Safe Return to Work for Indiana's Manufacturing, Logistics, and Warehousing Sectors

Keeping our Hoosier workers safe so they can restart the state

April 28, 2020

Contents

Foreword 3
Purpose Statement 5
Key Decisions to Consider Prior to Restarting Your Workplace 5
Key Components of a Safe Return to Work in Manufacturing, Logistics and Warehousing 6
- Health and Safety – Enhanced Cleaning Procedures 8
- Health and Safety – Employee Personal Protective Equipment (PPE) 9
- Health and Safety – Employee Screening 12
- Health and Safety – Employee Illness While Working 14
- Health and Safety – Employer Case Reporting 16
- Health and Safety – Social Distancing in Operations 17
- Site Governance – Common Areas (restrooms, canteens, or cafeterias) 19
- Site Governance – Site Entry and Exit (employees, suppliers, customers, contractors) 21
- Site Governance – Helpful Signage 22
- Transportation & Logistics – Travel to Work 23
- Transportation & Logistics – Business Travel 24
- Transportation & Logistics – Employer-provided Transportation 25
- Transportation & Logistics – Shipping and Receiving 26
- Human Resources – Workforce Continuity 27
- Human Resources – Accommodating Vulnerable Populations 29
- Human Resources – Communications 30

Foreword

The Central Indiana Corporate Partnership (CICP) was formed in 1999 by chief executives from many of Indiana's leading businesses, universities, and philanthropies in a strategic and collaborative effort dedicated to the state's continued prosperity and growth. Perhaps now more than at any other time in our 20+ year history, Indiana's continued prosperity and growth are less certain as a result of the economic shut-down brought on by COVID-19.

Yet at some point, hopefully very soon, the COVID-19 pandemic infection curve will begin to reliably decline. Employers and employees will be seeking to re-enter and re-activate the workplace. However, until an effective COVID-19 vaccine is developed and deployed to enable and justify fully operational workplace interactions, the return to work can be only partial and will likely look far different from the workplace considered normal prior to the COVID-19 outbreak.

How can Indiana lead the way in achieving the best possible outcomes for our industrial companies during this challenging period, likely lasting well into 2021? As the nation's most manufacturing-intensive state, with nationally ranked health care systems, America's largest medical school, and one of the country's current showcase centers for life sciences innovation in this crisis, Indiana should be uniquely prepared to rise to this challenge.

And so, as an organization driven by these key businesses, institutions and economic sectors, CICP has turned to our members, stakeholders, and professional staff from our branded initiatives—particularly Conexus Indiana and Energy Systems Network (ESN)—to develop the content you see here, based on current best practices of our companies and others around the world in this unprecedented time.

Special thanks to the leadership team at Cummins, which has been dealing globally with the workplace impacts of COVID-19 since January and has devoted such impressive leadership, insight, experience and energy in the work of producing this safe return-to-work "playbook." Thanks also to our collaboration here with the Office of the Governor, the Indiana Economic Development Corporation, the Indiana Department of Labor, and the Department of Workforce Development.

This playbook is intended to identify recommendations and best-practices drawn from public health experts and organizations, as well as other officials, to assist Hoosier employers both in continuing to navigate the COVID-19 pandemic and in restarting operations. It includes three parts, aimed especially at guiding leaders in the manufacturing, logistics, and warehousing sectors in their efforts to resume business.

1. **A Purpose Statement**: Outlines the broad purpose and intent of this document.
2. **Key Decisions to Consider Prior to Restarting Your Workplace**: Describes for employers the four key principles they will need to consider as they seek to re-open their operations following the COVID-19 shelter-in-place order and temporary closures.

3. **Key Components of a Safe Return to Work in Manufacturing, Logistics, and Warehousing**: Provides an outline of and detailed descriptions for the 16 key factors across four broad areas that employers will have to uniquely manage to provide maximum societal benefits as we go back to work during the ongoing pandemic.

In anticipation of the re-opening of these key sectors, the following guidelines based on reliable publicly available sources, set forth recommendations in what we hope is a convenient and accessible format for businesses across the state of Indiana to help inform a **safe** return to work for employers, employees, and stakeholders alike. While these guidelines are not a one-size fits all set of recommendations, they should provide a helpful starting point that can be scaled for operations of all sizes across all 92 counties of the state, such that the required resource availability and requirements match the capability and capacity of each operation according to its own unique needs, facts, and circumstances.

Purpose Statement

The purpose of this document is to provide companies on a state-wide basis of all sizes (2 to 1,000+ employees) across the manufacturing, logistics, and warehousing sectors a set of guidelines and expectations for a safe and phased approach to the resumption of economic activity as the State of Indiana achieves certain COVID-19 mitigation benchmarks. The generic term "manufacturers, logistics, and warehousing" is used to refer to employers engaged in such related segments of the economy as manufacturing plants, commercial transportation, warehousing operations, related office buildings, product development centers, facility maintenance, and other support service-type businesses.

It is important to note this document does not in any way constitute legal guidance, and it is not intended to replace or supersede guidance from federal, state, or local officials, including the Centers for Disease Control and Prevention and state and local public health officials. This document is instead intended to suggest evolving best practices, drawn from (and in many cases throughout linked to) publicly available sources in what we hope is a convenient format that business leaders can consider in resuming operations in the days ahead. In determining when to reopen and resume operations, businesses should follow the latest guidance from such official sources, as well as their own sources of counsel, while taking into account their own unique facts and circumstances.

Key Decisions to Consider Prior to Restarting Your Workplace

You may be asking yourself: ***Is it time to restart my operations***?

To best protect against the spread and/or a resurgence of the COVID-19 disease, manufacturing, logistics, and warehousing operations who are not able to affirmatively answer the following four basic questions should not plan to re-open operations until they are able to provide substantially sufficient positive response to each of these areas of concern.

1. Have you put COVID-19 health and safety mitigations into effect for the health and safety of your employees throughout the workday, including, as necessary, transport to and from your facility?
2. Do you have reasonable, ongoing demand for your product/service?
3. Do you have ample supply of incoming production materials to support your manufacturing operations at a reasonable level?
4. Have executive orders which have prevented your operation to continue during the COVID-19 crisis been lifted, or have you been provided with a waiver as an essential business?

Manufacturing, logistics and warehousing operations who meet the guidance provided in this document and could show evidence thereof should be in a more favorable position to re-open. Those that are unable to do so likely have more work to do before re-opening.

The highest priority during this time is the health, safety, and well-being of all Hoosiers across the state. Your support in achieving this common goal is appreciated.

Key Components of a Safe Return to Work in Manufacturing, Logistics and Warehousing

The table below outlines several critical factors that will allow manufacturing, logistics and warehousing operations to manage through the COVID-19 pandemic in a safer and more effective way. It should be recognized that it probably is not possible to eliminate all risks. The emphasis instead should be on the implementation of higher degrees of mitigation.

Consistent with the Centers for Disease Control and Prevention's Interim Guidance for Businesses and Employers to Plan and Respond to Coronavirus Disease 2019 (COVID-19) and its associated Community Mitigation Strategy document, additional considerations are outlined for Hoosier manufacturing, logistics, and warehousing employers and their workplaces. The following table outlines, at a high-level, appropriate elevations of targeted risk mitigation depending upon the State's indicated mitigation level for localities in each sector.

Major Category	Key Components
Health and Safety	Enhanced Cleaning Procedures
	Employee Personal Protective Equipment (PPE)
	Employee Screening
	Employee Illness While Working
	Employer Case Reporting
	Social Distancing in Operations
Site Governance	Common Areas
	Site Entry and Exit
	Helpful Signage
Transportation and Logistics	Travel to Work
	Business Travel
	Employer-provided Transportation
	Shipping and Receiving
Human Resources	Workforce Continuity
	Accommodating Vulnerable Populations
	Communications

In addition to the four critical questions posed above under "Key Decisions to Consider Prior to Restarting Your Workplace," you should also be taking the following aspects into consideration prior to restarting your operations:

- Determine your local confirmed case count/COVID-19 infection rate.

- Determine your regional/local case-fatality rate (confirmed deaths/total confirmed COVID-19 cases).
- Understand your local hospital and community health network situation with respect to COVID-19 (overwhelmed and overcapacity, capable of handling new COVID-19 cases, etc.).
- Understand your access to testing by contacting the Indiana State Department of Health or your local health department.
- Much of the information above can be accessed via the following websites:
  - Center for Systems Science and Engineering at Johns Hopkins University
  - State of Indiana COVID-19 website

As you review the Key Components pages, a simple risk mitigation matrix is provided to assist you with starting your mitigation efforts.

If you are in a region (or county) of the state where total confirmed cases/infection rates, case-fatality rates, or other COVID-19 related measures are high, then you likely want to start on the right-hand side of the below matrix (Substantial Mitigation). As time moves on, and the COVID-19 risk reduces in your region, you may be able to start moving to the left, relaxing mitigation.

If you are in an area where the COVID-19-related indicators are more moderate, then it may be appropriate to start in the middle (Moderate Mitigation) or on the left-hand side of the matrix (Minimal Mitigation).

Minimal Mitigation	Moderate Mitigation (below plus Minimal items)	Substantial Mitigation (below plus Minimal and Moderate items)
➢ Mitigation efforts in this area of the matrix are suitable for organizations operating in a region / county where their relative risk is lower than the majority of the state. ➢ It may also be suitable for organizations who lack resources or capacity but are making a reasonable effort to mitigate as best as possible to the full recommendation, to start at the right-hand side of the matrix.	➢ Mitigation efforts in this area of the matrix would be suitable for organizations who are operating in a region/county of the state where their relative risk is about average to other areas of the state. ➢ It may also be suitable for organizations who are unable to start with Substantial Mitigation efforts due to resources and/or capacity as long as they are making a reasonable effort to mitigate as best as possible to the full recommendation.	➢ Mitigation efforts in this area of the matrix would be suitable for organizations who are operating in a region/county of the state where their relative risk higher than most other areas of the state. ➢ It may also be suitable for organizations who are able to implement substantial mitigation efforts.

Health and Safety – Enhanced Cleaning Procedures

Minimal Mitigation	Moderate Mitigation	Substantial Mitigation
➢ Clean and disinfect frequently touched surfaces daily.	➢ Clean and disinfect frequently touched surfaces multiple times per day or per shift for multi-shift operations. ➢ Close areas where employees were present within past seven days with a positive test for COVID-19 and conduct thorough cleaning and disinfection of the entire area.	➢ Industrial / professional cleaning of the entire site after persons suspected/confirmed to have COVID-19 have been in a facility within seven days (see the CDC recommended guidelines here) or as recommended by your Health, Safety and Environment team.

Even under normal business conditions, a facility should clean common touchpoints on a recurring schedule. Enhanced cleaning and disinfecting procedures are expected to increase significantly in frequency and be consistent with the level of risk mitigation required, as determined by business owners/site leaders in conjunction with state and/or county health departments and other public health officials, as well as the company's own unique circumstances.

Below are additional important considerations:

- If there are limited supplies or personnel available to effectively clean and disinfect a facility, then the site should consider not re-opening and should expect to delay operating until adequate supplies are available.
- The US Environmental Protection Agency (EPA) has issued an exhaustive list of approved disinfectants. Employers should ensure their cleaning staff use products from this list.
- Examples of common touch points to consider for facilities include, but are not limited to, the following: door handles/doors, computers, AV equipment, stair rails/banisters, light switches, tables, desks, chairs, building access control devices, drinking fountains, vending machines, elevator buttons, all restroom areas, sinks, counters, coffee machines/appliances, printers, copiers, control panels, Human Machine Interfaces (HMI), tools, gauges, vehicles, and forklifts.
- If the cleaners identify other common touch areas, they should use their discretion to meet the intent of the guideline, which is to clean all commonly touched areas.
- At the direction of state and/or county health departments, deep cleaning should only be done by approved outside professional service providers.

Reference: Community Mitigation Strategy Document (CDC)

Health and Safety – Employee Personal Protective Equipment (PPE)

Minimal Mitigation	Moderate Mitigation	Substantial Mitigation
➢ Utilize social distancing. ➢ Cloth face covering. ➢ Use gloves when touching common surfaces.	➢ ASTM level 2-3 surgical mask (preferred). ➢ Physical Barrier. ➢ N95 mask (if surgical mask not available).	➢ Powered air purifier respirator.

Employers should provide appropriate COVID-19 personal protective equipment (PPE) for employees working in all aspects of the business but particularly those performing site entry screening. This should be considered from the time the employee reaches the place of business through exit. The level of required PPE is closely connected to the ability to maintain social distancing and should be used in conjunction with other prevention measures, including hand and respiratory hygiene. The density of cases in your region over time and nature of your workplace may influence the level of PPE warranted.

Employer PPE Protocol:

- Evaluate all workstations and office areas to establish where a distance of at least 6 feet **cannot** be maintained between employees at all times.
- If site entry screening is provided for employees and visitors to your site, establish appropriate PPE for the employees performing the screening.
- Establish a consistent and adequate supply of the selected PPE for this purpose.
- Entry screening is a point of vulnerability where it may not be possible to maintain social distancing when hand-held temperature measurement is used. Employers should assess their process and ensure appropriate face coverings, gloves, masks, and/or respirators are used for entry screening consistent with social distancing guidance.

Employer Key Guidelines for PPE:

- Employees working within a 6-foot distance should utilize an appropriate mask (ASTM level 2-3 surgical mask) and possibly gloves depending on the work content.
- Employees performing screening should utilize appropriate PPE in alignment with the screening protocol.
- Employees exhibiting symptoms of any transmissible illness at work should immediately wear a mask in alignment with the employee illness protocol until they are able to safely leave the workplace.
- Masks should be used for the appropriate time frame and discarded safely. Example: Surgical masks can typically be utilized for 4 hours or until wet.

Employers should establish processes for training and retraining employees on proper use of PPE, and routinely verifying that employees are using PPE properly. Providing recurring training sessions maintains employees' knowledge and underscores the importance of individual measures to mitigate the spread of COVID. At a minimum, employees should be trained how to properly remove gloves and how to properly put on and remove a mask based on current CDC guidance. Employers should make reference materials on how to properly use PPE available in the workplace. By simultaneously developing a strategy to verify that employees are using PPE properly, employers can correct employee mistakes and enhance the efficacy of their workplace COVID mitigation strategy overall.

N95 Mask

Surgical Mask

Powered Air Purifier Respirator (PAPR)

Mask Selection Criteria				
	Cotton Face Covering or Dust Mask	**Surgical Mask (ASTM Level 2-3)**	**Power Air Purifier Respirator (PAPR)**	**N95 Mask (US Standard)**
Fit testing requirements	No fit testing required	No fit testing required	No fit testing required	Initial medical evaluation and fit testing required (annual fit testing temporarily suspended)
General use	Public settings where other social distancing measures are difficult to maintain	If available, but not required	X	If available, but not required
Employees working within 6 feet of each other	X	Performing tasks within 6 feet (2 meters) in a work setting	Performing tasks within 6 feet (2 meters) in a work setting; shall not be worn while operating a PIV or motor vehicle	Used as an exception when only N95 masks are available; cannot be used if history of heart disease, lung disease, or with current pregnancy; shall not be worn while operating a PIV or motor vehicle
Symptomatic employees	X	Should wear until isolated at hospital or at home	X	If available, but not required
Screeners	X	Should wear a face mask while screening/interacting with those exhibiting symptoms or confirmed COVID-19	Should wear a face mask while screening/interacting with those exhibiting symptoms or confirmed COVID-19	Use ONLY in absence of surgical/PAPR while screening/ interacting with those exhibiting symptoms or confirmed COVID-19
Technicians/field workers working conducting joint tasks in a vehicle	X	Performing joint tasks while riding in the same vehicle within 6 feet	Performing tasks within 6 feet in a work setting; shall not be worn while operating a PIV or motor vehicle	Used as an exception when only N95 masks are available; cannot be used if history of heart disease, lung disease, or with current pregnancy; shall not be worn while operating a PIV or motor vehicle
Technicians/field workers working where employees or customers will be within 6 feet in an uncontrolled environment (e.g. customer site)	X	If operating a PIV or motor vehicle, only a surgical mask should be work	Performing joint tasks/team tasks within 6 feet in uncontrolled indoor environment; shall not be worn while operating a PIV or motor vehicle	Performing joint tasks/team tasks within 6 feet in uncontrolled indoor environment where high risk for exposure exists, N95 should be applied; shall not be worn while operating a PIV or motor vehicle

Health and Safety – Employee Screening

Minimal Mitigation	Moderate Mitigation	Substantial Mitigation
➢ Employees will self-screen – criteria defined in this guideline. ➢ Employee self-reports to supervisor upon failing to pass a self-screen. ➢ Employees who fail self-screening conduct 14-day self-isolation.	➢ Infrared temperature measurement taken at time of entry screening for all persons entering the workplace. ➢ Employees screen through a "COVID-19 Screening" app and employers review results prior to arrival with only screened and approved employees are allowed entry.	➢ Entry screening conducted by approved list of persons who have been tested and cleared by state and/or county health department. ➢ Contact tracing is in place screening employees who have come into contact with COVID-19 positive cases.

Employee screening upon entering a site is a fundamental principle for safe return to work. Employers are expected to have an ongoing, daily management process in place for employee screening. There are three principle screening questions:

- Have you been notified that you have come into contact with a positive COVID-19 case within the past 14 days?
- In the last 10 minutes, have you measured your body temperature with an oral or infrared thermometer?
- Is your body temperature more than 100.4 degrees Fahrenheit (38 Celsius), or do you have any signs of a fever? Also, reference the CDC's 'Symptoms of Coronavirus' page.

The employee must meet all three criteria to be allowed entry on a daily basis. Entry criteria is as follows:

- No notification of contact in past 14 days.
- Temperature has been measured within the past 10 minutes (orally or infrared).
- Body temperature has been confirmed to be below 100.4 degrees Fahrenheit.

Refusal by the employee to submit to screening should be referred to site leadership for review. Employees who continue to refuse screening should not be allowed entry.

Employees who fail to pass entry screening should be advised to return home and contact their health care professional for guidance and evaluation to assess if testing for COVID-19 is necessary.

As explained in the previous section on Employee Screening, when in-person screening is being conducted by a screener particularly to confirm temperature with an administered thermometer, then special care and attention must be paid to provide screeners with appropriate PPE. Screeners are at increased risk to be in contact with persons who could be carriers of the disease.

For high volume, efficient, immediate, and socially distanced in-person screening, there are readily available infrared scanning technologies across various cost ranges.

Health and Safety – Employee Illness While Working

Minimal Mitigation	Moderate Mitigation	Substantial Mitigation
➢ Be aware of CDC guidelines for COVID-19. ➢ Remove symptomatic person from workplace.	➢ Isolation protocols are implemented. ➢ Restricted return to work policy is implemented. ➢ Deep cleaning performed immediately in all areas the employee has visited.	➢ Trace contact practices are implemented. ➢ Those who have come in contact with the symptomatic person are self-quarantined for 14 days or until medical release. ➢ Site is closed and full site deep cleaning is completed.

Employers will want to be prepared for an employee becoming symptomatic while at the workplace. Employees presenting symptoms should be immediately isolated from the remainder of the employee population, evaluated, and sent home or to a healthcare provider depending on the severity of their symptoms. Employers should immediately close areas of the facility where the symptomatic employee has been over the past several days until a deep cleaning can be performed. To prevent the spread of the disease, any employees in contact with the symptomatic employee or working in the same area should self-quarantine for a period of 14 days or until medical release.

Employer protocol for symptomatic employees at work:

- Develop your symptomatic employee isolation process. If medical staff are on site, provide an isolation room for symptomatic employee evaluation. See CDC guidance to assist in development of your organization's process.
- Establish your guidance for employees who have been in contact with the symptomatic employee and your return-to-work policies.
- Create your deep cleaning procedures.
- Ensure you have contact information for all employees to enable notification of potential exposure when it is identified.

Symptoms of COVID-19

- Fever
- Cough
- Difficulty breathing
- Shortness of breath
- Muscle aches

Employer key guidelines for symptomatic employees at work:

- Symptomatic employee should be provided a mask to protect others and be removed from the workforce immediately.
- Symptomatic employee should not return to work for 14 days or until medically released.
- Employees who have been in contact with the symptomatic employee should self-quarantine for a period of 14 days or until medically released.

- Both symptomatic and nearby employees should be counselled about the "dos and don'ts" of self-quarantining.
- The symptomatic employee and any nearby employees should be given a PCR test to see if they are positive for COVID-19. Any who are negative can return to work once their symptoms are gone. If their symptoms do not go away within three to five days and their first test was negative another PCR test should be given to confirm the first.

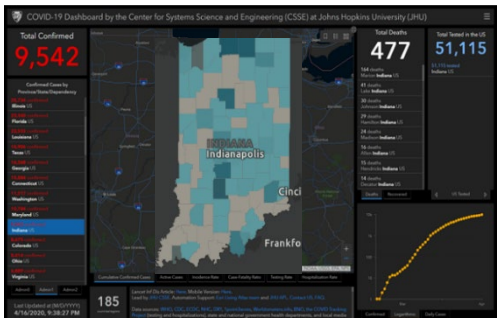
Health and Safety – Employer Case Reporting

Minimal Mitigation	Moderate Mitigation	Substantial Mitigation
➢ Local site logs.	➢ Central process which captures positive COVID-19 case information.	➢ Development of process to capture all cases (pre-symptomatic, symptomatic, negative, and positive). ➢ Development of simple tool to collect, analyze, and report data for employer and/or other entities or agencies.

Employers will want to consider the process they use around COVID-19 case reporting within, and potentially outside of, their organization. This case reporting can be scaled to various degrees based on the size, capability, and capacity of the company. It could be as simple as a paper-based log of employees who self-report symptoms, COVID-19 test results, antibody test results, etc. Or it can be as sophisticated as an entirely automated, cloud-based system which collects all types of cases related to COVID-19. Regardless of the solution, ensure it meets all required HIPAA compliance measures and that all privacy requirements/guidelines are followed such as removal of personal identification information.

Employer case reporting protocol:

- Develop a process and associated tools, templates, and systems to collect positive case data and information.
- Identify the lead department or person (HSE or HR) to own the process.
- Ensure employees are aware of the key steps in the process (e.g., a dedicated hotline to report your change in symptoms or app/website to log symptoms).



Key guidelines for employer case reporting:

- Ensure process is in alignment with all required HIPAA laws, privacy requirements and other regulations for handling of personal medical information.
- Create sufficient capacity in the reporting mechanism whether that be a dedicated phone line, link on a website or paper-based collection.
- Determine how the data will be utilized and shared within the organization.

Reference: Johns Hopkins Center for Systems Science and Engineering

Health and Safety – Social Distancing in Operations

Minimal Mitigation	Moderate Mitigation	Substantial Mitigation
➢ Apply social distancing measures.	➢ Reduce the density of workforce in your operations.	➢ Workday/shift structure (changes shift change, shift start, shift breaks). ➢ Work-from-home programs. ➢ Return to work scheduling.

Social distancing within manufacturing, logistics, and warehousing operations is just as important as it is in the broader community. Utilizing distance to reduce the risk of infection is the basic concept behind social distancing. This can be accomplished in the manufacturing, logistics, or warehouse workplaces to mitigate the risk of community spread of COVID-19. Utilization of simple visual signage in work areas, informational and educational signage at entry and exit points, as well as the use of a social distance coach are all effective means of making social distancing visible.

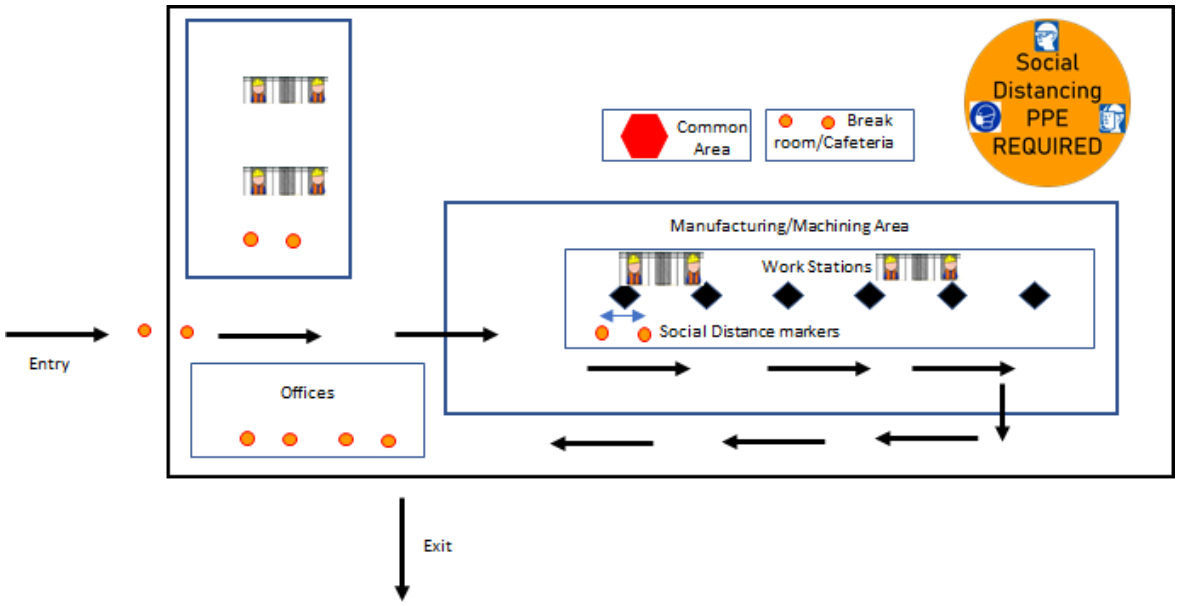
Social distancing protocols should include:

- Stay at least 6 feet apart from colleagues.
- Avoid large gatherings (greater than 10 people).
- Eliminate contact with others (shaking hands, embracing, etc.).
- Avoid and report those who appear to be demonstrating symptoms (coughing, sneezing, or stating they feel like they have fever-like symptoms).
- Avoid touching common surfaces (where possible) and ensure frequent washing of hands if touching of surfaces cannot be avoided.
- Provide radio communication or other electronic devices for trainers and trainees such that they can maintain safe distance and give and receive instructions clearly.

There is recognition that not all manufacturing, logistics, and warehousing operations are currently suitable to simply adjusting for distance between operations or employees on the floor. Here are some potential useful mitigation strategies that might be implemented:

- Engineered solutions which change the layout of the operations such that proper distance can be created between and among employees.
- Utilization of temporary barriers to create the necessary separation to eliminate transmission of droplets.
- Design and development of simple tools which help extend distances between and among operators.
- Utilization of administrative controls such as certified and approved PPE (e.g., face masks, face shields, gloves, etc.).

- Implement effect disinfecting/cleaning processes and frequencies to ensure proper wipe down of stations before and after start-up.
- Close all common areas where feasible along with meeting rooms.



Other factors to contemplate when considering how and where to implement social distancing:

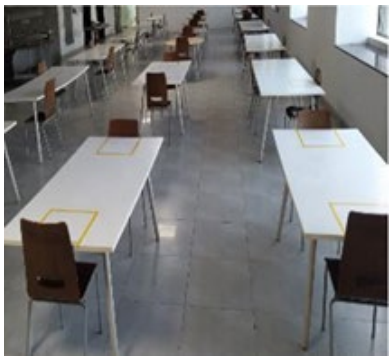
- Shift changes – stagger shifts such that there is ample buffer time for employees to exit and enter the facility.
- Shift start-up meetings – adhere to the 6-feet distance and leverage use of audio/visual tools to enhance effectiveness of speakers; break into teams of less than 10 and hold staggered meetings.
- Break times – stagger break times and sizes of teams that can take breaks; limit capacity of break rooms and areas.

Reference: CDC Guide to Social Distancing

Site Governance – Common Areas (restrooms, canteens, or cafeterias)

Minimal Mitigation	Moderate Mitigation	Substantial Mitigation
➢ Social distancing signage is posted.	➢ Common areas are re-arranged to comply with social distancing and enhanced cleaning.	➢ All common areas are closed to entry.

Common areas provide a challenge for social distancing protocols. It is recommended that all common spaces are closed but where this is not possible (in areas such as restrooms) appropriate precautions should be taken. Utilization of simple visual signage, marking 6-foot segments on the floor to indicate safe queueing distances, reduction of chairs in offices and meeting rooms, closing adjacent sinks in restrooms, and the use of a social distancing coach are all potentially effective means of reminding those utilizing a common space to "mind the gap" and use common spaces in a safe manner. Common space protocols may include:



- Close common areas whenever possible.
- Reduce or close seating areas in common areas such as offices, canteens/cafeterias, and meeting rooms to ensure people remain at least 6 feet apart.
- Assess risks around internal/external food services and/or catering, and consider starting with employees bring their own food or providing prepared packaged meals.
- Wipe down all common surfaces before and after use using sanitizing wipes or disinfectant.
- Avoid large gatherings (greater than 10 people) and keep duration of exposure short.
- Avoid and report to leadership those who appear to be demonstrating symptoms (coughing, sneezing, or stating they feel like they have fever-like symptoms).
- Avoid touching common surfaces (where possible) and ensure frequent washing of hands.
- Pay special attention to the hygienic preparation and/or transport for canteen and cafeteria services, including ensuring the health of food service employees.
- When common spaces cannot be closed, mark floors, tables, and desks to indicate appropriate 6-foot distancing.
- Provide hand sanitizer in multiple locations in common areas for quick, easy access.

- Provide sanitary wipes for use in cafeterias with signage to clean surface before and after eating.
- Evaluate restrooms to make sure social distancing is maintainable, closing adjacent sinks where necessary.
- Provide markings on the floor in any locations where queueing is necessary.

Social distancing in common or unstructured work areas should be a focus area when considering social distance and considered separately.

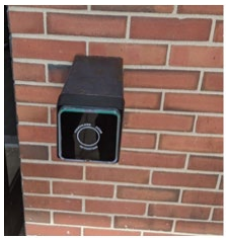
Site Governance – Site Entry and Exit (employees, suppliers, customers, contractors)

Minimal Mitigation	Moderate Mitigation	Substantial Mitigation
➢ Staggered team entry and exits. ➢ Limit visitors.	➢ Separate and dedicated entry and exit points. ➢ Visitor entry and process. ➢ Appropriate PPE available at entrance. ➢ Appropriate disposal arranged at exits. ➢ Provide work-from-home options. ➢ Limit visitors.	➢ Automated entrance and exits to avoid touching surfaces. ➢ Separate and dedicated doors for employees and shipping/receiving. ➢ All non-essential personnel must work from home. ➢ No visitors allowed.

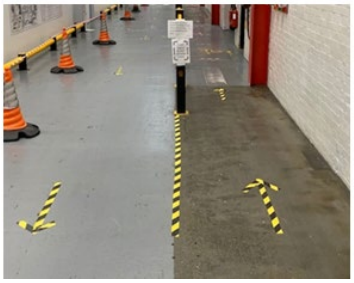
As employers think about their safe return to work, they will want to be mindful of how employees and visitors enter and exit the facility. Maintaining social distancing, and having access to, as well as properly disposing of, any required PPE, will be necessary. Putting equal focus on both entry and exit is important to ensure employee health and safety. Site entry and exit protocols may include:

- Stagger entry and exit times by department or teams.
- Where possible, dedicate your exits to avoid dual use of entry ways.
- Ensure utilization of signage that clearly designates entry and exit ways for the facility.
- Where possible, create one-way traffic flow for entry and exit into/out of facility.
- Provide required PPE at entry point(s).
- Where possible, provide a separate entrance traffic flow for visitors.
- Placement of proper PPE disposal receptacles at all exits.
- Walk in single file, not next to each other, to avoid close contact in narrow aisles.

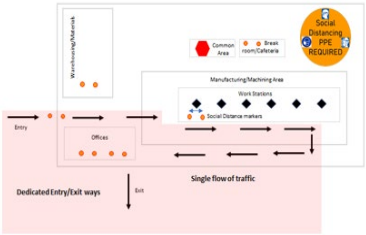
Door Motion Sensors



Dedicated Entry/Exit Ways



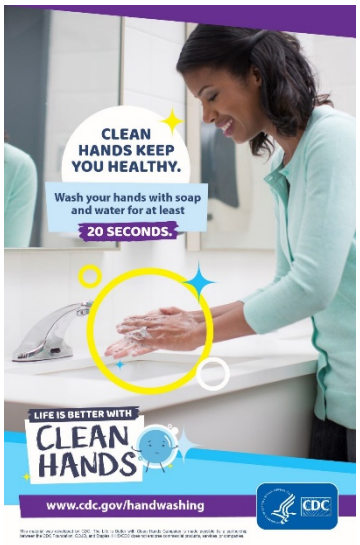
One-way Traffic in Plant

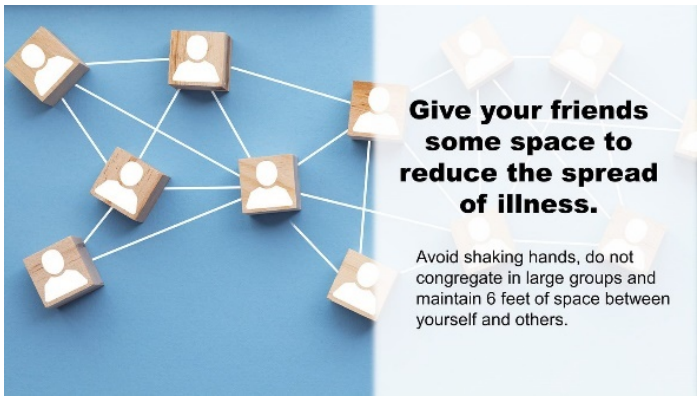


Site Governance – Helpful Signage

Effective use of signage can be a very easy way to remind people to reduce their risk or let visitors know you are looking out for your employees. There are many sites, including the CDC, that have free COVID-19 signage.

A few examples are included here:





Transportation & Logistics – Travel to Work

Minimal Mitigation	Moderate Mitigation	Substantial Mitigation
➢ Employees encouraged to use sanitizing wipes, gloves, or PPE when in contact with filling station pumps. ➢ Individuals in high-risk categories encouraged to use face covering.	➢ Travel to/from work allowed by personal vehicle. ➢ Public transportation services open but under social distancing, enhanced cleaning, and face covering restrictions and requirements for use. ➢ Telework arrangements are encouraged minimizing work-related travel.	➢ Only by essential workers in essential industries by personal or employer-provided vehicle with limitations on persons in the vehicle. ➢ Public transportation is shut down. ➢ Extended telework arrangements are implemented wherever possible.

Employers will need to consider that travel, even over short distances, on a frequent, daily basis, such as a daily commute, increases risk for community spread. There are several mitigation actions that employers can encourage and take which enable return to work for all Hoosiers. Employers will also need to take into consideration the mode of transportation for the substantive portion of their workforce. This guideline is aimed at workforces who travel to work by their own means of transportation whether that be private (such as personal car/truck) or public (such has bus/taxi).

Employers should encourage their employees to take measures to protect themselves using face coverings, frequent cleaning and disinfecting of surfaces in personal vehicles and to pay attention to how they interact at refueling stations with respect to disinfecting after touching surfaces such as fuel pumps.

Employers should reduce the risk to their employees by enabling and requiring teleworking arrangements particularly in the initial phases of the return-to-work process. Only the critical few whose job function can only be performed on-site should be brought back to the workplace during initial stages of all restarts. Support functions should continue to work remote from their homes through teleworking arrangements. Further, because demand is likely to be lower for many operations in the early stages of return to work, employers will need to only bring back enough employees at any one time to sustainably meet demand.

The key to successful travel to work is to retain layers of mitigation while slowly increasing the number and frequency of daily employees traveling to work.

Transportation & Logistics – Business Travel

Minimal Mitigation	Moderate Mitigation	Substantial Mitigation
➢ Business leaders are familiar with and reassess the latest information from CDC travel guidelines prior to approving every business trip.	➢ Business leaders should limit non-essential business travel and switch to tele-collaboration wherever possible. ➢ 14-day self-isolation period may be required following return from business travel. ➢ Employees with underlying health risks are discouraged from all travel (personal and business).	➢ Essential workers in essential industries are the only persons allowed to travel beyond county borders and only for the purposes of maintaining essential services.

For some employers in the manufacturing, logistics, and warehousing sectors business travel is an important component of their business model. For others, it is essential, as technicians who maintain specialized equipment with specialized skills travel across a region. Each situation is unique and must be assessed by business leaders.

A few questions and important aspects to consider are:

- Can the work effectively be done through remote communication? If so, use remote communications as a first line of defense against community spread.
- Are the persons planning to travel familiar with the CDC guidelines for travel and do they know the specific requirements for their trip, such as self-isolation upon arrival and/or return?
- If the work must be done onsite by a person with specialized skills not presently available to the site, is the work in support of an essential industry and are only essential workers traveling?
- Have the travelers been approved as essential workers in essential industries and provided necessary documentation to carry during travel?
- If the work must be done on site, what is the status of community spread in both the communities to which, and from which, the worker is travelling?
- When an employee returns from a trip should they remain at home for a period to ensure that they do not inadvertently bring COVID-19 into your workplace?

Reference: CDC COVID-19 Travel Guidelines

Transportation & Logistics – Employer-provided Transportation

Minimal Mitigation	Moderate Mitigation	Substantial Mitigation
➢ Begin to put plans in place for employer-provided transportation service needs together with contracted transportation service providers for increased mitigation.	➢ Private employer-contracted bus services treated as "arrival at work" at entry subject to all other guidelines for workspaces, screening, and entry/exit.	➢ Business vehicles are treated as workspace and subject to enhanced cleaning procedures, particularly those used by multiple employees.

Some employers provide private transportation for their employees. Others use business vehicles provided to employees to enable local travel. In both situations, employers will need to reassess and evaluate how to achieve adequate mitigation considering a range of factors. Some key question employers are encouraged to ask and assess the response to include:

- Do transportation drivers have appropriate PPE given the level of social distancing, screening, and enhanced cleaning for the vehicle space itself?
- Does employee screening need to occur prior to or at the point of arrival to transportation rather than at the work site?
- Has the employer deployed a daily checklist for vehicle cleaning?
- Who will audit compliance against the checklist?
- Do I need to extend my contracted cleaning service to include cleaning of vehicles, and, if so, what frequency is appropriate?

These are not necessarily an exhaustive list of considerations for employers to make. However, these guidelines do provide a framework for making the assessment, and employers then are expected to put the appropriate level of mitigation in place in light of state and local, and specific workplace, mitigation level requirements.

Transportation & Logistics – Shipping and Receiving

Minimal Mitigation	Moderate Mitigation	Substantial Mitigation
➢ No signage or paperwork.	➢ Dedicated driver room. ➢ Driver screening area. ➢ Utilization of various tools/items to handle items like drivers' keys, paperwork, etc. ➢ Enhanced PPE for those handling external packages.	➢ Drivers not allowed to exit vehicles. ➢ Digitization of all shipping/ receiving paperwork. ➢ Dedicated drop zones and quarantine areas for packages with materials which transmit virus for longer periods of time.

Virtually every company within the manufacturing, logistics, and warehousing sectors deal with shipping and receiving of material. This can be one of the more challenging areas to manage during a pandemic as it difficult to determine appropriate mitigation strategies that enable goods to keep moving. To ensure you are able to minimize and/or mitigate this risk, here are few suggested protocols to consider:

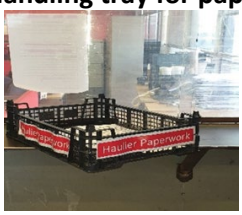
- Ensure proper screening should suppliers/delivery personnel be allowed onsite.
- If drivers are allowed inside the building post-screening, consider creating a separate room where drivers can wait; define the maximum capacity of outside visitors and utilize social distancing in the room if more than one person is allowed in at one time.
- Lay out the shipping, receiving, and sorting area such that you can maximize social distancing opportunities; where it is not possible, leverage appropriate PPE.
- Ensure proper disinfectant materials are in the area and available for operators.
- If there is opportunity to eliminate paperwork and move to digital processes, you can reduce the need for many of the above mitigation actions.

Adjust the layout of the warehouse

Use clamps to affix a bag to a pallet

Use of plastic bag for driver's keys

Clean handling tray for paperwork



Human Resources – Workforce Continuity

Minimal Mitigation	Moderate Mitigation	Substantial Mitigation
➢ Maintain a current log of absenteeism. ➢ Utilization of pre-COVID-19 policies around workforce continuity.	➢ Clear guidelines and process on which employees you will call back and when. ➢ Development of a specific plan to cover potential pandemic related workforce disruptions (quarantines of key individuals, large groups of employees, etc.). ➢ Development of rotation schemes for teams to ensure optimization teleworking and on-site presence.	➢ Comprehensive workforce continuity plan which ensures the operations and company can continue to operate with limited or minimal disruptions. ➢ Utilization of sophisticated data tracking and analysis techniques to run balancing scenarios in anticipation of disruptions. ➢ Cross-training of employees to ensure redundant coverage for critical operations.

Perhaps one of the biggest risks (if not the biggest) during this period of pandemic spread is the fluctuation in your workforce. With the strict guidance around self-quarantining periods and their length (14 days), this can leave significant gaps in your workforce and leave you unprepared and unable to respond. It is important to ensure you are keeping track of the number of employees who are absent and for how long they will be out due to illness, self-quarantine, dependent care needs related to COVID-19, or other reasons.

Another consideration with respect to workforce continuity is what groups of employees you need to return to on-site work and when. There is unlikely a need to bring back every single employee on Day 1. Think through how you group employees and when they get returned to on-site work. A few recommendations or examples:

- Office/Admin support employees: have them telework/work from home as long as possible.
- Manufacturing, Logistics, and Warehousing operations support: divide your employees into groups that align with operations teams so they can rotate in between days on-site and off-site/days off.
- Manufacturing, Logistics, and Warehousing operations employees: divide into various groups according to your demand signals and stretch out the work week to allow for various teams to rotate in between days on-site and days off.

Key workforce continuity protocols include:

- Ensure you have a process for grouping employees and determining who, and how, your employees will be returned to on-site work.

- Ensure you have a process to effectively track employees who may be out at a moment's notice for an extended period of time.
- Make sure you have an effective means by which employees can notify the organization they will be out due to a COVID-19-related issue.
- Anticipate the potential impacts of dependent care needs of your employees.
- Develop short-term continuity plans for leadership, management and key operating or support personnel so "key person" risk is mitigated.

Human Resources – Accommodating Vulnerable Populations

Minimal Mitigation	Moderate Mitigation	Substantial Mitigation
➢ Human Resource professionals familiarize themselves with the CDC guidance for vulnerable populations, seeking to understand the employees who fit this designation.	➢ Vulnerable populations, wherever possible, are allowed to enter into teleworking arrangements, including changes to work assignments to accommodate.	➢ Vulnerable populations are not allowed back to the workplace and continue sheltering in place until local conditions warrant return to work with moderate mitigation.

Employers will need to evaluate their workforce for vulnerable populations according to the CDC's guidance (see reference below). While some are rare conditions, others are more common to employee populations, including, but not limited to, diabetes and asthma. Employers will need to identify methods consistent with privacy, anti-discrimination, and other applicable laws for both identifying and accommodating employees from vulnerable populations.

Our first line of defense for vulnerable populations is education. Employers need to ensure employees are well educated about the risks to vulnerable populations and the employers' willingness to provide accommodations to their work.

The first level of accommodation may be to allow the employee who is part of a vulnerable population to continue to telework for as long as practical. This may need to include changing the vulnerable employees' work content to ensure their work can be conducted via remote teleworking arrangements from home.

Where this is simply not possible, the employee should take additional precautions, using more frequent breaks for the purpose of handwashing.

When vulnerable employees do return to the workplace, employers should consider making more substantial risk mitigation levels of PPE available. In addition, when and where the highest levels of protective equipment are not readily available to all, then consider prioritizing vulnerable populations of employees first.

Reference: CDC Coronavirus Disease 2019 > People Who Need Extra Precautions

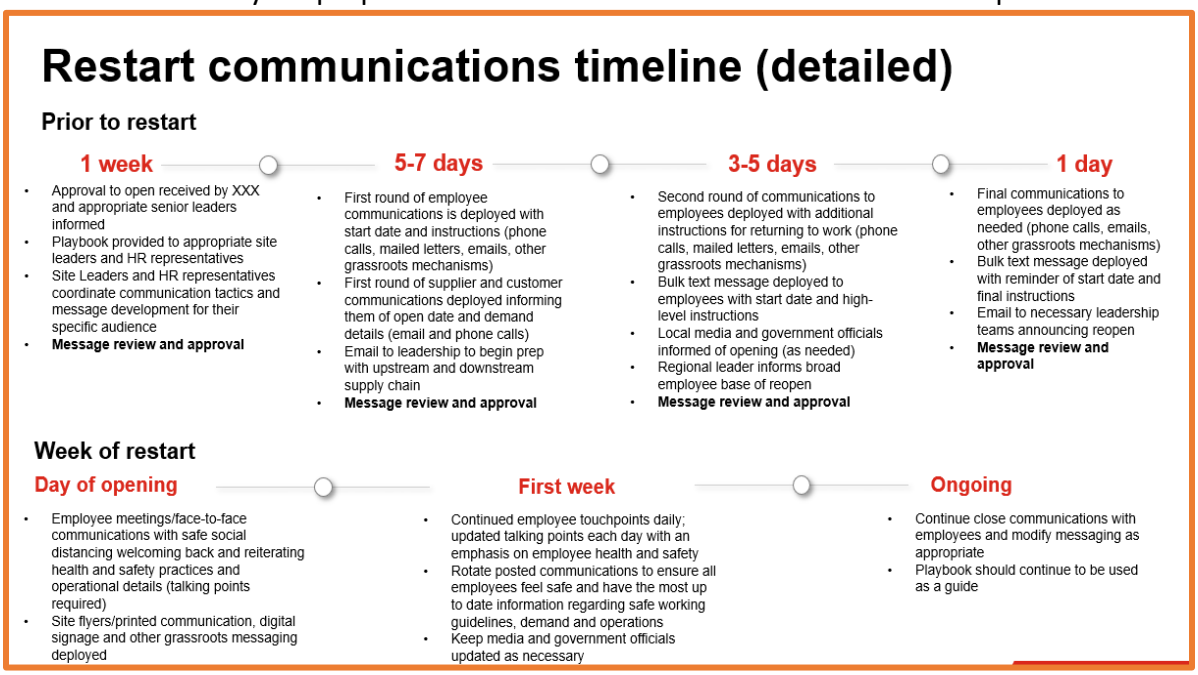
Human Resources – Communications

Minimal Mitigation	Moderate Mitigation	Substantial Mitigation
➢ Simple HR communication and direction of employees to government websites.	➢ Tailored communications by company leadership to employees outlining policy updates, changes in operations, etc. ➢ Minimal signage around the facility (entry/exit doors, main lobby area, etc.).	➢ Utilization of multiple types of communication mediums to convey various changes to employee policies, benefits, etc. ➢ Frequent use of video messages by company leadership and personnel to convey specific company/ COVID-19 messages. ➢ Frequent all-employee or key leadership communications to ensure information is flowing through the organization and questions/information is coming back from employees.

The importance of consistent and constant communication as well as visual management and reminders when returning to work in this new normal cannot be understated. The utilization of leadership-led communications and visual management are effective in normal working conditions. When returning to work under these new conditions, the right communications tactics can show enhanced caring from leadership and help your employees practice greater awareness of their surroundings and best practices for social distancing, cleaning and more. Key communication protocols include:

- Ensure the timeliness, relevancy, and accuracy of your information before distributing.
- Know your communications channels and leverage multiple forms to reach your audience, including verbal (small-team discussions, one-on-one conversations, etc.), electronic (email, mobile- or app-based communications, emergency notification systems, digital signage, videos, etc.), phone (hotlines, conference lines like Zoom or Skype, etc.), posted signage (flyers, posters, etc.) and written (letters, handouts, mailers, etc.), to maintain appropriate mitigation efforts, such as social distancing.
- Maintain consistency with the broader medical authorities, such as the Centers for Disease Control and Prevention (CDC), World Health Organization (WHO), Indiana State Department of Health, and other certified bodies, when providing COVID-19 health, safety and wellness information and guidance.

- The average person needs to hear a message seven times for it to become knowledge; repeat and reuse messaging but be conscious of not overloading them with too much information.

Additional communications guidelines include:

1. **Articulate your company's guiding principles:** What are the three or four guiding principles you use when deciding whether (or how) to re-open your operations?
2. **Organize your key communications messages:** Consider creating a 1-page document that lays out your primary communications messages and how they relate to each other. Example: A message triangle is a common tool used in corporate communications.
3. **Know your audience(s):** Different stakeholders often require different types or levels of detail or information. Knowing who you need to speak to and what they need to know is critical to successful communication. Examples of audience groups include: employees (do different groups of employees need different communications, or can you address this as one group?), unions/works councils, suppliers, customers, landlords, security companies, trade or other associations, media, government officials, bankers, managers, site leaders, HR teams, etc.
4. **Know your approver(s):** Depending on the sized complexity of your business, you might have several approvers for communications.
5. **Plan ahead:** There are likely to be many unknowns and you won't have all the information you need at one time, but to the best of your ability you should create a timeline and templates for when and what you want to communicate. Better to adapt the plan along the way than to miss a critical step. One way to approach this is to work backward from your proposed re-start date. See below for detailed example: