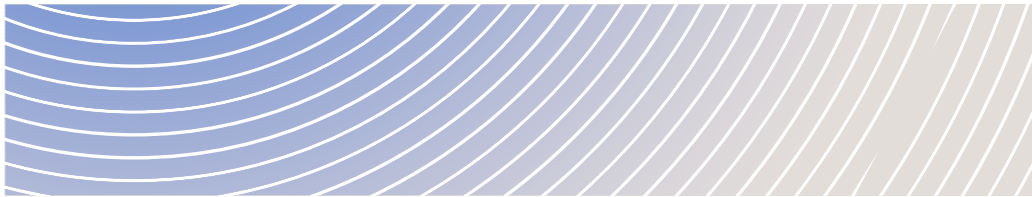# Framework for the Easing of COVID-19 Restrictions

August 7, 2020

Impact Assessment
Agency of Canada

Agence d'évaluation
d'impact du Canada

Canada

Contents

President's Introduction

On March 16, 2020, Agency employees began working remotely because of the need to reduce the spread of COVID-19. Since this transition has taken place, expert teams have been working to support employees and plan a return to worksites and resumption of external functions, such as travel and in-person meetings. Communications quickly adapted internal communications tools to keep staff up to date and issued Quick Pulse Surveys; IT ensured that staff had tools to work virtually; Engagement teams adapted participation processes, and the Return to Work "Tiger Team" has developed plans to reopen worksites in a manner that respects public health guidelines and protects staff health and safety. As the Agency's Deputy Head, I have been asked by the Chief Human Resources Officer to develop a plan for the easing of COVID-19 restrictions, while adhering to public health requirements, and aligning with the Government of Canada as a whole.

In order to ensure that the Agency as a whole makes informed, transparent and consistent decisions related to the easing of COVID-19 restrictions, I am pleased to present this *Framework for the Easing of COVID-19 Restrictions*. The purpose of the framework is to outline principles, values and considerations to guide future Agency decisions. To ensure that the framework reflects the interests and concerns of our staff, we carried out an Agency-wide engagement strategy that included:

- director-led engagement with their respective teams;
- targeted engagement sessions with specialized groups;
- an Agency-wide Spotlight Series event; and
- an opportunity for all staff to submit anonymous feedback via e-mail.

There was high participation rates in each of these forums, demonstrating that many staff across the Agency have interests and concerns that need to be taken into account as we move forward through this pandemic. In addition to the targeted engagement, detailed feedback was received from fourteen teams across the Agency, over one hundred staff members attended the Spotlight session, and over 60 comments were submitted to the generic inbox anonymously.

There were several common themes raised in these discussions. Many teams shared concerns about returning to the office, including the increased risk of contracting COVID-19, having to use public transit, and following occupational health and safety procedures in the office such as wearing masks. Several staff stated that in order to feel ready to return, the risk associated with the virus would need to be very low, such as when there is access to a vaccine that has been proven to be effective, when the number of active cases is negligible, or if herd immunity has been achieved.

Many groups felt that their work can be successfully done from home and want to be able to make their own decisions on whether to continue working from home or return to the office. Employees across the Agency have a variety of personal circumstances, resulting in some preferring to work from home, some preferring to return to the office, and some to follow a combination of the two. There is general support for the idea of adopting a hybrid approach for returning to worksites once the level of risk has been sufficiently reduced.

In addition to this engagement, I have considered the differential impacts of COVID-19 on diverse groups of employees by applying a gender-based analysis plus (GBA+) lens to easing restrictions, taking into consideration intersectional factors such as sex, gender, ethnicity, age, Indigeneity, geography, ability, socioeconomic status, caregiving responsibilities, transportation accessibility, etc. Certain employees may be at greater risk of contracting COVID-19 and/or experience more severe impacts as a result of COVID-19 (see Annex I). I believe that the recommended approach to ensure GBA+ responsiveness in our planning is contingent on manager-employee relationships. Managers within the organization are critical for successful integration of GBA+ into the Agency's approach, as they are best-placed to identify and accommodate individual needs and realities of their employees. I consider empathy one of the most important competencies for all staff over the coming months and support a leading with empathy culture at the Agency. Existing Agency policies and practices on diversity, inclusion, zero tolerance for harassment and a culture that supports employee health and well-being will continue to apply in conversations and practices related to easing COVID-19 restrictions.

Executive Summary

Roles and Responsibilities

- All employees: consider your personal circumstances using the Agency's tool for employees (Annex II) and communicate with your manager; respect the privacy of colleagues, ; continue to follow public health measures.

- Managers: discuss personal circumstances with employees individually to listen and understand whether they are candidates for a return to the worksite or resumption of external tasks and any required accommodation, using the Agency's tool for Managers (Annex III); ensure privacy is respected in all discussions.

THEME – Health, Safety and Wellbeing

- The health, safety and well-being of Agency staff, our partners and clients will be prioritized in easing restrictions conversations. This means that employees will be empowered to make shared decisions with their managers about returning to worksite decisions that impact them.

- Public health guidelines will be communicated, followed and adapted as needed.

THEME – Fulfilling the Agency's Mandate

- The Agency's approach for the easing of COVID-19 restrictions will support the Agency's mandate of delivering of high-quality impact assessments.

- Our approach will comply with applicable collective agreements and terms and conditions.

- The pandemic has affected the Agency's various functions to different degrees, thus decisions must reflect teams' unique work requirements and team member's personal circumstances.

THEME – Diversity and Inclusion

- The Agency recognizes that certain employees may be at a greater risk of contracting COVID-19 and/or experience more severe health and social impacts as a result of COVID-19.

- The Agency reaffirms its commitment to diversity and inclusion and a zero tolerance environment for racism, sexism, discrimination and harassment of any kind.

THEME – Collaboration and Innovation

- The Agency will continue to support skills for current and future success, like digital work and leading with empathy.

- Remote work will be leveraged in order to provide new opportunities for employees, and innovative ways for the Agency to deliver its services.

- Consideration will be given to the purpose of physical workplaces and the Agency will begin a conversation about the workplace of the future.

Scenario Planning and Decision Making

- Individual decisions about employees returning to worksites will be based on conversations between employees and managers/supervisors.

- Employees who are not comfortable returning to worksites while pandemic restrictions are in place will not be asked to do so.

- The Agency will establish a COVID-19 Committee to advise on strategic decisions and support employees and managers to resolve complex situations.

Guiding Principles

This framework was informed by the "Guidebook for departments on easing of restrictions: Federal Worksites". The Agency's approach aligns with overall direction from the Government of Canada and advice from public health authorities.

The following principles have been developed to inform this framework as well to be considered by all staff to guide decision-making related to easing of restrictions.

- Health, safety, and wellness for our employees and our clients and partners is our priority;
- Public health instructions to contain the spread of the coronavirus will be adhered to;
- Agency programs and services that the Government of Canada and Canadians rely on will be maintained;
- Changes to work arrangements will be gradual, and informed by input from staff across all the Agency's offices;
- Communications to Agency employees will be clear and timely;
- Not a one size fits all approach -- individual and regional differences will be respected.

Phased Approach

In line with government-wide direction, the Agency plans to take a phased approach to easing restrictions. Decisions on when to move to each phase will be made by the President, informed by advice from public authorities, as well as the Agency's COVID-19 Committee (described in the Scenario Planning and Decision Making section below).

- In **Phase 1**, the Agency expects to return at a maximum of 25% capacity; priority will be on:
  - Employees whose functions have been significantly disrupted by working at home or those who require secure environment to fulfil work duties (that is not available at home)
  - Employees who would prefer to work at the office
  - Employees who are immune compromised or at high risk are **not** candidates for return in phase 1
- **Phase 2** may include employees who have been able to complete most of their work at home but efficiency may be reduced or parts of functions require access to office. Capacity at worksites will depend on public health guidelines in place (e.g., physical distancing).
- **Phase 3** may include full resumption of operations at worksites based on advice from health authorities (end of pandemic as directed by Public Health Authorities).

In all phases, shared decision-making will be guided by employees' individual circumstances. Changes to the office environment including layout of cubicles, signage and use of shared spaces are covered in detail in the Guide on Managing the Return to the Worksites.

Roles and Responsibilities

Employees at all levels

- Consider your personal circumstances in light of the themes presented in this framework and communicate with your manager. Make use of the Agency's tool for employees to facilitate these conversations (see Annex II).
- Don't make assumptions about the personal circumstances or challenges of colleagues; use information, not stereotypes or biases when engaging in team discussions about return to worksites or resumption of external tasks, engage with empathy and respect the privacy of colleagues at all times.
- Follow public health measures such as hand hygiene and physical distancing. Familiarize yourself with local public health direction relevant to transportation to and from the worksite, and outside the worksite.
- Take steps to support your mental health, including taking regular breaks. If your mental or emotional health is suffering, talk to your manager and seek support from the Employee Assistance Program (EAP) or a health care professional (e.g. a family doctor).
- While working remotely, take all health, safety, and security precautions in accordance with all laws, policies and regulations, and maintain regular contact with your manager and colleagues.
- Collaborate with managers and other colleagues to maximize your contribution to the organization's objectives, in consideration of your personal circumstances.

Managers

- Discuss personal circumstances with employees individually to understand whether they are candidates for a return to the worksite or resumption of external tasks and any required accommodation (e.g. working remotely, flexible work hours). Make use of the Agency's tool for managers to facilitate these conversations (see Annex III).
- Respect and protect the privacy of personal health information that staff choose to share.

- Don't make assumptions about the personal circumstances or challenges of employees, use information, not stereotypes or biases, when engaging in discussions about easing restrictions, engage with empathy and respect the privacy of employees at all times..

- Work with employees to address their concerns as they arise and advise them on what services are available, such as the Employee Assistance Program (EAP). Personal circumstances as well as issues related to health and safety, or the duty to accommodate should be addressed on a case-by-case basis.

- Implement the strategy defined by the Deputy Head and consult departmental OHS units, labour relations and other internal services as required.

- Protect the physical and psychological health and safety of employees, including all legislative requirements under Part II of the *Canada Labour Code*.

- Show flexibility and adaptability to best support your employees' needs as they evolve.

Agency President

- Develop and implement a flexible plan to address the gradual and sustainable easing of COVID-19-related restrictions.

- Ensure that the plan is consistent with public health advisories and measures in each relevant province and territory, ensure the plan is reviewed in light of accessibility, GBA+ principles, and a diversity and inclusion lens.

- Set the expectation that executives and managers pay attention to both priority business outcomes and lead with empathy when considering the individual circumstances of employees.

- Update the plan as needed when circumstances evolve.

Departments and Agencies

Public Health Agency of Canada
Provide evidence-based public health guidance and tools to support decision-making, monitor COVID-19 nationally and internationally, undertake public health measures at the border.

Health Canada
Provide occupational health advice and guidance to federal organizations, offer services such as occupational hygiene advice and consultation, education on COVID-19 prevention, and periodic health evaluations.

Treasury Board of Canada Secretariat
Provide guidance and support to deputy heads regarding strategies to address the easing of COVID-19,

guidance to executives and managers about workplace health and safety measures related restrictions, support departments and agencies in implementing occupational health and safety measures.

Public Services and Procurement Canada

Work with departments, agencies, landlords and building managers in procuring the supply of necessary equipment and personal protective equipment, custodian of general-purpose office accommodation, provide advice, as appropriate, regarding the safe use of workspaces and common areas.

Shared Services Canada

Provide network and digital services to support departments in providing critical programs and services, coordination of integrated service delivery management of IT infrastructure services to departments.

THEME 1 - Health, safety, and well-being

The health, safety and wellness of our employees, our clients and partners are paramount as the Agency begins to plan a return to worksites and resumption of external tasks. It is important to highlight that COVID-19 is a new virus -- science and evidence around its transmission, symptoms, effects and prevention continue to evolve as do public health guidelines. The Agency is committed to remaining nimble in order to adapt to this evolving situation.

What We Heard

Throughout the engagement period we heard concerns about health and well-being including whether personal protective equipment would be required, how vulnerability to risk would be defined, what cleaning protocols would be in place, what supports would be in place to support employee well-being, including to support ergonomics from home and for new employees.

The following key practices will guide evidence-based decision making in areas that impact employee health, safety and wellness. The Agency will:

- Follow national and provincial public health guidance;
- Prioritize the health and safety of our employees, and of our clients and partners;
- Support mental health and well-being.

Follow National and Provincial Public Health Guidance

The Agency will be led by evidence-based advice from the Public Health Agency of Canada and the provincial, territorial, regional and municipal governments and health authorities, where relevant. (See Annex IV for a summary and links for key federal, provincial, and territorial requirements.) Physical spaces and business practices will adapt to align with this guidance. Similar to how quickly the Agency adapted when public health guidance required physical distancing, the Agency will adapt to this new normal and remain flexible to respond to changes in evidence, advice and protocols. Clear communication will guide these decisions.

To ensure employees feel safe and secure, in parallel to this framework, the Agency has developed the Guide on Managing the Return to Worksites, intended to guide employees during the return to our worksites across Canada and to make recommendations to slow down the spread of COVID-19. The guide will be "evergreen" and includes processes and protocols specific to the use of physical office space to respect the health and safety mandatory measures from public health agencies, Public Services and Procurement Canada, and Treasury Board Secretariat (TBS) guidelines. Key health and safety measures will be in place such as physical distancing restrictions; directional and instructional signage; increased cleaning; hand sanitizer and cleaning products stations; and capacity limits for meeting rooms, washrooms and other shared spaces. The Occupational Health and Safety (OHS) Committees, the Security and Facilities Division, management and employees will all be responsible for ensuring that procedures are followed until they are no longer required.

Agency offices will also need to adapt to public health guidance in their city. For example, in Ottawa, Toronto and Quebec City, masks are required in public indoor spaces, so employees travelling to these offices will need to wear a mask while in these public spaces. In Halifax, Edmonton and Vancouver, masks are strongly recommended but not required in indoor public places and on transit. The federal Minister of Transport has also required masks for air travel. Employees who will resume travel as part of their duties will need to follow these national guidelines and requirements set by airlines, other transportation companies, and airport authorities. Importantly, testing, tracking and contact tracing are the responsibilities of local and regional public health agencies but the Agency will continue to be required to report any worksite COVID-19 cases or related COVID-19 leave into the Treasury Board Secretariat (TBS) tracker.

Prioritize the health and safety of our employees, and of our clients and partners

The health and safety of employees, clients and partners will be prioritized in decision-making. Ensuring a safe workplace that aligns or exceeds public health guidance is one aspect of this. A safe worksite is necessary for employee health and the health of clients and partners that Agency staff engage with. Employees will be supported to make decisions that prioritize their health and well-being in planning a return to the worksite or resumption of external activities. Employees that are required to engage with the

public, proponents, and Indigenous communities will be supported to make decisions that prioritize the health and safety of these groups. As always, Agency staff will defer to Indigenous community protocols when visiting communities and staff will be empowered to adapt Agency processes to safeguard health and safety of these communities. In all cases, any public health guidelines in force, such as limits on number of people, physical distancing and personal protective equipment, must be respected by employees. Employees who need to travel for work will be supported to work remotely in order to adhere to provincial guidelines (e.g., 14 days of isolation) while these are in force. Until such time that all travel related restrictions are lifted, employees should only travel for critical tasks that cannot be performed remotely. Managers are encouraged to discuss travel duties with employees and task share or reassign travel duties when necessary.

Support mental health and well-being

The Agency will continue to prioritize the mental health and well-being of employees when planning a return to worksites and resumption of external activities. This will include ensuring that decisions identify and address risks to mental health and well-being, and that actions to promote mental health resources, tools and supports will continue as the "new normal". Employees will be supported to make decisions that prioritize their mental health and well-being as restrictions are eased. Flexibility in adapting to individual needs will guide shared decision-making between employees and managers. Staff will continue to have access to standard supports to facilitate healthy work arrangements. All staff will be encouraged to lead with empathy in their interactions with each other, with clients and partners to support mental health and well-being. Leading with empathy means listening, understanding, being flexible and recognizing that each person has a different context and capacity for resilience. The creation of safe spaces within and across teams also requires respect for privacy, which is critical to return to worksite conversations that engage with individual circumstances.

IMPACT ASSESSMENT AGENCY OF CANADA

THEME 2 – Fulfilling the Agency's Mandate

The Agency's approach for the gradual, safe and sustainable easing of COVID-19 restrictions must support the Agency's mandate of delivering of high-quality impact assessments, while supporting the physical and mental health of Agency staff. The pandemic has affected the Agency's various functions to different degrees, and the resumption of certain work activities pose greater risk than others. As such, decisions must reflect the team's unique work requirements and team member's personal circumstances.

> **What we heard**
> *Several teams across the Agency feel that their team's functions can be successfully performed while teleworking, however there are concerns about how their work may be disrupted when some staff begin working in the office while other continue to telework. Maintaining connectivity between all staff and across regions, as well as support for managers who have teams that are split between the office and their homes were deemed important for continuing to deliver on the Agency's mandate.*

The following key practices will help guide decisions that fulfill the Agency's Mandate. The Agency will:

- Continue to deliver results for Canadians while working remotely.
- Make decisions in accordance with collective agreements, relevant terms and conditions of employment and applicable legislation.
- Pay attention to both priority business outcomes and the individual circumstances of employees and use judgement and flexibility in managing the workplace and workforce.
- Ensure a rigorous, precautionary and human approach is followed when planning for priority work needs that pose higher risks.

Because most Agency staff can successfully deliver their work from home, it is possible to implement a gradual and phased approach for opening the offices whereby the first staff to return are those whose preference is to return. It also gives managers and directors ample time to consider their team's functional and operational requirements, discuss the personal circumstances of their employees, and plan for the easing of COVID-19 related restrictions. The Agency, including the groups responsible for planning for the opening offices, should consider the reasons why and how staff would like to work from the office and plan accordingly. If a specific function cannot be performed effectively from home (for example, handling secret documents),

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managers should be flexible in how these office dependent tasks are assigned, in order to accommodate employee preferences and needs. It may be necessary to reassign or rotate certain tasks as circumstances evolve. Arrangements for specific functions will be described in the plans being developed by each sector.

In these unprecedented times, the Agency considers it important that decisions taken comply with applicable collective agreements and terms and conditions of employment. Since the beginning of the pandemic, the Agency has consistently used existing flexibilities provided through the collective agreements and TBS guidance; and will continue while easing COVID-19 restrictions. Early in the process, consultations with Bargaining Agents and Occupational Health and Safety (OHS) Committees have been held, on a national level, to receive constructive feedback and expertise to benefit from many perspectives. In addition, on-going consultation with Bargaining Agents and OHS Committees will be maintained as we strive to protect the safety and wellbeing of employees while continuing to deliver on the Agency's activities.

The Agency functions below pose greater risks and require special attention as they involve external activities that typically include travel and in-person interactions.

Compliance and Enforcement

To fulfill the mandate of the Agency, the Compliance Promotion and Enforcement (CP&E) Unit, through compliance oversight on active projects, including promoting compliance throughout all phases of impact assessments, ensures that impact assessments contribute to informed decision-making in support of sustainable development. The CP&E Unit is responsible for promoting, monitoring and enabling compliance with the *Impact Assessment Act* and mitigation measures set out as conditions in decision statements. The CP&E Unit enforcement officers engage in a number of compliance, promotion and enforcement activities, including carrying out site inspections and investigations, all in a fair, predictable and consistent manner. By visiting project sites and meeting with proponents, the CP&E Unit is able to better deliver on the Agency's mandate and build effective relationships for the benefit of all stakeholders.

Given present circumstances since the beginning of COVID-19, the CP&E Unit has been unable to conduct all of its regular business activities as part of the compliance promotion and enforcement program. During this time, the CP&E Unit has identified and utilized various existing off-site compliance methods to ensure compliance during travel restrictions and the inability to attend project sites. Some of these methods are:

- utilizing Independent Environmental Monitors on project site;
- viewing and analyzing drone footage;
- requesting other agencies to verify aspects of projects;
- obtaining satellite imagery and requesting proponent employees to assist in providing information requested (photos, documents, studies, reports).

While these off-site compliance methods have and can assist in filling the gap absent from on-site inspections, CP&E plans for a return to the field as soon as possible. As such, the CP&E Unit has developed an Approach for a Return to the Field, which outlines the steps being taken to meet its mandate of ensuring impact assessments contribute to informed decision making in support of sustainable development through continued compliance oversight on active projects, while also protecting our staff.

Indigenous Consultation

As work continues on impact assessments, consultation and engagement with Indigenous communities will also continue. Meaningful consultations are essential to ensure projects can move through the assessment process while allowing the Crown to meet its duty to consult, and also meet statutory timelines. While many communities have embraced the switch to virtual engagement, others have not. This is due to various reasons, such as technological capacity and shifting priorities to address the health and safety of community members during the pandemic. It is evident that the approach going forward will need to blend virtual and physical activities that address technological limitations, obtain community consensus on appropriate formats for consultation activities, and allows for flexibility regarding the potential requirement for site visits and related travel on a case-by-case basis.

There is a risk that a gap will be created with some Indigenous communities maintaining active involvement and others unable to do so. Virtual tools alone are only moderately effective in the context of Indigenous consultation. As such, the Agency will continue its outreach with Indigenous groups on ongoing assessments to assess their abilities to effectively participate in upcoming comment periods, and the format in which they would like to engage. Wherever possible, virtual engagement will be encouraged as part of consultations for projects moving forward in order to respect timelines and continue to achieve consultation objectives, notwithstanding an openness to have in-person meetings subject to certain considerations. Agency capacity funding programs may also be able to be leveraged to support virtual or other forms of flexible engagement, in discussion with communities

Resumption of in-person meetings needs to consider and protect the health and safety of both Agency employees and Indigenous communities. The reality of rapid changes in public health environments will require flexible approaches and open dialogue in order to accommodate communities to the extent possible. This means using the Indigenous communities' virtual engagement tools of choice and may mean resuming in-person meetings when the following criteria are met:

Health and safety:

- Confirmation from local public health authority guidance that that in-person meetings can occur.

- There has been dialogue around safety protocols and management of risks (e.g travel for participants, protocols in place before/during/after the meeting.

Compelling rationale:

- The conversation warrants it – in other words, consultations have reached a stage where challenging issues are arising and merit a more nuanced approach, for example, in-depth discussions on required mitigation and accommodation measures to support imminent decision-making.

- The project is at a key milestone with a defined window for highly involved consultations that could be more effectively achieved in person (e.g. day long technical meeting regarding development of conditions for a Decision Statement).

- The community has requested it - we have heard over many years that Indigenous groups generally prefer face-to-face meetings for cultural and/or practical reasons such as limited internet access.

- Other compelling need to engage in community.

Informed Consent:

- All parties consent to meeting in-person, including leadership, employees and participants. This will need to be confirmed in writing, at least in the initial stages, for example through a band council resolution or written confirmation from Chief and Council.

THEME 3 - Diversity and Inclusion

The Agency has considered the differential impacts of COVID-19 on diverse groups of employees by forefronting gender-based analysis plus (GBA+) in its planning for easing restrictions (see Annex I). The Agency recognizes that certain employees may be at greater risk of contracting COVID-19 and/or experience more severe impacts as a result of COVID-19. Managers need to be aware of these differential vulnerabilities when engaging in easing restrictions conversations, or considering hybrid or remote work arrangements. Flexibility and adaptability will be critical for managers to support their employees as their situations evolve. Employee groups to be aware of include those with issues around ability (physical or mental health), women and 2SLGBTQ+ persons, Indigenous employees, visible minority employees, employees who are parents and/or caregivers, immune compromised employees or employees with immune

compromised family members, employees over the age of 60, employees with unsafe home environments, and temporary or contract employees. Additionally, there are socioeconomic considerations to be sensitive to for employees, that can differ by geographic region such as the cost of transit, cost of parking, or the cost of living. These socioeconomic and regional issues can mean that some employees have remote work challenges such as small or shared living spaces, lengthy commutes, or limited internet access. It is important to consider these various issues in an intersectional way to ensure employees' unique circumstances are accounted for in decision-making.

Manager-employee relationships will form the foundation for a GBA+ responsive approach to easing restrictions. Managers are best placed to identify and accommodate individual employee needs and realities and have been leading by example throughout the course of the pandemic. The Agency is committed to providing managers enhanced flexibility to accommodate individual needs to support empathetic and supportive decision-making. This may mean in the short term that all reasonable efforts are made to continue to support employees to work remotely or optimize a balance between remote work and work in offices or external locations.

Finally, the impacts of COVID-19 in Canada and globally have called attention to existing and systemic inequalities. Remote work has both challenges for diverse groups of employees and opens up opportunities to accommodate a more diverse workforce. The Agency reaffirms its commitment to diversity and inclusion and a zero tolerance environment for racism, sexism, discrimination and harassment of any kind. These goals will continue to be prioritized moving forward.

THEME 4 – Collaboration and Innovation

The Agency has been and continues to be an organization that thrives when employees are able to collaborate and are empowered to be innovative in their work. The pandemic forced employees to adapt quickly to new circumstances, many having to transition from working from an Agency office to a remote home-based workspace. This transition has presented challenges, but has also created new opportunities for the Agency to learn, adapt and work in ways that might not have been previously considered. As the easing of COVID-19 restrictions begins, the Agency must continue to improve on existing ways and explore new ways to collaborate and innovate in order to maintain its unique culture and deliver the high quality services that Canadians expect.

What We Heard

Employees were appreciative of the technological solutions put in place to improve remote collaboration such as MS Teams but felt that more support was needed to effectively collaborate and work remotely, including ways to support collaboration with those external to the Agency or federal government. Employees feel like a shift is needed in how performance is viewed and measured to support remote work. Employees want the Agency's friendly, casual and welcoming culture to be maintained and supported through innovation, including in how employees are hired, onboarded and made to feel like part of the team. Many regional colleagues felt as though the pandemic and associated remote work has improved collaboration between the regions and headquarters.

In planning its actions to ease COVID-19 restrictions and to promote collaboration and innovation in the Agency's work and workplace, the Agency will:

- Continue to support digital work
- Foster innovation in Agency work arrangements
- Promote and maintain Agency culture and relationships
- Build the workplace of the future

Continue to support digital work

The Agency has clearly shown its ability to work remotely during the pandemic. Regardless of the scenarios around the easing of COVID-19 restrictions, it is likely that many employees will continue to work remotely, in whole or in part, well into the future. The Agency's plans to ease restrictions will take into account this new reality by providing continued support for remote work. Consideration will be given to how information is shared, how internal processes can support a remote culture, and how technology can be improved to allow employees working remotely to do their jobs as effectively as someone in one of the Agency's physical workspaces. As the Agency eases restrictions, the Agency will ensure this collaboration is maintained and strengthened, including by considering how remote work allows flexibility and creates opportunities for employees to contribute to work outside of their own region, division or team. The Agency will ensure that equality exists between those employees deciding to return to physical workspaces and those deciding to continue remote work.

As part of the Agency's Digital plan, the Agency will build a "digital office" and provide the tools required for a burgeoning work-anywhere digital culture. As the Agency begins easing restrictions, it will continue to enable digital Impact Assessments, further develop remote work and collaborative meeting capabilities and

improve business continuity. The "digital office" will provide employees with greater flexibility to work in the office, outside of the office or a mix of both. In order to promote the growth of a new digital culture, Agency staff could consider:

- Allowing work to be location-agnostic to the point where remote and in-office work would become interchangeable.

- Extending work beyond traditional meeting spaces and ensuring meetings are flexible, video-capable and digital first.

- Fully leveraging and supporting the Agency's ecosystem of collaboration technology in order to gain the greatest value and benefits from a digital workplace.

Foster innovation in Agency work arrangements

The Agency has a wealth of knowledge and experience within its workforce. Responding to the pandemic and the new realities of work provides an opportunity to use that knowledge and experience to be innovative in how the Agency's services are delivered. The Agency will support employees through experimentation, trying new things, and providing platforms to raise important ideas. This includes considering innovative ideas to optimize Agency functions and performance.

Digitally enabled working has supported new opportunities across the Agency, with online collaboration across the regions, as well as flexible, focused working hours that have the potential to enhance well-being and long-term performance. However, the pandemic has also caused professional and personal worlds to collide, requiring many to adapt and change in order to successfully work remotely. Identifying the resources, ideas, knowledge and technology that work has been a key means for Agency staff to navigate through change.

The Agency will continue to support innovation in the workplace, including through its Beyond2020 Committee, which is focused on promoting a workplace that is "agile, inclusive and equipped". This work has and will continue to focus on tools centered on mobilizing resources and people towards key priorities; embracing uncertainty and adapting through experimentation; creating inclusive environments that remove barriers to collaboration and expand partnerships; and designing work environments to optimize performance.

Promote and maintain Agency culture and relationships

The Agency has always supported a friendly, family-like culture where employees are motivated to do work they care about. Senior management will acknowledge the ability of employees to work successfully remotely, and will consider ways to promote the Agency's culture with existing and new employees. The

Agency will take measures to build effective work relationships and ensure equal opportunities, regardless of whether an employee decides to work in the office or remotely. This includes support for new employees who might not have the same opportunities to build effective work relationships that were previously possible. Examples of initiatives that have supported these efforts include the Agency's buddy system for new employees and teams that have instituted regular coffee breaks or "no work" meetings to maintain relationships. Additional emphasis should be placed on ensuring employees have opportunities to interact with and learn from others outside of their immediate work team. Initiatives such as "Coffee with the President" and the External Relations and Strategic Policy mentoring program allow employees to learn from those with experience and interact with colleagues that they might otherwise not.

Build the workplace of the future

While the pandemic has caused difficulties for many employees, it has also resulted in successes and opportunities that might not have seemed possible before. The shift to all staff working remotely improved many business processes, such as by eliminating the need for paper-based approvals processes. It also opened new doors for greater interaction and opportunities between headquarters and regional offices, or across different regional offices.

As the Agency puts in place plans to ease COVID-19 restrictions, it will seek to maintain these successes and begin a broader, longer-term conversation along with other federal departments about how the public service works in the future. In addition to following public health guidelines and directives, the Agency will consider its workplace layout and design as it plans to ease restrictions. This includes considering what types of spaces are most appropriate for collaborating with employees, both in-person and remotely, and considering how remote work opportunities might support an efficient impact assessment process. The Agency is well placed to consider how its physical spaces are best designed not only to avoid spreading infection, but also to enhance collaboration and innovation.

The pandemic and other recent events have also highlighted the value of human leadership skills that emphasize empathy and emotional intelligence. The Agency will encourage these leadership skills by encouraging training for employees and managers, and ensuring these values are considered in hiring processes. The pandemic has underscored the importance of empathetic leadership, flexibility, and deliverable based performance standards. Empowering employees and supporting flexibility are key to the workplace of the future, which is likely to involve more remote and digital work. The Agency aims to be a leader in innovation and an employer of choice in Canada.

Scenario Planning and Decision Making

As part of its planning, the Agency also needs to prepare for potential waves of COVID-19 outbreaks or other emergencies. Making critical decisions about both the easing of COVID-19 restrictions and future scenarios requires a clear decision-making framework.

Individual decisions about employees returning to worksites will be based on conversations between employees and managers/supervisors. These conversations should take into account the needs, circumstances and preferences of each individual employee, providing them with flexible options and ultimately resulting in agreements between employees and their supervisors/managers about the most appropriate work arrangements for their circumstances. Employees who are not comfortable returning to worksites will not be asked to do so, until the end of the pandemic is declared by public health authorities (phase 3). Managers and supervisors will support the principle of flexibility when discussing the most appropriate way for each employee to work as restrictions are eased. Emploees should be making best efforts to perform their duties remotely, if they are not returning their worksite or to external activities.

The Agency's Vice-Presidents will be responsible for developing plans specific to their sectors. Regional Directors will contribute to those plans and ensure that location-specific considerations are taken into account.

The Agency will establish a COVID-19 Committee to support critical decisions about the easing of restrictions. The COVID-19 Committee will provide advice in two critical areas:

1. Strategic plans about resuming certain external work functions (e.g. face-to-face meetings, travel, etc.)
2. Managers or employees who have additional questions or require additional assistance to resolve complex situations with respect to their personal work circumstances.

The COVID-19 Committee will be appointed by the President and will have the following characteristics:

- Representation of the different sectors of the Agency;
- Knowledge of public health or related emergency planning;
- Knowledge related to mental health and wellbeing;
- Knowledge of labour relations and collective bargaining agreements;
- Regional representation; and
- Diversity.

The nature of the COVID-19 pandemic can make it difficult to predict the future. The Agency is planning to ease restrictions based on the best information and public health guidance, but recognizes that circumstances are changing rapidly and many factors that impact employees, such as schools and childcare, are still uncertain. As such, plans to ease restrictions may need to changed or adjusted if there are future waves of infection or if public health guidance changes. The Agency is committed to providing its employees with as much advanced notice as possible when changes to working conditions are anticipated. The Agency is also committed to being transparent and clear with its employees about the realities that it is facing, and will provide regular updates and information to its employees through means that they are familiar with (e.g. The Loop, town halls, Atrium). The Agency is committed to learning from this pandemic to inform future emergency responses, so that we are better prepared to respond, take actions to protect our employees, and ensure business continuity.

Annexes

Annex I: GBA+ Considerations for Easing Restrictions

Applying GBA+ to return to worksite conversations is important to ensure that Agency values to respect diversity and inclusion are upheld in the "new normal".

GBA+ is relevant to decisions for employees about return to work but also to decisions about resumption of external activities such as consultation, inspection and site visits.

Consider

- How do biological, social, economic and cultural factors shape people's experiences of COVID-19 (e.g., sex, gender, age, ethnicity, Indigeneity, ability, income)?
- What are the impacts of COVID-19 for diverse groups of people at the Agency and in communities we work in?
- What changes can the Agency make to reduce disparities in impacts?
- How will the Agency monitor impacts of return to work and resumption of activities on diverse groups of people?

Specific Considerations

Reports and information on the impact of COVID-19 on diverse groups of people and worksites have begun to identify specific issues and vulnerabilities to be aware of:

Considerations based on ability, physical, and mental health
- Certain individuals may be at greater risk of contracting COVID-19 or of having more severe complications from COVID-19. Individuals at higher risk include older adults, people with weakened immune systems, and people with medical conditions including heart disease, hypertension, lung disease, diabetes and cancer.
- People with disabilities often have underlying health conditions, making them more susceptible to serious illness or death if they contract COVID-19.

- Employees who are hearing impaired face extra barriers with the widespread use of face masks.
- It is important to ensure that signage in the workplace is clear that employees with mobility limitations have priority use of elevators, or are exempt from any rules used to direct the one-way flow of traffic through hallways and common areas.
- Changes made to office environments to accommodate physical distancing must ensure continued access to gender inclusive or disabled washrooms.

Considerations for sex and gender

- Gender-based violence levels are on the rise across Canada as a result of compounded stress and the need to shelter-in-place with family members during the pandemic. Women and 2SLBGTQ+ individuals are most likely to be victims of gender-based violence[1]. Returning to worksites for individuals experiencing violence at home may be a welcome respite; however, access to counselling and supports should be well-publicized and managers should be responsive to the increased need for these resources among employees.
- COVID-19 mortality rates show that more men than women are getting severely ill and dying from the illness. Men with underlying health conditions, especially over the age of 60, may wish to continue teleworking until such time as a vaccine is available[2].
- Women are more likely to take on higher rates of unpaid care work than men. Women with young children as well as aging parents may be caught in a double-bind of caregiving, requiring accommodations such as leave, flexible work hours, or telework options depending on individual circumstances.
- Personal protective equipment must fit properly to provide protection, taking into account head and feature size. For example, many petite individuals (often women) have ill-fitting masks generally designed for a larger male[3].

Considerations for Indigenous employees

- COVID-19 has demonstrated the need for Indigenous self-determination and cultural sensitivity when it comes to public health and community safety[4].
- Senior management should seek input from Indigenous employees on supports needed.
- Higher rates of households with larger families (consisting of four or more children), multi-generational homes, and single-parent households, may create larger caring responsibilities for

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[1] https://www.cbc.ca/news/politics/domestic-violence-rates-rising-due-to-covid19-1.5545851
[2] https://www.healthline.com/health-news/men-more-susceptible-to-serious-covid-19-illnesses
[3] https://www.statnews.com/2020/06/19/account-for-gender-sex-to-make-personal-protective-equipment-safer-for-women/
[4] https://www.tvo.org/video/indigenous-health-communities-at-risk

Indigenous employees. Accommodations for Indigenous employees such as leave, flexible work hours, or telework options should be considered based on individual circumstances.

Considerations for visible minorities

- Racism has been amplified amid the COVID-19 pandemic. Black employees or employees of Asian descent may be emotionally impacted during this period and experience more micro-aggressions, prejudice, discrimination or harassment. This may occur in Canadian society at large, online or even within the workplace.

- Managers should be encouraged to review policies on harassment prevention in the workplace. Employees who are experiencing or have witnessed harassment are asked to report the circumstances to their supervisor or to HR as soon as possible.

- Accommodations for visible minority employees such as leave, flexible work hours, or telework options should be considered based on individual circumstances.

Considerations for parents and caregivers

- Employees with pre-school and school-aged children, and especially single-parent households, may require telework or leave accommodations until schools and/or daycares are safely available. The discretion of parents must be respected for those who are concerned with safety of their children.

- Employees who are caring for elderly parents or other family members may also require telework or leave accommodations.

- Primary caregivers may be women, men, or non-binary individuals. Avoid making assumptions, which may be based on stereotypes, and use actual information from employees.

Considerations for 2SLGBTQ+

- 2SLGBTQ+ employees may face barriers to accessing healthcare and mental health services, and experience higher rates of social isolation, precarious housing, and gender-based violence. 2SLGBTQ+ people are also more likely to be living with a chronic health condition or physical disability compared to the general population[5].

- Access to counselling and supports should be well-publicized and managers, employees, and HR advisors should be aware of the increased need for these resources among 2SLGBTQ+ employees. Flexible work arrangements should also be considered based on individual circumstances.

Considerations for indeterminate vs contract employees

- Students and casual employees may not have paid sick leave or the ability to miss work due to illness. People in temporary work positions are also more likely to rely on public transportation, with

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[5] Impact of COVID-19: Canada's LGBTQI2S Community in Focus. April 2020. Innovative Research Group.

increased risk of exposure. Women are overrepresented in part-time and temporary work. The result is decreased access to social protections such as employment insurance, security, and benefits.

Considerations based on geography

- People living in dense urban areas and near transportation hubs may be more exposed to COVID-19. Physical distancing is also more challenging for those who live in population dense locations such as multi-dwelling housing units.

- Employees living in rural areas may also struggle maintaining an adequate high-speed internet connection to make teleworking possible.

Considerations based on socioeconomic status

- Some urban centres have high costs of living meaning employees may not have adequate workspaces at home or need support for required work at home services such as internet access.

- People under the age of 35 are more likely to live in urban centres, live downtown in these centres and live in apartments[6] meaning these high costs may be differentially impacted younger employees.

[6] https://environicsanalytics.com/docs/default-source/webinars/ea-webinar-release-2--2016-census-age-sex-dwelling-type.pdf?sfvrsn=825f16f9_2

Annex II: Tool for Employees

Easing of COVID-19 Restrictions

TOOL FOR EMPLOYEES

Agency's Framework for easing restrictions sets out the values and principles that will guide our approach. Decision-making will be driven by employees' needs and preferences in a shared decision-making process with their manager or supervisor.

The Agency recognizes that employees have many considerations and individual circumstances when evaluating a return to the worksite or to external activities such as travel or in-person meetings.

This tool is intended to support self-reflection and discussions between employees and managers. **Responses are a prompt for discussion and do not need to be shared**.

Easing of restrictions will be done in Phases. This tool will support conversations on priority staff to return to worksites or external activities in Phase 1.

Phase 1

Agency expects to return at 25% capacity or less, priority will be on:

√ Employees whose functions have been significantly disrupted by working at home or those who require secure environment to fulfil work duties (that is not available at home)

√ Employees who prefer to work at the office

X Employees who are immune compromised or at high risk are not candidates for return in phase 1

Phase 2

√ Employees who have been able to complete most of their work at home but efficiency may be reduced or parts of functions require access to office

Phase 3

√ Full resumption of operations at worksites based on advice from health authorities (end of pandemic)

THEME 1 - Health, Safety, and Well-being

- I know which worksite (e.g., home or office) is better for my safety, physical health and mental health.
- I need to work at home because I am high risk (e.g., immune compromised), or have care-giving responsibilities.
- I am comfortable commuting to the worksite given the protective measures my community has in place.
- I feel comfortable returning to the worksite and/or resuming travel on in-person meetings if needed.
- I feel comfortable sharing my work week between the office and my home.
- I have the supplies and equipment I need to continue working from home in a healthy and safe manner, for example, ergonomic set-up, screens, access to office supplies.

THEME 2 - Fulfilling the Agency's Mandate

- There are tasks or functions that I cannot perform from home.
- I know that working from home/the office makes me more effective, or find no significant difference between the locations.
- I am worried about the risks involved in resuming some of my required tasks (e.g., travel, consultation, site visits).
- I have the tools I need to fulfil my work responsibilities from home.
- There are tasks that I can do remotely, but are better performed at the worksite and/or through travel or in-person meetings.

THEME 3 - Diversity and Inclusion

- I have concerns about racism or harassment if I continue to work remotely, or when returning to the worksite, or when resuming external activities.
- I have care-giving responsibilities that are impacting my work.
- I have concerns about potential changes at the worksite (e.g., increased cleaning, masks, use of elevators, physical distancing) because of mobility, health or other issues.
- I have concerns about career opportunities if I continue work remotely or with restrictions.
- I am concerned about working in the language of my choice remotely.
- I feel my concerns about my choice of worksite are being heard.

THEME 4 - Collaboration and Innovation

- I know that working at home/in the office helps me collaborate better or find no significant difference between locations.
- There are remote tools, procedures or practices that I will continue to use if I return to the worksite.
- There is additional training or learning I would like to do to support remote work skills.

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Annex III: Tool for Managers

Easing of Covid-19 Restrictions

TOOL FOR MANAGERS

The Agency recognizes that managers have many issues to consider when evaluating a return to the worksite or resumption of specific functions. The Agency's Framework for easing restrictions sets out the values and principles that will guide decision-making including asking that managers lead with empathy and continue to respect employee privacy. Return to worksites and resumption of functions will be done in phases; this tool is intended to **support managers** when having easing restrictions conversations on priority staff to return in Phase 1.

Guidance for Managers

- Be mindful of employee's individual needs when discussing return to the worksite or resumption of external tasks.
- Engage in shared decision-making to ensure decisions to return to the worksite align with employee and Agency values.
- Demonstrate empathy, flexibility and compassion and maintain privacy.
- Employees who are at high risk or who care for others at high risk will likely be unable to return to the worksite or resume external tasks in the first phase.
- Consider what tools and supports are needed for all working arrangements (e.g., at home, at worksite, hybrid).
- Consider roles that require external meetings or travel and ensure robust consideration of employee concerns and external guidelines when determining if roles need to be reassigned or tasks deferred.
- Seek support from human resources and/or the COVID-19 Committee if shared decision-making is not possible or specific accommodations are needed.

Phase 1

Agency expects to return at maximum 25% capacity, priority will be on:

- Employees whose functions have been significantly disrupted by working at home or those who require secure environment to fulfil work duties (that is not available at home)
- Employees who would prefer to work at the office
- Employees who are immune compromised or at high risk are **not** candidates for return in phase 1

Phase 2 and 3

- **Phase 2:** Employees who have been able to complete most of their work at home but efficiency may be reduced or parts of functions require access to office. If Public Health Guidelines for physical distancing continue to be in place, capacity limits may apply.
- **Phase 3:** Full resumption of operations at worksites based on advice from health authorities (end of pandemic as communicated by public heath authorities).

Step 1 – Gather Information
In what region and office are your employees based (multiple regions, Ottawa only)?
How many employees do you have, how many regularly work remotely?
Are there tasks that your team is responsible for that cannot be done remotely?
Consider your teams work priorities for the short and medium term, including future tasks that cannot be done remotely.
Based on discussions to date, consider what is the overall interest in your team returning to the worksite and/or in resuming travel or in person-meetings.

Step 2 – Have one-on-one discussions with each employee
Gather input from each employee on easing restrictions/return to worksites. Use employee tool to guide discussion.
Emphasize the principles for easing restrictions found in the Framework.
Provide assurances that discussions are private and that return to worksites and resumption of external tasks will be gradual and guided by employee's individual needs.
Discuss individual needs – questions to prompt discussion: • What is your interest in returning to the worksite or resuming external tasks? • What is your availability in returning to the worksite or resuming external tasks? • Are there restrictions and/or limitations that may affect these decisions? • Are there other issues to consider (e.g., duty to accommodate, ergonomic challenges at home office, assistance for building evacuation)?
Summarize the meeting to confirm a common understanding of the information shared.
If the employee wishes to continue to work remotely for the foreseeable future, until pandemic restrictions are lifted, and it is operationally feasible: • ensure the tools are in place to support the employee's success; • consider a formal telework agreement; • continue with the establishment/assessment of work objectives, learning needs, etc.
If duties require employee presence at the worksite or in communities, then reiterate the safety protocols required, and regularly review and update these protocols, as required.
Advise staff of plans to re-introduce more staff into the worksite. If additional restrictions or protocols are required, inform each employee accordingly.

If the employee is to gradually return to the worksite or resuming external tasks, provide regular communications detailing:
 	
• Target dates for any re-occupation of their worksite (giving as much notice as possible – 3 weeks minimum);
• Any and all flexibilities expected of employees attending the worksite – it could mean:
    ○ staggered start and end times;
    ○ continuing to work remotely on a part-time basis;
    ○ being prepared to move entirely to remote work, if a COVID incident or outbreak is suspected;
    ○ accepting to work at a randomly assigned workstation vs the employee's "desk";
    ○ following the safety protocols put in place for that office; etc.)

Step 3 – Review Team Information

Review the individual interests and ability of your entire team within the context of Agency principles, and evaluate the **organizational needs** for your team to deliver on its overall mandate.

Is there a need for any member of your team to attend the worksite regularly?

- If **yes**: Why? What is that balance? What options do you have? What is your contingency if the worksite is not available (for the short, medium, or long term)?
- If **no**: Do they have the tools they need to continue to work effectively remotely?

Is there **work that was stopped as a result of COVID-19** that now needs to re-start (i.e. noncritical work)?

- What is your plan to re-introduce services and projects set aside during COVID-19 (i.e. timelines, digital opportunities, consequences of further work stoppage, etc.)

What are the **co-dependencies of your team's work** and those of other teams?

- How is the work processed with the other teams?
- Are there organizational considerations beyond the individual team members that need attention?

Consider the impacts of a prolonged period of remote-work on your team, and prepare a mitigation plan. Some impacts could include:
- Mental health
- Fatigue
- Isolation/loneliness
- Family responsibilities
- Home environment suitability
- Accommodation measures
- Required training needed
- Performance issues

Integrate individual needs at the division and sector level.

Meet as a management team to roll-up individual and organizational plans to identify **and prioritize employees** who could be re-integrated to the worksite. Arrangements for specific functions will be described in the plans being developed by each sector.

For external activities (e.g. travel, in-person meetings, site visits etc.), **develop a plan and consult** the Covid-19 committee, which will be appointed by the President.

Remain flexible and adaptive
- Ensure significant and on-going feedback loops and intervention strategies.
- Maintain regular, ongoing dialogue with employees and identify any changes to their personal or work needs.
- Review and adjust the plan regularly, based on changing circumstances of public health direction, the organization and employees.
- Remember: While this exercise is designed to align the interests of the employee and the needs of the organization as much as possible, they may not perfectly line up, and will evolve over time. There may be more employees who want to return to the worksite than space available. Inversely, a team function may need more individuals present in the office than employees who want to return. In any case, it is expected that managers and employees will reconcile these issues through additional conversations and with flexibility on both sides.
- If a specific function cannot be performed effectively from home (for example, handling secret documents), managers should be flexible in how these office dependent tasks are assigned, in order to accommodate employee preferences and needs. It may be necessary to reassign or rotate certain tasks as circumstances evolve.

Annex IV: COVID-19 Travel Restrictions as of July 28, 2020

Key Points

- Some jurisdictions require all travelers entering to self-isolate, whereas others only require international travelers to self-isolate.
- The easing of travel restrictions can be expected to vary between jurisdictions according to their respective strategies. Use the links provided to access the most up-to-date information.
- For a compiled list of key COVID-19 interventions for each province and territory, refer to the Canadian Institute for Health Information's Intervention Scan

Jurisdiction & Info Source	Travelling within Province/Territory	Travelling between Provinces/Territories	Self-Isolation Requirements associated with Travel
Government of Canada	N/A	All passengers flying in Canada will be subject to a health check prior to boarding.	If you are arriving from outside Canada and are deemed safe to fly, you may board a connecting flight to your destination. However, upon arrival at your final destination, you must go directly to the place where you will isolate, and remain there for 14 days.
British Columbia	Travelling within B.C. is permitted. See travel guidance section: "Do your research, arrive prepared" A	If you are travelling to B.C. from another province or territory within Canada you are expected to follow the same travel guidelines as everyone else in B.C.	Unless you are exempt, all international travellers returning to B.C. are required by law to self-isolate for 14 days and complete a self-isolation plan.
Alberta	Responsible travel within Alberta is permitted. Physical distancing and gathering restrictions still apply.	Non-essential travel outside the province is not recommended. This recommendation will not be lifted until Stage 3 of Alberta's relaunch strategy.	You must self-quarantine for 14 days if you returned from travel outside Canada or are a close contact of someone with COVID-19.

Jurisdiction & Info Source	Travelling within Province/Territory	Travelling between Provinces/Territories	Self-Isolation Requirements associated with Travel
Saskatchewan	When traveling within the province for non-essential or recreational purposes, travellers must adhere to guidelines and potential restrictions. Lifting of restrictions varies for the northwest region of Saskatchewan due to a higher risk of COVID-19.	Residents are advised to limit any non-essential travel outside of Saskatchewan Residents of other provinces coming to Saskatchewan observe all public health measures, including physical distancing and restrictions on the maximum number of people allowed to gather.	At this time, it is not mandatory that you self-isolate for 14 days upon your return from an out of province trip. Self-isolation is only mandatory for international travel.
Manitoba	Anyone travelling to northern Manitoba should continue to respect any restrictions that have been put in place by local communities and First Nations.	Out-of-province workers arriving in Manitoba are required to self-isolate for 14-days upon their arrival UNLESS they are not displaying any symptoms of COVID-19 and they are providing vital services (e.g. health care, police, national defense personnel)	All travellers are required to self-isolate and self-monitor for symptoms for 14 days upon arriving in Manitoba.
Ontario	N/A	N/A	If you have recently returned to Canada you must self-isolate (quarantine) for 14 days and stay home whether you have symptoms or not.
Quebec	Access is allowed to all regions of Quebec, with the exception of the Cree Territory of James Bay and Nunavik.	N/A	N/A

Jurisdiction & Info Source	Travelling within Province/Territory	Travelling between Provinces/Territories	Self-Isolation Requirements associated with Travel
	Requests that as much as possible, all individuals limit travel from one region to another or from one city to another.		
New Brunswick	Avoid all non-essential travel outside of Atlantic Canada.

Residents of the Atlantic provinces (New Brunswick, Nova Scotia, Prince Edward Island and Newfoundland and Labrador) can travel within the four provinces without the requirement to self-isolate. Atlantic Canadians travelling within the region will not need to self-isolate for 14 days. | Permitted travel includes residents of other provinces who must enter New Brunswick to work.

New Brunswick residents no longer need to self-isolate when returning from work in another Canadian province or territory. | Unless the worker is a person entering New Brunswick under an arrangement approved by WorkSafe NB, persons entering for work from another jurisdiction must self-isolate within New Brunswick for 14 days prior to commencing work. See exceptions for persons not required to self-isolate. |
| Nova Scotia | Travel within Nova Scotia is permitted without the requirement to self-isolate for Atlantic Canadian residents | Travel within New Brunswick, Prince Edward Island and Newfoundland and Labrador is permitted without the requirement to self-isolate for Atlantic Canadian residents | Everyone who travels from outside Atlantic Canada into Nova Scotia (including travelling through Nova Scotia to another destination) must self-isolate for 14 days when they arrive in Nova Scotia, or for the duration of their stay if it's less than 14 days. If they have already self-isolated in another Atlantic Canadian province, they may enter Nova Scotia without self-isolating again. |

Jurisdiction & Info Source	Travelling within Province/Territory	Travelling between Provinces/Territories	Self-Isolation Requirements associated with Travel
Prince Edward Island	N/A	Travel into Prince Edward Island is restricted	A Public Health Order is in place requiring all individuals entering Prince Edward Island to self-isolate for 14 days. Exemptions include essential workers travelling for work and persons travelling within the Atlantic Provinces Travel Bubble.
Newfoundland and Labrador	N/A	Only Individuals permitted by the Chief Medical Officer of Health in the Special Measure Orders are permitted to enter the province. Asymptomatic workers in the trade, transportation, mining, agriculture, hydro electric and oil and gas sectors arriving in Newfoundland and Labrador from another province or territory in Canada are exempted from the requirement to self-isolate for 14 days only while these workers are travelling to and from their home and place of work in the province.	Unless you are exempt under a Special Measures Order (see Public Health Orders), anyone arriving to Newfoundland and Labrador from outside the province is required to self-isolate for 14 days after their arrival.

Jurisdiction & Info Source	Travelling within Province/Territory	Travelling between Provinces/Territories	Self-Isolation Requirements associated with Travel
Yukon	Several First Nations governments and communities currently have travel advisories in place.	As of 1 July 2020, anyone may enter Yukon.	Those who are not residents of BC, NWT or Nunavut, or have travelled outside of those jurisdictions in the 14 days prior to entering Yukon are required to self-isolate in Whitehorse for 14 days.
Northwest Territories	N/A	Those who do not have an exemption under the public health order (i.e. for essential reasons), or have not been granted one for exceptional circumstances, are not allowed to travel within the Northwest Territories.	Unless otherwise directed by the Chief Public Health Officer, travellers arriving in the NWT must mandatorily self-isolate and for 14 days in Yellowknife, Inuvik, Hay River or Fort Smith only. Nunavut residents do not need to self-isolate and can travel within the NWT if they have not traveled outside of Nunavut in the past 14 days.
Nunavut	Nunavut residents do not need to self-isolate and can travel within the NWT if they have not traveled outside of Nunavut in the past 14 days.	Those who do not have an exemption under the public health order, or have not been granted one for exceptional circumstances, are not allowed to travel within the Northwest Territories.	Unless otherwise directed by the Chief Public Health Officer, travellers arriving in the NWT must mandatorily self-isolate for 14 days in Yellowknife, Inuvik, Hay River or Fort Smith only.