Open Up? Work From Home? What to do!

Shut down in seconds it seems, now businesses are trying to move towards reopening. Employees are anxious, eager, fearful, burned out and more. How to take steps to open back up in a safe way.

It's a Journey.

We haven't been here before. This presentation is a collection of information gathered and put into our suitcase as we put one foot in front of the other. Experts from reputable sources give their ideas and we meld them with our own experiences of the past, and lean on those who specialize in areas of knowledge whom we know.

Take what's in this and blend it with those you know – lawyers, accountants, HR professionals, business leaders and more. Together we'll make it through!

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— W O R K F O R C E —

Return to Work Playbook

- Part 1: Strategy – Before You Open Your Doors

- Develop a Task Force: cross functional members from Leadership, Legal, HR/Training, Communications, Facilities, others
  - Discuss the following, and/or other topics deemed important to strategy:
    - Communications: lines and methods
    - Who & Where: phase-in plan
    - Policies: create and/or revise
    - Customer-facing procedures
    - Safety Measures
    - Vendor Plans
    - Regulations: FFCRA, ADA, FMLA, FLSA, State Guidelines, Industry, other
    - Flexibility: what to continue
    - Play "What if…" to develop continuity plan
    - Resources List

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Task Force: Cross functional is key. Leadership, Legal, HR/Training, Communications, Facilites, others: vendors (insurance, technology, CPA) Also think about members from various locations if you have multiple offices.

Communications: what are those lines? Internal communications, external spokespeople. What frequency with different audiences? Tools: text, email, Slack, phone, in-person discussions, mail, posters/infographics. How about confidentiality? Surveys and reporting methods are also important to think about.

Who & Where: likely not everyone will be coming back at once. Who comes first? Where do they go? Think about the phase-in plan: who is essential at what phase. How do you maintain safe social distancing, or do you have enough equipment if you don't do distancing? Make sure you're bringing people back by a legit category: department, seniority, roles, geography, whatever – so as not to show disparate treatment. Document it all.

Policies: you will have some to create if you haven't already. And you'll have some you'll want to revise.

If you rely on customers in your organization: what will your procedures be to serve them? Curbside service? Masks? Having employees go and retrieve items?

Safety measures: will you require masks, gloves? What about taking temperatures of employees – and when?

Vendor plans: who can you partner with for materials? How about schedules so that not everyone comes at once? What about receiving logistics? Checklists will become your friend if they haven't already!

Regulations: this can go with policies, but it's worth noting: some older ones to continue to keep in mind, but then the new ones like FFCRA will be around for the rest of the year. And the State, and some local jurisdictions will have requirements to meet. Industry sectors may also have best practices and guidelines to follow as well.

Maintain flexibility and openness: there will be things out of this that you'll want to implement on a more permanent basis.

Play "What If…" to help with a continuity plan. What if kids aren't back in school in fall and employees still need childcare? What happens if a new round hits hard? What if a particular employee gets sick (with anything, not just COVID)? What if my PPP loan doesn't get fully forgiven? And more!

Resources list: from a strategic level, you'll want to have resources like the CDD, World Health Organization, Washington DOSH & Department of Health, Access Washington, OSHA, ADA website, any industry websites, etc

Return to Work Playbook

- Part 2: Getting the Physical Space Ready
- Put Pen to Paper on:
  - PPE Materials & Sources
  - Landlord/Tenant
  - Cleaning Protocols
  - Social Distance Measures
  - Room Occupancy Limits/Spatial Planning
  - Education Materials
  - Sick Protocols
  - Screening, Tracking & Tracing
  - Resources List

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Before anyone steps foot back into the workplace, you'll want to:

Have your PPE materials & sources figured out, and hopefully on hand. What materials, how to order, how to wear them, inventory list and reorder schedule, gloves, sanitizer, etc.

Landlord/Tenant: this might apply to you, especially if there are multiple tenants in a building: protocols for notification, tracking/tracing if needed; responsibilities of landlord or of tenant; HVAC cleaning schedule, touchless technology (soap dispensers, faucets, toilets, elevator technology, sanitizer dispensers, etc)

Cleaning protocols: robust cleaning schedule, disinfecting stations for mail, deliveries; how to get employees engaged here with workstation cleaning, cleaning of conference rooms and other. What about the microwave in the kitchen, the refrigerator handle or the coffee maker?

Social distancing: are you able to spread your workstations out? Can you add plexiglass in places to provide physical barriers? Markers on the floor, what about common spaces like kitchens and the water cooler?

Room occupancy: conference rooms that used to have 15 chairs, now have no more than 8 for instance. Where else can you take away furniture to reduce the number of people in an area?

Education Materials: what mandatory posters need to be up and where? What other posters can be posted around to remind people of new policies? Handouts as well?

Sick Protocols: What happens if someone starts exhibiting symptoms? Do you have a designated place to take them to isolate away from others? How about cleaning areas where they were?

If you're planning on screening: remember you'll need a private place for that, a way to track the information in a way that will maintain confidentiality, and the possible need to trace if someone does become ill.

Resources list is valuable here too: CDC, WHO, US Dept of Labor, OSHA, vendor info for PPE materials, Industry-specific guides

Return to Work Playbook

- Part 3: Taking Care of the People

- Reassure Your Employees and Customers:
  - Follow Governor's Regulations around "High Risk Employees"
  - Follow Industry Guidelines for Safe Operations
  - Inform Employees about Managing/Planning IF Coronavirus Hits Home
  - Safety Measures for Hygiene & Cleaning
  - Call Back Notices
  - Resources List
  - Trainings
    - Company-wide COVID-19 Response Protocols & Resources
    - Disinfection/Cleaning Team Trainings & What Employees Should Do
    - Isolation Coordinator Training
    - Screening Leads Training
    - HR/Attendance Policy Training

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Governor's regulations: "high risk" individuals will not need to return to work immediately. You are not covered if you simply live with someone high risk. You must be in order to be covered. Follows the CDC guides: those 65+ and those with pre-existing conditions (pregnancy is not included in CDC, smoking itself is not considered).

Follow Industry Guidelines for Safe Operations: Construction in WA, other states have it for other industries so pay attention

Give tips on how to manage COVID at home: cleaning, plan IF someone were to get sick.

Call Back Notices: prepare these in writing. You'll want employee responses in writing as well – helps with PPP if needed

Resources List: Along with many that we've already mentioned, you'll want to have: company insurance contact info for health/dental; EAP services available, possibly Kitsap Mental Health and Peninsula Health Services, maybe some financial resources available like American Financial Solutions or Kitsap Community Resources; 211 if needed among others.

Trainings: you will want to have these ready to go. Could be part of a re-orientation/onboarding process of sorts. Educate employees on what the company will be doing for safety protocols that have been enhanced or changed; expectations for cleaning (workstations, conference rooms, commonly used things); response protocols if someone might become sick; how to report things that might not be in line with new protocols, etc.

Isolation Coordinator: you should have one for each area/department, or shift, or ?? These people know what to do if someone falls ill during work.

Screening Leads: will this be mandatory or voluntary by employees? I heard that to be mandatory you have to have a 3rd party vendor do the screening, but I haven't verified that. They should be trained on how to take temperatures, how to go through questionnaires if you have those, how to handle the information once it's known, and confidentiality aspects.

Supervisors: also training for them so they know to be aware of any signs of anything – physical illness, protocol missteps, mental/emotional distress and report to HR.

You cannot overcommunicate anything! Keep doing it! Meet as often as needed – scale back only when things are under control.

Accommodations & flexibility: remember those you might have been accommodating because of ADA, and check in to make sure those accommodations are still working ok. Be flexible – do you need to force people back to the office for work, especially early in the phase-in?

Continue to watch for "best practices" – new insights will come out as we move forward in the effort to re-open
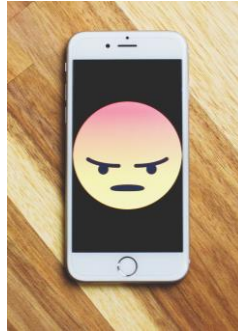
Welcome Back Packages: we are working on doing this. Basically, employees do better when they have info. So send them the new safety policies and other pertinent info. Include their first mask if you're requiring them, and some hand sanitizer. Sends a message that you value them and their safety.

COVID-19 Safety Plan: I keep hearing talk of OSHA requiring this, and I saw that our State's L&I page specifically says they are not requiring an official safety plan, HOWEVER, if you've gone through this thought process and created plans and

checklists, have it include your safety plan! Cleaning schedules and safety protocols, along with the additional info you have in your playbook, if it's written, will help if anyone were to ever come and "inspect" the workplace.

Meanwhile, Back @ Home…

- We all:
  - Have Been Under Stress
  - Have Little Control
  - Have Additional Demands

- Employees Might Be:
  - Fearful
  - Excited
  - Concerned
  - Anxious

- All of This Can = Burnout
  - Whether Employees Have Been WFH or Not!

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Meanwhile, Back @ Home…

- Fighting Burnout for Yourself & Your Employees
  - Touch Base Daily via Voice or Video
  - Increase Frequency of Team Meetings – Productive or Not
  - Have a Routine: Times, Clothes, Breaks…
  - Fresh Air
  - Dedicated Space in Home
  - Adjust Your Expectations
  - Focus on Must-Do's
  - Creative Outlet
  - Highlights & Heroes
  - Power Down

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Hearing a voice and seeing a face is vastly different than getting 15 emails from someone in a day. Make the extra effort to connect!

Team meetings: do a staff lunch – decide on a theme, get on Zoom, and eat lunch together. Or have your staff meeting. We have started including games in our staff meetings – "Never Have I Ever", virtual Pictionary are a couple that we've played!

Routines – speak for themselves

Fresh Air – make sure to get some each day! Combining this with routine: "leave" your house, "arrive at work" – walk the block, the driveway, whatever and come back to "work". Then do the opposite at the end of the day.

Dedicated space at home: Have your work space. Do not enter it when you are "at home". Set your boundaries.

Adjust your expectations: realize that you spend approximately 2-3 hours a day distracted at the office, and 5 hours of productivity. At home, you might be able to accomplish more in a shorter timeframe.

Must-do's: don't fill your day with filler tasks. Set out what it is that you must get done, and do it!

Highlights & Heroes: think about what you feel good about doing that day, and who might have helped along the way to make something easier for you.

Power Down – yes, turn that computer OFF!

Resources List

- Governor Inslee's Protection Order: www.governor.wa.gov/news-media/inslee-issues-protection-high-risk-workers
- Back to Work Toolkit: www.backtoworktoolkit.com
- Center for Disease Control: www.cdc.gov
- OSHA: www.osha.gov
- Department of Labor: www.dol.gov
- WA State Coronavirus Response: www.coronavirus.wa.gov
- Kitsap Economic Development Alliance: www.kitsapeda.gov
- Rapid Response: www.rapidresponsesouthsound.com
- Kitsap EOC: www.kitsapgov.com/Pages/coronavirus.aspx
- Building Efficient Supply Streams (BESS): www.bessintl.com
- Chambers of Commerce

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Make sure to check out the FAQ sections on several of these pages!

Toolkit – use it!
BESS – put together for WA businesses. There are local suppliers around as well, so make sure to check in with them too! Kitsap Maker Space, Schenk Guitars; hand sanitizers from local breweries for instance.

Monica Blackwood,
SPHR, SHRM-SCP, CSP

monica@westsoundworkforce.com
Linkedin.com/in/monica-blackwood

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