Email questions for presenters to
IMA@IMA-Net.org

BOLDLY MOVING MAKERS **FORWARD**

Agenda

1. Introduction

2. FTI Consulting

3. Shifting Expectations

4. Safety & Reopening Overview

5. Workplace Disinfection

6. Social Distancing

7. Personal Protection

8. Signage & Cleaning Logs

9. Travel Policies

10. Customer Interaction

11. Supplier & Contractor Interaction

12. Health Screening

13. Employee Privacy

14. Checklists & Scenario Planning

15. Communications Best Practices

16. Culture Considerations

17. Q&A

Important Information

This document does not represent legal, regulatory or medical advice or recommendations on how to address the COVID-19 situation for your specific business or employees. Each business is responsible for seeking appropriate and up-to-date guidance and following the guidelines issued by federal, state, and local authorities before implementation of any measures. Employee privacy and other potential issues should be referred to corporate counsel.

FTI Consulting: Experts with Impact

Leaders from around the world trust the experts of the Strategic Communications segment of FTI Consulting to help address their most complex, business-critical issues. We deliver a unique combination of deep subject matter expertise, practical experience, and a purposeful approach to advising organizations on how to manage change, mitigate risk, and enhance their market positions.

27
Countries

82
Cities

700+
Employees

120+
Senior Managing Directors

Complex Issues Expertise

Reputation Advocacy

Litigation & Arbitration

Government Investigations

Regulatory & Legislative Change

Operational Incidents

Environmental Issues

Bankruptcy & Restructuring

ESG

Governance & Activism

Cybersecurity

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Business Transformation

IPOs & Spin-Offs

Global Capabilities

Industries

Energy & Natural Resources

Industrials

Healthcare & Life Sciences

Financial Services

Retail & Consumer

TMT

A Culture That Delivers

Practical
in our communication and approach to outcomes

Judicious
in complex, multi-party situations

Collaborative
with clients and colleagues

Professional
in our commitment to work with the highest caliber

Recognized Leadership

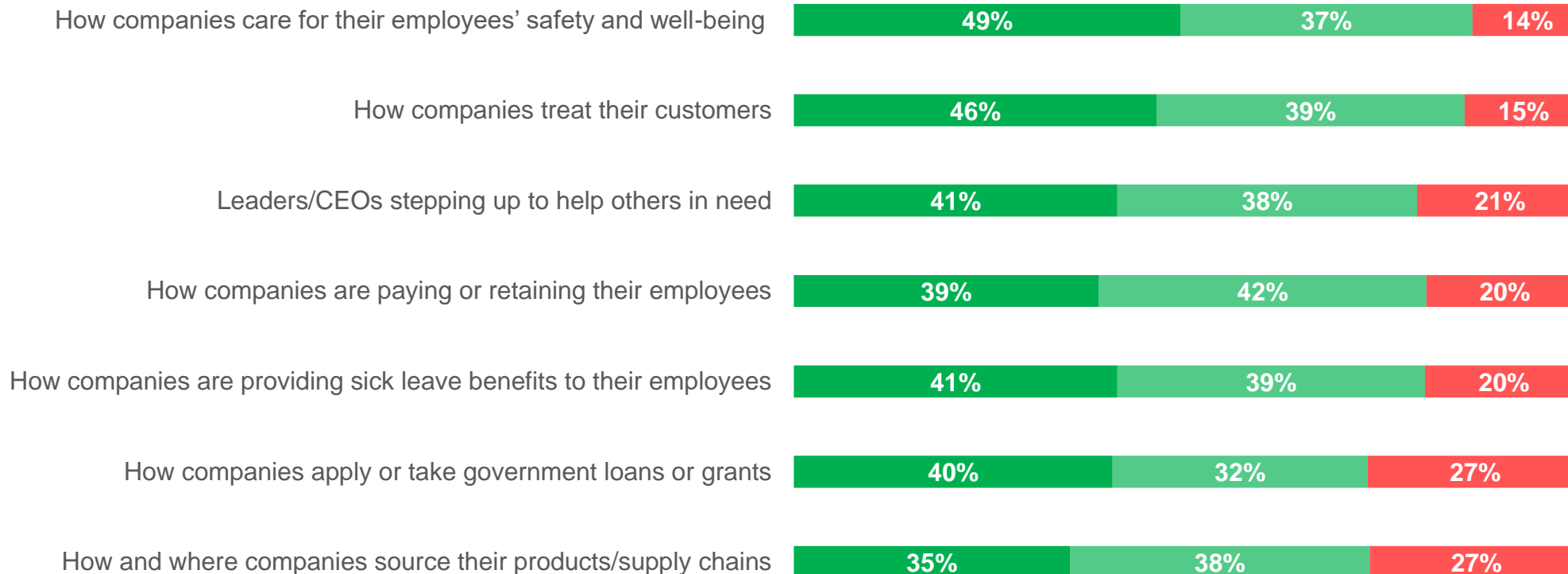**America's Best Management Consulting Firms**
Forbes
(2016 – 2019)

Best Firms to Work For
Consulting Magazine
(2018- 2019)

Top Service Provider in the Legal Industry
Corporate Counsel
(2016 – 2019)

#1 Crisis Management Firm
The Deal
(2017 – 2018)

Shifting Expectations

Employees are focusing on how their employers are handling all aspects of their business during the COVID-19 pandemic

	Much more than usual	Somewhat more than usual	No more than usual
How companies care for their employees' safety and well-being	49%	37%	14%
How companies treat their customers	46%	39%	15%
Leaders/CEOs stepping up to help others in need	41%	38%	21%
How companies are paying or retaining their employees	39%	42%	20%
How companies are providing sick leave benefits to their employees	41%	39%	20%
How companies apply or take government loans or grants	40%	32%	27%
How and where companies source their products/supply chains	35%	38%	27%

Survey Details:

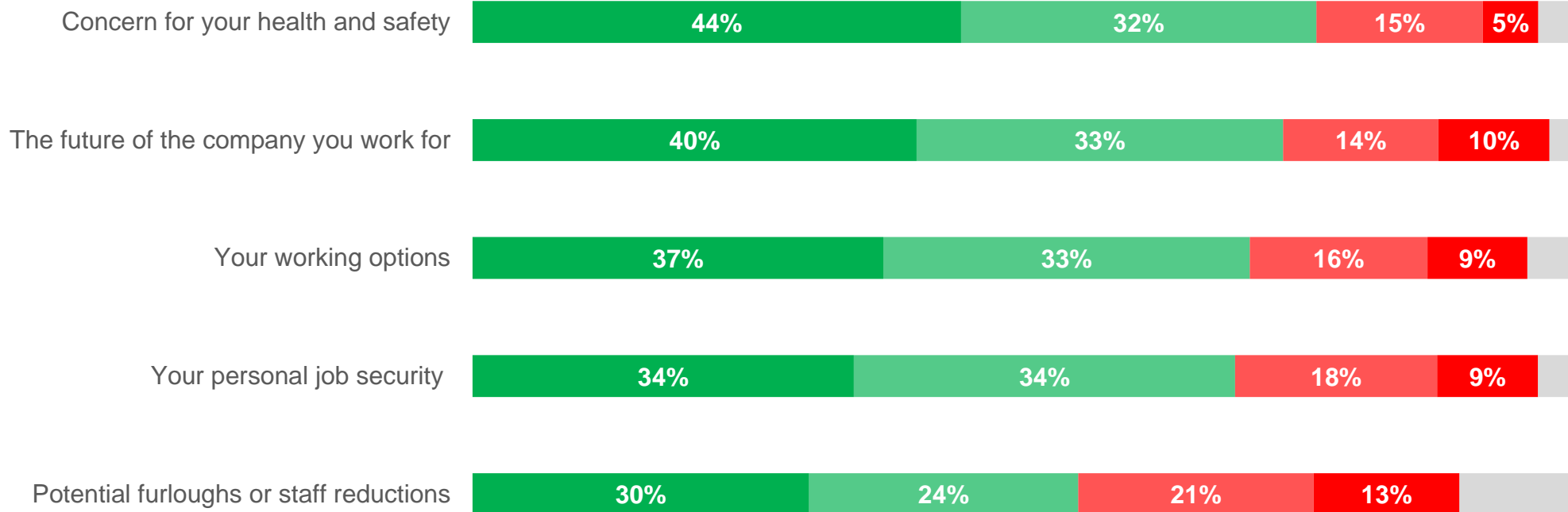Conducted May 12-14, 2020

Audience size: 351

Age 18+

Weighted to represent population

Respondents either personally or has a family member who works in one of the following industries:

- Agriculture and Food
- Airlines and Aviation
- Automotive
- Chemicals and Materials
- Construction
- Manufacturing
- National Defense
- Trucking

■ Much more than usual　■ Somewhat more than usual　■ No more than usual

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Shifting Expectations

Employees have viewed the communications of their employers relatively positively since the beginning of the COVID-19 pandemic

	Excellent	Good	Fair	Poor
Concern for your health and safety	44%	32%	15%	5%
The future of the company you work for	40%	33%	14%	10%
Your working options	37%	33%	16%	9%
Your personal job security	34%	34%	18%	9%
Potential furloughs or staff reductions	30%	24%	21%	13%

Legend: ■ Excellent ■ Good ■ Fair ■ Poor ■ Not applicable

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Resources

- Federal Guidelines and Resources
  - OSHA Guidance on Preparing Workplaces for COVID-19
  - CDC Interim Guidance for Businesses and Employers to Plan and Respond to Coronavirus Disease 2019 (COVID-19)
  - CDC Public Health Recommendations for Community-Related Exposure

- State Guidelines and Resources
  - Illinois Department of Commerce & Economic Opportunity
  - Governor Pritzker's "Restore Illinois" Safety Reopening Plan
  - State of Illinois Coronavirus (COVID-19) Response
  - Public Health District Directory

Workplace Disinfection

- Clean and sanitize surfaces

- Consult outside cleaning experts

- Secure an inventory of supplies

- Provide basic cleaning materials to employees

- Limit shared materials

Social Distancing

- Reduce contact between individuals

- Provide visual markers

- Stagger schedules and locations

- Restrict movement

- Conduct phone/video meetings

- Adjust workplace distance

- Offer a variety of leave options

Personal Protection

Develop in-person or virtual trainings

Educate and train employees on handwashing

Explain how to correctly use hand sanitizer

Provide employees with appropriate PPE

Signage & Cleaning Logs

- Post internal signage to remind employees

- Develop business continuity plans

- Post external signs to alert visitors of rules

- Clearly post cleaning logs

- Ensure accessibility to signage

Attention!

¡Atención!

Atenção!

Travel Policies

- Clearly define your policies

- Prohibit nonessential business travel

- Determine mandatory quarantine requirements post-travel

Customer Interactions

- Offer contactless delivery

- Pre-schedule any visits

- Limit crossover of customer visits

- Conduct virtual sales calls

Supplier & Contractor Interactions

- Encourage contactless delivery

- Prohibit non-essential visits

- Utilize different common areas

- Request health assessments and travel logs

Health Screenings

- Encourage self-screening

- Require temperature and symptom checks

- Ensure screeners have appropriate PPE

- Thoroughly disinfect testing areas

- Create a master schedule to track content

Employee Privacy

- Follow ADA guidance on employee confidentiality

- Require employees to disclose positive tests

- Disclose positive tests to other employees

- Do **not** disclose employee identities

- Ask for assistance creating a contact tracing list

DISTANCING AND SANITIZING CHECKLIST

- Implement new meeting/training protocols and involve your employees in the development of the plan as appropriate
- Take the plan through a training exercise or focused discussion to identify gaps
- Share the plan with employees and explain what human resource policies, workplace and leave flexibilities, and pay and benefits will be available to them
- Solicit and accept input from employees on possible improvements to your plan
- Prepare screening policies and procedures for employees and visitors
- Revise delivery protocols and provide for isolation of vendor personnel
- Install barriers and screens to separate workstations as possible
- Adjust building entry procedures (e.g. different entrances for each shift) as possible
- Reconfigure layout for production lines and install distancing signage
- Adjust work schedules and stagger shift plans
- Change seating in common areas e.g. cafeterias
- Post signage on proper handwashing/disinfecting protocol
- Increase rigor and frequency of facility cleaning
- Prepare appropriate materials to clean high-touch areas frequently
- Install contactless items wherever possible (e.g. timeclocks, trash cans)
- Make available appropriate PPE (e.g. washable masks) for employees
- Provide cleaning employees with PPE

SCENARIO PLANNING SHOULD COVID-19 IMPACT FACILITY OPERATIONS

Employee tests positive or exhibits symptoms of COVID-19

- Immediately send employee home to self-quarantine
- Close off all workspaces used by sick employee
- Utilize logs to determine which employees came into contact with sick employee up to two days prior to symptoms
- Inform those employees of potential exposure; maintain sick employee confidentiality
- Inform potentially exposed employees how to proceeed based on CDC Public Health Recommendations for Community-Related Exposure
- Clean and disinfect all workspaces used by sick employee
- Closely monitor potentially exposed employees for any symptoms

Communications Best Practices

Clear communications with internal and external stakeholders have never been more important, as the public is closely following actions that companies are taking to aide the economic recovery.

Internal Stakeholders

- Leadership is key
- Empower employees
- Use a variety of channels
- Ensure employees understand their role

External Stakeholders

- Be open and honest
- Everyone is watching
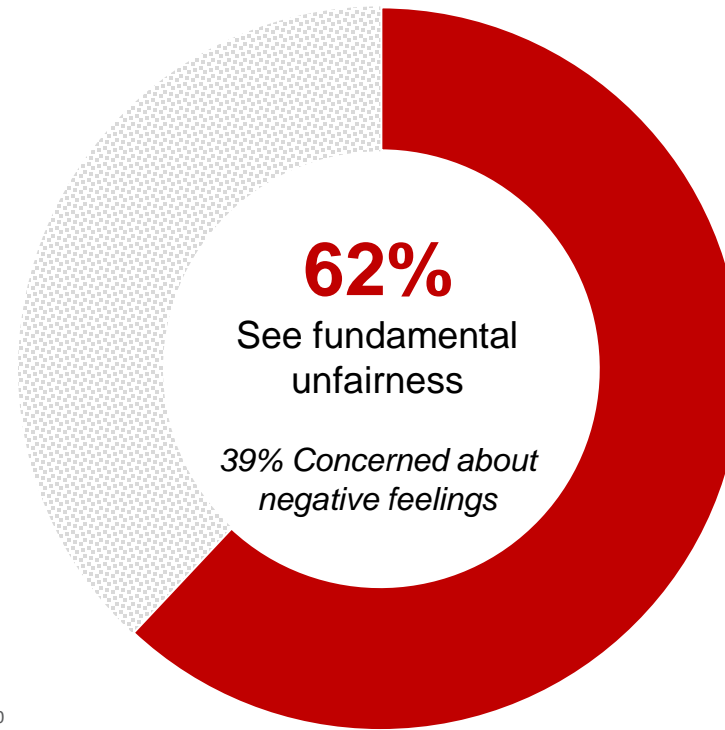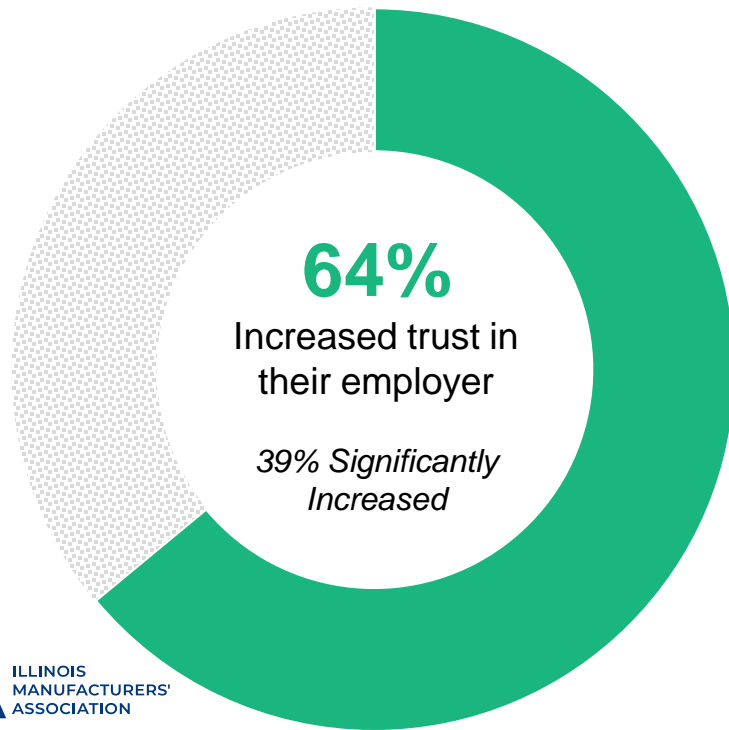- Communities expect businesses to play a role in response efforts
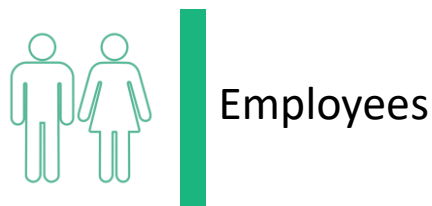
Media Protocols

- Review media policies
- Identify a designated media spokesperson
- Monitor media coverage and subsequent public response
- **Be prepared to share protocols and response in the event of an outbreak**

Shifting Expectations

Employer response to COVID-19 has increased employee trust in their leaders, but there is a growing divide between those who can work from home and those who have to work on site

Employees

64%
Increased trust in their employer

39% Significantly Increased

Employees

62%
See fundamental unfairness

39% Concerned about negative feelings

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Making the Case for Corporate Culture

Many companies won't focus on culture during the recovery.

Those that do will be better positioned to adapt and thrive.

Build resilience

Foster new ways of working and collaborating

Innovate and evolve the business model

Key Questions for Shaping Culture Post COVID-19

- Are we weathering the storm or preparing to thrive?

- How do process changes affect locations or behaviors?

  - Individual impact

  - Collaboration

- What unique value do we offer in a world in which everything has changed?

- What does success look like?

- How are teams really motivated? What do they value?

Questions

Email ima@ima-net.org

**IMA Recommended
COVID-19
Online Resources at:**

https://ima-net.org/covid-19/