

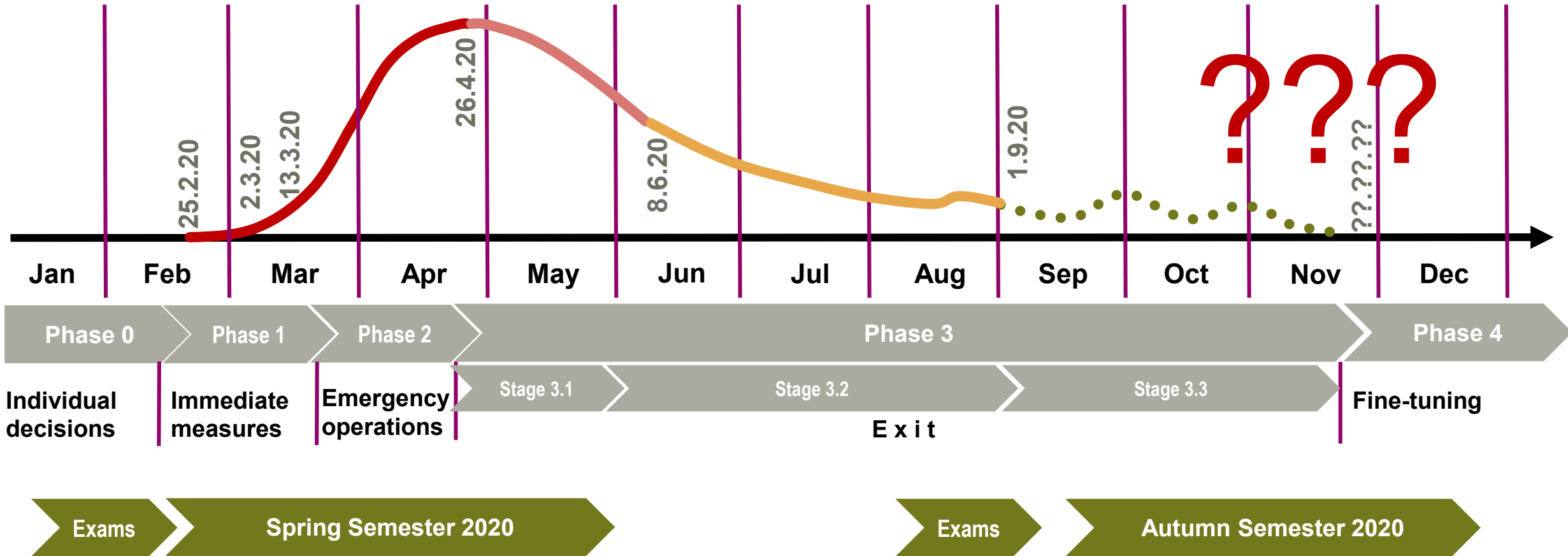


Coronavirus crisis: Return to “new” normal operations

Master plan Version 2, with updates following the Executive Board’s decision of 6 May 2020

ETH Zurich Executive Board, Zurich, 23 April 2020

Overview of phases (current work scenario at ETH)



Purpose of the document and general principles

Aim of the master plan: Specifying the general principles and key parameters for exit plans

- **Master plan for the whole of ETH Zurich** with delineation of the various phases, basic/secondary priorities, key parameters and overall conditions. Drafted by the Coordination Conference of the central bodies and coordinated by the Coronavirus Crisis team.
- **Exit plans for the academic departments and other organisational units.** These are produced by the departments and the central bodies respectively and translate the guidelines of the master plan into concrete regulations within their own organisation. They also identify potential room for manoeuvre within the framework of the government's health regulations and provisions, as well as within the key parameters of ETH Zurich.

Overarching aspects and objectives

- **Exit** is not simply the opposite of the switch to emergency operations, but a distinct process.
- The **master plan** provides the framework, while the **exit plans** describe the room for manoeuvre.
- **Overriding guidelines:** stopping the spread of infection / social distancing / protection of vulnerable persons / maintaining hygiene.
- No **student** should lose a semester or indeed a year of study.
- **Experimental research** should be resumed as quickly as possible in a responsible and sustainable way.
- The economic damage to **spin-offs** should be minimised.

Master plan for restart at ETH (conditional on future course of the coronavirus)

	Stage 3.1: 26.04.2020 to 07.06.2020	Stage 3.2: 08.06.2020 to 31.08.2020	Stage 3.3: from 01.09.2020
Scenario for teaching	Teaching activity completely digital: <ul style="list-style-type: none"> No classroom teaching in accordance with the Executive Board decision of 12.03.2020 No students admitted to ETH buildings Only recording of teaching sessions with lecturers in empty lecture halls Any end-of-session examinations only held online Travel on public transport avoided wherever possible 	Assuring performance assessments / practicals: <ul style="list-style-type: none"> Catching up on practicals that could not be substituted with other formats; BSc/MSc or semester projects End-of-session examinations (weeks 32-35), written, online and oral Exam preparation courses provided by student associations are possible in the classroom, but preferably online Introduction events only held in virtual format Partial opening of student workplaces in selected buildings One-day excursions in small groups respecting rules on social distancing and hygiene 	Maximum possible return to new normal operations: <ul style="list-style-type: none"> Classroom teaching in HS20 subject to strict adherence to social distancing and hygiene rules (FOPH and ETH Zurich) (reduced occupancy) Repetition of end-of-semester exams (weeks 38 and 39) Inaugural and farewell lectures in compliance with social distancing and hygiene rules (reduced occupancy), protective measures for high-risk groups, no drinks party Introduction events subject to strict adherence to social distancing and hygiene rules (FOPH and ETH Zurich) (reduced occupancy) Excursions respecting rules on social distancing and hygiene
Scenario for research	Restart of general experimental research: <ul style="list-style-type: none"> Continuation of research activity in accordance with existing exemption permits Starting experimental research subject to approval by the departments and with strict adherence to social distancing and hygiene rules (FOPH and ETH Zurich) All research activities that do not definitely require a physical presence should continue remotely from home Travel on public transport avoided wherever possible 	Gradual return to new normal operations: <ul style="list-style-type: none"> All research activities that do not definitely require a physical presence should continue remotely from home Occupancy rate of research building: increasing but with strict adherence to social distancing and hygiene rules (FOPH and ETH Zurich) 	Full return to new normal operations: <ul style="list-style-type: none"> Research activities in general: return to offices and laboratories Desktop research no longer has to be done remotely from home Occupancy of research buildings: up to 100%, subject to strict adherence to social distancing and hygiene rules (FOPH and ETH Zurich)
Scenario for knowledge transfer	Restart of experimental research for spin-offs: <ul style="list-style-type: none"> Continuation of activity in accordance with existing exemption permits Starting (experimental) spin-off activities on ETH premises (permission from VP K.Transfer & Corp.R) 	New normal operations for spin-offs: <ul style="list-style-type: none"> Restrictions removed on spin-off activities on ETH premises subject to strict adherence to social distancing and hygiene rules (FOPH and ETH Zurich) and in consultation with the academic departments 	Full return to new normal operations: <ul style="list-style-type: none"> Complete return to new normal operations

Change log

Changes as of 11.05.2020 after Exec. Board decision 5/6.05.2020

The course of the coronavirus pandemic in Switzerland is still moving in a positive direction, prompting the Federal Council to ease some measures earlier than expected, on 11 May 2020. In view of this, the Executive Board has decided to bring forward additional small steps in the exit procedure for ETH Zurich to start on the same date:

- Staff working for the central bodies and laboratories not involved in experimental research will as a rule continue to work remotely from home until the end of Phase 3.1 at least. However, in individual cases they can, if they wish and with their supervisor's approval, return to work in their offices from 11 May onwards. They must continue to strictly observe the key parameters set out in the master plan regarding physical distancing, hygiene and safety. They should avoid travelling to work by public transport wherever possible.
- Doctoral examinations can, in certain justified cases, be held again from 11 May onwards, in the physical presence of the Examination Committee in some instances. This is conditional on the doctoral student's agreement. Guests and visitors may not attend. The decision to hold an examination in this form rests with the heads of department. The key parameters set out in the master plan regarding physical distancing, hygiene and safety continue to apply, as well as the other safety precautions adopted by the departments.

The Executive Board continues to follow developments very closely and as things stand considers additional easing of measures to be possible in Phase 2 commencing on 8 June. It will make the relevant decisions towards the end of May. As a result, the master plan of 23 April 2020 continues to apply for the planning and arrangements of the departments and central bodies until further notice.

Restart of the central bodies (conditional on future course of the coronavirus)

	Stage 3.1: 26.04.2020 to 07.06.2020	Stage 3.2: 08.06.2020 to 31.08.2020	Stage 3.3: from 01.09.2020
Academic Services	<p>A few important on-site activities in accordance with the “Emergency operations” list</p> <p>Academic services as a whole:</p> <ul style="list-style-type: none"> • 95% working remotely from home • Customer contacts purely virtual (email, ZOOM/Skype) • Meetings online 	<p>With return of students into ETH buildings and the resumption of some classroom teaching, the following fully functioning teams must be back on site (>=50%):</p> <ul style="list-style-type: none"> • Registrar’s Office • Admissions Office • Doctoral Administration • Examinations Office • School for Continuing Education Office (GS SCE) <p>(incl. the respective team management and department management)</p> <p>Reopening of helpline, possibly also customer desk. Advisory sessions as required either on site or still online.</p> <p>From August onwards (exam session and run-up to semester start) these teams must be able to further expand their presence in order to cater for peak seasonal demand in their duties.</p> <p>Other units/staff can mostly continue to work remotely from home if required.</p> <p>Academic Services as a whole:</p> <ul style="list-style-type: none"> • 30-50% working remotely from home (flexible) • Customer contacts partly in person but also still online • Meetings mixed: both online and face-to-face 	<p>Full presence aimed for in all teams, with partial remote working if necessary to reduce building occupancy, continue the protection of vulnerable persons and maintain potential temporary quarantines. Helpline, customer desk, advisory services return to normal.</p> <p>Academic Services as a whole:</p> <ul style="list-style-type: none"> • 80-100% working on site • Customer contacts normalised • Meetings mainly face-to-face
Student Services	Continuation of remote working, services will continue in digital format	<p>Study information days and pre-study events: the decision on either regular or online format (or combination of both) must be made by mid-May at the latest;</p> <p>Crucial processes for international students dependent on the global situation regarding admission to the country</p> <p>Physical presence of staff in the advisory teams around 50%</p>	Heavily dependent on teaching activity. If classroom teaching resumes, some physical presence on site is necessary; suitable staggering of personnel should ensure compliance with hygiene rules. Total physical presence of staff around 80% (basically “full” operation, but with the possibility of splitting of shifts for shared offices and to protect high-risk groups, etc.)
Educational Development and Technology (LET)	Continuation of remote working and virtual meetings. However, the presence of up to 20 staff is needed on the campus if end-of-semester exams are to be held on site.	General continuation of remote working and virtual meetings, but with a massive reduction in holiday days and overtime. Intermittent return of personnel who need to use specialist equipment, such as for video production. However, up to 20 employees need to be present on the campus if end-of-semester and session examinations are to be held on site.	The aim is to resume normal operations. Some employees with desk sharing or in offices with more than three desks will continue to work remotely from home.
Office of Research/ Knowledge Transfer & Corporate Relations	Continuation of remote working is quite possible	Continuation of remote working quite possible in general, with the option of a staggered return	Return to normal operations

Overall parameters and government guidelines

Restart of the central bodies (conditional on future course of the coronavirus)

	Stage 3.1: 26.04.2020 to 07.06.2020	Stage 3.2: 08.06.2020 to 31.08.2020	Stage 3.3: from 01.09.2020
Techn. platforms	Minimum operations maintained in accordance with exemption certificates. Facilities escalated to meet requirements of experimental research	Facilities escalated to meet the requirements of experimental research	Return to normal operations
Office of the President	Remote working from home, Very occasional individual presence for a short period in the Main Building (post, signatures)	Continuation of remote working as the main format for as long as required. Gradually increase physical presence while complying with rules on social distancing (individual occupancy of offices, alternating presence), mainly to protect the health of individual employees.	Full presence aimed for, with partial remote working if necessary. Organisation of the ETH Week 6-11 September
Office for Faculty Affairs / Appointments	Entire procedure via video or postponed (no staff at ETH)	If possible, candidate interviews at ETH during the negotiation phase (individual staff members at ETH)	If possible, candidate interviews and meetings of the Selection Committee (depending on situation, occasional or all staff at ETH)
Corporate Communications	Continuation of remote working, individual exceptions: videos, reportage, townhall meetings (remote working difficult)	Gradual winding down of remote working (can be reversed at any time)	End of general remote working phase (if the situation allows, can be reversed any time)
Finance & Controlling	Petty cash in the Main Building & Hönggerberg open 1x week Remote working from home up to the end of May (up to max. 10% on-site)	Gradual reduction of remote working possible/desirable (up to max. 50% on site, possibly with office rota) while complying with all government guidelines	Full normal operations (100% on site) while complying with all government guidelines.
Financial Services	Gastronomy & Services (G&S): <ul style="list-style-type: none"> G: Reopening of the production kitchen at MM (supply external SV businesses on 20.4.20); take-away if necessary Hönggerberg: 1 Street Food on site every day, Avec Box unmanned (building permit from May onwards + 6 months) ESAG: webshop open, parcel delivery 	G&S (mainly dependent on student/employee footfall): <ul style="list-style-type: none"> SV Take Away Centre and consider opening main Mensa (incl. student workplaces) / Hönggerberg from the Mensa Polyterrace kitchen in liaison with Street Food (depending on footfall; exams in June, Aug., return of students between semesters, employees) <u>and/or</u> opening of FUSION meal&coffee, Rice UP!, Alumni Lounge, Coop (Hönggerberg); Polysnack & Doz (review further openings depending on how demand develops) ESAG reopening at Hönggerberg & MM (reduced opening times excluding ML/Toni Areal) ASVZ: possibly outdoor and individual training sessions Business Tools: clarify when events with physical presence are possible again 	Full normal operations G&S while complying with all government guidelines <ul style="list-style-type: none"> G: starting up 1st /2nd September week, from 3rd week normal operations when the Autumn Semester starts (Centre and Hönggerberg) S: Coop normal operations ESAG: normal operations during the semester, incl. opening of ML/Toni Areal ASVZ: normal operations Business Tools: normal operations
Real Estate Management	Status quo (emergency operations) retained: back-office support where necessary at the workplace; the rest working remotely with rapid on-site presence in the office or on building sites – Although the performance of services by the Real Estate Management Department is slightly impaired, it is still basically possible without disruption	Status quo (emergency operations) retained: back-office support where necessary at the workplace; the rest working remotely with rapid on-site presence in the office or on building sites – Although the performance of services by the Real Estate Management Department is slightly impaired, it is still basically possible without disruption	End emergency operations – entire department gradually returns to work while complying with FOPH/ETH guidelines – back on site (normal operations)

Restart of the central bodies (conditional on future course of the coronavirus)

	Stage 3.1: 26.04.2020 to 07.06.2020	Stage 3.2: 08.06.2020 to 31.08.2020	Stage 3.3: from 01.09.2020
Facility Management	<p>Facilities reduced to match on-site requirements Remote working for everyone who does not need to be on site Key points:</p> <ul style="list-style-type: none"> ▪ Definition of building opening times (which?, when?) ▪ Definition of building access (who?, where?) 	<p>Facilities reduced to match on-site requirements Remote working where this is possible and sensible Key points:</p> <ul style="list-style-type: none"> ▪ Definition of building opening times (which?, when?) ▪ Definition of building access (who?, where?) 	<p>Return to normal operations Remote working where this is sensible and desirable Building opening times and access in accordance with normal operations</p>
Services	<ul style="list-style-type: none"> • Logistics (already on site today – expand if necessary) • Campus info (already on site today – expand if necessary) • Traffic management (already on site today) • Print + Publish (already on site today – expand if necessary) to support the running of examinations / semester submissions and final reviews in amended format. Multifunctional equipment / self-service comes into operation 	<ul style="list-style-type: none"> • Platform for workshop technology (to support research) • Permits / event coordination (to prepare for events) • Print+Publish: to support the delivery of lectures and examinations/exam sessions • Campus channels support communication, regulations, etc. 	<ul style="list-style-type: none"> • Events (if any at all): if necessary staggered by priority: importance for ETH, academic, transfer relevant, social • Visitor management / Campus Experience (if at all): If necessary staggered, similar to museums • Villa Hatt: if necessary by priority and complying with rules on social distancing
IT Services	<ul style="list-style-type: none"> • Assembly, dismantling and support of the IT infrastructure for online examinations on site at ETH • As before, minimal presence for server, storage, network and for online teaching events in lecture halls, as well as timely IT support on-site and handling of post, contracts and invoices. 	<p>If large numbers of researchers (~50%) and students return to ETH, between a third and a half of IT Services staff need to work on site. The remaining employees can continue to follow ETH's policy for remote working.</p> <ul style="list-style-type: none"> • Entire team on site: IT Support (ID SDL and ID S4D), data network (ID NET) • Individual teams on-site: server, storage (ID SD), lecture Hall technology, video recording/streaming (ID MMS) • Punctually on-site (by day): Scientific IT (ID SIS), IT Operations (ID BD), Software Development and Integration (ID SWS), procurement, contracts, invoices (ID PPF) 	<p>IT Services once again in normal operations with all units present on site.</p>
ETH Library	<p>Digital offerings and free posting of media to ETH members are in place, no further expansion</p>	<ul style="list-style-type: none"> • Provision of information resources extended to include acquisitions and remote borrowing for ETH members; return of media allowed again • Provision of information resources including digitalisation, for business customers as well • Allow the backup and archiving of physical inventories for ETH members again • Information, advice and training expanded to include the processing of research mandates in physical inventories • Infrastructure for studying and working: opening of reading rooms and study places with restrictions and access controls for ETH students 	<p>Targeted offerings created for the public and for the external scientific community:</p> <ul style="list-style-type: none"> • Provide information resources for ETH externals as well • Preparation and dissemination: guided tours with manageable numbers of participants are feasible, exhibitions are still suspended. • Infrastructure for studying and working: opening of reading rooms and study places with restrictions for ETH externals.

Restart of the central bodies (conditional on future course of the coronavirus)

	Stage 3.1: 26.04.2020 to 07.06.2020	Stage 3.2: 08.06.2020 to 31.08.2020	Stage 3.3: from 01.09.2020
Safety, Security, Health, Environment (SSHE)	Remote working as before, alarm organisation (AL) as before on-site; only collect post on site or occasional activity to tidy up offices, to be cleared beforehand with AL	Once some research activities are resumed, the presence of individual staff members in the CABS/ BUSS sections is definitely necessary (chemical intervention team, specialist waste disposal). This can be in alternating mode (splitting). Additional staff from Facility Management may be required on-site → First Aid scheme or fire alarm crew. The other SSHE sections are not absolutely essential	Return to normal operations, with the splitting of the teams (on-site and remote working) to significantly reduce physical contact is possible without further ado
Human Resources (HR)	In exceptional cases, critical advisory meetings can be held on site with compliance with rules on social distancing (e.g. crises, conflicts)	Authorities once again issue visas and residence permits (=normalisation of work commencement and recruitment); possibly normalisation of childcare	Normalisation of on-site advisory sessions and physical events (seminars, events, counselling, professional training, career centre)
Legal Office	Currently mainly remote working. Even in this mode, operability is roughly 80-90%. Reception and distribution of post for Executive Board/Secretary General/Legal Office assured by Sec. General/Thomas Züger on site.	The percentage of staff working on site can be increased depending on the given criteria or the defined phases as part of the existing government and ETH guidelines. It has little effect on operational readiness and capability, functionality is essentially assured.	

Overall parameters and government guidelines



Specifying the general principles and key parameters for exit plans

General rules that all ETH members must respect

- Government guidelines must be strictly adhered to
- Anyone who experiences fever, coughing or breathing difficulties, or feels unwell in any other way, or who has had close contact with someone infected with COVID-19 in the past 14 days, must not come to the university.
- High-risk persons and ETH members living in shared accommodation with vulnerable people must be excluded from any activity where close physical contact is unavoidable
- The rules already communicated on good hygiene and social distancing continue to apply
- Social distancing (minimum 2m) still needs to be strictly observed

Specifying the general principles and key parameters for exit plans

General rules that all ETH members must respect

- Close contact, where definitely necessary, should be kept as brief as possible. If anyone belonging to a high-risk group performs a key role (in rare cases), SSHE's Occupational Medicine department will draw up and implement additional safeguards for their personal protection
- Flexible working hours / shift models / job splitting should be defined to reduce the number of passengers travelling on public transport at peak times. If possible ETH members should preferably commute by foot, bicycle, motorbike or private car
- The university urges all ETH members to show personal responsibility in observing these rules
- Business trips abroad are currently not allowed. It is uncertain when they will be resumed and they will be restricted until the end of the year at least

Specifying the general principles and key parameters for exit plans

Measures for contact tracing

Contact tracing must be assured (for example, no mixing between different research groups). This is so that if a researcher in one group contracts Covid-19 it is easy to identify and isolate everyone they came into contact with

- Common rooms and lounges
 - No guests allowed
- Meeting rooms
 - Minutes kept with a list of participants for formal meetings
 - Chair of the meeting must log all participants
- Labs and workshops
 - Log book for occasional or exceptional occupancy
 - Formalised authorisation for guests by the head of the host institute

Specifying the key parameters for exit plans

Key parameters for planning the exit (central bodies and academic departments)

- Laboratories and workshops: 10m²/person
- Calculate maximum occupancy for rooms and laboratories and mark rooms where sensible
- With large-scale laboratories, define appropriate access arrangements similar to the allocation of measurement times on large equipment
- Only carry out work that requires close contact (< 2m) in well-ventilated rooms or outdoors
- Offices (in exceptional cases without remote working): 1 person per room; in large-scale laboratories with good ventilation min. 10m²/person
- Meeting rooms: at least 4m²/person (e.g. in a meeting room of 32 m² no more than 8 people, ditto in a room of 36 m²), meeting should last no longer than two hours if possible

Specifying the key parameters for exit plans

Working time restrictions / rotas for building occupancy (central bodies and departments)

- Rotation rules apply for Stage 3.1 and 3.2; normal on-site times resumed from Stage 3.3 onwards
- Night shift is 11 p.m. – 6 p.m.; this time must not be booked for safety and intervention reasons
- Desktop research and administrative work continue to be done remotely from home in Stage 3.1 and also in Stage 3.2 for the most part
- For experimental work, two shifts can be organised if required: 6.00 a.m. – 2.30 p.m. and 2.30 p.m. – 11.00 p.m.
- Technical work in off-peak periods is only allowed if essential for experimental research
- If any administrative work is necessary on site, a rota of days when staff are present should be drawn up with strict observation of rules on social distancing and hygiene
- Work on Sundays is not allowed in Stage 3.1; an appropriate decision will be made later for Stage 3.2 and Stage 3.3

Specifying the key parameters for exit plans

Access for students, student workplaces

Access for students:

- Stage 3.1: None (exception: involvement as HIWI in experiments without direct connection with their personal education)
- Stage 3.2: participation in examinations and exam preparation courses to complete BSc/MSc or other semester projects, as well as individual study at approved places
- Stage 3.3: Free access while observing rules on social distancing and hygiene

Opening of student work places:

- Stage 3.1: None
- Stage 3.2: controlled access to selected (opened) rooms/buildings, strict adherence to rules on social distancing and hygiene
- Stage 3.3: free access to all areas while observing rules on social distancing and hygiene

Specifying the key parameters for exit plans

Opening of buildings, parking spaces, museums, exhibitions

Buildings:

- Stage 3.1: All buildings closed
- Stage 3.2: Selective opening of 5 – 10 buildings (with selected student workplaces and examination rooms, 7 a.m. to 6 p.m.); not open in the evening or at weekends
- Stage 3.3: Normal opening

Parking:

- Stage 3.1 and Stage 3.2 no charge
- Stage 3.3 normal rates resume

Museums and exhibitions:

Stage 3.2 at the earliest, decision depends on situation and also on building being open, but subject to rules on social distancing and hygiene; events (no social elements) from Stage 3.3 at the earliest

Specifying the key parameters for exit plans

Events, gastronomy, ASVZ

Events:

- Stage 3.1 and 3.2: none; togETHer staff party postponed until 2021
- Stage 3.3: possible subject to government guidelines on any restrictions imposed by ETH Zurich (esp. mandatory registration and safety concept). As things stand, best not to plan any events before the end of 2020 (otherwise organisation is at own risk)

Gastronomy and Services:

To be agreed by VP of Finance & Controlling together with catering companies, taking into account government guidelines and economic viability.

ASVZ:

Limited expansion of services possible from 8 June onwards depending on the government's decisions in the areas of sport and leisure; to be coordinated with UZH and ZHAW

Specifying the key parameters for exit plans

Key points for the operation of buildings

- Use the maximum room ventilation setting, with air extracted rather than recirculated
- Rooms without ventilation systems: air thoroughly for five minutes every hour
- Customer desk operation: install a plexiglass screen with two-metre distance markers on the floor. Do not deploy vulnerable persons on the desk
- Clean surfaces in frequent physical contact (handles, latches, handrails, desktops, desk sharing) three times a day with normal household cleaner to reduce the risk of indirect transmission of infections through contact:
 - Generally accessible areas: cleaned by the Facility Management department
 - Other areas: cleaned by users
- Define a maximum occupancy for meeting rooms, seminar rooms (4m²/person) etc. and mark the rooms