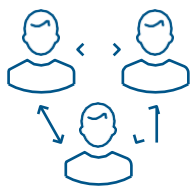Every DLA Europe and Africa employee plays a critical role in creating an environment where our team feels safe performing the organization's mission, their jobs and that our customers feel confident. The COVID Safe Work Playbook includes practical guidance to collectively respond to the COVID-19 health crisis.

Employee Health	In the Workplace	In Public Areas at work

• Recommend employees conduct daily self screening – check your temperature and signs of symptoms every day prior to reporting to work
• Discuss and check with your family members for signs of symptoms
• Assume you may be asymptomatic
• If you are sick, stay home! Contact your supervisor and healthcare provider if needed
• If you are exposed to COVID-19, or you suspect you were exposed, self-quarantine for 14 days or IAW your local regulations; consult your chain and HR
• Contact your supervisor or HR/business office representative prior to returning to work if you were ill or had COVID
	• Contact your organization to learn new protocols before returning to work
	• Implement self-protection protocols
	  - Daily temperature checks upon work IAW official guidance
	  - Daily screening
	  - Social distancing
	  - Wear a cloth face covering
	  - **Wash hands** – Hand discipline
	  - Use hand sanitizer/disinfectant
	• Clean and sanitize your workspace daily
	• Individuals continue to work from home returning in phases as directed by the DLA Europe and Africa Commander. Estimate:
	  - Mid May – Up to 25%; End of May to early June – Up to 50%; Mid to end of June – Up to 75%; Mid July – Up to 100%
	All subject to change based on conditions on the ground, local site/base/garrison CDR/ host nation
	• Limit meeting attendees
		• Maintain social distancing of at least 1.5 – 2 meters (6 feet)
		• Eliminate physical contact as much as practical
		• If you encounter an ill coworker, contact your chain of command / supervisor immdiately
		• Use your personal protective equipment (PPE): wear mask, gloves (properly and as appropriate for your position; be cognisant of cross contamination)
		• Eliminate all nonessential in-person meetings
		• Correct individuals respectfully not maintaining a safe and secure environment and not following current rules and protocols

Questions? Here's who to contact:

Security Chief & Emergency Manager / Preparedness
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324-206-9613/9610/9611/9612

Safety & Occupational Health

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Human Resources (HR)

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Defense Logistics Agengy Europe and Africa

COVID

Safe Work Playbook

An interactive guide for COVID-19 pandemic preparedness and response

NOTE
The information contained in the COVID Safe Work Playbook represents current practices of the Defense Logistics Agency Europe and Africa to maintain readiness and continue its mission during this time of the unprecedented COVID-19 pandemic. The top priorities are mission readiness and maintaining a safe and secure environment for the DLA Europe and Africa team, their family members and our customers. This guide is adapted from a template provided by The Lear Corporation.

DISCLAIMER
Be advised that some or all of the information contained in this document may not be applicable to all DLA Europe and Africa locations. It is strongly recommend that before implementing any of the areas contained herein you carefully evaluate and consider local host-installation requirements (i.e., USAG's), the MACOM policies we fall under (i.e., USAREUR, NAVEUR, USAFE, IMCOM-E) and host nation requirements or restrictions regarding the applicability and potential efficacy of this information in your location. Note that this is a "living" document that will be updated at any time given the fluidity of this situation. At a minimum, this playbook will be updated before moving into the next 'back to work' phase.

Letter from the Commander, Defense Logistics Agency, Europe and Africa

To the DLA Europe and Africa Team:

Since the beginning of the COVID-19 pandemic, my philosophy has been ensuring for the health, safety and security of the entire team while maintaining our mission. That notion has guided my every decision in our response to this health crisis, and I appreciate the hard work by everyone in ensuring we continue our vital mission while at the same time keeping our team and families safe and secure.

The COVID Safe Work Playbook lays out new protocols and practices that will help keep our team safe and secure as we slowly strive to return to some normalcy operating in a new environment.

While not a one-size-fits-all approach, this Playbook includes practical recommendations based on guidelines from the Centers for Disease Control and Prevention (CDC), the World Health Organization (WHO) and the Robert Koch Institute (RKI) to address various scenarios we may encounter as we prepare for a new reality. We continue to evolve and remain prepared as we look toward to the future. Regular updates will be made to the Playbook based on updates and real-time feedback.

The manual covers a wide range of topics, including:
• The Response Team
• Cleaning and disinfecting procedures
• Practices for ensuring segregation of the work force and other social distancing strategies
• Practices for ensuring safety to all members and our customers
• Protocols for response to employee health issues

These are unprecedented times. It is important that we all work together to create an environment where individuals feel comfortable performing their jobs safely and confidently again.

I look forward to working with our entire DLA Europe and Africa team to continue our vital mission to our nation.

Respectfully,

Krista M. Hoffman
Commanding
Defense Logistic Agency, Europe and Africa

Table of Contents

General Protocols and Preparedness

General Protocols and Preparedness

This Playbook is to be used as an Organizational Guide and aligns with the Centers for Disease Control (CDC), World Health Organization (WHO) and Robert Koch Institute (RKI) recommendations to the greatest extent possible. It also subscribes to the HQ, Defense Logistics Agency (DLA), U.S. European Command (USEUCOM), United States Army Europe (USAREUR) and DLA Europe and Africa on policies and best practices.

This is a working document and will be updated to reflect changes in directives and will introduce new recommended best practices as they become available or as applicable.

While the organizational tasks outlined within this document fall to specific actions, it is the responsibility of each team member to understand and implement the following protocols to the best of their ability. This Playbook provides a framework for our DLA Europe and Africa employees so they are empowered to fully implement safe and healthy practices for all aspects of our mission and to develop location appropriate protocols for offices, floors, facilities, occupied buildings and the respective MSC's.

The COVID Safe Work Playbook provides general recommendations for use in all DLA Europe and Africa facilities. Since there will be location-specific circumstances, certain DLA Europe and Africa facilities, locations or area will have to adjust the Playbook recommendations to address that area's limitations, constraints, regulations and requirements. MSC Commanders and their delegated authorities are authorized to adjust as applicable and use this playbook as a template to the lowest level. Additionally, all facilities must comply with all applicable regulations, rules, host nation laws, and SOFA agreeements. If there is a conflict between the recommendations in the COVID Safe Work Playbook and the local regulations, laws or SOFA agreement, the facility must follow the local applicable rules/laws established.

Response Team

Tasks
- Activate pandemic response plan
- Establish the DLA Response Team and communication frameworks
- Adapt response plan to specific protocols of HQ DLA, USEUCOM, MACOMS and host nation officials

The Response Team will be made up of the following:

Response Team and Return to Work Chair	
Colleen Morris – Deputy Commander, DLA E/A	Alternate: Janis Spear, Chief of Staff (CoS)

RSOC	
Andrea Breyton – Dep. J3	Alternate: TBD

Deputy Directors / Commander	
John Phinisey, Robert Main, Calvin Lee, Crimson Smith, Omar Khlifi	Alternate: As assigned
Leads their MSC organizational efforts for return to work planning, response, including with lateral organizations and their higher level MSC headquarters. Tracks and develops a methodology for their respective MSC's. Maintains situational awareness of all aspects of the emergency and higher/lateral and host nation responses.	

Security - Emergency Preparedness and Management	
Richard Ellis – Chief of Security Services and Emergency Manager	Alternate: Carla Mullen
Leads threat emergency planning, mitigation, and recommended response, including liaising with COCOM, MACOM, IMCOM, USAG's, emergency managers and host nation agencies. Manages the response of the event as directed. Tracks and develops a methodology to brief threat trends. Maintains situational awareness of all aspects of the emergency and higher/lateral and host nation responses.	

Safety and Operational Health	
Vincent Brouillard – Regional Safety & Occupational Health Manager	Alternate: Keith Nelson
Ensures safety regulations and safe practices are adhered to. Provides specific guidance on personal protective equipment (PPE), cleaning standards, and safety mishap reporting procedures across the Area of Operations. Provides specific information and training regarding maintaining a safe environment during a pandemic and proper use of PPE. Evaluates existing procedures to minimize the number of workers making contact with potentially ill or asymptomatic individuals (suspected human biological vectors).	

Local National Employee Relations	
Heike Neumann	Alternates: TBD
Host National Local National Representative who communicates local national employee concerns and rights.	

Response Team

Tasks
- Activate pandemic response plan
- Establish the DLA Response Team and communication frameworks
- Adapt response plan to specific protocols of HQ DLA, USEUCOM, MACOMS and host nation officials

Information Operations/J6 - Technology Services	
Dana Williams	Alternates: Robert Barnes
Ensures deployment and availability of technology resources and productivity tools to support Command & staff activities and operations, including those requiring offsite access. Ensures mission critical systems are accessible 99% of the time and, if accessibility failures should occur, access is restored as quickly as possible, including failover to designated hot sites if deemed necessary. Institutes necessary cyber security threat prevention, risk remediation, and awareness program for safety and security of DLA E/A infrastructure.	

Legal & Administration	
John Rawcliffe, General Counsel	Alternates: Laura "Diane" Nelms
Ensures legal compliance and provides interpretation and guidance on legal and ethics matters. Provides continued support and operation of administrative functions including coordinating with all Commanders and staff. Manages policies on procurement of goods and services and facilitates appropriate sourcing and timely acquisition of necessary items.	

Human Resources Forward Presence	
Sherry Hegan – Human Resource Specialist	Alternates: Servicing ER/LR
Communicates with employees regarding events and required protocols. Provides support to departments in fulfilling staffing requirements within applicable laws and regulations. Reviews actions and provides guidance regarding compliance and organizational policies, including alternatives to help fulfill objectives. Evaluates implementation of leave and other policies and work rules. Assists staff and families with logistical support of non-standard issues to help with maintaining staffing levels and employee relations. Considers impact of activities on staff's mental health. Monitors employees for signs of stress and depression. Makes counseling services available as needed.	

The Response Team is guided by the philosophy of completing our mission sets in a safe and secure environment as their forces return to work. The objectives of the Response Team are to:
- Slow the spread
- Remain operational
- Actively communicate

The Response Team shall implement the DLA and USEUCOM/USAREUR pandemic response plan and adapt actions specific to the host base Commanders, the host nation, and local area COVID-19 action plans. Upon decisions to safely return to work, the team will meet as directed along with all MSC Deputy Commanders/Directors to review the status, activities and actions, as well as implement strategies for short-term operation and long-term recovery.

Critical Material Inventory

Tasks
- Confirm supply of soap, disinfectant, hand sanitizer, paper towels and other local requirements
- Confirm stock of face masks, gloves and safety glasses onsite or on order
- Obtain and provide "non-touch" thermometers onsite for employee self-screening
- Establish and maintain 60-day supply levels for disinfecting supplies and personal protective equipment (PPE)
- Confirm or establish alternate vendors for when items are backordered or not available
- Acquire and deploy touch-free sanitizer dispensers for high traffic areas if applicable or as dictated

#	Item	Specs	Quantity
1	Masks/cloth face coverings	Disposable surgical masks, and cloth face coverings	Minimum 60-day supply for all DLA E/A personnel
2	Latex or Nitrile gloves	Latex or powdered nitrile gloves, of various sizes and mils	Minimum 60-day supply
3	Disinfectant spray/wipes	Hospital-grade disinfectant, including various brands of disinfecting wipes, and all-purpose cleaning sprays	Minimum 60-day supply
4	Spray bottles	Plastic spray containers, 1 liter, pump handle	As needed or required but a minimum 1 bottle per building per floor
5	Sanitization floor stand	Both Purell no-touch and Foamy IQ	As appropriate or directed in high traffic areas
6	Hand sanitizer (refills)	Sanitizer with 70% alcohol: refills for Purell/Foamy IQ, 4- and 7.5-oz pump bottles and 4-oz squeeze bottles	Minimum 60-day supply
7	Hand soap	As provided by the custodial contract	Minimum 60-day supply on hand and easily locatable if necessary
8	Paper towels/toilet paper	Various paper products to include hand towels, heavy duty paper towels and various toilet paper as provided by the custodial contract	Minimum 60-day supply on hand and locatalbe if necessary
9	Safety glasses	Safety glasses / polycarbonate/one size fits all for areas mandating or as required	As directed or required
10	Biohazard container	Bags that can be sealed and tagged as contaminated material	As directed by local regulations, or as directed
11	Disinfectant spray chemical	Chemicals used to fog/disinfect large open areas as directed or required	Based on local conditions, facility, laws and regulations

Personal Protective Equipment (PPE)

Tasks
- Develop protocol for deployment of PPE
- Provide PPE training on when and how to use
- Ensure PPE is deployed and utilized appropriately

Masks
Per current CDC guidance, N95 masks are critical supplies reserved for healthcare workers and medical first responders. DLA E/A has a very limited need for any N95 masks and employees will be issued non-N95 masks that are either disposables or cloth face coverings. If you believe an individual or area requires an N95, please consult the Safety and Occupational Health Office.

Cloth face covering
- Individuals will wear their cloth face coverings while in all DLA E/A facilities, public spaces of DLA E/A facilities and in shared/common space work areas. Individuals can safely remove facemasks in office spaces with a minimum of 2 meters for social distancing (more is better) or in an individual office spaces but will re-mask as appropriate for visitors or when social distancing cannot be maintained.
- DLA E/A will issue a cloth face covering to each employee working onsite
- Alternatively, individuals are authorized to provide their own cloth face covering, including a scarf
  - Personal face masks must meet CDC guidelines and be appropriate and non-offensive for the workplace

- How to use cloth face coverings:
  - Wash hands thoroughly with soap and water prior to putting on a face covering
  - Secure face covering to your face
  - Do not touch your eyes, nose or mouth when removing the face covering and wash your hands immediately after removing
  - Individuals will launder their reusable face coverings daily, preferably machine-washed and dried
- Individuals and guests will continue to maintain at least 2 meter (six-foot) social distance whenever possible, even when wearing a face covering

Personal Protective Equipment (PPE) (continued)

Tasks
- Develop protocol for deployment of PPE
- Provide PPE training on when and how to use
- Ensure PPE is deployed and utilized appropriately

Gloves are required when:
- Applying certain chemicals
- Addressing potential exposures to bloodborne pathogens
- Cleanup of bodily fluids is required
- Cleanup of an area that has been exposed to a person being treated for illness
- For 'hands on' customer facing workers who must handle items exposed to other individuals (example: the Physical Security Manager who must handle badges with the customer)

Safely remove your disposable gloves
Proper removal of gloves takes training; if contaminated gloves are not removed properly cross contamination will occur and individuals may be at greater risk.

1. Pinch and hold the **outside** of the glove near the wrist area.

2. Peel downwards, away from the wrist, turning the glove inside-out.

3. Pull the glove away until it is removed from the hand, holding the inside-out glove with the gloved hand.

4. With your un-gloved hand, slide your finger/s under the wrist of the remaining glove. **Do not touch** the outer surface of the glove.

5. Peel downwards, away from the wrist, turning the glove inside out.

6. Continue to pull the glove down and over the inside-out glove being held in your gloved hand.

Washing hands is the number one defense against any virus and therefore glove use does not eliminate the need for proper handwashing.

General Disinfection Measures – (continued)

- Deploy materials to individual work areas that allow for self-cleaning and sanitization
- Establish protocols, policies and procedures for employees to clean their workspace on each shift
- Establish increased frequency standards and complete sanitation of common work areas

Definitions

Cleaning
Refers to applying cleaners and physical effort to remove loose dirt and surface debris.

Sanitizing
Refers to applying disinfectants or other cleaners which results in killing germs less than 100%.

Disinfecting
Refers to applying disinfectants or other cleaners which kill 100% of bacteria or viruses, usually accomplished by extended disinfectant dwell time.

The objective of disinfection measures is to establish a sanitary baseline at the beginning of each shift and reduce the risk of spread of infection. Individual workspaces will be sanitized prior to anyone working in their respected space. It is understood that there may be site-specific questions or specific procedures regarding techniques, chemicals to use, etc. Such questions should be directed to the Regional Safety Occupational Health Manager or Custodial Services.

At a minimum, each site should designate an individual who builds a protocol for entering an area, floor, building at the beginning of the work day, for additional tasks throughout the day, and at close of business.

Example protocol sentences: Extracted from DM: - The Western door facing the Stars and Stripes building is the only authorized entry point to the third floor. Use your elbows to push the automatic door opener. If for any reason the auto button is inoperative, take precaution using your hands to open the door. – Upon reaching the floor, spray or wipe to sanitize the Key Fob Receptor. If sanitation items are not availabe, use the paper towels provided as a barrier tool. If you use the encryption pad to enter, sanitize the PIN pad first. – Discard your waste in the waste basket provided immediately to your left upon entering. – If you are the first individual to enter your office, assume the door knob is unsanitary. Use your free hand for the Key FOB and open the door. Emplace the door stop. Immediately put your personal items on your chair and go straight to the restroom to wash your hands. – If you are the first individual in the office, wipe down common touch point areas such as door knobs, TV remotes, light switches, common rails and counters, etc. Then immediately sanitize your work space such as your computer key board, computer screen, mouse, telephone, desk, window handles, arm rest pads, copiers, etc. Go wash your hands. – Crack your window to allow for constant air flow alleviating micro-climates. The COVID virus is known to linger in the air. By cracking your window, the virus will fall to the ground or stick to surfaces quicker. This is the reason why you should clean your work spaces as frequently as comfortable and wear your mask. You clean to eliminate cross contamination. – Use the SF 701 to indicate when the common areas in the office were cleaned. Develop and have a 'visitor or external DLA visitor' sign-in sheet for anyone visiting your office. The visitor sign in sheet will be helpful if contract tracing investigation is needed upon illness. The log should have a date and time of visit and last place visited (i.e., shoppette, restroom, rm.105 bldg 101). Keep the log for 4 weeks and then destroy. – Each section will rotate sanitizing common areas not covered in the custodial contract (such as the floor water dispenser, break room, kitchen, etc.). Throughout the day, individuals using the water dispenser will wipe down the knob with the sanitizer provided. Only one individual is allowed in the breakroom and kitchen at any given time and must sanitize before and after use with products provided. Sanitize all areas that are commonly touched (such as the fridge door, faucet handle, light switch, etc.). – If more than one individual is working in the office, masks must be worn at all times and a MINIMUM of 2 meters of social distancing is required. If a physical barrier (such as a cubicle with walls) is present between individuals, the mask rule can be loosened but only if 2 meter social distancing can be observed. Individuals in single offices can unmask but must remask before an individual enters. – The last individual from the office leaving for the day will repeat cleaning procedures listed above and annotate on the SF 701. The middle door is for exiting only. Do not use the door facing the Stars and Stripes to exit. That door is for entering only. When exiting, use your hips to push down on the railing. Keep your face mask on until you reach your car. END Example.

General Disinfection Measures – (continued)

Restrooms: At a minimum, protocols must be established for utilization of all restrooms. Depending on the size and configuration, a maximum number allowed in the restroom at one time must be established to ensure for proper social distancing, hygiene, and sanitation.

Normally, custodial services will come in once per day to clean the toilets, urinals, sinks, floors, handles and refill sanitizing stocks. Since the restrooms are considered high traffic areas, individuals should take additional precautions to ensure proper safety precautions are observed throughout the day.

It is recommended that all individuals utilizing the rest room take sanitizing wipes or sprays provided when utilizing stalls. This is to ensure you can wipe the inner handle, lock, seat and toilet paper flap. Ensure you also maintain hand discipline by not touching the push pad or handles to flush. If sanitizing agents are not available, at a minimum, use toilet paper as a barrier on high touch items and on the toilet seat for protection. Before you use the toilet, ensure you are masked and flush once prior to use for additional precaution. Use toilet paper as a barrier to flush upon completion if sanitizing products are not available.

If you are using sanitation wipes, DO NOT DISCARD the wipes down the toilet. Properly dispose them in the waste receptacles that should be available in vicinity of the sinks. Before departing, wash your hands for at least 20 seconds. Use paper towels to dry your hands and use the same paper towels to turn off the faucet. It is recommended you place a waste basket outside the restroom so you can use the same paper towel to exit and immediately discard your waste.

For restrooms that are shared with another agency outside of DLA E/A, attempt to coordinate the rules of engagement for a safe and secure environment. If coordination cannot be made, DLA E/A organizations will still be expected to develop their own protocols and take extra precautions.

To reinforce: It is highly recommended individuals sanitize and/or disinfect areas with special attention to their designated workspaces, including:
- Workstations and equipment
- High-touch items such as coffee pot handles, water dispenser, copiers, TV remotes, etc.
- Restrooms, breakrooms, kitchens
- Common surface areas such as chairs, doorknobs, window handles, light switches
- Computer screens, keyboards, mice, telephones
- Have a methodology to document cleaning such as a SF 701 or other tracker.
- Have a protocol or policies for contact tracing. Use a visitation log and ensure visitors are properly masked, social distancing, and maintaining hand discipline in your work areas. Sanitize upon their departure.

General Disinfection Measures (continued)

Tasks
- Develop protocols, policies and procedures
- Deploy materials to employee work areas that allow for self-cleaning and sanitization
- Establish policies and procedures for employees to clean their workspace on each shift
- Establish increased frequency standards and complete disinfection of common work areas

General disinfection measures
- The checklist below should be implemented and completed in the frequency mentioned in all facilities to reduce the spread of infection and protect employees.
- Along with these workplace disinfection activities, proper personal sanitary practices including washing hands as needed after touching surfaces are also necessary.

Disinfection frequency in offices and shops

#	Area/Place	Disinfection Content	Disinfectant	Disinfection Method	Frequency
1	Employee's common surfaces	Including workstations, tools and other common surfaces, etc.		Spray with hand-held Sprayer or wipe	At the beginning & end of each shift at a minimum
2	Offices, desks and conference rooms	Table and chair surfaces etc.		Spray with hand-held sprayer or wipe	Minimum at the end of each shift or after each use for the conference room
3	General objects often used or touched	Door knobs, windows, phones, light switches, handles, faucets, sinks, break rooms objects. Etc.	Products will be provided by DLA E/A or Custodial Services	Spray with hand-held sprayer or wipe	At least two times per day or after handling
4	Water dispensers Coffee machines, vending machines	Interface surfaces (knobs, buttons, and surfaces)		Spray with sprayer	After each use
5	Carts/lifts	Wipe areas of common human interaction		Spray with sprayer	After each use
6	TMP/Gov vehicles	Common surfaces (e.g., seat surfaces, rails, belts, buckles, blinkers, door and window Controls, radio knobs)		Spray with sprayer or use disinfecting wipes	After each use
7	Computers/ electronics	Computers, docking stations, keyboards, mice, screens,	It is best to dilute 70% isopropyl alcohol at a 1:1 ratio with water (preferably distilled). Disinfectant wipes work too (but not on monitors)	Spray solution on to microfiber cloth and wipe down equipment. Don't spray directly onto equipment. Alternatively, use disinfectant wipes for all IT components except monitors.	At the beginning and end of each shift at a minimum or as necessary

Decontamination Protocol

Tasks
- Review, understand and prepare for increased triggering events of Decontamination Protocol
- Acquire and deploy additional supplies and materials
- Train appropriate staff in decontamination procedures

Definition

Decontamination

Refers to cleaning and disinfecting in response to a potential infectious disease, bloodborne pathogen or bodily fluid event. Decontamination typically requires the use of a strong disinfecting chemical with an on-contact or minimal dwell time for 100% germ kill, along with appropriate PPE as per Safety Data Sheet requirements for the disinfectant being used.

COVID-19 decontamination

The General Disinfection Measures Protocol should be followed regularly, whereas the Decontamination Protocol is triggered when an employee, customer or visitor is suspected of having a contagious disease, such as COVID-19.

Decontamination should be performed as soon as after the suspected individual has departed the area, or as soon as practical thereafter. Know what your decontamination policy is for your location (e.g, local military clean team, contractual, internal teams, etc.). If a delay is expected, secure the area with support from your command, and seek guidance from your host installation and your safety and local security office until decontamination steps are completed. DO NOT TOUCH ANYTHING.

Decontamination efforts shall be completed in the immediate area occupied by the suspected person (their workspace and/or 10-20 foot radius of the areas the individual occupied).

Notwithstanding the above, if an individual is confirmed to have a COVID-19 positive test, in lieu of performing decontamination, the area may be secured for a period of at least 72 hours to allow for natural deactivation of the virus followed by a comprehensive disinfection of all common surfaces. Depending on the situation and the case, immediately contact your safety office (or security office) or local authorities as rules and regulations my be different at your location.

Decontamination procedure

1. Military Clean teams or an approved external company to carry out the decontamination activity (in extreme certain cases, trained local DLA E/A personnel). The selected resource shall meet the following minimum requirements:
   a. Have trained personnel execute the process of cleaning, disinfecting and disposing of contaminated waste items
   b. Ensure the use of proper equipment and PPE to perform the task
   c. Complete all necessary procedures and local authorizations or permits to perform disinfection services and manage any wastes generated
   d. Ensure the use of approved COVID-19 disinfectant chemicals to perform this activity
2. Each MSC, or staff section must coordinate and be on hand to oversee the cleaning and decontamination process. They must ensure that:
   a. There is a specific plan and strategy to clean all sites, machinery/equipment, common areas, offices and any typical areas where people interact
   b. That only authorized individuals can access the site during the cleaning operation
   c. That authorized DLA E/A member on site has the required PPE and the PPE is properly disposed of at the end of the process
   d. Ensure that the DLA E/A Commander, RSOC, DLA E/A Public Safety and DLA E/A Security & Emergency Manager are made aware that the work areas have been decontaminated
3. "IF" a trained DLA E/A team performs the decontamination effort, PPE requirements for the decontamination team include proper use of:
   a. Gloves
   b. N95 masks
   c. Eye protection
   d. Decon Bodysuit
4. At the end of the process, the decontamination team must follow the local regulations to dispose of all the PPE and cleaning material used in the proper manner

Receiving Inventory/Materials/Packages/Mail

Tasks
- Develop and publish protocol on receipt of packages (accepted locations and times)
- Implement social distancing protocol in the receipt of goods and supplies
- Manage receipt, inventory, storage and distribution of supplies

The World Health Organization indicates it is safe to receive packages from areas where COVID-19 has been reported, advising that, "The likelihood of an infected person contaminating commercial goods is low, and the risk of catching the virus that causes COVID-19 from a package that has been moved, traveled and exposed to different conditions and temperature is also low."

The current studies indicate the virus does survive at intervals/times depending on the material but does not survive on shipped items for long. The length of shipment times and other environmental factors should inactivate the virus.

If you receive an expedited package and are concerned about possible surface contamination, consider these steps:
- Wear gloves when handling the package
- Wipe the surface of the package with sanitizing wipes
- Wash your hands frequently with soap and water
- Use hand sanitizer when soap and water are not available
- Avoid touching your face, eyes, nose or mouth
- Maintain hand discipline so you do not cross contaminate
- Wipe surfaces where the package touched
- Wear your mask at all times

If packaged materials have been in transit and/or storage at the airport for more than 48 hours from last human contact, no further action needs to be taken but is optional depending on your comfort level. Package receiving personnel, should consider adding the following additional precaution at package receiving stations or stored/package opening area:
- PPE supplies, which include hard surface sanitizing wipes, latex or nitrile gloves and hand sanitizer products are available at each receiving table

Official Mail and supplies/package distribution and delivery
- With many administrative employees working from home, the APO postal service has reduce mail delivery/pick up options depending on your location.
- On pick up days, individuals handling mail, packages and express shipments should be available to receive the delivery. Items requiring immediate distribution will be properly coordinated to ensure the receiving party is prepared for protective measures depending on the situation, comfort level and local rules and regulations.

COVID-19 Audit Checklist

Tasks
- Ensure implementation of Safe Work Playbook practices
- Educate supervisors on Playbook requirements and the recommended COVID-19 Audit Checklist
- Update safety and threat mitigation inspections to include the recommended COVID-19 Audit Checklist
- Implement the recommended COVID-19 Audit Checklist or develop one

As work expectations have changed, a coordinated effort will be required from all leaders to ensure the work environment is being properly cleaned, threat mitigation measures are enforced and new protocols are being followed. The below recommended COVID-19 Audit Checklist will help leaders verify implementation and identify areas requiring further review. Leaders are free to expand upon the check list as appropriate. Periodically, select individuals assigned by the DLA E/A Commander will also audit workspaces for compliance.

Shift:_____Department:_____

Inspection area: _____

General work protocols, disinfection, safety and threat mitigation measures:

- ☐ Does the office, floor or facility have protocols, or policies in place?
- ☐ Did all individuals receive 'back to work' training on protocols, policies, sanitizing/disinfecting, methods, frequency, office and floor rules, standards and expectations?
- ☐ Are all individuals wearing appropriate masks when required?
- ☐ Are all social distancing measures being adhered to and observed?
- ☐ Is there a contact tracing methodology in place?
- ☐ Is there an audit or log of cleaned offices, common areas?
- ☐ Are proper disinfectants used appropriately?
- ☐ Do individuals and offices conduct a comprehensive cleaning in all offices and common/high traffice areas including cabinets, desks, tables, chairs, light switches, surfaces and other common touch points?
- ☐ Do individuals conduct a comprehensive cleaning of all general objects often used or touched (doors, windows, handles, faucets, sinks, bathrooms, TV remotes, etc.)?
- ☐ Do protocols/policies cover comprehensive cleaning of the break room (tables, chair surfaces, dispensers, vending machines, etc.)?
- ☐ Are there policies/protocols for high traffic areas such as restrooms or natural choke points (such as stairwells)
- ☐ Is there a comprehensive cleaning protocol/policy of all common surfaces of assigned vehicles (seat surfaces, steering wheels, seat belts, door handles)?
- ☐ Are temperatures being checked before start of work?
- ☐ Are there visitor controls in place to include sign in sheets?
- ☐ Are SF 701's being utilized to document COVID mitigating measures?
- ☐ Are there "virus action on contact" plans or methodology in place for disinfecting the area (e.g., local military clean team, contract, custodial, etc.) ?

Other

- ☐ Do employees have the appropriate supplies and materials for self-protection (hand sanitizer, cleaning supplies, etc.)?
- ☐ Do employees have proper PPE issued or accessible to them in their workspace (gloves, masks, eyepro, etc.)?

Employee Health

Daily Employee Screening

Tasks
- Employees should self-check for fever or other potentially contagious symptoms prior to coming to work; stay home if symptomatic with any of the known symptoms
- No-contact thermometers are made available in each work area for individuals before starting work. Consult with HR on individuals with a fever. Develop a protocol on this recommendation.
- Supervisors should observe employees exhibiting signs of illness, and express general concern regarding the employee's health and remind the employee of his or her leave options for seeking medical attention, such as requesting sick or annual leave.

The recommended Daily Employee Screening protocols are in place to keep sick or symptomatic employees home and decrease the likelihood of spreading the COVID virus or infection.

Each employee is recommended to conduct a self-check for a fever and other known COVID symptoms before going to work. If you feel ill or have the following symptoms below, contact your supervisor immediately:

- Fever at or above 100.4 degrees Fahrenheit
- Have a cough
- Have shortness of breath
- Are experiencing difficulty breathing
- Are overly fatigued

Depending on the installation or work site, you may be required to have your temperture checked by the host base authorities at ingress points or at other locations. Follow the guidlines or official policy established at each respective installation/local area. Consult HR if you have concerns.

Recommendations for DLA E/A employees, before start of work: Conduct temperatures checked to ensure they are not experiencing the following (currently this is under review and not a directive or required; awaiting further guidance):
- Fever at or above 100.4 degrees Fahrenheit
- Cough
- Shortness of breath
- Difficulty breathing
- Fatigue

Once official DoD/DLA guidlines are received, individual MSC's/sections, may be directed to follow DoD/DLA/USEUCOM policies on conducting required temperature checks. Some expected guidance may include asking for a volunteer to check employees upon entrance to the facility. Other guidance may include having temperatures checked upon reaching your office. In either case, temperature checks could be required to be conducted by a second party to ensure for accuracy. If a second party conducts temperature checks, ensure they are properly trained on the device, are wearing gloves, are properly masked and checks are conducted with the arms extended out as far as possible to maintain the best possible social distancing. If checks are to be allowed by individuals, ensure they are trained properly, are wearing gloves to minimize cross contamination, masked, and are conducting the checks properly. You will be expected to follow the guidance provided.

If an employee does not recognize symptoms in their recommended Daily Employee Screening but they display symptoms upon reporting to work, supervisors will attempt to segregate the individual, contact the chain of command and HR Employee Relations. Each location will also consider the host site requirements and any host nation laws/regulations and policies. If the individual returns home, the leadership will consult with the individual, and the DLA E/A Commander to make a determination if any self-quarantine is warranted or any other precautionary safeguard is appropriate.

If the employee develops symptoms any time after arriving at the facility, it is recommended that the employee be sent home and it is reported to the appropriate officials at your host location with disinfecting recommendations. Follow up with the individual immediately if they go home and contact the chain of command and HR about any determination on self-quarentine or any other precautionary safeguard as appropriate. All decision will be based on a case by case basis after consulting with HR/Business Office, the Chain of Command and medical community, if warranted.

Contact your business office, or leadership for individuals who are at home sick or are confirmed positive for COVID-19 prior to returning to work. If you suspect you are asymptomatic or have been in contact with someone known to have COVID, immediately contact your leadership for further guidance before coming to work.

If You Are Ill

Tasks
- Establish strict policy on staying home if sick
- Require supervisors to recommend to employees to go home if sick.
- Actively communicate and reinforce requirements to supervisors and employees
- Allow employees to self-check temperatures on-site if not available at home

If you have any symptoms of sickness, you are highly recommended to STAY HOME! If you suspect you have COVID symptoms, you will call your supervisor for futher guidance before going to the office and consult a healthcare provider as appropriate. The chain of command will consult the HR representative immediately.

General
- When you cough/sneeze, cover your mouth and nose with a tissue; immediately throw tissues in garbage; wash your hands with soap and water for at least 20 seconds. If soap and water are not available, clean with hand sanitizer that has at least 70% alcohol and immediately go the appropriate hand washing station to wash your hands.
- Avoid sharing household items, including drinking cups, eating utensils, towels or even bedding. Wash these items thoroughly after using.
- Clean high-touch surfaces daily using a household cleaner or wipe. These include counters, tabletops, doorknobs, bathroom fixtures, toilets, phones, keyboards, tablets and bedside tables.
- Clean surfaces that may be contaminated with blood, stool or bodily fluids.
- Shared spaces in the home and office should have good airflow—use an air conditioner or open windows weather permitting.

Distance from others
- Ensure maximum social distancing protocols at home.
- No visitors unless the person needs to be in your home.
- If you must be around other people, such as a visit to a healthcare provider's office, wear a mask or cloth face covering but call beforehand so the office is prepared for a potential COVID patient.

Seek medical attention
- Continue monitoring for any symptoms. If they worsen, such as if you begin to have difficulty breathing, call your healthcare provider immediately.
- If you need medical attention, call ahead to ensure you're going to the right place and that you are taking the necessary precautions.

If you test positive for COVID-19
- Notify your direct supervisor immediately. Organization will ensure PII is protected, HIPPA rules are in play and the proper individuals are notified (DLA E/A Commander. RSOC, HR, and Safety and Security office but with no names, just for coordinating and local Emergency Management reporting and decontamination measures)
- Self-isolate yourself for 14 days per CDC direction. Keep your chain informed.
- MSC/organizations are highly recommended to help with the coordination for groceries, toiletries and medical needs if assistance is needed and/or required. Consult with your chain of command for the best course of action.
- If you don't have a washing machine at home, seek guidance from the safety office about how to effectively wash your clothes.

Always follow CDC, USEUCOM, local health department, host nations requirements and your healthcare provider's recommendations.

If You Are Directly Exposed to COVID-19

Tasks
- Ensure protocols are created in consultation with DLA E/A, CDC guidelines, HR and legal counsel
- Determine standard and safe operating protocols for Mission Essential entities
- Develop exposure response protocol
- Implement and review each case to ensure maximum compliance and revise as needed

You may become exposed to people with COVID-19 during this pandemic. If you were in direct contact with someone who tested positive for COVID-19, for your safety and the safety of others, you will stay home and self-quarantine.

Direct contact is defined as being within six feet of someone with COVID-19. When direct contact happens, review next steps with your leadership.

General – stay home
- When you cough or sneeze, cover your mouth and nose with a tissue; immediately throw tissues in garbage. Wash your hands with soap and water for at least 20 seconds. If soap and water are not available clean with hand sanitizer that has at least 70% alcohol.
- Avoid sharing household items, including drinking cups, eating utensils, towels or even bedding. Wash these items thoroughly after using.
- Clean high-touch surfaces daily using a household cleaner or wipe. These include counters, tabletops, doorknobs, bathroom fixtures, toilets, phones, keyboards, tablets and bedside tables.
- Clean surfaces that may be contaminated with blood, stool or bodily fluids.
- Shared spaces in the home should have good airflow—use an air conditioner or open windows weather permitting.

Distance from others
- Institute maximum social distancing protocol at home and consider isolating in a separate room to minimize exposure to family members.
- No visitors.
- If you must go to your healthcare provider's office, wear a mask or a cloth face covering and clearly explain you were exposed to an individual with COVID-19. Do not go to the healthcare provider's office or emergency without notifying the facility first so they can prepare to receive you prior to arrival.

Seek medical attention
- Continue monitoring for any symptoms. If they develop or worsen, or if you start to have difficulty breathing, call your healthcare provider immediately. If you need assistance, contact your chain of command.
- If you need medical attention, call ahead to make sure everyone is taking the necessary precautions.

If you test positive for COVID-19
- Notify your direct supervisor immediately. Organization will ensure PII is protected, HIPPA rules are in play and the proper individuals are notified (DLA E/A Commander. RSOC. HR. Safety and Security office but with no names, just for coordinating and local Emergency Management reporting measures)
- Self-isolate yourself for 14 days per CDC direction. Keep your chain informed. Do not return to work until authorized.
- MSC/organizations are highly recommended to help with the coordination for groceries, toiletries and medical assistance if needed and/or required. Consult with the chain of command for any host installation constraints and limitations.
- If you don't have a washing machine at home, seek guidance from the safety office about how to effectively wash your clothes.

Always follow CDC, USEUCOM, local health department, host nations requirements and your healthcare provider's recommendations

Returning to Work After Illness Protocol

Tasks
- Ensure protocols are created in consultation with DLA E/A, CDC guidelines, HR and legal counsel
- Determine standard and safe operating protocols for Mission Essential entities
- Develop exposure response protocol
- Implement and review each case to ensure maximum compliance and revise as needed

If you were ill, and the symptoms are not related or consistent with COVID-19 symptoms, you may return to work after:
- Symptoms have cleared and
- You have consulted with your supervisor or chain of command.

If you were ill, and the symptoms are consistent with COVID-19, you may possibly return to work after:
- Symptoms have cleared and have remained clear for fourteen consecutive days,
- You have not had a fever within the last 72 hours (three days) without taking fever-reducing medicine, and
- You have consulted with your supervisor or chain of command.

If you test positive for COVID-19, you may possibly return to work after:
- A minimum of 14 days self-isolating and
- You have no symptoms and
- You have received two consecutive negative COVID-19 tests and have been cleared by a health entity with documentation (depending on the site, location, MACOM, and host nation nation rules), and
- You have consulted with your supervisor or chain of commmand. You should be prepared to stay home as directed/recommended.

If you have been exposed to a COVID-19 carrier, but have not developed symptoms, you may return to work after:
- Self-quarantining for 14 days after your last contact with the carrier, and
- You have consulted with your supervisor or your chain of command.

Workplace Best Practices

Social Distancing

Tasks
- Review, understand and implement the social distancing protocol
- Develop social distancing protocols for specific departments, work areas and functions
- Develop social distancing protocols for customer areas and visitor implementation

Social distancing is a simple yet very effective procedure, relying on simple distance to avoid potential infection.

In practice this means:
- Staying at a minimum six feet or 1.5 meters away from others as a normal practice
- Eliminating contact with others; avoid handshakes, elbow bumps and foot tags
- Avoiding touching surfaces touched by others, to the extent feasible
- Avoiding anyone who appears to be sick, or who is coughing or sneezing

Intimate *(immediate family)*	Personal *(immediate co-workers)*	Social *(general workplace population and public)*
0-18 inches	6 feet	More than 6 feet
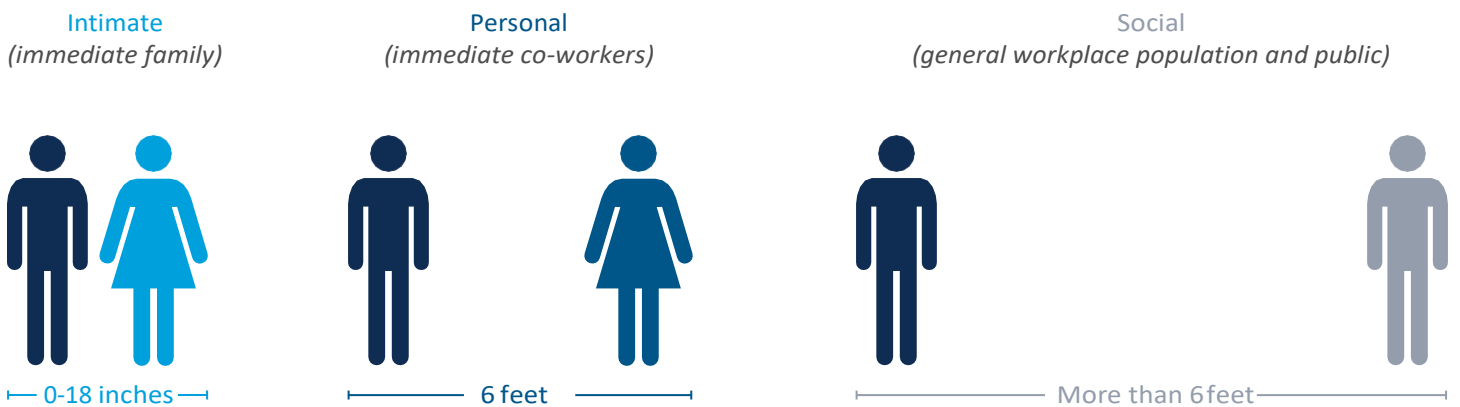
Note: For immediate family, this is a recommendation and based on individual situation and in no ways implies any intrusion of privacy. Individuals should take appropriate precaution with family members or with intimate members/relationships depending on illness, symptoms, situation and concerns.

At this time, no meetings of more than 2-3 individuals should take place until further notice as long as spacing of **more** than 6 feet can occur, even when the meeting area is large enough to accommodate appropriate social distancing. It is highly recommended no meetings occur in a prolonged setting (more than 5-10 minutes) with more than one other individual. Consult your chain of command for any more restrictive measures based on your location.

The practice of social distancing includes but is not limited to break rooms, common areas, entrance/exit areas of work locations and offices. These are examples, but the principle of social distancing is universally applicable.

Work from Home

Tasks
- Identify and authorize applicable individuals who are able to work from home
- Continue to provide technology and tools to complete tasks remotely
- Develop communication and best practices for telecommuters and supervisors
- Maintain onsite individuals to the acceptable level to complete essential functions
- Maximize help desk
- Follow DLA Telework Protocols on the DLA Today COVID-19 Link

COVID-19 will continue to be a part of our daily lives, and outbreaks and flare-ups will occur. Local host nation and military authorities will continue to require quarantining for individuals who have been exposed to the virus.

To ensure for a safe and secure environment of the DLA E/A team and minimize disruptions in the workforce, some or many individuals will continue to work from home. Bringing the work force back to each respected locations will be based on many factors and that adequate safety and security precautions are in place. Expect this to be deliberate.

General
- Administrative employees (those who have jobs that can be done remotely) are authorized to work from home based on the DLA E/A return-to-work plan and at the direction of their chain of command.
- J6 will continue to provide information on how to access the network and maximimize the use of the help desk.
- Extreme care and caution for cyber security awareness is required for all employees accessing the DLA network. Increased phishing attempts and attacks to our network can be expected to continue as bad actors try to compromise the network by gaining access.
- While limiting the number of people working in our command throughout our footprint and practicing social distancing and safe practices, the chain of command will continue to communicate with individuals at home working via approved telecommunication tools available.
- Any members working from home will familiarize themselves with onsite work requirements and follow all protocols (such as social distancing, use of masks or cloth face coverings and work area cleaning) anytime they return to the work site, even for short durations.
- Many DLA E/A employees have jobs that can't be done remotely. Their roles are critical in ensuring that their areas are safe, clean and operational on a daily basis.

Key elements of working from home include:
- Our core values are at the heart of how we approach everything we do. They are the foundation for how we continue to conduct our mission and how we interact with one another, our host, customers and our host nation citizens.
- Actively communicate your availability. Let your team know when you are out or not available. Remember, you are not 'out of the office' – you are expected to do your job just as you do when in the office.
- General office rules/etiquette apply in a work-at-home environment.
- Be responsive – it is imperative that you respond in a timely manner to all phone calls, email inquiries, texts and any other forms of messaging and communication.
- Err on the side of over-communicating with each other and with our customers.
- If you need immediate attention or help and the normal prescribed workflow is not working, escalate in a timely manner.
- Be accountable for your responsiveness, communication, availability and work products. All of us depend on one another.
- Be respectful. Be kind. This is a stressful time and communication networks will get strained from time to time. We will all need to give and receive grace from time to time.

Team DLA E/A Return-to-Work Plan

Tasks
- Ensure DLA E/A return-to-work plan aligns with the host base, COCOM, DLA and host nation guidelines
- Implement and review the environment to determine when triggers are met that allow for gradually increasing members to return to the workplace

To continue to minimize interactions and exposures to slow the spread of COVID-19, members will continue to work from home through at least Friday 15 May. Each location will have their own fissures, constraints and limitations to work out before individuals are allowed to return to work.

Starting Monday, May 18, if local criterias are met, each MSC/J-Code/Staff may begin to rotate a percent of their team members back into the office as outlined below. All of the time frames listed below are condition based and can change at each location at anytime depending on the "on the ground" situaion and DLA E/A Commander directives.
- Employees who self-identify as "high risk" per the CDC and USEUCOM definition will be given the option to continue to work from home for a period of time. Leaders should work directly with Mrs. Hegan and their business office in these cases.
- Identify and work with employees that self-identify an underlying condition that precludes the ability to comply with protective measure requirement (i.e., COPD, claustrophobia, etc.). Contact HR for further guidance.
- Individuals who have children at home due to daycare closures or other circumstances can continue to work from home with permission from their chain of command. The plan is to stay flexible through the summer. If working from home is not an option, individuals must contact their chain of command.
- Leaders should talk with each person on their team to understand every team members' personal circumstances and accommodate as best they can based on mission needs.

First Phase	**Up to** 25% may return to work / condition based
Second Phase	**Up to** 50% may return to work / condition based
Third Phase	**Up to** 75% may return to work / condition based
Fourth Phase	**Up to** 100% may return to work / condition based

*This is subject to change based on COVID-19 cases/spread, rules, regulations, and the host nation.

Considerations
- Our objective is to be supportive, provide as much flexibility as possible and slowly increase the number of people we have back in our offices.
- At each phase, a continuation of working from home for individuals should be considered should there be significant benefits to the organization and the individual. Everyone must stay flexible as all locations will differ and be condition based.
- Leaders can establish a rotating schedule of employees who physically come into the office.
- Leaders can rotate which individual come into the office and which individual will work from home throughout each phase.
- Consider office and cubicle locations and proximity to co-workers when establishing your team's schedule. Ensure masks and all relevant PPE/sanitizing supplies are available to all returning team members.
- Communicate the new requirements through training and review of this Playbook to returning individuals in advance.
- Develop a training plan for all new members returning to work. Many started telecommuniting in March and left with one office culture and are returning to an entirely new environment. Protocols should be understood and leaders must stay sensitive to returning members' understanding of the new cultural. Mistakes will be made but must be immediately corrected.
- The chain of command must stay focused to alleviate complacencies and prepare for a potential uptake in cases or a potential "second wave" as we move into new phases.

Specific Workforce Items

Tasks

- Review CDC and official DOD, USEUCOM, local host nationguidance and apply to positions with customer-facing interactions
- Chain of Command outline physical and operational changes to occur in each respective area
- Coordinate recommended changes with Safety, Emergency Preparedness and Human Resources as required
- Communicate changes with affected staff; implement as soon as possible
- Document changes and update protocols, policies, standard operating procedures, and other materials

Customer Service stations

Customer Service staff can be found in many areas of the DLA E/A, including at many fixed stations/areas:

- Security Sevices Office, DLA Intelligence Office, etc.
- Customer information and sign in windows
- Warehouses
- Help desks
- Other areas

To protect employees and customers in these areas, supervisors should implement the following minimum measures and practices:

- Deploy plexiglass face shields to provide a barrier between the individual and the customer if applicable
- Utilize masks or cloth face coverings when interacting with customers
- Provide hand sanitizers
- When handling paperwork and/or other items with customers:
  - Have enough PPE on hand
  - Replace gloves between each transaction and wash or sanitize hands once customer transactions are complete
  - If gloves are not available, hand sanitizer must be used between customer transactions
  - Disinfect items handled by customers, such as keyboards, pens, etc., after each interaction
  - Ensure all are wearing masks
- Disinfect workspaces at a minimum three times per day: opening, mid-shift and closing. A cleaning protocol should be established after each visitor and visit.
- Disinfect public workspaces frequently based on customer interaction

Specific Work Area Practices

Task
- Review CDC and official DOD, USEUCOM, local host nationguidance and apply to positions with customer-facing interactions
- Chain of Command outline physical and operational changes to occur in each respective area
- Coordinate recommended changes with Safety, Emergency Preparedness and Human Resources as required
- Communicate changes with affected staff; implement as soon as possible
- Document changes and update protocols, policies, standard operating procedures, and other materials

Employee workstations
- Whenever possible, workstations should be arranged to allow separation of at least six feet and avoid face-to-face desk layouts
- Consider using signage, measured-out duct tape indicators or other physical barriers to help control the desired positions of employees and co-worker interactions within each workstation
- Workers shall disinfect their own workspaces multiple times during a shift, giving special attention to common surfaces/touch points used by others

Where a minimum distance cannot be maintained due to workplace design, one or more mitigation strategies should be implemented as appropriate:
- Wearing masks or cloth face coverings
- Sanitizing products be available
- Changing body orientation to avoid direct face-to-face positioning
- Erecting physical barriers; where the surfaces of such barriers are likely to be touched by others, the barriers should be cleaned multiple times a shift (cubicles should have dividers when people are working within three feet of one another)

Staff meetings/meeting rooms
- Currently, meeting rooms should be organized to hold no more than 3 chairs with the appropriate six feet minimum of spacing and meetings should include no more than 3 employees at a time, whether sitting or standing
- Communicate messages multiple times per shift when possible to help reduce the number of people in an area at any time
- Interactions and quick meetings in common areas should respect the social distancing guideline of a minimum of six feet
- Use electronic meeting formats (Webtc, Skype, JABER, VTC, etc.) when applicable and as often as possible

Work Processes

Tasks
- Review CDC and official DOD, USEUCOM, local host nationguidance and apply to positions with customer-facing interactions
- Chain of Command outline physical and operational changes to occur in each respective area
- Coordinate recommended changes with Safety, Emergency Preparedness and Human Resources as required
- Communicate changes with affected staff; implement as soon as possible
- Document changes and update protocols, policies, standard operating procedures, and other materials

Working in a shift change environment
Shift changes must be supervised thoughtfully to reduce the possibility of spreading an infection throughout the workplace. Supervisor shall implement practices to minimize interactions on-shift and between shifts including, as appropriate, staggered start times. This should also result in staggered times in break rooms, high traffic areas and while using ground equipment/transportation.

Each section should design its protocols to work best for its specific environment/team.

Helpful tips for supervisors and employees
- Avoid gathering when entering and exiting the facility; consider establishing different entrances or exits for incoming and outgoing indivials or work groups
- Do not arrive early in the workplace to socialize with other employees before or after work
- Ensure six feet of space between each person while you wait on entering or exiting doorways
- When you talk to someone in line formed, do not point your head directly at them unless at least 6 feet away
- Do not touch the entry/exit door handle with exposed hands if possible; use a door propper if appropriate.
- Do not touch your face before you have had a chance to wash or sanitize your hands
- Ensure hand and mask discipline

Additional measures to consider
- How and when to hand out PPE
- Propping doors open to minimize door handle touching (non-security doors only)
- Wipe/sanitize high touch areas frequently or after each use

Start-up meetings
- Mark spaces on the floor where appropriate to encourage the social distancing of a minimum of six feet
- No more than 3 employees at any meeting; times for meetings may be staggered and larger groups must be divided to meet the 3-employee maximum rule (this is subject to change based on local situation such as large warehouses where stand up meetings can occur in a large open area. Know your local rules, regulations, host nation requirements, etc., on the ground.
- Set up meeting rooms in a way that will enforce social distancing by removing chairs, marking spaces to stand or sit, and dismissing staff individually rather than in groups
- Be brief. Supervisors should pre-plan communications and work assignments to limit interactions to less than five minutes when possible

Breaks
Manage employee breaks to provide social distancing spacing and proper hygiene as necessary. Stagger start and end times when possible.

Helpful tips - seating and capacity
- Limit the number of optimal, allowable seats in the break room to follow the acceptable distance of six feet. Have a protocol.
- Limit and/or space chairs appropriately; Place signage on tables and chairs to encourage proper social distancing
- Post capacity of the break rooms
- Consider allowing employees to sit only on one side of tables
- Remind employees not to arrive to the break room early
- Separate breaks by 10 mins to have enough time to wipe tables, seats, surfaces, refrigerator, vending machines, microwaves, etc., after each use. Provide enough supplies for individuals to clean up after themselves.

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Public and Common Area Best Practices

Best Practices for Public in Common Areas

Tasks
- Apply CDC and health official guidance to common areas of public spaces in DLA E/A areas
- Outline physical and operational changes that will occur
- Coordinate required changes with affected parties and implement as soon as possible
- Document changes and update relevant agreements, contracts, training and other materials

General recommendations for public spaces / locations
- Stay six feet from others as a normal practice
- Eliminate contact with others; avoid handshakes, elbow bumps, leg tags or hugs
- Avoid touching surfaces touched by others to the extent feasible such as outdoor picnic tables
- Individuals should purchase personal hand sanitizers especially for instances when they inadvertantly touch surfaces in public areas
- Avoid anyone who appears to be sick, or is coughing or sneezing
- Keep maximum social distancing in smoking pits or other common areas
- If on a break outside, consider keeping your mask on although it is optional (depending on your location). If another person approaches you, it is recommended to put your mask back on and maintain a social distance of at least 6 feet.

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Visitor Policy

Tasks
- Establish and communicate a visitor plan
- Ensure visitors are self-screening and signing in using visitor logs
- Promote use of alternative measures to limit unnecessary visits

Visitor restrictions
- DLA E/A currently is allowing official visitors to our facilities. It is recommended that local protocols and policies are established taking into considerations host nation laws and local host installation regulations.
- Meetings should take place virtually to ensure the protection of both employees and visitors
- When in-person visits do occur, such as to maintain equipment or facilities to remain operational, the employee hosting the meeting should:
  - Funnel all visitors to a specific ingress or reception desk to check in. If the visitor appears ill, immediately conclude the visitation and respectfully reschedule. Consult your chain of command, local authorities/host installation on the proper protocol if disinfecting is required.
  - It is the current policy of DoD that everyone wears masks indoors if there's a possibility social distancing cannot be maintained. Each location must develop protocols that considers appropriate actions to take if visitors arrive without a mask.
  - Visitors outside normal business hours should be an exception to protocols/policies during the pandemic. If proper coordination have been made, ensure the visitor does not appear ill and is not experiencing symptoms as described in the Visitor Screening Checklist
  - If conflicts arise, immediately alleviate to the chain of command.
  - Ensure the meeting and all actions related thereto are in accordance with this Playbook
- The Visitor Screening Checklist should forbid visits from persons who have had known exposure to persons with COVID-19 within the past 14 days, or who are exhibiting symptoms of illness consistent with COVID-19. Because of specific European Union and individual respective country laws, in many cases, local nationals may refuse to answer any questions specific to COVID or illness. In these cases, ensure proper protocols are developed and risk mitigation measures are applied.

Visitor Screening Checklist (maintained for one month)
At a minimum, request the individuals name, indicate the organization they are with, time, date, last location they were at and attempt to confirm with the visitor that they are not experiencing:
- A fever at or above 100.4 degrees Fahrenheit (ask if you can take their temperature with a no-touch thermometer)
- A Cough
- Shortness of breath
- Difficulty breathing
- Fatigue

Host directions for visitors
Please adhere to the current COVID preparedness and response plan with respect to our visitors. This means:
- Depending on local host nation laws, PII, and host installation regulations, consider cancelling any visitation if the individual provides a YES response to any COVID-19 Self-Screening Checklist developed. If a checksheet is allowed and used, and the visitor displays COVID symptoms, advise the visitor to leave the premises and call your supervisor so disinfecting protocols are immediaetly activated. Also, notify your Commander/Director, the Regional Safety Manager, the Secuirty and Emergency Manager of the incident.
- Visits that do occur should limit exposure to employees to the maximum extent feasible by:
  - Ensuring visitors take a direct route to meeting or work areas and limit interaction with employees to only what is necessary and unavoidable
  - Practicing social distancing and informing visitors of our expectations regarding social distancing (e.g., no handshakes, elbow bumps, mask wear, hand discipline, keeping a minimum of six feet apart when interacting, etc.)
  - Practicing hygiene regarding washing of hands and covering coughs/sneezes.
  - Using dedicated meeting rooms when possible and mmediately cleaning common surface/areas upon completion.
  - Minimizing the meeting to the shortest time feasible and ensuring no more than 3 individuals are present & spaced.

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If You Encounter an Ill Person –

Please Call: +49 1724551437 or DSN: 3242069635 (Safety) or +49 63171069613 or DSN: 324-2069610/11 (Security)

Tasks
- Review and implement existing response procedures for medical responses
- Implement enhanced questions from medical provider prior to arrival of first responders
- Ensure first responders arrive in PPE to avoid inadvertent exposures
- Communicate protocols with tenants and staff

If you notice an individual in need of medical assistance:
- If on Kleber or the KMC community, call 112 for an ambulance (for office phones, this will go directly to the base emergency services, if using your cell, this will go to German Emergency Services). Ensure you instruct the dispatch that you have a potential COVID patient so first responders arrive in proper PPE.
- At RAF Molesworth for on base, call 911 for fire, medical and police. For off base, 01638547911 or 999 or 112. Ensure you instruct the dispatch that you have a potential COVID patient so first responders arrive in proper PPE.
- For Sigonella on base 624-1911. For off base, 095861911 or 112. For all of Italy, call 112. Ensure you instruct the dispatch that you have a potential COVID patient so first responders arrive in proper PPE.
- For Rota, Spain on base, call 911 or 7272911. For base call, 956822991 or 112. Ensure you instruct the dispatch that you have a potential COVID patient so first responders arrive in proper PPE.
- In other areas within the European Union (EU), call 112. Most dispatchers speak English, if not, ask to speak to one.
- After calling emergency <u>first</u>, contact the DLA E/A Regional Safety Manager at the number above and the Security and Emergency Managers number also above in blue.

Also:
- Stay six feet away from the individual(s) and utilize PPE if the distance cannot be maintained if available
- If safe to do so, provide the ill individual a mask or cloth face covering if available to reduce possible transmission
- Stay with the individual doing your best to maintain a safe social distance they might have masks or other PPE on as precaution
- If on DLA E/A maintained facilities or the nearest point is a DLA E/A facility, contact all the relevant individuals to coordinate for disinfecting. Also call Safety and Security, especially if clean up coordination assisance is required.
- If appropriate, immediately wash your hands and sanitize. If not possible, do so at the earliest moment.
- Then, secure the area until instructed to depart. Ask for assistance from others nearby so you can immediately sanitize if appropriate and return until instructed to do so by law enforcement or medical authorities.
- If the individual is subsequently diagnosed with COVID-19, public health officials may seek out individuals the person interacted with. This may occur days after the individual was at the location.
- Since you were in direct contact of a suspected COVID 19 individuals, call your supervisor and possibly quarantine for 14 days.
- If you show symptoms, immediately contact your supervisor and seek appropriate medical assistance (call before hand).

Resources

Returning from Working at Home

Tasks
- Follow return-to-work protocol as established by the command and communicate to the work force
- Advise individuals working from home of required training prior to their return to working onsite
- Train staff previously working from home on the Safe Work Playbook requirements
- Audit compliance

It is important that the DLA E/A team understands their responsibility in keeping everyone and our families safe. We must all do our part to prevent the spread of COVID-19. Prior to an employee re-entering the workplace after working from home for a period of time, supervisors and the chain of command will review the following sections.

Topic	Audience	Content
This Playbook	All employees	Items identified in this Playbook, such as: • PPE • Workspace cleaning procedures • Vehicle cleaning procedures • Social distancing protocol • Contact tracing/logging protocols • Screening expectations • Visitor policy
DLA E/A Commanders expectation on return to work philosophy	All employees	As communicated by the Commander
Encounters with possible COVID-19 carriers	Public Safety Security	• As identified in the playbook and on local policies and host nation regulations
Expectations regarding sending ill employees home	Supervisors	Supervisory staff requirement for employees who exhibit illness or report symptoms to contact the chain of command and HR to discuss options for employees exhibiting signs of illness
Return-to-Work Plan	MSC Commander and designated staff	Administrative Return-to-Work chapter of this Playbook and each local MSC Commanders plan
Essential Staff Return from Minimum Staffing Work Plan	Essential staff	Essential Staff Return from Minimum Staffing Work Plan chapter of this Playbook
Location specific procedures	Your location department	Any changes made within your department which can include items discussed in this document such as: • Modified schedules • Impacted services (break rooms) • Work-from-home guidelines

Governmental reference materials and other resourceful links
- CDC: http//www.cdc.gov
- CDC COVID: http//www.cdc.gov/coronavirus/2019-ncov/index.html
- CDC Recommendation Regarding the Use of Face Coverings: http://www.cdc.gov/coronavirus/2019-ncov/prevent-getting-sick/cloth-face-cover.html
- SecDef Memorandum dtd 05 April 2020, Subject: Department of Defense Guidance on the Use of Cloth Face Coverings
- Robert Koch Insitutue: https://www.rki.de/DE/
- EPA List N: https://www.epa.gov/pesticide-registration/list-n-disinfectants-use-against-sars-cov-2
- Cleaning and Disinfection for Community Facilities: https://www.cdc.gov/coronavirus/2019-ncov/community/organizations/cleaning-disinfection.html
- Control and Prevention: https://www.osha.gov/SLTC/covid-19/controlprevention.html#health

Returning from Working at Home

- Cleaning and Disinfection for Households: https://www.cdc.gov/coronavirus/2019-ncov/community/home/cleaning-disinfection.html
- Cleaning and Disinfecting Your Facility: https://www.cdc.gov/coronavirus/2019-ncov/prepare/disinfecting-building-facility.html
- How to Make Strong (0.5%) Chlorine Solution from Liquid Bleach: https://www.cdc.gov/vhf/ebola/pdf/cleaning-handwashing-5percent-liquid-bleach.pdf
- P Drive, specifically to a generic 2977: \\dir.ad.dla.mil\eurdfs\Public\Common Access\E&A Safety & Occupational Health\Forms and DLAI 6055.01

Weekly communications

Daily communication via email on COVID trends is sent to leaders across the command by the Security and Emergency Mangerment Office. Other notifications will be sent to all leaders as appropriate. The purpose will be to pass genereal open source local and host nation information for employees as appropriate, for efficiency and best pracices or to gather information as appropriate. This provides an opportunity for leaders/supervisors to relay information that needs to be shared across the organization as approved by the DLA E/A Commander or Deputy Commander.

Please send information or suggestions for improvements to members of the response team or to Richard Ellis, Richard.Ellis@dla.mil for insertion in the DLA E/A COVID Force Health Protection updated daily (M-F NLT 1230).

Recommended daily cleaning checklist

DAILY/ROUTINE CLEANING CHECKLIST
Common high touch areas that should be cleaned at least twice daily

Only utilize approved disinfecting products

OFFICE SPACES

- ❑ Doors/Door handles/locks
- ❑ Light switches
- ❑ Telephones
- ❑ Keyboards/Mouse
- ❑ Security access/entry panels
- ❑ Chair Arm Rests
- ❑ Dry Erase markers
- ❑ Tabletops/Desktops
- ❑ Cabinet surfaces/handles
- ❑ Handles (window, refrigerator, microwave, etc.)
- ❑ Window handles
- ❑ Remote Controls/ pointer devices
- ❑ Touch Screens
- ❑ Monitors

COMMON AREAS/BATHROOMS

- ❑ Doors/Door handles/locks
- ❑ Sinks/Faucets/sink counters
- ❑ Handrails
- ❑ Toilet levers
- ❑ Toilet Paper Dispenser
- ❑ Cubicle handles
- ❑ Soap and Paper towel dispensers
- ❑ Bathroom stall handles
- ❑ Toilet seats
- ❑ Coffee pots/Microwaves
- ❑ Cabinet handles
- ❑ Outside of Refrigerators
- ❑ Remove trash

POST-EXPOSURE CHECKLIST

Everything on Daily list, plus the following:

BEFORE CLEANING

Close off area and open outside doors and windows to increase air circulation, if possible

Wait at least 24 hours before beginning the cleaning and disinfection process. **If 7 days have passed since closure, this cleaning/disinfection is not necessary.**

DURING CLEANING

Open doors and windows to increase air circulation in the area

Cleaning should be conducted from top to bottom

Dirty surfaces should be cleaned using detergent soap and water prior to disinfection

Staff should clean and disinfect all areas (e.g., offices, bathrooms, and common areas), focusing on frequently touched surfaces

POST-CLEANING

Allow area to ventilate, and allow all surfaces to dry. Place soiled PPE in trash bags for disposal.
Return to daily/routine cleaning practices.

ENSURE FOLLOWING AREAS ARE CLEANED

❑ Underside of Tabletops/Desktops

❑ Entire refrigerator & Microwave

❑ Window sills/handles/frames

❑ Bathroom stall doors and walls

❑ Cabinets/handles

❑ Office/cubicle dividers

❑ Floors

For soft (porous) surfaces such as carpeted floor, rugs, and drapes, remove visible contamination if present and clean with appropriate cleaners indicated for use on these surfaces.

If possible, request a deep cleaning of carpeted areas or rent a carpet cleaner

For items that go in the laundry, launder in accordance with manufacturer instructions using the warmest appropriate water setting and dry items completely

OFFICE VISITORS

Due to the Health Force Protection Environment and COVID Pandemic, we are asking all visitors to sign in using the form below. This information will be used if we need to contact you within the next 30 days. This log will be protected in accordance with PII regulations and destroyed in 30 days. Contact the Security Services Office or Supervisor in charge for any concerns or questions

NAME, Agency, Phone Number (Clearly Print)	DATE / TIME IN	DATE / TIME OUT	Last Location Visited

Rcommended Internal Visitors Slide After Duty Hours, Weekends and Holidays

*Due to **Health Force Protection Measures**, we ask that DM personnel sign in when visiting the floor or your office during this emergency after duty hours, weekends and holidays. This will ensure an accurate account in order to help in contact tracing, and decontamination measures if warranted. This help protect individuals returning to work on the next business day. Please contact the Security Office if you have any concerns. Thank you for your cooperation.*

NAME	DATE / TIME IN	DATE / TIME OUT	ANY SPACE OR OFFICES VISITED WHILE ON SITE?

DELIBERATE RISK ASSESSMENT WORKSHEET

1. MISSION/TASK DESCRIPTION	2. DATE *(DD/MM/YYYY)*

3. PREPARED BY

a. Name *(Last, First, Middle Initial)*	b. Rank/Grade	c. Duty Title/Position

d. Unit	e. Work Email	f. Telephone *(DSN/Commercial (Include Area Code))*

g. UIC/CIN *(as required)*	h. Training Support/Lesson Plan or OPORD *(as required)*	i. Signature of Preparer

Five steps of Risk Management: (1) Identify the hazards (2) Assess the hazards (3) Develop controls & make decisions
(4) Implement controls (5) Supervise and evaluate *(Step numbers not equal to numbered items on form)*

4. SUBTASK/SUBSTEP OF MISSION/TASK	5. HAZARD	6. INITIAL RISK LEVEL	7. CONTROL	8. HOW TO IMPLEMENT/ WHO WILL IMPLEMENT	9. RESIDUAL RISK LEVEL
				How: Who:	
				How: Who:	
				How: Who:	
				How: Who:	
				How: Who:	

Additional entries for items 5 through 9 are provided on page 2.

10. OVERALL RESIDUAL RISK LEVEL *(All controls implemented)***:**

    EXTREMELY HIGH HIGH MEDIUM LOW

11. OVERALL SUPERVISION PLAN AND RECOMMENDED COURSE OF ACTION

12. APPROVAL OR DISAPPROVAL OF MISSION OR TASK APPROVE DISAPPROVE

a. Name *(Last, First, Middle Initial)*	b. Rank/Grade	c. Duty Title/Position	d. Signature of Approval Authority

e. Additional Guidance:

SF 701: Daily Security Checklist (tailor as applicable)

ACTIVITY SECURITY CHECKLIST	DIVISION/BRANCH/OFFICE DLA Installation Management		BLDG 3209, room	MONTH AND YEAR , 2020

Irregularities discovered will be promptly reported to the designated Security Office for corrective action.

Statement
I have conducted a security inspection of this work area and checked all the items listed below.

TO *(If required)* FROM *(If required)* THROUGH *(If required)*

ITEM	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31
1. Upon entry disinfect the common areas; ie lights, railing, remotes, fridge door, counters. Mark time done in space instead of a check.																															
2. Doors, windows, etc. locked.																															
3. Desks, wastebaskets & other surfaces free of classified info.																															
4. CACs removed from computer/ A/C (2) turned off.																															
5. Coffee Pots/other like devices - TV/ Cable Box Turned off.																															
6. Heat radiators turned to 1.																															
7. Upon leaving disinfect the common areas; ie lights, railing, remotes, fridge door, counters. Mark time done in space instead of a check.																															
INITIAL FOR DAILY REPORT																															
TIME																															

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STANDARD FORM 701 (8-85)
Prescribed by GSA/ISOO
32 CFR 2003