



GRAINGER®

FOR THE RESILIENT ONES WHO GET IT DONE

PANDEMIC RECOVERY GUIDE

Navigating the New Normal

The following guide is intended to help navigate the new normal and lead with a safety-first approach. With the guidance of government institutions such as OSHA and CDC, we aim to provide a framework that helps you build your individual plan based on your organization's need.

Supplies and Solutions for Every IndustrySM



GRAINGER®

FOR THE ONES WHO GET IT DONE

OUR COMMITMENT TO OUR CUSTOMERS

During the pandemic, the health and safety of our customers, team members and communities has remained Grainger's top priority. As recovery begins and organizations get up and running again, that commitment is more critical than ever.

This resource guide is intended to help business leaders think through each recovery stage, navigating the new normal with a safety-first approach. Recognizing that different organizations will approach recovery in different ways, this document provides a high-level framework—informed by expert guidance from OSHA and CDC as well as benchmarking from Grainger customers—to help you design your individual plan based on your organization's need.

Grainger's objective is no different than it was 90+ years ago: to help our customers when they need us. We've never taken that responsibility more seriously. There are team members standing by to support you in your recovery efforts. On behalf of all of us at Grainger, thank you for your focus on safety and your continued partnership.

Deidra Cheeks Merriwether

Senior Vice President, North American Sales & Services



THREE PHASES OF RECOVERY

The worldwide response to the pandemic has been unprecedented. Measures that have slowed the spread of the virus and helped prevent crisis in the healthcare system have also severely curtailed or modified business operations across all industries, in the public sector and the private sector alike.

AS ORGANIZATIONS IN ALL INDUSTRIES AND SECTORS PREPARE TO RESUME OPERATIONS, THEY CAN DIVIDE THEIR PLANS INTO THREE PHASES:

1
PHASE
**PRE-OCCUPANCY/
PRE-START-UP**
Planning and development of protocols for those returning to work

2
PHASE
**START-UP &
OCCUPANCY**
Actions required during initial return to work

3
PHASE
**SUSTAINING &
IMPROVING**
Actions required to sustain and improve operations

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PHASE 1: PRE-OCCUPANCY/PRE-START-UP



In Phase 1, organizations prepare to restart or restore operations. This involves reopening facilities, bringing employees back to work and preparing spaces for public access and events while maintaining a focus on the safety and health of workers, students, patients and members of the public.



PHYSICAL HAZARD RECOGNITION

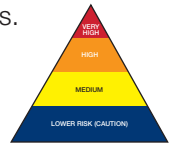
Set up a cross-functional team to conduct hazard recognition activities and workplace inspections before employees return to work. Implement measures to control hazards, with the cross-functional team driving accountability.

- Pay special attention to places where there are new—or newly recognized—communicable disease exposure hazards, such as areas with walking surfaces that now need more frequent cleaning and common areas that now need handwashing stations or social distancing barriers.
- Keep in mind that new hazard control measures may introduce new hazards that should also be controlled. For example, social distancing stanchions may pose a tripping hazard, but warning signs can help prevent accidents.
- Also consider hazards that may be present during efforts to reopen facilities (for example, infectious material that may remain on work surfaces or tools, or that may have been collected by HVAC filters) and hazards arising from any period of disuse (for example, potential bacteria growth in plumbing).

RISK ASSESSMENT AND EFFECTIVENESS OF CONTROLS

Use OSHA's exposure-risk levels to classify job tasks and key operational areas by the potential exposure to communicable diseases.

OSHA divides job tasks into four risk-exposure levels:



VERY HIGH EXPOSURE RISK —

jobs that have a high potential for exposure to those known or suspected of infection during specific medical, postmortem or laboratory procedures.

HIGH EXPOSURE RISK —

jobs that have a high potential for exposure to those known or suspected of infection.

MEDIUM EXPOSURE RISK —

jobs that require frequent or close contact with people who are not known to have been or suspected of being infected, such as members of the general public.

LOWER EXPOSURE RISK

(CAUTION)—jobs that involve only minimal contact with the public and coworkers.

Source: OSHA

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PHASE 1: PRE-OCCUPANCY/PRE-START-UP

COMMUNICABLE DISEASE PREVENTION PROTOCOLS

Consider implementing common protocols to reduce exposure to and transmission of infection, such as:

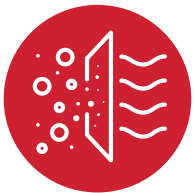
- Illness prevention teams
- Self-quarantine and return-to-work practices
- Social distancing
- Remote work
- Deep cleaning and disinfection
- Self-screening and reporting
- Employee and visitor screening
- Personal protective equipment (PPE)
- Ventilation and air filtration

IDEAS FOR IMPLEMENTING INFECTIOUS DISEASE CONTROLS



To help maintain social distancing, consider:

- Redesigning floor plans and installing barriers to separate work spaces
- Installing plexiglass barriers for short-term and transactional interactions (3–4 ft range)
- Using stanchions and floor tape in entrances, halls and common areas to reinforce distancing protocols
- Supporting work-from-home employees by providing ergonomic workstations and accessories



To help reduce the risk of infectious disease exposure through HVAC operations, consider:

- Improving filtration in the central air-handling unit
- Using portable air cleaners or UVGI technology
- Setting temperature and humidity points that researchers believe can help slow pathogen transmission
- Consider a professional HVAC filtration upgrade to reduce airborne contaminants



To support disinfection protocols, considering supplementing frequent cleaning with specialized machinery such as foggers or electrostatic disinfectant sprayers.

To support more frequent cleaning, consider maintaining a larger stock of cleaning supplies.

THE HIERARCHY OF CONTROLS

The hierarchy of controls is an established way of thinking about how to protect people from job hazards. As you move down the hierarchy, the control methods become less effective. The idea is to consider the most effective control methods—those closer to the top of the hierarchy—before administrative controls and PPE.

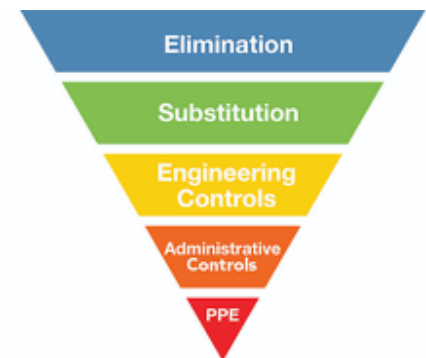
ELIMINATION—remove the hazard from the workplace

SUBSTITUTION—replace the hazard

ENGINEERING CONTROLS—separate people from the hazard

ADMINISTRATIVE CONTROLS—change how people work

PPE—protect workers with personal protective equipment



Follow OSHA guidance to design controls appropriate to the risk level of job tasks and operational areas. Bear in mind the hierarchy of controls when prioritizing intervention strategies, remembering that most organizations use a combination of engineering controls, administrative measures and PPE to protect employees.

Source: OSHA

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PHASE 1: PRE-OCCUPANCY/PRE-START-UP



EMERGENCY PLANNING

Make sure emergency response plans are up to date and include written policies, employee training and provisions for the necessary equipment. Ensure that plans offer guidance for safeguarding employees and securing assets during a wide range of emergencies—not just pandemics, but industrial accidents, fires, natural disasters and other such events.



First aid supplies are critical to supporting an organization’s emergency response plan. There are regulatory requirements to have them on site based on physical hazards, workforce size and distance from medical facilities, and they must be regularly inspected and replaced. Emergency planners should also consider employee response training, bloodborne pathogen training and first aid/CPR/AED training.

COMMUNICATION PLANS

Develop a communication strategy to keep the workforce well-informed of the new protocols, policies and operating norms. Consider a multimodal strategy, including written and verbal messaging, demonstrative training and visual management such as signage.



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PHASE 2: START-UP & OCCUPANCY



In Phase 2, organizations cautiously resume their operations in the new landscape. For some, this may mean reopening facilities gradually or bringing people back to the workplace in stages.



PREVENTIVE MAINTENANCE PRACTICES AND CRITICAL EQUIPMENT

Review preventive maintenance plans and maintenance records for critical operational equipment such as pumps, motors, tools and other machinery. Execute any planned maintenance that was missed because of facility shutdown.



EMPLOYEE TRAINING

Deliver new training to support employees as they adjust to new protocols and work requirements, such as social distancing and enhanced disinfection protocols. Keep in mind that any employees with new PPE requirements must be trained to use the PPE as required by OSHA. Consider updating or creating new training matrices to specify and track required trainings.



DELAYED AND CONTINUOUS IMPROVEMENT PROJECTS

Review any projects that may have been paused or deferred because of facility shutdown. Consider capital and noncapital projects and determine the relative priority levels of all initiatives.



ROUTINE COMMUNICATIONS

Plan for more frequent communications to support employees as they adapt to the new protocols and operating norms of the post-pandemic environment. Include ongoing change management as a strategic consideration when designing these communications.

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PHASE 3: SUSTAINING & IMPROVING



In Phase 3, organizations have achieved steady-state operations and shift their focus to sustaining operational improvements.



PRODUCTIVITY AND OPTIMIZATION

Evaluate post-pandemic hazard control protocols to ensure their effectiveness and maximize their efficiency. Consider replacing provisional or temporary measures with more permanent solutions.

Ensure that infectious pathogen exposure is considered in the design phase of any new projects.



BUSINESS CONTINUITY PLANNING

Evaluate existing business continuity plans in light of the lessons learned from the pandemic.

Consider pre-planning and alternative options when dedicated internal resources for business continuity planning are insufficient.



ONGOING EMPLOYEE TRAINING

Update training programs and training needs assessments to cover new communicable disease protocols and operating norms. Offer refresher training on updated protocols and norms to help prevent old habits from returning. Explore new training delivery and tracking methods such as learning management systems, virtual training and training data collection.

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THE GRAINGER PARTNERSHIP

The roadmap to recovery, emphasizing ways of mitigating risk, should focus on developing and structuring new communicable disease prevention protocols and bringing personnel back into the work safely and efficiently, and at full productivity.

GRAINGER'S PARTNERSHIP CAN HELP BY:

- ✓ Conducting an inventory of **critical operating equipment** and supplies that help get businesses up and running.
- ✓ Providing services to **support all phases of recovery** from barrier installment to medical screening for workplace entry.
- ✓ Performing **risk assessments** and developing customized plans for organizations that are starting up a shuttered facility, job site, or changing protocols while operations continue.
- ✓ Developing **customized plans** for organizations that are starting up a shuttered facility or job site or changing protocols while operations continue.
- ✓ Connecting organizations to a **consultant network** providing plan development services and training as required by an organization.
- ✓ Assisting with **organizational communications** needs, as facilitated by a Safety Specialist or member of the Grainger Consulting Network, who can help manage custom training through online learning management systems.
- ✓ Creating a system to help **inventory project** needs (delayed and new) and establish a methodology for prioritization.
- ✓ Helping organizations identify **critical operations** disabled during the pandemic and develop or revise business continuity plans to accommodate necessary improvements.
- ✓ Managing **critical inventory** items to help ensure organizations have what they need, where they need it, to help keep facilities and people safe.

Solutions available through Grainger and our network of qualified, insured and licensed third-party service providers.

> **TO LEARN MORE** about what you can do to prepare, resume and sustain your operations in a safe and healthy manner, as well as build or enhance your emergency management program, contact your **Grainger rep or call 1-800-Grainger.**



SOURCES FOR MORE INFORMATION

[CDC Interim Guidance for Businesses and Employers](#)

[DOL Coronavirus Resources](#)

[OSHA Guidance on Preparing Workplaces for COVID-19](#)

[Grainger Products and Solutions to Help Your Business Move Forward](#)

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