Reopening the Workplace

Mon APR 27
3:00pm

A Toolkit for Businesses
Guiding Principles to Reopening the Workplace

This is a marathon, not a sprint. It will take time to “turn the dial” not “flip the switch”

Until we have a vaccine and widespread testing available, we will not go back to “normal” - this is a plan for reopening in a new normal

It is the role of the employer to make employees and customers feel safe. As such, this presentation aims to provide suggestions and tools that enable businesses to go “above any beyond” the minimum regulatory requirements set

Remember: Working from home, whenever feasible, is ALWAYS the best option
It Takes a Village: Special thanks
TODAYS AGENDA

1 | PLANNING THE RETURN
CURRENT STATE OF PLAY
HOW TO GET STARTED
WHO COMES BACK?
LEARNING FROM OTHERS

2 | PREPARING THE OFFICE
WORKPLACE PPE
FACILITIES & CLEANING PROTOCOLS
TENANT CONSIDERATIONS
GATHERING AND SPATIAL PLANNING
SCREENING, TRACKING, TRACING
SCREENING IMPLEMENTATION
COVID/COVID-LIKE SYMPTOM PROCEDURE

3 | PREPARING THE PEOPLE
TRAINING
COMMUNICATIONS
PRIVACY CONSIDERATIONS
OSHA & OTHER CONCERNS
PLANNING THE RETURN

What needs to be addressed

CURRENT STATE OF PLAY
HOW TO GET STARTED
WHO COMES BACK?
LEARNING FROM OTHERS
PHASE 1: PLANNING THE RE-OPENING

Can the location and physical environment support physical distancing and cleaning?

Is there a reliable and sustainable supply of PPE and cleaning supplies?

Are the regulatory requirements and implementation of complaint practices in place?

PHASE 2: INITIAL RETURN

Subset of willing and eligible workforce begins to return

Provide ongoing assurances and visible evidence of a safe workplace including:

- Clear displays, resources for workers, volunteers, and visitors
- Transportation safety plans
- Plan with landlord

PHASE 3: SCALING UP

Bringing back >20%

Compare and iterate on best practices

Expect increase in people to invite increased risk of outbreak and need for outbreak response

PHASE 4: "NEW NORMAL"

Bringing back >50%

Careful rollback of extraordinary measures, continued caution & vigilance

100% only if widespread testing and potential vaccine availability

CURRENT STATE OF PLAY

- Can the location and physical environment support physical distancing and cleaning?
- Is there a reliable and sustainable supply of PPE and cleaning supplies?
- Are the regulatory requirements and implementation of complaint practices in place?
HOW TO GET STARTED
HOW TO GET STARTED

CREATE A TASK FORCE

Meets daily, or as needed

Defines cultural north star and approach to re-opening

Includes cross-functional stakeholders to address
  Executive leadership
  Legal
  HR
  Facilities
  Landlords
  Amenity providers,
  Supplier partners including contractors

Set policies and plans, define communications to employees and management.

IDENTIFY KEY DATA SOURCES

CDC, WHO and medical community consensus

Federal, State and local Guidelines

OSHA

Other relevant regulatory and industry bodies

IMHE and JHU

💡 Employers should defer to the most restrictive guidelines, regardless of which entity they are set by. Some companies also have one or multiple consulting medical experts – many publish their thoughts. Consider referencing thought leaders.
WHO COMES BACK FIRST?
WHO COMES BACK?

DEFINE YOUR PRIORITIZATION OF PROJECTS
- Identify adjacencies and dependencies within groups

DEFINE WHO IS ELIGIBLE TO COME BACK
- Tiered workforce plan
- Classify essential and non-essential workers (e.g., by role, geography)
- Identify and understand those in high-risk categories, with childcare or transportation constraints and level of comfort to return

CREATE A PHASED APPROACH
- What % of employees should come back?
- At what intervals?
- How to measure those intervals or phases?
- Understand and prepare for plan adjustments

BUILD A FACILITIES LIMITATION PLAN
- Take spatial density and role/function into account
- Consider creating daily staggered start and end times, or on-site “as needed” policy
- Expand definition of work time to accommodate multiple shifts

IMPLEMENT FLEXIBLE WORK POLICIES
- Encourage those who can work remote
- Be flexible with those who have limitations (e.g., high-risk, childcare, transportation)
- “Core hours” for meetings
- Adjust leave policies for employees that need it
- Develop a policy on how to prioritize accommodation requests

PREPARE CONTINGENCY PLANS
- Be prepared for relapse of COVID-19
- Anticipate changing regulation

Bringing back teams “full throttle” is against current public health guidance | Strong protections for vulnerable populations. Many companies allow the senior managers to make the priorities of the group with a “budget” of people they can return and guidelines for spacing. Companies then set expectation with managers they will have an audit

REMINDER: Work From Home if possible - this will take months and quarters, not days and weeks!
LEARNING FROM OTHERS
LEARNING FROM OTHERS

DISTILLING MANY CONVERSATIONS WITH THOSE IN KEY OPERATING ROLES TO GET BEST PRACTICES:

Early, consistent and transparent communication with employees – Deemed the single most important thing to build employee trust.

Communicate

Tone and message set by leadership. The setting and presence matter. Executive presence can create pressure, as well as support.

Share your plan publicly to build confidence and trust.

Identify experts and share data resources and information whenever possible.

Communicate frequently and make expectations clear.

Listen to Employees

Broad-based: Employee surveys to gauge comfort and sentiment on returning to workplace (Polly.ai, TinyHr, CultureAmp).

Take the Daily Pulse: 1-2 questions daily of entire workforce covering new work practices, needs, safety-sentiments, and other awareness building data points.

Enable employees to confidentially self-identify as high-risk or vulnerable through dedicated channels. Appropriately limit the access to this information.
PREPARING THE OFFICE

What needs to be addressed:

WORKPLACE PPE
FACILITIES & CLEANING PROTOCOLS
TENANT CONSIDERATIONS
GATHERING AND SPATIAL PLANNING
SCREENING, TRACKING, TRACING
SCREENING IMPLEMENTATION
COVID/COVID-LIKE SYMPTOM PROCEDURE
WORKPLACE PPE
WORKPLACE PPE

WHAT IS PPE?

• PPE needs and requirements will vary by **industry type & role** (consult OSHA guidelines on exposure risk)
• Though not federally required, **state regulations vary** from “strongly suggesting” to “mandating”
• Masks suggested for **circumstances of prolonged interaction** for more than 5 minutes within 6 ft.

EMPLOYERS SHOULD CONSIDER:

- **Masks** (not N95*) - generally considered single day use, cloth masks are re-usable
- **Hand sanitizer** – should be available in abundance
- **Antiseptic hand wipes** – should be available in abundance
- **Infrared thermometers** – for each building or office point of entry
- **Gloves** – generally considered single day use, often multiple required per day

*N95 masks are designated for first responder use only

PURCHASING PPE

WHEN?

Order early – office PPE can be a “long pole” to re-opening and supplies shipments are often delayed or canceled

HOW TO USE?

WHO: How to wear a mask safely

HOW?

Click to buy dedicated resource for Washington businesses. Enter “WASTRONG” in the promocode
HTTPS://BESSINTL.COM/

Provide masks to all on-site personnel | **Sanitization equip.** at all entry points, common spaces & workstations | Have multiple infrared thermometers
FACILITIES & CLEANING

PROTOCOLS
FACILITIES & CLEANING PROTOCOLS

FACILITIES (For Tenants)

- **Close or limit communal area** usage
  - Shut down internal food service areas, including snacks and beverage
  - Limit common area usage and mandate physical distancing
- Implement **touchless technology** where possible

CLEANING PROTOCOLS

- Implement robust cleaning procedures
  - Clean **high-touch** surfaces **multiple times x day** (e.g., bathrooms, handles, office equip.)
  - **Daily cleaning** of the entire office
  - **Deep cleaning** on a weekly basis
  - Increase existing cleaning staffing levels / contract with a 3P for increased requirements
- **Engage your workforce**
  - Establish **disinfection stations** for employees upon arrival and for **packages / deliveries**
  - Require employees to **wipe-down before and after usage**
    (e.g., common workstations & meeting rooms, horizontal surfaces and high touch areas)
  - **Educate workforce** on proper hygiene and cleaning procedures

**RESOURCES:**

- Disinfection products, protocols and checklists
- Cleaning Audit Checklist
- Editable and printable facilities signage
TENANT CONSIDERATIONS
TENANT CONSIDERATIONS

YOUR BUILDING MANAGEMENT SHOULD BECOME A CLOSE PARTNER

- RTW Dialogue should be frequent, specific and clear
- Communications should be regular
- Areas of responsibility should be clearly defined.
- COVID health both throughout the building and from your office to them must occur

TENANTS SHOULD CONSIDER:

YOUR WORKSPACE—Know the details
- What additional cleaning support has been added with frequency
- What training and certification have they received
- What is your responsibility vs. building managements, so areas aren’t overlooked
- What are policies and practices with highly used areas such as gyms, parking payment kiosks
- What are requirements and screening for building entry
- What is the status of HVAC systems and the steps that are being taken

COVID-19 REPORTING

It’s a communication partnership

- KNOW Protocols for alerting building management of any known case in your workforce
- Understand building protocols, tracking and tracing within the building if at all, and communication to tenants on COVID cases from other tenants
- What training and certification have they received
- What is your responsibility vs theirs, so areas aren’t overlooked

Close gyms | Upgrade HVAC systems | Cleaning staff training at recognized “certified” levels | Touchless equipment | Communication. Leave indicators as to what has been cleaned and/or deep cleaned, time stamp where cleaning occurs
GATHERING & SPATIAL PLANNING

Physical distancing is mandatory - currently defined by OSHA as 6 ft.

GATHERING POLICIES

- Review all operational activities & services that occur in the workplace
- Consider closing or limiting use in public areas (e.g., kitchen)
- Restrict group size gatherings to <10 people, <5 very typical
- Eliminate or limit visitors and require mgmt. approval (incl. vendors)
- Consider restricting travel & requiring senior mgmt. approval
  - Travel to Level 2 & 3 areas (per CDC) should require 14-day self-quarantine in accordance with local guidelines
- Consider tracking and storing meetings, times, dates, and attendees for trailing 28 days

<table>
<thead>
<tr>
<th>No</th>
<th>Yes</th>
</tr>
</thead>
<tbody>
<tr>
<td>![People icons]</td>
<td>![People icons]</td>
</tr>
</tbody>
</table>

SPATIAL PLANNING

- Re-assess facility capacity to comply with physical distancing procedures
- Establish single point of entry/exit
- Stagger people where possible – spatially and temporally
- Establish “Safe Distance Zones” around common gathering points
  - Consider floor markings or quadrants in open work areas
- Consider installing physical barriers (e.g., plexiglass for IT team)
- Consider removal of extra seats and de-cluttering furniture to facilitate effective cleaning
- Consider “touchless” equipment (e.g., sign-ins, garbage cans)

Start Spatial Planning early | Travel policies cover all personal and work travel | All eating and drinking areas shut down. Consider having employees use an app or bracelet that indicates when they have been closer than 6 ft. Set expectations of usage audits for iterations with management and employee groups
SCREENING, TRACKING AND TRACING
# Screening, Tracking, and Tracing

<table>
<thead>
<tr>
<th>Definition</th>
<th>WA State “Baseline Recommendations”</th>
<th>Employer Best Practices</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Screening</strong></td>
<td>Practices to screen for and/or confirm COVID-19 risks</td>
<td>✓ Request self-certification from all on-site persons</td>
</tr>
<tr>
<td></td>
<td></td>
<td>△ COVID-19 testing &amp; antibody testing to be led by public health</td>
</tr>
<tr>
<td><strong>Tracking</strong></td>
<td>Ability to identify individuals that may have been exposed to COVID-19</td>
<td>✓ Logging workers &amp; volunteers on-site</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Tracing</strong></td>
<td>Determining individuals who should be notified about exposure to COVID-19 risks</td>
<td>△ Not employer’s responsibility to report “every moment of high exposure”</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

- Store tracking and tracing data in a **secure, compliant** way on a 28-day trailing period, as feasible

23
SCREENING
IMPLEMENTATION

24
SCREENING IMPLEMENTATION

**Screen everyone** upon first entry of facility each day (workers, volunteers and visitors alike)

Create trust with your employees. Be transparent about what data is collected, why and how long it is kept!

**SELF ATTESTATION**
- Can be set up via mobile apps to gather information ahead of time

**ON-SITE SCREENINGS**
- Need to be held outside entrance to the facility AND offer privacy
- Should be performed by medical staff member, 3P vendor OR trained and certified employee

**POTENTIAL INFORMATION TO COLLECT**
- Available contact information
- Household symptoms or confirmed cases
- Travel in the last 14 days
- Current Symptoms
- Symptoms in the last 14 days or confirmed case
- Temperature check for >100.4°F

**CDC COVID SYMPTOMS**
- Fever
- Cough
- Shortness of breath or difficulty breathing
- Chills
- Repeated shaking with chills
- Muscle pain
- Headache
- Sore throat
- New loss of taste or smell

Symptoms reported range from mild to severe and may appear 2-14 days after exposure

Use an app to self-certify or answer questions | Store screening data only for public health purposes | Treat screening data as confidential medical information and provide appropriate safeguards | Set visitor expectations and protocols ahead of time | If temperature check >100.4, isolate and test second time
SYMPTOMS ON-SITE
COVID/COVID-LIKE SYMPTOMS ON-SITE

STEPS TO MANAGE

Create an **established protocol** for when an employee has been identified with COVID or COVID-like symptoms. Consider:

- **Who** should information be reported to? (e.g., Manager, HR)
- Timeline and procedure for **notifying potentially exposed workers**
- **Isolation and sanitization procedure** if symptoms discovered
- **Certification requirements** to return to workplace (if any)
- Ensure compliance with privacy requirements (e.g., ADA, EEOC)

**Notify customers where appropriate | Create a dialogue where employees feel comfortable** self identifying if they or household members are symptomatic or test positive | Educate your workforce on COVID-19 Symptoms and When to Stay Home. If an employee has any fever, but is not diagnosed with COVID-19, stay home until they have no fever for 3 consecutive days | Returning to work post-COVID diagnosis for essential workers often requires a doctors note of clearance

**CDC COVID SYMPTOMS**

<table>
<thead>
<tr>
<th>Fever</th>
<th>Cough</th>
<th>Shortness of breath or difficulty breathing</th>
<th>Chills</th>
<th>Repeated shaking with chills</th>
<th>Muscle pain</th>
<th>Headache</th>
<th>Sore throat</th>
<th>New loss of taste or smell</th>
</tr>
</thead>
</table>

Symptoms reported range from mild to severe and may appear 2-14 days after exposure

Sample decision tree. Source: Lear Playbook
PREPARING THE PEOPLE
What needs to be addressed

TRAINING
COMMUNICATIONS
PRIVACY CONSIDERATIONS
OSHA & OTHER CONCERNS
TRAINING

WHY EDUCATE?
• Ensure 100% conformation and compliance
• Dispel myths
• Ensure alignment on policy, strategy, tactics

TRAIN THE TRAINER
• Designate matter experts to source, create, deliver content
• Nominate ambassadors to spot check & correct behaviors

WHO TO TRAIN
• All employees, leaders and executives
• HR and legal compliance officers
• Any subject matter experts and spot check ambassadors

TOPICS TO COVER
• Employee BTW readiness via anonymous surveys
• Self reporting: The signs, symptoms, and risk factors distancing, respiratory etiquette and hygiene
• PPE care & cleaning
• Facilities Cleaning & surface sanitization
• Leadership training (culture of pressure, empathy)
• HR and Legal guidelines training
• PPE and STT administration (if necessary)
• Designate matter experts to source, create, deliver content
• Nominate ambassadors to spot check & correct behaviors

TRAINING FORMAT
• 1:Many format via live webinar with company trainers
• 1:Many with video series using tools like Animoto or Snacky
• 1:1 in person as folks check in for work

Habits take 2 weeks to stick | Nudge with posters, emails, pulse surveys and apps | Be vigilant and repeat training messages often
FROM: CEO
TO: TEAM
SUBJECT: WELCOME BACK!

Just wanted to reach out and let you know the details of our “Back to Work” plan so you can all feel good that we are taking every precaution.

First, you’ll be going through a screening when you show to check for elevated temperatures or other symptoms. 

Second, The office is going to look different because we’ve moved all of the desk at least six feet apart.

Third, if you have any symptoms or just feel uncomfortable with coming in you can always continue working from home!
COMMUNICATIONS

**EXECUTIVE COMMUNICATION**

*Set the tone with communication from cultural and business leaders*

- Reinforce cultural priorities, worker safety & personal responsibility
- Set strong people leadership expectations

**EMPLOYEE COMMUNICATION**

*Establish a regular cadence of communicating with employees*

- Survey employees throughout (Polly.ai, TinyHR, cultureamp)
- Regular (at least weekly) COVID response team updates

**PHYSICAL OFFICE COMMUNICATION**

*Reinforce policies and expectations at the workplace*

- Cleaning signage & expectations
- Marked physical distancing requirements
- Display conference room, meeting and gathering policies

**RE-OPENING PLAN & EXPECTATIONS**

*Communicate the processes and expectations to return to work*

- Changes to work flexibility and adjusted expectations
- Changes to benefit policies (e.g., paid sick leave, commuting)
- Entering the workplace guidelines & requirements
- Tracking and tracing information requested and stored
- Visitation policy and expectations

**TRANSPARENT AND FREQUENT COMMUNICATION**

Transparent and frequent communication with employees | Video communications from executives to employee
PRIVACY & REPORTING

EEO laws (including ADA, Rehabilitation) continue to apply, but generally do not interfere with guidelines from the CDC or state/local public health authorities about steps employers should take. For example:

Responding to COVID-19 diagnosis:
- Inform employees of possible exposure to COVID-19, but refrain from disclosing identity of affected employee
- Identity of an employee that tests positive may be disclosed to a public health agency

Creating Back to Workplace guidelines:
- Surveying employees to identify those unable to return is allowed, and should be done in an ADA-compliant way
- Temperature checks are permitted. Data collected is subject to ADA confidentiality requirements
- Requiring a doctor’s note or negative COVID test to return to work is allowed but discouraged, given HC professionals’ increased burden
- While employers may administer COVID-19 tests before permitting entrance to the workplace, the availability of safe and accurate tests, as well as the potential for false-positives

PRIVACY CONSIDERATIONS

Consult legal counsel to determine which regulations apply to you.

Some emerging guidelines:

All information about employee illnesses must be treated as a confidential medical record and stored separately from employee’s personnel file. Employment decisions should be based on objective medical and scientific guidance from local and medical experts.

Monitor latest EEOC guidance
OSHA & OTHER CONSIDERATIONS

**OSHA**

- Follow baseline OSHA [Workplace Preparation Guidelines](#) such as:
  - Classify worker exposure risk (very high, high, medium, low)
  - Establish engineering and administrative protocols accordingly (e.g., physical barriers, air filters)
  - Employers do not need to report positive tests as a workplace injury, unless they know the individual contracted COVID-19 at work
  - Employers are **obligated to provide their workers with PPE needed to keep them safe** while performing their jobs (based on exposure risk) and **should be requiring masks** and **increasing cleaning practices**
- OSHA announced a "reasonable enforcement procedure – do your best, listen to employee concerns"

**OTHER**

- Be mindful of local worker protections regarding mandating workers return to the office, paid sick leave, etc.
  - For example, in WA State, follow [Proclamation 20-46](#) guidance if you cannot find alternative work arrangements
- Implement policies, procedures and protocols in a way that **does not single out employees based on any protected characteristic**, but particularly national origin or ethnicity
Check CDC, Local guidelines and evolving medical recommendations regularly.

Be prepared for potential re-shut down.

Continue to evolve internal protocols based on updated guidance and best practices.

Communicate transparently with employees as situations evolve and change.

STAY FLEXIBLE!
RESOURCES TO MAKE YOUR LIFE EASIER
An ONLINE library of tools, templates, ideas and more – www.backtoworktoolkit.com

Toolkit for reopening the office and getting back to work

Joint project led by Madrona alongside the Seattle Venture Community, Leading Tech, Retail and Aerospace Companies in the Region and the Seattle Metropolitan and Bellevue Chambers of Commerce.

Download Toolkit
THANK YOU