

COVID-19 PLANNING SOURCES

FOR ORGANIZATIONS OPENING INTO THE NEW NORMAL

Revision 1, 15th June 2020 ₁ (1st release 21st May 2020)

What's new since May ₁

- Changes are shown with the symbol ₁
- Most documents referenced have been revised but the hyperlinks still work and point to the latest version.
- **The changes in the referenced documents reflect more precision in information on specific topics but do not introduce any new topics. We see a convergence of information between the various sources.**
- CDC (US Centers for Disease Control and Prevention) have published the “Resuming Business Toolkit” which includes checklists
- The New Zealand government has moved their country from Alert Level 2 to 1 on 8th June 2020. The hyperlink in the Other Sources table now links a document detailing the precautions appropriate to Level 1 (their definition).
- Harvard Business Review has published an article “Questions an employer should ask about reopening” which is a US-based survey of return to work issues containing some interesting specifics. This has been added to the table of Other Sources.
- [Harvard Business Review](#) has made many of their publications related to COVID-19 and remote working available free of charge during the pandemic. You can subscribe to a free “Daily Alert” which summarises new releases.

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Introduction






There are many documents giving guidance for a return to work after the COVID-19 shutdown. This is a listing of the five sources that seem the most relevant to reopening a Canadian organization in the service sector.

Scope and limitations

This document applies particularly to service industries. Neither this document nor many of the cited documents apply to health professionals. Some of the documents cited include information on manufacturing and other special sectors such as construction and education, but these factors are not included in the "Topics addressed" section below.






L&C's intent is to provide links and references to apparently-relevant and readable generalized sources for managers. L&C is not affiliated with any organization mentioned in this document and does not warrant the applicability or value of the guidance provided by any of these sources; organizations are advised to take their own professional advice with respect to their own specific circumstances.

The “Top Five” Sources

	<p>CRHA (Ordre des conseillers en ressources humaines agréés)</p> <ul style="list-style-type: none"> • “MANAGING THE RETURN TO WORK, Information and Recommendations for Employers” <ul style="list-style-type: none"> ○ English and French versions ○ Published in April 2020; well written and concise; last updated April 30th 2020 ₁ ○ Includes links to other documents and special situations such as returning to work after contracting COVID-19
	<p>CNESST (Commission des normes, de l'équité, de la santé et de la sécurité du travail)</p> <ul style="list-style-type: none"> • “COVID-19 Toolkit - Workplace Sanitary Standards Guide” + Quick Reference Check Lists <ul style="list-style-type: none"> ○ French and English versions ○ Published 13th May 2020; ○ Includes occupational health and safety legal obligations ○ Includes posters and additional tools for special sectors such as manufacturing
	<p>Government of Canada</p> <ul style="list-style-type: none"> • “Risk-informed decision-making guidelines for workplaces and businesses during the COVID-19 pandemic” • Name changed to “Risk mitigation tool for workplaces/businesses operating during the COVID-19 pandemic” ₁ <ul style="list-style-type: none"> ○ English and French versions ○ Published 2020; primarily written as a risk assessment guideline; revised 12th June 2020 ₁ • International travel restrictions
	<p>WHO (World Health Organization)</p> <ul style="list-style-type: none"> • “Getting your workplace ready for COVID-19” <ul style="list-style-type: none"> ○ Published 19th March 2020 ○ Was used as a baseline for many more recent and more detailed procedures ○ Includes a link to other WHO documents, plus detailed information on meetings and travel • Technical guidance documents on many topics ₁
	<p>CDC (Centers for Disease Control and Prevention)</p> <ul style="list-style-type: none"> • “Interim Guidance for Businesses and Employers Responding to Coronavirus Disease 2019 (COVID-19)” <ul style="list-style-type: none"> ○ Published May 2020 ○ Includes links to other information • “Resuming business toolkit” published May 2020 includes a “Restart readiness checklist” ₁






Topics addressed by the Top Five Sources, with Examples

Legend: ✓ covered in this document; ☑ check list is provided; 1 updated in revision 1







TOPIC	FROM situation January 2020	TO new normal examples	SOURCE DOCUMENT				
							
Employee Health Reporting	None	Each employee must fill out a daily health questionnaire before being allowed to access the workplace. Employees who answer yes to any of these questions, indicating symptoms of or possible exposure to COVID-19, must return home and place themselves in preventive quarantine for at least 14 days	✓	✓ ☑			✓ ☑ ₁
Hygiene Measures	General cleanliness	Frequent hand washing with soap and warm water for at least 20 seconds. Cover mouth and nose if coughing or sneezing. Avoid touching other people. Regularly clean tools and work surfaces. Do not share equipment. Post signs explaining policy	✓	✓ ☑	✓	✓	✓ ☑ ₁
Rules for accessing work premises	Generally free access with security as appropriate	Daily check for employees. Wash hands on arrival. Remote working where possible. On-site attendance only if impossible to carry out duties remotely. Avoid visitors if possible. If a visitor is essential (e.g. service technician) they must follow rules for access and hygiene	✓	☑			✓ ☑ ₁
Personal Protective Equipment (PPE)	None except for hazardous materials	PPE for those who cannot maintain 2M/6ft separation. Handwashing stations. Gloves, mask, face shield, gowns, etc. as needed. Train in correct usage	✓	✓ ☑	✓		✓ ☑ ₁
Physical distancing in workplace	None	Maintain 2M/6ft physical distance. If not possible, provide physical barrier through screen or PPE	✓	✓ ☑	✓		✓ ☑ ₁
Travelling outside the country	Limited by budget only	No non-essential travel + essential travel restricted Consult Federal Government restrictions for international travel Mandatory 14-day quarantine on return to Canada Consult country to be visited for entry restrictions Use video conference as alternative to travel	✓		✓	✓	✓ ☑ ₁

Topics addressed by the Top Five Sources with Examples (continued)

Legend: ✓ covered in this document; ☐ check list is provided; 1 updated in revision 1

Topic	FROM situation January 2020	TO new normal examples	Source Document				
							
Workplace organization	Typically efficient use of space	Reorganize workstations to ensure 2M/6ft separation Posters with health guidelines on all notice boards Limited access to common areas Avoid sharing tools; provide PPE where needed	✓	✓ ☐	✓ 1		✓ ☐ 1
Cleaning procedures	None or informal	Provide materials, procedures, coordination, communication, training and enforcement	✓	✓ ☐	✓		✓ ☐ 1
Work scheduling	Typically dictated by needs of customers and business efficiency	Limit number of employees in the workplace at the same time Accommodate remote working and flexible hours Team rotations, staggered work hours Coverage for staff off sick	✓		✓		✓ ☐ 1
Communication with employees	Policy and HR topics	Add importance of COVID-19 rules Posters summarising health issues in workplace Training Motivational issues and inclusion of remote workers	✓	☐		✓	✓ ☐ 1
Epidemiology of COVID-19		Essential reading How COVID-19 spreads + incubates		✓	✓	✓	
Coping with the new normal	None	Individual meetings on return to work and for negative issues – not group meetings Pay special attention to psychosocial health of personnel Promote harmony in the workplace Encourage positive communication	✓	✓ ☐			

Other Sources

	<p>Toronto Public Health</p> <ul style="list-style-type: none"> • “COVID-19 Fact Sheet - COVID-19 Guidance for Employers, Workplaces and Businesses” <ul style="list-style-type: none"> ○ May 8th 2020, updated May 20th 2020 ¹ ○ 4 page summary of key points with links to related posters and other materials
	<p>White House and CDC</p> <ul style="list-style-type: none"> • “Guidelines, Opening Up America Again” <ul style="list-style-type: none"> ○ Three phase approach with guidelines to help state and local officials when reopening their economies ○ Fairly high level – less detailed than other documents
	<p>U.S. Department of Labor</p> <ul style="list-style-type: none"> • “Guidance on Preparing Workplaces for COVID-19” <ul style="list-style-type: none"> ○ Published 9th March 2020 ○ A lot of information on workplace protection and PPE; Covers all types of workers including Health Care and people interfacing with the general public; OSHA aspects relate to the U.S. • Detailed information on various topics ¹
	<p>New Zealand Government</p> <ul style="list-style-type: none"> • “Workplace operations at Alert Level 1” has replaced the document related to Alert Level 2 ¹ <ul style="list-style-type: none"> ○ Explanation of the 4 Alert Levels
	<p>Osler, Hoskins and Harcourt LLP (Ontario)</p> <ul style="list-style-type: none"> • “The Employer’s COVID-19 Return to the Workplace Playbook” <ul style="list-style-type: none"> ○ Published May 4th 2020; last updated June 7th 2020 ¹ ○ Includes links to information from federal and all provincial governments
	<p>Harvard Business Review ¹</p> <ul style="list-style-type: none"> • “8 Questions employers should ask about reopening” • Published May 8th 2020 • A US-based survey of return to work issues it contains some interesting specifics

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