About this guidebook

The Institute for Sustainable Communities is proud to publish this guidebook for helping industries to transition to the new way of conducting business in these turbulent times. This guidebook is based on the Ministry of Home Affairs’ national directives for COVID-19 management and the standard operating practices for factories, offices and workplaces. Guidelines with the ‘*’ sign are mandatory and are enforced by the law.

Violation of the legislation, under the Disaster Management Act, 2005 – sections 51 to 60 and section 188 under the Indian Penal Code, 1860 are punishable by law.

This guidebook also contains industry best practices that should be adopted to fight against COVID-19 and mitigating the business risks.

We hope this guidebook is helpful to you.
About ISC

The Institute for Sustainable Communities is an international nonprofit organization.

Our mission is to help communities around the world address environmental, economic, and social challenges to build a better future shaped and shared by all.
Disclaimer

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Methodology

Hazard control hierarchy is a sequential and systematic tool created to control hazards starting from the most effective and sustainable approaches to the least effective and sustainable ones.

It is often visualized as an inverted pyramid to show the decreasing effectiveness of controls. This approach was selected because it enables practitioners to prioritize hazards and take effective actions to mitigate risks.
## Contents

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Elimination of anticipated risks</td>
<td>07</td>
</tr>
<tr>
<td>Substitution for the new normal</td>
<td>14</td>
</tr>
<tr>
<td>Engineering Controls to reduce the risk of infection</td>
<td>19</td>
</tr>
<tr>
<td>Administrative Controls to set sufficient work procedures</td>
<td>28</td>
</tr>
<tr>
<td>Personal Protective Equipment to safeguard the workforce</td>
<td>37</td>
</tr>
</tbody>
</table>
Elimination
Of anticipated risks
Risk management

• Conduct thorough risk assessment of the entire workplace with respect to COVID-19
• Characterize the employees by the nature of their work, their age and susceptibility to viral infections
• Plan procedures and update the standard operating practices based risk assessment and characterization of employees for working efficiently in the new normal
Human resource planning

• Identify and notify essential employees required to be on premises on the basis of employee categorization.
• Similarly, identify and notify employees that can effectively work from home.
• Outline protocols to avoid visitors and other non-essential personnel from entering the workplace without official confirmation from the management.
• Ban all non-essential visitors on the work premises.*
Persons above 65 years of age and persons with co-morbidities and parents of children below the age of 5 should work from home.

Provide transport for workers coming from outside to reduce their dependency on public transport.

The vehicle should work with 30-40% of passenger capacity.

Fumigate all vehicles that enter the work premise.

Acquire medical insurance for the workers.
Human resource planning

• Encourage sufficient job rotations between employees to maintain social distancing.
• Provide a break of 1 hour between each work shift to ensure social distancing norms are maintained and the handled equipment can be sanitized by housekeeping during the break.*
• This will ensure that the workers from the next shift use disinfected tools and machines.
Technology readiness

- Prepare efficient means of communication for conducting business via virtual conferencing.
- Install a better internet connection with higher bandwidth to support business interactions.
- Minimize the instances of in-person meetings to ensure social distancing. Organize most of the work-related discussions virtually.
Login systems

- Remove all such biometric systems that require the user to touch a sensory panel. For e.g. the fingerprint sensor panel.
- Replace such systems with good alternatives such as a face ID or a smart card ID to reduce the chance of infection from the virus.
- As a last resort, employees can use alcohol swabs to clean their fingers before and after the use of the fingerprint sensor.
Substitution
for the new normal
Entry protocols

Stagger the entry into the workplace to avoid overcrowding at the entry gate during the screening process which would include mandatory:

- Thermal scanning.*
- Hand sanitizer stations for the employees.*
- Checks of authorization for visitors seeking entry.
Stairway to success*

- Minimize use of elevators to maintain social distancing norms.
- Elevators should never be used at their full capacity.
- A maximum of two people should use it at the same time.
- Encourage use of staircases and continue to maintain safe distance between employees to avoid overcrowding on the stairs.
- Maintain a distance of at least six feet distance between employees.

*COVID-19 PRECAUTION

DON’T

CROWDING IN AN ELEVATOR

DO

SOCIAL DISTANCING IN AN ELEVATOR
Locker room rules

- Stagger the entry into the locker rooms to 30-40% of occupancy to avoid overcrowding and maintain social distancing norms.
- Make sure employees follow these procedures at all times.
- Designate an employee to observe the effective use of this protocol.
- Sanitize the locker rooms after they have been used by the workers.
Changes in the workplace

- Place the office desks at least six feet apart from each other to maintain safe distance between employees.
- Modify the arrangement of desks in a way to avoid overcrowding of employees in small spaces and reduce instances of them sitting facing each other.
- Similarly, operators working on machines should maintain a safe distance between them.
Engineering Controls

to reduce the risk of infection
Thermal screening

- Procure thermal temperature devices for carry out temperature check of employees.*
- Employees should be checked for a fever before boarding the company bus.
- Carry out thermal inspection of all employees at all entry points.*
- If any person exceeds 37.3°C, they should be sent for a COVID-19 test.
- Spare thermal temperature devices must be available in the emergency control center.
Changes in the workplace

• Install a curtain between the operators to lower the chance of infection, if increasing the distance between the machines is not possible.
• Housekeeping staff should clean the machines before every shift and at the end of the day to reduce the chance of infection.*
Logistics control

- Fumigate the inbound and outbound logistics with 1% sodium hypochlorite solution to reduce the chance of infection for workers handling the materials.
- Similarly, fumigate the company vehicles to reduce the number of high-contact surfaces at the workplace and the chance of infection.
High contact surfaces*

• Disinfect any high-contact surfaces in vehicles such as handrails, poles, seats, handles etc. after the employees have entered the facility.
• Similarly, disinfect the door knobs, handles, printers, telephones, files, common drawers, elevator buttons, coffee machines, tables and chairs two times in a day.
Ventilation

• Increase the ventilation in all work areas since the virus survives in damper areas, where the air flow is restricted.
• Keep doors and windows open and install fans to ensure circulation of air flow and proper ventilation.
• This would also refrain multiple employees from touching the door knobs and door handles to conference rooms, meeting areas and cabins.
Sanitizer stations

- Provide hand sanitizer stations for all personnel at entry and exit points.
- Procurement of the same must take into account the rate of depletion and availability of sanitizer stock when it runs out.
- Sanitizers must also be available at common spaces such as canteen, conference rooms and restrooms.
- They should preferably have touch free mechanism
Hygiene in the canteen

• Canteen and housekeeping staff have a high chance of contracting the virus and hence special care must be taken to ensure their safety.

• Conduct a hygiene audit of the canteen on a frequent basis to ensure standards are maintained.

• If the canteen services are outsourced, special care should be taken to ensure that hygiene requirements are met.
Canteen etiquettes

• Canteen tables should be placed at a safe distance from each other.
• Employees must be advised to not sit face to face or close to each other.
• They should avoid prolonged conversations while eating as the face mask is taken off.
• Lunch time slots should have sufficient buffer time to avoid overcrowding by the employees.*
Administrative Controls

to set sufficient work procedures
Emergency control

• The emergency control center needs to be well-equipped to tackle biological emergencies.
• Procure emergency response equipment such as thermal temperature devices, fumigant, disinfectant, sanitizer, and liquid soaps
• Display and update the emergency contact numbers of paramedics, external emergency response units and helpline centers which are authorized to treat COVID-19 patients.*
The Emergency Response Team needs to spearhead this operation under the leadership of the Emergency Response Coordinator.

They should be sufficiently trained to handle biological emergencies and respond effectively.

They should be trained on the use of thermal temperature devices, preparing the fumigant and other authorization protocols.

They should ensure that the company ambulance along with all of it’s equipment is well-maintained.

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Security staff responsibilities

• Train the security staff on the response procedures and limiting the entry of personnel to maintain social distancing.
• They should ensure if employees are using the hand sanitizers effectively which is available to them at the premises entry point.
• They should ensure that all personnel seeking entry are being subjected to thermal scans.
• They should enforce the ban of gutka, tobacco and nicotine on premises.*
Housekeeping responsibilities*

- Housekeeping staff should clean high-contract surfaces twice a day with the fumigant. Metallic surfaces can be cleaned with an alcohol solution.
- Common areas such as canteen, conference rooms, locker rooms, and shared spaces should be disinfected after employees have used it.
- Restrooms need to be cleaned and sanitized effectively at regular intervals and a logbook should be maintained.
Employee responsibilities

- Prepare and display a set of standard operating practices for employees to refer and follow.
- Employees should observe strict hygiene practices. They should keep their chairs, desk, stationary items and computers clean.
- Employees should avoid touching the serving spoons in canteen, fidgeting with items and touching other unnecessary things.
- Spitting must be strictly prohibited.*
Training

- Conduct a training for the employees on good hygiene practices on a regular basis as determined by the organization.
- Train the housekeeping staff on effective methods to disinfect and sanitize the premises and equipment.
- Safety officers and supervisors should include personal hygiene as a part of their toolbox talks.
Effective signs

• Install relevant visual posters, signages and warnings at appropriate locations throughout the premises.

• Remind the employees to maintain social distancing norms and practice good hygiene over audio announcements twice a day.
Visitor Protocol

• Instruct the personnel entering via the material entry gate on the practices and the code of conduct set by the organization so they can follow it.
• Ban food delivery services temporarily to reduce the chance of infection from external sources.
• Brief the visitors and customers on the new standard operating practices being followed on the premises.
Personal Protective Equipment

to safeguard the workforce
Personal Protective Equipment I

• Equip the security and housekeeping staff with full body protection gear along with face shields due to their high risk of exposure.
• Housekeeping staff should wear disposable rubber boots, heavy duty gloves and a triple layer mask to protect themselves.
• Keep spare PPE in reserve, in case of breakdown or wear and tear during daily use.
Personal Protective Equipment II

- Procure PPE of the correct grade and quality. If there are processes which involve oil or fumes, it may react with the filter and degrade it over time, thus making the face mask inefficient.
- Additionally, instruct the employees to purchase their own masks for use when they visit public places, departmental stores and while commuting to-and-from work and maintain social distancing guidelines. *
Replacement protocols

- Set replacement protocols for PPE according to the various work functions.
- Since the virus can last on surfaces for about 24-48 hours, employees should have two masks so that they can wash and alternatively use for maximum protection.
Proper disposal

• Ensure proper disposal of all used masks and tissues using stringent measures.
• **Dispose** used PPE and tissues in yellow waste bags, which indicate infectious bodily discharges.
• Wash hands thoroughly for at least 20 seconds with liquid soap after the disposal of the used PPE.
Specific instructions
on restarting manufacturing industries after lockdown
General guidelines

- Treat the first week of production as a test run and ensure all safety protocols are in place.
- Workers should report abnormal sounds, smells, vibrations, leaks, smoke, exposed wiring and irregular grinding which would indicate immediate maintenance or shutdown.
- Ensure all lockout/tagout procedures are in place on a daily basis.
- Inspect all equipment as per safety protocols during the restart phase.
- Approach the local district administration for specific assistance.
Storage of raw materials

- Inspect storage facilities for any signs of spills and wear and tear.
- Check storage vessels, containers, bags, or silos for possible chemical reactions, oxidation, rusting or rotting.
- Check chemicals for stability before using them.
- Provide proper ventilation and lighting for storage areas.
- Check storage, machines, pipes, valves, conveyer belts, and buildings for damage or wear and tear.
Manufacturing processes

- Carry out a safety audit of the entire workplace.
- Clean pipelines, discharge lines, equipment with water or air followed by chemical based cleaning based on the process equipment.
- Supervise the run-in of the rotary equipment.
- Check the linings of boilers, furnaces and heat exchangers for signs of wear and tear.
- Ensure all pressure, temperature, gauges are functional.
- Perform important tests before resuming production at full capacity.
Guidelines for workers I

• Sanitize the workplace every two-three hours for common areas.
• Sanitize accommodation of workers regularly to reduce the chance of infection.
• Provide all workers with masks, gloves and sanitizers.
• Sterilize and isolate finished goods.
• Perform delivery of goods in shifts.
• Ensure that tools are not shared amongst workers and provide additional tools if needed.
Guidelines for workers II

- Create physical barriers to maintain physical distance in the workplace.
- Provide face shields along with PPE to workers.
- Managerial and administrative staff should work one shift at 33-50% capacity.
- Prepare accommodation to isolate workers if needed.
- Ensure that HR manages mandatory 14-day quarantine for all employees who are travelling.
- Ensure skilled workers are used for hazardous activities to reduce the risk of injury after re-opening of the factory unit.
Thank you!

ehsplusindia.org/covid19

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