# COVID-19
# GUIDE FOR LINE MANAGERS
# MANAGING ALTERNATIVE WORKING ARRANGEMENTS FOR STAFF

In responding to the impact of COVID-19 the University of South Australia continues to operate its core services and operations as best as it can. We are grateful for the ongoing commitment and efforts of all our staff in this regard. The leadership, resilience, and commitment of our managerial staff will be crucial to maintaining the delivery of our core services and operations in these exceptional circumstances.

As University line managers our focus is to continue providing the best service possible while ensuring we make every effort to minimise the risk of spreading the virus by adapting our ways or working and, where appropriate, the location staff are working from. This is the University's important contribution to the safety and wellbeing of our staff, students and wider University community.

The purpose of this guide is to provide a resource to assist line managers and supervisors address many of the situations that may arise over the coming weeks with respect to the working arrangements of their teams and direct reports. We ask that our line managers familiarise themselves with the COVID-19 FAQs for Staff already provided (and regularly updated), and the COVID-19 Key Employment Principles and additionally consider the advice provided in this guide to ensure their teams can continue to be engaged and productive in the context of alternative working arrangements.

## 1. What are the first steps I should be thinking about in managing my team during the COVID-19 situation?

Below is a list of initial steps that line managers and supervisors should consider at this time:

a) Remain apprised of all updates provided via email communications from the Vice Chancellor or other senior leaders within the University as well as State and Federal Government announcements.

b) Consider and remain informed about the wellbeing of each member of your team. This will require to you establish accessible and regular communication channels with your staff members who may be working across different locations within the University and/or remotely.

c) Familiarise yourself with the various resources the University has developed in response to COVID-19. These include the FAQs and other information which can be found on the University's COVID-19 webpage, the COVID-19 FAQs for Staff and COVID-19 Key Employment Principles, as well as the UniSA guide to COVID-19 Workplace Alterations (Workplace Alterations Guide), which provides useful information for team members and supervisors who are being asked to change their usual working locations and arrangements at this time,

including advice about how to lead dispersed teams and manage your own resilience and that of your teams.  You may also find it helpful to refer your staff members to various resources within the Workplace Alterations Guide.

d)   We are asking line managers to take all reasonably practicable measures to physically relocate their teams to the maximum extent possible to reduce the potential and rate of the virus spreading within the University community.  This may be achieved by a combination of:

   i.   Introducing Social Distancing protocols in your team's usual workspace; and

   ii.   Putting into place arrangements for your staff members to work from home (including the completion of the COVID-19 Pandemic - Working from Home Arrangement and WHS29 Workstation Self-Assessment appian forms) or from another University location.

   iii.   Ensuring those staff who remain on campus can work safely and productively by working through the Working on Campus checklist.

e)   Establishing social distancing measures within your team's usual workspace, and amongst those staff who do need to remain on campus, is an essential requirement.  If it is possible to disperse your team further by having them perform their duties from home or another, less populated, location within the University or working from an alternate location that should be enacted immediately with support for, and in consultation with, staff.  In considering these options, it is also essential that staff have appropriate access to hand soap/sanitisers and other cleaning facilities to facilitate good hygiene practices.

f)   In determining the feasibility of alternative working arrangements for your team consider:

   i.   Preparing a list of critical work that must continue during the period whilst alternative arrangements are in place, and what resources, facilities and staffing arrangements are required in order for that work to be completed;

   ii.   Speaking with your staff members about the option of them working from home or another University location and reviewing how this is progressing regularly once in place;

   iii.   Speaking with your direct supervisor or line manager about other available and less populated locations across the University where some of your team may be able to be relocated in the event their position or personal circumstances mean it is preferable for them to remain on campus.

g)   At present the University remains open and staff are permitted to work on campus.  However, line managers should enable as many remote working arrangements as possible with immediate effect with only essential staff remaining on campus.

h)   For work that cannot be undertaken remotely or is critical to remain on campus line managers are asked to establish plans to ensure that this work can continue by enacting social distancing.

i)   As part of these considerations, identify and have a conversation with any high-risk staff members whose circumstances should be facilitated as a matter of priority.  You may need to ask the staff member to seek advice from their treating medical practitioner as it may be that

certain medical conditions may make some individuals more vulnerable to the virus. You may wish to consider Flexible Work Arrangements Procedure in this circumstance.  Such decisions should be based on a risk assessment considering advice from the staff member's treating medical practitioner and in accordance with the latest Government or State advice.

j)      Further information regarding steps that can be taken to physically disperse teams can be found under *"What does it mean to physically disperse my team?"*.

## 2.   What do I do if I have a staff member who is being tested for COVID-19, a member of my team has been in contact with a confirmed case of COVID-19 or a member of my team has been diagnosed as having COVID-19?

In all of these circumstances, you should advise the staff member to self-isolate until they have completed the self-isolation period and the outcome of any testing that has been undertaken is known. The University has developed a set of principles and approach that constitute a reporting protocol (Protocol) for responding to these situations. To ensure staff receive the advice and support they need and that the University can take the appropriate actions in response, please ensure you familiarise yourself with this important Protocol. Immediate notification should be to the ptc@unisa.edu.au inbox. PTC will then arrange for the appropriate next steps to be activated.

During this time of self-isolation, you should explore whether the staff member can undertake meaningful work from home.  In the event, they are unable to undertake meaningful work from home, the University has established an Exceptional Special Leave with Pay provision that the staff member may be eligible for and an application can be made via the myHR portal.

If a member of your team becomes unwell during this time and is unable to work, they will be eligible to access their personal leave.

For further information regarding leave available to staff, please visit the frequently updated COVID-19 FAQs for Staff.

In the event a staff member advises you that they have been diagnosed with COVID-19, please act quickly to notify ptc@unisa.edu.au inbox (which is regularly monitored) and refer to the Protocol to ensure an appropriate response and support is provided to the staff member and the required follow up actions and reporting are completed. **Remember to observe the confidentiality of the staff member's details**.

## 3.   What does it mean to "physically disperse" my team?

We ask that line managers take all reasonably practicable steps to ensure that University staff members are physically relocated as far as possible while ensuring productive work can be undertaken effectively and safely.

The minimum social distancing requirements that need to be put in place across the University can be found here. They include:

1.   The workspace must ensure 1.5 metres of separation;

2.   Holding meetings where possible online over software such as Zoom;

3.   Not having meetings in enclosed spaces and following the guidelines advised in each meeting room as to its maximum safe capacity.

Where staff are remaining on campus, we ask that line managers work with their staff to implement arrangements that place appropriate physical distance between team members, using the following as a guide:

1.   Where a staff member **is capable of working effectively** from home, line managers are asked to work with them to introduce working from home arrangements for that staff member. Further information regarding how to determine when a staff member can effectively and safely work from home can be found under *"How do I determine if a staff member can effectively and safely work from home or another University location?"*.

2.   Where a staff member is **not able to effectively work from home due to their role and responsibilities or would prefer to remain on campus for personal reasons** it is requested that:

    i.   Line managers consider how the staff member could work on campus safely and effectively, at the same location within social distancing protocols in place, or a different University location. In order to reach a suitable arrangement, line managers should discuss the matter with the staff member and can also consult with your local PTC Business Partner who may be able to provide advice regarding alternative available locations across the University which are less populated where your team member may be able to work from. Line managers should work through the checklist that has been developed for those staff who remain on campus.

    ii.  Where a staff member is required to work on campus or whose personal circumstances mean it is their preference to do so, line managers are required to ask that they ensure staff download, install and use the SafeZone mobile app on their smart phone and activate the 'Check In' feature when they are on campus. This will allow our security officers to concentrate their patrols in areas occupied by students and quickly identify who is on campus if an incident was to occur.

    iii. Where a staff member is unable to work safely and effectively from either their usual University workspace or a different location within the University, line managers are asked to have a discussion with the staff member about alternative options including taking accrued leave. Your local PTC Business Partner will also be able to assist with this consideration in the event it becomes appropriate.

## 4. How do I determine if a staff member can effectively and safely work from home or another University location?

Given the current circumstances, the University needs to implement as many working from home arrangements for its staff as possible. We ask that line managers take all steps possible to find remote working solutions for their staff members. In seeking to put in place working from home arrangements and determining the feasibility of such arrangements within your team, line managers should consider:

**Capability**

1.  What are the duties and tasks of the particular staff members within my team? Is it possible for the staff member to have a full set of tasks to perform from home which they can deliver remotely?

2.  What equipment and support does each staff member need in order to be able to perform their duties?

3.  Can those resources and equipment be made available at their home (or other remote working location)?

4.  What level of direction and support do the individual staff members require and can that be provided remotely?

5.  Are there any reasonable adjustments to an individual staff member's position or duties that would allow them to effectively work from home?

**Capacity**

6.  Does the staff member have access at their home to a workspace that is uninterrupted, quiet and compliant with the University's health and safety standard regarding workspaces (see the COVID-19 Pandemic - Working from Home Arrangement and WHS29 Workstation Self-Assessment appian forms) Line managers need to be comfortable that where staff members are working from home that they are doing so in a safe environment.

7.  Does the staff member have caring responsibilities that need to be considered in the context of a working from home arrangement?

8.  What technical requirements are required to facilitate effective home-based working? Consider the advice from ISTS on the technical implications.

**Connectivity**

9.  Does the staff member have any other limitations (for example essential interactions with other staff or business processes) that would make working from home particularly challenging?

10. How will effective connection between the staff member and colleagues, their direct reports and others be maintained?

Once the line manager has considered these matters as far as possible, they should have a conversation with each staff member to determine the appropriateness of establishing a working from home arrangement.  As part of that conversation, encourage any barriers the staff member may see to effectively working from home to be shared and explore with the staff member supports that could reasonably be put in place to address their concerns. It may be that options to work on campus for part of the time and at home for the rest of the time can be achieved safely, and if line managers can monitor the effectiveness and safety of the agreed pattern of work.

It may be useful to refer staff members with concerns about working from home to the various resources that have been set up by the University's People, Talent and Culture and ISTS teams in order to build their confidence around working remotely.  Ideally the arrangements should be trialed first after which the staff member and manager can finalise the arrangement.

The University has developed a set of Principles for initiation and prioritisation of alternate working locations which line managers can refer to.

## 5.  What do I need to be mindful of if some of my team members are deemed critical to remain on campus?

There may be some situations where the duties of a particular staff member are such that it is essential that they undertake that work on campus and in a circumstance where there are less people around them or on campus more generally.  In such circumstances it is important that you:

1.  Ensure these staff members that they have downloaded the safe zone app and log into the app upon arrival at work;
2.  Ensure that the staff member has completed and complies with the working remotely on campus checklist;
3.  Establish regular communication protocols with these staff members including identifying whether it is possible and appropriate to physically visit the work space of those remaining on campus observing social distancing protocols.

## 6.  What if a team member can only perform part of their role from home?

There may be some situations where the duties of a particular staff member are such that a portion of the role can be performed from home while some components need to be undertaken at the staff member's usual work location.  In those situations, line managers are asked to consider

working with team members to explore arrangements where the staff member spends some time on campus and some time working remotely.  This would likely involve:

1.  Implementing a **working from home arrangement** for the work that can effectively and safely be performed from home.

2.  Enabling attendance on campus where necessary, ensuring that the **social distancing protocols** and other safety consideration are met (e.g. lone working/working in isolation).  Line managers should also consider if the staff member is required to work from their usual workstation or if there is an alternative appropriate location within the University where the staff member could work from.  Line managers are asked to work through the working on campus checklist and speak with your PTC Business Partner or Work, Health and Safety consultant to provide additional advice.

3.  Where individuals or teams are required to spend some time working remotely and some on campus, it is suggested that line managers consider:

    I.  How social distancing can be best achieved.  That may be through implementing rosters or schedules specifying when particular team members will be working on campus.

    II.  Efficiencies for the staff member such as limiting their travel time and the need to transport significant pieces of equipment between the University campus and the staff member's home.

    III.  Operational efficiencies, such as avoiding as far as practicable duplication of work caused by staff members working from different locations across a week.

    IV.  Ensuring the working from home arrangement reflects the specific days when the staff member will be on campus and at home and that travel has been considered.

## 7. How do I introduce a working from home or other remote working arrangement for a team member?

Where a line manager has determined that a staff member is willing and capable of performing duties from home or an alternative University location, the next step is to successfully implement the arrangement.  A remote working arrangement is more likely to be successful where the staff member working remotely feels engaged and able to contribute effectively to its establishment.

While arrangements may differ for each staff member depending on their role and personal circumstances, below are a list of matters line managers are asked to turn their minds to in relation to each working from home arrangement:

1.  **Equipment:** Discuss with the staff member what equipment they will need to take from their usual working location in order to set up their remote workspace and assist the staff member to access those resources where appropriate.

2. **WHS:** Ask any staff member who will be working from home to complete online appian forms [COVID-19 Pandemic - Working from Home Arrangement](#) and [WHS29 Workstation Self-Assessment](#).  The COVID 19 Pandemic – Working from Home Arrangement form is to be completed as part of the consultation regarding the alternate working arrangement, with the WHS29 form to be completed on the staff member's first day of working from home.

3. **Before leaving the office:** Ask the team member to complete the '*[Working Remotely](#)*' checklist.

4. **Communication and expectations:** Before a staff member commences working from home or another remote location, line managers should have a discussion with the staff member about what measures can be put in place to set the staff member up for success in their new working environment.  That discussion should involve consideration of:

   I. How the staff member will communicate with their manager and team members, including how frequently they would like to be in touch with their team and the manager's expectations regarding accessibility of and contact with the staff member.

   II. How expectations and workload priorities will be communicated to the staff member and how and when the manager requires updates in relation to progress and status of particular tasks.

   III. Any particular supports that need to be put in place to ensure effective and productive working under the new arrangements.  For example:

      a. If a staff member is required to refer to a particular University policy, Accreditation Information, Australian Standard or piece of legislation which they usually access in hard-copy, consider how that document will be able to be accessed by the staff member whilst they are working remotely.

      b. If a particular process undertaken by a staff member usually requires paper-records or physical resources, discuss alternatives which will allow that process to continue as necessary during the period that the staff member is working from home.

5. **Roll call:**  Line managers may like to consider setting up a roll call system on SharePoint that enables each staff member to register their presence each day, particularly where there is a pattern of some work on campus and some work performed from an alternate location. Staff members could also notify their manager of any alteration in when they are starting and finishing for the day, and any changes to their working location to assist line managers to manage workloads and expectations and know how their team are operating in the event they need to contact them urgently.

6. **Roster:** Where for business or operational reasons it is necessary for there to be a presence on-campus of some staff members, a roster should be implemented with the maximum number of people working from home at any one time.

Line managers may also like to direct staff members to the UniSA [thriving remotely](#) webpage and the [Team Member's Toolkit](#) for further information and suggestions around steps that can be taken to support effective working from home arrangements.

For further information regarding how to effectively manage working from home arrangements once they have been established, please refer to *"How can I effectively manage working from home arrangements in place with my team members?"*

**It is important that line managers reiterate with their team that these arrangements are a temporary requirement in response to the COVID-19 pandemic and will continue to be under review**. As the health response progresses, these arrangements may vary and when appropriate, staff members may be recalled to campus with little notice.

## 8. How do I induct and onboard a new staff member remotely?

1. It is acknowledged that our normal approach to recruitment will differ under the current circumstances. In the event you have recruited essential staff who may be required to perform their work remotely, the issuing of their employment contracts will still be done in accordance with existing recruitment practices. The induction of staff will adopt the same principles as "*How do I introduce a working from home or other remote working arrangement for a team member*" above.

2. Other aspects the line manager should also consider in facilitating a smooth induction include sending a welcome email to your new starter a week or two before commencing their role which includes:

   - Proposed itinerary for the first few days/weeks including one on one meetings and details of team meetings;
   - Details for applicable points of contact for these few weeks;
   - Links to local area guides, University policies and the [COVID-19 FAQs for Staff](#);
   - Details of how their necessary equipment (i.e. laptops and phones) will be made available to them; and
   - Details of the setup of their email and intranet log in information.

3. On the staff member's first day of work, you could consider the appropriateness of conducting a virtual tour of the workspace if you have some staff still working on campus.
4. During the first week the applicable induction sessions should still be scheduled using zoom or skype.
5. It would be appropriate to consider whether you could assign another team member to be a virtual buddy to the new staff member to regularly check in with them.
6. Establishing a performance development plan within the first two weeks that outlines key objectives and key performance indicators for the new staff member relevant to their new circumstances.

9. How is leave expected to be managed and accessed during periods where my team is working remotely?

As a general rule, ordinary leave arrangements apply for staff during this period, including applications and approval.

Where a staff member needs to take leave for reasons related to COVID-19, line managers are asked to consult the COVID-19 FAQs for Staff and if further clarity is needed, then your local PTC Business Partner will be able to assist.

10. How can I effectively manage working from home arrangements in place with my team members?

Once working from home arrangements have been established, they need to be managed and maintained effectively.  This is particularly important where some staff members are working from home, and some are remaining on campus or at alternative locations.  In order to help line managers to navigate these unprecedented circumstances, a range of resources are available in the Supervisor's Toolkit available on the PTC intranet.  This toolkit includes tips for leading from a distance, managing virtual teams and leading virtual meetings.  Other suggestions are set out below.

1. **Reviews: Regularly assessing the capacity and effectiveness of the working from home arrangements:**  Remote working arrangements, particularly those involving a number of staff members, may require adjustment along the way.  Line managers are asked to regularly turn their minds to whether the alternative arrangement is enabling the critical operations of their team to be achieved and what adjustments may be necessary to allow for improved effectiveness.  Regular catch ups with your team members to assess how they are feeling about the arrangements and any adjustments required will maintain consultation and ensure line managers are informed about the impact on their staff.

2. **Communication:**  To ensure that your team's work is completed effectively, and to maintain the culture, engagement and cohesiveness of the working group, it is important to stay in regular contact with staff working remotely.  Consider ways to reflect the usual face-to-face interactions your team would have on a daily and, weekly basis.  For example, consider scheduling a daily morning catch-up and a sign-off at the end of the day over Zoom or Skype.  Continuing any regular one to one discussions with direct reports should, as far as possible, follow the usual frequency and format. Advise staff where shared, team related information can be found and establish a regularity to team meetings online that staff can organise their work around.  The COVID-19 Workplace Alterations Guide has ideas for connecting teams socially and virtually. This resource will be updated and refreshed regularly so do check in to see what's been added.

3. **Team meetings:**  In addition to ensuring that daily interactions are established, line managers should attempt to keep in place regular team and Unit meetings as far as possible.  That will help to ensure that your team's work continues as best as possible during the dispersed period and that social connection is maintained.  The "Thriving Toolkit" contains a range of team

building activities for virtual teams which can be used to increase communication and build a positive culture.

4.  **Availability:** It is important that line managers remain accessible and available to their team members as far as reasonably possible.  Keeping your calendar up to date so team members can see when you will be on and off-line, as well as letting them know of your preferred modes of communication is crucial and the WHS working from home form prompts consideration of this and captures what is agreed.  Line managers may also be impacted on a personal level by the COVID-19 situation.  If your availability changes, let your team members know and where necessary direct them to another appropriate contact point for support.

5.  **Share information:** It is important that line managers communicate **regularly** with their team as new information becomes available and that staff member enquiries relating to COVID-19 are answered in accordance with the up to date COVID-19 FAQs for Staff.

6.  **Changes to arrangements:** Keep up to date records of and changes to working from home arrangements and where appropriate, share that information transparently with other team members.

7.  **Continue normal operation:** During this period of alternative working arrangements, line managers should make efforts to continue operating as closely as possible in line with normal business practice with respect to contact with, and support for, their staff.

8.  **Performance Development and Management:**  It is important that staff members continue to receive performance development feedback and development opportunities as far as practicable during periods of alternative working arrangements.  Line managers should ensure that they provide feedback and support to staff members at the same level of frequency and detail as they would for a staff member working on campus.  Where a line manager has concerns that a staff member's performance needs improvement, that should be addressed so that all staff are aware quickly and able to address any concerns that arise promptly.  Your PTC Business Partner will be able to assist in these circumstances and will also provide advice as to how best to progress in the event formal performance management review procedures are in place.

9.  **Staff Development and Wellbeing:** The University has developed a comprehensive Supervisor's Toolkit which contains information and tools to assist line managers in supervising teams adopting alternative working arrangements. The University will continue to deliver a range of development opportunities for staff and line managers that will be advertised through UniSA Announcements and the PTC intranet site.  All existing programs will be adapted to an online format and new developmental opportunities reflecting our current context will also be scheduled.  The staff member, supervisor and thriving toolkits will be updated every two weeks as new development needs come to light and new development packages become available.

## 11. How can I stay up to date regarding COVID-19 matters relevant to my team?

Line managers can ensure they have the latest possible information to share with their staff and make appropriate work-related decisions by:

1. Regularly checking into and familiarising themselves in detail familiar with the [COVID-19 FAQ's for Staff](#) and [COVID-19 Key Employment Principles](#).

2. Reading all University announcements which will be communicated by email to your University email address, staff announcements, the COVID-19 Updates page and ensuring they remain connected to their line manager and any group meetings with colleagues and peers.

3. Regularly check the [PTC](#) page for the latest development opportunities for staff and supervisors that will continue in an alternative format.

## 12. Due to their personal circumstances, a member of my team is unable to meet their usual working arrangement, what options are available?

As staff members are asked to work in different ways over the coming days and weeks line managers may have team members who due to a variety of reasons are not able to work the same hours or days as usual.  This may be because they have children at home, have to share a workspace with a partner or are travelling to a different University location.

Where a staff member indicates that they are unable to continue to fulfill their current working commitments their line manager should have a conversation with the staff member to explore their personal circumstances and identify what options may exist for alternative arrangements.  Inviting the staff member to suggest what would work for them to remain engaged and productive as a starting point for discussion and considering whether that can feasibly be accommodated whilst having minimum impact on the productivity and effectiveness of the team is important.  Line managers are asked to familiarise themselves with the [Flexible Work Arrangements Procedure](#) so they are equipped to speak with staff members where these situations arise.  Line managers may also find it beneficial to ask their staff members to review the Procedure as a first step in working towards a suitable solution.

Options which line managers can explore in this situation include:

1. **Adjusting the hours during the day the staff member undertakes their work:** A staff member can request to change their hours of work to meet their personal circumstances, that may enable them to take different combinations of leave and work (e.g. work half day/half day off; work one day/one day off etc.) and for professional staff, alter the customary hours of work (between 8.30am and 5.00pm) to carry out work within the broader span of ordinary hours (7.00am to 7.00pm) Monday to Friday inclusive. For example, a staff member with children may ask to work one longer day followed by some shorter days to align with childcare arrangements.

   Any arrangements must be at the request of the staff member based on their personal circumstances and will require agreement with the relevant supervisor in writing.

2. **Managing leave arrangements:**  If a staff member is unable to fulfill their usual working commitments because of current circumstances, for example if they are required to care for

their children, then line managers can explore the option of the staff member taking accrued paid leave to cover that absence from work.  Depending on the circumstances, a staff member may be able to access Family Responsibility Leave, Carer's leave or Recreation Leave. If this is not possible line managers should consult with their local PTC Business Partner.

3. **Reduction in fraction**: Where a staff member is unable to fulfill their usual working commitments and does not have accrued paid leave available to them, line managers could explore the options of entering into a temporary flexible work arrangement reducing the staff member's employment fraction.  The requirements regarding applications for, approval of and recording of fraction reductions are explained in the Flexible Work Arrangements Procedure.

For any flexible work arrangement request, line managers are asked to consider the business implications of agreeing with the staff member their proposed varied working conditions.  For a guide on matters to consider in determining whether a flexible work arrangement can be accommodated, line managers can refer to Appendices A and B of the Flexible Work Arrangements Procedure.

It is also important that line managers consider the health and safety of their staff members in discussing flexible work arrangements and that no arrangements are agreed which potentially impact a staff member's health and safety, such as agreements for an excessive number of hours to be worked in a 24 hour period, or where arrangements for one staff member adversely impacts the workload of other team members. Line managers also need to consider the equity of alternative and flexible arrangements agreed across their teams and should consider sharing with staff the criteria on which decisions have been made.

Inevitably these exceptional circumstances impact our staff members in their personal lives.  Line managers are asked to have regard to the wellbeing and caring commitments of their team members and where possible consider allowing team members to access their available paid leave if they require additional time to attend to personal matters during this challenging period. The University's Employee Assistance Program via Human Psychology remains available to all staff and their families via phone and online consultations. They can be reached on **1300 277 924**.

## 13. What further resources are available to assist line managers?

The University has developed a comprehensive Supervisor's Toolkit which contains information and tools to assist line managers in supervising teams adopting alternative working arrangements.

The University will continue to deliver a range of development opportunities for staff and line managers that will be advertised through UniSA Announcements and the PTC intranet site.  All existing programs will be adapted to an online format and new developmental opportunities reflecting our current context will also be scheduled.  The staff member, supervisor and thriving toolkits will be updated every two weeks as new development needs come to light and new development packages become available.

**1 April 2020**