of flu-like symptoms?

Employees will be advised to stay home and that upon their return to work they will be required to submit a leave form for their absence. You should suggest that he/she use paid sick leave to cover their absence. You should follow up with the employee to enquire on their recovery and confirm their scheduled return to work date.


Q12. If an employee is at work and is demonstrating flu-like symptoms, and I direct him/her to go home, does the employee have to submit a leave request?

Yes. Employees will be required to submit a leave request for their absence. You should suggest that he/she use paid sick leave to cover their absence.

Refer to Section 7.5 ([Access to the Workplace / Risk to Employees](#)) for additional information.

Q13. What should be done if an employee does not have enough hours in their sick leave credits and they contract pandemic influenza?

In any difficult situation, managers will support their employees; the same applies during a pandemic influenza. In accordance with most collective agreements, and the terms and conditions of employment for certain excluded/unrepresented employees,



managers have discretion to advance sick leave credits to an employee.

Should either a symptomatic employee or an employee infected with a pandemic influenza request an advancement of sick leave credits, managers *will approve* the request in accordance with the collective agreement or the terms and conditions of employment. Except in very limited circumstances, such as if a manager questions whether the employee is truly sick, a doctor's certification should not be required.

Advanced sick leave credits will be **automatically deducted** monthly through the PeopleSoft based on the employee's earned sick leave credits (after 75 hours of received pay).

Employees may also request other appropriate paid leave (such as vacation, personal day) in accordance with their relevant collective agreement or terms and conditions of employment. If no other options are available, then sick leave without pay would have to be used as per the [TBS Directive on Leave and Special Working Arrangements](#). Leave with pay "for other reasons" *is not an option* in this situation.


Q14. Are there any situations where leave with or without pay for "other reasons" might be approved in the context of pandemic influenza?

Leave with or without pay for "other reasons" cannot be used to compensate employees who have exhausted their leave allotments from other existing clauses within their collective agreement or terms and conditions of employment.

During a pandemic situation, appropriate leave that should be used are:

- **Employee absence due to illness: sick leave with pay**
If sick leave credits are exhausted, there is an opportunity for the employee to request an advancement of sick leave credits of up to 25 days. If advanced sick leave credits are exhausted, other leave options such as annual leave, compensatory leave, or personal day may be considered. **If no other options are available, then sick leave without pay would have to be used as per the [TBS Directive on Leave and Special Working Arrangements](#).**
- **Absence due to a sick family member**
Leave with pay for family related responsibilities (in accordance with conditions set out in the collective agreement or terms and conditions of employment) would be used. If leave credits are exhausted, other leave options such as annual leave, compensatory leave, or personal day may be considered.
- **Absence to get the flu shot**
Time off work with pay for up to 3.75 hours to attend a medical appointment shall be granted to obtain the flu shot. Sick leave would be the appropriate leave should additional time be required by the employee.

Q15. Will ESDC provide time with pay for medical appointments related to pandemic influenza situation?



In a pandemic influenza situation, employees may be granted sick leave with pay, in accordance with their collective agreement or terms and conditions of employment, to attend to medical needs. Employees should be encouraged to attend appointments outside of their hours of work, when possible.

If, however, time away from work is required to obtain the flu vaccination, managers will approve up to 3.75 hours as a “periodic medical appointment”. Refer to section under [Vaccinations](#).

Leave to Care for Family Member (Frequently Asked Questions)

Q16. What type of leave should an employee use to take time off to provide care for a family member who is ill?

Employees may request leave with pay for family-related responsibilities and/or Leave without pay for care of immediate family. The situation must meet all of the conditions contained within the relevant collective agreement or terms and conditions of employment. Each situation should be evaluated on a case-by-case basis and employees must discuss this with you, as all such leave requests must be approved in advance.

Be mindful that there might be situations of Duty to accommodate under family status as a result of a pandemic context. You must consult with your [Human Resources Advisors](#) to determine whether it applies or not. Again, each situation should be evaluated on a case-by-case basis

Other types of leave with or without pay may be requested such as vacation, personal day, personal needs leave, etc. and considered by the manager in accordance with the provisions of the employee’s collective agreement or terms and conditions of employment.

Q17. Can an employee apply for leave with pay for family-related responsibilities when their child’s daycare/school is closed in the context of a pandemic influenza?

No. Most collective agreements contain a provision to provide for the employee’s child in the case of an unforeseeable closure of the school or daycare facility. However, employees must ensure that they have alternative care plans for their children as this does not cover a longer term situation. Other types of leave such as annual leave could be used.

Be mindful that there might be situations of Duty to accommodate under family status as a result of a pandemic context. You must consult with [Human Resources Advisors](#) to determine whether it applies or not. Again, each situation should be evaluated on a case-by-case basis



Vacation Leave (Frequently Asked Question)

Q18. 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, he or she had already planned on not reporting to work during that time. Therefore, the employee would not be affected by the office closure. This also applies to any other type of pre-approved leave.

Volunteerism

There are significant numbers of people who provide services to the public on a voluntary basis, through community-based service organizations outside the federal public service. During a pandemic influenza, employees may ask for time off to provide volunteer services. In these cases, employees should be on an authorized leave, either with or without pay, in accordance with their collective agreement/terms and conditions of employment.

You must ensure that employees are:

- excused from their regular work;
- on an authorized leave; and
- aware that they are not performing their volunteer functions on behalf of ESDC.

Cancellation of Leave (Frequently Asked Question)

Q19. If leave has already been approved, can it be withdrawn?

Yes. Management has the authority to cancel leave due to operational requirements. In a pandemic influenza situation, your decision to cancel annual leave is to be taken after all other options have been given due consideration. There are provisions in most collective agreements that the employer may be liable for expenses incurred if annual leave is cancelled. In such a case, the employee must make every reasonable attempt to mitigate losses. Any portion of annual leave not taken is returned to the employee's leave bank. It is recommended that managers consult with their [Human Resources Advisors](#) on a case-by-case basis.



OCCUPATIONAL HEALTH AND SAFETY (OHS)

As a manager, you have considerable responsibilities for ensuring the health and safety of employees. Under the *CLC-II*, you must comply with a list of specific duties. In the context of pandemic influenza, 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](#), and the [Internal Complaint Resolution Process](#);
- ensuring that your employees are aware of their three basic rights under the Code: the Right to Know, the Right to Participate and the Right to Refuse Dangerous Work.

You can obtain advice from your [Regional Occupational Health and Safety Advisor](#) regarding health and safety processes and procedures, including the Right to Refuse Dangerous Work and the Internal Complaint Resolution processes. These processes are set out in the *CLC-II* and are explained on the ESDC's [Occupational Health and Safety site](#).

The ESDC Labour Program provides a brochure [Pamphlet 2A - Employer and Employee Duties](#), which outlines the duties of both the employer and employees as, summarized in [Annex A](#). The ESDC Labour Program also provides a brochure [Pamphlet 1 - Summary of Part II of the Canada Labour Code](#) that pertains to general information on the *Canada Labour Code*, Part II.

Right to Refuse Dangerous Work / Health and Safety Complaints (Frequently Asked Questions)

In the context of pandemic influenza, you need to know the steps in the process of dealing internally with refusals to work due to danger or safety and health complaints. An employee may invoke their right to refuse dangerous work because they have reasonable cause to believe that there is a condition at work that is a danger, the use or operation of a machine presents a danger or the performance of an activity constitutes a danger. The employee while at work may exercise their right to refuse dangerous work.

You and the employee who refuses work or makes an OHS complaint must attempt to resolve the matter internally, which may involve a health and safety committee member or health and safety representative. Contact your [Regional OHS Advisor](#) to discuss managing such a situation.

> [OHS Internal Complaint Resolution Process](#)

> [OHS Procedures on the Right to Refuse Dangerous Work](#)

Q20. Do employees have the right to refuse work they believe to be dangerous?

Yes. Under the [Canada Labour Code Part II](#) an employee may refuse to use or operate a machine, to work in a place or to perform an activity if the employee, while at work, has reasonable cause to believe that:

- the use or operation of a machine or thing constitutes a danger to the employee or another employee; or
- a condition exists at work that constitutes a danger to the employee; or
- the performance of an activity by the employee constitutes a danger to the employee or to another employee.

The Employee must follow the proper procedures as follows:

- Notify you, without delay, of the refusal to work and explain the circumstances.
- If you agree that a danger exists, you shall take immediate action to protect employees from the danger. Inform the work place committee of the matter and the action taken to resolve it.
- If the employee still feels that the matter is not resolved, he/she may continue the refusal and report the circumstances, without delay, to you and the workplace health and safety committee or representative.
- You shall immediately, on being informed, investigate the matter in the presence of the employee and one person from the work place committee.
- If you dispute the matter or you have taken steps to protect employees and the employee has reasonable cause to believe that the danger continues, you must contact a Labour Program Health and Safety Officer to investigate the continued refusal to work.
- You may use the toll free number **1-800-641-4049**. [Health and Safety Officers](#) are available 24 hours, seven days a week.

TBS requires that departments advise of any refusal to work situations.

Q21. What do I do if I receive an OHS Complaint related to Pandemic influenza?

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 to their supervisor.

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, a Labour Program Health and Safety Officer may need to be contacted. The Labour Program Health and Safety Officer will then investigate the complaint.

You should involve your [Regional OHS Advisor](#) at the onset of receiving a complaint.



Q22. Can an employee refuse to serve a client whom they believe is sick?

Normally, we do not refuse service to clients. In a pandemic influenza situation, however, you must provide your employees with direction on appropriate measures to protect their health and safety and to stop the spread of disease in accordance with the advice from the [Public Health Agency of Canada](#) (PHAC). Posters have been distributed and posted in Service Canada Centres encouraging citizens to access other service channels (internet, telephone, mail). In addition, these posters reiterate precautionary measures to follow should the client remain in the centre for in-person services.

You must continue to remind employees that they should approach you at any time they feel that their health and safety are at risk.

Q23. Will employees be expected to complete an injury compensation form as a result of becoming ill with the pandemic influenza?

No, employees are not expected to complete an injury compensation form.

If however, an employee chooses to do so, the claims process is well established and claims will be carefully reviewed to ensure that there is a causal link between an employee being infected by the pandemic influenza and the workplace. Given that the flu virus is a widespread public health issue, management may take the position that no causal link exists. For more information see, [Your Responsibilities - Federal Government Employers](#).

Prevention Measures and Personal Protective Equipment (PPE) (Frequently Asked Questions)

During a pandemic influenza, ESDC supports the promotion of good prevention practices that can help reduce the transmission of the flu and other viruses. ESDC is providing hand sanitizers in all workplaces.

PHAC and Health Canada (HC) continue to be the authorities for advice regarding personal protective equipment.

At the present time, ESDC will not be providing Personal Protective Equipment (masks, gloves, or goggles) to its employees, given that the PHAC and HC have deemed that masks are not necessary for office workers and, indeed, most other federal employees.

In addition, PHAC indicates that evidence demonstrates that:

- wearing of masks is **not effective** in preventing transmission of influenza; and
- people often use masks incorrectly, or contaminate them when putting them on and taking them off, which could actually increase the risk of infection.

If ESDC, acting on the advice of PHAC and HC, determines that masks, gloves and/or goggles are to be provided to its employees during pandemic influenza, you will be advised of the national direction and be responsible for the distribution of the Personal Protective Equipment



to your employees and providing the applicable training.

Q24. What is PHAC's position on masks and gloves to avoid catching an influenza virus?

At this time, PHAC does not recommend that members of the general public wear surgical masks to protect against contracting an influenza virus. The evidence shows that this is not effective in preventing transmission of influenza in the general public. For more information, visit the [Public Health Agency of Canada's](http://www.phac.ca) Web site.

Q25. Will ESDC employees be receiving a mask or gloves?

No. ESDC will not be distributing masks or gloves to its employees, given that PHAC has determined that masks and gloves are not required for normal interactions with individuals without symptoms.

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

- Wash hands thoroughly with soap and warm water, or use hand sanitizer (i.e. an alcohol-based hand-sanitizer).
- Cough and sneeze into your sleeve, instead of your hand.
- Keep shared surfaces clean.
- If you are sick, stay home until your symptoms are gone and you feel well enough to participate in all activities.
- If you get flu-like symptoms and are pregnant, have underlying health problems or if your symptoms get worse, contact your health care provider.
- Check the fightflu.ca website for more information.


Q25a. If ESDC employees choose to obtain their own PPE, can they use it in the workplace?

No. ESDC is responsible for health and safety of all employees, and at this time, this PPE is not recommended, therefore, employees would not be permitted to wear these forms of PPE.

Q26. Can an employee request to stay home due to a fear of being infected or exposed to pandemic influenza in the workplace?

It is important to note that PHAC and Health Canada are not recommending self-imposed quarantine as a preventative measure to pandemic influenza. Employees are responsible for following their management's directions regarding reporting to work and workplace health procedures in the context of the influenza flu virus. Each employee's circumstances will be reviewed on a case-by-case basis. Communication between employees and managers is essential.

If an employee requests to voluntarily isolate themselves, they may request certain types of leave (i.e. accumulated compensatory leave, annual leave, etc.), subject to management's approval, as per the provisions of the employee's collective agreement



and terms and conditions of employment. Finally, it is the manager's discretion to consider requests for alternative working arrangements subject to operational requirements (i.e. telework).

Q27.

Vaccinations (Frequently Asked Questions)

PHAC has the lead role at the federal level for pandemic influenza planning and response. In this respect, PHAC collaborates with provincial, territorial and local public health authorities on surveillance ("Flu Watch"), 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 pandemic influenza.

Q28. Will ESDC be organizing flu clinics?

Vaccination distribution and vaccination clinics are provincially led activities and the responsibility for arranging clinics rests with each province and territory. The Department would consider participating in the facilitation of vaccination clinics in the event a request is made by a province or territory.

It is recommended that employees direct their enquiries regarding vaccinations to their local public health services.

Q29. Will employees be permitted to take time off to get the flu vaccination?


Generally, flu clinics have convenient hours and employees that wish to be vaccinated are encouraged to do so after work hours. However, if time away from work is required for the flu vaccination, managers will approve up to 3.75 hours as a "periodic medical appointment".

Transportation of an Employee who Becomes Sick (Frequently Asked Question)

In accordance with Part XVIII of the [National Joint Council's Occupational Safety and Health Directives](#), the rendering of first-aid to an employee for an injury, an occupational disease or an illness must be promptly provided. As a manager, you must ensure that a sufficient number of employees are available to render first-aid. If further medical attention is required, the employee will be referred to a medical treatment facility and ESDC is responsible to bear the transportation costs to the medical facility.

Q30. Is the manager/supervisor obligated to pay for transportation of an employee who becomes sick at work?

Yes. Where it appears that a physician's attention may be required, the employee must be promptly referred to a medical treatment facility, and the Department must ensure that suitable transportation and escort, if required, is arranged. Any



ambulance or other transportation costs will be covered by the department, in accordance with the [National Joint Council's Occupational Safety and Health Directive, Part XVIII](#).

Note: The manager with appropriate financial authority delegation will have to complete a [Requisition for payment](#) Form (FIN2865) to arrange payment for all ambulance costs. The appropriate GL Coding to include in the form is 533521

Access to Workplace / Risk to Employees (Frequently Asked Questions)

During a pandemic influenza, you must exercise all reasonable precautionary measures to ensure the health and safety at work of every employee. In a pandemic influenza situation, an employee who is showing symptoms of the flu (fever and cough) may be contagious. You must act to ensure that other employees are protected from the contagious individual.

Fever and cough are often accompanied by other symptoms, including: fatigue, muscle aches, sore throat, headache, decreased appetite and runny nose; and sometimes by nausea, vomiting and diarrhea.

Q31. What should be done if an employee comes to work or is at work and is demonstrating symptoms of pandemic influenza?


If the employee is in the workplace and exhibiting symptoms of pandemic influenza (fever, and cough, runny nose, sore throat, body aches, fatigue and lack of appetite), you should direct the employee to go home and to seek medical attention, if required. Employees should be advised that the appropriate leave to use is Paid Sick Leave.

You will 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, feel well enough to participate in all activities, and/or before a return date as identified by a medical practitioner (if applicable).

Q32. Is there a requirement to increase the cleaning of an employee's work station during a pandemic influenza?

Increased cleaning of individual workstations, or of workstations shared by people who are healthy, is not a regular practice nor is it recommended. As such, encourage employees to continue to keep their workplaces clean as part of regular general office cleaning practices.

In the case of an employee becoming ill during the day, unless the workstation is shared, cleaning is not required.



Q33. What do I do if the employee who is exhibiting flu-like symptoms, consistent with pandemic influenza, 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. Employees also have a responsibility to take reasonable and necessary precautions to safeguard other employees, in accordance with [CLC-II, subsection 126\(1\)](#).

Symptoms include fever, cough, runny nose, sore throat, body aches, fatigue and lack of appetite.

In such a situation, you should explain your obligation and that of the employee to protect all employees and that leaving the workplace is the best approach given the possible risk of spreading the virus.

Duty to Accommodate / Higher Risk Employees (Frequently Asked Questions)

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


Employees who are seeking accommodation are required to provide a medical certificate to attest to the higher than normal risk. Temporary measures to accommodate the employee must be considered for the duration of the pandemic influenza. You should consult with your [Duty to Accommodate Advisor](#) for any circumstances not covered in the following information.

- **If an employee comes to you identifying that he or she is at a higher risk than normal, during pandemic influenza season, due to a predisposed medical condition, an immune deficiency or an identified condition, such as pregnancy, what should you do?**

You should follow the 5-step process for identifying the employee's limitations and possible solutions described below:

- **Assess the employee's risk and accommodate when necessary**
 - Request that the employee consult their family doctor or a qualified health professional if they do not know the extent of their risk or ways to reduce risk; and
 - Discuss with the employee the preventive practices set out in this guide.
- **Gather relevant information and assess solutions**
 - Request, if necessary, additional information.

In a pandemic influenza situation, consideration must be given to the fact that physicians may be overwhelmed and therefore may not be available to provide



medical certificates to justify absences or return to work. ESDC will not require a medical certificate to justify absences due to illness during a pandemic influenza.

- **Make an informed decision**

Now that the situation has been defined and assessed, a decision must be made. Steps 1 and 2 will help determine the criteria and boundaries for the decision.

- Respond immediately by implementing ways to reducing the risk such as alternative work arrangements, reducing the amount of contact the employee may have with clients.
- Respond immediately by implementing ways to reducing the risk such as alternative work arrangements, reducing the amount of contact the employee may have with clients. These deliberations should be considered in collaboration with the employee

- **Communicate the decision**

- Identify any implications or issues that may affect the employee's team or work area; and
- Discuss with the employee the most appropriate mechanism to communicate necessary information, for example, the employee's alternative work arrangement.


- **Follow-up and keep records**

- Follow-up on a regular basis to ensure the accommodation meets the needs and modify, if necessary;
- Document accommodations and provide pertinent information only to those involved in the accommodation process in such a way as to maintain privacy and confidentiality; and
- Keep accommodation documents including recommendations from physicians, confidential and separate from personnel files.

Q34. What advice can be provided to pregnant employees who are considered more at risk of complications during a pandemic?

Based on current health advice, there are no specific measures required for employees who are considered more at risk of complications. The [Public Health Agency of Canada](#) recommends that pregnant women who feel well continue normal activities, like going to work, but that they should be even more vigilant about hand washing and carrying hand sanitizers, amongst others. Should individual employees raise concerns, CLC-II gives pregnant and nursing workers who believe their job creates a risk for themselves, their foetus or nursing child, the right to cease to work and continue to receive pay while they seek a medical opinion.

Pregnant and Nursing Employees in the Federal Public Service

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- An employee who is pregnant or nursing may cease to perform her job if she believes continuing any of her current job functions may pose a risk to her health, foetus or child.
 - The employee must consult with a qualified medical practitioner of her choice as soon as possible to establish if any of her current job functions pose a risk.
 - In the interim, you may, in consultation with the employee reassign her to another job that you both agree would not pose a risk. The employee will continue to receive the wages and benefits of her incumbent position.
 - If the medical practitioner provides a medical certificate confirming there is a risk, you must ensure that the duties she is performing meet the conditions outlined in the medical certificate.
 - If you cannot reassign the employee to another job, she is entitled to leave without pay in accordance with her relevant collective agreement or terms and conditions of employment. The employee may be entitled to receive Employment Insurance benefits.

[Pamphlet 5 - Pregnant and Nursing Employees](#)

You should involve your [Regional OHS Advisor](#) at the onset of receiving a complaint.

ASSISTANCE TO EMPLOYEES

Employee Assistance Program (EAP) (Frequently Asked Question)

The effects of a pandemic influenza may place employees under additional stress. This stress may manifest itself immediately or be delayed. Physical and/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 psychological distress in the workplace due to the events of pandemic influenza, you should familiarize yourself with signs and symptoms related to stress and stress management techniques ([Annex D](#)). In addition, if staff 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).

The following resources have been produced by the Health Canada Employee Assistance Services (HC EAS): [Preparing for and Responding to Workplace Trauma A Manager's Handbook](#) and the more comprehensive [Preparing for and Responding to Workplace Trauma A Manager's eGuide](#).

Q35. How do you address the high level of anxiety that some employees may be experiencing?

In a pandemic influenza situation, it is natural to experience anxiety and your employees may wish to speak with you. As a manager, you should ensure that your staff are aware of the EAP counselling services available to them through HC EAS at 1-800-268-7708 (24/7) or 1-800-567-5803 (TDD) for short term counselling and crisis counselling. The managers should also inform their employees of the [M2M and Peer](#)



[to Peer program supports](#) for additional assistance.

In addition, you may obtain advice and assistance through HC EAS at 1-800-268-7708 (24/7), in order to help you better assist employees who have experienced a traumatic (critical event) or upsetting event in the workplace.

STAFFING

You are responsible to ensure that there is enough staff to cover the critical services during a pandemic influenza situation. Under the Public Service Employment Act (PSEA), several options exist to facilitate the speedy staffing of positions in response to an emergency, such as casual appointments, external non-advertised appointment and acting appointments. Other options are available to you: assignments and secondments, temporary services agencies/contracting, as well as the Interchange Policy. You should contact your [Human Resources Advisor](#) for advice and guidance.

COMMUNICATIONS (Frequently Asked Questions)

Q36. Does ESDC have a pandemic communications plan?


Yes, ESDC has a communications plan that has been endorsed by the department's senior management team. The plan supports the [Departmental Strategic Emergency Management Plan](#) and is consistent with the Government of Canada communications approach. The plan has three objectives:

- to maintain the confidence and safety of employees delivering critical services by providing relevant, consistent, timely information;
- to support the federal communications response established by Public Safety Canada; and
- to sustain public confidence in the integrity of our services by providing clients with useful information about changes to programs or service delivery.

Q37. How are employees being kept informed?

Effective internal communication is a shared management responsibility. Collaboration, particularly between human resources management and communications functions is essential. Managers and supervisors must communicate with employees openly, frequently, and before or at the same time as information is communicated to the public. Internal communication includes a mix of published materials (in multiple formats), oral presentations, staff meetings and learning events.

In Treasury Board Secretariat's (TBS) role as employer, it provides guidance on employee and workplace issues. The Labour Program ensures that all federally regulated employees understand their rights and obligations under the *Canada Labour Code* and the Canada Occupational Health and Safety Regulations concerning health and safety measures in the workplace.



Q38. How are clients being kept informed about possible changes in service delivery due to high absenteeism?

To prepare for emergencies, each branch and region has a business continuity plan. These plans identify ways to minimize service disruptions to clients (e.g. assigning additional personnel from other areas, re-directing clients to other centres or channels, or, in some cases, office closures). One of the objectives of the communications plan is to keep clients informed of any service changes or disruptions. Depending on the situation, a number of means could be used to inform clients, such as notifying local media, phone messages and the Internet.

Co-ordination between headquarters and regional operations in communication matters is essential.

Q39. What should I do if a reporter contacts me? Who is the department's spokesperson?

Media play an important role in providing the public with news and information about government, and reporting on the public's views and opinions of government. The Media Relations Unit coordinates media requests, particularly for interviews or technical information on specialized subjects, and works with subject-matter experts to respond to enquiries.

Depending on the nature of the media enquiry, the Minister may respond or delegate to a departmental spokesperson through the Media Relations Unit.

Media should contact the Media Relations Office at 819-994-5559 or media@hrsdcrhdsc.gc.ca for more detailed information or to set up an interview.

Risk Communications

Too often, there is a tendency to confuse risk and crisis communications. According to the Communications Policy of the Government of Canada, a crisis is a situation that challenges the public's sense of "appropriateness, tradition, values, safety, security or integrity of government". Whereas a risk, from an issues management perspective, is a situation that precedes a crisis, and for which strong mitigating measures may be applied, in order to limit the amount of damage it creates. The objective of risk communication is to address these problems before they occur. Risk communication is also seen as a two-way information transfer, where stakeholders (in this case your employees) act as both the source and receiver of information on risk.

ESDC CONTACT INFORMATION

| Area / Function | Contact Information |
|---|---|
| <p>Human Resources</p> <p>Staffing</p> <p>Western Canada and territories</p> <p>Ontario</p> <p>National Capital</p> <p>Quebec</p> <p>Atlantic</p> | <p>Human Resources Service Centre</p> <p>WEST-HR-RH-GD</p> <p>ON-STAFFING-DOTATION-TORONTO-GD</p> <p>Human Resources Service Centre Portal</p> <p>Human Resources Service Centre Portal</p> <p>ATL-STAFFING DOTATION-GD</p> |
| <p>Compensation</p> <p>Western Canada and territories</p> <p>Ontario</p> <p>National Capital</p> <p>Quebec</p> <p>Atlantic</p> | <p>Human Resources Service Centre Portal</p> <p>http://iservice.prv/eng/hr/comp/tools_resources/key_users/phoenix.shtml</p> <p>http://iservice.prv/eng/hr/comp/tools_resources/key_users/phoenix.shtml</p> <p>http://iservice.prv/eng/hr/comp/tools_resources/key_users/phoenix.shtml</p> <p>http://iservice.prv/eng/hr/comp/tools_resources/key_users/phoenix.shtml</p> <p>http://iservice.prv/eng/hr/comp/tools_resources/key_users/phoenix.shtml</p> |
| <p>Labour Relations</p> <p>Western Canada and territories</p> <p>Ontario</p> | <p>http://iservice.prv/eng/hr/labour_relations/index.shtml</p> <p>Please Contact your LR Advisor</p> <p>Please Contact your LR Advisor</p> |

| | |
|---|--|
| National Capital | Human Resources Service Centre Portal |
| Quebec | Human Resources Service Centre Portal |
| Atlantic | Please Contact your LR Advisor |
| Occupational Health and Safety | http://iservice.prv/eng/hr/ohs/contact_us/contacts.shtml |
| Western Canada and Territories | Ken Loy 604-974-6317 |
| Ontario | Brian Staples 647-790-9125 |
| National Capital Region | Christina Hetu 819-654-5000 |
| Quebec | Michèle Brouillette 438-892-2037 |
| Atlantic | Diane Gauvin-Maurey 506-247-0538 |
| Duty to Accommodate | http://iservice.prv/eng/hr/dta/index.shtml |
| Western Canada and Territories | Please Contact your LR Advisor |
| Ontario | Please Contact your LR Advisor |
| National Capital Region | Human Resources Service Centre Portal |
| Quebec | Human Resources Service Centre Portal |
| Atlantic | Please Contact your LR Advisor |
| Employee Assistance Program Services 11.1.6.1 All Regions | http://iservice.prv/eng/hr/eap/index.shtml NA-PAE EAP-GD 1-800-268-7708 |

| | |
|---|---|
| <p>Business Continuity Planning</p> <p>National Continuity and Emergency Response Management Branch Email Contact Information</p> <p>Departmental Business Continuity and Emergency Management Regional Coordinators' Contacts</p> | <p>http://iservice.prv/eng/is/security/emergency_continuity/index.shtml</p> <p>Generic email: mailto:NC-NEOC-ESDC-CNOU-EDSC-GD@servicecanada.gc.ca</p> <p>Branch/Regional Business Continuity Coordinators' list</p> |
| <p>Departmental Security Officers</p> <p>Western Canada and Territories</p> <p>Ontario</p> <p>National Capital Region</p> <p>Quebec</p> <p>Atlantic</p> | <p>http://iservice.prv/eng/is/security/index.shtml</p> <p>W-T-Security-Sécurité-GD</p> <p>on-toronto_rhq_ar-sr@servicecanada.gc.ca</p> <p>NC-Security-Services-securite-gd</p> <p>QC-sécurité-security-gd</p> <p>ATL-int-security-securite-gd</p> |

ANNEX A: Due Diligence / Risk Management Requirements

Canada Labour Code, Part II (CLC-II)
<http://laws-lois.justice.gc.ca/eng/acts/L-2/>

| ITEMS | RISK MANAGEMENT REQUIREMENTS | LEGISLATIVE REFERENCES |
|----------------------|--|------------------------|
| | Note: “Prescribed” means prescribed by the Canada Occupational Health and Safety Regulations. | |
| 1. Employer’s Duties | <ul style="list-style-type: none"> Ensure that the health and safety at work of every person employed by the employer is protected. | CLC-II 124 |
| | <ul style="list-style-type: none"> Provide every person granted access to the work place by the employer with prescribed safety materials, equipment, devices and clothing. | CLC-II 125 (1)(f) |
| | <ul style="list-style-type: none"> Provide, in the prescribed manner, each employee with the information, instruction, training and supervision necessary to ensure their health and safety at work. | CLC-II 125 (1)(g) |
| | <ul style="list-style-type: none"> Ensure that each employee is made aware of every known or foreseeable health or safety hazard in the area where the employee works. | CLC-II 125 (1)(s) |
| | <ul style="list-style-type: none"> Ensure that every person granted access to the work place by the employer is familiar with and uses in the prescribed circumstances and manner all prescribed safety materials, equipment, devices and clothing. | CLC-II 125 (1)(w) |
| | <ul style="list-style-type: none"> Ensure that the activities of every person granted access to the work place do not endanger the health and safety of employees. | CLC-II 125 (1)(y) |
| | <ul style="list-style-type: none"> Develop, implement and monitor, in consultation with the policy committee or, if there is no policy committee, with the work place committee or the health and safety representative, a prescribed program for the prevention of hazards in the work place appropriate to its size and the nature of the hazards in it that also provides for the education of employees in health and safety matters. | CLC-II 125 (1)(z.03) |
| | When necessary, develop, implement and monitor a program for the provision of personal protective equipment, clothing, devices or materials, in consultation, except in emergencies, with the policy committee or, if there is no policy committee, with the work place committee or the health and safety representative. | CLC-II 125 (1)(z.13) |
| | <ul style="list-style-type: none"> Take all reasonable care to ensure that all persons granted access to the work place, other than the employer’s employees, are informed of every known or foreseeable health or safety hazard to which they are likely to be | CLC-II 125 (1)(z.14) |

| | | |
|--|----------------------------|--|
| | exposed in the work place. | |
|--|----------------------------|--|

| ITEMS | RISK MANAGEMENT REQUIREMENTS | LEGISLATIVE REFERENCES |
|--|--|-------------------------|
| 2. Employee's Duties | <ul style="list-style-type: none"> Use any safety materials, equipment, devices and clothing that are intended for the employee's protection and furnished to the employee by the employer or that are prescribed. | CLC-II 126 (1)(a) |
| | <ul style="list-style-type: none"> Follow prescribed procedures with respect to the health and safety of employees. | CLC-II 126 (1)(b) |
| | <ul style="list-style-type: none"> Take all reasonable and necessary precautions to ensure the health and safety of the employee, the other employees and any person likely to be affected by the employee's acts or omissions. | CLC-II 126 (1)(c) |
| | <ul style="list-style-type: none"> Comply with all instructions from the employer concerning the health and safety of employees. | CLC-II 126 (1)(d) |
| | <ul style="list-style-type: none"> Report to the employer any thing or circumstance in a work place that is likely to be hazardous to the health or safety of the employee, or that of the other employees or other persons granted access to the work place by the employer. | CLC-II 126 (1)(g) |
| 3. Internal Complaint Resolution Process | An employee who believes on reasonable grounds that there has been a contravention of this Part 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, before exercising any other recourse available under this Part, except the rights conferred by sections 128, 129 and 132, make a complaint to the employee's supervisor. | CLC-II 127.1 (1) |
| 4. Refusal to Work if Danger | <ul style="list-style-type: none"> An employee may refuse to use or operate a machine or thing, to work in a place or to perform an activity, if the employee while at work has reasonable cause to believe that: <ol style="list-style-type: none"> the use or operation of the machine or thing constitutes a danger to the employee or to another employee; a condition exists in the place that constitutes a danger to the employee; or the performance of the activity by the employee constitutes a danger to the employee or to another employee. | CLC-II 128 (1)(a)(b)(c) |

ANNEX B: Pandemic Influenza Readiness Planning Considerations

| POLICIES/PROCEDURES/PLANS | CONSIDERATIONS |
|---------------------------------------|---|
| 1. Business Continuity Plans (BCPs) | <ul style="list-style-type: none"> • BCPs should be developed and/or reviewed to ensure the identification of critical business functions/services and surge capacity requirements to provide critical services during a pandemic influenza. • BCPs should also take into consideration the availability of and requirement for personal protective equipment to ensure service continuity. • The availability of Employee Assistance Program (EAP) and Critical Incident Stress Management services should be considered in BCPs. |
| 2. Managing the Spread of infection | <ul style="list-style-type: none"> • To limit the spread of infection, employees who are exhibiting symptoms of influenza must not come to work and, if they are at work, must be sent home. • Clear direction must be provided to minimize the spread of the influenza virus. |
| 3. Healthy Workplace Practices | <ul style="list-style-type: none"> • It is the employer's duty to protect the health and safety of employees and anyone else who visits its premises. • During a pandemic influenza, the employer has the responsibility to take all reasonable precautionary measures to ensure that the workplace is free from infection and to prevent the spread of infection. • Healthy Workplace practices during a pandemic influenza should address the following: <ol style="list-style-type: none"> a) social distancing; b) personal hygiene; c) cleanliness of premises; and d) personal protective equipment (if required) |
| 4. Travel During a Pandemic Influenza | <p>Due to the widespread transmission of the H1N1 virus, travel restrictions are not advisable as an effective measure to stop the spread of the virus; however, advice regarding individuals who are ill with symptoms of Influenza Like Illness (ILI) remains the same – stay home (or in your accommodations, if not at home) if ill.</p> <p>For specific travel health advice regarding H1N1 and international travel, please visit the PHAC travel health website.</p> |

ANNEX C1: INFLUENZA (FLU) PREVENTION GUIDE

ANNEX C2: Recommended Personal Measures to Limit the Spread of Influenza

| PERSONAL MEASURE | SOME HOW-TO TIPS |
|--------------------------------------|---|
| Hand Hygiene | <ul style="list-style-type: none"> • Frequent and careful hand washing is an effective way of preventing the spread of infection. Wash your hands regularly with warm, soapy water, especially before and after eating, after going to the bathroom, after coughing or sneezing, and after touching surfaces that may have been contaminated. • Remove jewellery before hand washing procedures. Rinse hands under warm running water. Lather with soap and, using friction, cover all surfaces of the hands and fingers (minimum of 20 seconds). Rinse under warm running water. Dry hands thoroughly with a single-use towel. Turn off faucet without re-contaminating hands, e.g. using a single-use towel. • Alcohol-based hand sanitizers (with an alcohol concentration of 60 to 80 per cent) should be used only if you do not have soap and water. Alcohol-based hand sanitizers do not contain antibiotics, but the alcohol acts as a disinfectant. |
| Cough and Sneeze Etiquette | <ul style="list-style-type: none"> • The virus can travel one to two metres in the air and can live several hours on your hands and surfaces. • Limit the spread of infection by covering your nose and mouth with a tissue when coughing or sneezing, or raise your arm up to your face to cough or sneeze into the bend of your arm, not into your hand. • Throw away used tissues promptly and wash your hands as soon as possible. |
| Social Distancing | <ul style="list-style-type: none"> • Social distancing strategies are non-medical measures intended to reduce the spread of disease from person to person by discouraging or preventing people from coming into close contact with each other. • Some options include, but are not limited to: <ol style="list-style-type: none"> a) Avoid handshakes (encourage non-contact greetings). b) Avoid face-to-face meetings. Use telemeetings instead. c) Cancel or postpone non-essential meetings/workshops/training sessions. d) Meet in large meeting rooms and minimize meeting times. e) Avoid using public pens or whiteboard markers—carry your own. f) Avoid sharing computer keyboards. g) Avoid the lunchroom rush. h) Avoid cafeterias and restaurants. i) Avoid commuter rush periods. j) Avoid unnecessary travel (especially to endemic regions). |
| Cleaning of Surface Contact Material | <ul style="list-style-type: none"> • The flu virus lives in cool, dry places. It can live for one or two days on hard surfaces, and 8 to 12 hours on cloth, tissue, and paper. • Regularly clean surface contact material to minimize the spread of the virus. |

ANNEX D: Emergency Response / Stress Management

During a pandemic influenza personnel may be required to:

- coordinate or manage personal, family-related, and professional activities or commitments on short notice;
- prepare for an emergency assignment;
- work long, variable hours;
- meet strict deadlines;
- lodge in hotels;
- have irregular meals and rest periods;
- be unable to maintain regular communication with family members (due to work requirements); and
- make sensitive decisions of a political, economic, and/or operational nature.

All of these variables may lead to excessive stress.

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

SIGNS AND SYMPTOMS RELATING TO STRESS

The following are some stress-related signs and symptoms:

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

Long term exposure could lead to:

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

STRESS MANAGEMENT TECHNIQUES

The following are some stress management techniques:

- Establish a comfort zone and respect it.
- Identify and respect personal limitations to prevent burnout.
- Ensure good food intake to sustain your energy and well-being.
- Ensure rest periods and exercise.
- Maintain a positive attitude.
- Try to avoid excessive caffeine intake.
- Maintain regular contact with family and friends.
- Share your concerns, thoughts, and feelings with someone you trust.

Contact the Employee Assistance Program at 1-800-268-7708 (24/7) or 1-800-567-5803 (TDD), should you require counselling services.

ANNEX E: Additional Website References

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|--|---|
| Canada Labour Code, Part II | https://laws-lois.justice.gc.ca/eng/acts/l-2/page-23.html |
| Collective Agreements | https://www.tbs-sct.gc.ca/agreements-conventions/list-eng.aspx |
| Compensation for Work-Related Injury or Death—Policies and Publications | http://publiservice.tbs-sct.gc.ca/pubs_pol/hrpubs/TB_861/siglist_e.asp |
| Contracting— Policies and Publications | https://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=14494 |
| Delegation of Financial Authorities for Disbursements (Directive) | https://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=17060 |
| Employee Assistance Program Policy | https://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=12542 |
| Financial Administration Act | https://laws-lois.justice.gc.ca/eng/acts/f-11/ |
| Foreign Affairs and International Trade Canada—Travel Reports and Warnings | http://www.voyage.gc.ca/countries_pays/menu-eng.asp |
| Government Security (Policy) | https://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=16578 |
| Health Canada, Workplace Health and Public Safety Programme | https://www.canada.ca/en/health-canada/services/environmental-workplace-health.html |
| Interchange Canada (Directive) | https://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=12553 |
| Interchange Canada (Policy) | https://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=12552 |
| Leave and Special Working Arrangements (Directive) | https://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=15774 |
| Operational Security Standard— Business Continuity Planning (BCP) Program | https://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=12324&section=glossary |
| Pandemic Influenza | https://www.canada.ca/en/public-health/services/diseases/pandemic-flu.html |
| Public Health Agency of Canada— Travel Health | https://www.canada.ca/en/public-health/services/travel-health.html |
| Public Service Commission of Canada—Public Service Employment Act (PSEA) | http://www.psc-cfp.gc.ca/centres/toolbox-outils-eng.htm |
| Telework Policy | https://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=12559 |
| World Health Organization | http://www.who.int/csr/disease/swineflu/frequently_asked_questions/levels_pandemic_influenza_alert/en/ |

ANNEX F: Alphabetical Listing of Acronyms

| Acronym | Complete Name/Meaning |
|---------|--|
| BAT | British Columbia, Alberta, Territories Region |
| BCP | Business Continuity Plan |
| CLC | Canada Labour Code |
| CLC-II | Canada Labour Code, Part II (Occupational Health and Safety) |
| CMS | Corporate Management System |
| DTA | Duty to Accommodate |
| EAP | Employee Assistance Program |
| ESDC | Employment and Social Development Canada |
| FERP | Federal Emergency Response Plan |
| HC | Health Canada |
| HCEAS | Health Canada Employee Assistance Services |
| HR | Human Resources |
| HRSB | Human Resource Services Branch |
| ILI | Influenza Like Illness |
| LR | Labour Relations |
| MB-SK | Manitoba – Saskatchewan Region |
| NCR | National Capital Region |
| NEOC | National Emergency Operations Centre |
| OHS | Occupational Health and Safety |
| PHAC | Public Health Agency of Canada |
| PPE | Personal Protective Equipment |
| PSEA | Public Service Employment Act |
| TBS | Treasury Board Secretariat |
| VPN | Virtual Private Network |