Back to Work Checklist 1.1, by Josh Bersin Academy

Going back to work is a complex process that will take time. It is very dependent on your industry, work locations, and the experience you have with health and safety. This is by no means a complete list of topics, but as we learn we will continue to enhance this list. If you see items missing or of interest, please email us your suggestions to info@bersinacademy.com .

General Topics: Operations, Global Governance

- Is there a multi-disciplinary team (HR, IT, Facilities, Comms, Finance) having daily meetings and status calls to collect and communicate status around the world?
- How is that information communicated and are all employees able to get the information they need?
- What are the policies for work at home vs. coming to work? What is required and what is optional, and how does this vary by job role, location, level, or business unit?
- How will the company continue to communicate location-based infection, policies, and other information?
- Do you have site coordinators at each site who are empowered to communicate, enforce, and discuss local site issue?
- What are our daily metrics for success? Under what conditions will we continue to bring people back to work vs. shut down or isolate a location?
- What are the company's obligations or legal risks and is there insurance and legal representation on every major decision being made?

Health and Safety

- Do we have a Covid Response Team able to act on infections and reporting?
- Do we have adequate supplies for PPE, soap, disinfection, paper towels, sanitizer?
- Do we have face masks, face shields, gloves, non-touch thermometers?
- Do we have a team or contractor who can perform deep cleaning and disinfection?
- Do we have a process and protocol for triggering deep cleaning and disinfection?
- Will we use social distancing tools and monitoring technology?
- How will we report, share, and act on incidents, fevers, and reports of infection?
- Are we encouraging time off, vacation, or other leave or furlough?

Location Specific

- What are priority locations that must be opened first?
- What are the legal and regulatory issues in those cities?
- Do we have a site manager with facilities, IT, budget, and HR authority?
- What roles and shifts should be enabled and scheduled to return?
- How are we reviewing guidelines and procedures with local labor unions?
- Who is responsible for managing social distancing guidelines at each location?

Workplace

- How are work, desk, and rest locations are available and spaced?
- What is policy toward cafeteria, food, food service, eating locations?
- What is policy and protocol for elevators, escalators, and common spaces?
- What is policy for meetings, meeting rooms, seating arrangements?
- Do we have adequate video, tele conferencing equipment for meetings?
- Do we need signage in rooms for behavior, seating, and protocols?
- What is process for visitors, contractors self-screening and testing?
- Is there a quota on number of people allowed in facility and how is it scheduled?
- Are there operational quarantine sectors within facilities and teams?
- How will we clean desks, tables, offices, containers, forklifts, walls, vending machines?
- What is the checklist for daily cleaning and audit process?
- Are air conditioners, ventilation, light sufficient?
- Are incoming supplies for bathrooms and food clean and sanitary?
- How are contractors screened and verified for safety?

Transportation

- How will people travel to and from work and how do we ensure infection safety?
- What internal transportation changes need to be made?
- Shared bicycles, scooters, or other equipment and how should it be cleaned?
- Rules around internals gyms/ showers…
- Car parking – how, protocols etc…

Medical

- What is isolation protocol for infected or ill employees?
- What is process for medical exam in location or at home?
- What is process for testing in location or at home?
- Is there a checklist for isolation in each location and how is it documented?

Social Distancing Protocol

- What are rules for offices, common areas, work stations, lockers, cafeteria, bathrooms?
- How will shift changes and transportation be managed?
- What is practice for hand shaking, hugs, or other social activities?
- Who and when should masks be worn?
- Are shift changes and meal changes needed to reduce crowd size?
- Is maximum capacity of rooms, locations clearly posted?

HR Practices

- What is policy for showing up at work ? Optional?
- What is policy for performance review and manager check-in?
- What is policy for feedback, reporting, discussion, support?
- What is policy for pay and bonuses, reimbursement for home equipment, internet?
- Is company prepared for stigma of infection or staying home?

- What is process for interviews and onboarding?
- What is process for in-class training and education?
- How will company accommodate family illness or children at home needing schooling?
- How will company accommodate employees mental health and stress?
- What self-improvement, education, and wellbeing is offered?
- Are there regular open meetings, discussions, all hands meetings to share concerns?
- Is there a regular process of entertainment, joy, and positive thinking?
- How will organisation deal with employee financial or hardship issues ie: partner loss of job, mortgage advice etc

Training

- What level of playbook training is required of all employees?
- What level of training is needed for disinfection teams?
- What level of training is needed for site coordinators?
- What level of training is needed for managers to help with remote work, infection process, and employee anxiety?
- What is new process for performance management, pay, vacation, and recognition?
- Is new signage clear and accurate about cleaning policies, work policies, and positive thinking?
- What are policies for meetings, meals, group events, walking together?

Employee Engagement

- How will we survey and pulse employees for issues, sentiment, and concerns?
- How will we communicate daily updates, policies, and inspiration?
- What level of coaching and individual support do we provide?
- What is process for mental health support, self-diagnosis, and personal development?
- Who are the leaders and sponsors who promote expertise in each location?

Workforce Transformation

- What are the new/ revised priorities for the business?
- What are the new/ revised priorities for the functions?
- What are my new/ revised priorities for my role/ objectives?
- What roles are being eliminated or redesigned?
- How will we decide who moves to new roles?
- Will transition be mandatory or optional?
- How will people receive training and new systems for new roles?
- What managers will be promoted to lead new teams and what is criteria?
- What will be new goals and objectives for changed roles?
- How will new roles be "low touch" with customers, clients, and partners?
- How will organization review decision making authority?