

Navigating change in the time of COVID-19

An Interactive Toolbox Talk to determine what's working and what's not

COVID-19 has changed the way we work.

Use this *Toolbox Talk Guide* and *Debrief Form* to engage workers, finding unique ways to improve policies and practices impacting worker safety, well-being, and productivity.

What is an Interactive COVID-19 Toolbox Talk?

- Guided discussion-based 10-15 minute meeting with workers
- Consists of open-ended questions about what is working and what needs to be improved
- Given by supervisors, managers, foremen, and EH&S/HR leaders

How to use the Interactive COVID-19 Toolbox Talk?

- Create an environment to allow workers to speak openly
- Engage small groups (< 10) to encourage worker participation
- Follow the guide to facilitate an interactive discussion
- Allow time for workers to respond to the questions
- Be comfortable with long pauses of silence as workers gather their thoughts and muster the courage to speak up
- Listen to the workers; summarize their comments and give them time to clarify if you have misinterpreted something they said

Use the debrief form to document the discussion

- Complete the debrief form as soon as possible
- Can be completed by a note taker during or by the facilitator immediately following
- Reflect on both the positive and negative statements
- List all policies discussed that impact the workers
- Note specific working conditions, both physical and social discussed by the workers

Create change to improve policies and practices

- Communicate discussed items with key stakeholders
- Identify and prioritize solutions with decision makers
- Implement solutions
- Get worker feedback about the implemented changes

Toolbox Talk Guide:

Navigating Change during COVID-19

(~15 minutes)

Speaker: Supervisor

Audience: Employee

Introduction

(1 minute)

The goals of today's toolbox are to:

- **Goal 1:** Recognize and identify how work has changed since the new COVID-19 guidelines were introduced.
- **Goal 2:** Discuss strategies or suggestions for modifying the way you do your work safely with the new COVID-19 policies.

Things to Remember

(1 minute)

- Ensure the environment is conducive for workers to speak openly.
- You are there to learn from the workers. Allow time for them to speak.
- There are no right or wrong answers or bad questions.
- Provide mechanisms to allow workers to speak to you privately after the meeting.

Discussion Questions

(10 minutes)

Work has changed. We have new policies and practices to address working during COVID-19.

1. Out of all the policies that have been imposed, what has been easy to implement or what have you been proud of that you've been able to implement from all of these policies?
2. One thing that is very important to me and to [company name] is the safety of its employees. How do the new policies and practices impact safety, health and wellbeing at work?
 - A. Do you feel you need to make more decisions now about the way you do your work because of the new COVID-19 policies?
 - B. Are there methods that you have put in place to ensure that work is done safely since we have had the new COVID-19 policies and practices?
 - C. What could we do that could improve things even more?
 - D. How could we do better collectively as a group?

(NOTE TO PRESENTER: If the discussion hasn't covered something that is important or of interest to you, the management, or the workers, use these next questions to extend the topic and discussion.)

3. We talked about several policies, what about the ones that we did not discuss: are they working?

Some of the other policies may include, [include your company's policies, examples could be...]

- A. Social distancing of 6 feet, including meetings and huddles
- B. Not working while sick - zero tolerance policy
- C. Break practices & scheduling policies
- D. Personal protective equipment policies for employees and customers/clients
- E. Disinfecting and cleaning practices & policies

4. Are there other challenges you are facing that are related to the COVID-19 pandemic? For example, how does this impact your family, you personally, your friends, or coworkers?

Conclusions

(1–2 minutes)

I want to let you know we are all in this together. For management, things are changing rapidly and we're all trying to do our best. I heard these points from you today...

(NOTE TO PRESENTER: Recap some of the things you have heard and give workers an opportunity to respond.)

Did I miss anything?

I will take what I have heard today to our management, so that we can work out what changes are able to be made based on what you told me today. Over the coming weeks, we will communicate what changes are made to all of you and give you the opportunity to provide further feedback.

Thank you. Stay safe!

Debrief Form:

Team/Crew: _____ Date/Time: _____

Activity Information		
Who Participated:		
Form completed by: _____		
Workers discussed the following points		
What is working well?		
What needs improvement?		
What concerns do they have about the future?		
What solutions did the workers propose?		
Other topics?		
Next steps - What will you do with this information? Who will you communicate it to by when?		
What?	Who?	When?
Action(s) Taken – What actions were taken by the company to resolve workers' concerns?		
Communicating plan to workers – How and when will you communicate the changes and get feedback?		
What?	Who?	When?

