

Supervisors Guide - Child Care Issues during COVID-19

As counties announce online instruction for the upcoming school year, it is important that supervisors be flexible, work with employees on their child care needs, and be willing to work with the employee on solutions. UHR has developed the following steps to consider when discussing child care needs with employees.

Step 1. Have a one-on-one discussion with employees who express child care challenges. It is important to work with employees on solutions that are customized to their unique situation. There may not be a one-size-fits-all solution for every employee faced with child care constraints.

Step 2. Be flexible when discussing solutions with employees. Remember it is not your responsibility to find child care solutions for an employee, but it is your responsibility to be flexible around schedules, days, and working considerations. Here are a few options to consider:

- Allow telework broadly for jobs that qualify. This will help with both campus de-densifying and child care/school work.
- Allow for flexible start and stop times.
- Allow for flexibility around core hours. Some employees may be able to complete non-direct client/customer duties in the evening or early mornings.
- Allow for alternating days – Create a hybrid schedule to allow employees to work from home on certain days and come to campus alternate days.
- Allow employees to work week-long shifts in the office (i.e. one week on, two weeks off)
- Allow employees to use leave when needed. If all else fails, be open to allowing employees to use leave options available to them. The employee can request to use Emergency Paid Sick Leave for child care.
- Making schedules predictable, avoiding last minute schedule changes to start and stop times or days on campus.
- Schedule employee's work in a way that allows your employees to predict when they need to be available.
- Have employees populate their Gmail calendars with their availability (time in and out) so colleagues can schedule meetings around their needs.
- If you have employees in the same job classification they may be able to rotate doing certain tasks that are required onsite.
- Trust your employees to get their work done in a way that works best for them. If there is an issue with timeliness or completion, follow up quickly.
- Focus on the results of the work, not on the hours in which the work is done. This will require you to have regular conversations with your teleworking staff about projects, deliverables, and promptly to address any concerns about completion of work.
- If the employee is the only person who does that function, consider cross training if you have others in the same classification. If cross training is not an option, work with the

employee on a schedule, but also let them know that there may be times when you may have to ask them to deviate from schedule.

Step 3. Send an email to the employee and your departmental HR rep, documenting what you and the employee have come up with as a solution. It is important to have a record of what each employee will do, although it is difficult to manage each employee's needs, having a documentation trail helps you and the employee be on the same page around expectations of working considerations.

Things to Avoid

- Failing to hold employees accountable for completion of agreed upon work.
- Expecting employees to “figure it out” without being flexible to the employee’s situation.
- Allowing employees to bring children on campus to their offices or worksites.
- Refusing to consider and be open to alternate work arrangements in this unusual time, even if those arrangements may need to continue for an extended period of time.