

REOPENING THE WORKPLACE

Mon APR 27
3:00pm

A TOOLKIT
FOR BUSINESSES



Guiding Principles to Reopening the Workplace



This is a marathon, not a sprint. It will take time to “turn the dial” not “flip the switch”



Until we have a vaccine and widespread testing available, we will not go back to “normal” - this is a plan for reopening in a new normal



It is the role of the employer to make employees and customers feel safe. As such, this presentation aims to provide suggestions and tools that enable businesses to go “above any beyond” the minimum regulatory requirements set

Remember: Working from home, whenever feasible, is ALWAYS the best option

It Takes a Village: Special thanks



Larry Almeleh
JLL



Eric Benson
Voyager Capital



Jen Berg
Starbucks



Pat Callans
Costco



Adam Chapman
JLL



Tiffany Dehaan
Alaska Airlines



Chris Devore
Founders Co-op



Kris Engskov
Aegis Living



Joe Fain
Bellevue Chamber of Commerce



Ben Gipson
DLA Piper



Stacey Giard
TOLA Capital



Greg Gottesman
PSL



Christine Gregoire
Challenge Seattle



Kara Hamilton
Smartsheet



Emily Heath
Docusign



Margaret Hopkins
PSE



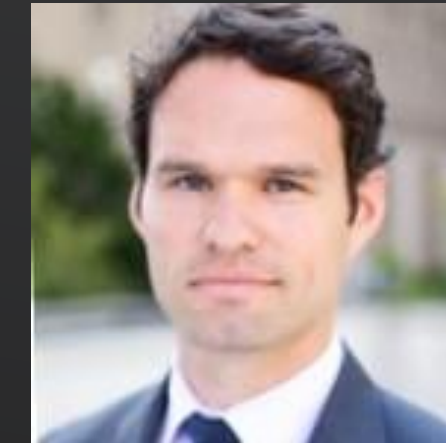
Teresa Hutson
Microsoft



Rebecca Lovell
Create33



Brock Mansfield
Keeler Family Fund



Markham McIntyre
Seattle Chamber of Commerce



Kirsten Morbeck
Springrock



Chris Nielsen
Redfin



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Heather Redmond
Flying Fish Ventures



John Schoettler
Amazon



Steve Schwartz
CBRE



Craig Sherman
Wilson



Su-Zette Sparks
CBRE



Justin Vincent
BCG



Martina Welkoff
WXR Fund

TODAYS AGENDA

1 | PLANNING THE RETURN

CURRENT STATE OF PLAY
HOW TO GET STARTED
WHO COMES BACK?
LEARNING FROM OTHERS

2 | PREPARING THE OFFICE

WORKPLACE PPE
FACILITIES & CLEANING PROTOCOLS
TENANT CONSIDERATIONS
GATHERING AND SPATIAL PLANNING
SCREENING, TRACKING, TRACING
SCREENING IMPLEMENTATION
COVID/COVID-LIKE SYMPTOM PROCEDURE

3 | PREPARING THE PEOPLE

TRAINING
COMMUNICATIONS
PRIVACY CONSIDERATIONS
OSHA & OTHER CONCERNS



PLANNING THE RETURN

What needs to be addressed

CURRENT STATE OF PLAY
HOW TO GET STARTED
WHO COMES BACK?
LEARNING FROM OTHERS

CURRENT STATE OF PLAY

Can the location and physical environment support physical distancing and cleaning?

Is there a reliable and sustainable supply of PPE and cleaning supplies?

Are the regulatory requirements and implementation of complaint practices in place?

Subset of willing and eligible workforce begins to return

Provide ongoing assurances and visible evidence of a safe workplace including:

Clear displays, resources for workers, volunteers and visitors, transportation safety plans, and plan with landlord

Bringing back >20%

Compare and iterate on best practices

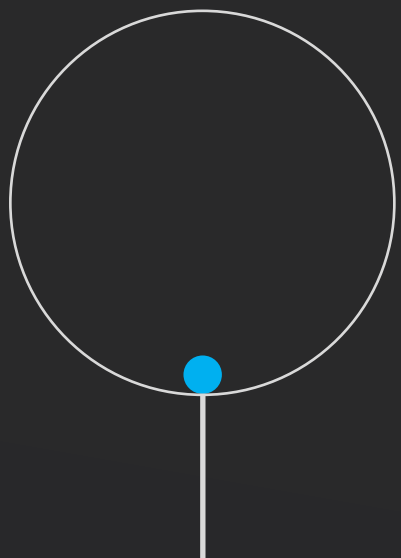
Expect increase in people to invite increased risk of outbreak and need for outbreak response

Bringing back >50%

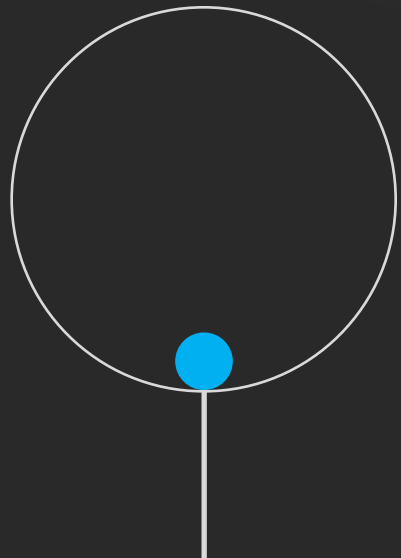
Careful rollback of extraordinary measures, continued caution & vigilance

100% only if

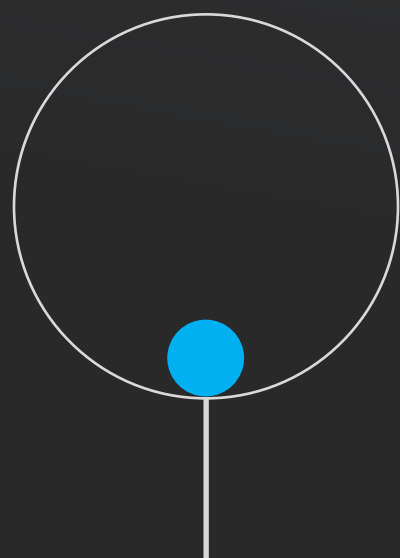
Widespread testing and potential vaccine availability



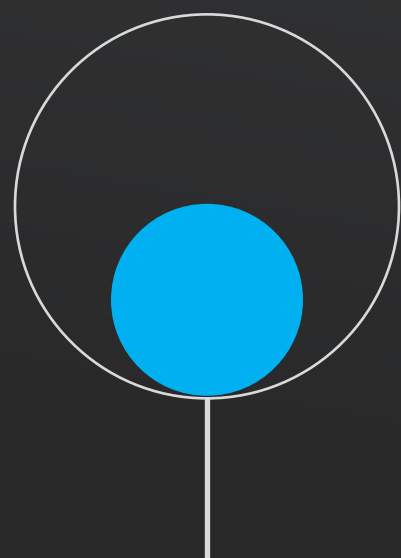
PHASE 1:
PLANNING THE RE-OPENING



PHASE 2:
INITIAL RETURN



PHASE 3:
SCALING UP



PHASE 4:
"NEW NORMAL"



HOW TO GET STARTED



HOW TO GET STARTED



CREATE A TASK FORCE

Meets daily, or as needed

Defines cultural north star and approach to re-opening

Includes cross-functional stakeholders to address

- Executive leadership

- Legal

- HR

- Facilities

- Landlords

- Amenity providers,

- Supplier partners including contractors

Set policies and plans, define communications to employees and management.



IDENTIFY KEY DATA SOURCES

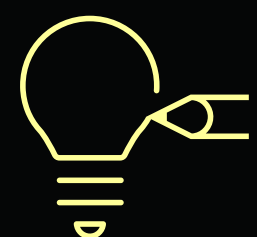
CDC, WHO and medical community consensus

Federal, State and local Guidelines

OSHA

Other relevant regulatory and industry bodies

IMHE and JHU



Employers should defer to the **most restrictive** guidelines, regardless of which entity they are set by. Some companies also have one or multiple consulting medical experts – many publish their thoughts. Consider referencing thought leaders.



WHO COMES BACK FIRST?

WHO COMES BACK?



DEFINE YOUR PRIORITIZATION OF PROJECTS

- Identify **adjacencies and dependencies** within groups



DEFINE WHO IS ELIGIBLE TO COME BACK

- **Tiered workforce** plan
- Classify **essential and non-essential** workers (e.g., by role, geography)
- **Identify and understand** those in high-risk categories, with **childcare** or **transportation constraints** and level of comfort to return



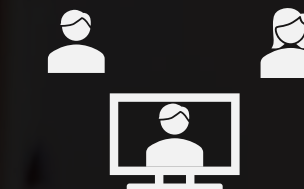
CREATE A PHASED APPROACH

- **What % of employees** should come back?
- **At what intervals?**
- How to measure those intervals or phases?
- Understand and prepare for **plan adjustments**



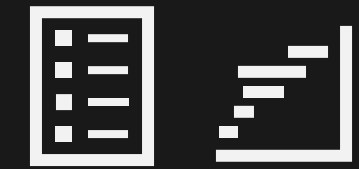
BUILD A FACILITIES LIMITATION PLAN

- Take **spatial density** and **role/function** into account
- Consider creating daily **staggered start and end times**, or on-site "as needed" policy
- **Expand definition of work time** to accommodate multiple shifts



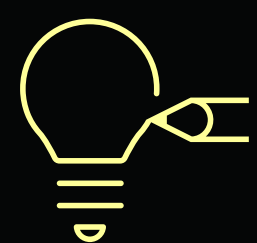
IMPLEMENT FLEXIBLE WORK POLICIES

- Encourage those who can **work remote**
- **Be flexible** with those who have limitations (e.g., high-risk, childcare, transportation)
- **"Core hours"** for meetings
- Adjust **leave policies** for employees that need it
- Develop a policy on how to **prioritize accommodation requests**



PREPARE CONTINGENCY PLANS

- Be **prepared for relapse** of COVID-19
- Anticipate **changing regulation**



Bringing back teams "full throttle" is **against current public health guidance** | **Strong protections for vulnerable populations.** Many companies allow the senior managers to make the priorities of the group with a "budget" of people they can return and guidelines for spacing. Companies then set expectation with managers they will have an audit




LEARNING FROM OTHERS


LEARNING FROM OTHERS



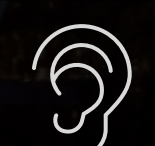
DISTILLING MANY CONVERSATIONS WITH THOSE IN KEY OPERATING ROLES TO GET **BEST PRACTICES**:

 **Early, consistent and transparent communication with employees** – Deemed the **single most important** thing to build employee trust

Communicate

-  **Tone and message set by leadership.** The setting and presence matter. Executive presence can create pressure, as well as support
- Share your plan publicly** to build confidence and trust
- Identify experts and **share data resources** and information whenever possible
- Communicate frequently** and make **expectations clear**

Listen to Employees

-  **Broad-based: Employee surveys** to gauge comfort and sentiment on returning to workplace ([Polly.ai](#), [TinyHr](#), [CultureAmp](#)).
- Take the Daily Pulse:** 1-2 questions daily of entire workforce covering new work practices, needs, safety-sentiments, and other awareness building data points.
- Enable employees to **confidentially self-identify** as high-risk or vulnerable Through dedicated channels. Appropriately limit the access to this information

PREPARING THE OFFICE

What needs to be addressed

WORKPLACE PPE
FACILITIES & CLEANING PROTOCOLS
TENANT CONSIDERATIONS
GATHERING AND SPATIAL PLANNING
SCREENING, TRACKING, TRACING
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COVID/COVID-LIKE SYMPTOM PROCEDURE



WORKPLACE PPE

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WHAT IS PPE?

**N95 masks are designated for first responder use only*

- PPE needs and requirements will vary by **industry type & role** (consult OSHA [guidelines](#) on exposure risk)
- Though not federally required, **state regulations vary** from “strongly suggesting” to “mandating”
- Masks suggested for **circumstances of prolonged interaction** for more than 5 minutes within 6 ft.

EMPLOYERS SHOULD CONSIDER:



Masks (not N95*) - generally considered single day use, cloth masks are re-usable



Hand sanitizer – should be available in abundance



Antiseptic hand wipes – should be available in abundance



Infrared thermometers – for each building or office point of entry



Gloves – generally considered single day use, often multiple required per day

PURCHASING PPE

WHEN?

Order early – office PPE can be a “long pole” to re-opening and supplies shipments are often delayed or canceled

HOW TO USE?

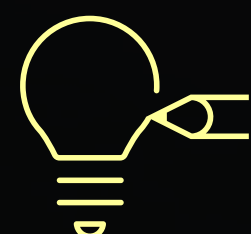
WHO: [How to wear a mask safely](#)

HOW?



Click to buy dedicated resource for Washington businesses. Enter “WASTRONG” in the promocode

[HTTPS://BESSINTL.COM/](https://bessintl.com/)



Provide masks to all on-site personnel | **Sanitization equip.** at all entry points, common spaces & workstations | Have multiple infrared thermometers



FACILITIES & CLEANING PROTOCOLS

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FACILITIES (For Tenants)

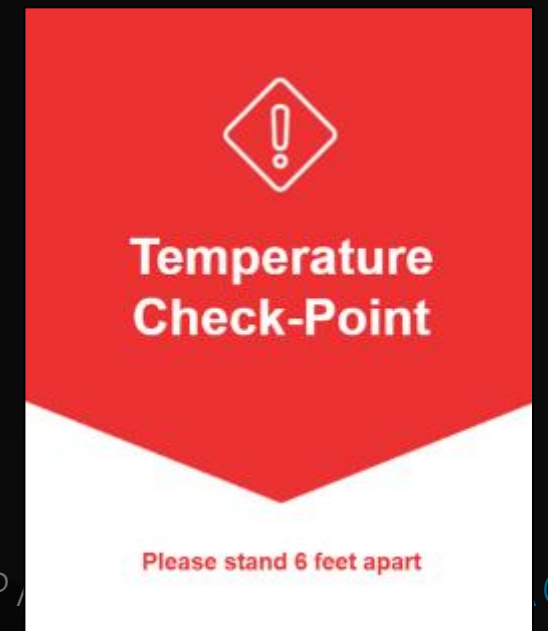
- **Close or limit communal area** usage
 - Shut down internal food service areas, including snacks and beverage
 - Limit common area usage and mandate physical distancing
- Implement **touchless technology** where possible

RESOURCES:

- Disinfection products, protocols and checklists
- Cleaning Audit Checklist
- Editable and printable facilities signage

CLEANING PROTOCOLS

- Implement robust cleaning procedures
 - Clean **high-touch** surfaces **multiple times x day** (e.g., bathrooms, handles, office equip.)
 - **Daily cleaning** of the **entire office**
 - **Deep cleaning** on a weekly basis
 - Increase existing cleaning staffing levels / contract with a 3P for increased requirements
- Engage your workforce
 - Establish **disinfection stations** for employees upon arrival and for **packages / deliveries**
 - Require employees to **wipe-down before and after usage** (e.g., common workstations & meeting rooms, horizontal surfaces and high touch areas)
 - **Educate workforce** on proper hygiene and cleaning procedures





TENANT CONSIDERATIONS

TENANT CONSIDERATIONS

YOUR BUILDING MANAGEMENT SHOULD BECOME A CLOSE PARTNER

- RTW Dialogue should be frequent, specific and clear
- Communications should be regular
- Areas of responsibility should be clearly defined.
- COVID health both throughout the building and from your office to them must occur

TENANTS SHOULD CONSIDER:

YOUR WORKSPACE– Know the details

- What additional cleaning support has been added with frequency
- What training and certification have they received
- What is your responsibility vs. building managements, so areas aren't overlooked
- What are policies and practices with highly used areas such as gyms, parking payment k
- What are requirements and screening for building entry
- What is the status of HVAC systems and the steps that are being taken

COVID-19 REPORTING It's a communication partnership

- KNOW Protocols for alerting building management of any known case in your workforce
- Understand building protocols, tracking and tracing within the building if at all, and communication to tenants on COVID cases from other tenants
- What training and certification have they received
- What is your responsibility vs theirs, so areas aren't overlooked



Close gyms | Upgrade HVAC systems | Cleaning staff training at recognized “certified” levels | Touchless equipment communication. Leave indicators as to what has been cleaned and/or deep cleaned, time stamp where cleaning occurs

A woman with dark hair, wearing a red and white vertically striped long-sleeved shirt, is seated at a dark wooden desk in a modern office. She is focused on her work, typing on a silver laptop. The desk is illuminated by a large, black, dome-shaped floor lamp with a white interior shade. To her right, another similar lamp is visible. The background features large windows with black frames, letting in bright natural light. In the background, there are modern office furniture, including a grey sofa with a red cushion and a small potted plant. The overall atmosphere is professional and contemporary.

GATHERING & SPATIAL PLANNING

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Physical distancing is **mandatory** - currently defined by OSHA as 6 ft.

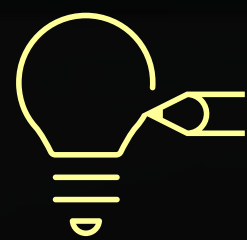
GATHERING POLICIES

- Review all operational activities & services that occur in the workplace
- Consider **closing or limiting use** in public areas (e.g., kitchen)
- Restrict group size gatherings to <10 people, <5 very typical
- Eliminate or limit visitors and require mgmt. approval (incl. vendors)
- Consider restricting travel & requiring senior mgmt. approval
 - Travel to Level 2 & 3 areas (per [CDC](#)) should require 14-day self quarantine in accordance with local guidelines
- Consider tracking and storing meetings, times, dates, and attendees for trailing 28 days



SPATIAL PLANNING

- **Re-assess facility capacity** to comply with physical distancing procedures
- **Establish single point of entry/exit**
- **Stagger people** where possible – spatially and temporally
- Establish “Safe Distance Zones” around common gathering points
Consider floor markings or quadrants in open work areas
- Consider installing physical barriers (e.g., plexiglass for IT team)
- Consider removal of extra seats and de-cluttering furniture to facilitate effective cleaning
- Consider “touchless” equipment (e.g., sign-ins, garbage cans)






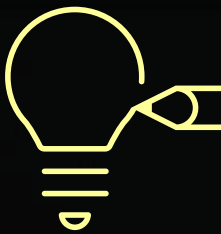
Start Spatial Planning **early** | Travel policies cover **all personal and work travel** | All **eating and drinking areas shut down**. Consider having employees use an app or bracelet that indicates when they have been closer than 6 ft. Set expectations of usage audits for iterations with management and employee groups



SCREENING, TRACKING AND TRACING

SCREENING, TRACKING, AND TRACING

	DEFINITION	WA STATE "BASELINE RECOMMENDATIONS"	EMPLOYER BEST PRACTICES
SCREENING 	<i>Practices to screen for and/or confirm COVID-19 risks</i>	<ul style="list-style-type: none">✔ Request self-certification from all on-site persons⚠ COVID-19 testing & antibody testing to be led by public health	<ul style="list-style-type: none">✔ On-site screening for anyone who enters facilities
TRACKING 	<i>Ability to identify individuals that may have been exposed to COVID-19</i>	<ul style="list-style-type: none">✔ Logging workers & volunteers on-site	<ul style="list-style-type: none">✔ Logging customers & visitors on-site if possible✔ Notify & isolate anyone on-site who may have been exposed
TRACING 	<i>Determining individuals who should be notified about exposure to COVID-19 risks</i>	<ul style="list-style-type: none">✘ Not employer's responsibility to report "every moment of high exposure"	<ul style="list-style-type: none">✔ Method of tracing close contact between workers, volunteers and visitors within facilities⚠ Consider requesting employees to use a "tracing app"



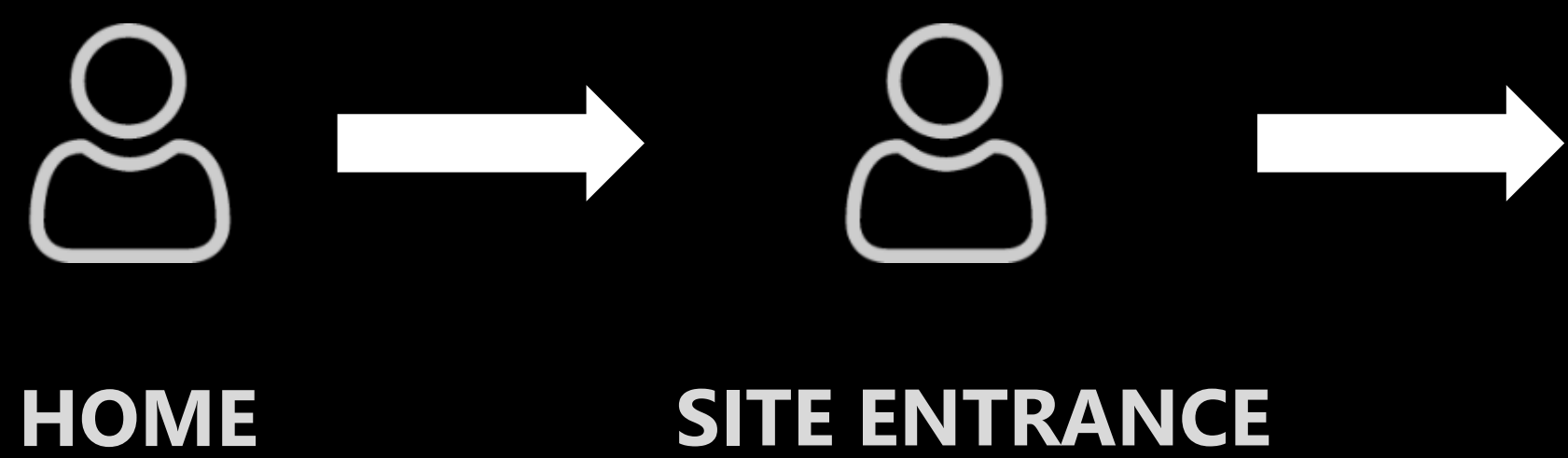
Store tracking and tracing data in a **secure, compliant** way on a 28-day trailing period, as feasible



SCREENING
IMPLEMENTATION

SCREENING IMPLEMENTATION

Screen everyone upon first entry of facility each day (*workers, volunteers and visitors alike*)



Create trust with your employees. Be transparent about what data is collected, why and how long it is kept!



CDC COVID SYMPTOMS

Fever | Cough | Shortness of breath or difficulty breathing | Chills | Repeated shaking with chills | Muscle pain
Headache | Sore throat | New loss of taste or smell

Symptoms reported range from mild to severe and may appear 2-14 days after exposure

SELF ATTESTATION

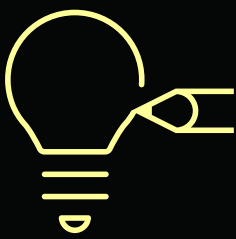
- Can be set up via **mobile apps to gather information ahead of time**

ON-SITE SCREENINGS

- Need to be held **outside entrance to the facility** AND **offer privacy**
- Should be performed by medical staff member, 3P vendor OR trained and certified employee

POTENTIAL INFORMATION TO COLLECT

<input type="checkbox"/> Available contact information	<input type="checkbox"/> Household symptoms or confirmed cases
<input type="checkbox"/> Travel in the last 14 days	<input type="checkbox"/> Current Symptoms
<input type="checkbox"/> Symptoms in the last 14 days or confirmed case	<input type="checkbox"/> Temperature check for >100.4°F



Use an app to self-certify or answer questions | Store screening data only for public health purposes | Treat screening data as confidential medical information and provide appropriate safeguards | Set visitor expectations and protocols ahead of time | If temperature check >100.4, isolate and test second time

A man in a dark blue suit and red tie is sitting at a wooden desk in a dimly lit office. He is looking down at a laptop with a distressed expression, his hand pressed against his forehead. He is holding a pair of black-rimmed glasses in his other hand. The background shows a blurred office environment with a plant and a bulletin board. A desk lamp is visible on the left, casting a soft glow.

SYMPTOMS ON-SITE

COVID/COVID-LIKE SYMPTOMS ON-SITE

CDC COVID SYMPTOMS

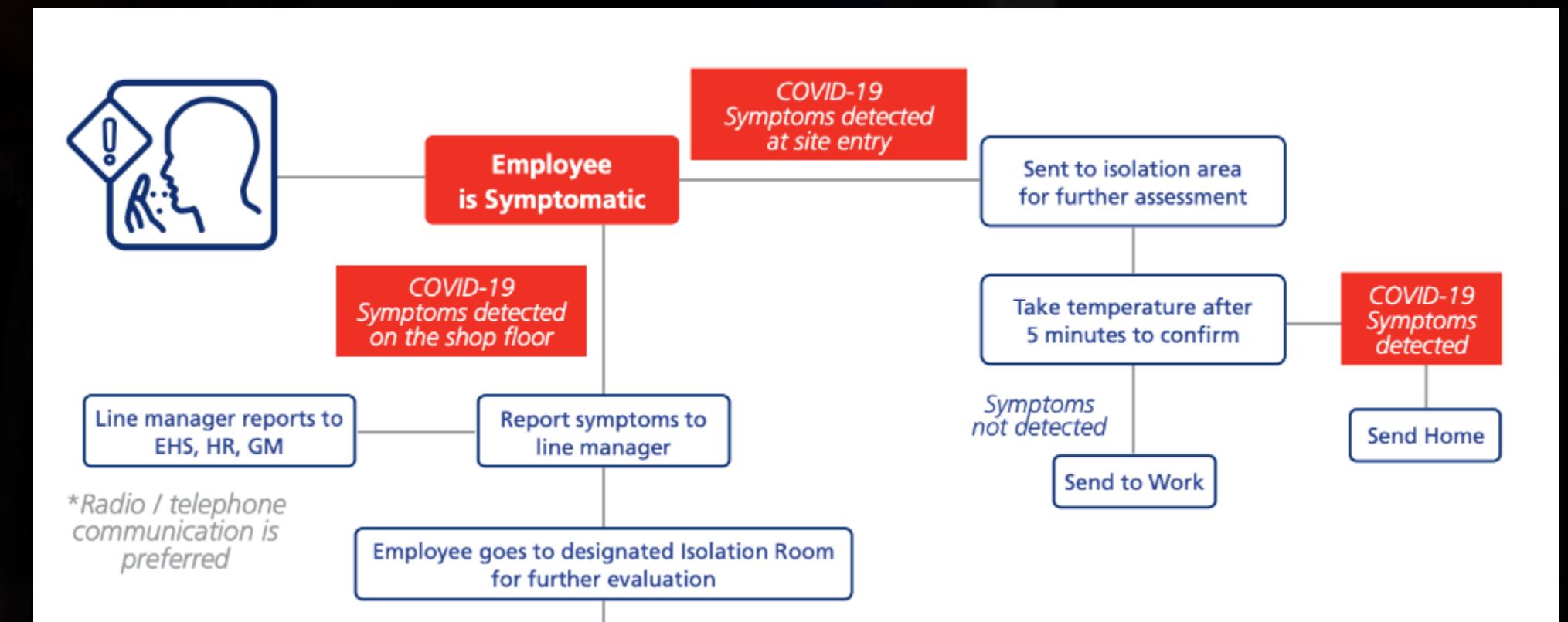
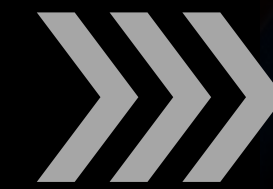
Fever | Cough | Shortness of breath or difficulty breathing | Chills | Repeated shaking with chills | Muscle pain | Headache | Sore throat | New loss of taste or smell

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STEPS TO MANAGE

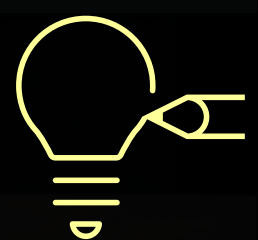
Create an **established protocol** for when an employee has been identified with COVID or COVID-like symptoms. Consider:

- **Who** should information be reported to? (e.g., Manager, HR)
- Timeline and procedure for **notifying potentially exposed workers**
- **Isolation and sanitization procedure** if symptoms discovered
- **Certification requirements** to return to workplace (if any)
- *Ensure compliance with privacy requirements (e.g., ADA, EEOC)*



Sample decision tree. Source: [Lear Playbook](#)

SYMPTOMS ON-SITE



Notify customers where appropriate | Create a dialogue where **employees feel comfortable** self identifying if they or household members are symptomatic or test positive | Educate your workforce on COVID-19 Symptoms and When to Stay Home. If an employee has any fever, but is not diagnosed with COVID-19, stay home until they have no fever for 3 consecutive days | Returning to work post-COVID diagnosis for essential workers often requires a doctors note of clearance



PREPARING THE PEOPLE

What needs to be addressed

TRAINING
COMMUNICATIONS
PRIVACY CONSIDERATIONS
OSHA & OTHER CONCERNS



TRAINING

TRAINING



WHY EDUCATE?

- Ensure 100% conformation and compliance
- Dispel myths
- Ensure alignment on policy, strategy, tactics



TRAIN THE TRAINER

- Designate matter experts to source, create, deliver content
- Nominate ambassadors to spot check & correct behaviors



WHO TO TRAIN

- All employees, leaders and executives
- HR and legal compliance officers
- Any subject matter experts and spot check ambassadors



TOPICS TO COVER

- Employee BTW readiness via anonymous surveys
- Self reporting: The signs, symptoms, and risk factors distancing, respiratory etiquette and hygiene
- PPE care & cleaning
- Facilities Cleaning & surface sanitization
- Leadership training (culture of pressure, empathy)
- HR and Legal guidelines training
- PPE and STT administration (if necessary)



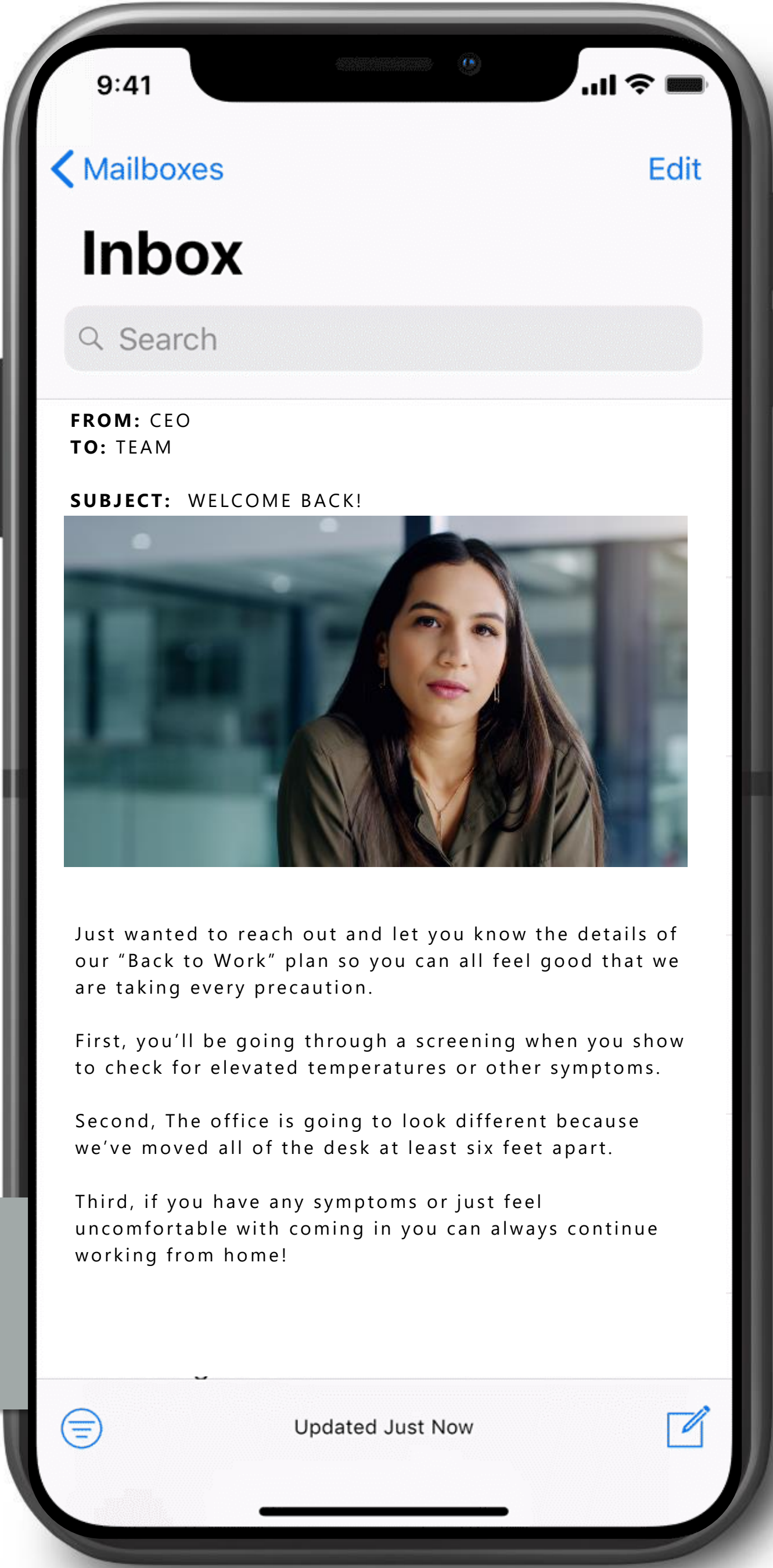
TRAINING FORMAT

- 1:Many format via live webinar with company trainers
- 1:Many with video series using tools like [Animoto](#) or [Snackv](#)
- 1:1 in person as folks check in for work



Habits take 2 weeks to stick | Nudge with posters, emails, pulse surveys and apps | Be vigilant and repeat training messages often

BUILDING TRUST THROUGH COMMUNICATIONS



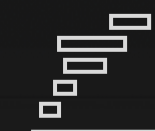
COMMUNICATIONS



EXECUTIVE COMMUNICATION

Set the tone with communication from cultural and business leaders

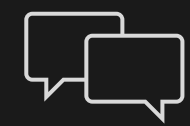
- Reinforce cultural priorities, worker safety & personal responsibility
- Set strong people leadership expectations



RE-OPENING PLAN & EXPECTATIONS

Communicate the processes and expectations to return to work

- Changes to work flexibility and adjusted expectations
- Changes to benefit policies (e.g., paid sick leave, commuting)
- Entering the workplace guidelines & requirements
- Tracking and tracing information requested and stored
- Visitation policy and expectations



EMPLOYEE COMMUNICATION

Establish a regular cadence of communicating with employees

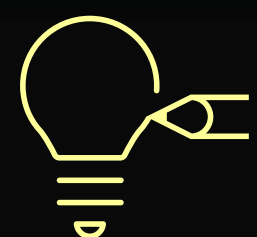
- Survey employees throughout ([Polly.ai](#), [TinyHR](#), [cultureamp](#))
- Regular (at least weekly) COVID response team updates



PHYSICAL OFFICE COMMUNICATION

Reinforce policies and expectations at the workplace

- Cleaning signage & expectations
- Marked physical distancing requirements
- Display conference room, meeting and gathering policies



Transparent and **frequent** communication with employees | **Video communications** from executives to employee



REGULATORY / EMPLOYMENT PRIVACY CONSIDERATIONS

PRIVACY CONSIDERATIONS

Monitor latest EEOC guidance

Consult legal counsel to determine which regulations apply to you.

Some emerging guidelines:

PRIVACY & REPORTING

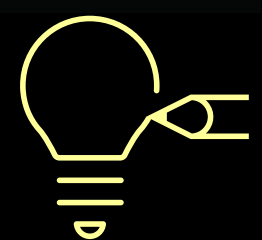
EEO laws (including ADA, Rehabilitation) continue to apply, but **generally do not interfere with** guidelines from the CDC or state/local public health authorities about steps employers should take. For example:

Responding to COVID-19 diagnosis:

- **Inform employees of possible exposure** to COVID-19, but **refrain from disclosing identity** of affected employee
- Identity of an employee that tests positive may be disclosed to a **public health agency**

Creating Back to Workplace guidelines:

- ✓ **Surveying employees** to identify those unable to return **is allowed**, and should be done in an ADA-compliant way
- ✓ **Temperature checks** are permitted. Data collected is subject to ADA confidentiality requirements
- △ **Requiring a doctor's note** or **negative COVID test** to return to work is **allowed but discouraged**, given HC professionals' increased burden
- △ While employers **may administer COVID-19 tests** before permitting entrance to the workplace, the availability of safe and accurate tests, as well as the potential for false-positives



All information about employee illnesses must be treated as a confidential medical record and stored separately from employee's personnel file. Employment decisions should be based on objective medical and scientific guidance from local and medical experts



REGULATORY / EMPLOYMENT
OSHA & OTHER CONSIDERATIONS

OSHA & OTHER CONSIDERATIONS

OSHA

- Follow baseline OSHA [Workplace Preparation Guidelines](#) such as:
 - **Classify worker exposure risk (very high, high, medium, low)**
 - Establish engineering and administrative protocols accordingly (e.g., physical barriers, air filters)
 - Employers do not need to report positive tests as a workplace injury, unless they know the individual contracted COVID-19 at work
- Employers are **obligated to provide their workers with PPE needed to keep them safe** while performing their jobs (based on exposure risk) and **should be requiring masks** and **increasing cleaning practices**
- OSHA announced a "reasonable enforcement procedure – **do your best, listen to employee concerns**

OTHER

- **Be mindful of local worker protections** regarding mandating workers return to the office, paid sick leave, etc.
 - For example, in WA State, follow [Proclamation 20-46](#) guidance if you cannot find alternative work arrangements
- Implement policies, procedures and protocols in a way that **does not single out employees based on any protected characteristic**, but particularly national origin or ethnicity

THE ROAD AHEAD: A RAPIDLY CHANGING LANDSCAPE

Check CDC, Local guidelines and evolving medical recommendations regularly

Be prepared for potential re-shut down

Continue to evolve internal protocols based on updated guidance and best practices

Communicate transparently with employees as situations evolve and change

STAY FLEXIBLE!

RESOURCES TO MAKE YOUR LIFE EASIER

An ONLINE library of tools, templates, ideas and more – www.backtoworktoolkit.com

Toolkit for reopening the office and getting back to work

Joint project led by Madrona alongside the Seattle Venture Community, Leading Tech, Retail and Aerospace Companies in the Region and the Seattle Metropolitan and Bellevue Chambers of Commerce.

Download Toolkit

THANK YOU



Founders' Co-op.

Pioneer Square Labs

FLYING FISH



SpringRock

