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Road Map for Return

Guidance for a return to the office during COVID-19

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Overview

Every organization is working towards a phased approach to returning to offices during the response to COVID-19. We are partnering with clients to help them navigate a **roadmap for safe return** that requires a multifaceted approach to planning and change.

Grounded in public health guidance, this set of guidelines encompasses several important considerations in moving from a response to transition phase, then towards a recovery phase once workplace restrictions are lifted in various regions.

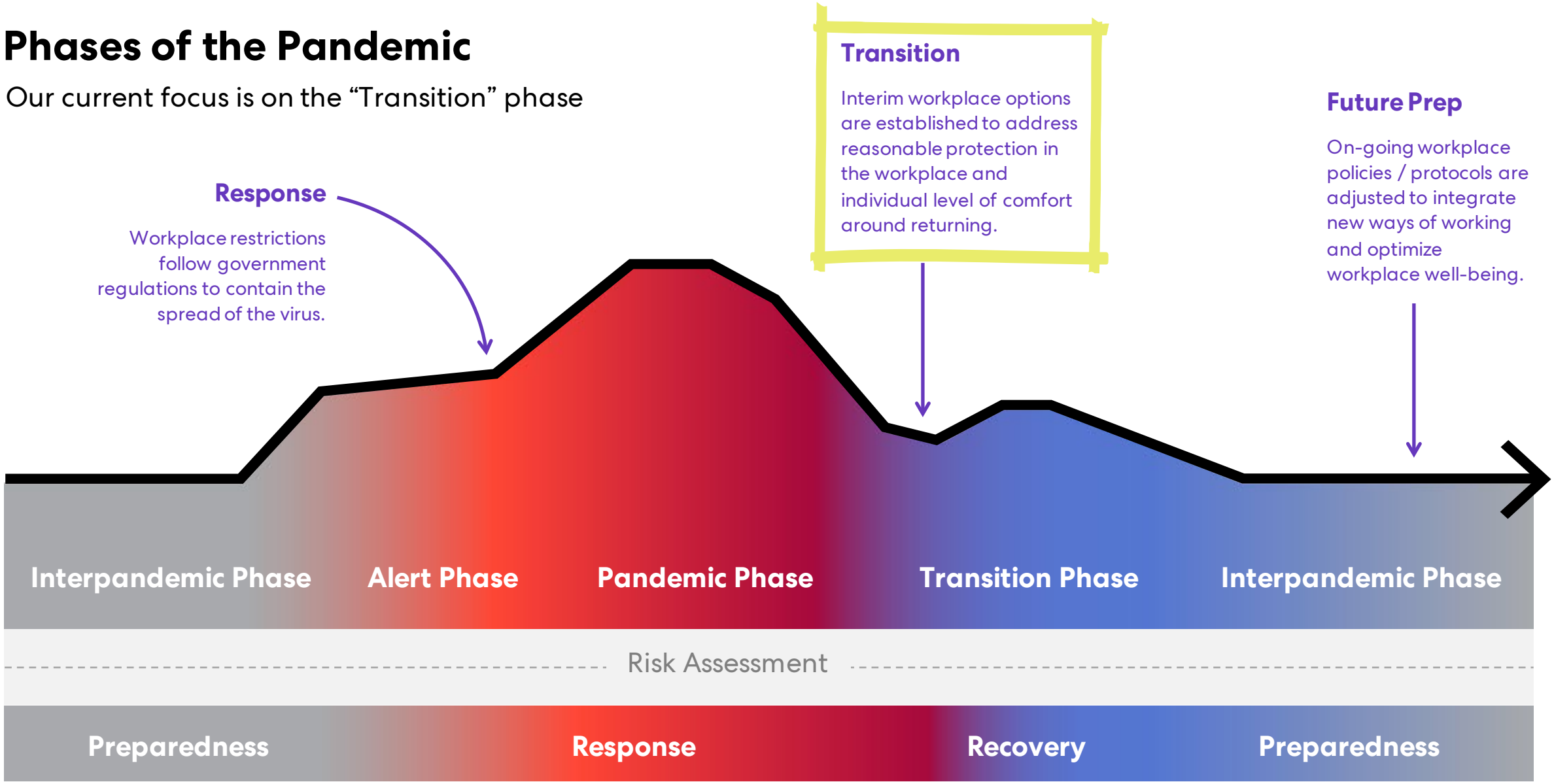
Guidance includes recommendations on employee readiness, maximum seat capacity, team scheduling scenarios, prioritizing business needs, and remote work. Additionally, recommendations include considerations on physical distancing analysis, office protocols, along with suggested behaviors and messages that should be incorporated into every planning phase to provide **a safe, healthy, and resilient return to the office**.

This introductory package includes guidance on how to:

1. Understand the **phases** of the pandemic
2. Develop a **framework** for return
3. Understand the **risks** of returning
4. Assess employee **readiness**
5. Determine your facility's **capacity**
6. Identify **who returns** first
7. Evaluate continued **remote work**
8. Consider **scheduling** strategies
9. Implement **operational changes**
10. Reinforce **behaviors & messages**

Phases of the Pandemic

Our current focus is on the “Transition” phase



Credit: WHO Pandemic Influenza Risk Management, WHO Interim Guidance, 2013

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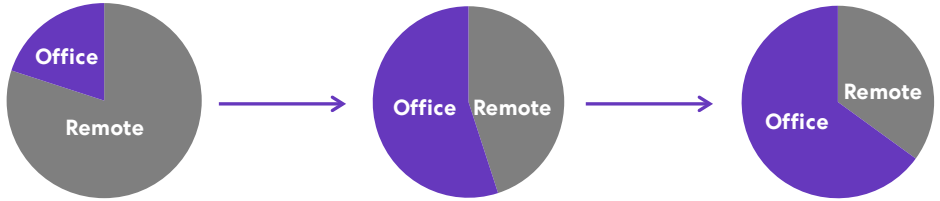
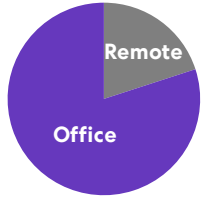
Framework Overview

Road Map for Return

Return To Work Road Map

	Response	Transition	Future Prep
Work Location	100% Remote 	Planning a Phased Return  Current and future use of remote working	New Remote Mix 
Operations	Alternate Protocols	Physical Distancing Analysis Protective Equipment and Supplies Food and Beverage Visitors and Deliveries Maintenance Protocols	Revise and evolve operations for resilience
Behaviors and Messages	Crisis / Remote Working Support	New Transition Protocols In-office Etiquette Continue Remote Work Support	Reinforce resilient behaviors

Following the question of when to return is how to plan our return.

Safety and health are the only priorities

— 01

Establish office capacity

- 6 ft. distancing
- floor maximum
- scheduling options

— 02

Plan employee return approach

- volunteer-based process
- on-site support
- client needs

— 03

Establish and communicate new office protocols

- food & beverage
- visitors
- deliveries
- maintenance

— 04

Return to office

- Reinforce new behaviors
- Operate under transition protocols

Office design and protocols cannot address every hazard when returning to work. When we leave our homes there will be risks.

Commute → **Building Entry** → **Elevator / Stairs** → **Workplace**

potential to isolate for some

paths converge / high touch surfaces

close quarters / high touch surfaces

designed and managed for physical distance

During the transition phase it is important to consider how accessible temporary measures may be for differently-abled people.

Visual indicators / temporary signs	*May lack braille or audio cues for sight impaired*
Modified directional guidance through your space	*One-way or narrowing pathways for social distance may impact those with mobility issues*
Equal access to cleaning supplies / protective equipment	*Consider the most accessible location for key supplies*

None of the considerations presented here change your existing degree of ADA compliance.

However, ADA compliance does not guarantee universal accessibility.

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Planning a Phased Return

Road Map for Return

Structuring a Phased Return

Make it **voluntary** to return to work**,** understanding that facility support may be an exception.

Analyze the **maximum capacity by floor** and use a percentage as the starting point for a phased return.

Anticipate that **volunteers to return to the office will exceed** your initial target capacity and have a plan for addressing.

Reconsider **unassigned seating practices** (hoteling, hot desks etc.) during the transition phase.

Even if the office is ready, <u>are employees</u>?

Employees will not have the same **comfort level** about returning to an office environment.

Employees will not have the same **ability** to return:

- availability of childcare
- reduced public transportation service
- the need to care for others
- increased risk due to health conditions

The message must be clear that it is **ok to defer your return** and <u>no reason is needed</u>.

Set a **cadence for asking for return volunteers**.

Consider an **employee survey** to gage their interest and concerns.

Talk to your legal team to see if a waiver is needed from employees.

How many people could come back into the office safely?

There are *currently* **no guidelines on how many people** to phase into the office beyond the 6 ft. distance measure.

Based on distance, evaluate the number of workstations and collaboration **seats that can be occupied simultaneously***.

workstations @ 6 ft.
\+ # private offices
\+ # collab seats @ 6 ft. re-purposed as work seats
_____
= **maximum** capacity

Establish a **maximum capacity for each floor to ensure that shared spaces** such as restrooms, pantries, and meeting spaces are not overwhelmed.

*details under Physical Distance Analysis

How many people <u>should</u> come back into the office <u>initially</u>?

Once you have a maximum capacity per floor, then **set an initial target capacity** as a percentage of that maximum.

Be conservative. There are more risks than benefits for maximizing capacity.

You will likely **adjust the space and your protocols** after the initial return.

20% to 40% of your maximum capacity per floor may be a good range to test new measures before increasing the office population.

How do we <u>increase</u> the number of employees returning in future phases?

Until the 6 ft. distancing measures are lifted, you will be **limited by the maximum capacity** by floor.

Increasing office capacity **up to the maximum** capacity will be dependent on:

- **Successful compliance** with new behaviors and protocols when in the office
- **Increasing comfort level** of employees to return to the office environment
- **Increasing recognition** that the office is more effective than home for some tasks.
- **Business needs** requiring more face-to-face collaboration
- **Decreasing infection rates** as reflected in the numbers provided by leading health authorities.

What about alternating days in the office ?

Creating groups with **assigned days to be in office** is an option for increasing capacity. For example:

- Group A (Monday, Thursday)
- Group B (Tuesday, Wednesday, Friday)

Benefits:

- Allows more employees to participate
- Eliminates an all or nothing decision on returning
- Provides a predictable schedule for employees
- Teams may coordinate to be in the office together

Challenges:

- More complex workspace assignment process
- Not as flexible for dynamic needs
- If it requires sharing desks, it is not advisable
- Some key leaders or site support staff will want / need to be in the office every day.

What about shifts?

Working in **non-overlapping shifts** may be an option for some business functions

Staggering work hours may relieve congestion at peak hours:

- 7:00 am – 3:00 pm
- 7:30 am – 3:30 pm
- 8:00 am – 4:00 pm

Even with shifts or staggered hours, the **maximum capacity per floor** should not be exceeded.

In all cases, **sharing a desk should be avoided** if possible, even if applying shifts or staggered schedules.

What happens when too many employees volunteer?

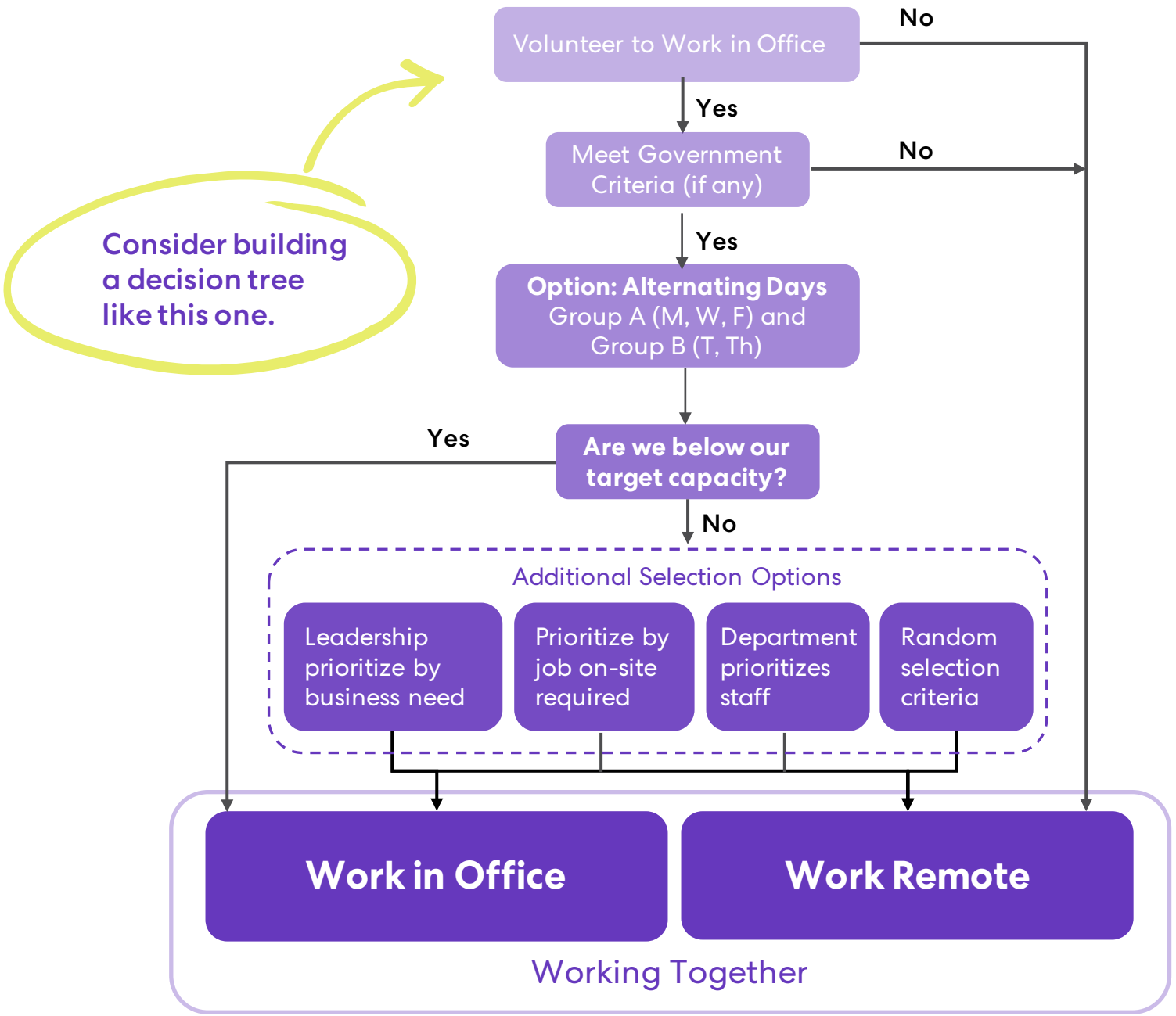
The number of employees who volunteer to return to the office may exceed your target capacity.

Why build a decision process?

- Many (or most!) will be weary of working in isolation
- Job security is top of mind
- Demonstrate a degree of equity

The formality of this process will vary by company size, business focus, and even location.

And if you do not have enough volunteers to reach your target ... that is ok.



What if we have unassigned seating today?

Consider moving to assigned seats during the transition phase.

Why?

- **CDC recommends** that employees not share desks, offices or equipment when possible.
- Employees will be **confident their space has been maintained** and not be reliant on others to follow cleaning protocols.
- An assigned seat provides a **predictable storage location** for personal belongings and supplies.
- **If you have a hoteling system**, you can re-purpose that system for permanent reservations during the transition phase.

What if we cannot dedicate seats even for a reduced office population?

If it is **not feasible to assign seats** during the transition:

- Clearly **mark spaces** that can be used
- Consider **removing chairs and monitors** to make available spaces abundantly clear
- **Assign lockers and technology accessories** for the duration of the transition phase
- **Provide reminders and supplies on the desk** to ensure everyone cleans their workspace when they arrive and when they leave each day.
- If you have a hoteling system to manage workspaces, be sure to **update those systems and remove seats** that cannot be occupied simultaneously.

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Current and Future Use of Remote Work

Road Map for Return

Evaluate Remote Working Program

Now that remote working has become a way of life for all employees, **what are the next questions?**

What **should** remote work look like for your organization going forward?

- **Employee surveys** can determine quality of experience and interest in remote working:
  - Data will identify employees who can: work from home, be part of hybrid teams, or be fully back in-office.

Where has remote working been **most effective**?

- When employees adopt virtual technologies for workflows and communications, efficiencies may be realized.

What **remains challenging** from a people, process, technology and culture perspective?

- Survey data & focus groups yield additional feedback; as will 1:1 meetings between managers and employees.

What are the barriers that make working remote less effective and how can we address?

Parity

Some employees planning to return to offices; some may not be able to in initial phases.

Digital isolation

Can occur due to a lack of physical proximity and communication barriers which may arise across teams and other work groups.

Work hours

Work hours should be respected; incorporating flexibility for individual requirements with a non-linear workday will need to be addressed during phased returns.

Supporting Remote Working Program

During phased return to offices, training can help strengthen competencies and facilitate skill building in remote and hybrid teams:

Training programs should **feature multiple perspectives**: leaders, managers and employees.

Training should emphasize **results-oriented work environments**.

How does a new or expanding remote work program affect...

Hiring & on-boarding

Employee feedback & recognition

Work-life integration

Supporting Remote Working Program

Workplaces will change with less dense offices that accommodate maximum seat capacity requirements with physical distancing guidelines.

Remote workers will need continued guidance on:

Provisioning

Home office equipment & reimbursement of expenses to accommodate longer term remote work.

Collaboration space

Can shared workspaces or conference rooms be used for meetings that include remote work staff on occasion?

Guidelines and policies

For office presence: visiting, using and reserving space as phased returns get underway.

Operations

New Roles During the Transition Phase

Identify a workplace **coordinator** (or team) who will be responsible for COVID-19 issues.

- OSHA provides guidance for enhancing your Response Plan to include COVID-19 precautions. https://www.osha.gov/Publications/OSHA3990.pdf
- Anticipate an increase in facility questions
- Anticipate an increase in concerns about behaviors and office etiquette.

Identify existing **roles that may need to change temporarily** during the Transition Phase.

- Supporting both remote and in-office employees
- Increased on-site support to source and stock supplies and equipment
- Re-assigning those who support activities halted during the transition (e.g. travel, event planning)

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Physical Distance Analysis

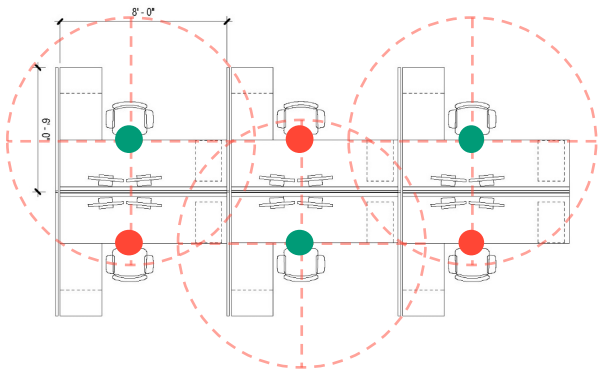
Road Map for Return

Approach for Physical Distance Analysis

- Analysis is focused on **stationary positions**: workspace assignment, use of enclosed rooms, and key areas of standing congestion.
- Maintaining a proper distance **while moving within and in-between spaces will rely on personal diligence** to all protective behaviors.
- Visual guidance for distancing should be **placed on stationary objects** (i.e. work surfaces, tables, floor) and not on mobile objects such as chairs or movable furniture.
- Enclosed rooms should have clear guidance about the **maximum capacity posted on the door**.

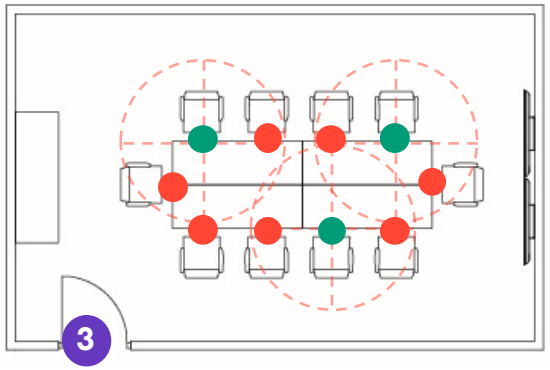
Steps for Plan Analysis

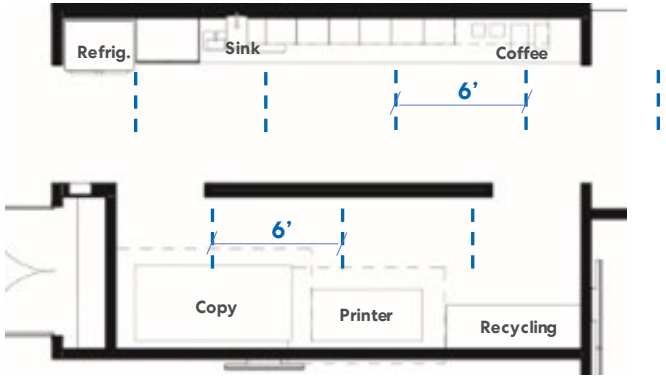
1. Analyze your floor plan using a program that allows scaling and measuring of objects.
2. Create a 6 ft. radius circle around a central point to use as a guide.
3. Place the center of the circle on the center edge of the stationary object (workstation, meeting table) and replicate for all spaces.
4. Analyze enclosed rooms by placing a 6 ft. radius circle at each work location around the room, then indicate the maximum room occupancy on the door.
5. Create lines that represent 6 ft. separation for use in queues, starting with the point of interaction and spacing outward.



Workstations

Enclosed Rooms





Shared Amenities

Planning Key

- Workspace that can be occupied
- Workspace unavailable
- # Limit of people in an enclosed room
- 6 ft. distance guidance floor line
- 6 ft. radius

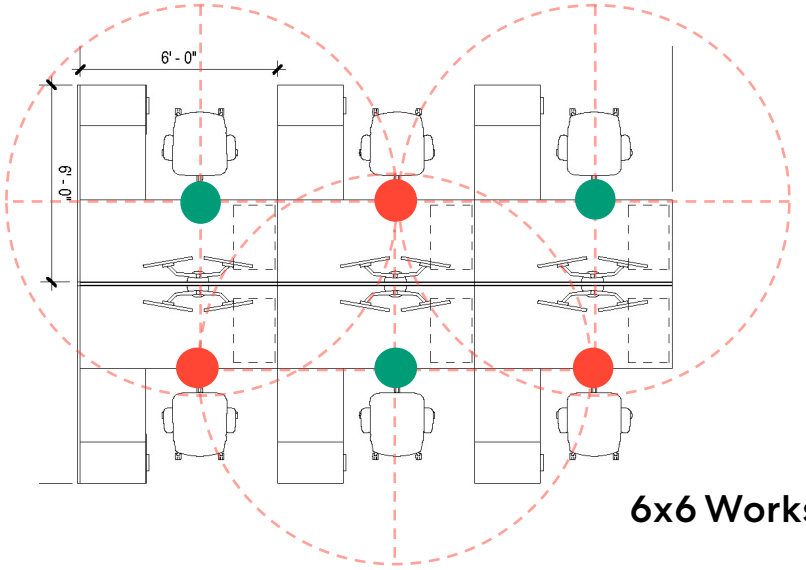
Physical Distance Analysis — Workstation Examples

- Occupy
- Unavailable
- Room Limit
- 6 ft. guide

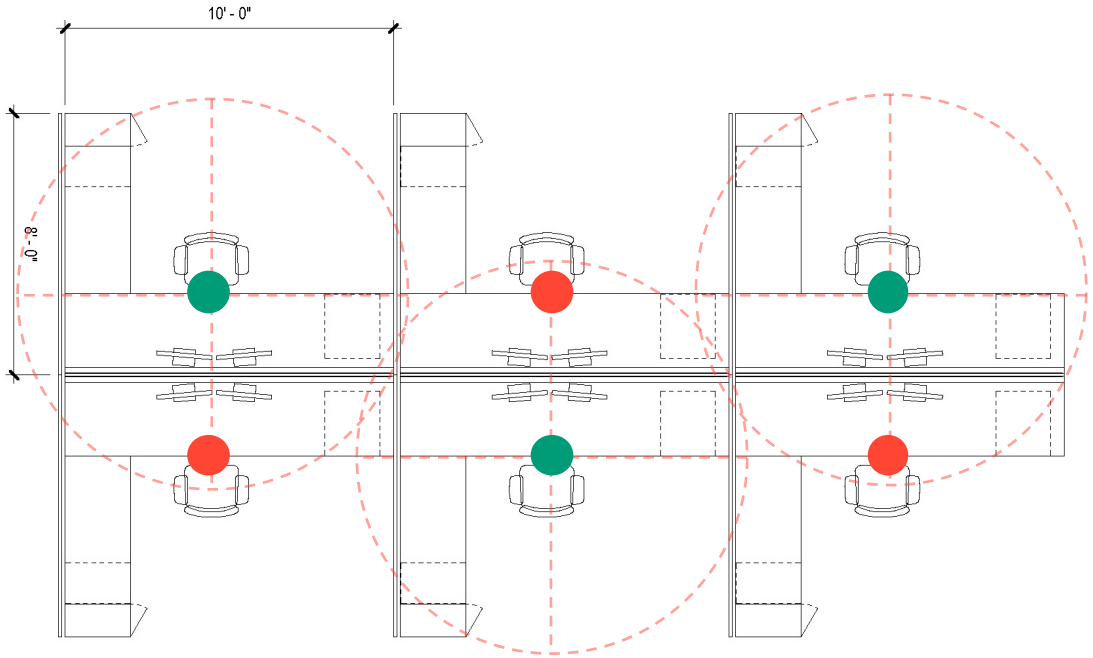
6 ft. Radius

6 ft. radius circle is placed at a practical stationary work position (**chair location will vary on plans**)

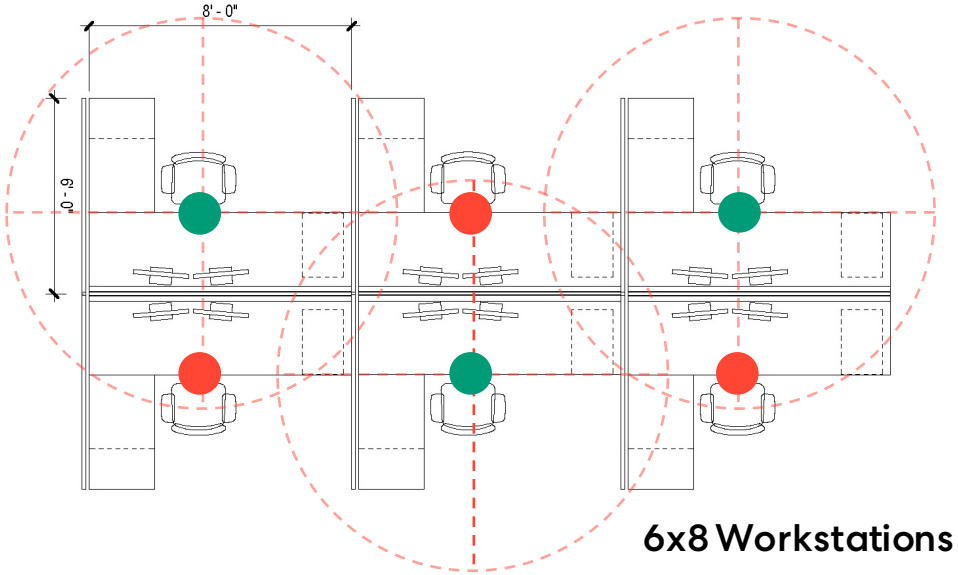
Diagrams shown are reference examples. Analysis of your specific furniture may differ.



6x6 Workstations



8x10 Workstations



6x8 Workstations

Physical Distance Analysis — Workstation Examples

- Occupy
- Unavailable
- Room Limit
- 6 ft. guide

6 ft. Radius

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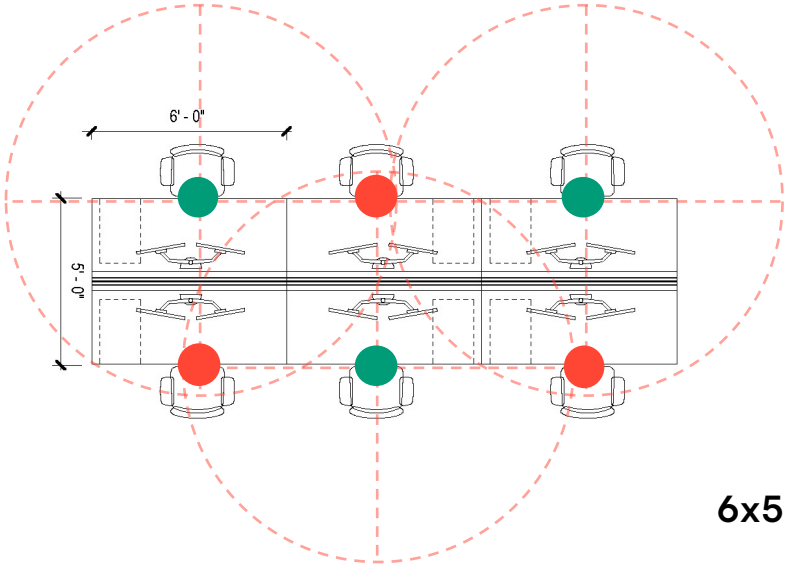
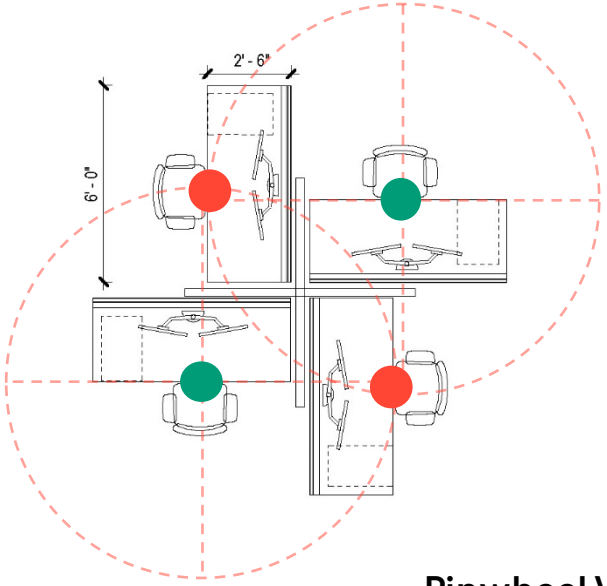
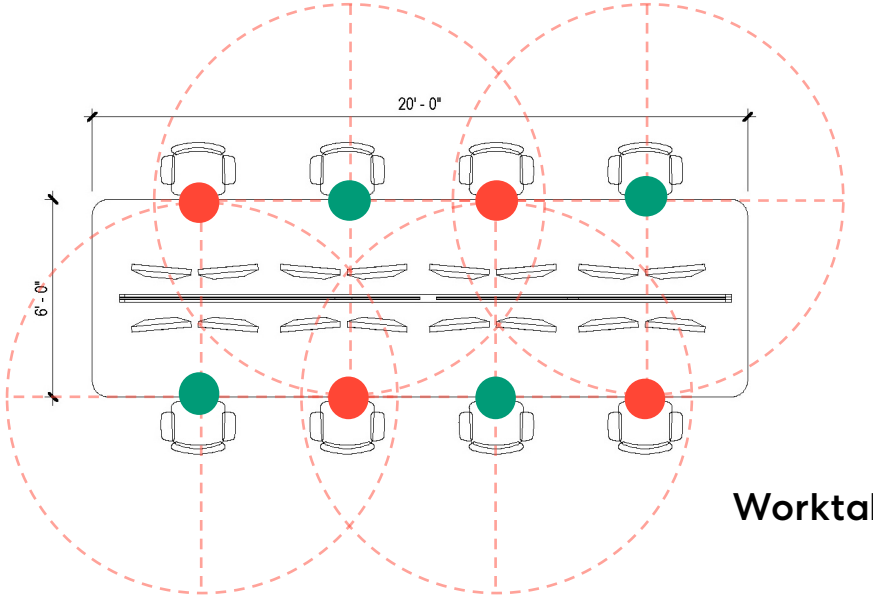


6x5 Benching



Pinwheel Workstations



Worktable

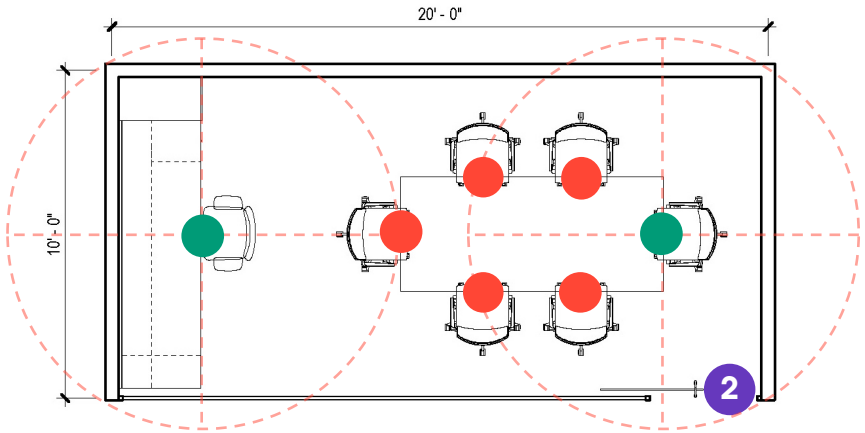
Physical Distance Analysis — Private Office Examples

- Occupy
- Unavailable
- # Room Limit
- 6 ft. guide

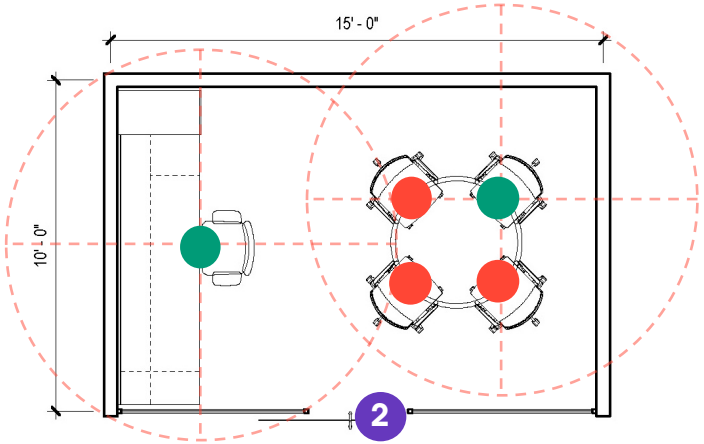
6 ft. Radius

6 ft. radius circle is placed at a practical stationary work position (**chair location will vary on plans**)

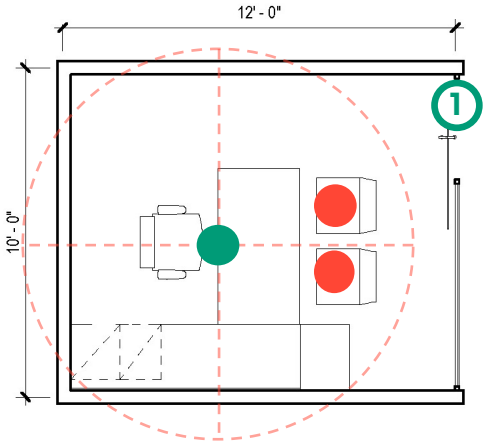
Diagrams shown are reference examples. Analysis of your specific furniture may differ.



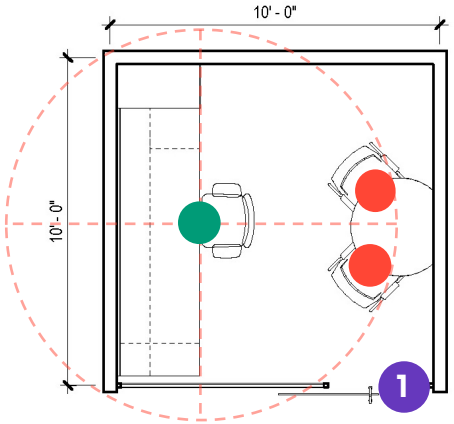
200 SF Office



150 SF Office



120 SF Office



100 SF Office

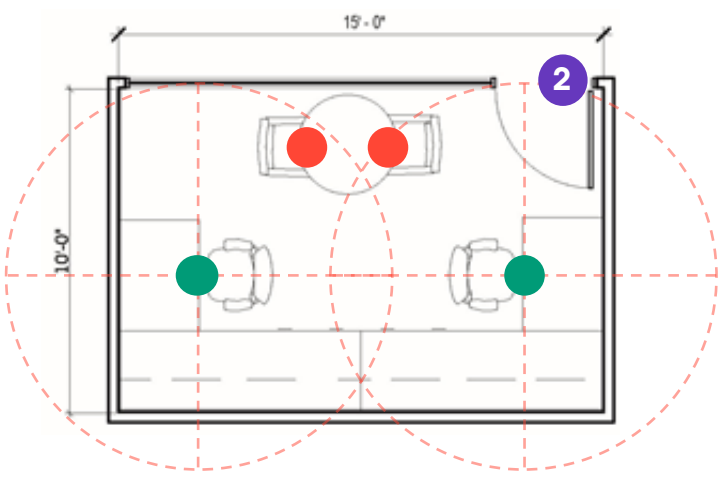
Physical Distance Analysis — Private Office Examples

- Occupy
- Unavailable
- # Room Limit
- 6 ft. guide

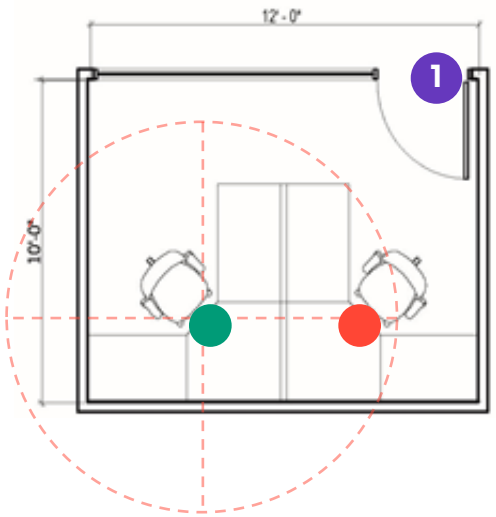
6 ft. Radius

6 ft. radius circle is placed at a practical stationary work position (**chair location will vary on plans**)

Diagrams shown are reference examples. Analysis of your specific furniture may differ.



150 SF Shared Office



120 SF Shared Office

Physical Distance Analysis — Access to Workstations

- Occupy
- Unavailable
- Room Limit
- 6 ft. guide

6 ft. Radius

6 ft. radius circle is placed at a practical stationary work position (**chair location will vary on plans**)

Diagrams shown are reference examples. Analysis of your specific furniture may differ.

- Maintaining a 6 ft. distance when walking in between back-to-back workstations is a challenge.
- Maintaining a 6 ft. distance while walking along a corridor is a challenge.
- Being aware of your surroundings is imperative in these situations.

Physical Distance Analysis — Alternating Days Approach

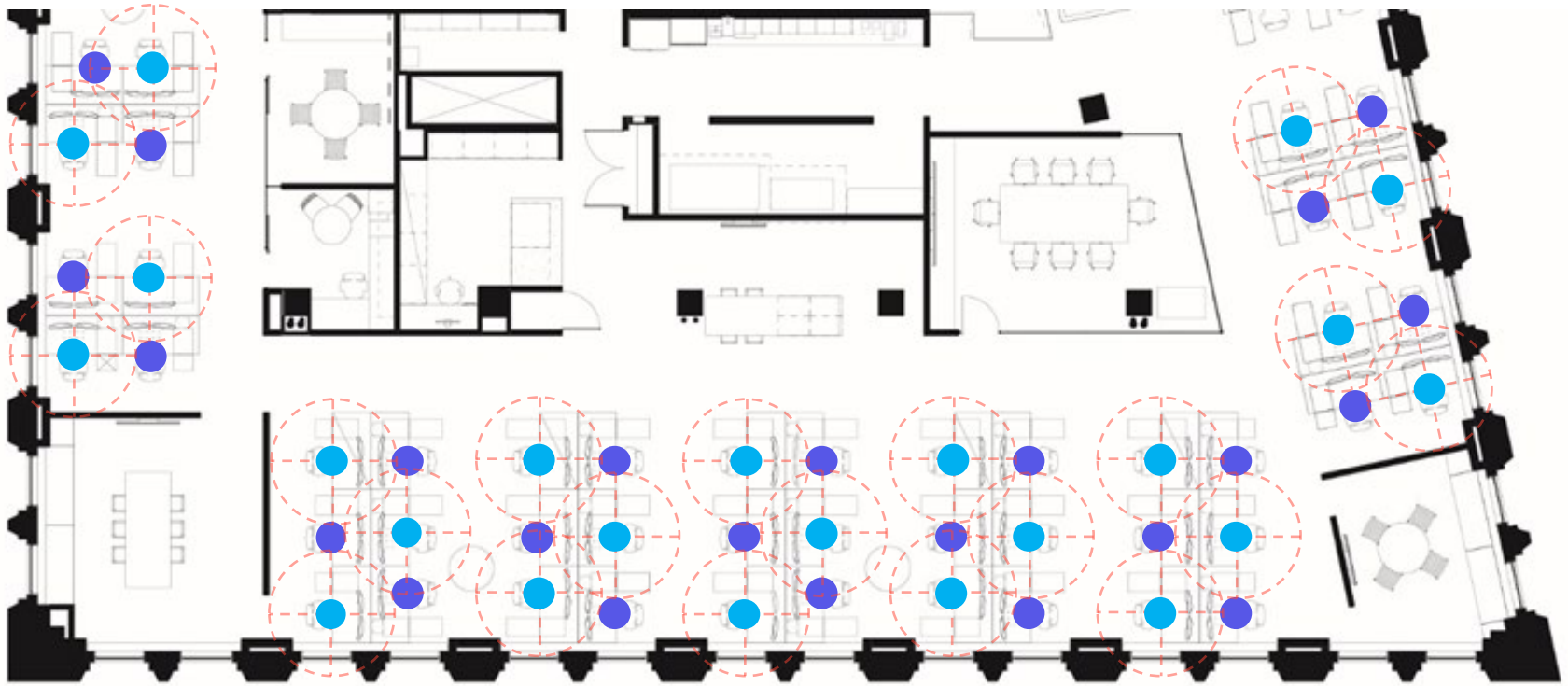
- Group A
- Group B
- Room Limit
- 6 ft. guide

6 ft. Radius

6 ft. radius circle is placed at a practical stationary work position (**chair location will vary on plans**)

Diagrams shown are reference examples. Analysis of your specific furniture may differ.

- The same seat analysis can be used to organize workspaces for alternating days in the office.
  - Group A sits in the blue seats
  - Group B sits in the purple seats
- No one shares a workstation.



What about adding higher panels between workstations?

Consider temporary shields at locations where employees must have **sustained contact with others at < 6ft, especially in public facing roles**.

Increasing panel heights or adding clear shields at workstations may be an additional layer of protection, however there is **no guidance that suggests shields can be used in lieu of 6 ft. distancing.**

Physical Distance Analysis — Meeting Rooms

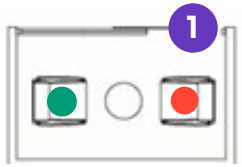
- Occupy
- Unavailable
- # Room Limit
- 6 ft. guide

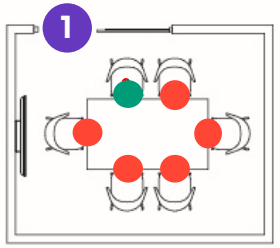
6 ft. Radius

6 ft. radius circle is placed at a practical stationary work position (**chair location will vary on plans**)

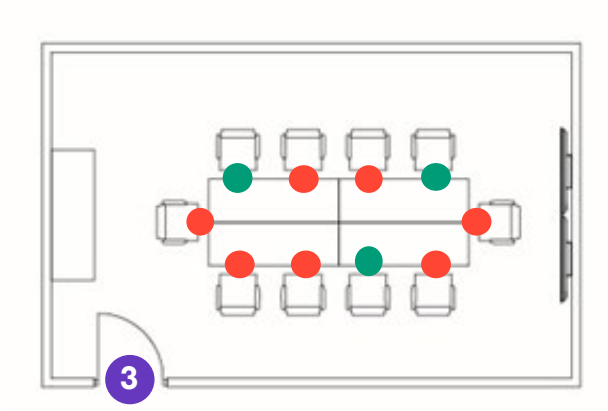
Diagrams shown are reference examples. Analysis of your specific furniture may differ.

- Currently group meetings are limited to 10 people or less. Guidance may vary by location and is likely to change over time.
- Include supplemental seating when evaluating large meeting rooms.
- Collaboration seats could be re-purposed to provide more individual assigned space if distancing is maintained.

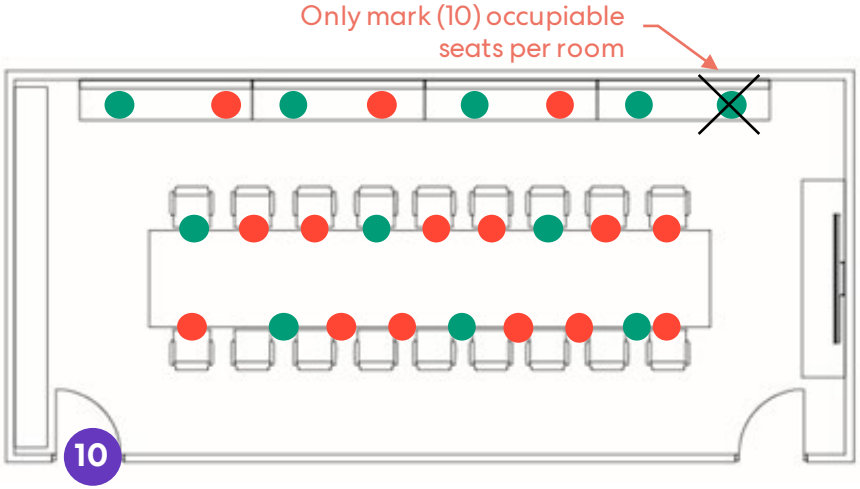




Small Meeting Room

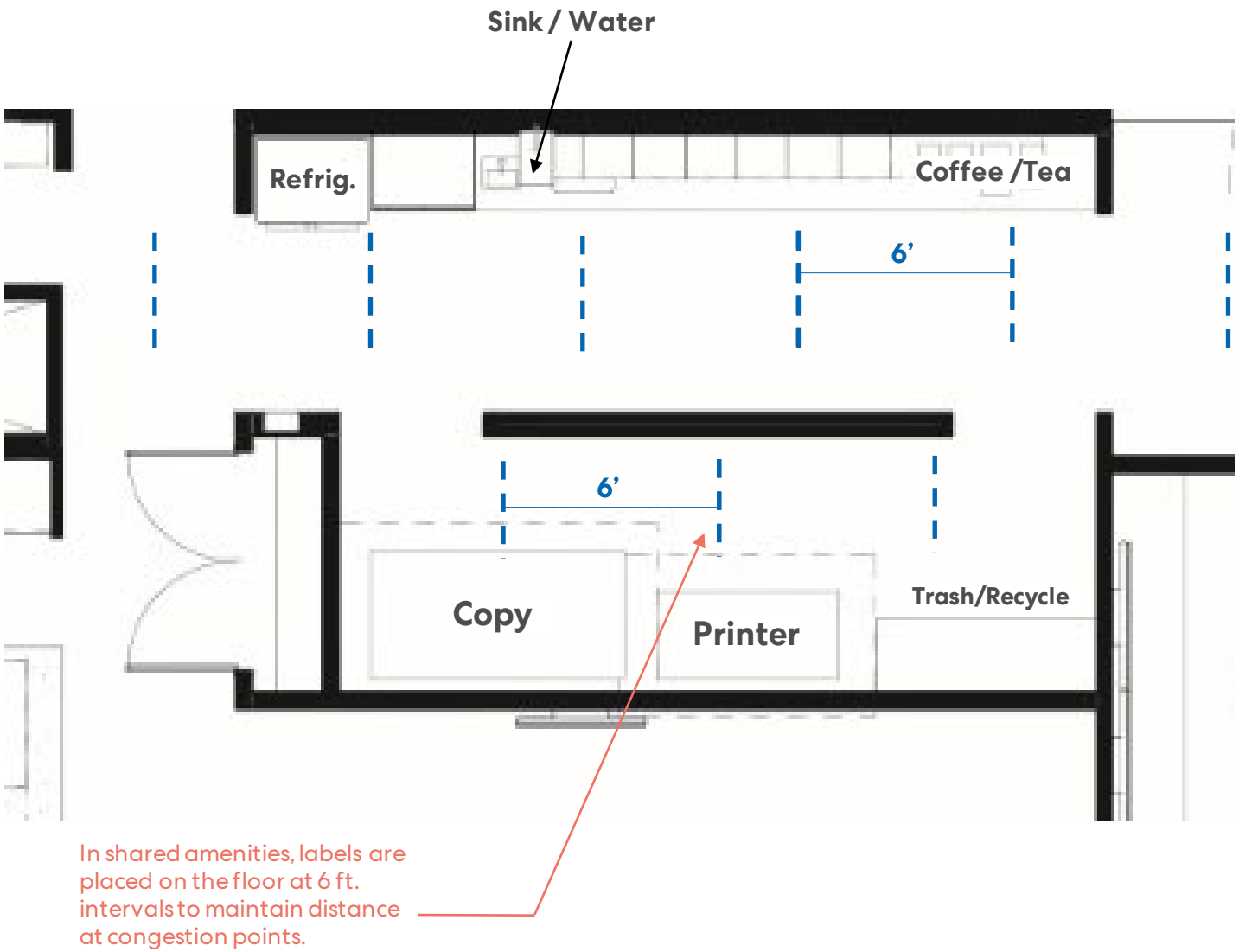


Medium Meeting Room



Large Meeting Room

Physical Distance Analysis — Pantry/Coffee/Copy Example



Pantry Congestion Points :

- Coffee / Tea
- Water Dispenser
- Sink
- Copy Machines
- Printers
- Trash / Recycling
- Vending Machines
- Refrigerator (if using)
- Ice Machine (if using)
- Dishwasher (if using)

Physical Distance Analysis — Café with Servery Example

Refer to the Food & Beverage section for additional protocol considerations related to Cafe spaces.

- Occupy
- Unavailable
- # Room Limit
- 6 ft. guide

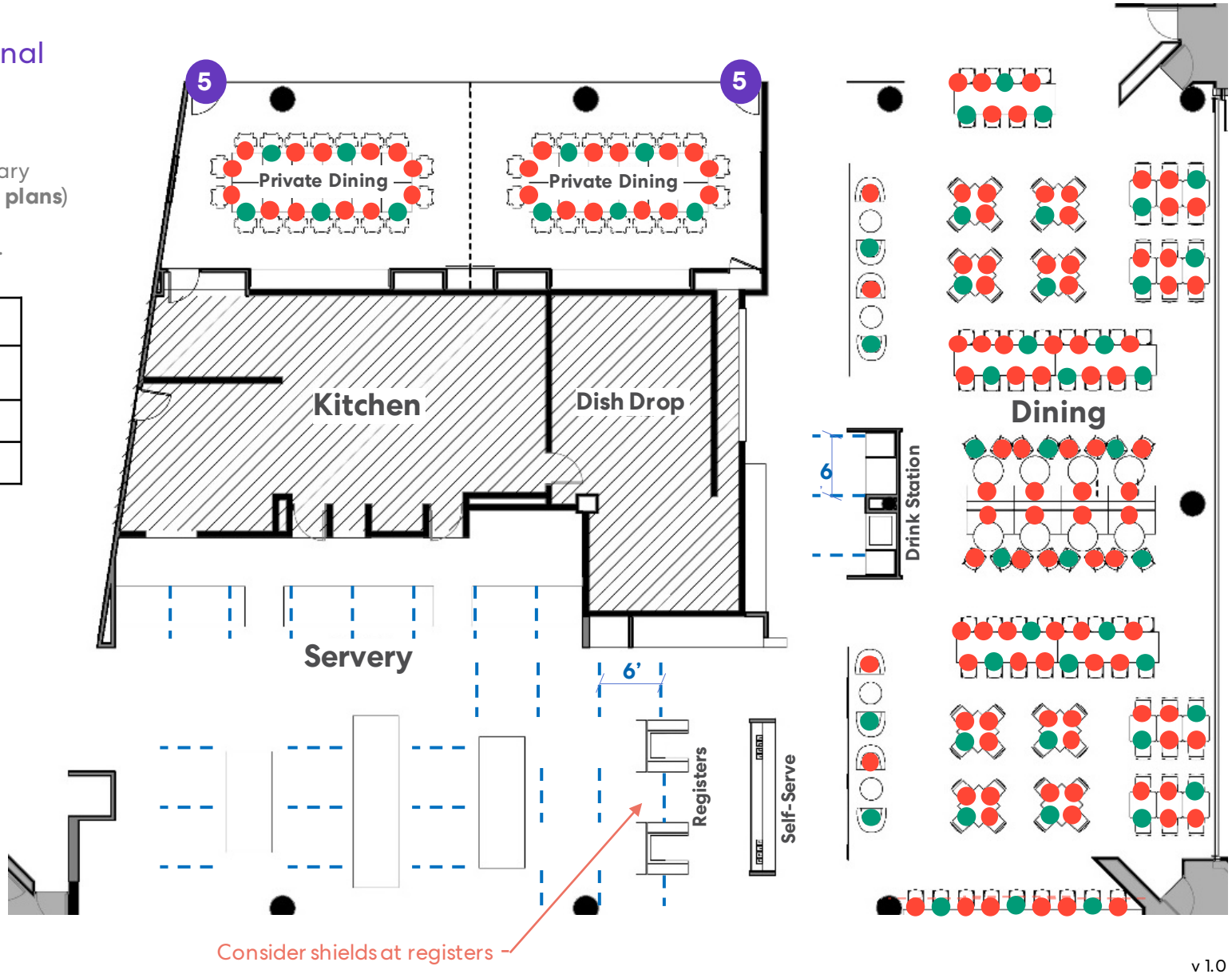
Guidance is placed at a practical stationary work position (**chair location will vary on plans**)

Diagrams shown are reference examples. Analysis of your Café may differ.

Space	Prev	New MAX
General Dining	137	42
Private Dining	36	10
Total	**173**	**52**

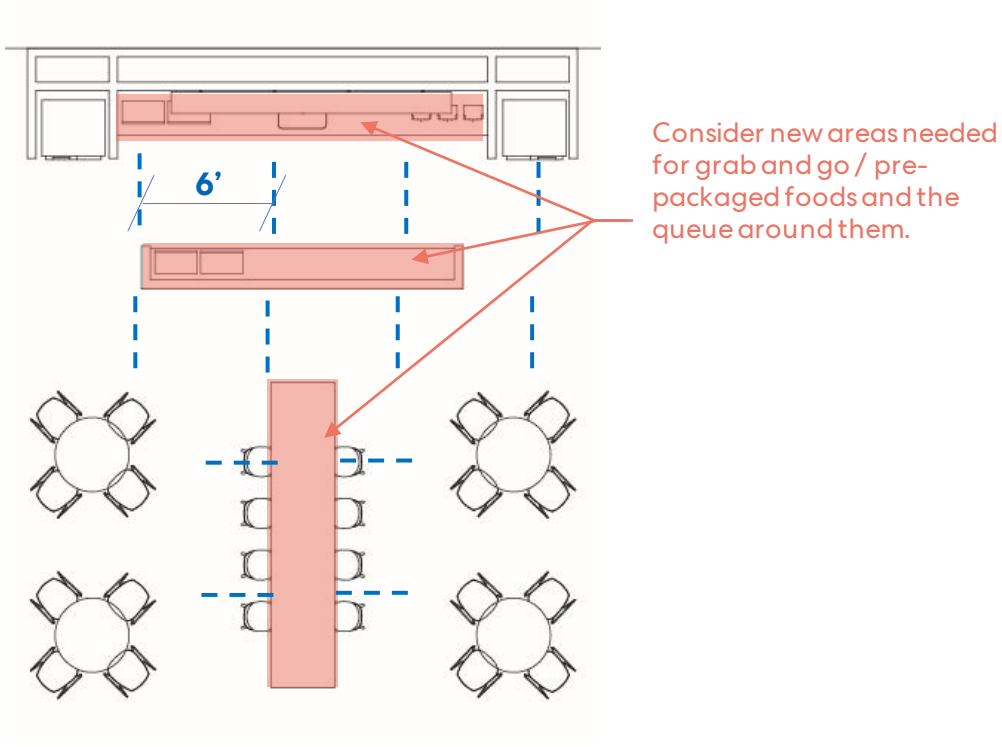
Café Congestion Points:

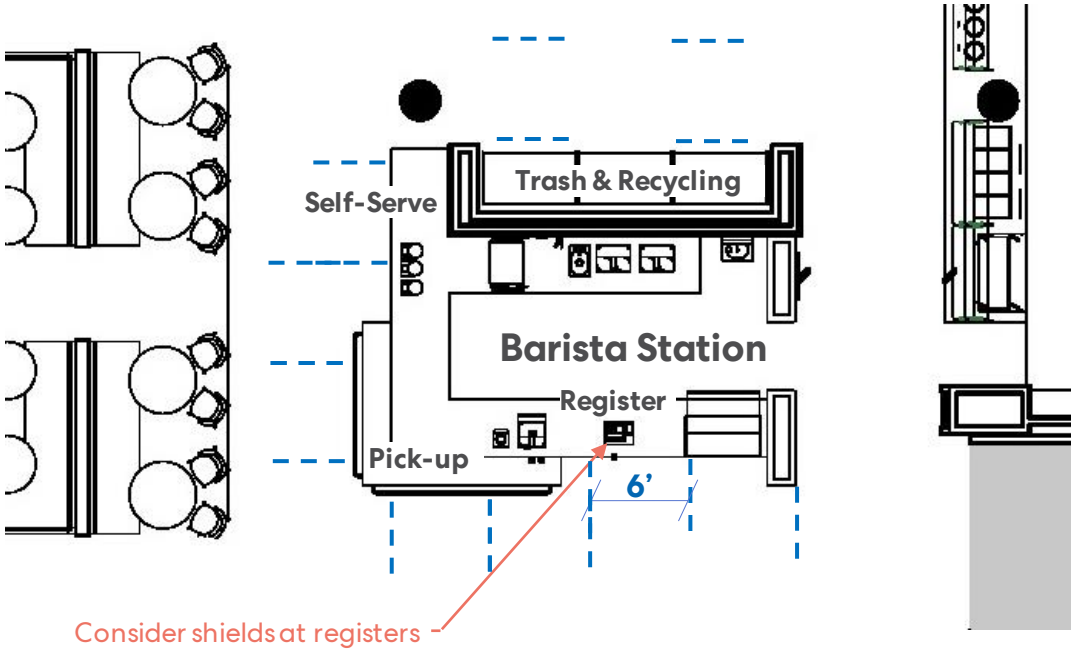
- Registers / pay kiosks
- Food stations
- Self-serve condiments / utensils
- Water/coffee/soda dispenser
- Dish drop (if using)
- Microwaves (if using)
- Trash and recycling



Physical Distance Analysis — Additional Café Examples

Refer to the Food & Beverage section for additional protocol considerations related to Cafe spaces.



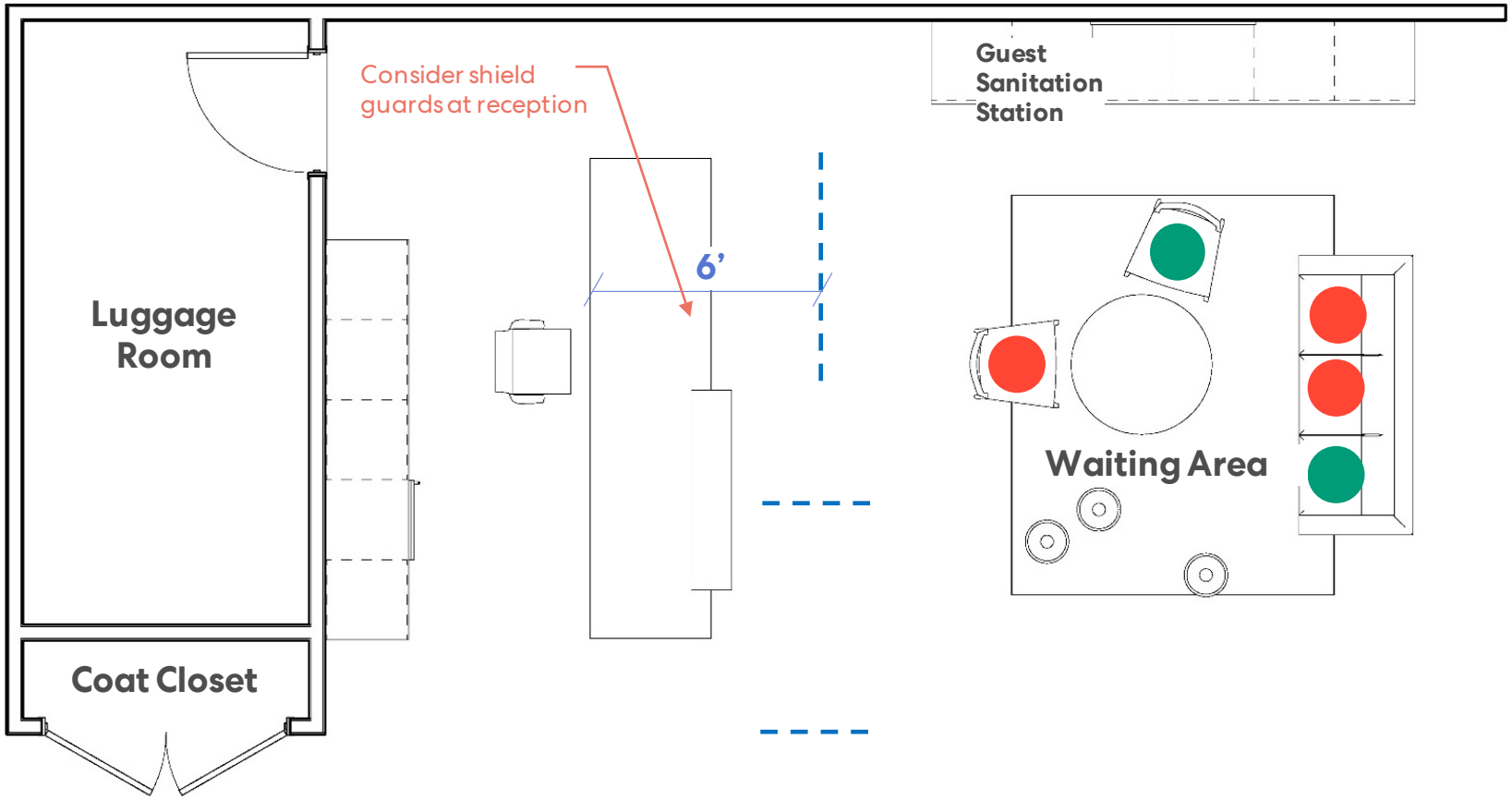


Barista Congestion Points:

- Registers / pay kiosks
- Self-serve condiments /utensils
- Pick – up area
- Trash and recycling

Physical Distance Analysis — Reception Example

Refer to the Guests & Deliveries section for protocol considerations related to reception spaces.

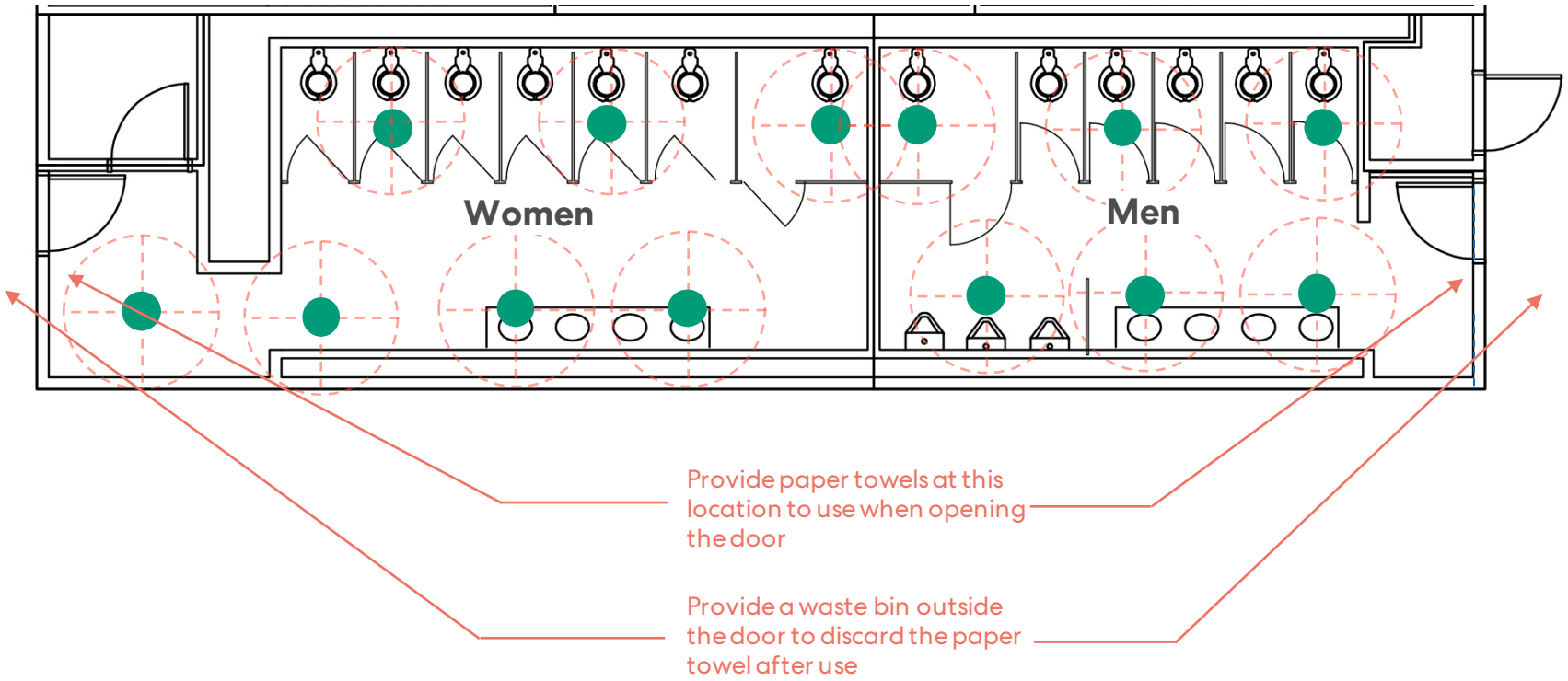


Reception Congestion Points:

- Entry / exit door
- Reception desk
- Coat / luggage closet (if using)
- Waiting area
- Guest sanitation station
- Nearest restroom

Physical Distance Analysis — Restrooms

Review the Maintenance Protocols section for more information.



Restroom Considerations:

- Discuss with your landlord all protocols for base-building restrooms.
- Hand-washing is a vital activity and it should not be discouraged unnecessarily.
- Consider temporarily discontinuing hand dryers as it may extend the dispersion of droplets beyond 6 ft.

In Progress

We are researching any code implications of imposing limit of people in a restroom and/or limiting fixture use. More information to come.

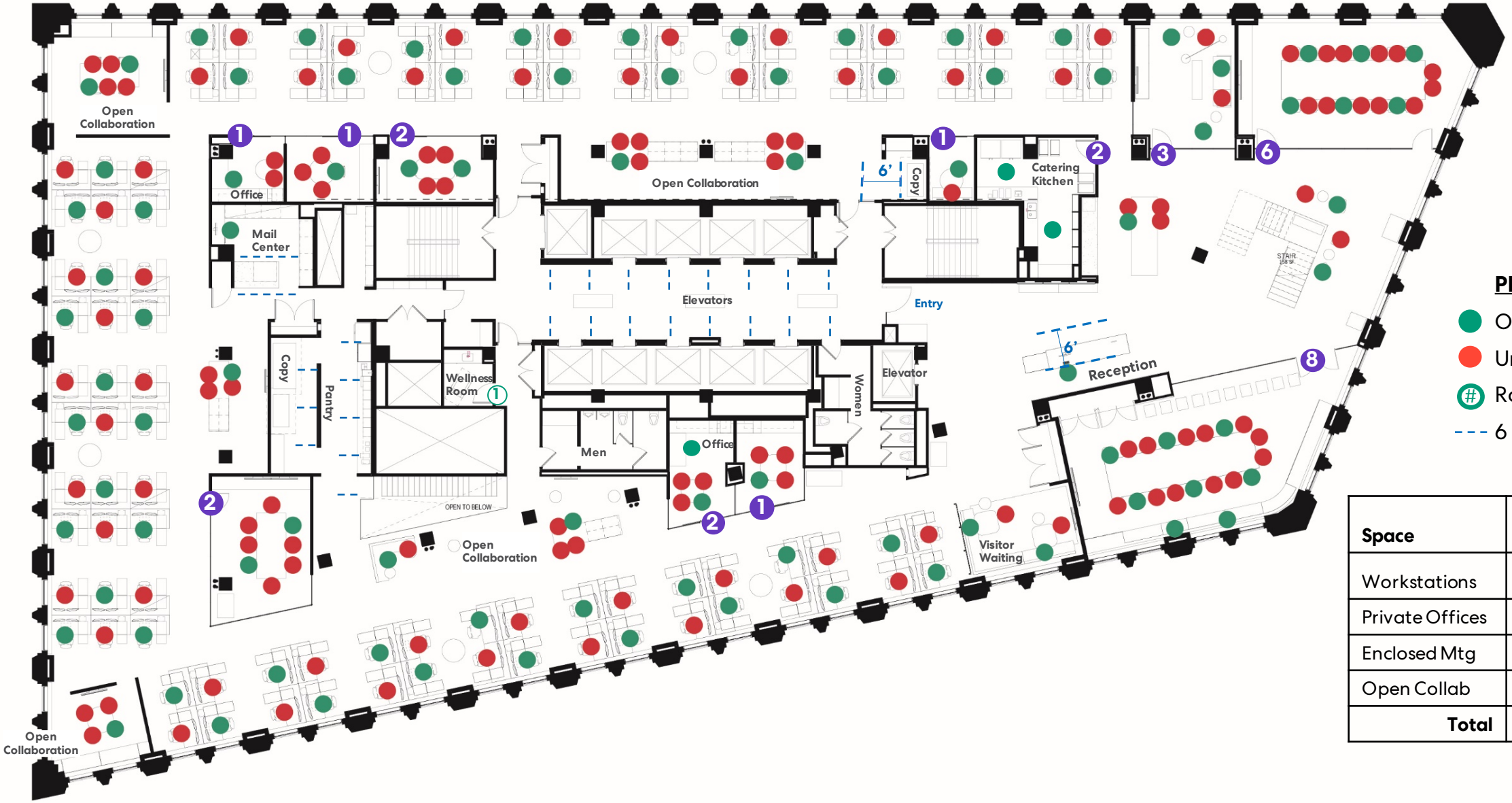
Additional Space Considerations

You will need to analyze other spaces using a similar process such as:

- Training rooms
- Wellness / Mother's rooms
- Fitness center
- Game room
- Mail room
- Museum / Display space
- Library / Archive space
- Help desk / Genius bar
- Computer labs / Server rooms

You may also consider how similar space types are being addressed in your community (e.g. gyms).

Physical Distance Analysis — Full Floor Example



Planning Key

- Occupy
- Unavailable
- Room Limit
- 6 ft.

Space	Prev	New MAX
Workstations	98	50
Private Offices	2	2
Enclosed Mtg	67	24
Open Collab	32	9
Total	199	85

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Protective Equipment and Supplies

Road Map for Return

Personal Equipment and Supplies

Guidance on wearing masks will vary by location. **Be prepared to provide masks** to all employee and guests even if it is not currently required.

Consider a "welcome" kit for employees returning to the office, including:

- Masks
- Soft point stylus for touch screens / keypads
- Portable tissues & hand sanitizer
- Custom labels to use on personal items
- Carrying case for employees to easily transport essentials around the office
- Quick reference card with key information
- And something fun!

Other supplies to consider stocking in addition to masks, hand sanitizer, and cleaning supplies:

Infrared thermometers

Small trash cans with lids

Caddies for essential cleaning supplies

Supplies for labeling personal items

Supplies for posting temporary signs

Tape needed for floor guidance

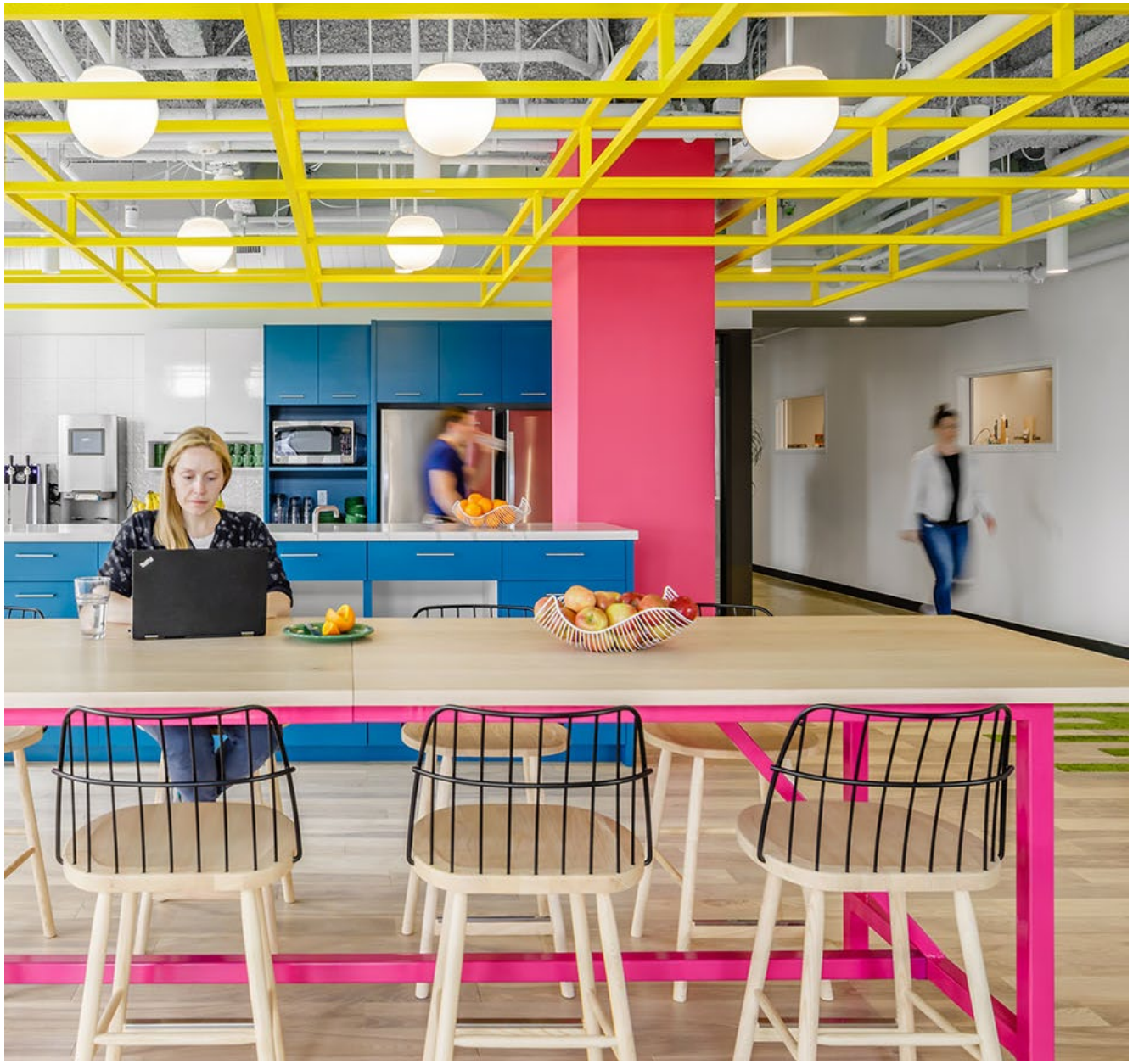
Food and Beverage

Café and Dining

- **For staffed cafeterias,** work with your food service operator to establish an operational plan according to the latest CDC and FDA guidelines.
- Consider **assigning lunch times** to reduce congestion in the Café.
- If you have reusable dishware, consider a temporary switch to **recycled and compostable one-use products**.
- **Promote tap and pay** to limit handling of cash
- **Provide cleaning supplies** in the dining area for people to disinfect before and after they eat.
- Re-consider the **use of high-touch appliances** or make cleaning supplies readily available after each use. (e.g. refrigerators, ice machines, microwaves, dishwashers).

Outside Catering / Vending

- When working with **outside catering companies** consider establishing the following protocols:
  - Individual packaged servings only
  - No large communal platters or shared plates
  - No self-serve unpackaged foods
  - Request disposable serving wares only
- Consider providing individually wrapped box lunches to **minimize employees leaving the office** during the day and reducing risk of contamination.
- For on-site vending, promote **touchless payment** if possible.



Infection Control and Sustainability

Many of the temporary measures for infection control seem to conflict with long-term sustainability goals.

Re-useable dishware, flatware, and bringing sustainable containers from home is normally a key component as we seek to eliminate landfill waste.

For the transition phase and initial return to work, single-use products have an advantage in controlling the spread of the virus and they eliminate loading and unloading of shared dishwashers and storage cabinets.

Temporarily changing to recycled and compostable single-use products may be a better option for the transition phase, where possible.

Pantry and Beverage

- If a staffed coffee bar is an option, either within your space or as a retail service in the building, **consider if self-service coffee is needed**.
- If self-service coffee is provided, promote cleaning the touch points and hand washing before and after every use.
- Only provide coffee and water stations in locations that **allow for sanitization, handwashing, and safe waste disposal**.
- **Provide disposable hand towels and waste receptacles** at all points of service in the pantry or other locations where food & beverages are served.
- **Discourage reusable mugs** and/or cups brought from home.

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Guests and Deliveries

Road Map for Return

Welcome (Essential) Guests

- **Define and communicate** what will be considered essential face-to-face interactions in the office.
- Review **prior visitor logs** to understand / address common visitor types for your space.
- Establish protocols for **unexpected visitors**.
- **Talk to your legal team** to see if a waiver is needed from visiting guests.

Communicate to guests in advance :

- Guests should stay home if they have **even a mild symptom of COVID-19** such as a slight cough or low-grade fever.
- **Contact details** (name, phone, etc.) will be shared with local health authorities if anyone becomes ill in time-frame around their visit.

Guest Safety Measures

- Leave entry doors open to **minimize touchable surfaces** if security allows.
- Provide each guest the **opportunity to wash their hands** when they arrive.
- Discontinue shaking hands and use other **noncontact methods of greeting**. Add signs at the reception to make guests are aware.
- Consider if **coat closets and luggage rooms** can be closed temporarily and ask guests to keep belongings with them during their visit.

Guest Safety Measures

- Clearly mark the **visitor waiting area** and provide basic sanitation products in that area.
- Limit guest exposure by **using meeting rooms closest to the entry**
- **Discontinue office tours** for guests, customers, or interview candidates.
- Provide **masks** to anyone who develops respiratory symptoms.

Deliveries

- **Confirm delivery protocols with building management** where applicable.
- **Limit outside delivery personnel** to the reception and/or loading dock areas of the building.
- Consider the most direct route for outside delivery personnel to **access restrooms and to wash their hands**.
- Place **temporary staging tables** near freight elevators, supply rooms, libraries, or other areas with frequent packages.
- Frequently clean **equipment used to process incoming and outgoing packages** including scanners, scales, and packing supplies.

Deliveries

- Consider modifying **delivery and pick-up protocols** to minimize congestion and the number of times a package is handled in route to employees.
- **Limit self-serve office supplies** and implement a request process, if possible.
- Remind employees to **wash their hands immediately after handling a package**.
- Ask employees to **discontinue shipping personal packages to the office** during the transition phase.

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Maintenance Protocols

Road Map for Return

Maintenance Protocols

When returning to the workplace during the transition phase consider the following concepts:

1. Disinfect high touch surfaces regularly
2. Increase frequency of regular maintenance
3. Communicate to employees about the maintenance protocols
4. Set clear expectations of employees
5. Create a maintenance protocol floor plan
6. Create and maintain a cleaning log
7. Use approved cleaning products that have been recommended for use against SARS-CoV-2
8. Refer to authoritative sources on workplace cleaning and maintenance

Disinfecting

Implement a cleaning schedule that addresses the following:

- Extent and frequency of cleaning, including **dated cleaning logs**.

Protocol for disinfection, including:

- Identification and maintenance of a list of high-touch surfaces.
- Limitation of disinfection to high-touch surfaces.

Immediate vs Long-term Health Considerations

Unnecessary disinfection and sanitization can negatively impact immune health.

For the "Transition" phase of the pandemic and initial return to work, disinfect all high-touch surfaces. When infection risk decreases, reduce sanitization to normally required surfaces.

High-touch Surfaces

Non-porous

- Tabletops
- Doorknobs
- Elevator buttons
- Telephones
- Public digital devices and keyboards
- Light switches
- Chairs
- Bathroom handles and fixtures
- Countertops in bathrooms
- Toilet handles and lids
- Bathtubs and shower walls and floor
- Interior shower and bath surfaces
- Kitchen handles and fixtures
- Countertops in kitchens
- Non-disposable medical devices
- Bed railing
- Serving trays and bed tables

Porous

- Rugs
- Upholstered furniture covers
- Fabric curtains
- Towels
- Bedding: linens, pillowcases and comforter

Source: WELL Building Standard V1 table A1: High touch surfaces; table A4: Disinfection and Sanitization

Expand Cleaning Focus

In addition to the high-touch surfaces identified on the previous page, pay special attention to cleaning the following items commonly found in the workplace:

- **IT devices in shared spaces**: controllers, conference phones, speakers, shared keyboard, wall mounted AV devices, microphones
- **Shared materials**: whiteboards, markers, erasers
- **Pantry items**: microwaves, coffee machines, vending machines or grab & go

Frequency of Maintenance

In the initial return to work, increase the frequency of:

- Replacing air filters
- Restocking paper products
- Cleaning up cluttered surfaces so they can be disinfected appropriately

Communication to Employees

Provide clear communication to all employees with the following information:

- Cleaning schedule and log made available to all occupants
- Location of cleaning supplies and sanitation stations
- Easy evidence of cleaned area (cleaning happening during work hours, log/note after cleaned, etc.)

Expectation of Employees

Communicate what is expected of employees to maintain a safe workplace, including:

- Clean desk policy to enable easy cleaning of individual workstations at the end of each day
- Individual cleaning of personal items including laptop, keyboard, mouse, and headset

Maintenance Protocols Floor Plan

Create a **floor plan showing the maintenance protocols** of key areas, like the example below:

Considerations

- Rigorous cleaning in shared spaces and hi-touch points
- Provide sanitation supplies at strategic places and in all enclosed rooms
- Communicate cleaning protocol

Cleaning Products

When choosing cleaning chemicals, employers should consult information on **Environmental Protection Agency (EPA)-approved disinfectant labels with claims against emerging viral pathogens**. Products with EPA-approved emerging viral pathogens claims are expected to be effective against SARS-CoV-2 based on data for harder to kill viruses.

Follow the manufacturer's instructions for use of all cleaning and disinfection products (e.g., concentration, application method and contact time, PPE).

Immediate vs Long-term Health Considerations

Your workplace may have a green cleaning program in place that limits the use of disinfectants due to the long-term health risks associated with certain chemical ingredients. For the "Transition" phase and the initial return to work, follow EPA, CDC, and OSHA guidelines for cleaning, and **return to your green cleaning program when it has been deemed safe** to do so.

Cleaning Log

Create a cleaning schedule like the one required by Fitwel standard.

For all restrooms and break areas detail the weekly cleaning of the following:

- counters
- tables
- fixtures (sinks toilets, urinals)
- surfaces
- appliances (such as refrigerators, freezers, microwaves, coffee machines)

Detail the weekly upkeep of the following:

- hand soap
- dish soap
- toilet paper
- paper towels, where applicable

Immediate vs Long-term Health Considerations

For the "Transition" phase and the initial return to work, we recommend detailing the daily protocols in addition to the weekly protocols.

Resources for Workplace Maintenance and Cleaning

As new studies and recommendations become available daily, please continue to **refer to authoritative sources**:

COVID-Specific Resources

- **World Health Organization (WHO):** "Getting your workplace ready for COVID-19" (https://www.who.int/docs/default-source/coronaviruse/advice-for-workplace-clean-19-03-2020.pdf)
- **Centers for Disease Control and Prevention (CDC):** "Cleaning And Disinfecting Your Facility" (https://www.cdc.gov/coronavirus/2019-ncov/community/disinfecting-building-facility.html)
- **Occupational Safety and Health Administration (OSHA):** "Guidance on Preparing Workplaces for COVID-19" (https://www.osha.gov/Publications/OSHA3990.pdf)

Healthy Workplace Resources (not specific to pandemic)

- WELL Building Standard
- Fitwel

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Behaviors and Messages

Road Map for Return

Our Words Matter

It seems **communications have been non-stop** since COVID-19 changed our world. Going forward communications will continue to be critical as we return to a workplace that will not resemble the one we left in March.

New communications may include:

- Printed signs and reminders
- Instructions on new processes and procedures
- Guidance on our health and safety in the office
- Additional support for working in distributed teams
- Messages of inspiration, positivity, and compassion

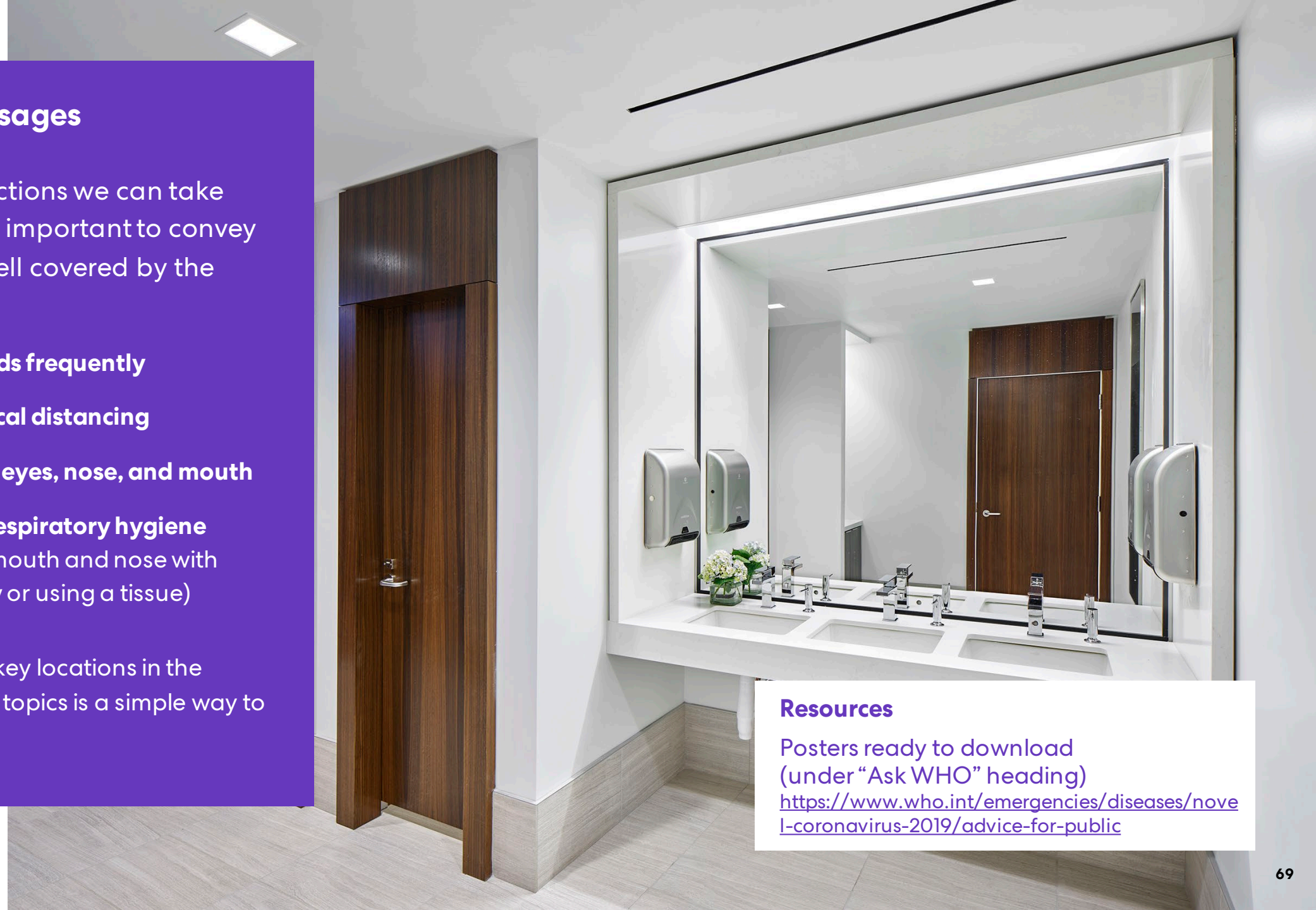
While not intended to be a full communication plan, we are highlighting **key messages specific to the transition phase** and why they are important.

Universal Messages

The individual actions we can take are still the most important to convey and these are well covered by the CDC and WHO:

- **Wash your hands frequently**
- **Maintain physical distancing**
- **Avoid touching eyes, nose, and mouth**
- **Practice good respiratory hygiene** (covering your mouth and nose with your bent elbow or using a tissue)

Adding posters at key locations in the office on these key topics is a simple way to remind everyone.



Resources

Posters ready to download (under "Ask WHO" heading)
https://www.who.int/emergencies/diseases/novel-coronavirus-2019/advice-for-public

The most important thing you can do is stay home when you do not feel well.

You have the tools to be effective and engaged when you are remote.
Do not take a chance.

This also applies if someone **in your household** has symptoms.

Know the Symptoms:

Fever

Cough

Shortness of breath or difficulty breathing

Chills

Muscle pain

Headache

Sore throat

New loss of taste or smell

CDC facts about symptoms:
https://www.cdc.gov/coronavirus/2019-ncov/symptoms-testing/symptoms.html

Returning to the office during the transition phase is your decision.

Everyone will not feel comfortable returning, and everyone will not be able to return. **It is ok if you do not volunteer** to return and no reason is needed.

In your decision, take into consideration:

- Responsibilities to family and loved ones
- How you will travel to/from the office
- Your own level of comfort returning to the office
- Your level of risk

CDC guidance on reducing the stigma related to COVID-19:
https://www.cdc.gov/coronavirus/2019-ncov/daily-life-coping/reducing-stigma.html

CDC guidance on populations who need to take extra precautions:
https://www.cdc.gov/coronavirus/2019-ncov/need-extra-precautions/index.html

Follow guidance from health authorities in the office, at home, and everywhere in between.

What you do when you are not in the office impacts your coworkers. It is especially as important to all of us that you **protect yourself** when you are not in the office.

- Wash your hands frequently
- Maintain physical distancing
- Avoid touching eyes, nose, and mouth
- Practice good respiratory hygiene
- Proper use of cloth face covering
- Cleaning and disinfecting your home

CDC guidance on preventative measures:
https://www.cdc.gov/coronavirus/2019-ncov/prevent-getting-sick/index.html

Continue to leverage your virtual skills even when you are in the office.

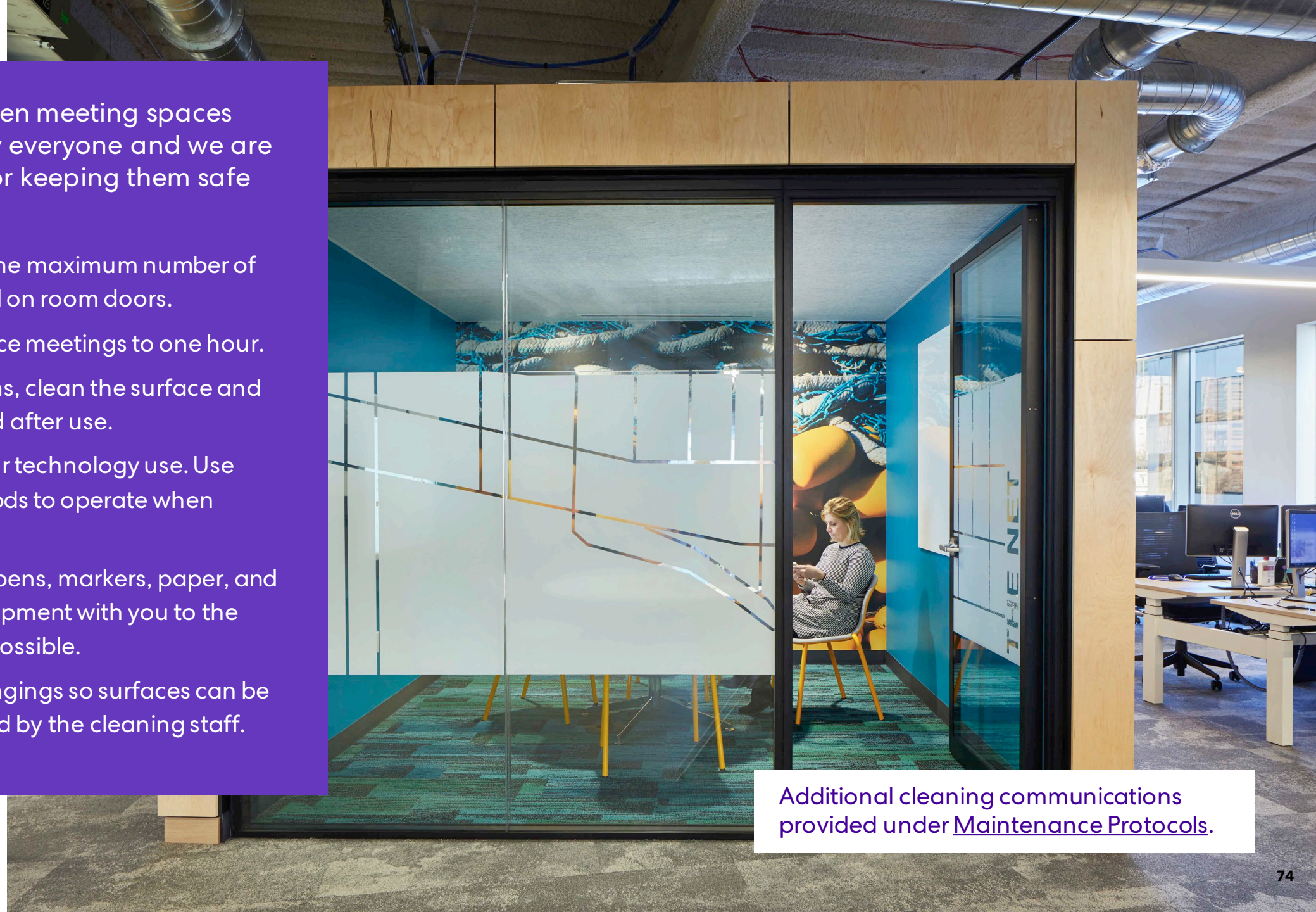
Just because some people will be in the office does not mean we should toss aside the skills we learned when working remote. We need to be diligent and **include everyone on the team** during the transition phase.

Remember to sharpen your virtual skill set:

- Consider conducting all meetings virtually even when some team members are in the office
- Use online messaging keep remote workers in the conversation
- Always include remote access for meetings (WebEx, Skype, MS Teams)
- Include remote coworkers in brainstorming sessions
- Plan events in advance so remote team members can participate

Enclosed and open meeting spaces will be shared by everyone and we are all responsible for keeping them safe and clean.

- Do not exceed the maximum number of occupants listed on room doors.
- Limit face-to-face meetings to one hour.
- In meeting rooms, clean the surface and chair before and after use.
- Be aware of your technology use. Use touchless methods to operate when possible.
- Bring your own pens, markers, paper, and technology equipment with you to the meeting when possible.
- Clear your belongings so surfaces can be easily disinfected by the cleaning staff.



Additional cleaning communications provided under Maintenance Protocols.

Bring your own _____.

One way to protect yourself is to bring your own tools and supplies with you as you move around the office. Shared supplies mean more disinfecting before and after every use. Labeling your supplies may help.

Items to keep on hand as you move around the office:

- Something to write with
- Something to write on
- Technology accessories (e.g. mouse, power supply, cables)
- Tissues
- Hand sanitizer
- Water bottle

For now, leave your coffee cups or other reusable dishes at home.

Messages of Positivity

Of course, the one communication we cannot get enough of are the positive messages of support.

- Corporate efforts during the crisis
- How our teams are using their talents
- Employee stories of care
- Clients/customers that are making a difference
- Ways to volunteer and contribute
- Music, TV, books–What is getting us through?
- Ideas for entertaining/distracting/teaching kids
- Resources for physical and emotional health
- Ways to stay connected

Prepare for Additional Questions

- What measures is our building management / landlord taking to ensure a safe return?
  - Front Door
  - Turnstiles
  - Security Desk
  - Elevators
  - Bike Rooms
- Will the company reimburse/subsidize for parking or car services to avoid public transportation?
- What is our current policy on business travel?
- Are there any restrictions on personal travel?

Our recommendations are advisory and intended to assist as you plan for the return of your workforce. Guidance is evolving and we urge you to regularly consult with the following sources:

World Health Organization

Centers for Disease Control and Prevention (CDC)

Occupational Safety and Health Administration (OSHA)

Federal, State, and Local Guidance

Version 1.0 is based on recommendations and guidance provided by these sources as of April 30, 2020

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We are in this together.

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