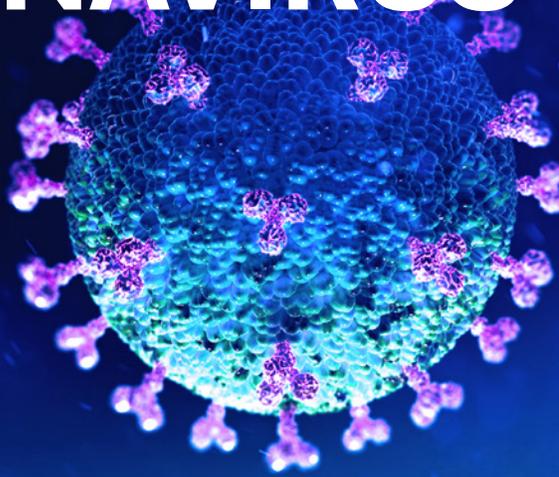


# CORONAVIRUS 2019



## A Guide of Best Practices & Lessons Learned In Response to the Coronavirus 2019 Pandemic

Kansas City National Security Campus | AUGUST, 2020

## TABLE OF CONTENTS

*This Guide is intended to be informative. While we have taken reasonable efforts to ensure information is accurate and up-to-date, we do not accept liability or responsibility for any loss or damage to any person acting or refraining from acting on any information contained herein. Anyone considering using the information contained herein should first consult with their own experts.*

INTRODUCTION .....	1
MESSAGE FROM LEADERSHIP.....	3
<b>COVID-19 TASK FORCE MANAGEMENT</b>	
<b>OPERATING SYSTEM.....</b>	<b>5</b>
BUSINESS PREPAREDNESS.....	5
KEY DECISIONS MADE .....	6
INTEGRATION INTO WEEKLY ACCOUNTABILITY MEETING. . .	7
<b>OUR PEOPLE .....</b>	<b>8</b>
COMMUNICATIONS /CHANGE MANAGEMENT .....	9
TWO-WAY COMMUNICATIONS WITH THE NNSA, THE NNSA’s KCFO AND HONEYWELL INTERNATIONAL .....	9
ACTIONS TO STAY HEALTHY.....	10
ENGAGEMENT .....	12
TRAINING.....	13
<b>OUR PROCESSES .....</b>	<b>14</b>
CAMPUS CLEANING.....	15
RAMP-DOWN – WORK FROM HOME.....	15
SECURITY .....	16
VISITORS & BUSINESS-RELATED TRAVEL.....	17
SUPPLY BASE MANAGEMENT.....	17
RISK ASSESSMENT, MITIGATION AND TRANSFORMATION .....	17
ADMINISTRATIVE & ENGINEERING CONTROLS.....	18
STANDARD OPERATING PROCEDURES – PPE .....	20
CAFÉ.....	20
TEMPERATURE SCREENINGS/LIMITED ENTRANCES .....	20
RAMP UP .....	21
<b>THE NEW NORMAL .....</b>	<b>22</b>
LOOKING FORWARD AND ADAPTING .....	23

---

## INTRODUCTION

---

In late 2019, an infectious disease outbreak began in China that would eventually cause a global pandemic in 2020. From the onset of the COVID-19 pandemic, the Kansas City National Security Campus (KCNSC), managed by Honeywell, has been proactively taking precautionary measures to protect the health and safety of our employees, visitors and suppliers. The fluid and dynamic nature of this pandemic, led the KCNSC to enact its Health Crisis Management Plan and stand up a COVID-19 Task Force in early March. The COVID-19 Task Force continues to meet daily to assess our environment and make real-time decisions to maintain the proper focus on our national security mission, while ensuring the safety and well-being of a workforce of more than 5,000 employees.



KCNSC took an appropriately conservative approach in responding to COVID-19 given the complete unknowns facing the workforce and the nation. The approach prioritized the safety and health of the workforce, and focused on the completion of mission-critical operations; adherence to our core principles; and maintaining a strong partnership between Honeywell International, the National Nuclear Security Administration (NNSA) and the NNSA's Kansas City Field Office (KCFO). KCNSC established numerous administrative and engineering controls aimed at preventing, minimizing or mitigating further virus spread, and facilitated a staged return to the "new normal" operations in a COVID-19 environment. These include stringent social distancing methods, the requirement of Personal Protective Equipment (PPE), such as face coverings, temperature screenings at entrances, and numerous other controls.

KCNSC planned several stages of ramp down and subsequent ramp up activities to facilitate an expeditious return to the "new normal" operations. The processes were designed to remain agile to incorporate lessons learned from prior stages and react quickly should the COVID-19 situation require another ramp down of on-site personnel to maintain a safe working environment. The entire effort has been enabled by an integrated management system based on foundational principles of the Honeywell Operating System. The COVID-19 Task Force meets daily to assess issues, take and log mitigation actions and visually track progress toward resolution. In addition, the COVID-19 Task Force uses a similar management system when it meets each weekday with the KCNSC's primary customer – the NNSA's KCFO. At its core, the management system has fostered a strong spirit of trust and collaboration as the KCNSC leadership team and the KCFO rapidly made and continued to make impactful decisions while navigating uncharted waters. In support of this, our employees have remained flexible by quickly learning, adapting and helping to lead change.



In this document, you will learn, in detail, how the KCNSC and the NNSA’s KCFO partnered together to protect our employees during this crisis, while continuing to deliver on our commitments. As this situation evolves, we will continue to leverage best practices and lessons learned.

This document was created by utilizing the best principles and practices of the KCNSC and in accordance with documents, guidelines and public messaging not limited to, but including guidance from the Centers for Disease Control and Prevention (CDC), Occupational Safety and Health Administration (OSHA), NNSA, other Nuclear Security Enterprise (NSE) Sites, U.S. Department of Energy and Honeywell International.

<b>KCNSC COVID-19 TASK FORCE CORE ELEMENTS</b>
<b>COVID-19 Task Force Management Operating System</b>
<b>Two-Way Communications with the NNSA, the NNSA’s KCFO and Honeywell International</b>
<b>Ramp Down   Work From Home</b>
<b>Change Management and Communications</b>
<b>Risk Assessment, Mitigation and Transformation</b>
<b>Ramp up   Return to Onsite Work</b>
<b>Looking Forward, Adapting to the New Normal</b>

---

## MESSAGE FROM LEADERSHIP

---

Dear Colleagues,

The safety and security of the employees at the Kansas City National Security Campus is our number one priority. The incredibly dynamic and rapidly evolving events of the COVID-19 global pandemic challenged all of us to manage operations, while protecting our workforce and keeping our nation's nuclear deterrent safe, secure and reliable.

The strong partnership and collaboration of all of our organizations supported our ability to be agile in a time of crisis. We've worked hard to minimize the impacts of disruptions to our operations and supply chain, as we continue to evolve as the world learns more about COVID-19.

During our rapid response, we used an appropriately conservative approach through each stage and process to ensure the safety of the workforce; completion of mission-critical operations; and adherence to our core principles. When we made the decision to move to reduced operations, we were able to pause, assess and implement best practices for communications, contingency planning, precautionary measures, and several rigorous health and safety protocols for our employees. These efforts are shared and outlined in this document, as well as, a deep dive into our core elements.

We are all very proud of our mission and people. The pandemic crisis demonstrated that the people at the KCNSC are up for the challenge. It's an honor to work alongside the great Americans that make our mission possible.

If you have any questions or want to follow-up, please email [communications@kcnsd.doe.gov](mailto:communications@kcnsd.doe.gov).



**Mark Holecek**  
*Manager*  
NNSA, Kansas City Field Office

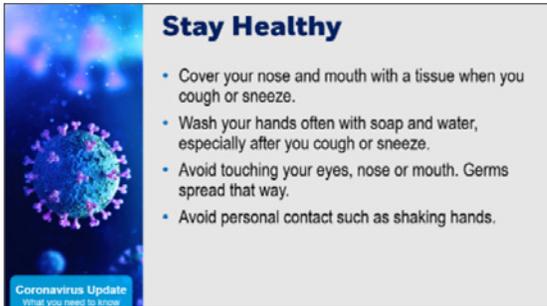


**Eric Wollerman**  
*President*  
Honeywell FM&T

# COVID-19 TASK FORCE MANAGEMENT OPERATING SYSTEM



## COVID-19 TASK FORCE MANAGEMENT OPERATING SYSTEM



Our Health Crisis Management (HCM) Plan was established to identify necessary actions for employees to take at the KCNSC, so business can be maintained in the event of a pandemic.

### The HCM Plan:

- Limits disease exposure and disease transmission among employees through education and disease control measures.
- Minimizes the business impact of a health crisis upon the KCNSC customers and return to normal operations as soon as possible.
- Provides timely, accurate and actionable information to employees, customers, suppliers and other stakeholders as appropriate throughout the health crisis.

### Guidelines are established for:

- Health, Safety and Environment Management
- Human Resources
- Communications
- Medical Services
- Integrated Supply Chain
- Employees
- Site Crisis Leader
- Health Risk Alert Levels

## BUSINESS PREPAREDNESS



Under the direction of the HCM team, a COVID-19 Task Force was activated in response to the monitoring of evolving environmental health conditions as the crisis migrated into a pandemic.

The COVID-19 Task Force was established to meet daily to address an ever-changing Rolling Action Item List (RAIL) of issues. This team of senior leaders was put in place to monitor daily information and guidance gathered from national, state and local authorities, including the NNSA, DOE and CDC. Responsibilities include the assessment of events, discussion of impacts, the chartering of responses and the documentation of actions, ensuring employee health and well-being, while providing mission continuity.

Early situational awareness and assessment were essential to the COVID-19 Task Force's understanding of the potential impact on the well-being of employees. Proactive communication of learnings and the rapidly evolving business response proved beneficial to executing changes and managing employee concerns. The considerations below were critical in preparing leadership and the business for changes to come during the pandemic.

- Development of Honeywell FM&T process map for positive COVID-19 tests and periodic updates.
- Deployment of layered management teams to ensure accurate communication and decision-making. Creation of pandemic-related work practices provided opportunity to keep updates, concerns, and/or questions at the forefront of the COVID-19 Task Force meetings.
- Tabletop exercises completed on Health Crisis Management Plan (including emergency response) on a routine basis.
- Triggers set for exiting staff from site based on scenario planning to improve responses.
- Sought outside sources, including bringing in a medical professional as part of the team, and regularly reviewing outbreak trend data as early as possible in the process.
- Reviewed and addressed needs for PPE safety stock/buffer that could be required in emergency situations.
- Up-front understanding of dependency on business travel required to accomplish “standard” business functions.

## KEY DECISIONS MADE



The ramp down of onsite operations to protect the health and well-being of employees was coordinated by the COVID-19 Task Force. Oversight included the coordination, communication and prompt execution of decisions made in response to the rapidly changing public health environment. The approach was conservative as the COVID-19 Task Force constantly monitored community and site conditions while prioritizing the health and well-being of our employees.



Ramping down of onsite employees was divided into “waves” based on employee locations. Wave 1 involved all self-identified, at-risk employees based upon recommendations of CDC and Kansas Department of Health and Environment (KDHE). Wave 2 included individuals who could still perform nearly 100 percent of their work remotely. Wave 3 was assessed by leaders to move the maximum number of employees offsite without impact to manufacturing, inspection and testing of product. Wave 4 brought the onsite workforce down to only mission-critical employees. Adjustments were also made to IT infrastructure resources, enabling rapid phased transition to work-from-home employees no longer onsite.

Prior to ramp down, average usage of remote-work systems was less than 300 workers each day. During the height of the work-from-home phase, KCNSC averaged about 3,000 remote workers each day – a tenfold increase. To meet the changing needs of the workforce, the Information Technology function quickly pivoted

its focus to enhance the remote work environment. An additional eight servers were added into the Virtual Desktop Infrastructure (VDI) environment, and phone lines were added to expand inbound and outbound phone capacity by 25 percent. Employees were also able to request IT hardware to take home with them to improve effectiveness of remote work. As always, protection of data was paramount and access to classified data offsite was systemically prohibited.

To guide decision making and reduce uncertainty, the COVID-19 Task Force partnered with business intelligence resources to review daily COVID-19 data and trends. Through multi-source data and intelligence analysis, the COVID-19 Task Force was able to see customized trending information for COVID-19 cases and percent positive rates for Kansas City, Mo. (including its surrounding counties in Missouri and Kansas) and Albuquerque, N.M. The in-depth data and analysis provided by the business intelligence resources not only helped the COVID-19 Task Force ensure compliance with federal, state and local COVID-19 procedures, but also helped ensure the KCNSC had the information needed to make key operational decisions to help keep employees healthy and safe.

## INTEGRATION INTO WEEKLY ACCOUNTABILITY MEETING



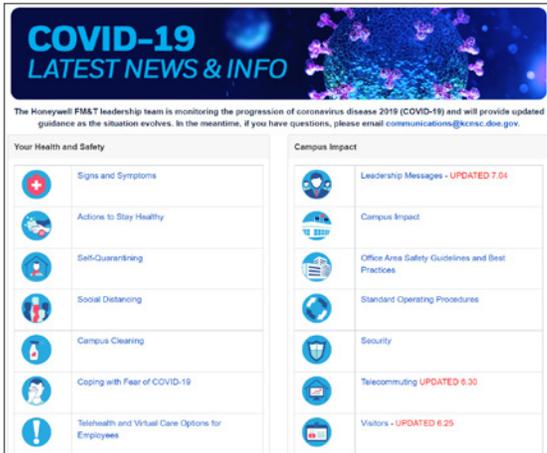
The robust management operating system of the COVID-19 Task Force was amplified by integration into the site's "Tiered Accountability" system that enables the flow of information at all levels of the business. Integration into the weekly leadership-level accountability meeting enabled the COVID-19 Task Force to review metrics, business updates and stay apprised of changes and potential impacts to employees.



# OUR PEOPLE



## COMMUNICATIONS /CHANGE MANAGEMENT



The COVID-19 Task Force recognized that early and frequent communications were required to emphasize the magnitude of the crisis and its potential impact on the well-being of our employees. Proactive communications were implemented through the establishment of a COVID-19 portal page on the KCNSC intranet. This platform emphasized the seriousness of the crisis while providing important guidance and transparency. The COVID-19 portal enabled two-way dialogue through FAQs, manager talking points, safety and security messages and Q&A with 48-hour response times.

Internal management communications included a regular cadence of manager meetings. These meetings enabled two-way dialogue that were presented on a live video platform where senior leaders provided updates and responses to the evolving crisis.

To enhance the efficiency of all communications, a standard messaging review and approval process was established with one point of contact to review the messaging and ensure alignment of the information provided.

Change management efforts included the COVID-19 Task Force sponsoring amendments to training requirements needed to support safe and orderly return to onsite work. Additionally, leadership collaborated with executive coach Scott Fitzgerald to discuss the hidden forces impacting our behaviors during times of change, isolation and uncertainty. This training was a two-part session where managers watched a video with their colleagues followed by a facilitator-led discussion. Then, the training and facilitator-led discussion was flowed down to all employees, enabling candid conversations about the COVID-19 environment.

## TWO-WAY COMMUNICATIONS WITH THE NNSA, THE NNSA's KCFO AND HONEYWELL INTERNATIONAL



Communications with our parent company Honeywell International emphasized site preparedness and related subject matters. Examples include: contingency planning, precautionary measures and guidance supporting the health and safety of our employees.

The COVID-19 Task Force management operating system included daily meetings with senior leaders from the NNSA's KCFO. The recurring cadence involves discussions of issues, impacts and performance across multiple functions including: Safety, Security, Human Resources, Infrastructure, Nuclear Weapon Programs, Procurement, Quality and multi-site Operations. The KCFO review included NNSA communications flow-down, and status of staffing, Quality Assurance Inspection Procedure (QAIP) and Contracting Officer actions. Actions are documented and visually tracked through to completion.

The highest level of the integrated management system included the KCNSC facilitation of a weekly review of programmatic status with senior leaders across the Nuclear Security Enterprise (NSE). As the pandemic emerged, its impacts were introduced as an agenda topic; enabling a broad and consistent platform for two-way communications supporting consistency of best practices in crisis management across the NSE, while pulsing state, local and site conditions. Emphasis was prioritized on the health and well-being of employees while balancing dynamic mission critical requirements.

## ACTIONS TO STAY HEALTHY



In addition to keeping our work population informed and reminded of general hygiene practices of washing hands and wiping down areas, an emphasis was also placed on the mental health of employees. Mental health and well-being tips were shared with employees, as well as strategies to continue taking care of ourselves as well as others during these difficult times.

### Employees received the below guidance:

- Manage your exposure to media coverage as this can increase feelings of fear and anxiety.
- Follow a “calm yet cautious” approach – do your best to remain calm and be mindful not to contribute to the widespread panic that can hinder efforts to positively manage the outbreak.
- Show compassion and kindness to one another.
- Actively manage your well-being by maintaining routines where possible, connect with family and friends (even if not in person), staying physically active, eating nutritious foods and if necessary, seeking additional support by contacting the Honeywell Employee Assistance Program or further professional support as required.

Recommendations for general well-being were also shared, including reminders to utilize perspective, build connections, stay generous, stay connected to values and maintain a daily routine. Furthermore, employees were instructed to be mindful of feeling overwhelmed with emotions like sadness, depression or anxiety, and were given additional encouragement to reach out to medical professionals.

## Keeping Employees Healthy and Safe



Increased cleaning of high touch areas



Providing hand sanitizer and cleaning supplies throughout the facilities



Requiring face coverings when moving throughout the facilities or meeting face-to-face



Established engineering and administrative protocols to practice social distancing



Defined process for break/lunch times to ensure social distancing and enable general cleaning



Shared training, resources and tips on mental health and well-being



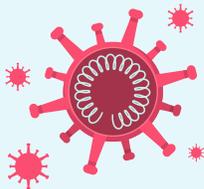
Enabled expanded telecommuting



Daily temperature screenings for anyone entering a facility



Restricted site visits and business travel



Implemented procedures for suspected or confirmed COVID-19 cases



Providing personal protective equipment



Implemented signage and barriers to enforce one-way travel, social distancing and room capacity

## ENGAGEMENT

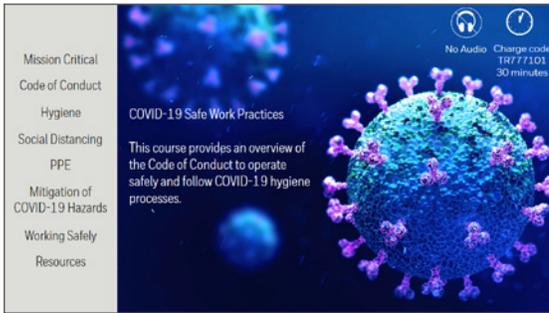


Ingenuity and a call to support the mission are traits deeply embedded in the culture of the KCNSC, as evidenced by employees' willingness to help and progress the efforts of the COVID-19 Task Force. Employees were not only informed of changes across the campus, but also engaged in making impactful changes for themselves and peers.

- A production division within the KCNSC developed the capability to bottle hand sanitizer into smaller containers to augment onsite cleaning supplies.
- Improved controls and planning were developed for reviewing electronic equipment before items were reintroduced onsite.
- "Be Well Kits" were assembled and distributed by the KCNSC Culture Club, the Communications department and leadership to onsite employees. These kits included a "Be Well" card, a pair of latex gloves, cloth mask and hand sanitizer. Travel "Be Well" Kits were also created for employees approved for mission critical business travel.



## TRAINING



Training for employees became a central method of communication of new processes. Due to more employees working remote, the delivery method for trainings shifted to a virtual format with specific training developed for working in a new environment.

This included required safety training for all employees before returning onsite. The safety training was conducted virtually as well as in person for employees without remote access capabilities. The training guided employees through health and safety measures onsite as well as detailed use instructions for PPE.

As aforementioned, all leaders also received training on managing employees during uncertain times. This training helped open the door for conversations with employees regarding the impacts of COVID-19 to personal and professional lives.



# OUR PROCESSES



## CAMPUS CLEANING



In addition to standard year-round cleaning practices for communicable diseases, such as influenza, increased cleaning has been added as a precaution.

Special attention is given to cleaning of touch points (doors, railings, turnstiles, keypads etc.) and high traffic areas throughout our facilities.

The landlords at the KCNSC locations, our Fitness Center, as well as our shuttle vendor in Kansas City, have also taken actions to increase their cleaning measures.

Specific guidance was also provided to employees regarding the requirement of wiping down shared equipment and workspaces before and after use, with disinfectants that are provided by the business. Additional disinfectant wipes and hand sanitizer for business use were ordered and stocked in the supply cabinets.

The increased emphasis on maintaining a safe workplace through additional cleaning was reinforced by messaging regarding handwashing and general hygiene based upon guidance from the CDC. This information was posted on the COVID-19 intranet page, digital signage and emphasized at team meetings. Handwashing, proper use of face coverings, and other preventative measures were also included as rotating topics within the KCNSC's Safety Moment Monday process for sharing safety tips and knowledge with all employees.

## RAMP-DOWN – WORK FROM HOME



As onsite activities ramped down, significant efforts were made by the Information Technology (IT) function to enable the Honeywell FM&T workforce to function at current levels as they transitioned to remote work. However, quickly switching from a primarily onsite operation to one with a substantial number of remote employees did not come without challenges.

### Successes:

- Effective IT and Cyber controls were implemented to systemically protect classified data and ensure proper Cyber hygiene continued when work was conducted offsite.
- Eight servers were added to support the Virtual Desktop Infrastructure (VDI).
- Increased phoned lines to expand inbound and outbound phone capacity by 25 percent.
- Enabled employees to request IT hardware to take home with them to enhance their effectiveness.
- WebEx proved to be a key ingredient to continued voice communications.

- Utilization of personal WebEx conferencing lines expanded capacity to 54 additional lines
- Many improvements were made to meet increased demand for web streaming and stored video.
- Utilization of federal government procurement priority rules when placing IT infrastructure orders allowed the KCNSC to cut lead times on some equipment by more than 50 percent.

#### Challenges:

- Phone line blockages due to increased use.
- Inability to expand WebEx licensing due to backlogs.
- A shift from every employee having a desktop PC to a significant number of employees working remotely could not be accommodated with direct-to-desktop capabilities.
- Increased requests for remote workers led to slower fulfillment times.

## SECURITY



During the Ramp-Down/Work-at-Home stage of the COVID-19 pandemic, Cyber Security updated remote working guidance, heightened user awareness and situational monitoring; which assisted in ensuring quality IT services and digital information protection. The Protective Force, Technical Surveillance Countermeasures team and Personnel Security adjusted work shifts, staffing levels, schedules, services and processes to focus on social distancing, restricting all visitors, and eliminating non-essential portals, offices and traffic into the facilities.



Throughout COVID-19, a regular cadence of Security-related communications in various forms remind employees of security rules, concerns and changes in processes. Automation was employed to aid in adhering to social distancing. Cyber Security collaborated in developing a mission-critical solution for classified part inspections by utilizing a USB camera and monitor to enable production while ensuring social distancing. Cyber Security also partnered with Human Resources to enable the continuation of interviewing prospective job candidates through video conferencing software. Plexiglass was deployed at Truck Inspection and Badge Office service points to create barriers between visitors and security personnel. Paper forms were replaced with electronically executed approved forms.

## VISITORS & BUSINESS RELATED TRAVEL



Physical access for all visitors to KCNSC was immediately removed. Access was individually reinstated only after the visitor reviewed the local COVID-19 safe work practices briefing and restrictions. It was a requirement for visitors to complete the briefing ensured knowledge of health and safety measures implemented onsite.

An electronic COVID-19 access restrictions notification banner was posted on our visitor webpage for visitors attempting to register for a visit, and internally for hosts of onsite visits. Visitors were also emailed information about KCNSC access changes.

Due to the COVID-19 pandemic, only mission-critical visits are allowed at any KCNSC site with Director approval and remains in effect until further notice. Any employee domestic or foreign business travel must be approved by the traveler's Director. All non-mission-critical visits and in-person interviews were postponed. All visitors must comply with site guidance on COVID-19 safety protocols.

## SUPPLY BASE MANAGEMENT



In addition to mitigating risk to employees, the KCNSC also instituted a safe approach when working with vendors, while still being able to maintain critical production schedules. A review of supplier status was integrated into the daily accountability meeting with senior leadership to keep the COVID-19 Task Force informed of potential schedule issues. While travel was suspended for many of the KCNSC's source inspectors, critical inspections were able to continue with the use of PPE and adherence to safety requirements of vendors. Comprehensive order assessments were performed to determine top priorities and evaluate when procurements should be executed. This was a critical effort due to the uncertainty of the supplier base in a dynamic time.

## RISK ASSESSMENT, MITIGATION AND TRANSFORMATION



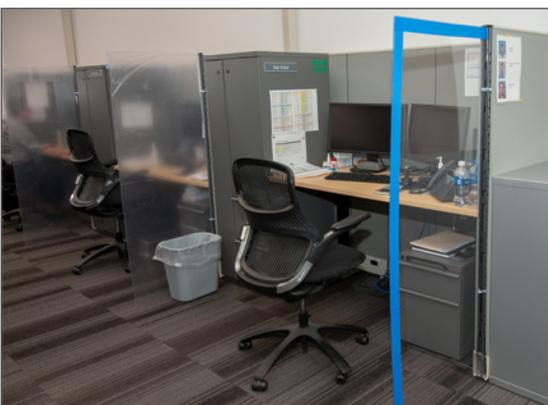
Constant assessment of rapidly evolving CDC risk factor guidelines, OSHA, federal, state and local community site conditions became the platform for COVID-19 Task Force risk assessment and mitigation planning and implementation. Early in the crisis, the COVID-19 Task Force chartered actions to enhance workplace cleaning and disinfection practices. This included, but was not limited to cleaning frequency changes to high touch areas, supplies management and landlord coordination across multiple sites. As the crisis evolved, and while the vast majority of employees were working from home, the COVID-19 Task Force focused on transforming the workplace to help protect the health



and safety of our employees. To accomplish this, assessment tools were developed enabling site(s) gap analysis and adjustments planning. Mitigation controls were then implemented broadly across the site, including social distancing protocols and wearing of face coverings for all employees. This also included changes to common areas, food services, elevators, hallways, restrooms, workstations, PPE usage, plexiglass barriers, work benches, shift structures, meeting/conference and break rooms, training sessions, security practices, transportation services and more. Additionally, incident response and quarantine protocol processes were developed and mapped.

As employees began to return to work, the Task Force adopted a very conservative approach based on local health guidance for employees in close contact with confirmed cases of COVID-19 to self-quarantine for 14 days. Over time the Task Force adjusted the policy to align with CDC guidelines for critical infrastructure employees. This process directed employees to an approved testing facility with a 24 hour turnaround time. Employees were then allowed to return to work after testing negative. For the next 14 days, employees were directed to self-monitor symptoms in coordination with the medical department and received follow on tests every three days. This practice, in addition to social distancing and the wearing of mask, was designed to keep employees safe and enable the mission.

## ADMINISTRATIVE & ENGINEERING CONTROLS



Office buildings and work areas across KCNSC's multiple campuses were assessed and managed individually based on the unique features of each location, with new protocols implemented to keep employees safe while allowing work to continue.

These protocols included:

- Limiting capacity in areas.
- Removing chairs in conference rooms.
- Cleaning shared workspaces and equipment and tools before and after each use.
- Signage was posted around buildings to remind employees that processes and hours had been changed.
- Building hours were reduced to ensure protocols were being met
  - Access outside of building hours could be safely arranged with advanced notice
- Temperature screenings began at all buildings
- Badge offices in satellite buildings hours were revised
- Shuttle services between sites were temporarily discontinued
- Employees were instructed to have seating arrangements established at any location prior to entering that site



- Entry into buildings was limited to main entrances to allow for temperature screenings of all individuals onsite
- One-way travel paths were implemented and signage posted indicating direction
- Elevator capacity was reduced and stairways were setup for one-way traffic
- Per CDC guidance, employees, contractors, vendors and visitors were required to wear face coverings when moving throughout facilities or having face-to-face meetings.

With portions of the workforce returning onsite, it was critical to reinforce the importance of social distancing in the workplace. To bring attention to the need to practice social distancing, a creative multimedia campaign was established to capture the attention of employees. Themed after baseball, the "Play it Safe" campaign featured posters and videos of senior leaders dressed as a baseball umpire giving the safe signal with their outstretched arms. This campaign visually reinforced six feet of social distancing and was executed across multiple channels to emphasize social distancing in the workplace. Employees were encouraged to give the "safe" signal as an intervention when co-workers were observed too close to each other.

The "Play it Safe" campaign complemented signage that was installed across the KCNSC to emphasize social distancing and reinforced our culture of keeping each other accountable for safety. This signage included limited capacity for areas, directional pathways in hallways, office areas and stairways and floor stickers to reinforce social distancing.



## STANDARD OPERATING PROCEDURES – PPE



Standard Operating Procedures (SOPs) were revised and formally documented by the KCNSC's Health Safety Environment and Facilities team to include usage of PPE, and to limit employees' potential exposure to other employees and any potential contaminated surface. PPE including face masks, gloves and plexiglass shields were deployed across the factory floor and office areas, in addition to guidance of safety and general hygiene for improved protection.

### Revised SOPs included:

- Protocols while dispositioning Non-Conformance Reports (NCRs) - Defined procedures for maintaining social distancing while addressing material and NCR dispositions onsite.
- Break/Lunch Time and Location – Defined process for lunch and break times with considerations for social distancing and general cleaning.
- COVID-19 resource distribution – Process established to allocate PPE and cleaning supplies across facilities.

## CAFÉ



To meet the needs of the workforce in a dynamic time, the café instituted multiple measures to prioritize the health and safety of employees, while also expanding its offerings and streamlining the employee experience. Among the safety measures taken was to split patrons into two serving lines with barriers and clearly marked social distancing signage. The café also enhanced its capabilities by instituting an online ordering process that provided a limited-touch experience for employees. Using its existing supply chain, the café was also able to expand its offerings in a time of need by establishing a General Store where employees could purchase food essentials, meals-to-go and more.

## TEMPERATURE SCREENINGS /LIMITED ENTRANCES



In coordination with the workforce returning onsite, a number of actions were taken to protect our workforce from potential exposure to COVID-19. This included limiting the number of points of entry into the workplace and instituting mandatory temperature screenings for anyone entering a facility. To meet business needs, the operating hours for each temperature screening location varied by location, and was available 24 hours to support multi-shift operations.

## RAMP UP



Workplace transformations were rapidly deployed to enable the requirements of social distancing and related workplace hygiene protocols. The COVID-19 Task Force was challenged with evaluating and planning in support of meeting the requirements of evolving NNSA mission needs. NNSA Headquarters and other leadership venues provided the foundation for the introduction of the changing mission critical requirements, as leaders across the NSE were challenged with the urgent development of phased return to onsite work process, while always prioritizing the health and well-being of employees. A graded approach was developed, which included analyzing programmatic expectations and their relationships to require employee resources, vendors and supply base requirements (including their constraints per state), local and site conditions. Factors also included analysis of manufacturing processes, space and equipment needs.

A critical component of the ramp up process was the requirement of all employees to complete safety training before returning onsite. Developing the training helped introduce employees to a transformed workplace that looked much different from what they were used to. As previously mentioned, temperature checks were implemented for all individuals and entrances were limited to help manage the screening process. With employees returning onsite, the previously mentioned change management activities were leveraged extensively during this timeframe.



# THE NEW NORMAL



## LOOKING FORWARD AND ADAPTING



The collective efforts and responsiveness of the KCNSC, NNSA and KCFO have resulted in a series of remarkable accomplishments during these unprecedented times, guided by the shared belief in the well-being of the KCNSC employees. The pace of escalation during the crisis evolved in only a few short weeks and presented exceptional demands on value stream leaders and resources. Through historical planning efforts, the KCNSC had existing processes in place in support of rare crisis events such as disaster recovery and crises management, but COVID-19 has been unlike anything anyone has experienced.

The COVID-19 Task force, formed on behalf of KCNSC's Health Crisis Management Plan, continues to evolve their management operating system, reflecting a healthy cycle of Honeywell's "Plan, Do, Check, Act" problem-solving cycle. By continually monitoring the state of our environment and adjusting our responses as appropriate, we are able to remain agile in a complex and dynamic environment. This elevated level of responsiveness and ongoing culture of continuous improvement will need to be maintained into the future by the KCNSC in order to effectively prioritize our employee's health and safety.

As COVID-19 continues to evolve, the KCNSC must be prepared to evolve as well as it prepares for the future. This may include more frequent reviews of business continuity and recovery planning activities. Perhaps the needs, capabilities, and flexibility of employees will be looked upon in a new light, as the rapid deployment of working from home activities brought out the remarkable abilities of our employees and our enterprise to adapt to swift and ever-changing conditions. During unprecedented time, a strong spirit of teamwork is instrumental in ensuring our employees are working in a healthy and safe environment to continue our unwavering support of our national security mission.

