Member Firms across the country are facing the challenge of returning to the workplace and the job site at a time when COVID-19 vaccines are becoming widely available. The purpose of this resource is to help your firm respond to this challenge safely while managing legal risk.

The Guide is divided into six sections: (1) Planning the Return; (2) Health Policy and Procedures; (3) Returning to the Office; (4) Returning to the Job Site; (5) Vaccine Policies; and (6) links to COVID-19 resources. It incorporates information from a number of sources, including the CDC, OSHA, FDA, private sector organizations both in and outside the engineering industry, and legal counsel. We hope the Guide will help your firm to navigate the “new normal” of working in the midst of an ongoing public health emergency.
## Table of Contents

### Section 1: Planning the Return
- Appoint Return to Work Team................................................................. 3
- Determine Transition Plan........................................................................ 3
- Determine Which Shelter-in-Place or Occupancy-Limitation Laws and Orders Apply.......................................................... 3
- Consider Implementing Engineering Controls............................................ 3
- Identify Who Returns to the Workplace/Job Site and When.................. 3
- Develop and Train in Workplace Policies and Other Practices................. 3
- Consider Administrative Measures......................................................... 4
- Transition from Telework or Furlough..................................................... 4
- Determine How to Handle Refusal to Return to the Office and Requests for Accommodations......................................................... 4
- Determine Rules for Visitors, Vendors, and Other Workers in the Workplace.......................................................... 4
- Consider Potential Changes in Pay, Hours, Schedules, and Duties........... 5
- Assess Employee Benefits Offerings....................................................... 5
- Determine Which Workplace Safety Laws and Orders Apply.................. 5

### Section 2: Sample Health Policy and Procedures
- Social Distancing...................................................................................... 6
- Face Masks and Personal Protective Equipment (PPE)............................. 6
- Employee Training.................................................................................... 7

### Section 3: Returning to the Office
- Access...................................................................................................... 8
- Exposure Control...................................................................................... 8
  - Routine Environmental Cleaning and Disinfection.................................. 9
  - Transportation....................................................................................... 10
  - Considerations for Building Operations............................................... 10
  - Air Conditioning and HVAC Measures................................................. 10

### Section 4: Returning to the Job Site
- Information and Education..................................................................... 11
- Access...................................................................................................... 11
- Personal Protective Equipment (PPE)...................................................... 11
- Social Distancing and Other Physical Measures..................................... 11
- Sanitizing and Disinfection..................................................................... 12
- Dealing with Suspected Infections.......................................................... 12
- ACEC New York Site Safety Guidance Checklist.................................... 13

### Section 5: Vaccine Policies
- Considerations Related to Incentivizing Vaccines................................. 14
- Other Methods for Mitigating the Costs to Employees of Getting the Vaccine.......................................................... 14
- Considerations Related to Mandating Vaccines........................................ 14
- Other Vaccine-Related Considerations.................................................... 15

### Section 6: COVID-19 Resources.......................................................................................... 16
Section 1: Planning the Return

 Returning to the office and the job site should begin with a detailed plan to address such issues as the initial transition to an office and/or job site setting; preparing for likely employee relations scenarios; assessment of current policies and practices in light of COVID-19; new policies to limit the spread of the disease and how to respond if an employee contracts it; how to accommodate employees in vulnerable populations or fearful of returning to the office; and child and elder care responsibilities.

» **Appoint Return to Work Team.**
  • Consider HR, IT, facilities, health and safety team, office managers, and senior management who can make company-wide decisions.
  • Consider creating a COVID-19 “playbook” or firm FAQs, and review frequently to ensure that practices and protocols are updated based on changing conditions and guidance.

» **Determine Transition Plan. Consider whether to:**
  • Reopen operations and get employees back to work as quickly as permitted under the applicable laws, or
  • Implement a slow or phased approach.
  • Develop a process to handle re-integration logistics. Recognize your approach may differ in different parts of the country.
  • As noted above, consideration should be given to the recommendations of medical experts.

» **Determine Which Shelter-in-Place or Occupancy-Limitation Laws and Orders Apply.**
  • Laws will vary by jurisdiction and are likely to impose different requirements or restrictions on “essential” and “non-essential” services.
  • Monitor and follow all applicable employee and customer safety directives.

» **Consider Implementing Engineering Controls**
  • The CDC recommends several “engineering controls” to isolate workers from the risks associated with COVID-19.
  • Because good ventilation can reduce the risk of COVID-19 transmission, employers should evaluate their ventilation system and determine whether any improvements can be made.
    • Inspect the ventilation system to make sure it is in good working order.
    • Adjust ventilation-system settings to improve airflow.
    • Check filtration systems to ensure proper function.
    • Consider using HEPA filters in high-risk areas.
  • Employers should also evaluate the layout of the workplace to improve social distancing between employees.

» **Identify Who Returns to the Workplace/Job Site and When.**
  • Consider timing issues (e.g., bringing back all employees or staggering return to work dates), amount of notice to provide employees, and how many employees will be allowed in the office at one time (including any applicable occupancy limits required by law).
  • Consider determining if individual employees are safe to return to work by implementing screening measures (see below; some measures may be required by local laws), and consider plans for “at-risk” employees who request accommodations.
  • Consider evaluating whether any roles that have traditionally been performed in the office can and should be performed remotely now. Firms may find a surprising number of office personnel can work remotely without loss of productivity for an indefinite period of time, and that permitting them to do so may be in the best interests of all concerned.

» **Develop and Train in Workplace Policies and Other Practices.** Develop new or update existing policies and other practices, and consider how such policies or protocols will be communicated to employees, including formal training. Policies to consider include the following:
  • Paid time off from work (e.g., paid sick leave, paid time off, vacation, personal days, etc.).
  • Leaves of absence (e.g., family and medical leave [including for childcare during school and summer program closures], personal leave, etc.).
• The Families First Coronavirus Response Act no longer requires paid leave, but continues to provide federal tax credits to offset the cost of paid leave for qualifying employers. Be sure to determine whether paid leave is required at the state level, and consider evaluating whether to take advantage of tax credits for paid leave, if available.
• Accommodation requests, including whether medical certification can be obtained.
• Complaint procedure, including conducting remote investigations.
• Whistleblower protections, with a particular emphasis on protocols for responding to employee complaints of violations of COVID-19 laws and ensuring no retaliation occurs.
• Expense reimbursement for personal protective equipment (PPE) or other workplace equipment.

» Consider Administrative Measures:
• Consider policies and practices for social distancing (avoiding large gatherings and maintaining at least six feet of distance from others when possible). Strategies that businesses could consider include the following:
  • Implement flexible worksites (e.g., telework).
  • Implement flexible work hours (e.g., staggered shifts).
  • Increase physical space between employees at the worksite (e.g., moving employees from cubicles to empty offices).
  • Increase physical space between employees and clients or visitors.
  • Establish one-directional walking pathways where practical.
  • Increase options for ingress and egress where feasible.
  • Implement flexible meeting and travel options (e.g., postpone non-essential meetings or events).
  • Where feasible, consider adjusting operations that normally involve employees working in close proximity to each other.
  • Consider delivering services remotely (e.g., phone, video, or web).

» Transition from Telework or Furlough.
• Consider preparing a communication plan for calling employees back to the office.
• Review local laws concerning recall and worker retention rights.
• Prepare a strategy for securing onboarding paperwork, including I-9s, for employees who were laid off (especially in states where a furlough constitutes a termination).
• Be mindful of state law requirements, if any, requiring notification to state workforce agencies of furloughed employees collecting pandemic unemployment assistance and refusing to return to work for reasons other than COVID-19-related reasons listed in CARES Act Section 2102(a)(3)(A)(ii)(I).

» Determine How to Handle Refusal to Return to the Office and Requests for Accommodations.
• Consider issues around “at-risk” groups, accommodations due to logistical and other barriers to returning to the worksite, exceptions, and processes for parents/caregivers when schools are closed or other caregivers are unavailable, etc. For example, firms may wish to give consideration to employees who are concerned about but have no alternatives to commuting via public transportation.
• Consider designating ombudspersons to receive and evaluate requests regarding extenuating circumstances that might justify not returning to the office for work when the office reopens.
• Keep in mind that at-risk groups cannot be banned from the office as a matter of policy. At-risk employees may, however, need to be accommodated under the ADA.
• The EEOC provides a sample ADA-compliant survey that can be given to employees to anticipate absenteeism.

» Determine Rules for Visitors, Vendors, and Other Workers in the Workplace.
• Determine how or to what extent the above policies, practices, and protocols will apply to temporary workers, staffing agency workers, independent contractors, vendors, delivery workers, and other visitors when they are in the workplace.
• Create a plan and guidance for employees who must engage with visitors, including clients, who are not adhering to the required employer or state/local mandates. Employees must exercise due care in these situations so as not to put themselves or others at risk of harm.
Consider Potential Changes in Pay, Hours, Schedules, and Duties.
  • Consider how bonuses, incentive pay, or free benefits may implicate regular rate calculations, potentially impacting overtime, vacation, and sick time pay.
  • Consider the possibility that “show-up pay” may be required for non-exempt employees who come to work, but then are sent home, e.g., due to exhibiting symptoms.

Assess Employee Benefits Offerings.
  • Assess offerings to support employee physical and mental health.
  • Explore or remind employees regarding remote Employee Assistance Programs.

Determine Which Workplace Safety Laws and Orders Apply.
  • The law will vary by jurisdiction, and it is likely to impose different requirements for masks and other PPE, social distancing protocols, and cleaning requirements in addition to related notices.
  • Include in your consideration the impact of social distancing requirements on shared employee spaces such as the breakroom and restrooms. See the Health Policy and Procedures section below.

  • Evaluate the need to hire additional employees due to increased business needs or unavailability of the current employee pool.
  • Assess ability to conduct applicant screening and onboarding remotely.
  • Consider developing a recruiting checklist and interview guidelines that specifically address avoiding questions about an applicant’s health or health history to avoid the appearance of discriminatory practices.
Section 2: Sample Health Policy and Procedures

A returning workforce may need an appropriate health policy, work practices, engineering controls, and PPE. Employer practices should be designed to prevent contagious employees and visitors from entering the office; screen everyone who seeks entry into the office; and mitigate the effect of contagious individuals in the office. This section will highlight various key health protections and safeguards to keep in mind as you seek a return to normal (or quasi-normal) operations for your office.

» Social Distancing
- Consider placing signage in conspicuous locations throughout the office, particularly high-traffic areas such as entrances and exits, etc. Signage may include the following:
  - Asking invitees and employees not to enter the office if they are sick or have felt sick within the last 72 hours.
  - Asking invitees and employees not to enter the office if they have spent time with someone infected with COVID-19 in the last 14 days.
  - Encouraging invitees and employees to maintain at least six feet of distance at all times per CDC guidelines.
  - Floor markers located six feet apart anywhere where invitees are likely to line up or congregate.
  - Entrance-exit and/or one-way only signs as necessary.
  - Recommended hygiene practices and how to stop the spread of germs.
  - CDC posters like this one promoting frequent and thorough handwashing in all restrooms.
- Consider conducting temperature screening of visitors and employees through infrared thermometers or thermal scanners, with employees or third party contractors turning away employees with fevers above 100.3.
- Consider programming in-office audio messaging to frequently remind employees and visitors to follow CDC guidance on hygiene and physical distancing.
- Where possible, you may wish to stagger employee shifts and meal breaks to avoid crowding.
- Consider encouraging employees to have meals outside rather than in breakrooms.
- Consider widening high-traffic areas to the extent office configuration allows.

» Face Masks and Personal Protective Equipment (PPE)
- Strongly encourage employees and customers to wear approved facial coverings and possibly gloves whenever possible, especially if six feet of distance cannot be maintained.
- Offer face masks and/or PPE to customers who enter the office without any.
- Determine whether employees will be permitted to use their own face masks and PPE, and on what terms and conditions.
- Designate receptacles for discarded face masks and PPE.
- Information on masks and respirators:
  - Surgical masks – These are typically loose-fitting, disposable masks that, per the FDA, create a physical barrier between the mouth and nose of the wearer and potential contaminants in the immediate environment. These types of masks can help if you are going out in public by providing limited protection from droplets when people cough or sneeze. (Note: Physical distancing of at least six feet will also protect you from droplets.) If you have staff going to job sites, and not in direct contact with COVID-19 patients, this is a type of mask they may need.
  - N-95/KN-95/FFP3/FFP2 masks or respirators – Masks or respirators with specific ratings such as N-95 or KN-95 are designed and constructed to provide a specific, tested level of particulate filtering when worn correctly. Masks meeting these ratings are currently used by medical personnel treating patients with COVID-19. If you have staff working with or near COVID-19 patients, this is the mask you will need. Member Firms may have work that requires the use of these respirators for reasons not related to COVID-19.
  - Self-made masks – These face coverings, often made from fabric, protect others from the spread of particles and droplet transmission from the wearer's exhalations, sneezes, and coughs. Their primary role is to prevent the spread of virus from the wearer who may be unaware they are infected.
  - Masks and respirators may be used more than once, but they should be discarded if they become dirty, or you find it difficult to breathe when using them. Use caution to make sure you wash your hands before putting on a mask or taking a mask off. Then rewash your hands afterward to prevent cross-
contamination.

» **Employee Training**
  - Social distancing guidelines and expectations.
  - How to monitor personal health and body temperature at home.
  - How to properly wear, remove, and dispose of face masks and PPE.
  - Guidance on how to launder cloth face masks.
  - Cleaning protocol, including how to safely and effectively use cleaning supplies.
Section 3: Returning to the Office

» Access
• Consider making the office off-limits to all employees unless there is written permission from management.
• Employees who have symptoms (e.g., fever, cough, difficulty breathing or shortness of breath) should notify their supervisor and stay home.
  • Sick employees should follow CDC-recommended steps. Employees should not return to work until the criteria to discontinue home isolation are met, in consultation with healthcare providers or state and local health departments.
  • Employees who are well but who have a family member at home who is sick with COVID-19 should notify their supervisor and follow CDC-recommended precautions.
• Consider establishing a process for screening temperatures of all staff and guests upon entry to the office (may be required by local laws).
  • Consider using an infrared fever scan system to measure temperature in seconds at office entry.
  • Consider establishing a screening protocol for all employees to complete daily.
  • Establish a plan for screening visitors as well.
• Generally, measuring an employee’s body temperature is considered a medical examination. Since the CDC and state/local health authorities have acknowledged the community spread of COVID-19 and issued attendant precautions, employers may measure employees’ body temperature without violating the ADA. Employers should be aware, however, that some people with COVID-19 do not have a fever.
• Maintain information obtained as a result of any medical examinations separate from other personnel information in medical files or similar and handle with care so as not to run afoul of HIPAA or data privacy laws (see below for additional details).

» Exposure Control
• Consider naming a workplace coordinator who will be responsible for COVID-19 issues and their impact in the workplace.
• Identify where and how workers might be exposed to COVID-19 at work:
  • See the OSHA COVID-19 webpage for information on how to protect workers from potential exposures and guidance for the employer, including steps to take for jobs according to exposure risk.
  • Be aware that some employees may be at higher risk for serious illness, such as older adults and those with chronic medical conditions. Consider minimizing face-to-face contact between these employees or assign work tasks that allow them to maintain a distance of at least six feet from other workers and visitors, or to telework if possible.
  • Implement centralized tracking of possible exposures (e.g., a corporate nurse service). The professional responsible for centralized tracking should be consulted in any decision to close the office.
• Establish a well-defined protocol for dealing with suspected and confirmed cases of COVID-19:
  • Employees who appear to have symptoms (e.g., fever, cough, difficulty breathing, or shortness of breath) upon arrival at work or who become sick during the day should immediately be separated from other employees and visitors and sent home.
  • Designate a secure space such as an office for employees who have symptoms to go until they can safely exit the workplace.
  • If an employee is confirmed to have a COVID-19 infection, employers should inform fellow employees of their possible exposure to COVID-19 in the workplace but maintain confidentiality as required by the ADA. The employer should instruct fellow employees on how to proceed based on the CDC Public Health Recommendations for Community-Related Exposure.
  • If possible, implement a workforce contact tracing protocol to identify and inform individuals who have been in close contact with the infected employee, and ensure that the protocol complies with privacy and disability discrimination laws.
  • Plan ahead for the potential need to contact trace by limiting the scope of employee contact through scheduling and limiting workspaces.
  • Develop a protocol for how long employees with suspected or confirmed cases of COVID-19, as well as the individuals in contact with those employees, must remain away from work.
  • Consider how to respond if the contact is from a client or a close contact of an employee.
• The ADA requires that all medical information about a particular employee be stored separately from the employee’s personnel file, thus limiting access to this confidential information. An employer may store all medical information related to COVID-19 in existing medical files, if secure. Medical information includes an employee’s statement that he/she has the virus or suspects he/she has the virus, or the employer’s notes or other documentation from questioning an employee about symptoms.

• **OSHA Recordkeeping Requirements.** OSHA has deemed COVID-19 a recordable illness if a worker is infected as a result of performing their work-related duties, and employers are responsible for recording cases of COVID-19 in the OSHA Log of Injuries and Illnesses (OSHA Form 300). However, in areas where there is ongoing community transmission, employers (other than those in the healthcare industry, emergency response organizations, and correctional institutions) may have difficulty making determinations about whether workers who have contracted COVID-19 did so due to workplace exposures. OSHA has been exercising enforcement discretion, but has noted that with improved understanding of transmission of COVID-19, employers should be better able to determine whether an employee’s COVID-19 case is work related. Please note that the situation is fluid, and one should frequently check [OSHA’s coronavirus webpage](https://www.osha.gov/covid-19) for updates.

» **Routine Environmental Cleaning and Disinfection:**

• Obtain cleaning products that are on the [EPA's List N: Disinfectants for Use Against SARS-CoV-2](https://www.epa.gov/covid-19/disinfectants-use-against-sars-cov-2).

• Follow the manufacturer’s instructions for all cleaning and disinfection products (e.g., concentration, application method and contact time, etc.).

• Routinely clean and disinfect all frequently touched surfaces in the workplace.

• If surfaces are dirty, they should be cleaned using a detergent or soap and water prior to disinfection.

• Consider providing disposable wipes (and extra receptacles) so that all commonly used surfaces can be wiped down by employees before each use. To disinfect, use products that meet the EPA’s criteria for use against COVID-19.

• Perform enhanced cleaning and disinfection after persons suspected/confirmed to have COVID-19 have been in the facility, following CDC cleaning and disinfection recommendations.

• Consider making cleaning “kits” including disinfectant wipes or sprays, disposable gloves, paper towels, masks, hand sanitizer, and other cleaning supplies readily accessible throughout the office.

• Although the CDC has determined that surface transmission “is not thought to be a common way that COVID-19 spreads,” it still recommends routine cleaning and disinfecting of frequently touched surfaces.

• Implement a cleaning regime that targets frequently touched surfaces and spaces, which are most likely to result in the transmission of communicable diseases, including but not limited to the following:

  • Door (consider installing automatic door openers) and drawer handles
  
  • Handrails (consider signage discourage use of handrails as well)
  
  • Light and other power switches (consider signage to keep lights on at all times, or utilizing exiting motion sensor capabilities)
  
  • Shared tools such as staplers, box cutters, binders, etc.
  
  • Work stations, keyboards, telephones, remote controls, etc.
  
  • Chairs, tables, and benches
  
  • Vending machines and self-serve kiosks
  
  • Refrigerators, microwave, and other frequently touched objects and surfaces in employee breakroom
  
  • Cabinet pulls
  
  • Restrooms (consider temporarily closing restrooms to the public, if possible): door handles and flush levers; toilet bowl and toilet paper holder; sinks and faucets; paper towel holders and/or air dryers; diaper-changing stations
  
  • Any other identified “high-touch” surfaces that cannot be eliminated (e.g., time clocks, if such are used)

• **Mail.** Physical mail should be minimized as far as possible in favor of electronic communications. In-office mail delivery policies should be established to minimize personal contact. Only the individual responsible for the processing of mail should be permitted in the mail room. That individual, in turn, should be responsible for delivery of mail to each employee’s office or desk. Employees should be away from their offices or desk when mail is delivered so as to respect the six-foot distancing protocol. Gloves should be work by anyone handling mail.

• Hand sanitizer should be available throughout office for visitor and employee use, including at entrances.
» **Transportation**

- Strongly encourage employees to avoid mass transit use to the office or job site whenever possible.
- If mass transit use cannot be avoided, require use of masks and gloves on mass transit and strongly encourage maintaining as much physical distance from other commuters as possible.
- Consider giving employees without cars alternative transportation options, such as rental cars.
- Strongly discourage ride sharing.
- Advise employees before traveling to take additional preparations:
  - Check the [CDC’s Traveler’s Health Notices](https://www.cdc.gov/travel) for the latest guidance and recommendations for each country to which you will travel. Specific travel information for travelers going to and returning from countries with travel advisories, and information for aircrew, can be found on the CDC website.
  - Ensure employees who become sick while traveling or on temporary assignment understand that they should notify their supervisor and promptly call a healthcare provider for advice if needed.

» **Considerations for Building Operations**

- **General Procedures**
  - Make cleaning supplies readily available in common areas.
  - Establish and follow deep cleaning and disinfection protocol.
  - Add touchless water faucets set for 20 seconds in bathrooms, if possible.
  - Add touchless soap dispensers in toilet areas, if possible.
  - Place walk-off mats soaked with surface protector at the main entrance to capture particulates from shoes.

» **Air Conditioning and HVAC Measures**

- Increase the introduction of outdoor air by opening outdoor air dampers when and where practical and opening doors and windows when it is safe and practical to do so.
- Use fans to increase flow of outdoor air (but be sure to avoid placing fans where they would spread contaminated air between employees).
- Ensure that the ventilation system is operating properly and rebalance existing systems to increase total airflow into occupied spaces.
- Increase central air filtration as much as possible.
- Use portable HEPA filters in spaces with higher occupancy and/or poor ventilation.
- Consider using Ultraviolent Germicidal Irradiation to deactivate COVID-19.
- Purify air in multiple spaces (open office space, conference rooms, cafeteria).
- Increase exhaust ventilation in restrooms to reduce accumulation of airborne virus.
- Install UV lamp in restroom to be switched on at night.
- Install UV lamp on toilet lids and waste bins for continuous sanitization when not in use.
- Increase fresh air supply by using carbon dioxide sensors, particularly in meeting rooms, phone booths, and enclosed offices.
Section 4: Returning to the Job Site

» Information and Education

• Endeavor to hold daily talks about COVID-19 safety measures with site workers before each shift.
• Revise orientation and onboarding process to include site-specific COVID-19 measures and protocol.
• Post COVID-19 exposure protocols where they are visible to all employees.
• Ensure that project safety plans account for COVID-19 issues.
• Keep records of COVID-19 issues specific to the site (e.g., have workers exhibited symptoms? have issues been reported where necessary?).

» Access

• Site workers who have symptoms (e.g., fever, cough, difficulty breathing or shortness of breath) should notify their supervisor and stay home.
• Sick site workers should follow CDC-recommended steps, and should not return to work until the criteria to discontinue home isolation are met, in consultation with healthcare providers or state and local health departments.
• Site workers who are well but who have a family member at home who is sick with COVID-19 should notify their supervisor and follow CDC-recommended precautions.
• Where feasible, establish a process for screening of all site workers and visitors prior to entry to the job site.
• Consider using an infrared fever scan system to measure temperature.
• If physical distancing or alternative measures to reduce the risk of transmission cannot be maintained, consideration may have to be given to closing the job site.

» Personal Protective Equipment (PPE) and Other Supplies:

• Make appropriate protective supplies available for the project:
  • Gloves
  • Eye Protection
  • Masks
  • Face Shields

• If a mask is not part of routine PPE used for a specific task, workers should use a face covering if they cannot maintain at least six feet of distance between themselves and others.

» Social Distancing and Other Physical Measures:

• Workers should maintain at least six feet of physical distance whenever possible.
• If social distancing is not possible, extra care should be taken to ensure that workers are using protective supplies or PPE measures are followed.
• Provide tools to help workers mark out physical distance spacing when performing job tasks.
• Require workers to maintain a minimum distance of six feet when waiting to enter turnstiles, hoists/elevators, stairs, and other shared spaces.
• Advise workers to take stairs in lieu of hoists or elevators where possible.
• Limit crew sizes to the minimum required to accomplish the task at hand.
• Prevent workers from congregating during pre-shift meetings, toolbox talks, and other similar gatherings.
• Stagger schedules for job functions that put workers close together. For example, workers who perform job functions that are in close proximity can work different shifts or days, or they can have different work start times and end times, including breakfasts and lunch breaks.
• Separate crews from each other to reduce cross-exposure.
• Make special assessment of small workspaces and use judgment for feasibility to continue work.
• If tools must be shared, disinfect between uses.
• No visitors should be allowed in project offices.
• All progress meetings should be held via video conference. When possible, this recommendation should be followed even when all participants are in the same building or on the same floor.
• Paperwork from vendors or contractors should be handled with gloves at one desk in the office.
• Consider erecting temporary barriers to keep workers separate during the workday.
• Prohibit workers from using other workers’ phones, desks, offices, work tools (where possible), and equipment.

» **Sanitizing and Disinfection:**
  • Ensure appropriate and sufficient sanitation and hygiene facilities and supplies are plentiful at all sites:
    • Adequate supplies of soap/hand sanitizer and disinfecting wipes/spray should be maintained.
    • Provide correct guidance on effective handwashing procedures.
  • Require that all workers wash their hands thoroughly (a full 20 seconds or longer) before and after an operation. Post reminders or signage about hand-washing if possible.
  • As noted above, tools that are shared should be disinfected between uses.

» **Dealing with Suspected Infections:**
  • Anyone who is symptomatic on the worksite should be sent home immediately.
  • Workers must stay home if sick. They should not return to work until all the following are true:
    • At least seven days have passed since symptoms started.
    • Worker never had a fever or has not had a fever for the prior three days without use of fever-reducing drugs such as ibuprofen or acetaminophen.
    • Worker’s overall illness has improved.
The party responsible for job site safety might consider the following COVID-19 safety checklist developed by ACEC New York.

ACEC New York Site Safety Guidance Checklist

Guidance and education:
- Does site or office have written COVID 19 guidance and protocols? Y___ N___
- Are daily talks/meetings held to address safety measures? Y___ N___
- Is guidance posted for review by workers and visitors? Y___ N___
- Are workers and visitors required to acknowledge guidance? Y___ N___
- Are there record-keeping measures in place for COVID-19-related activity? Y___ N___

Social distancing:
- Does site or office have space for correct levels of distancing with given staff level? Y___ N___
- Is social distancing tracked and enforced? Y___ N___
- Are there office or jobsite conditions that prevent social distancing or otherwise increase transmission risks, such as confined spaces, use of shared tools or machinery? Y___ N___
  - If Yes, please describe conditions: ___________________________________________
- If Yes, are there special measures being taken to protect workers? Y___ N___

Personal hygiene:
- Does site or office have ready access to properly-equipped handwashing or sanitizing facilities? Y___ N___

Cleaning and disinfecting measures:
- Does site or office have written cleaning and disinfecting protocol? Y___ N___
- Does site have sanitizing products (sprays, wipes) available for use by workers and visitors? Y___ N___
- What building, site or tool sanitizing measures are being taken? (Please attach information.)

PPE requirements:
- Does site or office have written PPE requirements? Y___ N___
- Does site offer PPE or require workers or visitors to provide their own? Provide PPE: Y/N________
  - If Yes, please describe available PPE: ___________________________________________

Transportation:
- Are safe travel accommodations available for workers to practice social distancing? Y___ N___
  - If Yes, please describe: ___________________________________________

On-site screening for staff and visitors (screening checklist/questionnaire):
- Is there on-site screening for staff and visitors? Y___ N___
Section 5: Vaccine Policies

Employers should consider whether they will encourage, incentivize, or mandate vaccines for workers returning to the workplace and create a corresponding vaccine policy. The health and legal situation at the federal, state, and local level is evolving rapidly, so employers should obtain legal advice and ensure that no new rule (or relevant agency guidance or court decision) has changed the landscape before getting started. The National Governors Associations maintains a webpage on state COVID-19 vaccine resources.

» Decide Whether Your Workplace Will Require Vaccines:
  • Why make the vaccine optional?
    • Employee morale and retention
    • Administrative ease
    • Reduced risk of disability and religious discrimination claims
    • Vaccine mandate might be unnecessary in workplaces that do not require close contact
    • Does not foreclose mandating the vaccine in the future
  • Why make the vaccine mandatory?
    • Protect your workplace and community health
    • Reduce costs of absences, lost productivity, and long-run medical care
    • Greater chance of opening and staying open
    • Reduced risk of civil liability for COVID-19 cases
    • Reduced risk of state or federal regulatory enforcement action

» Considerations Related to Incentivizing Vaccines:
  • A number of companies are offering incentives such as cash bonuses, pay in lieu of time off, additional paid time off, substantial gift cards, etc. for employees to be vaccinated.
  • Employers offering more than “de minimis” incentives should consider providing alternatives to individuals with exemptions, to avoid the risk of possible discrimination claims.
    • For example, offer an educational safety course online as an alternative path to receiving the incentive, other than being vaccinated.
    • Most incentives will be more than “de minimis,” which the EEOC has described as including a water bottle or a small gift card.
  • The EEOC has indicated that proof of receipt of vaccination is not, by itself, a disability-or genetic-related inquiry
    • However, you should warn employees not to provide any medical information other than proof of receipt of vaccination. Don’t ask why an employee is not vaccinated.
    • You should also keep vaccination records confidential and separate from employee personnel files, along with other health information.
    • Share employee vaccination status on a need-to-know basis only.
  • The EEOC has encouraged employers to submit comments relating to its proposed rules about wellness-program incentives, so watch for future developments in this area.

» Other Methods for Mitigating the Costs to Employees of Getting the Vaccine:
  • On-site vaccinations can make it easier for employees to get the vaccine, but also impose medical-privacy obligations on employers such as record-keeping and compliance burdens.
    • Be aware of ADA and GINA privacy and discrimination risks for on-site vaccinations, even if provided through a third-party.
    • These risks are minimized if vaccination is voluntary and not mandatory.
  • Consider providing (or extending further) paid sick leave to the small minority of workers who experience symptoms or bad reactions to the vaccine, even if a worker might otherwise not be entitled to it.

» Considerations Related to Mandating Vaccines:
  • Confirm the right to require vaccines.
    • Current EEOC guidance indicates that most private-sector U.S. employers can generally require vaccines as a condition of employment, but employers should consider whether this general ability may be impacted by:
Whether employees are at-will or work under a contract
• A collective bargaining agreement
• State or local laws
• If you make vaccines mandatory, make a plan to engage in the interactive process for exemption requests.
  • Medical (ADA) exemption requests
  • Religious (Title VII) exemption requests
• Alert job applicants orally and in the job description that vaccination is a requirement of the position (subject to reasonable accommodations).
  • Instruct job applicants not to say whether they will need a reasonable accommodation related to the vaccine requirement until after a conditional job offer is made.
• Be aware of Title VII, ADA, and GINA compliance risks.

» Other Vaccine-Related Considerations:
• Continue taking other health precautions in the short term.
  • In the short term, mask mandates and distancing are still necessary even for vaccinated workers.
  • We are still learning whether vaccines prevent transmission of the virus.
  • The vaccines are not 100% effective.
  • Individuals with certain medical conditions or religious constraints will not be able to be vaccinated.
  • Others will choose not to be vaccinated, unless vaccination is mandatory.
  • The vaccines may be less effective against variants.
• Workplace buy-in
  • Regardless of whether vaccines are mandatory or voluntary, employers should develop clear workplace communications to explain why vaccination is encouraged or required.
• Employee health information
  • Be wary of asking for and/or collecting employee health information, beyond proof of vaccination. If medical information is required, be aware of the legal requirements around collecting this information.
Section 6: COVID-19 Resources

ACEC Coronavirus Resource Center

Center for Disease Control (CDC)
- CDC Poster on Handwashing
- CDC Public Health Recommendations for Community-Related Exposure.
- CDC Traveler’s Health Notices – The latest guidance and recommendations for each country to which you will travel.

Environmental Protection Agency (EPA)
- EPA’s List N: Disinfectants for Use Against SARS-CoV-2

Equal Employment Opportunity Commission (EEOC) Coronavirus and COVID-19 Information
- The EEOC provides a sample ADA-compliant survey that can be given to employees to anticipate absenteeism.

Food and Drug Administration (FDA) COVID-19 Resources
- Guidance on Masks

Gibson Dunn Coronavirus Resource Center

National Governors Association – State COVID-19 Vaccination Resources

Occupational Safety and Health Administration (OSHA) Coronavirus Resources
LEGAL NOTICE AND ACKNOWLEDGMENTS

This material is provided for informational purposes only and is not to be regarded as legal or medical advice. If such advice is required, it is recommended that the reader consult an attorney or medical professional as appropriate. Furthermore, the information presented is intended only as a guide or suggestion for a general policy on returning to the office and the job site in a COVID-19 situation. It is not intended to address safety issues that may arise for specific firms or situations. It is not intended to create a standard of care, nor does it prohibit alternate approaches to the firm’s efforts to assess and improve its professional and safety practices. ACEC and its officers, directors, agents, volunteers, attorneys, and employees are not responsible for, and expressly disclaim, liability for any and all losses, damages, claims, and causes of action, including reasonable attorneys’ fees and costs, arising out of or resulting from any use, reference to, or reliance on information contained herein.

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