COVID-19: Guidance for Utility Field Work During a Pandemic

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Introduction

The Canadian Gas Association's (CGA) Health and Safety Committee prepared the following document as a guide to assist its membership in conducting natural gas utility field work during a pandemic. The document includes general considerations and guidance for ongoing essential work and non-essential work for companies to build upon. The information is current as of the date of writing, but to keep the information current, it may be necessary to update its contents periodically.

Federal, provincial, and/or municipal governments may determine work that can continue during a pandemic and may impose requirements and guidelines for workplaces and workers to follow. This document is not meant to replace or override any of these requirements, and companies should be familiar with the requirements of the jurisdictions they operate in to ensure adherence.

General Considerations

Fundamental principles that must always be adhered to during a pandemic, regardless of the situation include:

- **Keep physical distance**: limit exposure to others much as possible, maintain 6', 2m, 2 arms' length at a minimum.
- **Clean hands**: wash with soap for 20 seconds or use hand sanitizer with at least 60% alcohol.
- **Do not touch face**: always remember to avoid touching one's face (wearing face masks can help discourage face-touching).
- **Cover**: cough and sneeze into your elbow or a tissue (that is then disposed of) or consider covering your mouth and nose with cloth covering.
- **Clean and disinfect**: ensure frequently touched surfaces are kept clean.
- **Stay Home**: if you are sick or experiencing symptoms, do not come to work.

Essential vs. Non-Essential Natural Gas Work

Operational activities to varying degrees require individuals to come in contact with each other, either directly (e.g. being in the same physical location at the same time) or indirectly (e.g. shared use of tools). During a pandemic, direct and indirect contact between individuals will always present some degree of risk in terms of the ongoing spread of pathogens. Therefore, decisions should be made at both the managerial and individual levels to first, if feasible, eliminate the risk altogether, or if not feasible, reduce this risk to within an acceptable tolerance.

To this end, at the height of a pandemic, all non-essential work should cease until the risk of contagion reduces and/or a given non-essential work activity becomes deemed essential.

Non-Essential Natural Gas Work

Non-essential natural gas work is work that is not critical to safely operating the natural gas system and maintaining service to customers. Examples include, but are not limited to:

- Refresher Training
- Routine Meter Exchanges
- Auditing and Routine Inspections (non-critical)
- Operator Qualification Evaluations
- Construction & Maintenance Activities that have not been subjected to a risk review
- Mapping/GIS Activities

This work is not a priority during a pandemic, though must continue at some point. Organizations must determine when it is safe to phase-in non-essential natural gas work, and how to safely do so. This section will consider triggers for determining when it is safe to phase-in non-essential natural gas work and how-to phase-in non-essential natural gas work.

Considerations for phase-in of non-essential work

Government Recommendations → Societal Infection Markers → Impact on communities, workers, stakeholders → Testing Availability → Internal Guidelines and Protocols → ✓

Potential triggers companies can look at to determine if it is safe to phase-in non-essential natural gas work may include:
- Recommendations from federal, provincial, and/or municipal governments as to which work can continue, travel restrictions and other public health measures in effect;
- Societal infection markers, such as percentage of tests that are positive, percentage of cases recovered vs. active and hospitalization and intensive care unit (ICU) rates;
- Impact of infection rates, including active cases and deaths, on local communities served, workers and their immediate family members, and contractors. Are external stakeholders ready for this non-essential work to resume? E.g. Will customers be accepting of utility workers entering their homes and businesses to conduct appliance re-lights at this time.
- Locations of outbreaks or a high number of active cases and deaths;
- Availability of rapid testing, treatments, and vaccines;
- Use of screening measures to screen workers and others for potential disease; and
- Guidelines and protocols in place to protect workers (e.g. increased cleaning, physical distancing measures, adequate and appropriate PPE available).

There may be regional differences in these indicators to be considered. A company may choose to phase-in non-essential activities across its operations or may consider regional allowances depending on specific situations.

Some tasks may be deemed lower risk than others and phased-in sooner. An appropriate risk analysis will be important when considering moving forward.

Companies should be prepared to adapt should conditions change, including taking a step back if necessary and re-imposing restrictions on work.

Essential Natural Gas Work

Essential natural gas work is work that must continue during a pandemic due to the critical nature of the work to maintaining a safe and operable natural gas system. Additional controls must be put in place to protect workers, customers, and members of the public while this work continues. Examples include:

- Emergency Response
- Critical Maintenance and Repair Activities
- Regulating, Metering, and Odourizing Station Operating Inspections
- Pipeline Installations

Overarching Field Work Principles

For work that does take place, whether it be work deemed essential or whether a shift in the trajectory of the pandemic has occurred and non-essential work has become permissible, organizations should employ all reasonable measures to reduce the likelihood of transmission of pathogens. Consider the measures grouped into the following categories.

1. *Educating*: communicate with staff regularly regarding the need for adhering to all safety precautions. Consider how to communicate to the public and/or customers as appropriate.

   Communicating with staff:
   - Addressing complacency
   - Establish effective internal communications to keep staff informed
   - Increase communication with staff with reminders of "do this", "don't do this"
   - Consider additional training to ensure compliance with safety measures

   Communicating with public/customers:
   - Explain that any work being done is critical to the safe operation of the natural gas system and all safety precautions are being taken
   - Consider employing signage while work is taking place
   - Develop talking points for field workers who interact with the public

2. *Cleaning*: institute consistent/regular cleaning of tools, materials, surfaces (e.g. handles), and hands.

   Specific measures to consider include:
   - Ensure tools are cleaned before and after use
   - Employ safe handling of materials
   - Ensure cleaning supplies are readily available at worksites

- o Ensure cleaning of vehicle touch points (handles, knobs, arm rests, etc)
- o Regular/effective disposal of potentially contaminated items from worksites and vehicles

3. *Distancing*: employ measures that maximize the distance between a person and the potential existence of a pathogen (in another person or on a surface).

Crew planning:
- o Separation of crews
- o Reducing crew numbers
- o Limiting teams/zones/separate buildings
- o Include physical distancing as part of the job hazard assessment
- o Designate a person responsible to ensure compliance
- o Staggered start to shifts or shift rotations
- o Implement comprehensive contact tracing is built into crew planning

Transportation considerations:
- o One person per vehicle, when not possible to separate require face masks for all vehicle occupants
- o Employ safety/cleaning checklists for hotel stays
- o Muster from home

Work activities:
- o Reduction of multi-person tasks
- o Avoid sharing tools and vehicles
- o Signage at worksites (e.g. floor stickers)
- o Limit social gathering options (e.g. close cafeterias, conference rooms or limit access)

Processes and procedures:
- o Include COVID-19 addendum to worksite hazard assessment checklist
- o Remote tailgate and safety meetings

4. *PPE*: when not possible to maintain sufficient distance, employ the use of appropriate PPE such as masks, gloves, or other mechanical appurtenances. Provide training/guidance to workers on PPE use to maximize effectiveness.

Work activities:
- o Sufficient protection for necessary multi-person tasks (e.g. masks or plastic shields)

5. *Monitoring*: consider employing methods of monitoring staff for health and monitoring for compliance to measures.

Monitor staff's health:
- o Perform regular health monitoring
- o Contact tracing
- o Prescreening questionnaire, apps, etc

Perform monitoring in the field:
- o Field checks
- o Designate someone (e.g. foreman) responsible for making sure physical distancing is happening whenever feasible.

Response considerations

Organizations should have comprehensive processes in place should an employee or employees be exposed or be suspected as having been exposed to a pathogen.

Response plans should cover the following scenarios:
- An employee or employees are exposed or potentially exposed to a pathogen
- One or multiple employees test positive
- Broader subsequent wave of infections
- Pockets of confirmed spread in a specific area/location

Response plans should leverage contact tracing to aid in a fully comprehensive response.

Appendix

We include three examples of COVID-19 protocols to support the development of similar protocols within organizations. It is instructive to observe how some of the principles noted in the main body of this document are enacted in specific situations.

Examples of protocols cover:

1. PE fusion trainers in a field setting
2. Inspectors/auditors responsible for field audits/inspections
3. Measurement services technicians responsible primarily for regulator station tasks (e.g. RMO stations – regulating, measuring, odourizing)

I.   PE Fusion Training Protocols

After COVID-19 pandemic incidence curves have flattened or subsided to an acceptable level, face-to-face practical training may occur in small groups, providing presentations, theory delivery and examinations are delivered via remote internet-based technology, i.e. Zoom – Moodle. PE Fusion training is now divided into five sections, with the first two being administered without face-to-face interaction.

1. Presentation of PE Fusion Theory
2. Written Examination
3. Practical Performance of Fusions
4. Destructive Testing and Quality Assurance
5. Wrap Up

Fundamental principles that must always be adhered to regardless of the training situation:

- **Keep physical distance**: limit exposure to others as much as possible, maintain 6', 2m, 2 arms' length at a minimum.

- **Clean hands**: wash with soap for 20 seconds, or use hand sanitizer with at least 60% alcohol.

- **Do not touch your face**: always remember to avoid touching one's face (wearing face masks can help discourage face-touching).

- **Cover**: cough and sneeze into your elbow or a tissue (then disposed of) or consider covering your mouth and nose with cloth covering or disposable mask.

- **Clean and disinfect**: ensure frequently touched surfaces are kept clean.

- **Instruct workers/participants to stay home if they feel sick**: workers and participants experiencing any influenza-like symptoms should stay at home.

1. **Presentation of PE Fusion Theory**:
   o Presentations and written examinations should be delivered prior to practical performance examinations; however, the practical performance of fusions should not be scheduled later than 60 days after delivery of the PE Fusion presentation and written examination.
   o Delivery of the presentation will be via an instructor led presentation with feedback and questions from the attendees. Delivery method will utilize a combination of Moodle and Zoom technologies to be accomplished remotely.

2. **Written Examination**
   o Examinations consist of 50 multiple-choice questions and are administered via Moodle.
   o Participants will be guided through the process of completing the exam at a specific time and within a certain time limit.
   o The instructor will review all completed examinations and provide feedback to participants prior to the practical performance of fusions.

3. **Practical Performance of Fusions**
   o The maximum number of participants for performance of fusions is 6 attendees and 1 instructor. Face masks must be worn by all attendees and the instructor while at the facility.
   o Local member facility rules must be adhered to during the training, so an orientation by the facility owner must take place prior to the start of the training session.
   o During the orientation, a questionnaire will be administered to each participant and asked if they have experienced any COVID-19 symptoms or have been in contact with anyone with COVID-19 or influenza-like symptoms. They will also be asked if they have traveled out of the province or Canada and returned within the previous 14 days. COVID-19 symptoms on the questionnaire include: Fever greater than 38°C, new onset of cough, shortness of breath, difficulty breathing, or sore throat.
   o Hand sanitizer, disinfectant, wipes, gloves, and face masks will be available for all participants to use during performance of fusions.
   o Participants will be guided through the process of completing the necessary fusions with as much physical distancing as possible in this setting.
   o Frequent hand washing and application of hand sanitizer will be encouraged throughout the completion of fusions for testing and evaluation.
   o Most equipment will be used by one person only, except for socket fusions and some saddle fusions. In these cases, alternative strategies will be utilized, such as wearing disposable gloves by someone needed to hold an iron or tightening a socket fusion iron in a vise, so this fusion process can be completed by one person only.
   o The instructor will monitor the use of equipment and make note of touch points for the final cleaning and disinfecting phase.
   o The instructor is responsible to monitor the activities of the participants and provide continual reminders throughout the session for compliance with COVID-19 prevention.

4. **Destructive Testing and Quality Assurance**
   o Destructive testing will be performed by the instructor only and all waste material will be placed in smaller bins to be transferred to larger bins for disposal. Handling of fusion testing

waste will be minimized to the greatest extent possible and disposal to the larger waste bin will occur immediately after the conclusion of the session.

- o The instructor will use hand sanitizer after testing each fusion sample set. Frequent hand washing will be performed throughout the training session.
- o At the completion of the session the participants will assist with sanitizing, clean-up and putting equipment away.

5. **Wrap Up**
   - o Participants will be provided pass/fail feedback immediately after destructive testing and QA evaluation.
   - o Participants will be advised of any recommendations or room for improvement.
   - o All equipment and tools will have a final wipe with a disinfectant and stored at the end of the wrap-up session.

Other considerations and travel expectations

- o Practical training sessions will only be performed at member facilities with a large enough shop space that will not interfere with other work being performed. The immediate training area will be restricted to training participants only (maximum 6).
- o Travelers should plan hotel stays by asking hotel management about adequate cleaning protocols. When booking a hotel, try to book a stay on the first floor, which will avoid the use of an elevator. Travelers should be prepared with cleaning supplies to clean common touch surfaces within the hotel room upon first entry.
- o Practical training sessions will be performed in areas where food and lodging are available and reasonable assurance these facilities are clean enough for illness prevention.
- o For additional good hygiene, travelers should consider bringing some personal items not normally brought to a hotel, e.g. pillows and drinking cups.

II.   Inspection and Auditing Protocol in a COVID-19 Environment

After COVID-19 pandemic incidence curves have flattened or subsided to an acceptable level, inspection/auditing may occur, providing preliminary information is gathered remotely as much as possible. Inspections/Audits will consist of three stages, the first two being accomplished remotely via email or other internet/electronic based tools. The three stages include:

1. Gathering of Audit Information and Auditor Review
2. Confirmation of Facility Owner COVID-Related Rules
3. Auditing Activities On-Site

Fundamental principles that must be adhered to regardless of the auditing situation:

- **Keep physical distance**: limit exposure to others as much as possible, maintain 6', 2m, 2 arms' length at a minimum.
- **Clean hands**: wash with soap for 20 seconds, or use hand sanitizer with at least 60% alcohol.
- **Do not touch your face**: always remember to avoid touching one's face (wearing face masks can help discourage face-touching).
- **Cover**: cough and sneeze into your elbow or a tissue (then disposed of) or consider covering your mouth and nose with cloth covering or disposable mask.
- **Clean and disinfect**: ensure frequently touched surfaces are kept clean.
- **Involved workers must stay home or return home if they feel sick**: workers experiencing any influenza-like symptoms should stay at home or return home.

1. **Gathering of Inspection/Audit Information and Auditor Review**
   - The inspector/auditor (or delegate) will request basic supporting information from the utility being audited.
   - The inspector/auditor (or delegate) will utilize O&M Audit Forms (or previous inspection forms) to gather as much information remotely as possible.
   - The inspector/auditor (or delegate) will utilize Employee Qualification Forms (or training reports) to gather as much information as possible regarding worker qualifications.
   - The inspector/auditor will review supporting documentation from the member utility file and capture any gaps that need to be investigated further while on site or request further explanation or additional information via email.

2. **Confirmation of Facility Owner COVID-Related Rules**
   - The inspector/auditor will reach out to the utility being audited to inquire about specific COVID-related site rules and requirements. This can be accomplished over the telephone or by requested a copy of any written rules the member utility has regarding on-site activities.
   - If the facility owner has a COVID symptom questionnaire, the inspector/auditor should request a copy of the form to know what to expect prior to arrival.
   - The COVID form or questionnaire should be completed the day of arrival at the member utility site and submitted at that time.

- o If required by the member utility, the inspector/auditor will supply a "clearance letter" to the member utility that outlines current compliance with provincial and Public Health Agency of Canada (PHAC) orders and guidelines.

3. **Auditing Activities On-Site**
   - o On-site audit activities should be coordinated at a time when member utility staff are available to answer the auditor questions, while allowing a reasonable opportunity for physical distancing and avoiding any member utility gatherings or meetings.
   - o Upon arrival, the inspector/auditor will supply a copy of the member utilities COVID questionnaire, if required by the member utility.
   - o The inspector/auditor will arrive to the site with a personal supply of hand sanitizer, gloves, and face masks. Masks should be worn at any time where physical distancing of at least 2 metres is questionable or cannot be maintained.
   - o The inspector/auditor will practice proper hygiene/coughing etiquette and illness prevention.
   - o The inspector/auditor will make use of hand washing facilities or hand sanitizer often, especially when handling documents and materials during the audit process.
   - o The inspector/auditor will guide workers of the member utility to provide information necessary for the inspection or audit, while allowing the best opportunity for physical distancing of 2 metres or 2 arms' length.

Other considerations and travel expectations

- o Inspectors/auditors will plan travel with consideration of available and acceptable lodging/food.
- o Inspectors/auditors should plan hotel stays by asking hotel management about adequate cleaning protocols. When booking a hotel, try to book a stay on the first floor, which will avoid the use of an elevator.
- o Inspectors/auditors should be prepared with cleaning supplies to clean common touch surfaces within the hotel room upon first entry.
- o For additional good hygiene, inspectors/auditors should consider bringing some personal items not normally brought to a hotel, e.g. pillows and drinking cups.

III.   Measurement Field Services Protocol in a COVID-19 Environment

After COVID-19 pandemic incidence curves have flattened or subsided to an acceptable level, Measurement Field Services and Regulating, Metering & Odourization (RMO) Station tasks may occur, providing field visits include COVID risk mitigation steps. Measurement and RMO tasks will be planned and implemented in three phases. The three phases include:

1. Work Planning
2. Confirmation of Facility Owner COVID-Related Rules
3. Measurement Field Services On-Site Activities

Fundamental principles that must be adhered to regardless of the measurement or RMO task:

- **Keep physical distance**: limit exposure to others as much as possible, maintain 6', 2m, 2 arms' length at a minimum.

- **Clean hands**: wash with soap for 20 seconds, or use hand sanitizer with at least 60% alcohol.

- **Do not touch your face**: always remember to avoid touching one's face (wearing face masks can help discourage face-touching).

- **Cover**: cough and sneeze into your elbow or a tissue (then disposed of) or consider covering your mouth and nose with cloth covering or disposable mask.

- **Clean and disinfect**: ensure frequently touched surfaces are kept clean.

- **Involved workers must stay or return home if they feel sick**: workers experiencing any influenza-like symptoms should stay at or return home.

1. **Work Planning**
   o Measurement workers will request basic requirements regarding scope of work from the member utility to ensure the work can be performed safely with COVID-19 risk mitigation in place.
   o The number of workers on the site will influence the type of controls in place, so the number of workers should be limited to only as many required to complete the job safely.
   o COVID-19 control measures if needed must be included as part of the site-specific hazard assessment and captured on the document.
   o Special hazards and unique situations should be part of the hazard assessment with consideration to how all parts fit together for a safe job. Additional hazards could include, but are not limited to: working alone, notifications to others, landowner concerns, potential violence from customers, public or landowners, unique station entry concerns, new procedures, or special hazards associated with the specific RMO facility.
   o Measurement workers must ensure there is enough PPE, hand sanitizer, disinfectants/cleaners, and face masks for all workers on the work site.

2. **Confirmation of Facility Owner COVID-Related Rules**
   o Measurement workers will reach out to the member utility to inquire about specific COVID-related site rules and requirements. This can be accomplished over the telephone or by requested a copy of any written rules the member utility has regarding on-site activities.

- If the facility owner has a COVID symptom questionnaire, measurement workers should request a copy of the form to know what to expect prior to arrival.
- The COVID form or questionnaire should be completed the day of arrival at the member utility site and submitted at that time and resubmitted as required.
- If required by the member utility, measurement workers will adhere to facility owner rules, if they exceed Company protocols/rules. Company COVID-19 protocols will be the minimum standard to comply with while measurement workers are on the work site.

3. **Measurement Field Services On-Site Activities**
   - On-site measurement and RMO tasks should be coordinated with the member utility staff to ensure a reasonable opportunity for physical distancing and avoiding too many workers on one work site at one time. The work site will be restricted to only the number of workers required to perform the job safely.
   - Upon arrival, measurement staff will supply a copy of the member utilities COVID questionnaire, if required by the member utility.
   - Measurement workers will arrive to the site with a supply of hand sanitizer, disinfectants/cleaners, gloves, and face masks. Masks should be worn at any time where physical distancing of at least 2 metres is questionable or cannot be maintained.
   - Measurement workers will practice proper hygiene/coughing etiquette and illness prevention.
   - Measurement workers will make use of portable hand washing facilities or hand sanitizer often, especially when handling tools and materials during measurement and RMO tasks.
   - Tools and equipment will be cleaned as a final step and put away without multiple people touching the tools or equipment, wherever possible.

Other considerations and travel expectations

- Measurement workers will plan travel with consideration of available and acceptable lodging/food.
- Measurement workers should plan hotel stays by asking hotel management about adequate cleaning protocols. When booking a hotel, try to book a stay on the first floor, which will avoid the use of an elevator.
- Measurement workers should be prepared with cleaning supplies to clean common touch surfaces within the hotel room upon first entry.
- For additional good hygiene, measurement workers should consider bringing some personal items not normally brought to a hotel, e.g. pillows and drinking cups.

Additional Resources

COVID-19 Guidance Documents
- From the Canadian Gas Association:
  - Pandemic/COVID-19 Best Practices: Best practices to assist with an organization's preparing of a pandemic plan. The three key objectives of the best practices are to protect workers and customers, limit the possible spread of infections and continue operations during a pandemic situation.
  - COVID-19 Return to Workplace Protocols (Office): Considerations for returning to working out of an organization's office, when appropriate to do so, versus working remotely.
  - Face Mask Use for Utility Workers: Summarizes the types of face masks available and provides some guidance for deciding when/if to employ face mask use for utility personnel.
  - COVID-19 Mental Health Guidance: Document captures the leading practices available from CGA membership and other sources on supporting worker mental health during the COVID-19 pandemic.

COVID-19 Hazard Assessment
- From the Government of Alberta - Respiratory viruses and the workplace:
  - Employers must perform a hazard assessment to identify existing and potential hazards at a work site.
  - Depending on the workplace and processes, engineering controls may include ventilation systems or physical barriers such as plexi-glass.
  - Examples of administrative controls include worker training, hand hygiene and physical distancing protocols, alternate work arrangements or regular workplace cleaning policies.
  - PPE is the last choice, and examples can include gloves, eye protection, face masks or respirators. Employers must ensure that workers are trained in the PPE they are expected to use, and that PPE is maintained and in good condition to perform the functions for which it was designed.
  - Employers may need a mix of engineering and administrative controls and PPE to protect workers.
  - Effective controls for workplace hazards depend on site and task-specific factors. For instance, at work sites where workers have a high risk of exposure to infectious droplets and/or airborne hazards–such as health care settings –respirators may be part of the control mix. Other work environments may not require the same type of controls for hazards associated with a respiratory virus.
  - Employers need to do a risk assessment to determine what controls would be most appropriate at their specific work site. In all cases, employers must evaluate the effectiveness of their control measures, and review and revise hazard assessments as needed, to prevent the development of unsafe or unhealthy working conditions.

Procuring of PPE/Cleaning Supplies
- From the Electricity Subsector Coordinating Council (ESCC) COVID Resource Guide:
    - Vendors and suppliers should be kept updated about any potential changes in operations to ensure that they can continue to provide the products and services that will be needed to maintain continuity of operations.
    - Additional needs may arise and supply chain disruptions should be expected.
    - A vendor or supplier may temporarily close due to a health emergency, so it is important for organizations to maintain communications with their internal teams.
- From FEMA – COVID-19 Pandemic: Addressing PPE Needs in Non-Healthcare Settings:
    - If PPE is not required by law or regulation as part of routine duties performed by essential critical infrastructure workers, implement exposure-reduction measures, such as barrier controls (e.g., Plexiglass barriers, improved ventilation systems) and safe-work practices, such as adjusting business operations to increase physical space between employees.
    - If after minimizing the need for PPE through strategies described above, PPE is still required by essential critical infrastructure workers to perform their duties, organizations should:
        - Continue working with normal and alternate private sector suppliers to obtain PPE. It may be necessary to identify multiple options for suppliers and prioritize near-term versus long-term needs.
        - If suppliers are unable to provide for your needs, and the PPE is urgently required, submit a request for assistance to your local or state emergency management agencies.

Change Management
- From the Electricity Subsector Coordinating Council (ESCC) COVID Resource Guide:
    - Organizations should survey all the changes and additions made to the IT environment in response to COVID-19, continuing to execute good change management. They should decide which changes are no longer necessary and which will become part of doing business going forward. Particular attention should be paid to device inventories, accounts, and application permissions. (This list is indicative not exhaustive and highlights some of the most common issues to address for newly remote workers.)
- From the Electricity Subsector Coordinating Council (ESCC) – Planning Considerations for COVID-19 Contact Tracing in the Electric Power Industry:
    - As organizations begin to consider when and how to transition employees from working remotely to return to the workplace, they also should consider contact tracing programs as a tool to identify and assist employees who potentially are exposed to the novel coronavirus (COVID-19). These programs are designed to protect workers, their families, and their communities by slowing or stopping the transmission of the virus.
    - In general, contact tracing includes the following steps:
        - Report: An employee reports that he/she has symptoms of COVID-19, has tested positive for the virus, or has had contact with a person who has a confirmed COVID-19 case to the organization's human resources (HR) staff or to an appropriate person who alerts the HR staff.
        - Mitigate: The employee is sent home and asked to self-quarantine. All affected workplace areas and vehicles are cleaned and disinfected.

- Investigate: HR staff interviews the employee to identify his/her close contacts in the workplace and to provide guidance on seeking medical attention.
- Inform: HR staff informs the employee's close contacts of their exposure and provides guidance on mitigation steps.
- Track and Follow-Up: HR staff conducts follow-up interviews with the employee and his/her close workplace contacts to track symptoms and to indicate when/if he/she can return to the workplace.

- Any contact tracing efforts should be developed in coordination with organized labour (if applicable), HR professionals, and legal counsel, and should be communicated clearly to the workforce and to other stakeholders. In addition, the process should emphasize and value employee confidentiality and adhere to applicable local, state, and federal privacy laws.

Examples of Reentry Stages
- From the Electricity Subsector Coordinating Council (ESCC) COVID Resource Guide: It is recommended organizations allow 14 to 28 days before transitioning between stages to account for the viral incubation period. Organizations may need to move back a stage rather than moving forward depending on conditions.
  - Stage 1: Full Restrictions:
    - Stay-at-home orders in place.
    - Restricted access to facilities for employees, contractors, and visitors.
    - Extensive remote work/work from home.
    - Suspended/deferred non-essential or emergency field work.
    - Restricted business travel.
    - Contact tracing for employees that report symptoms, a positive COVID-19 test result, or contact with a confirmed COVID-19 case.
    - Clear, consistent messaging to employees and contractors on restrictions in place.
  - Stage 2: Limited Reentry:
    - Limited facility reentry for employees and contractors with health screenings. Organizations should consider maintaining restrictions for visitors.
    - Strict social distancing, increased hygiene measures, and appropriate PPE at facilities.
    - Limited employee return to the workplace based on analysis of business units.
    - Alternate days for initial return to acclimate employees back into the workplace (e.g., T, TH or M, W, F).
    - Resumption of some suspended or deferred field work based on priority/criticality/risk.
    - Restricted business travel, with approval; consider requiring employees to self-quarantine, per CDC guidance, after they return from personal travel.
    - Contact tracing for employees that report symptoms, a positive COVID-19 test result, or contact with a confirmed COVID-19 case.
    - Clear, consistent messaging to employees and contractors on reentry process.
  - Stage 3: Expanded Reentry:
    - Expanded facility reentry for employees, contractors, and visitors with health and medical screenings.

- Maintain social distancing, increased hygiene measures, and appropriate PPE at re-opened facilities.
- Continue to alternate days and expand as appropriate based on need and if space constraints are not a concern.
- Most suspended field work and projects reinstated based on priority/criticality/risk.
- Limited business critical travel permitted, with approval; consider requiring employees to self-quarantine, per CDC guidance, after they return from personal travel.
- Contact tracing for employees that report symptoms, a positive COVID-19 test result, or contact with a confirmed COVID-19 case.
- Clear, consistent messaging to employees and contractors on reentry process.
- Stage 4: Unrestricted
  - Reliable vaccine widely available.
  - All pandemic-related facility restrictions lifted.
  - All suspended field work and projects resume.
  - Business travel permitted, with approval.
  - Establish a "new" normal business model with consideration for allowing greater flexibility and work from home.
  - Clear, consistent messaging to employees and contractors.