

Checklists for Back to Work

1) Workplace Safety

Owner: _____

- Gather all CDC and governmental requirements and guidelines for workplace safety; including physical distancing and hygiene.
- Evaluate which employees should return and when, and which employees should continue to (temporarily?) work from home (e.g. at-risk individuals, non-essential at the workplace, caretakers for at-risk individuals, etc.).
- Develop, communicate, and deploy a return-to-work policy for any employee who had laboratory confirmed COVID-19.
- Make it safe for every employee to express their concerns and fears; for example, by establishing a department or resource for one-on-one employee counseling sessions for issues related to COVID-19.
- Restrict the number of employees on-premise to no more than is necessary and promote remote work to the extent possible.
- Restrict the number of employees in confined spaces, such as elevators and meeting rooms.
- Keep people at least six feet from each other to the extent possible.
- Control workplace entry points and develop access procedures to monitor for health issues and to maintain physical distancing.
- Provide approved hand sanitizer dispensers at key locations, including building entryways.
- Consider special care for high-risk individuals.
- Further develop how to engage and support employees who will continue (temporarily?) to work from home.
- Develop and plan training for all employees for at work and at home safety related to the current situation.
- Schedule a cleaning company to disinfect all buildings and work areas.
- Clean and disinfect all surfaces (doorknobs, desks, keyboards, machines, tools, physical files, etc.).
- Institute and publish protocols and checklists for on-going cleaning and disinfecting.
- Establish new policies for food storage and eating at the workplace; with input from impacted employees.
- Consider assignment of non-overlapping work teams to prevent any potential cross-team exposure or infection.
- Develop policies and procedures for prompt identification and isolation of ill employees (fever, excessive coughing, shortness of breath, etc.).
- Deploy and implement protocols to ensure that only healthy employees enter the workplace (in-bound check for fever, coughing, other illness signs).

- Institute washing of hands and surfaces when entering and leaving work.
- Update organizational guiding principles and related messages to include needs for the current situation.
- Ensure availability and use of PPE (face masks, gloves – non-allergenic, etc.).
- Communicate and educate employees on the above and continually reinforce (town halls, emails, newsletters, team meetings, company portal, etc.).

2) Board of Directors and Advisory Board

Owner: _____

- Creation and approval of any new or modified policies.
- Benchmarking of best practices related to the current situation.
- Contingency planning for future disruptions and risks.
- Public companies - defend against unsolicited take overs.
- Review financial forecasts and cashflow planning.
- Review loan payback status and loan covenants.
- Oversee communication with owners and shareholders.
- Ensure that applications for relevant new federal and state loan and tax incentives are completed.

3) All Department Heads

Owner: _____

- How and when will your employees return to work?
- Will employees have limited or new roles/responsibilities, especially in the first weeks back?
- Provide a new hire orientation for staff added just before or during the shutdown.
- Review all communications for their appropriateness and relevance based on the current state of affairs.

4) Top Management

Owner: _____

- Update or develop contingency plans for outbreak of viral infections, storms, energy outages, and other high severity workplace risks.
- Initiate strategic planning including new SWOT analysis to adjust the business model to best fit strengths and opportunities, e.g. new markets, new products, new pricing, etc.
- Evaluate all new federal and state loan and tax laws have been applied for or executed (CARES Act, EIDL Loans, etc.).

- Consider outreach to community social services and health organizations who are on the front-line of the COVID-19 relief effort, e.g. monetary contributions, donating supplies, and volunteering opportunities.

5) Human Resources Function

Owner: _____

- Attend to all checklist items under the “Workplace Safety” header above.
- Monitor employees and customers for COVID-19 symptoms with a strict reaction policy.
- Monitor local, state, and federal trends in COVID-19 cases diagnosis trends and have a preparedness plan for various infection points.
- Consider establishing as-needed employee counseling resources to specifically address concerns about COVID-19 (e.g. EAP or other professionals).
- Update policies and procedures to address any additions or revisions to benefits (e.g. guidelines around use of sick days, coming to work sick, work-at-home policies, use of vacation / personal time, FMLA, etc.).
- Post new state and/or federal guidelines as required by law.
- Conduct new employee orientations for employees who were added during or after the pandemic.
- Update employee manual with items specific to the COVID-19 pandemic, storms, or other significant workplace impacts.
- Review with, educate and monitor staff personnel activity for EEO, ADA, OSHA, NLRA and Wage and Hour compliance.

6) Sales & Marketing Function

Owner: _____

- Attend to all checklist items under the “Workplace Safety” header above.
- Review customer communications for their appropriateness and relevance based on the current state of affairs.
- Update company website home page to include anticipated and final start-up information and associated news.
- Place exterior signage to keep customers safe and informed.
- Email to customers and prospects with changes that impact them and status updates. Include new customers from online sales during the physical shutdown.
- Promote information and news on social media.
- Update Google My Business profile with current 'open' days and business hours.

7) Engineering Function

Owner: _____

- Attend to all checklist items under the “Workplace Safety” header above.
- Determine if the pandemic has created, diminished, or destroyed the value of products and how this can be addressed.
- Establish new work instructions and work site designs that consider best safety practices for employees.
- Determine if new technologies are available to mitigate risks (automatic handwashers, transfer equipment to minimize person to person exposure, etc.).

8) Maintenance and Facilities Functions

Owner: _____

- Attend to all checklist items under the “Workplace Safety” header above.
- Establish new protocols or reinforce existing cleaning protocols.
- Investigate how a known contaminated site will be cleaned and approved for return to work.
- Consider labeling workspaces, room, machines, equipment, furniture, etc. with green labels indicating ‘Sanitized’ and the date verified.
- Validate or reconfigure work cells to ensure adequate distancing of employees and minimal handling of parts, containers, tools, etc.
- Verify planned maintenance tasks are not past-due, and any exceptions are prioritized for completion based on production risk.

9) Operations and Logistics Functions

Owner: _____

- Attend to all checklist items under the “Workplace Safety” header above.
- Verify that operators are certified (or re-certified) to perform their assigned job.
- Consider having employees review key procedures and work instructions to ensure key steps are not forgotten or missed.
- Ensure work cells are clear of expired, unmarked, foreign, and suspect parts and supplies.
- Inspect all on-site materials and clearly label as conforming, suspect, or non-conforming (e.g.: raw materials, work-in-process (WIP) and finished goods).
- Update scheduling, warehouse, and logistics activities with material counts and status so that they can plan production accordingly.
- Segregate all suspect or non-conforming materials for disposition.

- To minimize risk, perform trial production runs and certify both key process elements and all relevant product characteristics.
- Increase supervisory and management process verifications to ensure standards and instruction are being followed (e.g., Layered Process Audits).
- Conduct safety audits for both COVID-19 and non-COVID-19 actions to remind everyone that all safety items require continual adherence and diligence.

10) Quality Function

Owner: _____

- Attend to all checklist items under the “Workplace Safety” header above.
- Develop methods to confirm workplace and product cleanliness.
- Update control plans and work instructions to include supervisory confirmation of cleaning.
- Collect health check and cases found data and present to management.
- Implement re-start product containment procedures to validate that processes are meeting all customers critical requirements.

11) Procurement / Supplier Quality Function

Owner: _____

- Attend to all checklist items under the “Workplace Safety” header above.
- Notification of startup timeline.
- Notification of demand forecast and initial new orders.
- Ensure payments to suppliers are current or create a plan to get current.
- Key suppliers should re-certify that their process is in control and fully operational.
- If a supplier changes a process or substitutes materials/components, request and review evidence that the result does not impact your requirements or those of your customers.

12) Finance & Accounting Function

Owner: _____

- Attend to all checklist items under the “Workplace Safety” header above.
- Conduct a business impact analysis to re-size financial plans to match the current reality and best assumptions.
- Model alternative financial scenarios for the next 12 months.
- Increase frequency of monitoring Key Performance Indicators (KPIs) and cashflow events, including payroll and payables forecasts.
- Consider actions to maximize available cash and open credit lines, including exploring available COVID-19 inspired loan programs.

13) Lessons Learned

Owner: _____

Assess what worked well during shutdown/slowdown; and what aspects should be halted, and which continued.

- Virtual meetings or online training when they are as or more effective than in person.
- Online storefronts when they are cost-effective and beneficial to customers (or new customers).
- Review new processes that have been defined or developed to determine if they can be better defined or improved.
- Capture lessons learned and build them into departmental and organizational contingency plans. Consider: employee safety, customer care, quick shut-down, working from home, restart, and other aspects.

14) Improve Contingency Planning for Future Problems

Owner: _____

To better prepare for future significant business disruptions, evaluate what went well and what could be done better regarding your organization's contingency planning:

- The existence and content of your organization's Preparedness and Response Plan and other Contingency Plans.
- Assignment of responsibilities and authority of a crisis management team.
- Crisis management team training.
- Periodic practice of those contingency plans.
- Availability and effectiveness of emergency situation communication tools, e.g. email, text, social media.
- Warehousing or early procurement of emergency supplies to protect health (e.g. thermometers, hand sanitizer, antibacterial cleaning solutions, surface wipes, masks, gloves, etc.).
- Timely receipt of communications from the CDC, World Health Organization, federal and local governments, and from your organization's headquarters and top leadership and processing of that information.
- Speed and accuracy of initial and on-going messages to employees.
- Preparedness of employees to work effectively from home.
- Other.

We hope this checklist will help you quickly resume operations in a way that protects your employees and customers, while permitting you to continue what you do best. Keep apprised of the most recent developments nationally and locally and adjust your plans accordingly.

If you have any questions or would like deeper guidance on any aspect that we've covered, please give us a call. We're here to help.

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