



**East African Community**

**Civil aviation Safety and Security Oversight Agency (CASSOA)**

# **TELEWORKING CONTINUITY GUIDELINES AND PROCEDURES DURING THE COVID-19 PANDEMIC**

**April 2020**

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## **OVERVIEW**

Effective March 30, 2020, these guidelines will apply as part of the Agency's endeavor for business continuity strategy by adapting to methods aimed at ensuring continued implementation of its major and core activities. To achieve this some of its operations will be conducted through virtual and online mode in an effort to reduce the potential impacts of **COVID-19** by limiting face to face interactions among the Agency' staff on one hand and the Agency and Partner States on the other. The operating status of a telework flexible environment is referred to in this document as "**Teleworking Continuity**". The Agency has therefore prepared these Guidelines and Procedures to help staff and Partner State prepare for business continuity and linkages as we deal with the novel coronavirus disease 2019 ("**COVID-19**") pandemic and related issues. These guidelines and procedures are intentionally broad to encourage staff of the Agency to work remotely and virtually interactive where possible given our current operating status and to afford the Agency greater flexibility to expand telework to a larger segment of the workforce and stakeholders.

## **PURPOSE**

The purpose of these guidelines and procedures is to support continued Agency operations during this COVID-19-related situation and ensure that all staff are working during this period and continue to discharge the mandate establishing the Agency. The management team, supervisors and other staff should seek guidance and coordination from Human Resource Office, as needed, where greater clarity is sought in observance with the EAC Rules of Procedures. Telework under these Guidelines and Procedures is an interim measure for purposes of designing and implementing approved work arrangement that allows staff of the Agency to perform some or all of their work during any part of the employee's regular work hours at an alternate worksite during Teleworking Continuity.

## **DESCRIPTIVE STATEMENT**

The deployment of these measures under these Guidelines and Procedures enables EAC CASSOA to continue business continuity during Teleworking Continuity. A teleworking employee must comply with all Agency's and departmental policies and procedures, including those relating to timekeeping and attendance, except where explicitly stated otherwise by the management or immediate supervisor. Departmental heads or Supervisors will also be required to implement protocols to ensure that they are appropriately managing employees' work performance and productivity. A teleworking employee's compensation, benefits, work status, work responsibilities, and all other conditions of employment with CASSOA Agency remain the same.

## **SCOPE**

This policy only applies to those staff of the Agency who have been identified by the management and approved by the Executive Director (ED) as eligible for Teleworking Continuity. If the supervisor of Head does not designate a position for telework, the employee is expected to report to work on headquarters as usual unless prohibited by the decree of the

government of Republic of Uganda. This policy does not apply to interns, third parties or emergency employees who provide essential services at CASSOA headquarters.

## **PROCEDURES**

During Teleworking Continuity, the Agency encourages management team and staff to implement telework to the greatest extent possible to ensure and support business continuity. For the purpose of Teleworking Continuity, these guidelines and procedures shall supersede the Agency's existing policies and procedures relating to local and non-local domestic teleworking situations. International teleworking arrangements under these Guidelines and Procedures will be permitted on a case-by-case basis with approval of Executive Director. These guidelines and procedures may be updated at any time to adapt to any emerging issues or extraneous factors affecting their implementation. In this regard, outlined below are the steps that must be taken to initiate and execute Teleworking Continuity status:

- The Management will review a list of all employees in their respective areas provided by Human Resources and will identify staff whose job duties are telework-compatible given our current operating status.
- Responsible office holder for Human Resource reviews and approves implementation of the telework-compatible activities, as appropriate.
- Responsible office holder for Human Resources will inform staff who are approved to telework, among the staff or between the Agency and Partner States or any other stakeholder/partner to that effect.
- The notice of approval for telework continuity to individual staff or group of staff will include a copy of these Guidelines and Procedures. The validity of the approval for teleworking continuity arrangement will last until further written notice from the Agency, as the COVID-19 pandemic situation develops.
- If any staff has questions regarding status, he should communicate to his or her supervisor or consult Human Resource department head. In the event of any disparities or ambiguity, a final determination on status shall be made by the Executive Director.

The management of the Agency will grant approval for teleworking continuity is subject to the employee providing confirmation that they can comply with the following:

- Staff can perform work from an appropriate and safe work environment
- Staff can work from a location that has appropriate connectivity and technological access to continue their work.
- Staff can meet information security and confidentiality requirements, including abiding by existing Confidentiality Agreements and other applicable Agency policies and procedures.
- Supervisors are required to maintain coordination with the staff to ensure implementation of activities using teleworking continuity.

## **EXPECTATIONS FOR TELEWORKING STAFF**

- Staff who are approved to telework under these Guidelines and Procedures are to remain away from CASSOA headquarters for the duration of the applicable

Teleworking Continuity. Any return to CASSOA headquarters must receive prior written approval by an appropriate supervisor or Human Resource department in line with the directives of the host State government;

- Staff or any Subject Matter Expert (SME) is expected to establish and maintain active communication, cooperation and coordination with counterpart experts of his/her domain from the Partner States
- SMEs are responsible for identifying, planning, scheduling and implementation of activities in his/domain through effective use virtual meetings to ensure teleworking continuity;
- Staff are responsible for maintaining performance and conduct expectations, including communications with supervisors and other employees, while teleworking as they are during normal business operations.
- Staff should plan for an amount of work to perform when he or she teleworks. An employee performing telework who does not have enough work should notify his or her supervisor so that work can be assigned, if possible. Supervisors should consult with HR with any questions relating to this provision.
- Staff status under Teleworking Continuity may be subject to change as the Agency's needs and workload evolves.

#### **ADDITIONAL EXPECTATIONS FOR SUPERVISORS OR DEPARTMENT HEADS**

- Supervisors or departmental Heads continue to be responsible for managing teleworking employees' performance and conduct as they are during normal business operations.
- Supervisors of departmental heads will be required to implement protocols to ensure that they are appropriately managing employees' work performance and productivity, including regular communications. .
- Supervisors should monitor, and HR appraised, of the work levels of employees, and any changes, as they evolve through Teleworking Continuity operating status.

#### **USE OF VIRTUAL COLLABORATION AND COMMUNICATION (VCC)**

For the purpose of support teleworking continuity, virtual collaboration and communication will be used for executing virtual working group meetings, team meetings, Technical Committee meetings and Board Meetings. This will be facilitated with the help of information and communication technology (ICT) to allow staff of the Agency and Stakeholders to interact with each other. The following guidelines and procedures will be implemented in an ICT environment:

- The Senior Information Technology Officer (SITO) will identify adequate and relevant tools to execute teleworking meetings among staff of the Agency and with the stakeholders on the other hand
- The Senior Information Technology Officer (SITO) or his/her counterpart will ensure provision of group support system (GSS) to the staff of the Agency or SMEs including connectivity to internet and availability of network bundles;

- The SITO or his/her counterpart will facilitate Group Support System (GSS), by providing both communication support (CS) and process structuring support (PSS). Communication support will enhance collaboration among team members whilst process structuring support (PSS) will provide an agenda for staff and gives the group due dates for when scheduled activities should be completed;
- The staff of the Agency collaborating shall be familiar with the systems and develop relevant skill on participating in the virtual meetings to enhance team success;
- The management team shall support implementation of the teleworking meetings among staff working remotely or at home;
- The Senior Information Technology Officer or his/her counterpart shall ensure that planning and scheduling for virtual meetings is known among staff of the Agency at least 24 hours from the planned virtual meeting.
- Staff of the Agency and SMEs will, as far as possible, establish rapport and continuous communication with counterpart experts in Partner States or any other stakeholders at least 72 hours prior to the planned virtual meeting;

In ensuring that teleworking continuity is maintained, use of ICT systems, both hardware and software will be installed and acquainted among staff. The following collaborative technologies (CT) that will be used include:

- Video conferencing
- Mobile phone voice call
- Chat forums and social media groups
- Emailing
- Instant messaging (messenger etc.)
- e- learning (webinars, on-line training)

## TELEWORKING COMPARTIBLE ACTIVITIES

Given the mandate and objectives of the Agency, it is guided that the **core technical functions** will fall under the teleworking continuity category whereby technical related activities shall be executed by the Technical Department. On the other hand, **support functions** which are indispensable for the overall operation of the Agency. In this regard, Table 1 and 2 below show the typical activities under teleworking continuity modality.

**Table 1: Core Technical Functions**

Activity Code Ref	Technical Activity Descriptor	Modality for Teleworking Continuity
DT-01	Develop or amend EAC Model Primary Legislation	Relevant SME to consult and agree with counterpart experts in Partner States to develop or amend of EAC Model Primary Legislation through virtual activities
DT-02	Develop or amend EAC Model Regulations	Relevant SME to consult and agree with counterpart experts in Partner States to develop or amend of EAC Model Regulations through virtual activities
DT-03	Develop or amend EAC Model Technical Guidance Materials	Relevant SME to consult and agree with counterpart experts in Partner States to develop or amend of EAC Model Regulations through virtual activities
DT-04	Review Status of Self-Assessment of USOAP CMA CAPs	Relevant SME to assess and support to conduct Self-Assessment of USOAP CMA CAPs including collection of evidence to close out the findings with counterpart experts in Partner States through virtual means
DT-05	Review Status of Self- Assessment of USAP CMA CAPs	Relevant SME to assess and support to conduct Self-Assessment of USOAP CMA CAPs including collection of evidence to close out the findings with counterpart experts in Partner States through virtual means

<b>Activity Code Ref</b>	<b>Technical Activity Descriptor</b>	<b>Modality for Teleworking Continuity</b>
DT-06	Support to Partner States towards compliance with Certification Requirements	The relevant SME to conduct and agree appropriate virtual means in support of the Partner State implementation of certification of service providers based on 5 phase process
DT-07	Support Partner States Inspectors Competence through Online Training	Relevant SME to support and encourage Partner States to adapt to Online Training for the purpose of developing competence in various inspectorate domains
DT-08	Support Partner States in Resolution of Safety and Aviation Security Issues	Relevant SME to continue providing guidance and support the Partner States in resolving the safety and aviation security issues including those of greater concern
DT-09	Support the Partner States in the Implementation of State Safety Programme (SSP) and Safety Management System (SMS)	Relevant SME to guide and support Assess Partner State in the implementation of the State Safety Programme (SSP) and Safety Management System (SMS)
DT-10	Implement EAC CASSOA Project on Automatic Validation of PEL Licenses	Relevant SMEs in collaboration with the IT Department to coordinate and implement the project with the Experts from the Partner States through virtual meetings as appropriate
DT-11	Implement common EAC Examination System	Relevant SMEs in collaboration with IT Department to support the Partner States in the implementation of common EAC Examination System in various categories of PEL licensing.
DT-12	Participate and cooperate in the ICAO RSOO-CP and RSOO-CP (Africa Chapter)	All SMEs and DT to participate and cooperate in the implementation of measures/agreed actions under both cooperative platforms through virtual meetings
DT-13	Support the Partner States in managing and issuance of operational Approvals/Licensing and Certification of	SMEs to coordinate, collaborate and support Partner States in managing and oversight of operational approvals, certification and

Activity Code Ref	Technical Activity Descriptor	Modality for Teleworking Continuity
	Air Operators and Crew as per ICAO State Letter an 11/55-20/50 dated 3 April 2020	licensing matters of AoC holders and personnel under the COVID-19 pandemic situation
DT-14	Support implementation of IT Tools and Software in support of safety and security systems (SOFIA, ECCAIRS etc.)	The IT Experts of the Agency and FSS SMEs to establish coordination and support the EAC partner States in the use and administration of software and tools in support of safety and security oversight system through virtual mode
DT-15	Support Implementation of Inspector's Training System (ITS)	The IT Experts of the Agency and SMEs of all audit areas to continue providing support in the maintenance and implementation of Inspector Training System with a view to build capacity of inspectorate staff using virtual support structure
DT-16	Support sharing of Safety Inspectors among Partner States through virtual collaboration of inspectors at State Level	DT to SMEs to provide support and link among Partner in implementing mechanism for sharing and exchange of knowledge and skills, safety and security information and documents with a view to improve capabilities among Partner States
DT-17	Support Implementation of the Public Health Emergency Preparedness among Partner States under the COVID-19 Pandemic situation	CAM and staff of the Agency to effectively provide support and participate in the implementation of Public Health Emergency Preparedness measures under the COVID-19 pandemic situation
DT-18	Implement CASSOA Technical Cooperation Projects (coordinated by other global institutions such as ICAO, GIZ, World bank and EU and other Development Partners)	DT, ED and staff of the Agency to actively participate cooperate, and implementing projects initiated with global partners intended to improve aviation safety and security in the EAC region
DT-19	Address of Emerging or Areas of Greater Safety, Security and Regional Health Concern	ED and DT to readily respond to emerging issues and strategize to provide support to Partner States to address emerging areas of greater safety, security and Regional Health concerns;



<b>Activity Code Ref</b>	<b>Technical Activity Descriptor</b>	<b>Modality for Teleworking Continuity</b>
DT-20	Maintain an upscaled cooperation and collaboration with ICAO counterpart during the COVID-19 pandemic	ED, DT and SME to continually communicate and collaborate in the implementation of joint regional measures
DT-21	Implement Technical Committee Regulatory (TC_R) Meetings	DT to coordinate implementation of periodical TC-R meeting through virtual mode

**Table 2: Support Functions**

<b>Activity Code Ref</b>	<b>Support Activity Descriptor</b>	<b>Modality for Teleworking Continuity</b>
<b>HUMAN RESOURCE AND ADMINISTRATION</b>		
HR-01	Execute Human Resource monitoring	Continue to communicate with staff regarding issues related to their responsibilities permitted under these guidelines. Modes such as email and chat forum can be deployed
HR-02	Sensitize staff on participating in free online training, webinars and tele-meetings	Communicate with staff through email and tele meetings regarding continuous professional development (CPD) or acquiring new skill through participating in free online training, webinars and tele-meetings during the COVID-19 pandemic period
HR-03	Conduct Training Needs Assessment	In collaboration with Agency's staff, the HR will conduct TNA for staff through email communication or WebEx telemetering
HR-04	Implement HR Staff Rules and Regulations	Following up and communicate on the staff rules and regulations of the Agency through email or tele meeting where appropriate

<b>Activity Code Ref</b>	<b>Support Activity Descriptor</b>	<b>Modality for Teleworking Continuity</b>
HR-05	Issue and communicate HR Health and Safety advisories relating to COVID-19 pandemic	Communicate health and safety advisories issued by WHO, EAC Secretariat and Government of Republic of Uganda or any other relevant sources using appropriate media
HR-06	Guide and monitor teleworking continuity among staff and SMEs	HR to follow up on the matters of BCP relating to the HR productivity as well as welfare through tracking of participation of the staff
HR-07	Review implementation of procurement Plan	HR to follow up through email, telemetering on the status of procurement plan under PA
HR-08	Manage procurement Contracts	HR to coordinate, in collaboration with the PA, existing and prospective product and services Contracts with the Contractors through emails and phone meetings
HR-09	Implement processes in accordance with Procurement Rules	PA to coordinate implementation of Contract with the support of LO through interactive emails or any appropriate media
<b>ACCOUNTS</b>		
ACCT-01	Implement Financial Rules and Regulations	Not teleworking compatible
ACCT-02	Process salaries and other payments	Not teleworking compatible (office-based activity)
ACCT-03	Prepare relevant accounts reports	Not teleworking compatible (office-based activity or at home)
ACCT-04	Maintain computer-based accounting system	Not teleworking compatible (work from office)
ACCT-05	Liaise with Partner States on finance issues, as appropriate	Not teleworking compatible
ACCT-06	Liaise with EAC on matters related to F&A committee	Not teleworking compatible

<b>Activity Code Ref</b>	<b>Support Activity Descriptor</b>	<b>Modality for Teleworking Continuity</b>
ACCT-07	Implement Technical Committee Finance and accounting (TC_F&A) Meetings	SACCT to coordinate implementation of periodical TC_F&A meeting through virtual mode
<b>INFORMATION TECHNOLOGY</b>		
IT-01	Provide IT Support for the Agency Headquarters	SITO to provide continuous support to teleworking continuity
IT-02	Provide support to Partner States IT Experts on aviation safety software and tools	SITO and ITO conducting tele-meetings with IT counterparts to provide support as appropriate
IT-03	Organize and notify Video conference System	SITO and ITO provides the GSS as required through tele meeting notifications as agreed among target group of staff
IT-04	Maintain a systematic Electronic Document Management System (DMS)	SITO and ITO uploads the Agency's documents into the DMS through work-from-home mode
IT-05	Monitor system upgrades and condition of IT Hardware	SITO and ITO continuously monitor functionality of the IT hardware of the Agency and provide solutions where appropriate
IT-06	Maintain communication with service providers	SITO maintains communication with the SPs through tele-meetings, phone calls and emails transmission
IT-07	Provide specialized support to the Agency in the implementation of projects, IT tools and systems	SITO provides any required specialized support to the Agency as a GSS in the implementation of the projects and existing systems (such as accounts, procurement and HR)
IT-08	Coordinate with ICAO on implementation of IT related systems, tools, policies and procedures	SITO follow up with ICAO on new IT supported systems and indoctrinate those to the relevant staff within the Agency
<b>INTERNAL AUDIT</b>		
IA-01	Prepare internal Audit plan	Not teleworking compatible (home-based activity)

<b>Activity Code Ref</b>	<b>Support Activity Descriptor</b>	<b>Modality for Teleworking Continuity</b>
IA-02	Conduct performance audit during the COVID-19 Pandemic	IA in coordination with the staff performs audits of activities conducted during the COVID-19 pandemic period
IA-03	Coordinate and compile risk register for the Agency	IA communicate through email and tele-meeting with the staff to develop risk register for the Agency as part of RISK MANAGEMENT process
IA-04	Review and resolve TC-A&R recommendations	Home based activity to review and follow up resolution for the raised findings/recommendations of the TC-A&R and communicate those with the ED through email
IA-05	Review and address EAC Management Risk Committee recommendations/resolutions	Home based activity to implement agreed actions EAC Management Risk Committee and communicate those with the ED through email
IA-06	Implement Technical Committee Audit and Risk (TC_A&R) Meetings	IA to coordinate implementation of periodical TC_A&R meeting through virtual mode
<b>LEGAL</b>		
LO-01	Provide legal support to the Agency	Provide necessary counsel on legal matters on various issues as may be appropriate

These guidelines and procedures have been prepared by the Agency to support and guide staff on implementation of critical activities during the COVID-19 pandemic and for the purpose of maintaining business continuity, internal and external collaboration, coordination, cooperation and communication among CASSOA staff and stakeholders.

Emile N. Arao  
**Executive Director**  
**EAC CASSOA**  
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