



CFMWS OHS FRAMEWORK

PANDEMIC RESPONSE BUSINESS RESUMPTION

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OVERVIEW

1. Introduction

At all times, CFMWS is committed to employee well-being and to promoting a healthy and safe work environment.

The purpose of this publication is to provide guidelines to the CFMWS management team on Occupational Health and Safety issues related to business resumption planning, with the aim of ensuring that employees are returned to their normal places of work in a gradual, safe and transparent fashion.

Every workplace is different. It will be critical that every workplace assess the functions and activities they carry out to ensure that proper actions are taken to protect against the hazards presented by the pandemic.

2. Legislation/Governance

This framework is prepared in compliance with:

- *Canada Labour Code*, Part II.
- *Canada Occupational Health and Safety Regulations*.
- HR POL, Section 13 – Occupational Health and Safety
- Applicable CDS-DM Directives on COVID-19
- [Public Health Agency of Canada – General Occupational Health Advisory: COVID-19](#)

In the case of conflict between this framework and the relevant legislation/policy, the legislation/policy will apply.

3. Guiding Principles

- 1) Business resumption shall be conducted in a gradual and informed manner and in line with the relevant Provincial restrictions and guidelines and business priorities as determined by the client – the Chief of Defence staff and Base/Wing commanders, in consultation with the entity managers.
- 2) No entity shall reopen until CFMWS senior management is fully satisfied that all necessary safety measures have been implemented and that appropriate/necessary Personal Protective Equipment (PPE) and other materials (cleaning products, etc.) are provided and available.
- 3) Where operationally feasible and approved by management, CFMWS employees who can work from home are expected to continue to do so until further notice.

The information contained in this guide reflects the most up-to-date information available to us. As this situation evolves and additional information is made available, this guidance will be updated and may change. Employees and managers are responsible for maintaining constant dialogue with their local and national management, human resources managers and, where necessary, OHS experts and representatives.

4. Roles and Responsibilities

CEO/COO:

- Responsible for the safety and security of all CFMWS operations and employees;
- Provide direction to the organization on the business resumption plan

Division Heads:

- Oversee the development and implementation of divisional business resumption plans (BRPs);
- Determine acceptable level of risk and ensure proposed business resumption plans, ascertain the level of risk associated with the resumption of the business or service;

Directors and Senior managers:

- Provide guidance and direction to local managers regarding timing of business resumption;
- Review proposed local BRPs and make recommendations to their division heads;
- Support their local managers in the execution of the BRP;

Local managers:

- Develop and implement local BRPs; Give mandatory training at reopening
- Communicate regularly with local stakeholders, employees and clients;
- Monitor and readjust plans according to new or evolving situations;

Senior Local Employer Representative (SLER) Local Occupational Health and Safety (OHS) Committee or OHS representative:

- Collaborate with the local managers in the execution of BRPs;
- Conduct pre-opening inspection
- Share results (in SMAAT and to Manager)
- Monitor the OHS components of BRPs and provide feedback to local managers;
- Maintain ongoing communication with local unions and Base General Safety Officer (BGSO);

Local Occupational Health and Safety (OHS) Committee or OHS representative

- Conduct regular OHS inspections when reopening and include protective measures required by BRP;
- Collaborate with SLER and Manager for the implementation of preventive measures
- Record inspections in SMAAT
- Conduct follow-up inspections on COVID on the use/maintenance of measures

Human Resources Managers:

- Provide advice, guidance and support to local and senior managers/directors regarding OHS and labour relations matters upon business resumption;

Supervisors:

- Ensure training is provided to employees and tracked;
- Ensure that safety measures and signage are in place;
- Maintain open communication with employees and remain receptive to their comments and concerns;

Employees:

- Follow required/assigned training and be aware of safety measures for their workplace;
- Practice physical distancing by keeping more than 2 metres (6 feet) apart from co-workers and customers;
- Continue to follow all safe work procedures. If it is unsafe to work, they should talk to their supervisor, local health and safety committee or representative, and/or union;
- Advise management and stay home if they are sick or might be sick;
- Wash their hands regularly and avoid touching their face;
- Inform their management of any changes in the workplace or changes in their situation.

Communications:

- Keep employees informed regarding corporate business resumption plans and OHS related information

5. Business/Service Resumption Planning

Prior to opening the business or services, local managers must put in place a plan that is reviewed and approved by their management team. To assist local managers in preparing for business/service resumption the following steps should be followed.

Step 1: The manager responsible for the outlets/office/work location is responsible to ensure that the reopening of the business or service follows all applicable legislation as it relates to Occupational Health and Safety (OHS). Workplaces must follow provincial guidelines as well as any recommendations and instructions on physical distancing and cleaning provided by the provincial Public Health Authorities. Other sources of information such as association guidelines related to business, sports and recreation or retails may be consulted for further instructions or directions.

Step 2: Assess and establish the priority and the need for business/service resumption. Divisions are responsible for assessing and assuming risks when determining when to resume business/services in regards to OHS safety measures.

Step 3: Preparation for resumption of business or service:

- Determine the operational priorities and timeline for the resumption of the business/service.
- Using the table below, identify the level of risk and the preventative measures to be taken for the type of work that will resume.
- Develop a plan outlining how preventative measures will be applied and what mitigating actions will be taken to address areas where the preventative measures may not be sufficient or feasible.
- Order the necessary protective equipment and personal protective equipment.
- Prepare the workplace such as cleaning/disinfecting all working surfaces prior to the arrival of the employees.
- Plan the workspace to ensure appropriate health and safety measures, e.g. move workstations to allow 2 metres distance, ensure sufficient soap and access to cleaning stations, signage for employees and clients on what to do, modify client areas to ensure physical distancing, etc.

- Ensure employees have received all necessary training on wearing PPE and other protective safety measure briefings prior to or immediately preceding their re-entry into the workplace.
- Develop a response plan in the event that an employee or client is a confirmed or presumptive case of COVID-19 i.e. closing procedure, communication and contact procedure, cleaning procedure and re-opening procedure. Refer to COVID 19 Incident Reporting at CFMWS for more information on the protocol to follow in case of exposure or outbreak in the workplace.
- Prepare a list of employees returning and their job function, when they will be returning and the number of hours they will work. Consider staggering the return to have smaller group of employees at once to ease the return to work.
- Inform and involve your Senior Local Employer Representative, the local OHS committee and your Local Human Resources Manager in the implementation of your business implementation plan.
- Engage your SLER and Local OSH committee for an inspection prior to business resumption. This entails a visual inspection of the protective safety measures assigned to your specific site by type of work being performed there. The inspection should verify that distancing is possible and if not, proper equipment is available or has been properly installed. Any signage for clients is visible before entering the site, clear and bilingual (if applicable). All protective equipment in place must be available BEFORE reopening
- Work with the local OHS committee in monitoring the workplace on an ongoing basis and address any issues they may raise as soon as possible.
- Update your OHS information board with accurate information about COVID 19 and any relevant information provided by the employer such as policies and protocols.
- Determine and identify clearly, what is the "Public Health Measures" zone for each of their workplace. (see Occupational Risk and Safety Measures Matrix below)

6. Occupational Risk and Safety Measures Matrix

Using the Risk Matrix and Safety Measures:

1. Identify the **type of work** that will be done to establish level of risk
2. Identify the **preventative measures** that should be implemented
3. Identify **if you can meet those measures** of not by answering, yes, no or not applicable.
4. Identify the **actions or controls that you will put in place** to either meet the preventative measure needed or mitigate the lack of preventative measures if necessary.

Business or service to be re-opened: _____

Division: _____

Date of opening: _____

Manager: _____

CATEGORY A			
TYPE OF WORK: Non-office work – high probability of close contact (less than 2 metres) with public EX: fitness facility, bar/mess, classrooms, etc.			
LEVEL OF RISK: Moderate			
PROTECTIVE MEASURES			
	YES	NO	CONTROLS/ACTIONS
Observe physical distancing	<input type="checkbox"/>	<input type="checkbox"/>	
Number of clients in work areas at one time must be controlled	<input type="checkbox"/>	<input type="checkbox"/>	
Ensure all desks/work stations are more than 2 metres apart	<input type="checkbox"/>	<input type="checkbox"/>	
When physical distancing and/or desk separation not possible:			
➤ Physical barriers should be considered (ex: Plexiglas)	<input type="checkbox"/>	<input type="checkbox"/>	
➤ PPE such as non-medical masks, visors and gloves may be required even if 2 meters distance can be maintained. Local base directives or local public health directives must be followed on wearing protective equipment. *Visors may be required when proximity of less than 2 meters with other people is inevitable and physical barrier or non-medical mask are not a viable option.	<input type="checkbox"/>	<input type="checkbox"/>	
Businesses must post external signs indicating COVID 19 physical distancing protocols, and floor markings are installed where lines form.	<input type="checkbox"/>	<input type="checkbox"/>	
EE have access to hand washing station or hand sanitizer	<input type="checkbox"/>	<input type="checkbox"/>	
EE must avoid touching face, mouth and eyes	<input type="checkbox"/>	<input type="checkbox"/>	
EEs may must not gather together, for meetings, lunches or breaks etc unless social distancing can be maintained and wearing face masks Disinfectant must be provided to all full disinfection of the area	<input type="checkbox"/>	<input type="checkbox"/>	

All equipment must be disinfected between clients (e.g. fitness centers)	<input type="checkbox"/>	<input type="checkbox"/>	
Common Areas must be disinfected frequently – refer to cleaning procedure checklist	<input type="checkbox"/>	<input type="checkbox"/>	
Self-monitoring for symptoms by using the CFMWS screening tool .	<input type="checkbox"/>	<input type="checkbox"/>	
CATEGORY B			
TYPE OF WORK: Non-office work – low probability of close contact (less than 2 metres) with public E.g.: CANEX Store			
LEVEL OF RISK: Moderate			
PROTECTIVE MEASURES			
	YES	NO	CONTROLS/ACTIONS
Observe physical distancing	<input type="checkbox"/>	<input type="checkbox"/>	
Number of clients in work areas at one time must be controlled	<input type="checkbox"/>	<input type="checkbox"/>	
Ensure all work stations are more than 2 metres apart	<input type="checkbox"/>	<input type="checkbox"/>	
PPE such as non-medical masks, visors and gloves may be required even if 2 meters distance can be maintained. Local base directives or local public health directives must be followed on wearing protective equipment. *Visors may be required when proximity of less than 2 meters with other people is inevitable and physical barrier or non-medical mask are not a viable option.	<input type="checkbox"/>	<input type="checkbox"/>	
Businesses must post external signs indicating COVID-19 physical distancing protocols, and floor markings are installed where lines form.	<input type="checkbox"/>	<input type="checkbox"/>	
EE have access to hand washing station or hand sanitizer	<input type="checkbox"/>	<input type="checkbox"/>	
EE must avoid touching face, mouth and eyes	<input type="checkbox"/>	<input type="checkbox"/>	
EES may must not gather together, for meetings, lunches or breaks etc unless social distancing can be maintained and wearing face masks Disinfectant must be provided to all full disinfection of the area	<input type="checkbox"/>	<input type="checkbox"/>	
Common Areas must be disinfected frequently – see below for list of common areas to be disinfected and list of approved disinfected	<input type="checkbox"/>	<input type="checkbox"/>	
Self-monitoring for symptoms by using the CFMWS screening tool .	<input type="checkbox"/>	<input type="checkbox"/>	

CATEGORY C			
TYPE OF WORK: Office work – public access E.g.: accounting offices, Human Resources offices, etc			
LEVEL OF RISK: Moderate			
PROTECTIVE MEASURES			
	YES	NO	CONTROLS/ACTIONS
Observe physical distancing	<input type="checkbox"/>	<input type="checkbox"/>	
Physical barriers should be considered (ex: Plexiglas)	<input type="checkbox"/>	<input type="checkbox"/>	
PPE such as non-medical masks, visors and gloves may be required even if 2 meters distance can be maintained. Local base directives or local public health directives must be followed on wearing protective equipment. *Visors may be required when proximity of less than 2 meters with other people is inevitable and physical barrier or non-medical mask are not a viable option.	<input type="checkbox"/>	<input type="checkbox"/>	
Work from home whenever possible	<input type="checkbox"/>	<input type="checkbox"/>	
Ensure all desks/work stations are more than 2 metres apart	<input type="checkbox"/>	<input type="checkbox"/>	
Physical barriers need to be installed to protect employees (i.e.: Plexiglas) at service counters	<input type="checkbox"/>	<input type="checkbox"/>	
Businesses must post external signs indicating COVID-19 physical distancing protocols, and floor markings are installed where lines form.	<input type="checkbox"/>	<input type="checkbox"/>	
EE have access to hand washing station or hand sanitizer	<input type="checkbox"/>	<input type="checkbox"/>	
EE must avoid touching face, mouth and eyes	<input type="checkbox"/>	<input type="checkbox"/>	
EES may must not gather together, for meetings, lunches or breaks etc unless social distancing can be maintained and wearing face masks Disinfectant must be provided to all full disinfection of the area	<input type="checkbox"/>	<input type="checkbox"/>	
Common Areas must be disinfected frequently – see below for list of common areas to be disinfected and list of approved disinfected	<input type="checkbox"/>	<input type="checkbox"/>	
Self-monitoring for symptoms by using the CFMWS screening tool .	<input type="checkbox"/>	<input type="checkbox"/>	
CATEGORY D			

TYPE OF WORK: Office work- no public access E.g. secured offices with no visitor access, etc			
LEVEL OF RISK: Very Low			
PROTECTIVE MEASURES			
	YES	NO	CONTROLS/ACTIONS
Observe physical distancing	<input type="checkbox"/>	<input type="checkbox"/>	
Work from home whenever possible	<input type="checkbox"/>	<input type="checkbox"/>	
Ensure all desks/work stations are more than 2 metres apart	<input type="checkbox"/>	<input type="checkbox"/>	
EE have access to hand washing station or hand sanitizer	<input type="checkbox"/>	<input type="checkbox"/>	
EE must avoid touching face, mouth and eyes	<input type="checkbox"/>	<input type="checkbox"/>	
EEs may must not gather together, for meetings, lunches or breaks etc unless social distancing can be maintained and wearing face masks Disinfectant must be provided to all full disinfection of the area	<input type="checkbox"/>	<input type="checkbox"/>	
Common Areas must be disinfected frequently – see below for list of common areas to be disinfected and list of approved disinfected	<input type="checkbox"/>	<input type="checkbox"/>	
Self-monitoring for symptoms by using the CFMWS screening tool .	<input type="checkbox"/>	<input type="checkbox"/>	
CATEGORY E			
TYPE OF WORK: Working from home			
LEVEL OF RISK: Very Low			
PROTECTIVE MEASURES			
	YES	NO	CONTROLS/ACTIONS
N/A	<input type="checkbox"/>	<input type="checkbox"/>	
CATEGORY F			
TYPE OF WORK: Summer camp			
LEVEL OF RISK: High			
PROTECTIVE MEASURES			
	YES	NO	CONTROLS/ACTIONS
Observe physical distancing.	<input type="checkbox"/>	<input type="checkbox"/>	
Physical barriers should be considered (ex: Plexiglas)	<input type="checkbox"/>	<input type="checkbox"/>	
PPE such as non-medical masks, visors and gloves may be required even if 2 meters distance can be maintained. Local base directives or local public	<input type="checkbox"/>	<input type="checkbox"/>	

health directives must be followed on wearing protective equipment. *Visors may be required when proximity of less than 2 meters with other people is inevitable and physical barrier or non-medical mask are not a viable option.			
Overnight camps are not permitted	<input type="checkbox"/>	<input type="checkbox"/>	
Screening for symptoms such as fever, cough and difficulty breathing must occur each day at drop off. No children with symptoms will be allowed to attend.	<input type="checkbox"/>	<input type="checkbox"/>	
Child care centre sanitation and infection prevention guidelines must be followed as per provincial legislation.	<input type="checkbox"/>	<input type="checkbox"/>	
Businesses must post external signs indicating COVID-19 physical distancing protocols, and floor markings are installed where lines form.	<input type="checkbox"/>	<input type="checkbox"/>	
Sites must use separate exits, develop staggered drop off schedules and ensure no contact throughout the day with other groups.	<input type="checkbox"/>	<input type="checkbox"/>	
Self-monitoring for symptoms by using the CFMWS screening tool .	<input type="checkbox"/>	<input type="checkbox"/>	
EE and children have access to hand washing station or hand sanitizer	<input type="checkbox"/>	<input type="checkbox"/>	
EE must avoid touching face, mouth and eyes	<input type="checkbox"/>	<input type="checkbox"/>	
EES may not gather together, for meetings, lunches or breaks etc unless social distancing can be maintained and wearing face masks Disinfectant must be provided to all full disinfection of the area	<input type="checkbox"/>	<input type="checkbox"/>	
	<input type="checkbox"/>	<input type="checkbox"/>	
CATEGORY G			
TYPE OF WORK: Kitchen and food handling			
LEVEL OF RISK: Low for back of house (kitchen)- Moderate for front of house (service)			
PROTECTIVE MEASURES			
	YES	NO	CONTROLS/ACTIONS
When physical distancing and/or desk separation not possible:	<input type="checkbox"/>	<input type="checkbox"/>	
Physical barriers should be considered (ex: Plexiglas)	<input type="checkbox"/>	<input type="checkbox"/>	
PPE such as non-medical masks, visors and gloves may be required even if 2 meters distance can be maintained.	<input type="checkbox"/>	<input type="checkbox"/>	
Local base directives or local public	<input type="checkbox"/>	<input type="checkbox"/>	

health directives must be followed on wearing protective equipment. *Visors may be required when proximity of less than 2 meters with other people is inevitable and physical barrier or non-medical mask are not a viable option.			
Number of clients in work areas at one time must be controlled	<input type="checkbox"/>	<input type="checkbox"/>	
Businesses must post external signs indicating COVID 19 physical distancing protocols, and floor markings are installed where lines form.	<input type="checkbox"/>	<input type="checkbox"/>	
EEs may must not gather together, for meetings, lunches or breaks etc unless social distancing can be maintained and wearing face masks Disinfectant must be provided to all full disinfection of the area	<input type="checkbox"/>	<input type="checkbox"/>	
All equipment must be disinfected regularly	<input type="checkbox"/>	<input type="checkbox"/>	
Disinfect work surfaces frequently as recommended by regular safe food handling practices	<input type="checkbox"/>	<input type="checkbox"/>	
Common Areas must be disinfected frequently – see below for list of common areas to be disinfected and list of approved disinfected	<input type="checkbox"/>	<input type="checkbox"/>	
Self-monitoring for symptoms by using the CFMWS screening tool .	<input type="checkbox"/>	<input type="checkbox"/>	
CATEGORY H			
TYPE OF WORK: Outdoors – public access EX: Golf courses, outdoors gym, etc			
LEVEL OF RISK: Very low for non-client facing work place - Moderate for client facing workplace			
PROTECTIVE MEASURES			
	YES	NO	CONTROLS/ACTIONS
Observe physical distancing	<input type="checkbox"/>	<input type="checkbox"/>	
Frequent hand washing station or hand sanitizer	<input type="checkbox"/>	<input type="checkbox"/>	
EE must avoid touching face, mouth and eyes	<input type="checkbox"/>	<input type="checkbox"/>	
EEs may must not gather together, for meetings, lunches or breaks etc unless social distancing can be maintained and wearing face masks Disinfectant must be provided to all full disinfection of the area	<input type="checkbox"/>	<input type="checkbox"/>	
All equipment must be disinfected by employees after each usage by clients	<input type="checkbox"/>	<input type="checkbox"/>	

Self-monitoring for symptoms by using the CFMWS screening tool .	<input type="checkbox"/>	<input type="checkbox"/>	

7. Protocol in case of exposure or outbreak in the workplace

Follow the [COVID 19 Incident Reporting at CFMWS](#) for steps to follow.

8. General Surface Cleaning and Hygiene

[Refer to Cleaning Products and Disinfectants](#)

9. Protective equipment (PE) and Personal Protective Equipment (PPE)

For the purposes of this section,

- Protective Equipment (PE) consist of: Plexiglas shields, sneeze guards, physical barriers, hand washing stations, hand sanitizer, signage as well as floor markings regarding social distance gloves, non-medical masks (NMM) and face-shields

Standards:

1. Employers have a duty to provide a safe working environment relative to the expected duties of the employee, the risks in the workplace, and the type of work environment as described in section 6 Occupational Risk and Safety Measures Matrix.
2. In cases where personal protective equipment is deemed to be necessary, the employer must provide said equipment.
3. The employee is responsible to use the PE and wear the PPE provided by the employer at all time during their work day/shifts.
4. Any mandated use of PE or PPE in the conduct of an employee's regular duties will continue in accordance with existing direction.
5. Given our various business lines that are very different from one another as well as being located in various types of buildings, it would be difficult to apply similar PE and PPE across the organization. Senior Managers are responsible to determine PE and PPE requirements based on their business lines, the building that their business is in and the military authority requirements on base.

Intolerance/allergies:

Hand Sanitizer: employees who have intolerances to hand sanitizer, should use soap and water ensuring to wash for 20 seconds for efficiency. Protective gloves can also be worn instead of hand sanitizer but must be kept clean to spread the virus. Employees can use hand sanitizer on the gloves.

Medical or non-medical masks – Medical gloves can sometime cause irritation when made off poor quality or worn too long. With cloth masks, this is almost problem.

If a situation occurs,:

1. Review cleaning practices with the employee (clean regularly, wash the mask with a mild detergent and rinse well to remove soap, some detergents, bleaches and fabric softener could cause irritation);
2. Try on a mask made of another type of fabric or a face covering such as a scarf;
3. See if it is possible to add breaks or a change of tasks for the employee to remove his mask in order to promote healing and return to normal;
4. Ask the employee to check with their healthcare professional if applying a cream would help;
5. Wear a visor that covers the WHOLE face (below the chin) as very last resort as it does not protect other as well

The following should not be used to replace those standards.

Protective Equipment (PE) and the use of PE is mandatory if it is a requirement provided in the risk matrix at section 6. It is part of the minimum standards required by the Public Health Authorities.

Division heads will provide direction in the type of PE to be used based on their risk assessment of the situation, the level of risk for contamination and exposure by services provided.

Personal Protective Equipment (PPE)

The employer will follow the directions provided by Public Health Agency of Canada or any provincial public health authority or local military base if they impose PPE for workers other than health care sector and the requirements provided in the risk matrix at section 6 will be amended accordingly and training will be provided to employees on handling and disposing of PPE. CFMWS OHS, with management, will assess and monitor every situation carefully to assess the risks to employees and put in place the necessary measures to protect employees and clients.

Masks:

Masks are to be mandatory when Public Health Agency of Canada or any provincial public health authority or local military base directives.

The Employer purchased reusable cloth masks for employees, managers are responsible to identify in their re-opening plan the need for face mask and order via the proper channel the quantity needed.

Employee who are provided with an Employer's issued mask are expected to wear it as per CFMWS or manufacturer's instructions.

Face Shields:

If the tasks absolutely requires being within 2 meters of another person or more for a period of more than 15 minutes without a physical barrier (15 minutes cumulative with anyone else during the shift), wearing the face mask (surgical) and eye protection (goggles or visor covering the face up to the chin) or a visor WITH a face mask is required.

However, due in particular to the heat, dust, oppressive humidity, bad weather, the tasks performed, the work position, the frequency of handling the mask and the breathing requirement, the wearing of the mask procedure is not always the optimal solution. In these circumstances, wearing a visor alone is a valid alternative

Wearing the visor must not represent an additional risk for the safety of the worker when performing the tasks. Employees must follow cleaning and disinfection instruction supplied with every mask

Gloves: Gloves can be provided if the employee is manipulating objects that have been manipulated by others and that there is insufficient time between each clients to wash their hands. For example, grocery stores, food services, etc. It is the responsibility of senior manager to determine if gloves are an appropriate PPE for their locations.

Even if the Employer is providing masks, face shields and/or gloves, we would like to remind employees that these PPE can create a false sense of security and may lead to them touching their faces more frequently, therefore physical distancing remains the most critical personal protection measure. It is recommend to discuss with the employee when to wear their PPE and provide other type of protection for them either by limiting face to face with clients, providing physical barriers such as Plexiglas, ensuring frequent cleaning of surfaces and giving the employee sufficient time for frequent hand washing.

6. Training /awareness –

All employees returning to the workplace must receive appropriate training and be aware of all protective and safety measures that apply to their work and workplaces.

Local managers are responsible for delivering the training needed for their business or service and explaining the safety measures to all staff. Local managers are responsible for tracking attendance and completion of training for all employees and new hire.

All mandatory and supplemental training is on our web site at www.cfmws.com/ohs.