

LINE MANAGER AND STAFF GUIDELINES IN TIMES OF CRISES

1. Purpose

The **safety and wellness** of staff and students is a **key priority** for Nelson Mandela University. This guideline, underpinned by the University's official [Emergency Management Plan](#), is aimed at providing line managers with practical steps for guiding their teams during times of crisis, particularly during student protests. It also seeks to guide staff on what to do during such emergencies.

2. Procedures in times of crisis

In the face of any emergency, the protection of the lives and wellbeing of all persons is the priority. The University's Emergency Management Team meets urgently to understand the severity of the crisis and decide on what actions are required. This information is shared via Communication and Marketing on the University's official communication platforms. However, additional communication may be sent via the Middle Management Forum to further inform line managers about decision-making, since protests by their nature are fluid.

3. Critical Services and Essential Services

During protest action, essential services namely security, cleaning, catering, maintenance, and ICT and technical services are expected to report for duty.

Essential services also includes those staff members involved in facilitating the full enrolment of students in the student enrolment and access value chain, as well as those whose role is to ensure that basic operational functions can continue, inclusive of scientific and other laboratories, and that staff, students, and property are protected.

Consequently, direct line managers supported by their senior managers (EMANCO), are required to be on campus to assess the risks in their respective work areas and prevent staff from being exposed to potential health and safety risks. Direct line managers should confer with their EMANCO members, regarding the immediate withdrawal of essential services in the event of imminent and clear danger, intimidation, and victimisation.

4. Line Manager's Role and Responsibilities

- 4.1 Line managers must always consider their staff members' safety and wellness. Where the option of working remotely is possible, staff should be advised to work from home or at a safe alternative venue.
- 4.2 Line managers are required to communicate with their team members timeously. (This may require using WhatsApp as a reliable form of communication or individual phone calls, depending on your team members' circumstances.)
- 4.3 Line managers are required to continue to guide team members based on the operational requirements and needs of the University.

4.4 Line managers are required to monitor the on-campus situation, keep staff informed, track their wellbeing, and manage performance, thereafter, indicate when it is safe to return to campus.

5. Staff Members' Roles and Responsibilities

Upon arrival at the workplace, staff members are required to ***immediately report*** any circumstances (such as protest action or blockages) that pose a potential risk to their safety and wellbeing, to respective line managers.

If staff members are advised to work remotely, they are responsible for:

5.1 Making sure they have the necessary infrastructure and resources in place to be able to work remotely.

Remaining contactable during the hours stipulated by their line manager.

5.2 Completing tasks within specified timeframes.

5.3 Being available, in a professional manner, for any departmental meetings electronically or in person.

5.4 Adhering to all the University's policies and procedures.

5.5 Taking reasonable precautions necessary to secure the University's equipment and resources.

5.6 Keeping updated with the University's communications.

5.7 Maintaining a level of productivity which may be expected, and

5.8 Report any incidents of intimidation or injury to their supervisor immediately.

6. Roles and Responsibilities of Protection Services

6.1. Upon receiving notification of protest action by a University student/s and/or employee/s, Protection Services should immediately retain and report the relevant information:

- Where is the protest action/ violence/ intimidation taking place?
- What is happening? What forms of protest action are taking place?
- Who is involved?
- Are the local media involved and/or on the scene?
- Are the police involved?

6.2 Secure the area, assess the situation, and alert emergency services if necessary

6.3 Activate the emergency communication protocol

6.4 Co-ordinate action on the ground

6.5 Maintain contact with Emergency Management Team and Protection Services staff

7. Constant Communication

During times of emergency, it is critical that the University continues to keep its staff (and students) abreast of progress in line with the emergency communication protocols in the Emergency Management Plan.

Emergency Communication Protocols

- Communication to the University community and the public at large should be shared as soon as it is practically possible to forewarn and guide them. This is dependent on the go-ahead from the Emergency Management Team chair.
- All emergency communication should be centralised and vetted by the Senior Director: Communication and Marketing.

This communication should be cascaded by line managers to their teams, via WhatsApp or telephonically to ensure that staff members who do not have access to the internet, are aware of what is happening and are informed on the way forward.

Official communication will be shared via Memo and its social media platforms – Twitter and Facebook, as often as deemed necessary.

In extreme circumstances, a bulk SMS will be considered and deployed.

8. Leave Protocols

- 8.2 Line managers are required to take the necessary steps to guide employees in the event where employees are unable to report for duty, due to protest or strike action, outside their control.
- 8.3 Staff members will not be required to put in leave under these circumstances.

9. Wellness

Student protests can be stressful, even for the toughest staff members. Wellness at work has several support services, including a 24-hours helpline on **0800 205 333**. In the event of an Injury on duty or any other medical emergency-related matters, staff can contact occupationalhealth@mandela.ac.za

The Emergency Medical Services (EMS) will be on-site. For emergencies, kindly contact **041 504 1003 / 041 504 2009**.

10. Emergency numbers

Location	Contact Number
North Campus	041-504 3169 /082-330-3326

Any other emergencies must be communicated to Protection Services at the following contact numbers:

Location	Contact Number
Central Control Room	041-504 2009 / 041-504 9111
Protection Services	041-504 2490 / 072-624 2076
South Campus	041-504 2482
North Campus	041-504 3636 / 041-504 3483 / 041-504 2342
Second Avenue Campus	041-504 3710 / 041-504 1255
Missionvale Campus	041-504 1231 / 041-504 3636

George Campus	041-504 3636 / 044-801 5050
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