



Guidance on preparing workplaces for COVID-19

This document is structured around OSHA publication 3990-03 2020, Guidance on Preparing Workplaces for COVID-19. The OSHA publication states that it is advisory and informational in nature only, and does not create or alter existing legal obligations. This guidance describes a wide range of possible options that projects might take to reduce the risk of worker exposure to SARS-CoV-2, the virus that causes COVID-19, at the workplace. Projects should use this document to help identify risk levels and to determine any appropriate control measures to implement, given applicable local law, regulations, and supply and project constraints.

1. Planning

Develop an infectious disease preparedness and response plan, including guidance from federal, state, and local health agencies, to guide protective actions against COVID-19. Review the items below and indicate whether the planning practice is in place or not applicable and in the space below each applicable item, describe how the measure is being implemented:

	Yes	No	N/A
a. Project Emergency Response Plan [Reference CP 114, Emergency Preparedness] <i>Comment:</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Project Pandemic Preparedness Plan [Reference CP 306, Pandemic Preparedness], if not in ERP <i>Comment:</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Evaluate compliance with labor camp requirements [Reference CP 210, Temporary Labor Camps] <i>Comment:</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2. Basic Infection Prevention Measures

For projects, protecting workers will depend on emphasizing basic infection prevention measures. As appropriate, all projects should implement good hygiene and infection control practices. Review the items below and indicate whether the basic infection prevention measures are in place or not applicable and in the space below each applicable item, describe how the measure is being implemented:

	Yes	No	N/A
a. Promote frequent and thorough hand washing (signs, posters, toolbox talks, etc.). <i>Comment:</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



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b. Provide workers, customers, and worksite visitors with a place to wash their hands.

Comment:

c. If soap and running water are not available, provide hand rubs containing at least 60% alcohol.

Comment:

d. Encourage workers stay home if they are sick (provide a decision tree to assist worker self-assessment).

Comment:

e. Encourage respiratory etiquette, including covering coughs and sneezes.

Comment:

f. Provide customers and visitors with tissues and trash receptacles.

Comment:

g. Establish alternate worksites/flexible work hours to better achieve social distancing.

Comment:

h. Discourage workers from sharing phones, desks, offices, tools and equipment, when possible.

Comment:

i. Routinely clean and disinfect surfaces, equipment, and elements of the work environment.

Comment:

j. Use cleaning chemicals, recommended by CDC, EPA or another international equivalent, that are effective against COVID-19.

Comment:

k. Follow the manufacturer's instructions for use of all cleaning and disinfection products (Ensure that the SDS is available for review in the country language).

Comment:

l. Ventilation, where doors and windows can be opened safely, they should remain open to encourage ventilation throughout buildings, vehicles etc.

Comment:

3. Identification and Isolation of Symptomatic People

Review the items below and indicate whether the identification and isolation strategies are in place or not applicable and in the space below each applicable item, describe how the measure is being implemented:

	Yes	No	N/A
a. Promote identification and isolation of potentially infectious individuals.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comment:

b. Encourage employees to self-monitor for symptoms of COVID-19 if they suspect possible exposure.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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Comment:

c. Symptoms surveys (checklist) implemented for personnel before arriving/entering to the job site.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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Comment:



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- d. Communicate process for employees to report when they are sick or experiencing symptoms of COVID-19.

Comment:

- e. Establish a Flu/COVID Hotline encouraging employees to contact project medical if feeling unwell prior to commuting to workplace.

Comment:

- f. Establish health screening station (separate to clinic) to maintain social distancing between potential COVID-19 patients and other persons in clinic.

Comment:

- g. Establish health screening station (prior to site entrance) to maintain social distancing between potential COVID-19 patients and site personnel.

Comment:

- h. Conduct temperature screening to identify those who may have a fever. [Note: temperature screening does not confirm the presence or absence of COVID-19]. Tympanic thermometers are not recommended for mass temperature screening.

Comment:

- i. Conduct rapid influenza diagnostic tests or rapid molecular assays. [Note: influenza testing does not confirm the presence or absence of COVID-19].

Comment:

- j. Conduct on-site COVID-19 testing, if testing is available and allowed by the local health authority and labor agreement, if applicable.

Comment:

- k. Establish process to move potentially infectious people to an isolation room (designated areas with closable doors may serve as isolation rooms until sick people can be removed from the worksite).

Comment:

- l. Segregate critical responders and essential personnel (eliminate face to face interactions with essential site-based personnel) from the normal work population.

Comment:

- m. Provide a face mask, if feasible and available, and ask the sick person to wear it, if tolerated.

Comment:

- n. Restrict the number of personnel entering isolation areas.

Comment:

- o. Protect health workers in close contact with sick persons with engineering, administrative controls, safe work practices and PPE.

Comment:

- p. Train workers who need to use protective clothing and equipment how to put it on, use/wear it, take it off and dispose (biohazardous waste) of it correctly, including in the context of their current and potential duties.

Comment:

- q. Review patient quarantine capabilities for widespread outbreak (repurpose buildings, add additional buildings, repurpose common areas such as sports complexes).

Comment:



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r. Conduct tabletop exercise “what if” to assess wide-spread infection and quarantine for temporary labor camps.

Comment:

s. Establish security arrangements to ensure effectiveness of quarantine facilities.

Comment:

t. Implement a medical screening for new workers and returning workers (R&R).

Comment:

u. Complete an assessment of employees to confirm if they have sick or vulnerable dependents as part of worker assessment.

Comment:

4. Workplace Flexibilities and Protections

The primary purpose of establishing workplace flexibilities and protection is to encourage sick employees to stay home. Policies which do not penalize workers for absenteeism and allow for some economic support, where appropriate, help workers to make the safe decision to remain out of the workplace when sick. Review the items below and indicate whether the workplace flexibilities and protections are in place or not applicable and in the space below each applicable item, describe how the measure is being implemented:

	Yes	No	N/A
a. Encourage sick employees to stay home.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comment:

b. Communicate to subcontractors, JV partners, labor providers, suppliers, vendors and clients the importance of sick employees staying home and encourage them to develop non-punitive leave policies.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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Comment:

c. Do not require a healthcare provider’s note for employees who are sick with acute respiratory illness to validate their illness or to return to work. [Note: a healthcare provider’s note should be required, prior to returning to work, for confirmed COVID-19 cases]	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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Comment:

d. Maintain flexible policies that permit employees to stay home to care for a sick family member.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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Comment:

a. Maintain flexible policies that permit employees to stay home to care for children due to school closure.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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Comment:

e. Work with insurance companies (e.g., those providing employee health benefits) and state and local health agencies to provide information to workers about medical care.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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Comment:

f. Contact the labor relations manager to understand available options for periods of absence (e.g., furloughs, leave of absence, holding, paid time off, sick leave savings, unpaid leave, etc.).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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Comment:



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5. Implement Workplace Controls

Projects use a framework called the “hierarchy of controls” to select ways of controlling workplace hazards. In other words, the best way to control a hazard is to systematically remove it from the workplace, rather than relying on workers to reduce their exposure. During a COVID-19 outbreak, when it may not be possible to eliminate the hazard, the most effective protection measures are (listed from most effective to least effective): engineering controls, administrative controls, safe work practices (a type of administrative control), and PPE. There are advantages and disadvantages to each type of control measure when considering the ease of implementation, effectiveness, and cost. In most cases, a combination of control measures will be necessary to protect workers from exposure to SARS-CoV-2. The following represent workplace controls that should be considered.

5.1 Hygiene Practices

Review the items below and indicate whether the hygiene practices are in place or not applicable and in the space below each applicable item, describe how the measure is being implemented:

	Yes	No	N/A
a. Hand washing stations (with soap and water) shall be provided at all restroom locations. Comment:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. A minimum of (1) handwash station should be added per (4) portable toilets. Comment:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Hand washing (with soap and water) must be provided in all food service preparation areas. Comment:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Hand sanitizer of 60% ethanol and 70% isopropanol inactivates viruses, hand sanitizer should augment hand hygiene achieved through hand washing stations. Comment:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. Hand sanitizer or sanitizer wipes should be placed at turnstiles and access/egress points to buildings. Comment:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f. Stockpile soap, tissue, hand sanitizer, cleaning supplies and personal protective equipment. Comment:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
g. Prop open doors where security and/or air temperature control issues are not required, open windows for fresh air circulation where possible. Comment:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
h. Stop handshaking or physical contact greetings – use other noncontact methods of greeting. Comment:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
i. Implement 100% glove use policy for all construction areas, provide hand hygiene stations where workers transition from the construction environment to PPE-Free areas. Comment:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
j. Provide tissues, no-touch trash cans, hand soap, alcohol-based sanitizers, disinfectants, and disposable towels for workers to clean their work surfaces. Comment:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



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	Yes	No	N/A
k. Schedule hand washing breaks (e-mail reminder or supervisor led). Comment:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
l. Cleaning kits available in shared vehicles (e.g., work trucks and buggies). Comment:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
m. Increase bus cleaning program so that seating and high touch surfaces are cleaned before and after each shift (Require bus driver to wear disposable gloves and face mask). Comment:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
n. Increase food facility (lunch tent, dining hall) cleaning program so that seating and high touch surfaces are cleaned. – Consider adding cleaning staff to conduct on-the-spot cleaning immediately after use. – Consider adding a flag or marker to indicate that a table is clean and ready for occupancy. Comment:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
o. Where wood or other porous table surfaces are used, install clear plexiglass/Perspex tabletop for ease of cleaning and disinfecting. – Communication and awareness information can be installed under the clear cover. Comment:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
p. Provide cleaning supplies so personnel can maintain their workstations and personal areas. Comment:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
q. Protocol in place for Toolrooms to clean tools and equipment after each use. Comment:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
r. Protocol in place to clean tools and equipment stored in gang boxes. Comment:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
s. Assign supervisors to monitor cleanliness and serviceability of hand washing stations and hand sanitizer stations. Comment:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
t. Assign PBS/CBL team members to coach on proper hand hygiene, cleaning regime, social distancing and monitor availability of hand washing/sanitizer stations. Comment:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
u. Audit cleaning process to ensure all high touch point areas are being cleaned appropriately. Comment:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
v. Regularly clean and disinfect surfaces and objects that are frequently touched (e.g., doorknobs, light switches, sink handles, countertops, toilets, turnstiles, toilet handles, tables, chairs, seats, telephones). Comment:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
w. Establish a log or register to record cleaning routines (bathrooms, lunchrooms, break rooms, kitchens, dining facilities, portable toilets). Comment:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



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	Yes	No	N/A
x. Develop a JHA to clean and disinfect areas associated with a suspect/confirmed COVID-19 case. <ul style="list-style-type: none"> Address worker training, barricading, chemical management, PPE and waste disposal. 	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comment:			
y. Implementation of protection screens for those individuals that provide services to workers (Canteen, Warehouse, Camp services, Toolrooms).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comment:			
z. Provide a hygiene kit to all workers (e.g., towels, hand sanitizer, gloves, digital thermometers).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comment:			
aa. Limit food sharing (remove communal condiments, shared food containers etc.).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comment:			
bb. Increase frequency of health screening for cafeteria staff and their close contacts.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comment:			
cc. Ensure cafeteria staff and their close contacts practice strict hygiene.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comment:			
dd. Ensure cleaning subcontractors are provided with updated cleaning direction to meet COVID-19 cleaning protocol.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comment:			

5.2 Social Distancing (Worker Density Control)

Social distancing involves administrative practices to increase the physical distance among employees and between employees and others. Review the items below and indicate whether the social distancing strategies are in place or not applicable and in the space below each applicable item, describe how the measure is being implemented:

	Yes	No	N/A
a. Postpone or cancel non-essential work-related travel.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comment:			
b. Allow for alternate work locations (e.g., telecommuting, where possible; repurpose spaces such as conferences rooms to expand separation in offices).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comment:			
c. Establish alternating days that reduce the total number of employees at the project (e.g., A/B scheduling with 50% at site and 50% away) each week.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comment:			
d. Flexible work hours (e.g., staggered shifts to reduce density and crowding at turnstiles and buses).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comment:			
e. Reducing occupancy in food facilities (e.g., staggered eating times to allow for maximum space between people) <ul style="list-style-type: none"> Reduce available seating (remove chairs, apply temporary barricading to every other chair) Mark 6' separation distance where people queue (food service lines, lockers, badge readers, etc.) 	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



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	Yes	No	N/A
Comment:			
f. Reduce occupancy on buses (e.g., add additional runs, limit occupancy) – Achieve ¼ capacity where possible, where not possible, achieve ½ capacity and increase ventilation inside bus.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comment:			
g. Require bus driver to exit bus during loading and unloading to reduce exposure to passengers.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comment:			
h. Modify, postpone, or cancel large work events – Leverage virtualized safety meetings, toolbox talks leveraging radios or other comms channels.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comment:			
i. Reducing occupancy at instructor-led training events – Remove seating to create space or – Tag every other seat out of service using caution tape or similar	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comment:			
j. Segregate work areas to reduce worker population density; consider installation of partitions in open concept offices.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comment:			
k. Develop a JHA for activities which require workers to be in closer proximity than 6’including additional PPE (e.g., visors, face shields, masks, etc.).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comment:			
l. Send home employees who appear to be sick or become sick during the day.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comment:			
m. Discouraging visitors, vendors, suppliers from visiting project sites unless business essential.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comment:			
n. Conduct visitor declaration process (travel, ill health, and contact with suspected/confirmed COVID case) prior to visitors coming on site.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comment:			
o. Closure of larger common areas - gyms, clubs, social and larger meeting areas.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comment:			
p. Eliminate craft workers entering construction trailers.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comment:			
q. Complete an assessment of employees travel to and from work to assess ability to meet social distancing requirements.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comment:			
r. Encourage high risk personnel to work remotely where feasible, review client requirements and aligned with Bechtel requirements for compliance.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comment:			



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6. Classification of Worker Risk

Worker risk of occupational exposure to the virus that causes COVID-19, may vary from very high to high, medium, or lower (caution) risk. The level of risk depends in part on the work scope, need for contact within 6 feet of people known to be, or suspected of being a positive COVID-19 case. Most workers will fall in the lower (caution) and medium exposure risk levels.

Risk Category	Category Description	Protection of Workers
Very High Exposure Risk	Healthcare workers (e.g., doctors, nurses, dentists, paramedics, emergency medical technicians) performing aerosol-generating procedures collecting or handling specimens from known or suspected COVID-19.	High and Very High Exposure Risk workers are limited to the Project's medical and emergency response team members. Medical and emergency response team members operate to JHA, Standing Orders and written operating procedures. They have training in infection prevention measures, HAZCOM, bloodborne pathogens, etc.
High Exposure Risk	Healthcare workers (e.g., doctors, nurses, and other medical staff who must enter patients' rooms) exposed to known or suspected COVID-19 patients. Medical transport workers (e.g., ambulance operators) moving known or suspected COVID-19 patients in enclosed vehicles.	
Medium Exposure Risk	Medium exposure risk jobs include those that require frequent and/or close contact with (i.e., within 6 feet of) people who may be infected with SARS-CoV-2, but who are not known or suspected COVID-19 patients. In areas without ongoing community transmission, workers in this risk group may have frequent contact with travelers who may return from international locations with widespread COVID-19 transmission. In areas where there is ongoing community transmission, workers in this category may have contact with the general public (e.g., schools, high-population-density work environments, some high-volume retail settings).	Practice basic infection prevention measures. Install physical barriers where feasible. Offer face masks to ill employees until they are able leave the workplace. In the event of a shortage of masks, a reusable face shield that can be decontaminated may be an acceptable method of protecting against droplet transmission. Keep workers informed about symptoms of COVID-19 and ask sick workers to leave the workplace. Implement social distancing. Provide medical screening or other worker health resources. Workers may need to wear some combination of gloves, a face mask, and/or a face shield or goggles. In rare situations a respirator may be required.
Low Exposure Risk	Lower exposure risk (caution) jobs are those that do not require contact with people known to be, or suspected of being, infected with SARS-CoV-2 nor frequent close contact with (i.e., within 6 feet of) the general public. Workers in this category have minimal occupational contact with the public and other coworkers.	Practice basic infection prevention measures. Monitor public health communications and recommendations, ensure that workers have access to COVID-19 information. Communicate COVID-19 information. Additional engineering controls are not recommended in the lower exposure group. Additional PPE is not recommended for workers in the lower exposure risk group.

Table 1: Classifying Worker Exposure to SARS-CoV-2

7. Communication

Review the items below and indicate whether the communication strategies are in place or not applicable and in the space below each applicable item, describe how the measure is being implemented:



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	Yes	No	N/A
a. Continuously emphasize basic infection prevention measures and hygiene and infection control practices. (Toolbox Talks, pre-start/team meetings, posters in common areas such as offices, kitchens lunchrooms, busses, bulletins, etc.).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comment:			
b. Use health messages and materials developed by credible public health sources, such as your local public health department or the Centers for Disease Control and Prevention (CDC).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comment:			
c. Regularly share steps Bechtel/project taken to ensure safety on the project (add talking points to pre-start/team meetings, FAQs for supervisors, messages from the site/project manager, virtual all hands where possible, site/project manager video address aired on digital bulletin boards/TVs, regular site manager walk downs to reassure employees, etc.). Share information on the services provided by Bechtel/project that address key concerns (e.g. teleworking options, medical services on site, etc.).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comment:			
d. Share information on the services provided by Bechtel/project that address key concerns (e.g. teleworking options, medical services on site, etc.).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comment:			
e. Conduct project health survey and provide regular feedback to employees regarding actions taken to address concerns (talking points for pre-start, small-group meetings, FAQs for supervisors, virtual all hands where possible, site/project manager video address aired on digital bulletin boards/TVs, site manager walk downs, posters, etc.).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comment:			
f. Maintain up-to-date contact information for everyone in the chain of communication.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comment:			
g. Identify platforms, such as a health hotline, automated text messaging, and a website to help disseminate information to those inside and outside your workplace (Contact the GBU Communications lead or Corporate Affairs for support).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comment:			
h. Publicize and document cleaning schedules (bus, food facilities, bathrooms, accommodation, etc.).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comment:			
i. COVID-19 awareness and prevention training to all food-handlers and training provided to drivers, Bechtel drivers and all subcontractors' drivers.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comment:			
j. Develop targeted messaging for Supervision and Field-Non-Manuals so they understand their role in communicating and monitoring of controls (guidelines, FAQs, myBechtel COVID-19 page).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comment:			
k. Include Insured Claims to reporting list on Outbound Wellness Checks and any other communication reporting a positive COVID19 test.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comment:			
l. Develop a communication matrix (see example below).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



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	Yes	No	N/A
Comment:			
m. Encourage worker participation in development of workplace controls through CBL/PBS team, crowd sourcing, suggestions etc.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comment:			
n. Maintain communication transparency for confirmed cases identified in the workplace or camps and communicate the preventive actions implemented to avoid virus spread.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comment:			
o. Maintain communication with local authorities and communities to understand needs and concerns on who the project/office could impact the normal operation.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comment:			
p. Ensure counselling, pastoral and employee assistance programs are made available and communicated to project personnel and their families, as appropriate.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comment:			