



MACLEAN-FOGG

OPERATIONAL PROTOCOLS
FOR COVID-19 | MAY 14, 2020 REV. 2

A LETTER TO OUR CUSTOMERS

At MacLean-Fogg, we've had two main priorities since the outbreak of COVID-19. The first is, and always will be, the health and safety of our employees and communities. The second is assuring the continuity of our operations in order to continue serving you, our valued customers.

Within this document you will find our Operational Protocols for COVID-19, and the actions we are taking to assure that both of our priorities are met. We know that you count on us for the critical products your operations depend on, and we will be ready to deliver.

As a diverse manufacturing company, MacLean-Fogg supports a variety of industries and offers a wide range of products. Machined Components, Power Transmission Components, Engineered Fasteners, Power Distribution Components, Functional Engineered Plastics, Network Communications Components and Forged Products to name a few, most of which are Made In America.

With factories across the USA and across the globe, we will continue to make proactive decisions that are grounded in care for our customers and employees. You can trust that MacLean-Fogg is putting these measures in place while our factories continue to produce and supply your critical needs.

We're proud to take a leading role in implementing these COVID-19 safety measures, and we're proud of our delivery record as our operations have evolved and adjusted while putting these measures in place. Thank you for your trust in us, and thank you for your business.

Stay safe.



Brad Southwood

VP Sales & Marketing, MFCS

bsouthwood@macleanfogg.com

248.658.2771



Jonathan Whitmore

Senior VP Global Sales, MPS

jwhitmore@macleanpower.com

803.616.4221

OVERVIEW

This is an interactive document. To navigate to a specific page, click on the desired section below. To return to this page at any time, click on the home button in the bottom left-hand corner.

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LETTER FROM THE CEO

As I have mentioned, we remain deeply committed on keeping our employees, customers and suppliers safe while working at our facilities. To navigate this new normal, we have tapped into our global Human Resources, Health and Safety, Information Technology, Operations and Communications teams, to develop the following COVID-19 “Operational Protocols.” This protocol lays out processes to raise awareness of new health and well-being recommendations and potentially helpful practices for cross-functional teamwork, operating discipline and training for employees. The COVID-19 Operational Protocols include practical recommendations, based on guidelines from the Centers for Disease Control and Prevention, World Health Organization, and other industry experts. These recommendations can be tailored by businesses to address various scenarios they may face when returning to work. We will make regular updates based on real-time feedback and updates from industry and the CDC.

This protocol covers a wide range of topics, including:

- Step-by-step guides for setting up a pandemic response team
- Cleaning and disinfection procedures
- Staggering shifts and lunch breaks and other social distancing strategies
- On-site health screening
- Protocols for isolating employees who become ill at work

This has been a difficult time for everyone, and restarting a workplace where employees feel comfortable performing their jobs safely is a multi-faceted challenge. It is our hope that by sharing this resource we can help your organization accomplish the same goals, as everyone adapts to new operating protocols in today’s still challenging conditions.

Stay safe,



Duncan MacLean

OUR IDEALS

Even in times of crisis, we optimize all production-logistic processes and promote continuous improvement of essential factors such as quality, productivity, safety, delivery.

Targeting Our Ideals



Safety (Physical & Emotional)



Defect Free



On Demand



One by One



Immediate Response



Lowest Cost



A NOTE TO ALL READERS

Some of the information in these Operational Protocols may not apply to your business or places of work. Before implementing any of them, you must first carefully evaluate, and consult with outside legal counsel as appropriate, its legality and suitability for your place of business. Because of the constantly changing dynamics of the COVID-19 pandemic, this is a “living” document that may be updated at any time. MacLean-Fogg does not warrant their adequacy for your particular situation and will bear no responsibility for any adverse consequences arising out of or related to your adoption or non-adoption any of its recommendations.



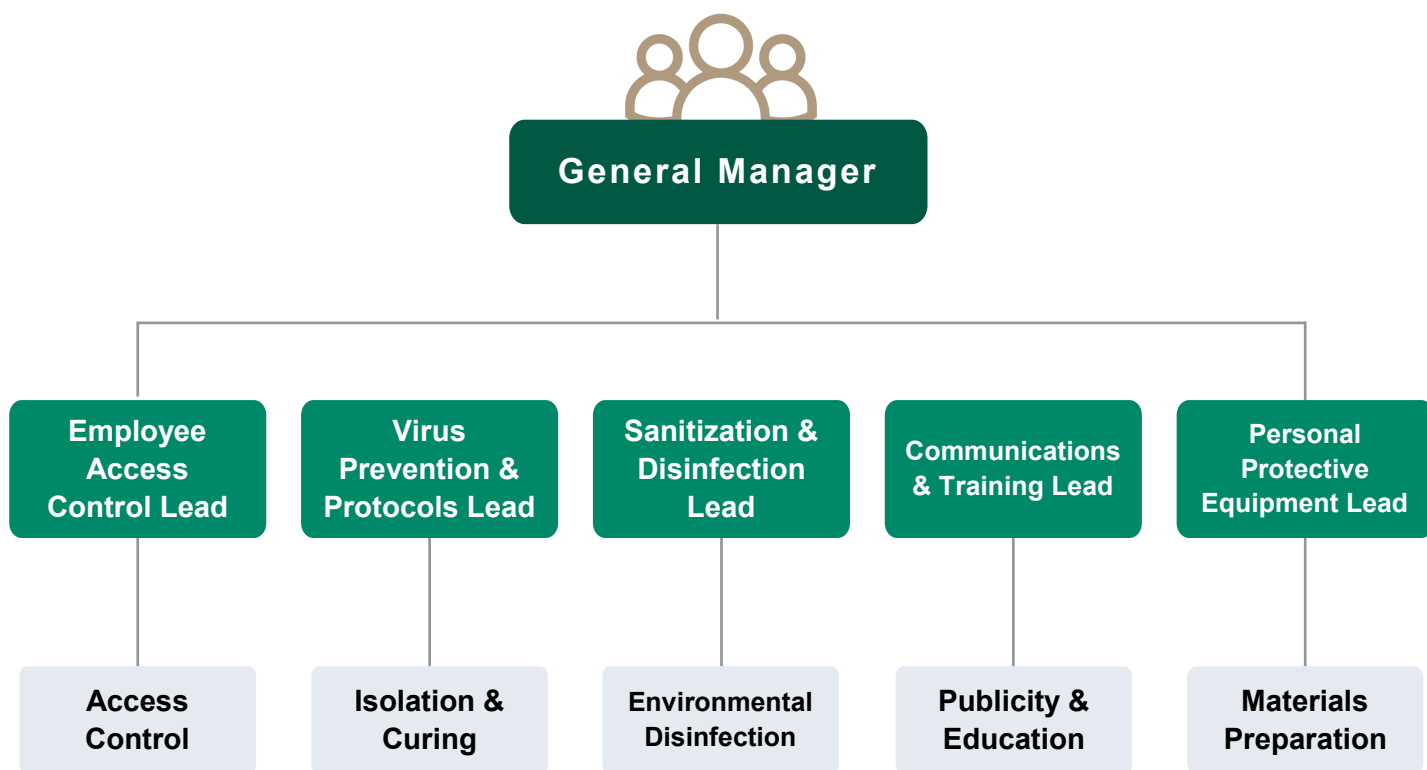
CRISIS MANAGEMENT TEAM



The Crisis Management Team (CMT) is a cross functional team lead by Plant Manager in the following categories/examples:

- Set up the Crisis Management Team: Have a plan in place to adopt this corporate framework and develop site-specific protocol
- Deliver guidance and protocols for MacLean-Fogg Businesses to prepare **NOW** for likely disruptions to operations in support of the [MacLean-Fogg Pandemic/Public Health Crisis – Contingency Plan](#)
- Instruct all MacLean-Fogg Businesses on what planning is necessary to successfully complete a ramp-down, shutdown, and ramp-up of production

☐ Things with a check box are "MUST DOs"



CRISIS MANAGEMENT TEAM ROLES

General Manager

Site manager who has overall responsibility for the site's pandemic preparedness & response plan, coordinating and aligning with the Corporate Crisis Team.

Employee Access Control Lead

Works with the site to manage social distancing logistics in regards to arriving and departing shifts, as well as visitors and contractors. Will further support the Virus Prevention & Protocol leader by providing site specific options regarding social distancing within the plant, including potential mitigation measures to manage risk of employees required to work < 6 feet from others.

Virus Prevention & Protocols Lead

Works to develop protocols to ensure the wellness of all employees, and the overall pandemic preparedness and response plan, ensuring alignment with the Corporate Crisis Team.

Sanitization & Disinfection Lead

Works to manage daily and periodic disinfection logistics, including routine and deep cleaning, disinfection processes, in accord to the protocols set up by the Virus Prevention & Protocol leader. Drives process continual improvement and ensure 100% compliance of MF disinfection protocol, and any approved regional or site variations.

Communication & Training Lead

Works to manage all pandemic related communications, in accord with Corporate Communications and HR. Manages the training function across the site related to pandemic preparedness and response, including both employee, management and pandemic response team training, in accord with MF's playbook and COVID-19 Policy and Guidelines directive.

PPE & Materials Lead

Works to secure all necessary supplies to implement and sustain the site pandemic preparedness & response plan, including direct procurement by the plant, as well as coordination with MF Procurement related to accessing centrally located supplies or leveraging supplies from other MF facilities.



PREVENTATIVE MATERIAL INVENTORY

Tasks



- Confirm operation has an adequate supply of soap, disinfection, hand sanitizer, paper towels and tissues
- Confirm stock of face masks, face shields, barrier masks, gloves, and glasses on-site and on-order with proper lead time
- Have non-contact thermometers on-site for employee screening

Disinfectant Supplies

- Confirm operation has an adequate supply of soap, disinfection spray, hand gel, paper towels and tissue.
- Plants should keep a minimum quantity of 30-day supply of disinfectant supplies.
- Disinfection portable stations are recommended for throughout facility except for restricted/sensitive areas due to manufacturing processes.

PPE

- Confirm stock of face masks, gloves, and glasses on-site and on-order with proper lead time.
- Plants should keep a minimum quantity of 30-day supply of PPE.
- Medical employees and cleaning crew are required to wear gloves, masks, and glasses.



PERSONAL PROTECTIVE EQUIPMENT



#	Item	Spec	Quantity
1	Mask (barrier)	Disposable barrier masks (3-day)	Min. 30-day supply
2	Nitrile Gloves	Nitrile Gloves	Min. 30-day supply
3	Non-Contact Infrared Thermometer	Medical infrared thermometer / Measures ranges 32°C to 42.5°C meets ASTM E965-1998 (2003)	1 per 100 employees/ shift
4	Disinfectant Spray / Wipes	10% bleach (sodium hypochlorite) solution made fresh daily, or a hospital-grade disinfectant (refer to approved disinfectant listing)	Min. 30-day supply
5	Spray Bottles	1-liter plastic spray containers	Min. 5 bottles
6	Hand Sanitization	Sanitizer with Alcohol 70% / Local Brand "Sanitizer"	1 available in work area per 50 employees
7	Hand Sanitizer (refills)	Sanitizer with Alcohol 70% / Local Brand "Sanitizer"	Min. 30-day supply
8	Hand Soap	Hand soap / Local brand	Min. 30-day supply
9	Paper Towels	Paper Towel	Min. 30-day supply
10	Glasses / Face Shields	Safety glasses / Polycarbonate	Min. 30-day supply
11	Bio-Hazard Bags	Bags that can be sealed and tagged as contaminated material for deep cleaning an other contaminated items. Treat disposable as bloodborne pathogens.	Min. 30-day supply
12	Clorox Total 360	Electrostatic sprayer– Find It Here	1 unit per site



PERSONAL PROTECTIVE PROTOCOL

Tasks



- Review and understand protocol for PPE

About:

Protection of the company's general workforce is afforded via the protective triad of:



1. Personal hygiene



2. Social distancing



3. Frequent disinfection of common surfaces

The Local Crisis Team are responsible for ensuring there have adequate supplies as required per your facility's Pandemic/Public Health Contingency Plan.



PERSONAL PROTECTIVE PROTOCOL



Tasks



- Review and understand protocol for PPE



Barrier Mask / Cloth Face Covering

Barrier masks should be worn as a precautionary measure.

NIOSH Approved N95 Masks

N95 face masks are required PPE for a very limited number of pandemic response and management personnel within each facility:

- Medical and isolation team members
- Shift health screeners
- Disinfection team members

Note: N95 or equivalent protection must be prioritized for use by isolation, medical team members, and screeners as they are more likely to be exposed to employees who are COVID-19 symptomatic.



Gloves

Our top priority is always protecting people. Based on CDC findings, the company does not require or recommend that our employees wear gloves except for:

- Shift health screeners
- Employees performing disinfection of common surfaces per MF protocols.



Note: Gloves put employees at higher risk of exposure and are not recommended for general protective use for the following reasons:

- *The COVID-19 virus does not harm your hands, so gloves provide no protection, and touching your face with contaminated hands, whether gloved or not, poses a significant risk of infection*
- *Gloves often create a false sense of security for the individuals wearing them; people are more likely to touch contaminated surfaces because they feel they are protected from the virus because of the gloves when in reality, they are not.*
- *When wearing gloves, people are less inclined to wash their hands; this is counterproductive and puts others at higher risk; we want people to wash their hands because it is the number-one defense against any virus.*
- *Proper removal of gloves takes training; if contaminated gloves are not removed properly, our employees are exposed to greater risk.*



CLEANING AND DISINFECTION PROTOCOL



Tasks



- Review, understand, and prepare for the triggering of the Deep-Cleaning and Disinfection Protocol

The [General Cleaning & Disinfection Protocol](#) should be followed regularly whereas the Deep-Cleaning and Disinfection Protocol is triggered when an active employee is identified as positive for COVID-19 by testing.

- Identify an approved external company or internal disinfection team that should carry out the deep cleaning activity.
- The local Crisis Management Team must coordinate and supervise the cleaning and disinfection process. They must ensure that:
- There is a specific plan and strategy to clean all site, machinery / equipment, common areas, offices and any typical areas where employees interact
- Only authorized people can access the site during the cleaning operation
- All 3rd party team members are using any required PPE and that it is also properly disposed at the end of the process
- Assure that employees are made aware that the work areas have been disinfected
- Personal Protective equipment (PPE) requirements for the Deep Cleaning team: The use of PPE is to be determined by the cleaning contractor based on the chemicals used to conduct the disinfecting process including proper wearing, storage, cleaning, decontamination and disposal of PPE as biohazard waste.
- Disposal: At the end of the process the Cleaning company must follow the local regulations to dispose all the PPE and cleaning material used in the proper manner.
- [Post Deep Cleaning Checklist](#)



DISINFECTION MEASURES

Tasks



- Disinfect plant prior to anyone returning to work
- Implement the General Disinfection Measures; the cleaning steps outlined should be taken routinely, based on frequency mentioned to disinfect work place surfaces, chairs, tables, etc. and protect employees.

Utilize your local Environmental, Health and Safety (EHS) department for specific guidance.

Commons areas of the facility need to be sanitize and disinfect with special attention to:

- Tools
- Workstations and equipment
- Screens on Plant Floors
- Restrooms
- Cafeteria
- Lockers
- Common surface areas
- Computer screens and keyboards

General Disinfection Measures:

- This checklist should be implemented in facilities to reduce the risk of spread of infection
- The cleaning steps outlined on the next page should be taken routinely, based on frequency mentioned to disinfect workplace surfaces, chairs, tables, etc. and protect employees
- Along with these workplace disinfection activities, proper personal sanitary practices including washing hands after bathroom use are also necessary



DISINFECTION FREQUENCY

#	Area/Place	Disinfection Content	Disinfectant	Disinfection Method	Frequency
1	Work cell common surfaces	Including control buttons, tools, and other common surfaces	Hospital grade disinfectant or fresh 10% chlorine bleach solution (sodium hypochlorite solution), as appropriate	Spray with hand held sprayer or wipe	Minimum at the end of each shift
2	Offices, desk, and conference rooms	Table and chair surface		Spray with hand held sprayer or wipe	Minimum at the end of each shift
3	Conveyor belts	Wipe areas of common employee interphase		Spray with sprayer	At least once respectively in the morning and afternoon
4	Moveable trays or containers	Handles and other commonly touched areas		Spray with sprayer	Based on use; Once per shift if contacted by 1 person only; otherwise, between users
5	General objects often used or touched	Doors and windows, handles, faucets, sinks, and bathrooms		Spray with hand held sprayer or wipe	At least four times per day
6	Work cell common surfaces	Including control buttons, tools and other common surfaces	Hospital grade disinfectant or fresh 10% chlorine bleach solution (sodium hypochlorite solution), as appropriate	Spray with sprayer	Generally 3 or more times per shift to include after all breaks and meals
7	Tableware	Disinfection of tableware		Spray with sprayer then place tableware in dishwasher on high temperature	After each use
8	Vending machines	Interface surfaces (pay, selection and vending surfaces)		Spray with sprayer	Daily
9	Forklifts	Wipe areas of common human interaction		Spray with sprayer	After each use
10	Transport vehicles	Common surfaces (e.g. seat surfaces rails, belts, door and window controls)		Spray with sprayer	After each use
11	All floors and walls	All general floors and walls at site	Laundered	Mop	Periodic, where frequently touched; mop hard surfaces daily
12	Multi-user safety vest, cloth face coverings, and other PPE that is safe to launder	All surfaces		Launder on hot setting	After each use



INBOUND PARTS / MATERIALS / PACKAGES

Tasks



- Manage incoming supplies in ordinance with company's operational protocols

The World Health Organization advises it is safe to receive packages from areas where COVID-19 has been reported, advising that,

“The likelihood of an infected person contaminating commercial goods is low, and the risk of catching the virus that causes COVID-19 from a package that has been moved, traveled, and exposed to different conditions and temperature is also low.”

The virus does not survive on surfaces for long and the length of shipment time and other environmental factors should inactivate the virus. If you receive an expedited package from an area where COVID-19 is present and are concerned about possible surface contamination consider these steps:

- Wash your hands frequently with soap and water
- Use hand sanitizer when soap and water are not available
- Avoid touching your face, eyes, nose or mouth If packaged materials have been in transit and/or storage at the plant for more than 48 hours from last human contact, no further action need to be taken. While not necessary, where employee apprehension remains high, sites may suggest the following additional precautions:
- Personal protective equipment usage, such as disposable nitrile gloves and/or the use of disposable surgical masks.
- Disinfection of surfaces with a 10% bleach (sodium hypochlorite) solution made fresh daily, or a hospital grade disinfectant - as appropriate to the surface(s) being treated (noting that these chemical agents should only be used by trained and authorized personnel).



LAYERED AUDIT CHECKLIST



Tasks



- Implement Layered Process Audit

Once Cleaning & Disinfection Protocols have been established, implement the following Disinfection & Cleaning LPA Card as follows:

- Layer 1 = Daily
- Layer 2 = Weekly
- Layer 3 = Bi-weekly



ISOLATION PROTOCOL & COORDINATOR TRAINING



Tasks



- Review and understand protocol
- Isolation Coordinator (volunteer) identified and trained (see Pre-Return to Work)

Trainings for Training Material(s)

- Protocol in place is to isolate employees if they are symptomatic on site
- Must include: room to isolate the employee, PPE, and disinfection of the room
- Print out forms and protocol to be available as needed

Isolation Protocol for employees who become ill at work: Advise employees that if a person feels ill, or if someone observes that another person is exhibiting symptoms of COVID-19 at work, use the following protocol:

- [Initial Response to Suspect or Confirmed Contagious Disease Case](#)
- [Rapid Response Flow Chart](#)

Isolation Coordinators, determined by each plant, should be selected from the following employees, as appropriate: Nurses, Health and Safety, Human Resources, Supervisor, or Emergency Response Team

Isolation Coordinator Training

- Review and understand protocol
- Isolation Coordinator (volunteer) identified and trained (see Pre-Return to Work Trainings for training materials)
- Protocol in place is to isolate employees if they are symptomatic on site. Must include: room to isolate the employee, PPE, communication with local health authorities and transport based on their instructions, disinfection of the room
- Print out forms and protocol to be available as needed



SOCIAL DISTANCING



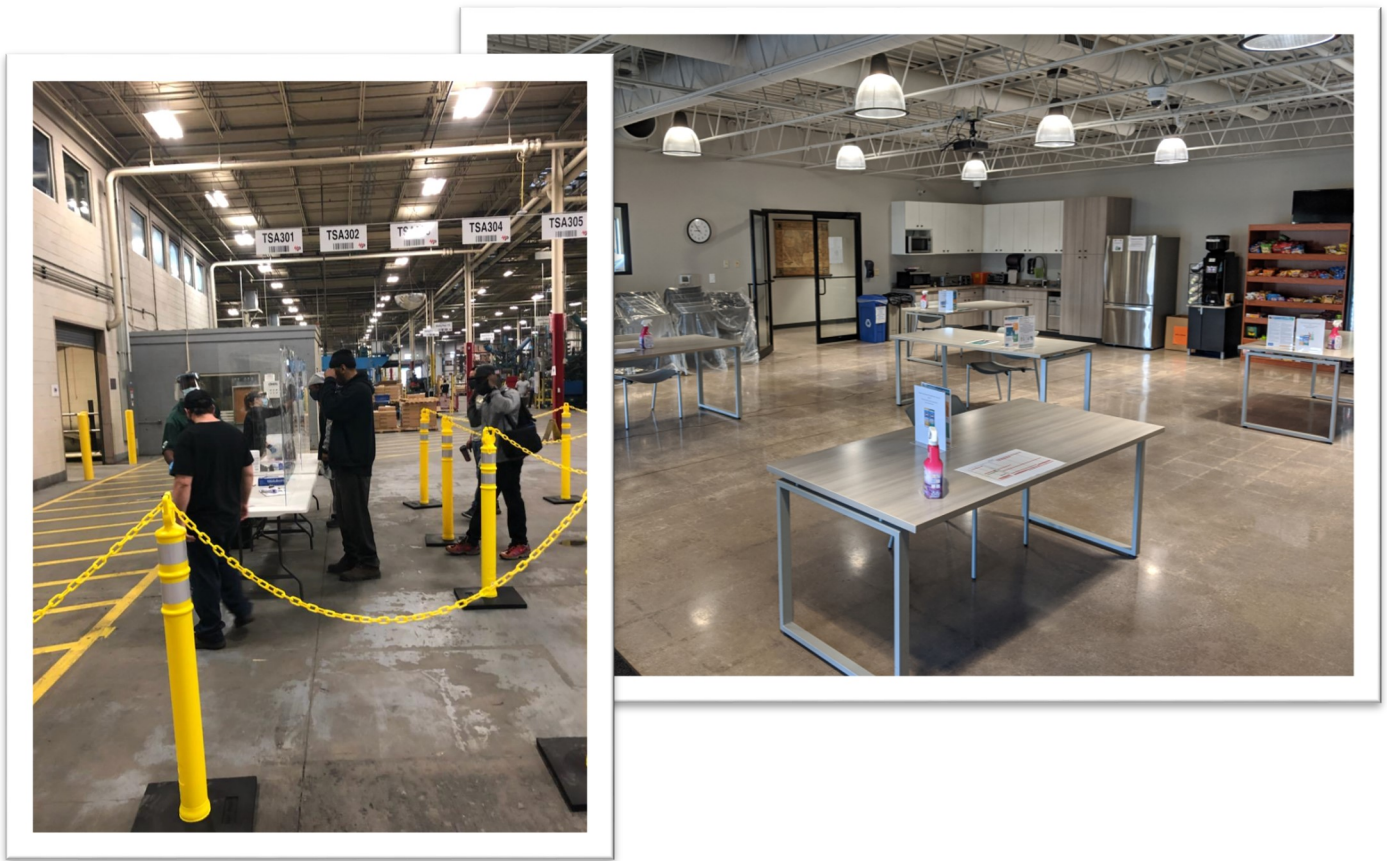
Tasks



- Review and understand the Social Distancing Protocol

Social distancing is a simple yet very effective mechanism to prevent potential infection, that relies on simple distance to avoid infection. In practice this means:

- Staying 6 feet away from others as a normal practice
- Eliminating contact with others, such as handshakes or embracing coworkers, visitors, or friends
- Avoiding touching surfaces touched by others, to the extent feasible.
- Avoiding anyone who appears to be sick, or who is coughing or sneezing.



TEMPERATURE SCREENING



Tasks



- Ensure protocol for pre-shift screening prior to plant entry
- Ensure barriers are in place to prevent anyone from missing screening protocol

On-site screenings to be completed daily by medical or site personnel (internal or external) of all incoming employees/contractors/suppliers before accessing company facilities/offices, follow the established protocol:

- Temperature Screening Protocol for Employees
 - Perform screenings at plant entry gates. Ensure barriers are in place to prevent anyone from missing screening protocol.
 - Only use Touchless Thermometer.
 - Develop a vehicle drive-thru at the parking lot entrance for employee in-vehicle screening where applicable and safe.
 - This is a pre-shift screening only; screening does not need to be completed between shift start to end.

Note: If a pandemic has reached a community, as assessed by state or local health authorities or the CDC, employers may measure employees' temperatures without violating the ADA. The corporate Crisis Management Team will advise facilities when the pandemic has ended based on guidance from the CDC, and they may cease mandatory on-site screening.

The use of medical grade Infrared Thermography is currently being researched for use as a standard across the company for temperature screening as a condition of employment.



DAILY SELF-SCREENING PROTOCOL

Tasks



- HR team is prepared to receive inquiries or reports of symptomatic employees

A Daily Self-Screening Protocol should be implemented to try and prevent sick or symptomatic employees from leaving their homes and decrease the likelihood of spreading infection.

- If the employee does not recognize symptoms in their Daily Self-Screening and, If the employee is deemed symptomatic upon reporting to work, reference the [Employee, Visitor & Contractor Screening Protocol](#) (pg 21).

If the employee is deemed symptomatic during the employee's shift or after the employee has spent any time in the facility reference the [Isolation Protocol](#).

Common symptoms of COVID-19 include fever and cough. Trouble breathing is a more serious symptom that means you should get medical attention.

Follow care instructions from your healthcare provider and local health department. Your local health authorities may give instructions on checking your symptoms and reporting information.

If you develop any of these **emergency warning signs** for COVID-19 **get medical attention immediately:**

- Trouble breathing
- Persistent pain or pressure in the chest
- New confusion or inability to arouse
- Bluish lips or face



EMPLOYEE, VISITOR & CONTRACTOR SCREENING



Tasks



- Put a plan in place for screening Employee, Visitors, and Contractors
- Ensure Employee, Visitors, and Contractors Self-Screening Checklist is printed and available as needed

MacLean-Fogg no longer allows normal visitation to our facilities until further notice.

Meetings should take place virtually going forward, to ensure the protection of both employees and visitors.

Where business-critical, in-person visits do occur, such as to allow equipment or facilities to remain operational, they should be in accord with the company's pandemic preparedness and response plan.

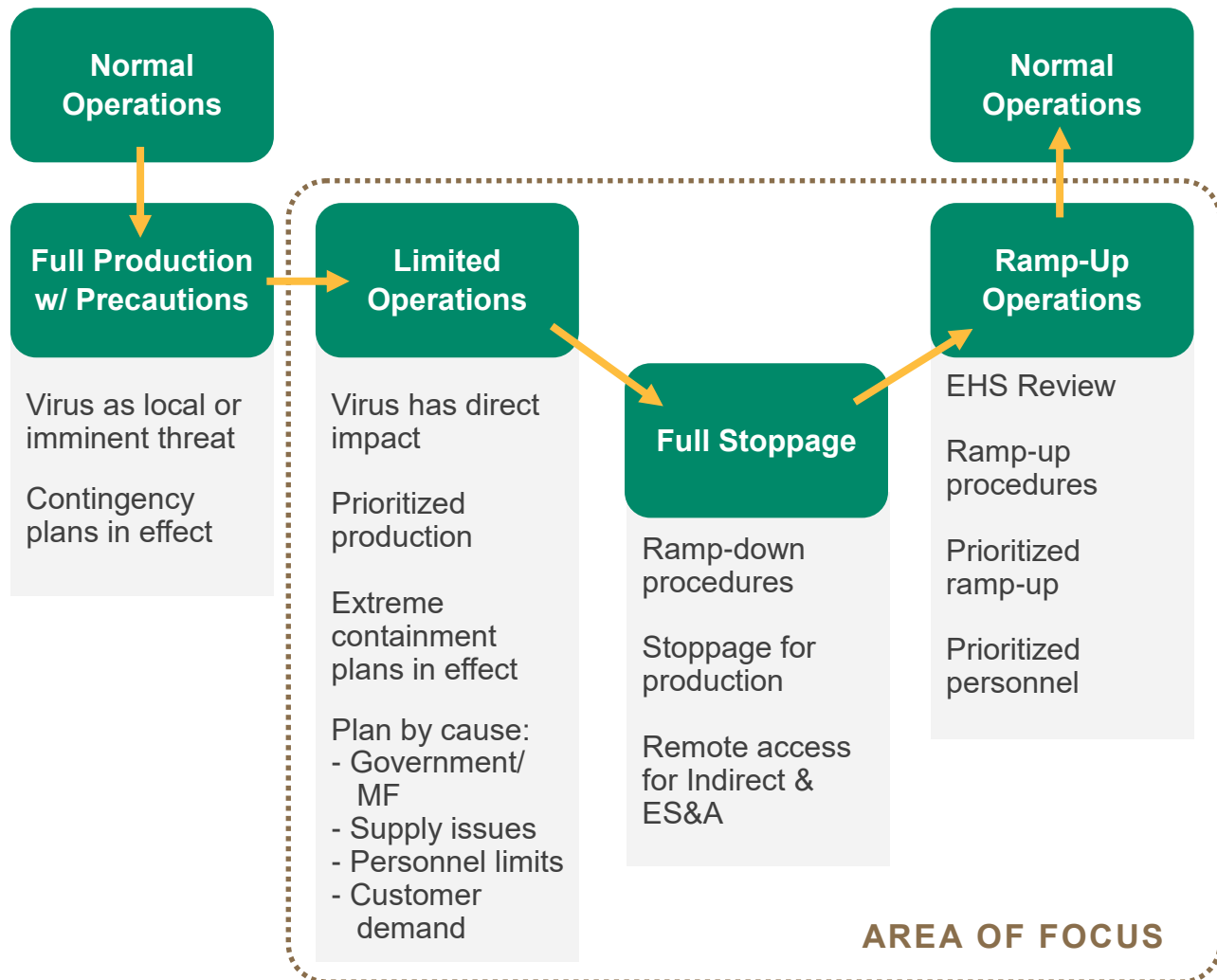
Note that the COVID-19 Screening Questionnaire forbids visits from persons who have had known exposure to persons with COVID-19 within the past 14 days, or who are exhibiting symptoms of illness consistent with COVID-19.

COVID-19 Screening Questionnaire

- Please note that this form is for the following use and should be administered by Human Resources or the General Manager:
 - For ALL Visitors – Only have them complete first section labeled Travel & Contact History
 - For ALL Employees returning from a leave (outside of their normal schedule) of more than 24 hours (ie: furlough, vacation, sick day, etc.) – All sections of the form must be completed



OPERATIONAL CONTINGENCY PLANNING



**Develop your Limited Operations,
Stoppage & Ramp-up Plans **Now****



LIMITED OPERATIONS

Manufacturing of products/services is significantly reduced from direct impact of the COVID-19 virus.

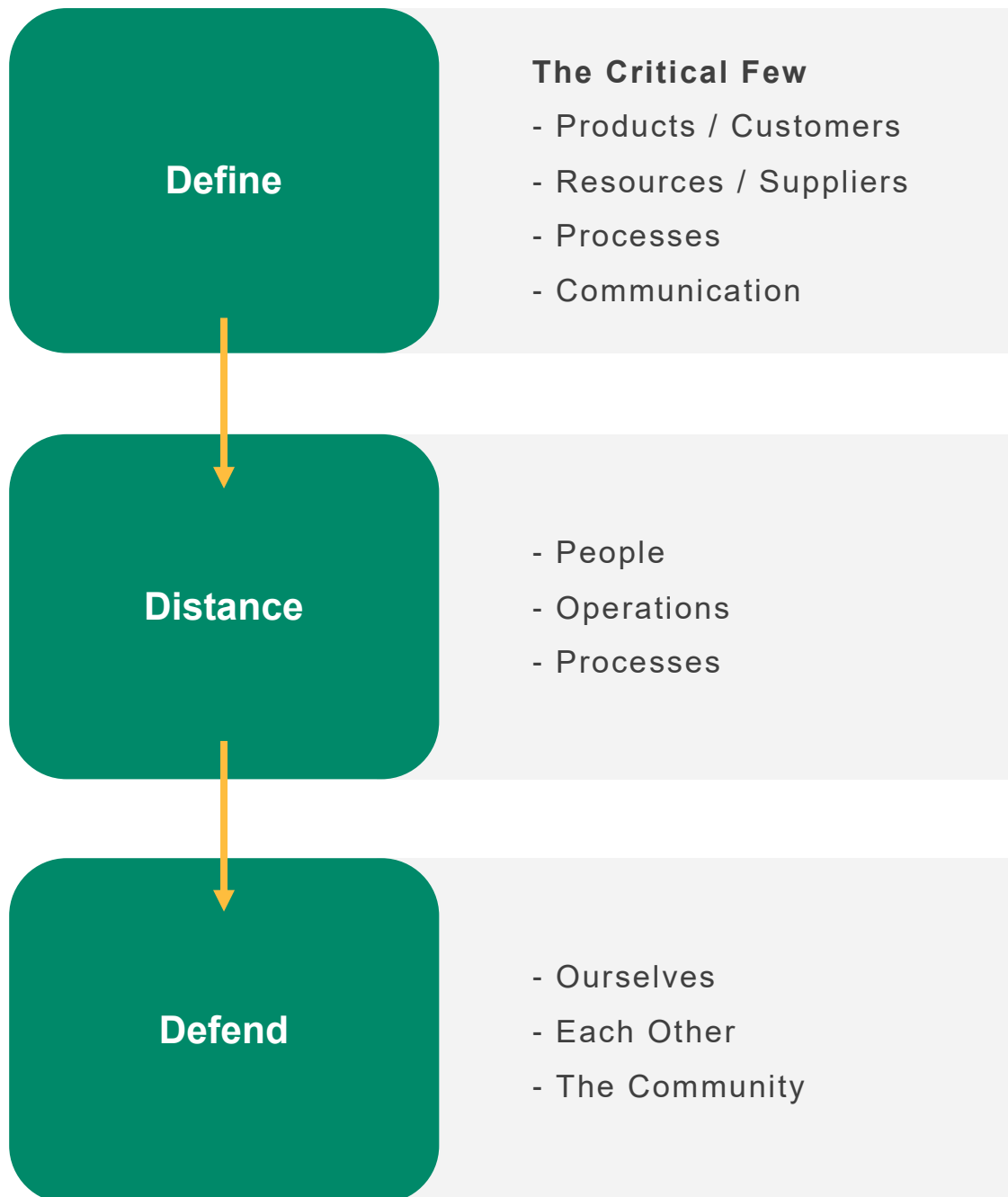
Can be caused by several scenarios:

- Government (local or national) mandate
- MacLean-Fogg Corporate decision
- Personnel limitations from illness or absenteeism
- Supply Chain disruptions (vendor shutdowns, logistics, freight)
- Customer Demand limitations

Different scenarios will require different actions, but the approach to planning for these actions is similar.



LIMITED OPERATIONS PLANNING APPROACH



DEFINE THE CRITICAL FEW



Determine the critical few aspects of the organization that need to be maintained, depending on the type of disruption

Include:

- ☐ Essential production based on end use (critical to society)
- ☐ Roles, responsibilities and approval requirements
- ☐ Business Critical Processes
- ☐ Communication needs (internal, external)
- ☐ Duration of Disruption (if known)
- ☐ Critical Employees (single points of failure)
- ☐ Critical Processes to maintain-production, communications, facilities, suppliers, services, etc.



DEFINE THE CRITICAL FEW — PRODUCTS / CUSTOMERS

Disruption Type 1 - Issued by Government/MacLean-Fogg Order:

- Approval by either the Government or a MF Senior Leader will be required to maintain operations
- Limit production to only markets directly affecting public welfare
 - Healthcare
 - Pharmaceuticals
 - Food
 - Water
 - Power
 - Safety

Define critical Customers / Products in these applications:

- ☐ Known customers or end user usage
- ☐ Look for non-seasoned spikes in demand since start of the outbreak
(be careful of customers hoarding supply)
- ☐ Verify product use through customers & channel partners
- ☐ Proactively approach channel partners to identify critical applications
 - Consider implementing “Ship when ready” protocol, with Customer Approval
 - Adjusting to partial shipments to ensure limited supply in limited operations



DEFINE THE CRITICAL FEW — RESOURCES

Disruption Type 2 - Personnel Limitations:

- Shift personnel to available production
- Focus on 80s and then 20s in critical to society applications
- Followed by 80s and then 20s in other markets
- Consider classifying 20s in critical end markets as 80s for the duration of the crisis
- Consider contacting channel partners to identify available product needed in critical end markets

Define Critical Operations:

1. Identify & prioritize available production
2. Review skills gaps and develop cross-training plan
3. Cross-training will need to be done with appropriate Social Distancing

Disruption Type 3 - Supply Chain Limitations:

- Shift efforts to available production
- Focus on 80s and then 20s in critical to society applications
- Followed by 80s and then 20s in other markets
- Consider classifying 20s in critical end markets as 80s for the duration of the crisis
- Consider contacting channel partners to identify available product needed in critical end markets

Define Critical Operations:

1. Establish critical parts list for essential production
2. Contact supply chain for essential production and inform them of end use and requirement to supply
3. Secure 80's supply chain, larger purchase of key items
4. Use MRP to define production shortages based on current orderbook and plan internal resources to mitigate



DISTANCE

Implement changes to reduce transmission risk ([Social Distancing](#))

Actions

- ☐ Implement Meeting / Training Protocols
- ☐ Isolate materials entering the facility (and the delivery person)
- ☐ Install physical barriers or screens to separate workspaces
- ☐ Reduce the number of associates in a work area
- ☐ Reconfigure layout for product lines and associates
- ☐ Rotate/shift work schedules to reduce numbers at once
(Note: Ensure proper safety. Don't let people work alone.)
- ☐ Change seating in work and common areas like lunchrooms
Stagger break shifts
- ☐ Reduce or eliminate visitors. Screen before they may enter.



DEFEND

Protect ourselves, our colleagues and our community from further spread
([Cleaning & Disinfection](#))

Actions

- ☐ Increase rigor and frequency of facility cleaning
- ☐ Clean multiple times daily in high-contact areas (break rooms, etc)
- ☐ Provide cleaning employees Personal Protective Equipment (PPE)
 - ☐ Latex gloves for employees' cleaning
 - ☐ Disinfecting wipes/solutions at workspaces/entrances
 - ☐ Disposable dishes, cups, silverware
- ☐ Establish building entry procedures / requirements
- ☐ Limit sharing of equipment and disinfect before use



CRISIS MGMT TEAM REVIEW - RAMP-DOWN & SHUTDOWN

Ramp-Down

Prepare the team for Full Facility Shutdown

Shutdown

Maintaining Critical Priorities for our customers, company, and employees and prepare for the inevitable ramp-up

Preparation Checklist

- ☐ Align teams and Minimum Resources by Department
- ☐ Design communication cadence for internal overall groups and team leaders
 - ☐ Implement Remote Daily Management Check-ins – Focused on Ongoing Challenges and Ramp-up Plan
- ☐ Create timeline to manage fast ramp down process and cadence once closed
- ☐ Determine union contract ramifications if shutdown
- ☐ Plan for how to manage payroll
- ☐ Determine and adhere to any legal guidelines during shutdown
 - ☐ Ensure site follows local/state laws / protocols
- ☐ Prepare and Send External Communications – Customers and Vendors
 - ☐ Address any contractual requirements
 - ☐ Consider moving to “Ship when Ready” protocol with customers – allows for partial shipments while ramping down
- ☐ Plan for maintenance of Plant / Upkeep
- ☐ Determine if an HR plan is needed for RIF (if planned, work with MacLean-Fogg HR VP)



RAMP-DOWN & SHUTDOWN

Sales / Customer Service	<ul style="list-style-type: none">- Outside- Inside- Customer Response	
Finance	<ul style="list-style-type: none">- A/R- A/P- Admin	
HR & EHS	<ul style="list-style-type: none">- Benefits- Communications- EHS	
Engineering	<ul style="list-style-type: none">- R & D- Quality	
Operations	<ul style="list-style-type: none">- Ops- Supply Chain- Logistics	
IT	<ul style="list-style-type: none">- Connectivity- Network	



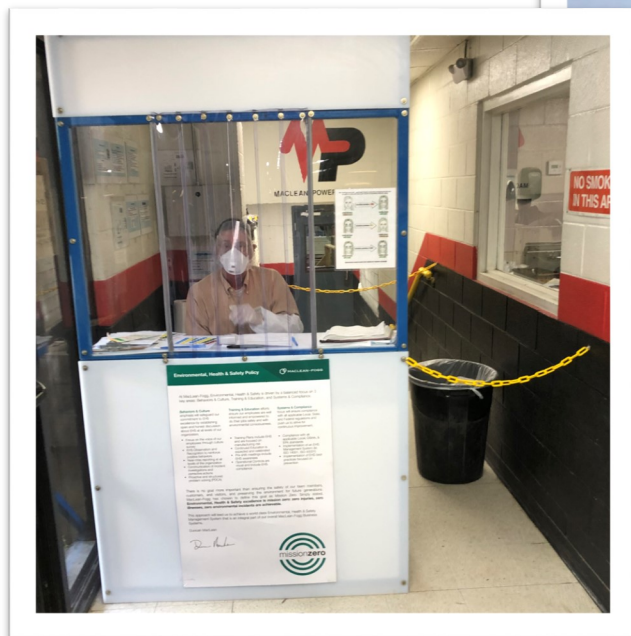


PREPARE

Prepare the facility to begin operations, initially under enhanced controlled conditions.

Minimum Requirements

- ☐ Acquire cleaning and sanitation equipment
- ☐ Clean and Disinfect entire facility
- ☐ EHS Ramp-up Checklist Completion
- ☐ Ensure working, training and communal areas conform to Social Distancing recommendations
- ☐ Crisis Management to review and approve facility for Return to Work

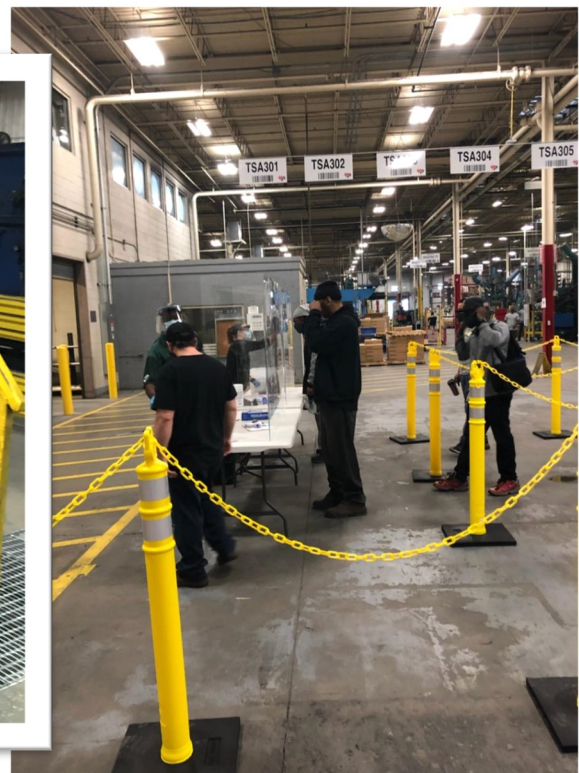


ACTION

Begin the return to operations under controlled conditions and at the correct pace.

Minimum Requirements

- ☐ Begin Critical Processes / Production first, where possible
- ☐ Assess material availability
- ☐ Enact sanitation protocols
- ☐ Establish new site entry protocols
- ☐ Plan for employee training on new protocols
- ☐ Revise communication plan for new environment
- ☐ Return employees only when work area and materials are available



MONITOR

Ensure new protocols are being followed and that our employees and community are being protected.

- ☐ Minimum Requirements
- ☐ Audit PPE and social distancing measures every shift/day
- ☐ Audit sanitation equipment daily
- ☐ Review of measures by Crisis Management Team
- ☐ Review local infection rates and government advice daily



POST-MORTEM EVALUATION

When back to normal operations, ensure new protocols are being followed and that our employees and community are being protected.

Minimum Requirements

- ☐ Conduct a postmortem evaluation of the contingency plan
- ☐ Provide feedback on the execution and effectiveness of the plan and any issues, lessons learned and other pertinent information to the site level and Corporate Crisis Management Team.



RETURN-TO-WORK TRAINING PLANS



Tasks



Host Pre-Return to Work Trainings

- Host training for salaried employees while working remotely to review and ensure understanding of the Safe Place Workplace Playbook
- Host training for Isolation Coordinators
- Host training for Disinfection Team
- Host training for HR

Host First-Day Trainings/Orientation

- Localize presentation materials to be consistent with facility environment and changes
- Host first-day training orientation for all plant staff (COVID-19 Signs/Symptoms) & Isolation Protocol, Social Distancing, Personal Hygiene, COVID-19 Disinfection Procedures

It is very important that **ALL** facility employees understand the safety requirements, protocols, and expectations to ensure everyone and their communities stay safe and prevent the spread of COVID-19.

We structured this training plan to effectively disseminate this information to the site's various teams and audiences.

Pre-Return to Work Trainings

To be presented remotely in order to ensure management's understanding and preparedness in alignment with the playbook.

First-Day Trainings/Orientation

To present the protocols and procedures to staff as aligned with the playbook but consistent with location.



PRE-RETURN TO WORK TRAININGS

Topic	Audience	Content Included
Overview of company's Covid-19 Response Protocols and Resources	All plant salaried employees	<p>Virtual Overview of Safe Workplace Playbook</p> <p>Can be reviewed through Skype Virtual Training (1 week prior) or Daily review with Operations Directors</p> <p>Plant Opening Protocols</p> <ul style="list-style-type: none"> • Plant Startup Checklist • Crisis Management Team • Preventative Material Inventory • Personal Protective Equipment • Disinfection Measures • Isolation protocol • Social distancing protocol • On-site health screening • Daily self-screening protocol • Self-quarantining and return to work • Visitors and contractors screening • Labor relations alignment • Health and Wellness • Signage
Disinfection Team Training	Varies- internal cleaning crew or external vendor	<p>In-depth review of the role, responsibilities and safety requirements for the disinfection team.</p> <p>PPE – content from Personal Protective Equipment (PPE)</p> <p>General Disinfection Measures Presentation</p> <p>Deep Cleaning – Understand protocol, but they will not be the ones practicing.</p> <p>External group to perform</p>
Isolation Coordinator and Health Screening Leads	On site-health screeners and Isolation Coordinator(s)	<p>In-depth review of the role, responsibilities and safety requirements for the Isolation Coordinator and on-site health screeners</p> <ul style="list-style-type: none"> • PPE • Isolation Protocol • Self-Screening (daily & on-site) • Self-Quarantine
HR/ Attendance Policy	Human Resources Team	<p>In-depth review of the protocols related to employee attendance</p> <p>Isolation Protocol</p> <p>Self-Quarantining and Return to Work Protocol</p>



FIRST DAY BACK TRAINING

Tasks



- Modify or create new training materials from the Operational Protocols to be consistent with site
- Deliver training on all topics described on this page to all plant staff

Staff Training Program

Material	Content
<u>Full Training— Return to Work from COVID-19</u>	<ul style="list-style-type: none">• Company's COVID-19 Response• Signs & Symptoms of COVID-19• Daily self-screening for symptoms• Isolation Protocol for symptomatic employees• Social distancing measures• Personal Hygiene• Disinfection measures

Training Logistics

- Host training on the first day of facility reopening
- Invite all employees
- Sign-in for training
- Meeting area must ensure to adhere to social distancing protocol
- Might be divided by department, etc.



HEALTH & WELLNESS



Health Benefits Information

- Please provide employees with their insurance and health benefits here.

Health and Wellness Recommendations

You can utilize the COVID-19 Awareness PowerPoint for Health and Wellness recommendations throughout your locations.





Template Background Options



- Use **blue** for calming/ wellness messaging, such as sanitized areas
- Use **red** to emphasize guidelines to follow to stay safe
- Use **green** for non COVID-19 related treatment/medical use

Fonts

- Header = Arial Bold, size 60
- Sub-Header = Arial Bold, size 28
- Body Copy = Arial Bold, size 12

Plug & Play Icons

Copy and paste these PNG icons when creating your own customized sign





THANK YOU