Return to Workplace Checklist

What CFOs Think: PricewaterhouseCoopers "COVID-19 CFO Pulse" survey of 867 CFOs from 24 countries conducted May 2020:

- ✓ 75% were confident about meeting customers' safety expectations.
- ✓ 70% confident of their ability to provide a safe working environment.
- ✓ However, 51% were very confident re their company's ability to manage employees' well-being and morale.
- ✓ Re Return to Work, 76% plan to change workplace safety measures and requirements, e.g., wearing masks, testing of workers, etc.
- ✓ 65% plan to reconfigure worksites to promote physical distancing.
- ✓ 52% plan to change shifts or alternate teams to reduce exposure.
- ✓ 49% plan to make remote work a permanent option for roles that permit.
- ✓ 48% plan to accelerate automation and new ways of working.
- ✓ 23% plan to reduce real estate footprint.
- ✓ 23% plan to evaluate new tools to support workforce location tracking and contact tracing.
- ✓ 8% plan to offer target benefits for onsite workers, e.g. childcare, private transportation, etc.
- ✓ 6% plan to provide hazard pay for onsite workers.

Recreate Your Pandemic Plan

- ✓ This is an Infectious Disease Preparedness and Response Plan.
- ✓ Must conform to OSHA, CDC, ADA, EEOC, fire code, state & local guidelines.
- ✓ Make it site-specific given you have more than one workplace citywide, statewide, nationwide, worldwide.
- ✓ **Create/Recreate your Emergency Response Team (Brigade in NYC).**

Testing & Symptoms

- ✓ Voluntary, required, who pays?
- ✓ Before work, during, after, ongoing.
- ✓ Identify and quarantine, contact tracing.
- ✓ Stay home if sick/symptomatic.

Return to Lockdown/Work from Home (WFH)

- ✓ Contingency Plan

Reopening Quorum

✓ Voluntary? Required? Each employee decides?

✓ Accommodations for pre-existing/underlying medical conditions, age, caregiving, children at home, transportation

✓ Staged return to workplace: 25%, 50%, 75%, 100%

✓ Split teams? Odd/Even Days? Some remote/some at office?

✓ Teams grouped together? Random?

✓ Flexible start/end times to each individual's or team's workday

Infection Prevention

✓ If workplace has been vacant for weeks, check for mold growth, pests, issues with stagnant water systems (including sink faucets, water dispensers, ice makers, decorative fountains). Take remedial actions

✓ Required Masks/face shields, gloves, (Personal Protection Equipment or PPE); hand washing; provide sanitation dispensers, disinfectant wipes. Who provides and pays? Study OSHA 29 CFR 1910.132 regarding employer's requirements for PPE.

✓ Disinfect high-touch surfaces (e.g., phones, keyboards, switches, door/drawer handles, copier equipment, water dispensers, inside refrigerators): who and how often

✓ Shield work stations, control pedestrian traffic, mark social distances, restrict/prohibit live meetings

✓ Protocols for elevators, escalators, stairways, entrances/exits, waiting areas, meeting rooms, break rooms/hangout spaces, shared kitchens/coffee stations, restrooms, outdoor smoking areas

✓ Housekeeping: Workplace cleaning and sanitizing, disposal of PPE, disinfecting, masks, gloves

✓ Signage throughout workplace that informs, directs, reminds.

✓ Install high-efficiency air filters.

✓ Increasing ventilation rates in the work environment

✓ Increase percentage of outdoor air as high as 100%, increase air flow to occupied spaces

Policies

✓ Sick leave, caregiver leave; number of paid days

✓ Annual Paid Time Off: use or lose? Bank?

✓ Travel: walk, bicycle, private car-no passengers/family member passengers/colleague passengers, rideshare service, public transportation, train, flight.

✓ Travel: clients, location scouting, studios, printers, conferences.

✓ Visitors: Test before arrival? Questionnaire? Temperature? Turn Away?

✓ Freelancers, contractors, vendors, deliveries.

✓ Temp workers.

Mental Health Considerations

As employees return to your workplace, they're understandably stressed. They're fed up with social restrictions, afraid of being exposed to the virus, frantic about child care, distraught over money, and terrified about bringing the virus home to their families. They resent losing control over much of their personal lives, and will be rattled by changes made in their workplace.

Prolonged fear and anxiety dull thinking and creativity. It's difficult to focus, which diminishes productivity. It can also lead to accidents and slow response time.

High stress levels among your people put them at risk for workplace injury, disability and even death.

This also exposes your organization to:

➔ Losing time and crushing morale during investigations and depositions

➔ A costly, time-consuming legal defense

➔ Damaging media coverage, and

➔ Your reputation and business being burned to the ground.

Compliance

✓ **Employee Refusal:** Individuals who refuse to return to work, refuse to wear PPE, refuse to be vaccinated. Are waivers legal? Enforceable? Desired?

✓ **EEOC:** Equal Employment Opportunity Commission states that employers can ask for a COVID-19 test before allowing workers to return. Employers can also require fitness-for-duty tests, ask workers to wear masks or ask them to stay at home if they are unwell.

✓ **PPE: OSHA 29 CFR 1910.132:** Masks, gloves, etc. are Personal Protective Equipment. OSHA has regulations for employers re issuance, fit-testing, donning, doffing, cleaning, reuse, disposal.

✓ **Trigger for Training: Renovating or reconfiguration of any workplace is a trigger for training required by law of all emergency response procedures.**

✓ **Medical emergency** virus or non-virus related. **OSHA 29 CFR 1910.151** requires every employer have employees first-aid trained.

✓ **Emergency Action Plan: OSHA 29 CFR 1910.34 + 1910.38:** All the other emergencies that threaten the workplace have not been quarantined or suspended. Workplace violence, medical emergencies, severe weather, bomb threats, workplace bullying, fire and more remain foreseeable threats.

✓ **Record Keeping OSHA 29 CFR 1904:** OSHA 300 log for any injury or illness. On everything from an employee contracting the virus to any other medical emergency. Also, records on virus testing, etc.

✓ **Work from Home (WFH):** OSHA regulations to provide a safe workspace apply to each employee's workspace at home. Employers must provide and train an emergency plan.

✓ **Training:** OSHA requires employee training at your office for any/every emergency that is virus related and for all other emergencies. Renovating or reconfiguration of any workplace is a trigger for training required by law of all emergency response procedures.

✓ **Trainer:** OSHA requires the trainer be "qualified," meaning by experience or training on the specific responses.

Training/Communications

- ✓ **COVID-19:** Train/educate up-to-date procedures, policy and practices on education and training re: risk factors and protective behaviors.

- ✓ **PPE:** Masks, gloves/face shields, etc. are Personal Protective Equipment. OSHA has regulations for employers re: issuance, fit-testing, donning, doffing, cleaning, reuse, disposal.

- ✓ **Trigger for Training:** Renovating or reconfiguration of any workplace is a trigger for training required by law of all emergency response procedures.

- ✓ **Medical emergency** whether virus or non-virus related. OSHA requires every employer have employees currently certified in first aid training.

- ✓ **Emergency Action Plan:** All the other emergencies that threaten the workplace have not been quarantined or suspended. Workplace violence, medical emergency, tornados, bomb threats, workplace bullying, etc.

- ✓ **Trainer:** OSHA requires employee training for any/every emergency that is virus related and for all other emergencies. OSHA requires the trainer be "qualified" meaning by experience or training on the specific responses.

Recommendations

1. **Create or recreate** your all-hazards Emergency Action Plan including all COVID-19 policies, procedures and practices.

2. **Train all employees** on your all-hazards Emergency Action Plan including all COVID-19 policies, procedures and practices.