

## Returning to Work Post-Coronavirus Toolkit

As many employers wait to hear when the government will lift the current stay at home orders and slowly allow workers to return to their places of employment, we must prepare for what work must look like over the next 12 to 18 months, as it will not resemble what we once knew it to be.

The O'Connor Group has prepared a Toolkit to assist employers in creating and/or brainstorming all aspects of work, policy, protocols, and procedures for consideration prior to allowing employees to return to work once government permits this to occur.



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The Whitehouse provided their Return to Work plan to gradually return people back to work over several phases. We have provided the definitions the White House has communicated and will reference each phase within several individual sections of our toolkit.

## PHASE 1:

- Employers are encouraged to continue telework if possible and feasible to support business operations.
- If employees must return to onsite worksite, common areas should be closed off to use. Examples: Conference Rooms and Lunchrooms.
- Special accommodations should be given to employees that are members of a vulnerable populations (i.e. underlying health conditions). Meaning employees with underlying health conditions should be permitted to remain working remotely if possible.
- Maximize physical distance between others (6 feet).
- Business travel should remain restricted, but where necessary CDC guidelines should be followed regarding isolation post travel.
- Face masks recommended.

#### PHASE 2

- Employers are encouraged to continue telework if possible and feasible to support business operations.
- If employees must return to onsite worksite, common areas should be closed off to use. Examples: Conference Rooms and Lunchrooms.
- Special accommodations should be given to employees that are members of a vulnerable populations (i.e. underlying health conditions). Meaning employees with underlying health conditions should be permitted to remain working remotely if possible.
- Maximize physical distance between others (6 feet).
- Business travel may slowly resume.
- Face masks may still be considered.

#### PHASE 3

- Employees may return to work onsite at employer facility.
- Conference rooms and lunchrooms may now be accessed by employees.



- Vulnerable individuals with underlying health conditions can return to worksite as well. If worksite has employees that are part of the vulnerable population, it is recommended the worksite still practice physical distancing.
- Business travel restrictions fully lifted.

## PA- GOVERNOR WOLF RETURN TO WORK PLAN (RED/YELLOW/GREEN)

Many regions and counties of Pennsylvania have not had the same number of positive cases of Covid-19 as others. Therefore, it is very likely the entire state of Pennsylvania will not return to work all at one time. Governor Wolf has provided his requirements that all regions and counties must meet prior to permitting businesses to reopen and individuals to leave their homes. Below are the requirements that Governor Wolf has communicated, each requirement is identified by color Red, Yellow or Green:

- RED: (Most strict): PA residents are ordered to stay home, and all nonessential businesses are closed. Schools will remain closed for the remainder of the 2019-2020 academic year.
- YELLOW: Regions and counties that average fewer than 50 new positive cases of Covid-19 per 100,000 residents for 14 days will move out of lockdown. Residents will be permitted to leave their homes and in-person retail will be allowed to resume.

Bans will remain for large gatherings and gyms, casinos, theaters and other indoor recreational, wellness and entertainment venues will stay closed.

GREEN: All restrictions lifted.

Governor Wolf cautioned restrictions may quickly return if flare ups appear in certain counties or regions, and residents will be ordered back home and businesses to shut down once again.

## RIGHT TIME TO RETURN TO WORK

As we have all seen, Covid-19 has changed how and when we can conduct work. Although the Governors in each state will have the ultimate responsibility to decide when business can reopen, the pandemic has impacted certain states and regions differently, which means there is no "one size fits all" return to work protocol.

Business owners should refer to or implement the following recommendations as part of your criteria to permit employees to return to work:



- 1. Local and State Orders: Be sure to review and monitor all state and local orders to determine the area to which your business is located, permits employees to return to work. [Governor Wolf's requirements for PA are listed in the section just above].
- 2. Evaluate Risks: Conduct a Risk Assessment before communicating a date your business will reopen. Businesses should refer to the guidance provided by the Occupational Safety and Health Administration (OSHA), and state and local agencies as one part of the assessment and follow their recommendations as well.

## CONDUCTING A RISK ASSESSMENT

Businesses should conduct a risk assessment even if the government permits them to reopen. Some businesses may incur greater risk than others once employees or individuals begin to reenter the worksite.

Although not all businesses operate the same, the steps suggested below will assist in identifying typical hazards for businesses:

- 1. Conduct worksite walkthrough and identify workplace hazards.
- 2. Identify what tasks employees do and in what areas.
- 3. Identify high-risk individuals
  - a. Employees who work with customers or vendors from outside of the company
  - b. Employees with underlying health conditions
- 4. Analysis of each risk identified
  - a. Likelihood of risk to occur.
  - b. If risk should occur what is the potential fall out?
    - i. Compliance issue
    - ii. Employee Health and Safety issue
    - iii. Business Disruption
- 5. Create Controls to mitigate risks identified
  - a. Eliminate hazard or exposure
  - b. Take preventative measures
  - c. Transfer risk outside of company if possible
  - d. Increase cleaning protocols
  - e. Remote work
  - f. Mandate Personal Protective Equipment (PPE)



The Occupational Safety and Health Administration (OSHA) and CDC guidelines have been taken into consideration when building our Return to Work Post-Coronavirus Kit.

## THINGS TO CONSIDER

Given the impact Covid-19 has had on the US economy, there is an overwhelming sense to have employees return to work in order to protect their financial stability as well as the stability of the organization. We have all heard from the experts that it is extremely important that the United States gets it right as far as implementing the correct speed in which we allow employees to return to work. In referencing the guidance of the experts leading the way through Covid-19, we have determined several key items that will be necessary to operate our business and that will need to be continually revisited and updated over the next 12 to 18 months, knowing information from the experts is continually evolving.

There are many key items all employers must thoughtfully consider as they plan to return to work. Additional items will be covered further within this document. Just below is a list we have created some immediate items that are relative to employees physically returning to the worksite:

- 1. Scheduling of employees to be onsite.
- 2. Seating (desk assignments) at the office location due to social distancing.
- 3. Employees having to coordinate care of school-age children still at home with no access to camps or school.
- 4. Move all face to face meetings to virtual.
- 5. Onsite team meetings and the use of conference rooms.
- 6. Onsite lavatories.
- 7. Develop a plan for expose that includes a method for tracking employee illness and a communication plan.

## SCHEDULING EMPLOYEES TO BE ONSITE

It will be critical for all organizations to be mindful of the current recommendations by the CDC and other experts in infectious diseases to continue to enforce the 6 feet separation between individuals even if they are working at their employer's location.

Phase 1: Workforce is remotely working. Only key personnel may periodically work onsite to continue business operations. Key employees should always keep 6 feet of distance between one another, while on company property.

Businesses that are considered essential, with employees working, should consider implementing the daily completion of the <u>Symptom Certification Form</u>. This form should be completed and returned to the organization's Safety Contact or Human Resources.

Phase 2: [NAME OF ORGANIZATION] will implement the following rotation schedule over the next several months in the hopes it will assist in covering work throughout the organization, as well as allowing some flexibility for our employees having to care for school-age children where there are no alternative camps or daycare available.

> Our organization will split our workforce into two teams, Team A and Team B. Both teams will have their work between onsite and remote organized into a rotating schedule.

## TEAMS

TEAM A	TEAM B
Employee 1	Employee 2
Employee 3	Employee 4
Employee 5	Employee 6
Employee 7	Employee 8
Employee 9	Employee 10

NOTE: Employees that were not assigned to a team above, will be asked to continue working remotely during Phase 2 and beyond if necessary.

Employees that will be onsite should reference *NEW DAILY PROTOCOLS/ENTRANCE TO WORKSITE* section for additional information.

## SCHEDULING

WEEK (DATE)	ONSITE M/W/F	REMOTE M/W/F	ONSITE T/TH	REMOTE T/TH
5/11/20-5/15/20	TEAM A	TEAM B	TEAM B	TEAM A
5/18/20-5/22/20	TEAM B	TEAM A	TEAM A	TEAM B
5/25/20-5/30/20	TEAM A	TEAM B	TEAM B	TEAM A
6/1/20-6/5/20	TEAM B	TEAM A	TEAM A	TEAM B
6/8/20-6/12/20	TEAM A	TEAM B	TEAM B	TEAM A
6/15/20-6/19/20	TEAM B	TEAM A	TEAM A	TEAM B



6/22/20-6/26/20	TEAM A	TEAM B	TEAM B	TEAM A
6/29/20-7/3/20	TEAM B	TEAM A	TEAM A	TEAM B

## DESK ASSIGNMENTS AND SEATING

- Phase 1: Workforce is remotely working. Only key personnel may periodically work onsite to continue business operations. Key employees should always keep 6 feet of distance between one another, while on company property.
- Phase 2: It is important to continue social distancing even when employees return to the worksite. That said, we have considered your current seat within the office and what distance it is to other teammates, when assigning you to a team (A or B). If you find you end up at your desk and a teammate is closer to you than 6 feet, please work with management to make a necessary change. This necessary change may be to change your TEAM assignment or to change your desk assignment for the time-being. We realize it may take some revisions to get both scheduling and social distancing to where they both work in coordination to protect the employee(s) while onsite and working with one another.
- Phase 3: All employees may return to the worksite. Employees should remain mindful of social distancing. [COMPANY NAME] will be working to restructure our office/desk area to accommodate better distance between cubicles/desks.

## EMPLOYEES WITH SCHOOL-AGE CHILDREN AND SCHEDULING

- Phase 1: All [COMPANY NAME] employees are working remotely. Schools are closed and working parents must homeschool their school-age children. Paid leave may be available through Families First Coronavirus Response Act for those employees that cannot manage remote work while school-age children are home because schools or daycares are closed.
- Phase 2: [COMPANY NAME] realizes that with the changes the world of work has had to make post Covid-19, employees that have school-age children may have significant challenges when we begin to work once again onsite. That said, we hope our schedule rotations can assist employees in juggling both childcare and work. Some schools and daycares may re-open during this phase, however

where that does not happen, we will work with employees who have challenges with being onsite during their assigned days. If challenges are too great for our employees who have school-age children, they may be eligible for extended leave under Families First Coronavirus Response Act. Employees should contact Human Resources to further discuss.

Phase 3: All employees of [COMPANY NAME] will be expected to return to work at our office/facility location. Schools and daycares should now be open, and children of employees are back to school. Remote work is no longer implemented but employers should remain flexible as there may still be employees impacted by Covid-19 and/or have underlying health conditions and are leery to return to the worksite.

## CLIENT AND VENDOR MEETINGS

- Phase 1: Meetings of any kind (Client or Vendor) during this phase, must be conducted virtually (zoom, TEAMS, facetime, etc.) or via phone. Face to face meetings will not be permitted.
- Phase 2: Client and Vendor meetings should continue being conducted virtually or by phone.
- Phase 3: Client and Vendor Meetings may resume in person if needed.

#### ONSITE COMPANY MEETINGS & USE OF CONFERENCE ROOM

- Phase 1: Conference Room remains closed. All team meetings must occur via virtually or by phone.
- Phase 2: Any meeting that occurs in the company conference room, may not consist of more than 5 people, and all attendees must sit approximately 6 feet apart during the meeting.
- Phase 3: Company meetings may occur within office conference rooms. When possible, employees should continue to sit approximately 6 feet apart.



## LUNCHROOM/BREAKROOM

- Phase 1: Lunchroom/Breakroom remains closed. Employees that are working onsite may eat at their desk.
- Phase 2: Lunchroom/Breakroom may reopen however employees may only sit 1 employee per table. Employees should be sure to wipe down their table and chairs before vacating the lunchroom/breakroom.
- Phase 3: Lunchroom/Breakroom is open and although employees may wish to accompany one another for lunch, it is recommended employees still consider 1 employee per table for the foreseeable future.

## **ONSITE LAVATORIES**

Given the small size of the lavatory facilities at our office location, we will roll out new protocols to consider social distancing while needing to use the restrooms. We will modify throughout each phase of employees returning to work.

- Phase 1: Laminated sign will hang on the outside of the Men's and Ladies restrooms at [COMPANY]. Employees may use the restroom 1 at a time. Employees should flip the sign over to say "occupied" prior to entering. Upon exiting, the employee should flip the sign over to read "open." It is very important that employees take their personal hygiene very seriously and wash their hands for 20 seconds and dry well. Employees should use a paper towel to open the restroom door rather than touch the door handle with their bare hand.
- Phase 2: [COMPANY] will continue to follow our protocol noted in Phase 1 above during Phase 2.
- Phase 3: [COMPANY] will remove the sign from the outside of the Men's and Ladies restroom doors and more than one employee may be inside the restroom at one time moving forward. Employee handwashing remains very important as it continues to help [COMPANY] mitigate spread of any virus or infections within the workplace.



#### NEW DAILY PROTOCOLS

## ENTRANCE TO [COMPANY] WORKSITE

Phase 1: Only key personnel may enter the worksite all other employees should be working remotely. Vendors are only permitted within the rear vestibule/garage area of the facility and will not be given access to those areas unless they are wearing Personal Protective Equipment (PPE) (ie facemask, gloves). Employees of [COMPANY] are required to wear facemasks while on [COMPANY] property. [COMPANY] personnel should update vendors of new protocols. Signs will be placed on each exterior door with requirements for vendors/guests to gain access to certain locations within [COMPANY]'s building.

Employees that are selected as "essential" and must work during this phase are required to complete our <u>Symptom Certification Form</u> each day upon arrival/start of shift. This form should be completed and returned to Human Resources. Consider setting up temperature checkpoints for entrance into the building.

- Phase 2: During this phase, employees will be onsite on their Team's assigned day. Vendors are still only permitted within the rear vestibule/garage area of the facility and will not be given access to those areas unless they are wearing Personal Protective Equipment (PPE) (i.e. facemasks, gloves). Employees of [COMPANY] are required to wear facemasks while on [COMPANY] property. [COMPANY] personnel should update vendors of new protocols. Signs will be placed on each exterior door with requirements for vendors/guests to gain access to certain locations within [COMPANY]'s building. Consider setting up temperature checkpoints for entrance into the building.
- Phase 3: During this phase, [COMPANY] may begin to lift the restrictions for vendors and may allow them to access other areas of the building as previously done prior to Covid-19. Requirement to wear facemasks may also be lifted for both vendors and employees. Signs will remain on exterior doors noting current protocol if one is being enforced.
- NOTE: [COMPANY] reserves the right to alter/revise protocols at any time and with little notice. Updated protocols will be communicated in writing to all personnel and updated signs will be placed on our exterior doors for anyone wishing to gain access to our worksite.



## OFFICE CLEANING

Following CDC guidelines, [COMPANY] will implement the following protocols for cleaning of our worksite.

- Phase 1: Facilities cleaning company will continue to clean our facility one time per day. They will wipe all hard surfaces within the lunchroom/breakroom, restrooms, and door handles (interior and exterior). Key employees that must be onsite are asked to wipe down using Clorox wipes, their work areas and any other area they use while onsite (i.e. lab, copy room, etc).
- Phase 2: Facilities cleaning company will continue to clean our facility one time per day. They will wipe all hard surfaces within the lunchroom/breakroom, restrooms, and door handles (interior and exterior). Employees that are now working onsite are asked to wipe down using Clorox wipes, their work areas and any other area they use while onsite (i.e. lab, copy room etc)
- Phase 3: Facilities cleaning company will continue to clean our facility one time per day. They will wipe all hard surfaces within the lunchroom/breakroom, restrooms, and door handles (interior and exterior). [COMPANY] employees are still asked to periodically wipe down, using Clorox wipes, all surfaces they are working on or near to assist in the prevention of any spread of virus, etc. ongoing.
- NOTE: Should an individual that accesses [COMPANY]'s worksite, contract the Coronavirus or any other virus, our cleaning protocols currently implemented may need to be revised and/or become more vigorous.



# Keep Surfaces Clean to Kill COVID-19

Coronavirus disease 2019 (COVID-19) can spread easily through shared surfaces. Be sure to clean and disinfect objects regularly to limit the spread of germs.



## What should I disinfect?

Disinfect anything people regularly touch. Examples include doorknobs, toilet flushers, desks, light switches, computer mice and chair armrests.

## How should I disinfect?

Use any product approved by the EPA to kill coronaviruses (check the label to be sure). Otherwise, you can use a diluted bleach solution. Read all product labels for more information on proper use.





## OCCUPATIONAL SAFETY AND HEALTH ADMINISTRATION (OSHA) STANDARDS

Although there is no current Occupational Safety and Health Administration (OSHA) standard that covers Covid-19, some OSHA requirements may still apply concerning the prevention exposure of Covid-19, as well as OSHA's Personal Protective Equipment (PPE) standards and Bloodborne Pathogens standard which apply to some workplaces.

OSHA has determined Covid-19 is a recordable illness when an employee is infected while on the job, therefore is required to be recorded on OSHA Form 300 (OSHA log of work-related injuries and illnesses). If your establishment is required to complete OSHA Form 300, you should be sure to include all Covid-19 infections that occur on your work site.



## POLICY ADDENDUMS

POST-CORONAVIRUS

The following section will provide addendums that can supplement the [COMPANY]'s existing handbook and policies and reinforce or extend protocols and procedures, in time of pandemic.



## ANTI-BULLYING POLICY (Addendum)

[COMPANY] is committed to a work environment, even if remote, in which all employees are treated with respect and free from all forms of bullying behavior. Employees that have received unwelcome or unreasonable behavior that demeans, intimidates, or humiliates them as an individual or a group are encouraged to contact Humans Resources or their manager to file a complaint. Please access the company directory for your manager's cell phone number or the cell phone number of Human Resources. Any person who reports bullying or assists in an investigation of a complaint of bullying will not be subject to retaliation, intimidation, or reprisals of any kind.

## ANTI-HARASSMENT POLICY (Addendum)

[COMPANY] expects employees at all levels of the organization, applicants, contractors, customers and vendors, to treat one another with respect and dignity whether onsite or working remotely. Any person who has experienced or observed unlawful harassment should contact their manager or Human Resources. Please access the company directory for your manager's cell phone number or the cell phone number of Human Resources. Any person who reports harassment or assists in an investigation of a complaint of harassment will not be subject to retaliation, intimidation, or reprisals of any kind.

## ATTENDANCE POLICY (Addendum)

Attendance and punctuality are still expected even in times of pandemic when [COMPANY] is operating remotely. While we are working remotely, employees will be expected to be working and available during their normal work hours. Additionally, during the time we are working remote, teams will conduct meetings virtually using ZOOM or TEAMS via Microsoft 365. Employees will receive meeting invitations from their individual manager. Employees are required to attend any scheduled team call.

Employees should continue to contact their manager if they are not able to work, even though they are remote. Information may be needed, in order for [COMPANY] to implement additional protocols, or requests of the employee should he/she be unable to work due to contracting the virus or in contact with someone exposed, etc. Employees may be eligible for Family First Coronavirus Response Act Paid Leave or Extended Leave if you are unable to work your normal hours due to specific circumstances. If your circumstances are not relevant to FFCRA, you may also use available PTO if you are unable to work your normal hours. Please contact Human Resources to discuss your options further.



## CONFIDENTIALITY POLICY (Addendum)

As [COMPANY] continues to operate remotely, it is even more important for employees to follow strict protocols to protect [COMPANY] information, data, personnel information, etc. All materials and correspondence that are created from a remote location should be saved to Box or Sharepoint. Any materials and correspondence that are printed should be properly disposed via shredding or held in a safe location for when they can be properly disposed at the office location when we return.

## DRESS CODE POLICY (Addendum)

In the event employees are required to work remotely (i.e. due to pandemic, other), some expectations of dress code may still apply. While employees have some flexibility to wear more casual attire when they are self-contained and not interacting with clients or customers, we have a different expectation when employees must conduct some business virtually via Zoom, TEAMS or other media.

During virtual meetings in which both parties (customer/employee) are visible on technology, the expectation is that our [COMPANY] employee's attire is business casual. Although employees do not need to be dressed in a suit, they are expected to wear a nice blouse or collared shirt as the employee continues to represent [COMPANY] even under these circumstances.

Employees that are selected as "essential" and must periodically work at [COMPANY]'s worksite, while the country is in strict "stay at home" orders, may be dressed casual while onsite, however may have additional requirements regarding PPE that must be worn. Employees should reference *NEW DAILY PROTOCOLS/ENTRANCE TO WORKSITE* section for further details.

## DRUG-FREE WORKPLACE POLICY (Addendum)

[COMPANY] employees, even though they may be working remote, are expected to continue to follow our drug-free workplace policy.

## ELECTRONIC MONITORING POLICY (Addendum)

[COMPANY] has the right, even during times of remote work, to electronically monitor and review communications, monitor systems, and files. You should have no expectation of privacy. All work on behalf of [COMPANY] should be transmitted only using [COMPANY] email or via TEAMS.



## EMPLOYEE SAFETY POLICY (Addendum)

Employee safety remains [COMPANY]'s highest priority. In times of pandemic, [COMPANY] has made additional efforts and necessary changes to increase certain measures to protect our employees that may need access to our worksite even during a pandemic. Please refer to the Return to Work Kit in the previous pages to further understand the controls and measures being implemented by [COMPANY] to protect our employee's safety during times of pandemic.

For those employees working remotely during such an event, [COMPANY] expects employees to maintain their workspace, keeping it in a safe condition, free from hazards and other dangers to the employee and equipment.

## IMMIGRATION REFORM AND CONTROL ACT POLICY (Addendum)

In times of Pandemic, the organization may need to move a remote workforce business model. Should a new hire be brought on board during such a time, following exceptions made by the US Department of Homeland Security, [COMPANY]'s representative will arrange for a virtual call with the new hire at which time the new hire will present (visually) the identification documents they are using in order to eligibility to work in the United States. The [COMPANY] representative will document within Section 2 "Additional Information" field, "COVID-19" which will properly identify why documents were not verified in person. Copies must still be made an attached to the I-9 that both the new hire and company representative completed albeit virtually. Upon the new hire and [COMPANY] representative returning to the office location, the new hire will be required to provide the [COMPANY] representative, with the original identification documents they provided during the virtual verification meeting that occurred within 3 days of their start date. Once the original documents have been physically inspected, the [COMPANY] representative should add "documents physically examined" in Section 2 "Additional Information" field.

## PRIVACY POLICY (Addendum)

During times of Pandemic, employees may need to disclose that they have an underlying health condition or may have become exposed or contracted a virus. The [COMPANY] will take all necessary measures to protect the identity of the employee, and will only share health information with first responders, or key employees of [COMPANY] that are responsible for employee's safety.



## SEPARATION FROM EMPLOYMENT POLICY (Addendum)

In times of implementing a remote workforce for [COMPANY] certain procedures must be adjusted to adhere to restrictions or limitations that come from working outside of the [COMPANY] worksite.

When an employee terminates employment for any reason, during the time [COMPANY]'s workforce is remote, Human Resources will conduct a standard exit interview, via Zoom or TEAMS. During the exit interview, Human Resources will discuss all close out items such as final pay, vacation payout, and return of company equipment. Human Resources will provide the exiting employee, a pre-paid, Fed-Ex or UPS slip and box, which will be sent to the employee's home address. This box is to be used to return all company-provided equipment, files, etc. Employee will be required to return all company-provided equipment no later than 5 days from receiving the box and pre-paid slip.

## TELECOMMUNICATONS POLICY (Addendum)

[COMPANY] employees, even when working remotely, must abide by our Telecommunications Policy. This policy was created to protect [COMPANY] equipment, and therefore, employees are still required to contact our Information Technology (IT) team to request approval before downloading any programs to their company provided equipment. Anyone that does not follow policy, and downloads programs prior to obtaining approval from IT, may be subject to disciplinary action.

## TELECOMMUTING POLICY (Addendum)

[COMPANY] may move to a remote work model during times of pandemic. The decision to move to this work model may be government enforced or decided by Senior Management of [COMPANY] in the best interest of employees and business operations.

Once the pandemic or company enforced telecommuting is no longer necessary per government restrictions being lifted, or management's determination to reopen (will follow most stringent guideline), employees will be expected to return to the worksite location to resume operations.

#### WORKPLACE VIOLENCE (Addendum)

In times of pandemic, individuals may be instructed to stay at home for extended periods of time. We realize not all home environments are safe. As we care about our staff both as employees and as individuals, any employee who does not feel safe being quarantined at home during a "stay at home" order, should contact Human Resources. To the extent we are able,



[COMPANY] will assist in providing these employees with an alternate safe haven during such uncertain times.

## SAMPLE PANDEMIC POLICY

Employer's that wish to create a standalone Pandemic Policy are welcome to reference the attached <u>Pandemic Policy</u>.

NOTE: It is strongly suggested that [COMPANY]'s Information Technology team review and revise their existing policies to support the organization during times of Pandemic.

Additionally, [COMPANY]'s Business Continuity Plan should also be reviewed and revised to incorporate new steps for supporting the organization through a Pandemic.