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Preparing to return to the worksite

May 27, 2020

Navigating the pandemic response lifecycle
The three R's: A framework for recovery

The COVID-19 pandemic has changed the way we work and these changes are permeating far beyond the peak of the contagion. As we navigate these unchartered waters we find ourselves dealing simultaneously with a health crises, a digital crises and an economic crises.

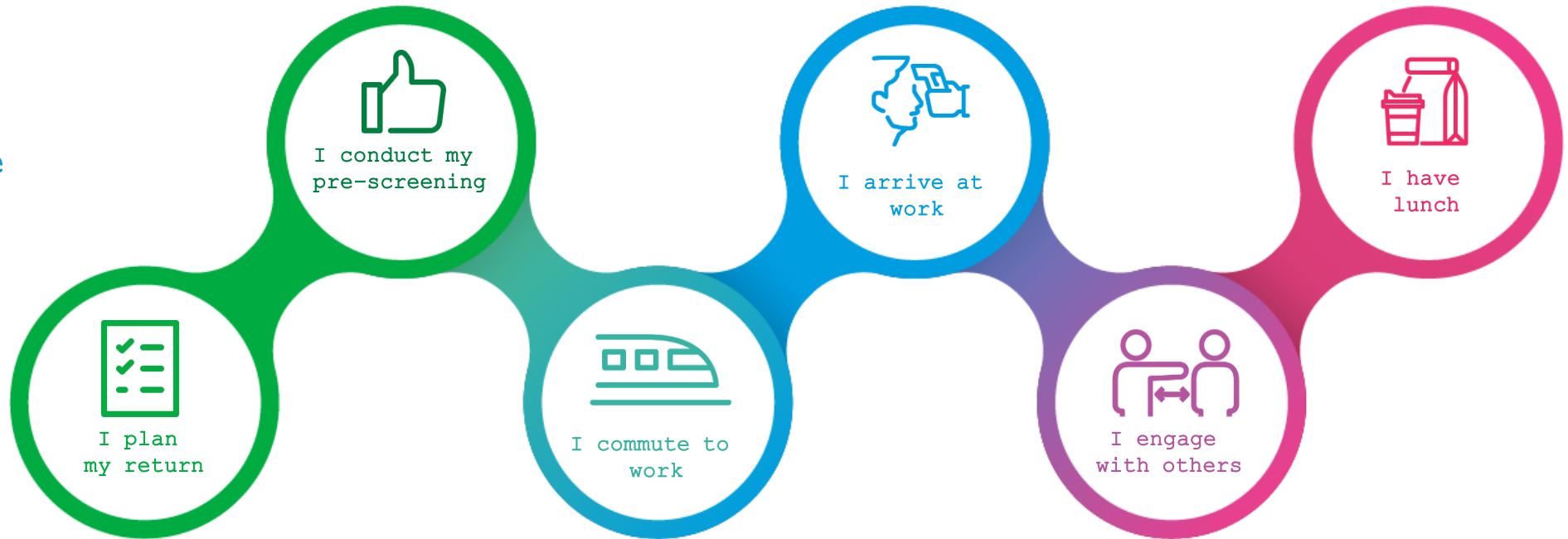**Respond**

Return

Reinvent
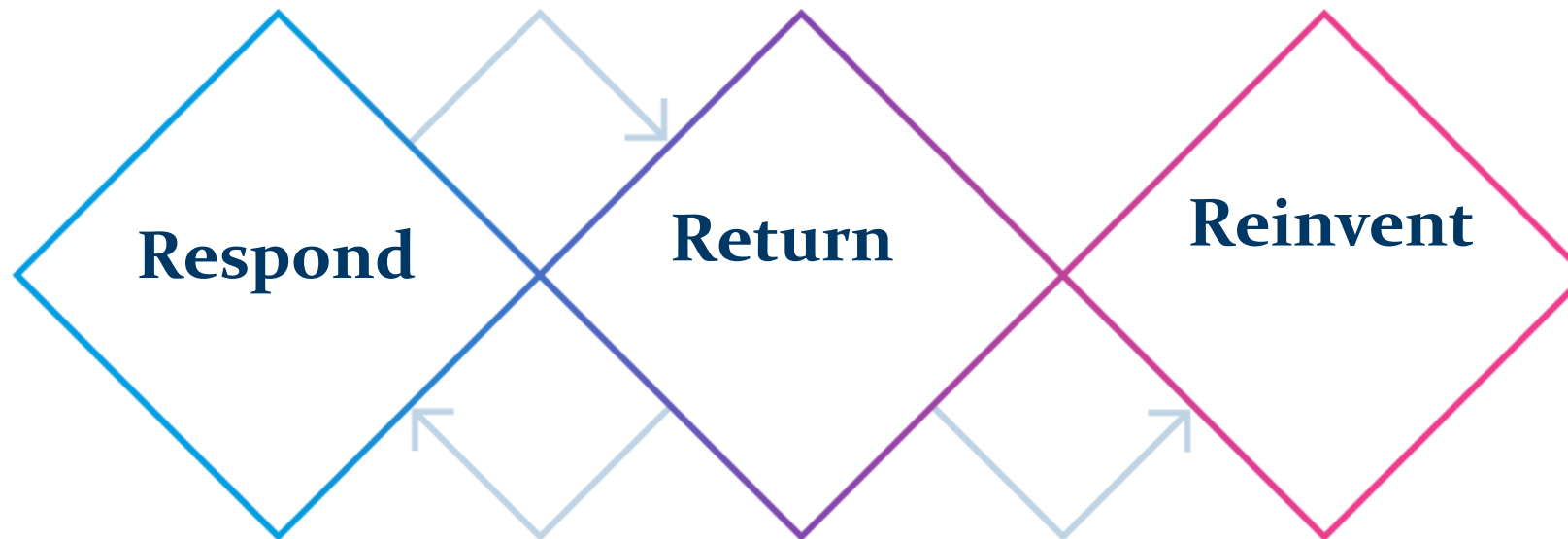
What we are finding is that companies are alternating between the phases depending on the course of the pandemic, government responses and the resilience of their industry & business.

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Employee perspective
Returning to the workplace may be risky

On-Site Worker Experience

I conduct my pre-screening

I arrive at work

I have lunch

I plan my return

I commute to work

I engage with others

Employee goals	Start planning for the transition	I get formally approved to return	I arrive safely with minimal contact	I pass the screening and obtain my gear	I stay safe and productive	I take my break and eat safely
Current experience – Emotional curve	• I have to find new childcare • I'm looking forward to getting back to normal, but anxious about the risk	• I feel a little uncomfortable with my employer asking me this	• I need to find arrangements to avoid taking public transportation	• This feels extreme – am I really safe?	• It is amazing to connect with people again – even from a distance! • My mask is so uncomfortable	• Our cafeteria is closed – what will I eat? • I wish I could have lunch with my friends!

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Competitive labor market: unemployment
A tale of two workforces – an economic decision

Employee A
- Employee returned to work
- Earning $600/wk ($15/hour)
- Risk exposure
- Childcare costs

Employee B
- Remaining on employer furlough
- Earning $840 to $1,080/wk
- No exposure
- No childcare costs

Considerations

- CARES act supplemental $600 benefit currently extends through July 2020

- State law varies as to whether an employee will remain eligible for unemployment if called back to work

- Benefits vary by state, but on average $55k annual earnings is the point at which employees are "made whole" with current unemployment benefits

- Employer provided health and welfare benefits may offset some difference in earnings

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Supporting your workforce
Considerations for employers

Employee **rewards impacted** through cost containment efforts

Employee **jobs impacted** driving immediate cost savings (e.g., work share programs, furloughs, layoffs)

Limited return to worksite, with continued impact to jobs for those not returning

Financial wellness concern for those whose households may be otherwise impacted by job loss

Employee **health impacted,** as financial stress and avoided medical care manifest in healthcare claims

Reinventing jobs, operational and talent programs and processes to **drive operational effectiveness**

Low employee morale can become a key issue which impacts productivity

Considerations beyond pay

well-being support

- Financial assistance for
- essential expenses
- Childcare support
- Waiving cost sharing for COVID-19
- Additional vacation days post-COVID
- Emotional health support

flexible schedules

- Compressed work week
- Alternative work schedules
- Ultra-flex or "results-based" schedules

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Preparing the worksite

Preparing your physical worksite to safely allow workers to do their jobs

- ✓ Staggering break and shift times

- ✓ Social distancing strategies

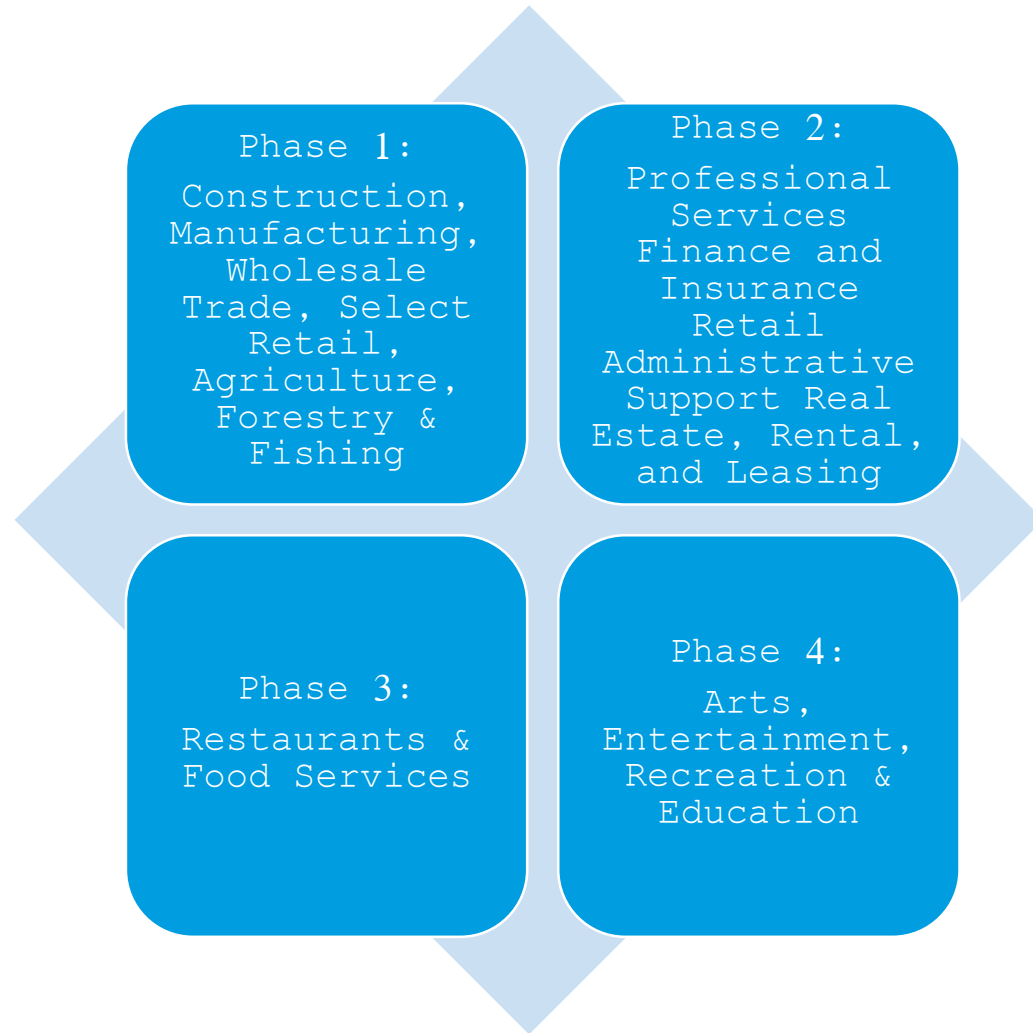- ✓ Cleaning, disinfecting and respiratory hygiene including facemasks

Leading the way in worker safety

Leadership's role in managing worksite safety and preparing employees to return

- ✓ Change management
- ✓ Visible leadership
- ✓ Transparency
- ✓ Audit and assurance

- ✓ Leading indicators
- ✓ Expectation setting
- ✓ Clear policy and communication

NY's Phased Approach

Phase 1: Construction, Manufacturing, Wholesale Trade, Select Retail, Agriculture, Forestry & Fishing

Phase 2: Professional Services Finance and Insurance Retail Administrative Support Real Estate, Rental, and Leasing

Phase 3: Restaurants & Food Services

Phase 4: Arts, Entertainment, Recreation & Education

Physical

Protective

Hygiene

Communication

Screening

NY Required Practices & Recommendations – Phase 1 Manufacturing

New York Manufacturing Guidelines for Employers and Employees

	PHYSICAL DISTANCING	PROTECTIVE EQUIPMENT	HYGIENE AND CLEANING	COMMUNICATION	SCREENING

Mandatory	• Ensure 6 ft. distance; otherwise, wear an acceptable face covering at all times
	• Limit presence to 50% capacity
	• Post social distancing markers that denote 6 ft. spacing
	• Use tele- or video-conferencing whenever possible
	• Hold essential in-person gatherings in open spaces; adhere to social distancing
	• Establish designated areas for pick-ups and deliveries
		• Provide employees with an acceptable face covering at no-cost and have an adequate supply
		• Face coverings must be cleaned or replaced after use or when damaged, may not be shared, and should be properly stored or discarded
		• Limit the sharing of objects
		• Discourage touching of shared surfaces; otherwise, wear gloves, sanitize or wash hands before and after contact
			• Conduct regular cleaning and disinfection after every shift, daily, or more frequently per CDC/DOH guidelines
			• Frequently clean and disinfect shared objects, surfaces, and high transit areas per Department of Environmental Conservation products identified by the EPA
			• If cleaning causes safety hazards, provide access to a hand hygiene station and/or supply disposable gloves
			• Prohibit shared food and beverages (ex: buffet-style meals)
				• Affirm review, understanding, and implementation of state-issued industry guidelines
				• Post signage of proper hygiene, social distancing rules, appropriate use of PPE, and cleaning protocols
				• Establish a communication plan with a consistent means to update information
				• Maintain a continuous log of every person who may have close contact with other individuals without PPE
				• Notify state/local health departments immediately of positive COVID-19 tests; cooperate with contact tracing efforts
					• Sick employees should stay home or return home (if ill at work)
					• Implement mandatory health screening assessment before beginning of work day to review:
					  • COVID-19 symptoms, positive tests, contact with confirmed or suspected cases in past 14 days
					  • Review responses daily
					• Employees with symptoms should be sent home; if tested positive, must quarantine for 14 days before return
					• On-site screeners should be trained per CDC, DOH, and OSHA protocols and wear PPE (min. face covering)
					• Have a plan for cleaning, disinfection, and contact tracing in the event of a positive case

Recommended Best Practices	• Work from home whenever possible • Modifying workstations to adhere to 6 ft. distancing • Prohibit non-essential visitors to the site			• Wherever possible, increase ventilation of outdoor air while maintaining safety precautions • Encourage employees to bring lunch from home and reserve adequate space for employees to observe social distancing while eating meals	• Perform screening remotely (e.g. by telephone or electronic survey), before reporting to the site, to the extent possible

Key takeaways for you

Define who needs to return

- Be clear about who is an essential (critical) employee and needs to return to work – and who is not.
- Not all job functions require being physically present

Preparing the worksite

- Consider the "small things" when thinking about redesigning the physical worksite
- Allow for social distancing
- Support mitigation with cleaning, disinfecting and respiratory hygiene

Engage with empathy

- Communicate what you're doing and why you're doing it before you do it
- Emphasize the employee experience and their safety
- Get started with the most appropriate return-to-work process for your circumstances and adjust and refine as you go – things are fluid!
- Consider toolkits to ensure cascaded message reaches front line

Understanding screening

- Evaluate the relative value of different screening options and make the choice that's best for your organization and people
- Remember, these are considered "medical screenings", and appropriate steps should be taken to maintain privacy and confidentiality

Leading the way

- Be transparent when communicating
- Set clear policies and expectations
- Visibly model worksite safety
- Make it easy to comply

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panel discussion

thank you

for allowing us to be your trusted advisor in these uncertain times