Office Operations Quick Hits

Turning Recommendations Into Action

Emily Whitcomb
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[Logos of Avetta, ISN, McElhattan Foundation, and U.S. Steel]
Agenda

• Return-to-Work Guidance: Framework and Playbooks
• SAFER Quick hits for guidance in office operations
• Case study: Justin Dugas, USG
• SAFER resources
Return-to-Work Guidance: Framework and Playbooks

SAFER \textit{Safe Actions For Employee Returns}
Return-to-Work Guidance: Framework and Playbooks

Screening and Reporting

In order for employees to return to a workplace, many organizations may institute screening through self-assessments and temperature checks to clear employees for entry into a building or site. While these screening methods are not foolproof measures to detect COVID-19, organizations should consider the following actions:

- Provide written communication and/or webinars to inform employees how, when and where screenings will be conducted and what will happen should an employee fail an elevated temperature or provide a falsified answer to a screening questionnaire.
- Develop policies to articulate and designate who will be responsible for conducting the screenings, and ensure these individuals follow recommended protocols for conducting screenings.
- Engage safety committees in assisting with creating guidelines.
- Outline and make employees aware of the procedures for failed COVID-19 screenings.
- Ensure mechanisms are in place to track and understand completion and engagement metrics around screening communications and training.
- Create guidelines for supervisors and managers in the event of a failed screening and ensure the employee has transportation and a place in which to shelter-in-place.
- Establish a process, including screening points, for communicating to employees who have been in contact with a symptomatic employee (e.g., what steps were taken to isolate, self-quarantine, area closed for deep cleaning, etc.)
- Establish a workplace decontamination process in the event of confirmed infection case.
- Oftentimes points for supervisors and managers to inform employees about a confirmed case in a safe, informative manner include organizational response to FAQs as to what messages are being sent and updates consistently.
- Communicate exposure information and screening results with third-party employers, such as staffing companies, providing temporary workers, in a timely manner; notify the legal limitations of such communication.
- Help employees conduct their own public health amenity measures (e.g., temperature checks) while also following HHS, EPA or state regulations for health disinfection.
- Develop self-screening procedures for a dispersed workforce that reports to job sites, but not a common central location.
- Implement signage and other taped controls in entrance screening receiving areas (ensures that use is restricted from adjacent vehicle traffic).
SAFER Quick Hits for Office Operations

SAFER Quick Hits

Turn Recommendations Into Action

The following quick-hit documents, generated with the insight and expertise of the SAFER Task Force, are the tactical components - checklists, procedures, protocols - needed to turn the SAFER Framework recommendations into action.

- Confirmed Case Notification Protocol
- Employee Return-to-Worksite Status
- Entrance Screening
- Managing Employee Stress and Anxiety
- Office Physical Distancing
- Office Reopening Protocol
- Risk Exposure Index for Office Settings
- Workplace Hygiene
- Action Plan Template
SAFER Quick Hits for Office Operations

On Today’s Webinar:
• Office Reopening
• Office Physical Distancing
• Risk Exposure Index for Office Settings
SAFER
Safe Actions For Employee Returns

Office Reopening

The following provides an outline of suggested steps to take in order to safely reopen an office workplace after it has been closed due to the COVID-19 pandemic.

Six Essential Steps for Reopening

1. Prepare the Workplace
   - Identify locations where workers commonly gather in large numbers and/or in close proximity.
   - Identify potential high-touch surfaces, zones, or areas.
   - Cleaning plans
   - Pre-return inspections and maintenance HVAC and mechanical checks

2. Prepare the Workforce
   - Mitigating anxiety
   - Policies for deciding who returns, how and when
   - Employee communications

3. Control Access
   - Creating protocols for health and safety checks
   - Building reception/Workplace entries
   - Shipping and receiving
   - Elevators
   - Visitor policies

4. Create a Physical Distancing Plan
   - Decreasing density
   - Schedule/shift management
   - Office traffic patterns

5. Reduce Touchpoints and Increase Cleaning
   - Opening doors
   - Clean desk policy
   - Food/vending plan
   - Cleaning common areas

6. Communicate for Confidence
   - Recognizing the fear in returning
   - Communicating transparently
   - Listening and surveying regularly

How to Prepare the Workplace

- Entrance/Entry Gates
  - Reduce the number of entrances (while maintaining code compliance) and introduce pre-entry screening protocols
  - Install floor markings for safe distancing in waiting areas

- Reception
  - Disable/redesign/remove registration kiosks/touchscreens
  - Use non- or reduced contact means to identify workers and visitors
  - Distribute PPE to building guests in a contactless manner

- Signage
  - Install signage at relevant locations in the entry and exit sequences
  - Explain building access rules and other protocols, such as how occupants use and move in the building

- PPE and Cleaning
  - Provide instructions for discarded PPE
  - Review existing cleaning guidelines and adjust as needed for paths of travel/touch areas
Phased Reopening Plan
Phased Approach to Balance Distance & Density

Phase 1
- Only employees that absolutely need to return to Headquarters will do so.
- Temperature checks will be done in lobby
- **Restrictions:** Many
  - Food court closed
  - Conference rooms closed
  - No outside visitors or contractors allowed in building.

Phase 2
- Teams will gradually return during different periods of time.
- Temperature checks will be done in lobby
- **Restrictions:** Many
  - Food court closed
  - Conference rooms closed
  - No outside visitors or contractors allowed in building.

Phase 3
- Most employees will return to Headquarters.
- Temperature checks will be done in lobby
- Only necessary contractors allowed.
- **Restrictions:** Many
  - Food court open for take-out (no self-service stations and no inside seating.)
  - Conference rooms closed

Phase 4
- All employees who are healthy will return to work.
  - *Need to determine how to manage high-risk employees.*
- Temperature checks will be done in lobby
- Only necessary contractors allowed.
- **Restrictions:** Many
  - Food court open for take-out but details TBD
  - Conference rooms closed
  - Outside visitors TBD

Phased Approach Allows Us to Determine What Works Before All Employees Return
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Safe Actions For Employee Returns

Office Physical Distancing

The following provides suggested steps to take in order to facilitate employee physical distancing practices in office workplaces following return-to-work activities related to the COVID-19 pandemic.

Employee Practices

If possible, maintain at least 6 feet physical distance from others:

- Avoid meeting people face to face
- Avoid public transportation
- Avoid eating in areas, common areas, and cafes/cafeterias/restaurants during busy time periods
- Avoid using shared, office equipment, and workstations

If not possible to maintain 6 feet physical distance from others:

- Try sitting in an open-air environment
- Try to minimize time spent together
- Wear a face covering

Physical Distancing Checklist

<table>
<thead>
<tr>
<th>Physical Distancing Checklist Questions</th>
<th>Yes or No?</th>
<th>If No, why not?</th>
<th>If No, alternative action to mitigate risk?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Are employees maintaining 6 feet of separation while performing work tasks?</td>
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<tr>
<td>Are controls in place to maintain physical distancing requirements in common</td>
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<tr>
<td>gathering areas (e.g., breakrooms, conference rooms, cafeterias, offices, etc.)?</td>
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<tr>
<td>Are controls in place to limit lines and gatherings?</td>
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<tr>
<td>Are controls in place to eliminate shared workstations/offices for personnel separation?</td>
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<tr>
<td>Have in-person meetings, trainings, or other mass gatherings been suspended or moved to virtual sessions?</td>
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</tbody>
</table>
Physical Distancing Signage/Marking Examples

Employer Practices

- Stagger shifts to allow for physical distancing for arrival/exit at beginning and end of shifts
- Stagger break/lunchtime schedules to allow for social distancing based on break room size

- Try to minimize time spent together
- Wear a facial covering
Risk Exposure Index for Office Settings

This COVID-19 risk exposure index serves as guidance for office settings, taking into account three broad categories of Location, Interaction, and Task. Based upon the total risk exposure score, individuals can undertake one of three levels of risk mitigation activities consisting of a combination of physical distancing, hand washing, and face covering.

Location Scoring
To score on location, think about your primary work location. Assign a score based on the following criteria:

- Location score = 1
  Work is in a single location, such as an office or cubicle.

- Location score = 2
  Work is in multiple known scheduled locations, such as conference rooms or classrooms that hold multiple people.

- Location score = 3
  Work can take place in multiple locations throughout a building without a known schedule.

Interaction Scoring

- Interaction score = 1
  Interaction means being in the same space 6 feet or more apart for 15 minutes or fewer. Work takes place in separate cubicles or offices.

- Interaction score = 2
  Interaction with more than 5 people. Interaction means being in the same space 6 feet or more apart for 15 minutes or fewer. Work can take place in separate cubicle, offices, or conference rooms.

- Interaction score = 3
  Interaction with any number of people for any length of time at a distance of closer than 6 feet. Work can take place in separate cubicles, offices, conference rooms, or large common areas.

Task Scoring

- Task score = 1
  Work does not require you to interact directly with others. Maintaining a distance of 6 feet is easy and standard procedure.

- Task score = 2
  Work tasks make it difficult or irregular to maintain a distance of 6 feet between individuals.

- Task score = 3
  Work tasks require you to regularly be within 6 feet of other individuals. You may be required to touch people or objects handled to you by other people.

COVID-19 Risk Exposure Index

<table>
<thead>
<tr>
<th>Location</th>
<th>Score</th>
<th>Interaction</th>
<th>Task</th>
<th>Total Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>SCORE 1: Work is in a single location, such as an office or cubicle.</td>
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<tr>
<td>SCORE 2: Work is in multiple known scheduled locations, such as conference rooms or classrooms that hold multiple people.</td>
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<tr>
<td>SCORE 3: Work can take place in multiple locations throughout a building without a known schedule.</td>
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<tr>
<td>SCORE 1: Interaction with 5 or fewer people. Interaction means being in the same space 6 feet or more apart for 15 minutes or fewer. Work takes place in separate cubicles or offices.</td>
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<tr>
<td>SCORE 2: Interaction with more than 5 people. Interaction means being in the same space 6 feet or more apart for 15 minutes or fewer. Work can take place in separate cubicle, offices, or conference rooms.</td>
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<tr>
<td>SCORE 3: Work requires interaction with any number of people for any length of time at a distance of closer than 6 feet. Work can take place in separate cubicles, offices, conference rooms, or large common areas.</td>
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</tr>
<tr>
<td>SCORE 1: Work does not require you to interact directly with others. Maintaining a distance of 6 feet is easy and standard procedure.</td>
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</tr>
<tr>
<td>SCORE 2: Work tasks make it difficult or irregular to maintain a distance of 6 feet between individuals.</td>
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<tr>
<td>SCORE 3: Work tasks require you to regularly be within 6 feet of other individuals. You may be required to touch people or objects handled to you by other people.</td>
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Risk Exposure Index Scoring

To calculate the total score, add the three assessment scores across Location, Interaction, and Task. Take the following measures based on the level of risk exposure:

**Basic Risk: Total score = 3**
- Wash hands frequently and disinfect frequently touched surfaces.
- Physically distance by keeping 6 feet or more of distance from other people.
- Wear a simple face covering.

Additional basic recommendations:
- Minimize use of shared equipment
- Disinfect items before and after use
- Minimize trips to the office
- Do not come to work if any symptoms of COVID-19 are present

**Simple Risk: Total score = 4-6**
All the actions from the Basic Risk category apply, including:
- Upgrade face coverings to masks are more form-fitting and can be comfortably worn for longer periods of time
- Add physical barriers, such as sneeze screens, and install floor markings for spacing
- Review particular tasks to minimize contact and increase physical distance

**Complex Risk: Total score = 7-9**
All the actions from the Basic and Simple Risk categories apply, including:
- Upgrade face masks to N95 if further assessment warrants
- Develop and implement a disinfection schedule of tools, surfaces, and spaces
- Review tasks to determine if further physical barriers are needed
- Assess if gloves are needed for handling of materials
Guest Speaker

Justin Dugas

Senior Director, Safety and HR Operations

USG
OFFICE REOPENING

July 8, 2020
Return to Work…Together

• **Guiding Principles**
  - Keep health & safety FIRST!
  - Take every possible precaution, leveraging best practices
  - Utilize a phased approach—minimal, measured, and modifiable
  - Recognize working from home works well, for most!
  - Exercise flexibility to ensure unique and common challenges are acknowledged and respected

• **What Our Plants are Doing:**
  - Self-assessment and temperature monitoring
  - Social distancing visuals
  - Maximum occupancy signage
  - No contact safety huddles and stretching
  - COVID cleaning teams
  - Enhanced common surface cleaning
  - Supplier and vendor no contact procedures
  - Enhanced PPE usage (masks, shields, etc.)
  - Break and shift change management
  - Virtual meetings
  - Constant communication
Return to Work…Together

Working From the Home vs. From the Office

Pros and Cons of Working From the Home
- Flexible Schedule
- No Commute
- Saves Money
- More Time With Family
- Keeping a Regular Schedule
- Lack of Computer Peripherals
- Spotty Wi-Fi
- Missing Connection With Coworkers

Pros and Cons of Working From the Office
- Collaborating with Coworkers
- Stable Wi-Fi
- Peripherals—Printers, Scanners, & Monitors
- Getting Back Into A More Regular Routine
- Set Schedule
- Commute
- Expense
- Childcare and Loss of Family Time

Return Why?
- Maybe you oversee a process or program that has been suspended or functioning in a limited/remote support capacity that could really benefit from your attention in person
- Maybe you’ve found working from a home a challenge
- Maybe someone on your team is no longer an employee of USG and they have personal items that need to be returned to them
- Maybe you really need to print, scan, or pick up a physical copy of something
- Maybe you forgot to pack your favorite (fill in the blank) when planning to work from home
- Maybe you miss your coworkers
- Maybe you’re worried about your plant (the green leafy kind)

Return Well

Health Self-Assessment

- Fever
- Cold or flu symptoms
- Sore Throat
- Difficulty breathing
- New onset of cough

Did you score 10 or more?
If no, please care for yourself and reduce the risk of exposure to others by remaining away from the workplace. Seek medical attention on your continuing symptoms.

Return How

https://metralai.com/coronavirus
Return to Work…In Phases

We’re eager to see you again, but we’re taking it slow:

<table>
<thead>
<tr>
<th>Phase 1</th>
<th>Phase 2</th>
<th>Phase 3</th>
<th>Phase 4</th>
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</thead>
<tbody>
<tr>
<td>Mid-July</td>
<td>Up to 10% in office</td>
<td>Up to 60% in office</td>
<td>Up to 100% in office</td>
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<tr>
<td></td>
<td>(employees and</td>
<td>(some consultants and</td>
<td></td>
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<tr>
<td></td>
<td>approved contractors only)</td>
<td>visitors)</td>
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</tbody>
</table>

- Percentages represent office capacity limitations and are not intended to dictate actual employee return rate
- Return to the office will be on a voluntary basis, and maximum percentages will be managed by each Leadership Team member
Return to Work…Together

Return Safely—Additional Precautions

- Touchless and Clean Touch Systems
  - Antimicrobial elevator button, door handle, touch screen covers
  - Touchless and automatic restroom fixtures
  - Feet operated door openers on all restroom doors

- Food Services
  - Cafeteria operations—no go, to go, and then full go

- Reduced Hours of Operations
  - 5 a.m. to 5 p.m. Monday through Friday

- Building Systems
  - MERV 13 air filtration and 60% outdoor air intake
  - Domestic water systems flushed
  - Energy conservation while 550’s been closed

Return Safely—Procedures

- On Your Floor
  - Mask use when away from your desk and in shared spaces
  - West end pantries are open, and we ask that employees use a new, disposable cup when making coffee or getting water
  - Hand sanitizer and wipes are available throughout
  - Conference room capacity limits have been established and don’t sit here signage posted
  - Cleaning supplies for common surfaces are available, and we ask that employees use them before and after contact
  - Use the printer nearest you
  - Starwells are one way except for emergencies (East is up and West is down)
  - Pack your lunch and your utensils! Restaurant options are limited, and exiting and returning to the building may be time-consuming. Delivery orders must be collected outside the lobby. All refrigerators will be emptied at the end of each day.

- Building Amenities
  - Fitness center and Quincy’s are closed for now
  - Bike storage capacity will be increased

Return Safely—Procedures

- General Guidelines
  - Social distance should be maintained, and mask use required when within 6 feet
  - No hand shaking or fist bumping
  - Hand washing should be frequent and thorough
  - Avoid touching surfaces and potentially contaminated articles
  - Maintain a bubble and stay in your bubble
Next Steps

Communications
• Each employee will receive a playbook and be invited to attend a WebEx
• Each manager should discuss with his/her employees their interest in returning to the office
• Each manager should work with their manager and their LT member to comply with the phased return percentages

Flexibility
• We each need to be flexible towards and understanding of one another's unique situation, and we ask that you show the same flexibility and understanding in the event changes to this plan are necessary based on our experience and the evolving nature of the pandemic.
SAFER Guides Employers as U.S. Ponders Reopening

SAFER: Safe Actions for Employee Returns is a multifaceted, comprehensive effort aimed at helping employers prioritize safety as they return employees to traditional work environments and schedules in a post-quarantine world.

At the center of SAFER is a task force – comprised of large and small Fortune 500 companies, nonprofits, legal experts, public health professionals, medical professionals and government agency representatives – that makes recommendations based on best practices and proven workplace safety strategies. The task force delivers resources, such as guidebooks and checklists, to equip employers with the tools they need to protect workers during this time of uncertainty.

NSC urged the Department of Labor to adopt the SAFER framework as part of its Opening America’s Workplaces Again national online dialogue. Anyone interested in assisting in this effort can email safer@nsc.org.

Get more information about COVID-19.

NEW: Organizational Vulnerability Assessment
Examine your organization’s vulnerability to COVID-19 transmission and receive tailored recommendations.

SAFER Playbooks
General and industry-specific guidance to help align safety with business objectives.

Donate to the SAFER Initiative
Safety doesn’t stop in the face of a pandemic. Make a difference today.

Register for July 15 Webinar
Start Your NSC COVID-19 Organizational Vulnerability Assessment

Thank you for requesting the NSC COVID-19 Organizational Vulnerability Assessment. This tool will help you examine risk factors for COVID-19 transmission according to your type of operation and ability to control the associated risk factors.

The results will provide recommended actions to control your identified risks and assist you in creating an action plan to move forward in implementing additional safeguards.

**Start the Assessment**

The assessment should take approximately 30-45 minutes to complete. You do not need to finish the entire assessment at one time.

Upon completion, you will receive:

- An organizational vulnerability risk score of lower, moderate, high or very high
- A list of potential control measures you may still need to implement at your organization
- A control implementation completion summary by risk factor

Your information will remain confidential. The only information shared will be unidentifiable aggregate results to better assist the nation’s employers address pandemic-related issues.

Please visit the SAFER: Safe Actions for Employee Returns website for additional resources to keep your workplace safe.
Back by Popular Demand

Planning a SAFER Return webinar workshop – July 15 at 11 am CT

Katherine Mendoza, NSC EHS manager, and Anthony Washburn, research associate for Campbell Institute and Work to Zero, walk through the SAFER framework and how to create a plan for a safe return to full operations.

Register and receive a FREE copy of the Return to the Workplace Playbook to help customize your own plan.

Free for NSC members, $199 for non-members.

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THANK YOU!

Emily.Whitcomb@nsc.org
JDugas@usg.com

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