General Preparations:
- Preparing your facilities
- Developing new policies, as needed. (i.e. telework, safety)
- Creating a physical distancing plan
- Controlling access for safety and health issues
- Increased cleanliness, reducing touch points
- Enhanced employee communications
  (Many professional and industry organizations have specific return-to-work guidelines too. Check for those in your specialty area)

GUIDELINES for ALL EMPLOYERS

1. Strategic Review of Your Organization
   - Consider impact of current/planned business changes on employment and employees
   - Consider changes due to states of emergency and also items 2-5 below

2. Community Preparedness Needed to Support Return to Work
   - Schools/daycare open
   - Public transportation normal schedules
   - Medical care available
   - Food services

3. Building/Office Preparations
   - Increased sanitation and air-handling building wide
   - Enhanced office cleaning services
   - Physical distancing/barriers for employees and visitors
   - Need for personal protection equipment (PPE), if any
   - Common space changes (i.e. closed kitchens, conference rooms)
   - Employee responsibilities and cleaning resources for desks, work area, hygiene

4. Possible Employee Concerns
   - Consider a survey to determine individual employee needs and concerns
   - Vacation / Paid-time-off (PTO) usage:
     - For those whose fiscal year ends June–Sep with a cap at end of FY For those who need
     - For those who need to restrict PTO usage through December 2020

5. Safety Measures
   - The EEOC is allowing some medical checks of employees or self-reporting for coronavirus symptoms or exposure. Will you require any checks or self-certification on health each day? If so, how will you maintain required confidentiality? How implement?

6. Legal Issues
   - All employers:
     - OSHA - requires provide safe workplaces
     - HIPAA - treat medical information as confidential
     - FFCRA - requires paid coronavirus-related leave
   - Employers w/ over 15 employees:
     - EEO - requires non-discrimination in treatment (e.g. retention, medical checks)
     - ADA - equal treatment of employees with disabilities or believed to be disabled

7. Added Resource: Practical Considerations for Return to Office plans

ADDITIONAL CONSIDERATIONS by BUSINESS IMPACT LEVEL

All Employees Retained
Some/all Had Remote Work Invoked

1. Who Returns to Employer Facilities When
   - Current work needs
   - Workspace/Social Distancing considerations
   - Public Transportation Availability and Employee Usage/Concerns

2. Telework
   - Do you need new or amended policy for telework options?
   - Will you extend telework temporarily to address vulnerable populations, child-care, elder-care, or other employee concerns?
   - Communicating intentions

Some to Many Employees Not Working

1. Told employees they were furloughed or laid-off:
   - Usually the first brought back
   - Plan to bring back: all at once or smaller numbers? If smaller: by position type or specific skills or seniority or another standard?

2. Told employees they were terminated:
   - No obligation to bring back but enhances morale and reduces costs of hiring/training to do so.

3. Told employees it was a reduction in force (RIF):
   - Legally risky to fill such positions in less than 6-12 months.

4. If you got Payroll Protection Program (PPP) approval:
   - Have eight weeks from date of loan to use
   - May be for existing or replacement employees
   - Information on how to ensure maximum forgiveness:

Business Shutdown due to Government Mandates or Business Conditions

- What pivots were necessary?
- What external support (SBA, SBDC, SCORE, other) could you tap for help to rebuild or close?
- How did these pivots, as well as any monetary losses, impact ability to rebuild staff?
- Will you use freelancers, consultants, or contractors instead of employees in some roles now?
- If you cannot rebuild, what support do you need to close the business in most effective manner?