

RISK SERVICES

Coronavirus (COVID-19) and Construction

Guidance on Safety Planning, Work Stoppage
and Ongoing Operations

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Safety Plan Guidance

The United States and Canada are enduring a pandemic with significant implications for communities and workplaces. Public health agencies in both countries continue to closely monitor the situation and issue frequent updates and guidance.

Contractors can incorporate the following 4 steps to position themselves for sustainability:

1. **Update expectations to address COVID-19 risks**
2. **Develop plans to minimize exposures**
3. **Work stoppage guidelines**
4. **Ongoing operations guide**

Update Expectations

A. General/Prime Contractors

- Provide means and methods to increase hygiene levels onsite.
- Provide COVID-19 awareness training & orientation covering relevant safety material.
- Conduct status, pre-con, and other meetings online or via conference call and prohibit gatherings of people in accordance with applicable mandates.

B. Subcontractors


- Develop a hygiene plan to supplement the General/Prime contractors plan.
- Avoid in person meetings when remote meetings are possible.
- Ensure all employees have received training on COVID-19 awareness.

C. Project Superintendent/Project Manager/Foreman

- Communicate that all employees must be well to come to work.
- Communicate that any employees feeling ill or exhibiting symptoms will be sent home.
- Ensure handwashing stations are well stocked and hygiene measures are completed.

D. Safety Professionals

- Communicate and implement recommendations from Center for Disease Control (CDC), Occupational Safety and Health Administration (OSHA) or Canadian equivalent, World Health Organization (WHO), and other sources as they become available.

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- Ensure all employees have received awareness training on COVID-19, including training on how to prevent the spread.
 - Review hygiene and Non-Pharmaceutical Intervention (NPI) policies.

E. All Employees

- Report to work only when well.
- If an employee becomes ill while at work, notify the supervisor and seek medical attention.
- Adhere to hygiene practices (see below) & follow NPI policies.

Develop Plans to Minimize Site Exposures

A. “Well” Employees Only Policy

- Require sick employees to stay home – if employees are showing [symptoms](#), they should get checked out by a healthcare professional.
- Separate and send home sick employees who appear to have acute respiratory illness symptoms – e.g.: cough, shortness of breath – upon arrival to work or who become sick during the day.
- Consider financial restitution for an employee staying home.
 - i. Ensure there is not a personal financial obligation to work while ill.

B. Site Sanitation Policy

- Develop a hand washing / hand sanitizing schedule.
 - i. Upon entry to project.
 - ii. Before & after any breaks.
 - iii. Before ingesting food, eating, drinking, or smoking.
 - iv. After touching common surfaces or shared tools.
 - v. Whenever other NPIs are not effective.
- Enforce sneezing and coughing etiquette, and 6 feet (2m) social distancing.
- Provide multiple hand sanitizing stations throughout the project in high-traffic areas.
- Ensure adequate soap/sanitizer is stocked.

C. Project Housekeeping Policy

- Sanitizing of commonly touched surfaces must be completed throughout the day.
 - i. Establish frequency -Ongoing for larger projects, several times per day for smaller projects.
 - ii. Establish common surfaces – Doors, railings, elevators, offices, radios, stair rails, etc. to be cleaned.
 - iii. Establish other common touch points – Shared tools, electronics, extension cords, portable lighting, material carts, trash hoppers, etc.
- Use of suitable disposable wipes is encouraged. A 10% bleach solution in water is an acceptable disinfectant if disposable wipes are unavailable.

D. Practice Non-Pharmaceutical Intervention (NPI)

- Communicate and practice Non-Pharmaceutical Interventions (NPIs).
- Social distancing – keep 6 feet (2m) whenever possible.
 - i. Schedule fewer crews on a project.
 - ii. Schedule trades and deliveries to stagger work when they would normally be in the same space simultaneously.
 - iii. Consider running “skeleton crews” of only essential employees.
- Avoiding personal contact (handshakes, touching, etc.).
- Avoid sharing tools, extension cords, carts, or other common items.
- Avoid touching eyes, nose & mouth.
- Wash hands frequently.
- Cover coughs and sneezes with a tissue, and then throw away the tissue.
- Eliminate all non-essential interactions with sales reps, vendors, and 3rd parties.

E. Develop a Disaster Plan That Includes Pandemic Preparedness

- Be aware of and review federal, regional, and local health department pandemic plans, and integrate into your plan.
- Prepare and plan for operations with a reduced workforce.
- Identify business-essential positions and people required to sustain business-necessary functions and operations. Prepare to cross-train or develop ways to function in the absence of these positions.
- Develop a sick leave policy that does not penalize sick employees, thereby encouraging those who are sick to stay home. Recognize that employees with ill family members may need to stay home to care for them.
- Plan for downsizing services but also anticipate any scenario which may require a surge in your services.
- Recognize that, in the course of normal daily life, all employees will have non-occupational risk factors at home and in community settings.
- Provide employees and projects with easy access to infection control supplies.

- Develop policies and practices that distance employees from each other, customers and the general public.
- Identify a team to serve as a communication source so that employees and customers can have accurate information during the crisis.
- Work with employees & their union(s) to address leave, pay, transportation, childcare, absence & other human resource issues.
- Provide training, education and informational material about business-essential job functions and employee health and safety.
- Work with your insurance companies and state/provincial and local health agencies to provide information to employees and customers about medical care in the event of a pandemic.
- Developing emergency communications plans. Maintain a forum for answering employees' concerns. Develop internet-based communications if feasible.
- For office staff, communicate to employees what options may be available to them for working from home.
- Work with your employees to designate a person(s), website, bulletin board, or other means of communicating important pandemic flu information.
- Ensure employee personal contact information is current so that company-wide communications are received by all.

Work Stoppage Guidelines

Each project has unique exposures, contractual obligations and circumstances. Careful consideration and planning are critical when project work must be suspended.

An examination of applicable field and administrative risks can help to mitigate the impacts of project suspensions. Additional steps should be taken prior to a shutdown order to minimize disruption when work resumes. The attached checklists include guidance on best practice considerations to mitigate loss.

A. Prepare for Project Shutdown

- Establish a plan to secure the site during the shutdown.
 - i. Implement physical security measures, including:
 - Physical “board up” of buildings.
 - Installation of lighting & fencing around property perimeter.
 - Locking & securing all entrance points.
 - ii. Implement administrative security measures, including:
 - Camera/video surveillance systems (monitored off-site, or with alert/alarm capability).
 - Where real-time video monitoring is not available, schedule visits to observe the site (drive/walk around) to ensure it is still secure.

- Increased signage (no trespassing, emergency contact, etc.).
- iii. Ensure temporary building encapsulation is in place or that project is water-tight and that water level/flow alarms are online and remotely accessible.
- iv. Consider “winterization procedures” where frozen bursting of pipes is a concern.
- v. Consider disconnecting water supplies or installing remote flow alarms where sprinkler protection is active.
- vi. Eliminate any ignition sources that may create fire exposures:
 - Unplug/disconnect temporary heating appliances.
 - De-energize any non-essential electrical connections.
 - Prohibit hot work for 24 hours prior to shut-down.
- vii. Document site conditions upon departure:
 - Generate photo log of all areas.
 - Inventory any valuable materials or equipment left onsite.

B. Communications

- Communicate with your employees and subcontractors:
 - i. Share anticipated restart dates.
 - ii. Review ramp-up schedule and coordinate vendors and material deliveries.
 - iii. If transferring workforce to another region/project, formalize the procedure and expectations for employees.
 - iv. Formalize schedule for tools and equipment to be removed from the jobsite.
 - All valuable equipment should be relocated to a secure place.
 - Equipment that must be left onsite should be immobilized or secured.
 - Communicate date/time when tools and equipment left onsite will be “locked in” and no longer be accessible.
- Communicate to all owners on projects for which the owner is providing insurance asking them for the following:
 - i. Confirm in writing any requirements that need to be met to maintain full coverage while a site has ceased construction activity.
 - ii. Provide full copies of the insurance policies.
 - May already have this, but should confirm.
 - i. Confirm contact details of the owner representative, their broker and any others for the purpose of reporting claims while insurers and brokers may be working remotely.



Ongoing Operations Guide

Following recognized practices to avoid exposures common to any respiratory virus will help to keep this threat in check. Proper planning can help protect both your employees and your business.

Where multiple authorities have provided guidance on safe work practices, adhere to the strictest guidance available and the authority that has jurisdiction in your area. The attached checklist can be utilized to establish a baseline for safe operations.

A. Assign Responsibility

- Establish a company COVID-19 Safety Coordinator to ensure all aspects of employee safety are addressed.
- Assign an employee or group of employees' at every project responsibility for adherence to the site hygiene, wellness, and educational measures.
 - Anticipate some measures being met with resistance and an increased need for enforcement of new site policies.
- Ensure all contractors onsite have been provided COVID safety awareness training and are aware of specific site requirements for wellness, hygiene, Non-Pharmaceutical Intervention, and distancing.

B. Plan for Schedule Delays

- Anticipate being delayed due to social distancing and NPI practices.
 - i. Fewer employees onsite.
 - May need to coordinate multiple, staggered shifts.
 - ii. Increased hygiene and necessary cleaning schedules may impact production.
- Anticipate being delayed due to a shortage of workers.
 - i. Workers may be unavailable due to illness, caring for ill family members, school closures and the need for childcare, closure of public transportation, and other restriction.
- Anticipate being delayed due to a shortage of materials.
 - i. Materials from areas severely affected by the virus may be unavailable.
 - Look to source from other, readily available material suppliers.
- Anticipate new hygiene and distancing policies to be met with resistance.
 - i. Workers may desire to resume to previous work practices or methods.
 - ii. Workers may not be prudent in adherence to proper PPE and hygiene measures.
 - iii. Install appropriate signage to reinforce policy.



Additional Resources

- The World Health Organization (WHO) has developed programs to train incident managers and other stakeholders in preventing the spread of the virus.
 - Information on these can be found at: [WHO Online Training](#).
- More information about pandemic planning as well as protecting employees and their families can be found at: www.pandemicflu.gov.
- [The Centers for Disease Control and Prevention website](#) has multiple topics, including “what you should know”, “Situation Updates”, and information for communities and travel guidance.
- The Occupational Safety and Health Administration (OSHA) has guidance on [Control and Prevention](#) measures an employer can undertake.
- [The Canadian Centre for Occupational Health and Safety \(CCOHS\)](#) has guidance on Control and Prevention measures an employer can undertake.
- HUB International has setup a [Coronavirus Resource Center](#) which has additional guidance to mitigate business impacts.

Please contact your HUB Service Team if you have any questions, need assistance, or would like additional information and resources.



Checklists

Project Shutdown Field Checklist – Field Actions

Physical Property, Real Estate, Tools, Equipment, etc.

Project Shutdown Administrative Checklist – Administrative Actions

Contract Review, Insurance Clauses, Notifications, Company Policies, etc.

Ongoing Operations Checklist

Best Practices, Programs, Jobsite Efforts, Office Efforts, etc.

COVID-19 Project Shutdown Field Checklist

Property Preservation

	Assigned to	Completed on
Remove all construction debris (inside and outside), and empty all dumpsters.		
Disconnect all non-essential utilities. If any essential utilities are to remain on, make sure they are secured and locked.		
Remove all flammable liquids, compressed gas cylinders and other hazardous materials.		
Maintain debris netting, sidewalk sheds, temporary walkways to ensure public protection.		
Confirm ownership and insurance coverage for all materials stored on or off site. Verify the location and properly secure any materials.		
Winterize the building where frozen/bursting pipes are a concern.		
Install water alarms as necessary. Water flow alarms on sprinklers and plumbing; High water level alarms for dewatering – Verify they are online and remotely accesible.		
Remove loose equipment/debris from the roof, make any necessary repairs, and verify drains are clear and operational.		
Notify local Police and Fire that the project will be inactive, as necessary.		
Document all site conditions upon departure. Generate a photo log of all areas and inventory any valuable materials or tools left on site.		
Ensure temporary building encapsulation is in place or that the project is water tight.		
Evaluate and stabilize any temporary structures or components that are partial erected or incomplete (bracing, formwork, shoring systems, etc.).		
Ensure temporary building encapsulation is in place or that the project is water tight.		
Notes:		

Equipment and Cranes

	Assigned to	Completed on
Safely store and park construction equipment and vehicles that are to remain on site in a way that prevents theft.		
Any open excavations should be backfilled or covered.		
All cranes to remain on site must be stored in accordance with manufacturer recommendations and approved crane notice drawings.		
Notes:		

Fire Safety

	Assigned to	Completed on
Sprinkler and fire detection systems are actively monitored and remotely accessible.		
Where active sprinkler systems are in place, ensure remote monitoring of alarms is functional and online.		
Unplug and disconnect all temporary heating appliances.		
De-energize all non-essential electrical connections.		
Prohibit all hot work operations for at least 24-hours prior to shutdown.		
Notes:		

Security

	Assigned to	Completed on
Board up and lock up the job site entrance points.		
Repair all fencing and install lighting around the property perimeter.		
Consider installing camera/video surveillance systems that can be monitored off site with presence-sensing alarm/alert capabilities.		
If real-time camera/video surveillance is not available, schedule visits to observe (drive around or walk around) and document that it is secure.		
Install additional warning signage (e.g. "No trespassing", emergency contacts, etc.).		
Notes:		

COVID-19 Project Shutdown Administrative Checklist

Program and Contractual Consideration

	Assigned to	Completed on
Crisis management, business continuity and resiliency plans are in place. <i>*If no plan currently exists, executive staff, legal and risk advisors have been engaged to develop one.</i>		
All areas of construction/installations have been documented. <i>*Document all construction and installations with pictures/video.</i>		
The schedule has been updated to document the delay. <i>*Document the status of activities and as-built conditions.</i>		
The need for as-built drawings has been evaluated and addressed. <i>*Consideration should be given to preparing drawings to document progress.</i>		
Preserve all contractual records. <i>*Preserve the contract along with any amendments, change orders, and other documentation</i>		
Satisfy all contractual responsibilities set out in the construction agreement. <i>*Review all termination and suspension clauses.</i>		
Resolve all payment issues. <i>*Verify the status of construction/installations relative to the scope of work and obtain letters of agreement or partial lien releases, when possible. Obtain lien releases and/or legal correspondence for subcontractors and vendors to document circumstances and contractual provisions around termination for cause and convenience.</i>		
Monitor the status of subcontractors during the project suspension. <i>*Request and review subcontractor business continuity plans, meet internally to discuss their status, and consider requesting and monitoring their financial status on a more frequent basis.</i>		
Communicate with employees and contractors. <i>*This includes any "locked in" date when tools/equipment onsite will no longer be accessible, the anticipated restart date and the ramp-up schedule. Formalize the process if employees are transferred to other regions or projects.</i>		
Review startup/remobilization costs. <i>*Consider labor availability, wage increases, material price increases, the potential for subcontractors and suppliers going out of business, weather and crime, deterioration of work and stored materials, compliance changes and the potential for mechanical/electrical/control systems to become obsolete.</i>		
Evaluate and address potential warranty support issues. <i>*Warranty support issues related to incomplete or exposed equipment installations should be identified and addressed prior to any shutdown if possible.</i>		
Notes:		

Insurance and Surety Considerations

	Assigned to	Completed on
<p>Review insurance coverage requirements and responsibilities. <i>*Review for builder's risk, OCIP/CCIP and workers' compensation. If business interruption coverage is in place review the terms and conditions.</i></p>		
<p>Obtain documentation detailing all requirements for insurance coverage to continue during the suspension period with owner-provided coverage. <i>*Confirm that full copies of insurance policies and contact information for the owner's representative and broker are on file.</i></p>		
<p>Address surety considerations. <i>*Engage subcontractors in suspension negotiations, obtain subcontractor lien releases where applicable, and address any special considerations relevant to the suspension phase.</i></p>		
<p>Notes:</p>		

Ongoing Operations Checklist

General Best Practices

GENERAL REQUIREMENTS	Responsible Party	Follow up Frequency
All workers must observe social distancing. This includes limiting physical employee gatherings, restricting access to certain areas, etc.		
Require regular handwashing/sanitization. Some examples include at the start of work shifts, before and after eating/drinking and smoking, after using the restroom, etc.		
When coughing or sneezing, you should cover your mouth and nose with a sleeve or tissue. Dispose of tissues promptly in a trash can and wash/sanitize your hands.		
All meetings should be held virtually or telephonically in lieu of in person meetings, where possible.		
If anyone is showing flu-like symptoms (fever, cough, congestion) they will be instructed to stay home and contact their doctor, or follow local guidelines/requirements.		
Appoint a COVID-19 Safety Coordinator. He/she is responsible for evaluating compliance to all COVID-related procedures and safety precautions.		
Notes:		

Program Elements

EDUCATION/TRAINING	Responsible Party	Follow up Frequency
Increase awareness about COVID-19. Educate your employees and discuss safe work practices and procedures to protect health and safety.		
Update employees regularly on current conditions and strategies. Provide regular communication to all employees with all relevant updates to practices and procedures		
Post signage at entry points to construction sites to communicate COVID-19 policies – e.g. sanitization, illness reporting, social distancing, scheduling, etc.		
Host toolbox talk meetings outside, when possible. If toolbox talks must be held inside, make sure appropriate social distancing is observed		
Stagger start times and events such as breaks, deliveries and schedules in order to minimize crowding.		
Identify all tasks which do not allow for at least 6 feet of separation. Such tasks will be evaluated by the COVID-19 safety coordinator and special precautions must be taken.		
Notes:		



CLEANING/DISINFECTING	Responsible Party	Follow up Frequency
Identify tasks where there is potential for COVID transmission through shared spaces, PPE, tools/equipment, iPads, etc. and rules when to clean/disinfect.		
Clean door handles, railings, ladders, shared tools/equipment, and workstation areas at least twice per day with a disinfectant or disinfectant wipes.		
Clean/disinfect all meeting areas (trailers, break rooms, orientation/meeting rooms, etc.) at least twice per day with a disinfectant or disinfectant wipes.		
Clean and disinfect vehicles, tools, and equipment before/after each shift and in between users.		
Increase cleaning of temporary restrooms and ensure that hand sanitizer and soap is available for use.		
Strategically place handwash/sanitization areas. At a minimum they should be located within various high-traffic areas (e.g. entries/exits, eating areas, offices, etc.).		
Notes:		

Job Site Provisions

RESTRICTING ACCESS TO JOB SITES	Responsible Party	Follow up Frequency
Limit public contact as much as possible. Restrict site access to employees and subcontractors only.		
Communicate to all employees and visitors that he/she will not be allowed on site if they are showing any COVID-19 symptoms.		
Clearly identify delivery zones and stagger scheduled deliveries. Only the deliverer and receiver are allowed in this area at the same time.		
Notes:		

JOB SITE SCREENING PROTOCOL

**Ensure all screening protocols comply with applicable regulatory requirements.*

Responsible Party

Follow up Frequency

Establish screening protocols to assess all employees, contractors, and visitors before they start their shift or enter the job site.

Establish a process for all employees and visitors to self-certify wellness through the use of a checklist or questionnaire and document all records.

Maintain an updated list of all employees and visitors on site, on a daily basis. Limit all visits from “non-essential” visitors or employees.

If there is a suspected case, the supervisor should be notified immediately and the employee should be isolated from the crews and work site until further instruction.

Notes:

SUSPECTED AND CONFIRMED COVID-19 CASES

Responsible Party

Follow up Frequency

If anyone on site is suspected to be COVID-19 positive (presenting symptoms or has come into contact with an infected individual), he/she should be sent home.

Notify all affected personnel by email as soon as a case is confirmed. Ensure all communication is factual and respect HIPAA/local privacy requirements (e.g. PIPEDA).

Barricade all areas on site potentially infected by a suspected or confirmed case until the area is properly cleaned and disinfected.

Notes:

ADMINISTRATIVE JOB SITE CONTROLS

Responsible Party

Follow up Frequency

Enforce handwashing and social distancing as much as possible. Perform regular walkthroughs to verify and enforce adherence to COVID-19 policies and procedures.

Stagger break times and lunch times so large crew gatherings are not in break/eating areas at the same time.

Restrict the number of employees allowed in a single vehicle. If multiple people must be in a vehicle at the same time, all must sanitize their hands upon entering/exiting.

Restrict access to certain areas and post signage to notify workers and visitors. Keep restricted areas locked.		
Do not share supplies, equipment, and other materials that could transmit the virus. Limit the sharing of prints, pens or tools and clean/disinfect shared items after each use.		
Notes:		

JOB SITE SIGNAGE	Responsible Party	Follow up Frequency
Post signs at all entrances/exits and restricted access areas (e.g. shanties, trailers, temporary offices, etc.) as a reminder of COVID-19 policies and procedures.		
Monitor the condition of posted signage and replace on an as needed basis.		
Notes:		

PERSONAL PROTECTIVE EQUIPMENT	Responsible Party	Follow up Frequency
Require the use of additional PPE, as appropriate for the task, for any work that must be done within close proximity of other workers.		
Continue to supply all appropriate PPE. Ensure that PPE is cleaned, disinfected, and replaced as necessary.		
Do not share PPE such as gloves/respirators. All shared PPE (e.g. face shields, fall harnesses, etc.) must be cleaned/disinfected before and after each use.		
Cloth masks can be used as an alternative preventative measure where N-95 masks are not required by the job task.		
If respirators (e.g. half face and N95) are required to prevent COVID spread, all regulatory requirements (written program, training, fit testing/medical evaluations) apply.		
Consider requiring glove use for all workers. Gloves can reduce the likelihood of workers touching their eyes, nose, ears, and face.		
Where gloves and face coverings are used, ensure employees receive specific, documented training on donning/doffing, disposal, cleaning, and handling of used PPE.		
Notes:		

Office Provisions

*Ensure all screening protocols comply with applicable regulatory requirements.	Responsible Party	Follow up Frequency
If possible, allow employees to work remotely. If not, develop a strategy to allow for social distancing (move desks apart) and sanitize/disinfect the office regularly.		
Do not allow people into your office unless they are confirmed to be in good health. Post signage to remind employees of this on your office/meeting room doors.		
Establish a process for all employees and visitors to self-certify wellness through the use of a checklist or questionnaire and document all records.		
Train workers on security rules to protect your system from hackers and viruses. The risk of phishing and other cyber attacks is on the rise trying to exploit the situation.		
Notes:		

Get the latest information, guidance and resources on Coronavirus (COVID-19) to help you protect what matters most at hubinternational.com/coronavirus. For additional support, please reach out to your local HUB office.