



Restarting Transportation & Warehousing Business Operations

The stay-at-home orders issued by various jurisdictions around the country will start to be lifted and organizations will begin phasing workers back into their facilities and resuming operations. What should your organization be considering and/or preparing for in order to get back to business as quickly as possible?

The answers to this question can and will be different for each organization, whether your operations are considered essential or nonessential, if employees were furloughed, if facilities were idle during the shelter-in-place period, etc. As you reopen your business or return your operations to “normal” operating levels, protecting employees, visitors and vendors will be essential.

ANY REENTRY OF WORKER STRATEGY SHOULD CONSIDER THE FOLLOWING:

- The federal, state and local guidelines to lift the mandatory stay-at-home orders will guide the reopening of many organizations. Coordination of these and any updated strategies will be crucial in the resumption of business operations.
- Establishing a local pandemic response team.
- Increasing cleaning and disinfecting of shared and “high-touch” areas within your facility. Please see Lockton’s dedicated document [here](#).
- Promoting and maintaining consistent [social distancing](#).
- Potential limits on the number of people allowed in any one area/building.
- Considering staggering start times and workdays of employees.
- Protecting your employees with proper personal protective equipment (PPE).
- Addressing concerns from employees who may be reluctant to return to work.
- Providing training to employees with respect to best practices and safe workplaces related to COVID-19 exposure.
- Ensuring that idle equipment is ready for operations.
- Supporting employees that will continue to work remotely.
- Creating a response and communication plan if employees become ill after returning to work.
- Updating and revising your business continuity program with lessons learned.
- Providing appropriate signage.

Organizations should keep in mind the CDC and OSHA have developed detailed [workplace guidelines](#) in this area.

The following are some areas of further consideration, which may be utilized in conjunction with the CDC and OSHA guidelines.

Initial programs

As organizations begin to create policies to restart their business operations and the return of their workforce, we recommend the following aspects be considered for early implementation:

- Appoint corporate and local multidisciplinary leadership teams to oversee the entire process and make critical decisions.
- Control access to facility:
 - Review existing facility access procedures and consider more stringent controls to further limit access points.
 - Limit employees to areas of the facility on a “need-to-go basis” only.
 - Plan the message you want to convey to your employees and method of communication. Focus on why you are doing what you are doing.
 - Have directional signage and rules for visitors and vendors per your program and any state or federal emergency reopening laws.
- Create working committees or subcommittees to:
 - Notify utilities and pertinent government entities if previously idle.
 - Ensure all regulatory authorities, such as those dealing with environmental permitting, are notified, if applicable.
 - Audit equipment to ensure permits are current, such as pressure vessels.
 - Inspect and restart HVAC systems and make sure potable water supplies are safe.
 - Consult with any state or federal emergency reopening orders to determine if increased ventilation requirements will be necessary.
 - Inspect and test any long-idle equipment to assure it’s in working order.
 - Design restart procedures, including computer systems, in accordance with manufacturer’s specifications.
 - Assess raw materials and inventory on hand, restart supply chain and alert critical vendors. Keep an eye out for any raw material spoilage or shelf-life considerations.
 - Identify necessary and “missed” preventative maintenance, equipment testing and lubrication cycles.
 - Test and prepare emergency generators and similar back-up systems, including fuel tanks.
 - Reassess and implement security needs (refer to Section 3 below).
 - Establish and spearhead communication protocols to employees, vendors and the media.
 - Deal with post COVID-19 EAP related issues.
 - Appoint a team who will be the first to enter the facility and perform initial property and process inspections. Make sure the site team performing the initial site assessment is properly trained, issued appropriate PPE and has an established a plan before entering.

Business supply list

Organizations should evaluate having protective and preventive supplies available for their employees, drivers and visitors. The supplies and their location may vary by the unique situation for your facility and operational needs. These supplies may include:

- Hand sanitizer (CDC recommends at least 60% alcohol based).
- Sanitizing wipes (CDC recommends at least 70% alcohol based).
- Disinfectants and disposable towels for workers to clean their work surfaces and equipment.
- Proper face masks; the CDC and OSHA recommend PPEs be selected based upon the hazards of each individual worker.
- Disposable (latex and non-latex) gloves.
- Discuss [alternative hygiene solutions](#) for truck drivers.
- Body temperature [devices](#).
- Display posters promoting hand-washing — ask your local public health authority for these or [here](#).

Employees/drivers

- If employees or drivers were furloughed or their normal work patterns altered, be aware of changed sleep patterns when returning shift workers.
 - Communicate with the employees/drivers regarding [sleep patterns and fatigue](#).
 - Manage the employee/driver's eagerness to return to work through planning and communication.
- For those employees that are reluctant to return to your workplace, what can be done to reassure them that it is safe?
 - Sanitation measures.
 - PPE effectiveness.
 - Do you have an EAP program that can provide guidance and services for employees?
- Specific guidelines may also need to be established for employees with preexisting or high-risk medical factors (awareness only).
- Establish procedures for truck drivers.
 - Consider face covering being worn when outside of the vehicle.
 - Reinforce the importance of regular hand washing, personal hygiene.
- Business travel policies should be updated to promote and identify essential situations. Updated guidelines during business-related travel should also be reviewed and modified, if needed. See the World Health Organization's [guidelines](#) on workplace and business related travel.

Vendors/visitors/outside truck drivers

- Organizations can consider limiting their visitors to “critical business” only.
- Post a contact phone number for visitors to call to determine the nature of the visit.
- Establish a noncontact process for incidental deliveries.
- Warehouse inbound deliveries and outbound pick-ups should restrict drivers from interacting with employees to the extent possible.
 - Consider requiring drivers entering the facility to wear face covering.
 - Company employees should wear gloves when handling BOL’s and delivery paperwork.
 - Consider “quarantining” delivery paperwork received for 72 hours.
 - Do not share writing utensils (pens/pencils).
- Similar to your employees, a policy can be created which requires visitors to be screened via body temperature devices.
- Screening questionnaires related to COVID-19 symptom and exposures can also be evaluated for use.
- Make sure drivers/visitors have access to locations where they can wash their hands with soap and water.

Team drivers

- Consider limiting team driving to known, willing pairs during the initial operations resumption phase.
- Provide additional disinfectant products to sanitize commonly used items more frequently.
- Develop a contingency plan should a driver become ill or suspect an exposure
 - Nurse line.
 - Dispatcher.
 - Where to go/what to do with the truck and load.

Vehicles used by multiple drivers

- Require all vehicles or equipment that is used by multiple drivers or employees to be sanitized after each use.
 - Consider placing a sanitizing checklist in the vehicle or on the equipment.
 - Establish a “clean” parking or staging area for sanitized equipment.

Equipment/vehicles

All material handling equipment and vehicles should be thoroughly sanitized and inspected prior to use.

- Sanitizing:
 - Follow product label instructions for proper use.
 - Use appropriate PPE as necessary or required.
 - Thoroughly clean all areas likely to be contacted:
 - Key.
 - Steering wheel.
 - Handles/knobs.
 - Controls.
 - Hood latch.
 - Oil dipstick.
 - Seat.
 - Mirrors.
- Inspection:
 - Fluid levels.
 - Tire pressure.
 - Applicable inspections/registration.
 - Lights.
 - Safety equipment.
- Conduct safety refresher training for returning vehicle drivers and employee to reestablish expectations.
- Require all vehicles or equipment to be sanitized after each use.
 - Consider placing a sanitizing checklist in the vehicle or on the equipment.
 - Establish a “clean” parking or staging area for sanitized equipment.

Facilities

- Increase cleaning and disinfecting per CDC guidelines.
 - Train your employees in the proper procedures associated with the task.
 - Consider outsourcing this task to minimize exposure to your employees.
 - Assess the need for sanitizing plastic crates, totes or other containers that are used to move items throughout the facility.
- Consideration should be given to configure office space and staggered employee reentry, which will allow for adequate spacing between work areas. This may also include physical barriers and shields between workers, as well as with any customers or visitors.
- For elevators and stairs, signage should remind individuals to follow needed social distancing criteria.
- Identified areas on flooring in a facility can also be utilized to remind individuals of the needed physical separation with others.
- Minimize group meetings or large gatherings.

Communication

If your business was impacted by the pandemic (e.g., confirmed transmission in your facility), proactive communication will be crucial to ensure your customers and local community know that you are “open for business.” Provide clear and concise information describing any process or procedures your company has implemented to protect your employees, customers and community moving forward. It is expected that both customers and employees returning to their “normal” activities may experience a psychological hesitation of feeling safe. Communications of the proactive actions taken to reopen facilities and keeping individuals free from known exposures will be invaluable in successfully moving forward.

Business continuity

Once you return to your site, it is recommended that your business continuity program (BCP) be reviewed and updated accordingly based on the outcomes and lessons learned through this pandemic so your organization is prepared for the future. All facets of your business should be examined (e.g., IT infrastructure, software and video conference platforms, remote working policy) and reviewed.

See Lockton’s article on [business continuity](#).

Business insurance considerations

As workers, customers and visitors re-enter facilities, sound risk management techniques should be utilized for the proactive safety of individuals and the protection of the organization. Entities should follow proper investigation and documentation techniques for injuries and damages which may occur. All potential losses should be reported by organizations to their applicable insurance policies in a timely manner.

More information on COVID-19 related losses can be found at:

- [Coronavirus Insurance Coverage and Claim Guidance](#)
- [Property Business Interruption and Civil Authority COVID-19 Claim and Coverage Guidance](#)
- [COVID-19 and Employment Practices Related Claims](#)
- [Employer Liability Coverage and Strategy Guide](#)
- [Managing workers’ compensation for remote workers](#)

Restarting operations checklist

In order to further prepare for the resumption of operations and the re-entry of your workforce, the following is a checklist to consider for an organization's unique needs.

Property

EXTERIOR

- Gates, fences, gate houses, etc.
- Parking lots, roadways, sidewalks, traffic/pedestrian signage and striping.
- Lighting- roadways, lots, sidewalks, security, etc.
- Landscaping, irrigation and drainage.
- Stored vehicles and parked equipment.
- Building envelope:
- Roof ballast, cover, scuppers and skylights.
- Rooftop equipment, vents, stacks, antennas, etc.
- Downspouts and drains.
- Windows, loading docks, doors and other entrances and openings.
- Signage and siding.
- Sumps operating properly.

INTERIOR

- Plumbing, process water and other potential sources of water leaks.
- Confirm fire sprinkler system is sound with no evidence of leaks.
- Primary electrical service.
- HVAC.
- Sumps.
- Life safety features such as means of egress, signage, alarms and emergency lighting.
- Server rooms and data centers.
- Shop and other areas where hazardous chemicals are stored.
- Kitchens, employee break rooms, facilities – ensure fire and ventilation systems are in working order.

Restarting operations checklist (continued)

SECURITY

- If provided at the facility during the shutdown, review daily reports or electronic records to identify any critical items such as safety issues, property damage, etc., that must be dealt with prior to restart.
- If provided by internal staff, reestablish protocols.
- Confirm access control systems are operating properly.
- Ensure alarms are operational and verify if new passwords/codes need to be established.
- Confirm any target items, like cash and precious metals, left on-site are secure.
- Confirm camera and monitoring systems are working.

FIRE PROTECTION

- Confirm operation of smoke detectors and other fire detection hardware and resume routine system inspection, maintenance and testing procedures.
- Confirm placement and operational readiness of fire extinguishers.
- Sprinkler systems:
 - Confirm water supply integrity.
 - Inspect all valves to ensure all are open, locked and operating properly.
 - Confirm water flow and valve tamper alarms are working.
 - Inspect and test fire pump and related equipment.
 - Resume routine system inspection, maintenance and testing procedures.

FLEET/EQUIPMENT OPERATIONS

- Ensure vehicle yard is secure.
- All stored vehicles and equipment are in good condition.
- Fueling area:
 - Safety and no smoking signage in place.
 - Fire extinguisher provided.
 - In good physical condition.
- Vehicle/equipment preventative maintenance or DOT inspections overdue.

Restarting operations checklist (continued)

LOCATIONS UNDER CONSTRUCTION

- Determine and abide by any current government mandates and/or applicable infectious disease protection protocols for your jurisdiction (e.g., required PPE, questions, training, etc.).
- Consider and manage any supply chain difficulties, which could lead to further project delays.
- Ensure there is an adequate supply of employee PPE such as gloves, dust masks, filtering facepieces (N95 respirators), face shields, etc.
- Assemble a small team to walk the site and document all conditions via video or photo. Consider having subcontractor representatives accompany the group to offer input and evaluate their scope of work.
- Follow safety protocols for restarting utilities (e.g., arc flash protection for switchgear, natural gas supplies, etc.).
- Ensure portable restrooms and break areas are cleaned, disinfected and properly spaced before reopening the site.
- Assess and perform any necessary machine inspections and/or recertifications (cranes, hoists, conveyors, HVAC, mechanical, etc.) per applicable regulations and manufacturer recommendations.
- Contact general contractor or owner to discuss possible alterations to scope, schedule or protocols that differ from when the project initially shutdown.
- Determine if previously utilized medical services, such as clinics, remain available.
- Determine if local emergency services remain available.
- Inspect and ensure site and public traffic control protocols and devices remain effective.
- Ensure general public protective systems remain effective, including but not limited to fencing, barricades, lighting, signage and sidewalks/walkways.
- Solicit feedback from and encourage communication between all site employees to ensure any post shutdown changes are clearly identified and understood.

CLAIMS CONSIDERATIONS

- Review physical plant, stock, fleet and equipment for damage.
- Review global supply chain restrictions and restocking restrictions.
- Consider any increased cyber vulnerability with increased work from home or movement back to online operations.
- Any increased FDA or other federal scrutiny accompanying supply chain revision, rerouting, etc.

Restarting operations checklist (continued)

People

EMPLOYEE SAFETY CONSIDERATIONS

- Is refresher training warranted for critical OSHA and safety sensitive processes necessary, such as confined space entry or fall protection?
- Mandated annual safety training which is now overdue.
- Missed routine safety training.
- Expired medical clearances.
- Overdue safety inspections.

CLAIMS CONSIDERATIONS

- Consider challenges with returning furloughed or new employees to work:
 - Review and restart random drug testing and other screening protocols.
 - Review and restart fit for duty and physical capabilities testing exams.
- Restart transitional modified duty programs for employees previously off work or working modified duty due to workers' compensation pre-closure claims.
- Rebuild job banks.
- Reestablish wellness programs.
- Work with workers' compensation carriers and employment attorneys to assure statutory compliance.
- Confirm procedures in place to thoroughly investigate all reported accidents, including first aid cases and near misses.
- Coordination of continued leave for COVID-19 sick leave or workers' compensation with FMLA and ADA guidelines.
- Establish a plan to deal with a potential increase in claim filing due to layoffs.