RESTARTING BUSINESSES

RETURNING TO WORK BEST PRACTICES GUIDELINES
BY GLOBAL SEMICONDUCTOR ALLIANCE

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OVERVIEW

Organizations have met the challenges of the COVID-19 pandemic. Now's the time for employers to plan a safe return to work. As quarantine measures begin to ease, companies know it's vital to begin reopening their doors to bring their employees back to the workplace.

What's needed is a dynamic risk-based framework that continues to manage the threat posed by COVID-19—one supported by technology and informed by public policy, as well as medical and health guidance. The first step of the framework is to determine which employees can return and when. Next step will be changes to the workplace, enabling new digital tools, and creating new relationships with healthcare providers, all the while imposing an agile governance that ensures precision and clarity.

The decisions will involve emerging technology, access to data, live tools to analyze the information, and change management initiatives. These steps will be transformative and affect the entire organization. But they are a necessary part of the "new reality."

GSA has gathered input from the membership on how organizations are planning with Restarting Business and assembled a list of Best Practices for organizations to return to work.

GSA SURVEY

GSA members provided the following input based on a recent GSA survey regarding **returning to work**.

What will you need to see before feeling comfortable asking people to come back to the office and stop working from home?

A. Schools reopen   **7%**
B. Travel bans lifted   **0%**
C. Government or State guidance   **57%**
D. All of the above   **36%**

Will you be or are you conducting temperature screenings when employees return to the office?

A. YES   **62%**
B. NO   **38%**

Outside of temperature screenings, what procedures will you perform when employees return?

– Taking enhanced precautions,including implementing increased cleaning of all common areas and high touch points, lab hygiene plans and facilitating self-temperature checking
– Segregated work teams, disinfection routines, self-quarantine under certain circumstances & hygienic practices
– Slow metered in return starting with 25% and increasing by 25% each ensuing month
– Ensure proper social distancing & face masks are adhered to
– On site medical staff and testing

RETURNING TO WORK
BEST PRACTICE GUIDELINES

With the Restart of Businesses, organizations need to start thinking of revamping the workplace and workforce for the new reality. The following guidelines were assembled to help organizations find answers to navigate the return to work in their own environments.

1. Establish Crisis Management Playbook

– Develop a Scenario-Based Planning Approach to manage uncertainty
– Create a Pandemic Response Recovery Team to execute the crisis management plan
  - Unique to each local site for multi-site, global organizations
  - Team should include:
    - Site Leader
    - Employee access control lead
    - Virus prevention and protocols lead
    - Sanitization and disinfection lead
    - Communication and training lead
    - Personal Protective Equipment (PPE) and materials lead
    - Global corporate support

– Pandemic Response Recovery Task List
  - Preventative Material Inventory check | *disinfection, masks, gloves, etc.*
  - Engineering controls | *workplace barriers, air flow, worker traffic flow, etc.*
  - Administrative controls:
    - Disinfection protocols
    - PPE training & protocols
    - Signs
    - Health screening
    - Social distancing protocols
    - Self-quarantining | isolation protocols
    - Visitors | contractors protocols
    - Audit checklist
    - Local regulatory | laws compliance

2. Workforce/Workplace Considerations

– Plan to bring back different sectors of the workforce over a period of time, based on analysis of the workforce to determine which roles can be performed remotely for the foreseeable future and which require physical presence at a work location.
– Workplace transformation
- Automation
- Job sharing
- Virtual working
- Social distancing protocols:
  - Physical layout changes
  - On-site screening capabilities
  - Management of PPE supplies

– Employee communication
- Employees need to feel they are valued by their organizations
- Need to balance value messages with trust messages to reassure employees and begin to change their behaviors

3. Partner Ecosystem

– Once workplace safety protocols have been established, organizations will need to determine what information they will require from employees. They will need to create an ecosystem between employees, providers of healthcare services and others that will provide services or supplies needed to manage new workplace safety requirements.
– Employee information sharing
- Ongoing health information
- Travel history
- Need to consider employment and privacy laws, as well as their own employee relations philosophies, in determining information they request from employees on a voluntary or mandatory basis
- Self-certification vs. third-party verification

– Management of healthcare information required to support the system deployed to track and determine Individual Risk Estimates (IRE)
– Role of healthcare benefits provider in collecting and providing the information
– Relationships with healthcare providers in communities to ensure employees have direct access to the testing and COVID-related care, including traditional providers, non-traditional providers, (e.g., retailers) or other virtual health providers
– PPE suppliers are needed to meet requirements for a safe working environment

4. Technology Enablement

– Implementation of technology capabilities to administer and support the restart program.
  - Workforce-related processes:
    - Identifying which employees might be considered "safe" to return to work
    - Thorough contact tracing process designed to determine if there are others that should be quarantined, due to the risk that they have been exposed and may expose others
    - Monitoring employees for infection or symptoms of COVID-19
    - Generating COVID-19 "passport" certifications that indicate degree of safety to return to work
    - Conducting workforce analyses and rebalancing
  - Workplace-related processes:
    - Establishing entry, movement and exit controls at physical locations
    - Enforcing social distancing while at workstations
    - Instituting disinfection and other cleaning protocols
    - Provisioning and monitoring of PPE

5. Program Governance

– Organizations will require agile governance that operates with precision, ultimate clarity on decision-making protocols, and frequent communication to navigate the return of their workforce.
  - Decision-making guided by C-level engagement
  - Outlining and monitoring coordination between compliance areas (HIPAA, OSHA, etc.) and key functions engaging with workforce including: HR, property management, physical plant, and clinical experts Integrating intelligence into the governance process leveraging data from internal and external sources
  - Streamlining communication distribution across channels and with input from leadership, corporate communications and HR for internal and external messaging
  - Coordinating messages with customers and external stakeholders that are "safe" to do business together
  - Mobilizing the workforce to apply the framework to teams and individuals
  - Working with HR and leadership to adapt roles and responsibilities, performance metrics, behaviors, and working methods to individuals and teams
  - Addressing longer-term impact of increased appetite/ demand for management and workforce flexibility on individuals and teams
  - Defining and executing the transition plan to a new normal steady state, where new process

6. Resources

– KPMG: Restarting America – Practical Guide for Employers
  - https://www.kpmg.us/content/dam/institutes/en/healthcare-life-sciences/pdfs/2020/restarting-america.pdf
– CDC: Interim Guidance for Manufacturing Workers and Employers
  - https://www.cdc.gov/coronavirus/2019-ncov/community/guidance-manufacturing-workers-employers.html
– Boston Consulting Group: COVID-19 – Facts, scenarios, and Actions for Leaders
  - https://media-publications.bcg.com/BCG-COVID-19-BCG-Perspectives-Version5.pdf
– ON Semiconductor: Playbook for COVID-19 Pandemic Recovery and Safe Return to the Workplace