BACK TO BUSINESS OPERATIONS CHECKLIST

8-Step Process to bringing operations back to normal following an unplanned disruption such as COVID-19.

BARKLEY
RISK MANAGEMENT & INSURANCE
AN **ALERA GROUP** COMPANY

BACK TO BUSINESS
PROCESS OVERVIEW

Overview

The purpose of the Back to Business Operations Checklist is to provide an organization with an approach to bringing operations back to normal following an unplanned disruption such as the COVID-19 pandemic. The checklist does not provide for all eventualities and may require team members to make changes to steps/actions as needed.
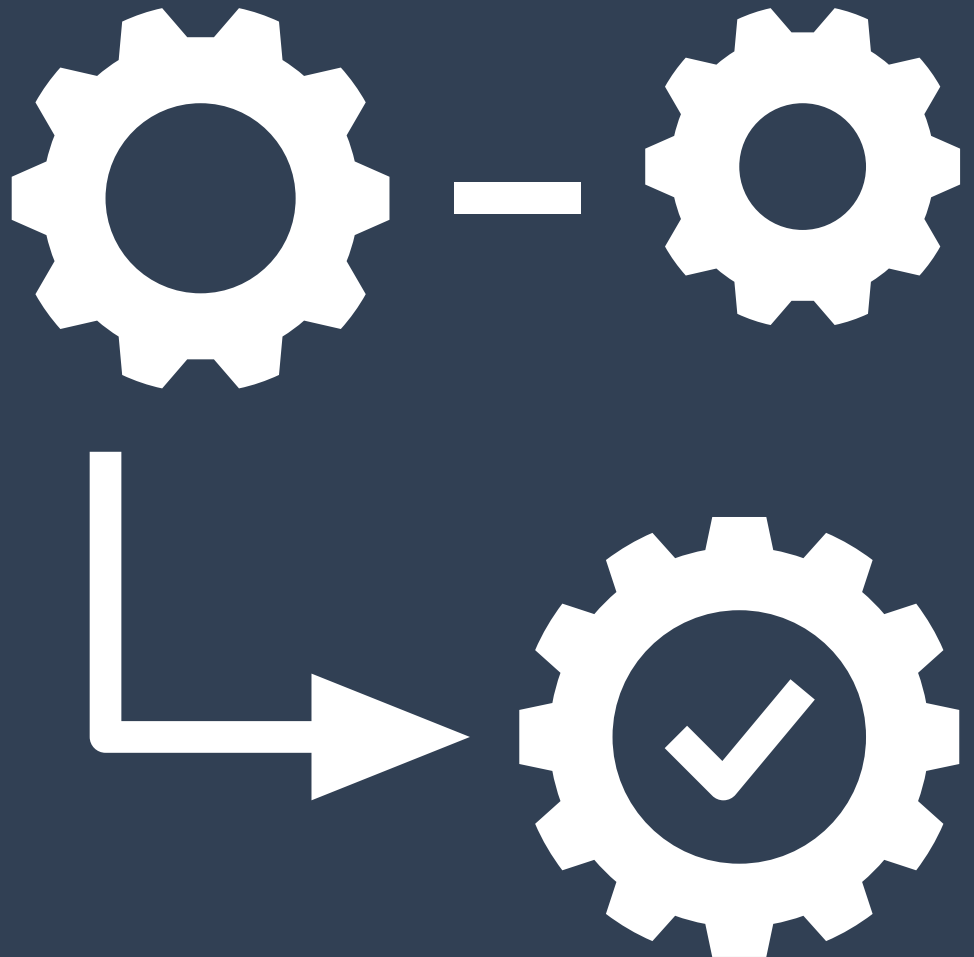
Considerations for Returning to Normal

The following key considerations should be taken into account when planning to implement the Back to Business Operations checklist on the following pages:

- Who will be the leader responsible for managing the Return to Normal team and the migration to normal operations?
- Who will need to serve as members of the Return to Normal team to ensure a successful transition?
- Who does the Return to Normal report to on the Crisis Management Team for the duration of migrating operations back to corporate facilities?
- What local, state and federal regulations will we be required to follow when returning to normal, if any?
- Will we bring our employees, subcontractors and operations back all at once or in a phased approach to our facilities?

Considerations for Returning to Normal *(cont.)*

- What priority list do we use if we decide to bring employees, subcontractors and operations in a phased approach (e.g., Business Impact Analysis, etc.)?

- Will some business units/operations remain operating at home for the time being and not be migrated back until management decides?

- When is the best time to initiate the return of operations based on the current business cycle/schedule?

- Will we be checking and tracking employee, subcontractor and visitor temperature levels on a daily basis? How will this be done (at point of entry, etc.)?

- What will be our immediate response should one or more employees' contract COVID 19 after they return to work?

CREATE A RETURN TO NORMAL TEAM

Using a subset of your Crisis Management Team, create a small team (e.g., HR, Facilities, Communications, IT, etc.) to develop a high-level checklist and plan to deal with the following areas you will need to consider in the return to normal:

- ☐ **Human Resources** – Manage return of internal and external workforce to normal daily work duties.
- ☐ **Communications** – Issue communications to internal and external stakeholders.
- ☐ **Operations** – Determine approach to bringing back operations to the facility.
- ☐ **Technology** – Assess technology support requirements to return people to work.
- ☐ **Facilities** – Prepare facilities to deal with return of the workforce.
- ☐ **Legal** – Address immediate and long-term legal concerns as needed.
- ☐ **Security** – Plan for security to ensure secure physical access and monitoring.
- ☐ **Supply Chain** – Arrange for suppliers to continue normal operations.

STEP TWO
HUMAN RESOURCES

TASKS TO COMPLETE FOR HUMAN RESOURCES

☐ Inventory and prepare to bring people back from furlough, working from home as well as onboard new employees, etc.

☐ Address state and federal government rules.

☐ Can employees travel safely from their homes to the office? (consider restrictions, public transportation, etc.)

☐ Follow policies and procedures with the return to normal to include PTO, FMLA, wearing of a mask, getting temperature taken, travel, etc.

☐ Be prepared to address people who may be afraid to come back to work based on their current condition and/or just do not want to return for the time being.

☐ Implement positive employee messaging and communications as people come back to work.

☐ Provide mental health resources for employees returning as needed.

☐ Determine if the organization is going to check employee temperature when people come into work. If yes, build process to handle this daily and be able to check everyone daily.

TASKS TO COMPLETE FOR HUMAN RESOURCES

- ☐ Determine for how long this will be conducted and what is the process if an employee has a temperature that requires them to go home.

- ☐ Determine if masks will be required to be worn. If yes, ensure there is communications on how they should be worn properly.

- ☐ Determine approach for employees who do not want to wear a mask at work, if its required. Be prepared to provide masks for those who want one or forget theirs.

- ☐ Coordinate with Facilities to have appropriate PPE (masks, gloves, disinfection, etc.) for team members, employees and subcontractors as needed.

- ☐ Be prepared if an employee or contractor contracts Covid 19 when you return and need to close the facility and/or specific areas.

- ☐ Communicate protocols for anyone reporting symptoms.

- ☐ Communicate strongly to all employees that if you are not feeling well, do not come into the office. Take sick days or work from home.

- ☐ Consider lining up EAP/mental health counselors.

STEP THREE
COMMUNICATIONS

TASKS TO COMPLETE FOR COMMUNICATIONS

- [ ] Prepare internal and external communications in preparation to get the company back to normal operations. (We are happy to have you back. We want you to feel safe. (Outline all the actions you have taken to protect them and the company will persevere and what the future holds to the best of your ability.)

- [ ] Update public facing websites and/or issue press communications as needed to get the word out that the company is returning in a secure, healthy manner.

- [ ] Prepare messaging scripts (FAQs) for department managers to use when operations are restarted and employees, subcontractors and visitors return.

- [ ] Create signage to be displayed in high traffic areas: social distancing, wash hands, etc.

- [ ] Prepare strong message from leadership and support tools for managers and supervisors.

STEP FOUR
OPERATIONS

TASKS TO COMPLETE FOR OPERATIONS

- [ ] Are business leaders and managers prepared to phase their people back into an office setting? For example, how many people should start the re-population 20%? 30%? 50%?

- [ ] How should you determine which employees should be included in the initial wave? How will that decision be communicated?

- [ ] Determine how business operations will be brought back (e.g., all at once, phased) to the organization and in what order of priority.

- [ ] Determine if some operations will remain shuttered or continue to be conducted remotely or work in a hybrid approach (onsite and offsite).

- [ ] Build a strategic plan to address approach to business 1 month, 3 months, 6 months, etc. from now based on the forecast of the industry, employees, subcontractors and economy.

STEP FIVE
FACILITIES

TASKS TO COMPLETE FOR FACILITIES

☐ Ensure the facilities will be cleaned and sanitized on a regular basis and follow accepted CDC disinfection standards.

☐ Identify and follow the appropriate process to disinfect based on type of facility (Corporate Office, Branch, Manufacturing)?

☐ Identify and address close distance working conditions (move chairs in conference rooms, cubicle spaces, etc.) in advance.

☐ Determine if you need to retrofit facilities to apply distancing requirements.

☐ Confirm building management is ready to reopen the building.

☐ Ensure Facilities personnel have the appropriate PPE needed to support their day to day operations.

☐ Are enough cleaning crews available? Understand that some cleaning crews may have been laid off and property management/facilities may need to re-hire and train.

☐ If applicable, can food services support the office re-opening? Do they have enough staff and supplies?

☐ Establish a SWAT team to address immediate disinfection response if COVID 19 is discovered after employees return.

STEP SIX
TECHNOLOGY

TASKS TO COMPLETE FOR TECHNOLOGY

- [ ] Identify resources to help reinstall technology (dual monitors, cabling, standing work desks, etc.) that was taken home.
- [ ] Work with IT to confirm that all corporate technology taken home can be accounted for upon returning and is secure.
- [ ] Ensure work at home technology is cleaned and disinfected before use at corporate offices.

TASKS TO COMPLETE FOR PURCHASING/SUPPLY CHAIN

- ☐ Provide for PPE as needed to bring employees back to work.
- ☐ Determine what suppliers did we bring on to help us during the pandemic that can be let go or transitioned off.
- ☐ Identify which suppliers need to be replaced due to poor performance, etc. during the pandemic, if any.
- ☐ Determine if any of our suppliers are more critical than we once thought based on the pandemic.
- ☐ Identify the suppliers that require us to review their continuity plans based on their performance during the pandemic.
- ☐ Confirm critical suppliers are ready to be back fully operational themselves and won't impact our return to normal.

TASKS TO COMPLETE FOR CORPORATE SECURITY

- [ ] Assess need for additional security staff for return to normal.
- [ ] Determine ingress and egress routes that will be used to manage traffic if monitoring of temperature is being conducted.
- [ ] Develop approach to track and monitor temperatures of employees, subcontractors, visitors, etc.
- [ ] Ensure Security personnel have appropriate PPE.
- [ ] Address visitor policy: For example, no visitors at first. Once business visitors are appropriate, capture information from each visitor (city of residence, travel to hotspots) and contact information.
- [ ] Review escalation and notification process if COVID 19 is confirmed at a corporate facility and/or employee/subcontractor/visitor refuses to have temperature taken, wear mask, etc. if required.

Questions?

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