



ILLINOIS  
MANUFACTURERS'  
ASSOCIATION

# SAFETY AND REOPENING GUIDE





# A MESSAGE FROM IMA PRESIDENT & CEO MARK DENZLER



Manufacturers have answered our nation's call during every major challenge in our nation's history. Since this COVID-19 pandemic began, Illinois manufacturers have risen to the occasion by making life saving medical products, ensuring our grocery stores are stocked, and equipping first responders. Manufacturers are making a real difference in people's lives during unprecedented times.

The Illinois Manufacturers' Association (IMA) remains a trusted and powerful advocate for creators during this public health crisis. Whether drafting rules allowing essential manufacturers to operate, providing timely and accurate daily updates, stopping costly and cumbersome workers' compensation rules, or collaborating with federal officials on stimulus packages to help businesses recover, the IMA has been on the frontlines every single day as the unified voice of manufacturing in Illinois.

Illinois manufacturers are ready to unleash their collective economic might to help our state, and our nation, recover from this economic and public health crisis that has threatened lives and livelihoods. Nearly 600,000 women and men work on factory floors today and every dollar spent in manufacturing adds another two dollars to the economy.

Manufacturers are first and foremost concerned about the safety of their employees, customers, and communities. With proper planning, adherence to state and federal guidelines, and the use of best practices, manufacturers will help our state safely recover from this global pandemic.

Over the past few months, the IMA has been in constant contact with leaders from the White House

to the State House to ensure that our industry perspective is represented. As our leaders strive to make decisions on how to reopen the economy, the IMA and our members are ready to assist with thoughtful health and safety recommendations.

Working in conjunction with our partners at FTI Consulting, the IMA has developed this best-in-class Safety and Reopening Guide that reflects industry-leading practices, the best available information from scientists and public health officials, and guidance from the Centers for Disease Control, Food & Drug Administration, Illinois Department of Public Health, and the Occupational Safety & Health Administration.

Whether it's the acceleration of testing and tracking availability to restore public confidence or best practices in sanitation and spacing, this IMA Guide will help your company continue operating or prepare to reopen. It will also help you evaluate risk and liability factors, while considering the best health and safety protocols.

I'd like to offer a special thank you to the experts at FTI Consulting for their collaboration in helping manufacturers manage and mitigate risk during this crisis. This document will continue to evolve as we learn more about the coronavirus.

Thank you for making the world a better place to live every single day.  
The IMA is proud to be your partner and **Boldly Move Makers Forward.**

Best,



**Mark Denzler**  
President & CEO



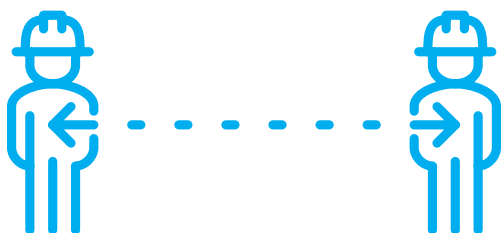
# IMA SAFETY AND REOPENING GUIDE

The following industry best practices build upon federal and state resources, but do not supersede them. They are designed to keep employees, customers, partners, and communities as safe as possible, while ensuring that manufacturers in Illinois can confidently operate their businesses as stay-at-home orders are eased or lifted, and will cover:

## PERSONAL PROTECTION



## SOCIAL DISTANCING



## WORKPLACE DISINFECTION



## HEALTH SCREENINGS



## CUSTOMER INTERACTION



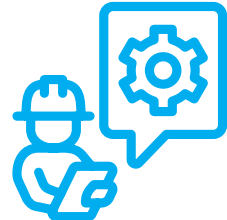
## SUPPLIER & CONTRACTOR INTERACTION



## TRAVEL POLICIES



## SIGNAGE & CLEANING LOGS





# IMA SAFETY AND REOPENING GUIDE

Illinois is preparing to reopen its economy, and many of the state's manufacturers that have been closed during the COVID-19 pandemic are doing the same. Other manufacturers have remained partially or fully open as essential businesses. This reopening guide is designed as reference material for all of our manufacturers as they continue to navigate the challenge of protecting their employees, customers, partners and the broader communities within which they operate.

## FEDERAL GUIDELINES AND RESOURCES

Federal guidelines from The Department of Labor's Occupational Safety and Health Administration (OSHA) and the Centers for Disease Control and Prevention (CDC) provide a baseline for safe operations. The following federal government resources should be thoroughly reviewed for additional guidance, and they are updated frequently:



[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](#)

Other federal agencies may have jurisdiction for specific manufacturers, such as the USDA and FDA for meat and poultry processors. Guidelines and resources from all agencies of jurisdiction should be reviewed as applicable.

## STATE GUIDELINES AND RESOURCES

State guidelines from the Illinois Department of Commerce & Economic Opportunity provide additional resources and guidelines for maintaining safe operations, as well as

definitions for what are and are not essential businesses as defined by Governor Pritzker's current Executive Order.



[Illinois Department of Commerce & Economic Opportunity](#)

Enforcement of these guidelines is handled by a facility's local Public Health Districts (PHDs) and local law enforcement (municipal police department and/or County Sheriff, and County State's Attorney).



On May 5, 2020, Governor Pritzker announced his "[Restore Illinois](#)" plan for safely reopening business in the state. The five phase health plan ranges from Phase 1, in which there is a rapid spread of COVID-19, allowing only essential businesses to remain open and strict stay-at-home guidelines, to Phase 5, which is a fully restored operational economy. We expect updates to this plan and members should monitor for guidance.



[State of Illinois Coronavirus \(COVID-19\) Response](#)

Manufacturers should consider communicating operational plans to the local Public Health District proactively. You can locate your local Public Health District and contact information here: <http://www.idph.state.il.us/LHDMAP/HealthRegions.aspx>.

## Important Information Regarding this Document

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.





## PERSONAL PROTECTION

- Develop in-person or virtual trainings conveying new health and safety requirements for employees.
- Conduct training prior to reopening and before employees return to the work site.
- Provide comprehensive materials to returning employees outlining Personal Protective Equipment that will be provided in efforts to keep people healthy and operate and maintain a safe work environment.
- Educate and train employees on the importance of frequent handwashing and emphasize it is one of the best ways to stay healthy.
- Wash hands frequently with soap and clean water for at least 20 seconds.
- Limit contact between hands and face.
- Cover your mouth or nose when sneezing or coughing and into a tissue or if you don't have a tissue sneeze into your elbow – not hands.
- Explain how to correctly use hand sanitizer that is easily accessible at the workplace



and emphasize that while effective, sanitizer may not be as effective with visibly dirty hands, especially around chemicals and metals.

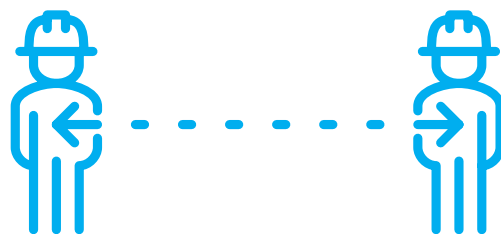
- Apply gel to the palm of one hand.
- Rub hands together.
- Rub the gel over all surfaces of your hands and fingers until hands are dry, about 20 seconds.
- Provide employees with appropriate PPE based on operations and potential exposure.
- Train employees on how to properly wear and utilize masks, gloves, face shields, shoe coverings and other employer-mandated PPE.
- Train employees on how to properly sanitize their masks, gloves, face shields and shoe coverings.

## SOCIAL DISTANCING

Because COVID-19 spreads from person-to-person, reducing contact between individuals is an effective way to limit exposure.

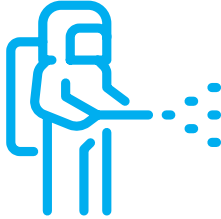
- Continue to allow employees who can effectively work from home to do so.
- Change shift patterns and schedules.
- Consider staggering start times to minimize contact and encourage effective distancing.

- Allow gaps between shift start and end times to encourage effective distancing during shift changes.
- Cross-train teams wherever possible to enable operational continuity should there be absenteeism due to COVID-19 exposure.
- Provide visual markers on floors and at workstations for CDC-recommended six-foot distancing.
- Stagger break and meal schedules during shifts and consider clustering individuals in teams who work closely together and take break at the same time.
- Allow employees to take lunch breaks in personal vehicles rather than shared spaces where possible to maximize distancing.
- Restrict movement between departments and/or functions wherever possible.
- Conduct phone/video meetings instead of in-person meetings, even when on-site.
- Increase the distance between desks and workstations; construct temporary walls between workstations or across production lines.



## WORKPLACE DISINFECTION

- Clean and sanitize surfaces as frequently as possible.
- Consult with outside cleaning service and/or internal hygiene staff on developing, documenting and implementing protocol and implementation schedule.
- Ensure cleaning employees have appropriate PPE – masks, disposable gloves, gowns, etc.
- Secure an inventory of wipes, sanitizer (at least 60 percent alcohol), cleaning products and the appropriate PPE before employees return to work and make accessible throughout facilities. The IMA has a Manufacturing Sourcing Center at [www.ima-net.org/covid-19/](http://www.ima-net.org/covid-19/) with vendor information.
- Encourage employees to avoid using other employees' phones, desks, offices, or other work tools and equipment, when possible. If necessary, clean and disinfect them before and after use.
- Clean all shared spaces and common touch areas (e.g. bathrooms) after each shift.
- Deep clean all shared surfaces in facilities at least once every 24 hours. Common spaces like breakrooms, conference areas, bathrooms, facility entrances and exits should be cleaned between shifts if possible.



- Provide disposable wipes so that commonly used surfaces (e.g. doorknobs, remote controls, other work tools and equipment) can be wiped down by employees before each use.
- Provide touch-free options wherever possible.
- Provide no-touch time clocks, trash cans and individual refreshments or personal water bottles instead of shared water coolers.
- Encourage workers to bring lunch options that do not require the use of a microwave.



## HEALTH SCREENINGS

- Require all employees entering facilities to conduct temperature and symptom checks, self-screen and report prior to returning to work.
- Alternatively, conduct temperature and symptom checks at the start of shifts to ensure employees do not enter the facility if they exhibit COVID-19 symptoms (fever greater than 100.4°, cough, shortness of breath, loss of sense of taste or smell).
- Ensure tests are conducted in accordance with employee privacy laws. (Please see below section on Employee Privacy.)
- Conduct testing in a way that protects employee privacy should symptoms/high fever be detected (e.g. testing in a private room with two exits).



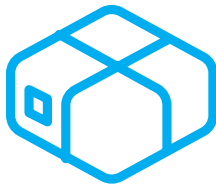
- Ensure screeners are trained and equipped with the appropriate PPE.
- Thoroughly disinfect testing areas after each shift is tested.
- Create a master schedule for employees that tracks personal contact so effective contact tracing can be conducted in the event an employee tests positive for COVID-19 or exhibits symptoms.
- Ask employees to self-report symptoms/fever prior to returning from any sick leave or time off (even if they were out with symptoms unrelated to COVID-19), require safety certification by healthcare provider prior to return to work if employee was out with COVID-19 symptoms.
- Offer a variety of leave options and supportive policies that allow an employee to stay home when sick or to stay home to care for a sick family member.





## CUSTOMERS

- Offer contactless delivery instead of in-facility pickup for all customers wherever possible.



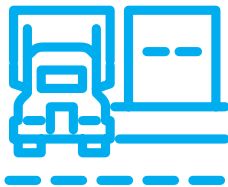
- Pre-schedule any necessary customer visits to facilities to discourage walk-ins and unplanned visits.
- Limit number of customers in the facility to ensure appropriate distancing, along with visual markers on floors for six-foot distancing, per CDC guidance.
- Conduct virtual sales calls and necessary customer training to limit in-person contact.

## SUPPLIERS AND CONTRACTORS

Suppliers and contractors are critical to manufacturing operations. Instituting protocols when there is no alternative other than to have a supplier or contractor on site, will help keep the workforce safe.

- Encourage contactless delivery wherever possible to limit interactions between workforce and vendors.

- Prohibit non-essential vendors and deliveries from entering facilities.



- Reassess local conditions to determine whether nonessential vendors and other outside personnel (e.g. external sales personnel) can be safely permitted inside facilities.
- Distance contractors and



vendors from the workforce, utilizing different entrances, bathrooms, etc. wherever possible.

- Request health assessments and past travel logs for vendors/contractors coming on-site.

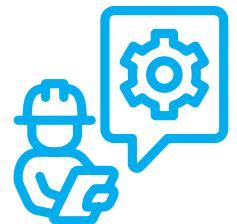
## TRAVEL POLICIES

- Clearly state your organization's travel policies during COVID-19, emphasizing that prior approval before commencing travel is required.
- Prohibit nonessential business travel; wherever possible, utilize virtual sales calls and employee trainings to limit travel for those employees who would normally be on the road.
- When business travel recommences, determine quarantine requirements and self-reporting of any COVID-19 symptoms for employees who return from outside of the country or from a COVID-19 hotspot.



## SIGNAGE AND CLEANING LOGS

- Post internal signage to alert and remind employees about their role in keeping the workplace safe as well as measures the company is taking to protect employees.
- Develop business continuity plans should there be significant numbers of employees who need to self-quarantine and share the plan with employees.
- Post external signs on doors alerting visitors to restrictions on entry and movement in and around facility as well as any company guidelines for PPE usage (e.g. masks on prior to entering facility) or other protective measures in place.
- Clearly post cleaning logs in several locations around facility and maintain records so employees and visitors know when facilities and workstations have been cleaned.
- Depending on the demographics of a facility's workforce, consider printing all signage in multiple languages (e.g. Polish, Spanish).



## EMPLOYEE PRIVACY

While protecting the safety of employees and our communities is the top priority as we consider how to best reopen manufacturing in Illinois, it is equally important that employers protect the privacy of those employees who contract the virus or may become sick in the future. The Americans with Disabilities Act (ADA) provides some guidance for how best to maintain employee confidentiality, but as a baseline, employers should adhere to the following best practice guidelines.

- All companies that are considering reopening should require that any employee disclose a positive COVID-19 test. Employers should also require that employees disclose whether they or someone in their home is experiencing COVID-19 symptoms (e.g. fever over 100.4°, shortness of breath, loss of sense of smell or taste, etc.).
- Employers should disclose to other employees that a co-worker or someone who has recently visited the facility has tested positive for COVID-19.
- Employers should not disclose the identity of an employee who has tested positive for COVID-19, or specifics regarding their medical condition or history, to other employees.
- Employers should ask an employee who tests positive for assistance in contact tracing by providing a list of people – whether they be fellow employees, customers, vendors, etc. – that they have had contact with the last 14 days in the course of their work duties. They should also be asked for a list of shared spaces, workstations, etc. that they have utilized or have come into contact with to assist in appropriate disinfection.
- Although obtaining prior consent from the sick employee is preferred, in any case employers should notify those individuals that a person they were in contact with over the past 14 days has tested positive for COVID-19 and encourage them to take the appropriate steps to keep themselves, their coworkers and their families safe.







# SAFETY AND REOPENING COMMUNICATIONS BEST PRACTICES

## SAFETY CULTURE HAS BEEN FOREVER CHANGED BY COVID-19

Manufacturers in Illinois are working in real time to determine how the industry can maintain or restart operations, while at the same time instituting health and safety protocols that will protect employees and other stakeholders, as well as preparing for possible continued disruptions due to COVID-19 outbreaks or new shelter-at-home orders.

In this evolving and fluid environment, clear communications with internal and external stakeholders have never been more important. Not only is engagement necessary to successfully reopen manufacturing in the state, but the public is following the actions that companies are taking to accomplish the shared goal of economic recovery.

### INTERNAL STAKEHOLDERS

This is a time for managers, from executive managers to line managers, to lead. Employees can be the best evangelists internally and externally in situations such as the one faced today by:

- Enabling leaders with training, clear roles, messaging, and direct and indirect communications channels.
- Two-way communication and ensuring that there are formal and informal feedback mechanisms is proving to be incredibly helpful in making sure employees are informed and engaged on what is expected of them and what they expect of leadership.
- Appropriately engage organizing bodies. If you have a collective bargaining agreement with your employees, communicate proactively with your union leadership on your reopening plan and the steps you are taking to ensure employee safety. Their support will be critical in engaging employees and ensuring they feel like they have a voice in the process.



- Ensure employees on the frontlines are empowered to express concerns or make suggestions directly to leadership.
- Deploy employee surveys as they are proving to be extremely valuable in this environment to understand the pulse of employees, particularly in manufacturing environments. This enables the best practices that can be shared and integrated into organizational response on the plant floor, in corporate functions, and in the field.
- Engage front-line teams, particularly those who are customer facing, to share customer reactions to rally employees or to use the information to make operational improvements.
- Company-wide communications should utilize a variety of channels (e.g. calls, texts, emails, posted fact sheets, website updates, etc.)



and emphasize an ongoing commitment to employee safety and shared responsibility.

- This is an opportunity to drive unity around the business and its purpose as an organization. There are challenges that will persist in achieving this, particularly the fact that some employees will continue to work from home while others will either remain or re-enter facilities.
- Ensuring that all employees understand their roles and responsibilities within the broader context of what the business is trying to achieve in the near-term and longer-term is important to maintaining unity.
- Leadership visibility and engagement, whether on the manufacturing floor, in corporate offices (if applicable), or virtually will help underscore shared purpose. This means executive leadership and onsite managers as both have critical roles in delivering the message. An even higher emphasis on empowering onsite managers will also help.

## EXTERNAL STAKEHOLDERS

Customers, vendors, and supply chain partners are working through similar issues as a result of the coronavirus. It is essential to keep them informed of new protocols and increased health and safety protection.

- Demonstrate that you are listening to them by asking questions about their operations, sharing best practices, and staying abreast of their responses and protocols.
- The communities where you operate, regulators at all levels, and elected officials want to know what actions are being taken to increase health and safety during the pandemic. Being proactive and having support of external stakeholders is critical in maintaining and reopening operations.
- Communities have acute needs that they are trying to meet as a result of the pandemic. There is an expectation that the private sector will play a role in response efforts. Communicating around community giving is a careful balance between sharing good news and not appearing to be taking advantage of the situation.
- The broader public is watching companies closely as they respond to COVID-19, and this is across all industries. We now have a generation of socially driven consumers, who spend their money with companies they can believe in, and one of those factors is how they protect their employees and communities during the pandemic.



## MEDIA

- Even with strict hygiene protocols in place, facilities are not immune to being impacted by COVID-19. Be prepared for media (traditional and social) interest, especially as public reporting of cases continues to be reported on daily.
- Review media policies, including who the designated spokesperson will be.
- Have holding statements, approved by leadership and legal, prepared in advance.
- Think through the company's narrative if a business or trade reporter reaches out for comment, both related to COVID-19 response and the purpose of the business overall.
- Prepare a Q/A around COVID-19 to be prepared for media interest and always adhere to employee confidentiality when doing so.



- Have a process in place to monitor media and social channels for peer and customer activity and consider publishing content proactively, particularly if the organization has a local, regional, or national presence already established.
- Remember “no comment” lacks transparency, builds suspicion and can impact a company's earned goodwill and reputation, but a lot can be achieved on background or through written responses.
- In the case of an outbreak at your facility, be prepared to share general information about the proactive steps taken to prevent, detect, and isolate in the case of an outbreak. Be prepared to reassure employees, regulators, and your communities that you made extensive good faith proactive operational changes in response to COVID-19 and provide documentation.

Navigating business through a pandemic in a 24/7 communications environment, is new ground. Missteps are bound to happen. However, being nimble, putting people first, and being authentic and transparent is a platform for successful communications.





## 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

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### 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 proceed 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



# SPECIAL CONSIDERATIONS FOR THE MEAT & POULTRY PROCESSING INDUSTRY

Illinois meat and poultry processors are significant contributors to the farm-to-fork supply chain in the state, across the nation and around the globe. While rigorous health and safety standards exist to address the normal operational challenges of slippery floors, high noise levels, potential exposure to pathogens, and the use of heavy equipment, COVID-19 brings additional risk factors, especially in the meat and poultry industry.

During the pandemic, meat and poultry processing has been designated as essential by the U.S. Government, requiring employees to remain on production lines, increasing the potential for exposure to COVID-19. In recent weeks, COVID-19 clusters have been reported in the meat and poultry processing industry, closing operations and contributing to potential supply chain shortages. Scientists and epidemiologists continue working to understand the impact of COVID-19 on the industry, while companies implement interventions to protect worker safety.

In addition to the guidelines provided earlier in this document, the resources below provide additional information to operate as safely as possible. Given the fluidity of this public health crisis, it is strongly recommended meat and poultry processing companies check the CDC, OSHA, FDA, IDPH, USDA and resources below for updates:



[Interim Guidance from the CDC and OSHA for Meat and Poultry Processing Workers and Employers](#)



[CDC Interim Guidance for Implementing Safe Practices for Critical Infrastructure Workers Who May Have Had Exposure to a Person with Suspected or Confirmed COVID-19](#)



[IDPH Guidance for Food and Meat Processing Facilities](#)

## UNIQUE COVID-19 RISK FACTORS IN MEAT AND POULTRY PROCESSING

- Meat and poultry processing often requires close distance between employees.
- Many plants run long shifts, increasing the length of potential exposure time.
- Contact is frequent between employees, tools, and surfaces.
- The use of shuttle vehicles, ride-share vans, and carpools is common in the industry.
- Contact with communities near facilities is frequent.
- Language barriers often exist and communications often require translation to native languages.
- Cultural fears may inhibit self-testing and reporting.

## MINIMIZING COVID-19 EXPOSURE IN MEAT AND POULTRY PROCESSING PLANTS

- Facemasks should be made readily available and employees may require multiple changes during a shift due to face masks becoming wet during shifts given the operating environment.
- Assess the use and availability of face shields to reduce the impact of moisture in the environment.
- Distance employees six feet away from one another, even if it impacts efficiency.
- Use floor markings to indicate safe distances.
- Have employees work one side of a production line (i.e. not facing each other).

- Install plexiglass, metal or other partitions on the production line when workers must work in tandem facing one another.
- Closely monitor airflow within facilities.
- Increase air circulation and ventilation.
- Eliminate pedestal or hard mounted fans that can increase airborne impact.
- Prohibit the use of personal fans.



## BEST PRACTICES FOR CONSIDERATION

- Establish and maintain close relationships with the local health department. They will know about local testing options and have other public health resources for employees. Approach it as a shared responsibility.
- Do the same with local officials as part of your commitment not only to keeping the plant safe, but also the broader community.
- Issue daily reminders of COVID-19 symptoms and ask employees to self-monitor and stay home if they are experiencing symptoms.

- Institute a process for temperature screenings for workers and other personnel entering the facilities.
- Follow CDC guidelines and require anyone with a temperature of 100.4 degrees to return home until they are fever free for at least three days without the use of fever reducing medicines.
- Inform anyone who was exposed to an employee confirmed to have contracted COVID-19 while that employee was experiencing symptoms and two days prior to possible exposure.

- Maintain records and comply with the [Americans with Disabilities Act \(ADA\)](#) to protect worker privacy.
- Implement increased sanitization procedures for disinfecting workspaces and common areas.

Please note the FDA states only “it does not anticipate” the need for recalls or withdrawals. This provision should be carefully monitored for change, which is best done on the [FDA's dedicated COVID-19 food safety webpage](#).





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