

Best Practice Guidelines for Citrus Industry Workplaces during the Covid-19 Pandemic

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In January 2020, the world became aware of a viral disease that had transferred from animal hosts to human hosts and had acquired the ability to transmit from human to human. Although the original outbreak occurred in the Wuhan province of China, the disease soon spread to more than 100 countries around the globe. The disease was named Covid-19 (**Coronavirus disease 2019**). On the 11th of March the World Health Organisation declared Covid-19 to be a global pandemic, and a travel ban was announced in South Africa, with a warning that South Africans should practise physical distancing and personal hygiene to avoid transmission. Schools were also closed and public meetings were limited in size. On the 23rd of March, a lockdown was announced for South Africa, which came into effect at midnight on the 26th of March. Businesses involved in food production and distribution, and businesses providing critical goods and services to those in the food production supply chain, were excluded from the lockdown, although certain regulations were put in place to protect people involved in those business operations.

There are two reasons to implement protective measures in citrus industry workplaces: firstly, and most importantly, to protect the people in the workplace – if there were to be an outbreak of this disease in a nursery, on a farm, or in a packhouse, the health of the people and operations of the business would be jeopardised; and secondly, to comply with legislation, regulations and directives that have been issued by the South African government.

This document aims to provide information and recommendations for best practice to workplaces in the citrus industry. The document draws information from a wide range of sources, and it reflects what is considered to be best practice in the local conditions. It furthermore aims to provide guidance and recommendations that are not only applicable during certain periods, such as during a lockdown, but that will be helpful for the entire period that Covid-19 remains a risk.

Please Note!

On the 28th of April 2020, the Department of Employment and Labour issued the COVID-19 Occupational Health and Safety Measures in Workplaces 2020 directive, subsequently updated on the 4th of June 2020 with the publication of the **Consolidated COVID-19 Direction on Health and Safety in the Workplace**. These directives are referred to as **C19 OHS** in these guidelines. All workplaces (with the exception of those excluded from the Occupational Health and Safety Act and workplaces for which other ministers have issued directives) have to comply with this directive, irrespective of the nature of its operations, and whether it qualifies as an essential service. The number of employees of the organisation also does not significantly impact on its obligation to comply with the directive, although there are a few measures that apply in particular to very large and very small organisations. The relevant sections of the latest version of the directive has been included in these guidelines in the appropriate sections in text boxes. The full directive is attached.

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Monitoring and enforcing the Direction

57. If a person fails to comply with this direction, an inspector may perform any of the functions in section 29 of OHSA and exercise any of the powers listed in section 30 of OHSA in order to monitor compliance with this Direction.
58. In so far as any contravention of this Direction constitutes a contravention of an obligation or prohibition under OHSA, the offences and penalties provided for in section 38 of OHSA apply.
59. An inspector may for the purpose of promoting, monitoring and enforcing compliance with the OHSA, advise employees and employers of their rights and obligations in terms of this Direction in accordance with section 64 of the BCEA.

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1. What you need to know about Covid-19

It should be noted that the medical and scientific community around the world are still learning about Covid-19 and that there is still a lot of details that are not known or that are, at present, mere speculation. There is also a large amount of inaccurate and fake news going around. The facts about Covid-19 and that we currently know and relevant are:

- Covid-19 is a serious type of flu caused by a coronavirus.
- The virus is transmitted person-to-person via respiratory droplets when an infected person coughs or sneezes. Note that it is **not airborne**, but spread through droplets.
- Apart from being directly infected by the droplets, a healthy person can also be infected when the virus settles on surfaces from where it can transfer to their hands and infect them when they touch their eyes, nose or mouth. **The maximum time the virus has been found to remain viable on surfaces is 24 hours, although in most cases it is a far shorter period than this.**
- Healthy, fit individuals are likely not to be infected even if they are exposed, and even if they are infected, they are more likely to develop only mild symptoms and to recover quickly.
- Symptoms of the disease are a dry cough, a sore throat, slight fever, and shortness of breath.
- Additional symptoms may include redness of eyes, body aches, loss of smell or taste, nausea, vomiting, diarrhoea, and fatigue, but these symptoms can have a variety of other causes as well and are only significant if two or more of the main symptoms are also present.
- It can take up to six days from when someone is infected until they show symptoms, although it has taken longer in a small number of cases.
- The overwhelming majority (up to 90%) of cases will present with only mild symptoms, and patients will recover within two weeks after which they will no longer be contagious and will have some immunity to the disease.
- The remainder of cases may require to be hospitalised and a small proportion of those will develop severe pneumonia and require intensive care treatment, often with assisted breathing.
- The mortality rate is currently estimated to be 0.5% to 0.9% overall of those infected, although this is highly contentious.
- Any person of any age can be infected by the disease, but older people are more likely to develop severe illnesses. The only group which seem safe from severe cases is healthy persons under 14.
- The disease is more likely to be severe and even fatal for the following groups:
 - Persons over the age of 80 (although it should be noted that the severity increase with age, starting with those over the age of 60);
 - Persons with compromised immune systems (due to for instance HIV/AIDS and cancer); and

- Persons with comorbidities, including cardiovascular disease, diabetes, obesity, chronic respiratory disease and hypertension.
- The virus is denatured by strong sunlight, soap and water, and most disinfectants.
- There is currently no antiviral treatment or vaccination against Covid-19, but there are a number of trials that are being conducted worldwide. It is estimated that an antiviral treatment could be available in the last quarter of 2020, and a vaccination in the second half of 2021.
- Covid-19 will be more prevalent in the winter months, as is the case with other flu-like diseases.
- **The transmission of the disease can be prevented by:**
 - ✓ **Washing hands regularly with soap or using an appropriate hand sanitiser (see list under 0).**
(Please note that ordinary soap works perfectly well if hands are washed properly. Anti-bacterial hand wash soap has no effect on viral contamination. Washing hands properly and for long enough with soap and water is also more effective than using hand sanitiser.)
 - ✓ **Avoiding touching eyes, nose, and mouth with unwashed hands.**
 - ✓ **Avoiding close contact with people who are sick.**
 - ✓ **Coughing or sneezing into a flexed elbow or covering it with a tissue which is then immediately discarded.**
 - ✓ **Cleaning and disinfecting frequently-touched objects and surfaces.**

2. General management best practice

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20. Every employer must establish the following administrative measures:
- 20.1 It must undertake a risk assessment to give effect to the minimum measures required by this Direction taking into account the specific circumstances of the workplace;
- 20.2 if the employer employs more than 500 employees, that employer must submit a record of its risk assessment together with a written policy concerning the protection of the health and safety of its employees from COVID-19 as contemplated in section 7(1) of OHSA to-
- 20.2.1 its health and safety committee established in terms of section 19 of OHSA; and
- 20.2.2 the Department of Employment and Labour within 21 days of the commencement of this Direction;
- 20.3 it must take special measures to mitigate the risk of COVID-19 for vulnerable employees in accordance with the Department of Health's Guidelines to facilitate their safe return to work or their working from home (*attached*);
- 20.4 it must notify all workers of the contents of this Direction and the manner in which it intends to implement it;
- 20.5 it must notify its employees that if they are sick or have symptoms associated with COVID-19 that they must not come to work and to take paid sick leave in terms of section 22 of the BCEA;
- 20.6 it must appoint a manager as a COVID-19 compliance officer to-
- 20.6.1 oversee the implementation of the plan contemplated in clause 17.2;
- 20.6.2 oversee the adherence to the health and safety measures established in the workplace to give effect to requirements of this Direction including appointing employees to perform this function if the employer has more than one workplace;
- 20.6.3 address employee or workplace representative concerns and to keep them informed and, in any workplace in which an health and safety committee has been elected, consult with that committee on the nature of the hazard in that workplace and the measures that need to be taken;

- 20.7 it must ensure that the measures required by this Direction and its risk assessment plan are strictly complied with through monitoring and supervision;
- 20.8 it must, as far as practicable, minimize the number of workers at the workplace at any given time through rotation, staggered working hours, shift systems, remote working arrangements or similar measures in order to achieve social distancing as contemplated in clause 21 and to limit congestion in public transport and at the workplace;
- 20.9 it must take measures to minimize contact between workers as well as between workers and members of the public;
- 20.10 it must provide workers with information that raises awareness in any form or manner, including where reasonably practicable leaflets and notices placed in conspicuous places in the workplace informing workers of the dangers of the virus, the manner of its transmission, the measures to prevent transmission such as personal hygiene, social distancing, use of masks, cough etiquette and where to go for screening or testing if presenting with COVID-19 related symptoms;
- 20.11 if a worker has been diagnosed with COVID -19, an employer must-
 - 20.11.1 inform the Department of Health⁹ and the Department of Employment and Labour; and
 - 20.11.2 investigate the mode of exposure including any control failure and review its risk assessment to ensure that the necessary controls and PPE requirements are in place;
 - 20.11.3 determine the need to temporarily close the affected work area for decontamination using an incident-based risk assessment with due regard to the Department of Health's Guidelines; and
 - 20.11.4 it must give administrative support to any contact-tracing measures implemented by the Department of Health.

Business owners and executive managers have a special responsibility in dealing with this situation and limiting the risk and damage to their operations while protecting their employees.

2.1. Inform yourself!

Firstly, and most importantly, stay informed on the latest news, in particular on transmission rates in South Africa, your province and your area. Identify and use reliable information sources – there is a lot of fake news and misinformation doing the rounds. The following are useful contacts:

General information

- ✓ <https://sacoronavirus.co.za/>
- ✓ Emergency Hotline: 0800 029 999
- ✓ WhatsApp Support Line: 0600 123 456
- ✓ Provincial Departments of Health and Departments of Labour and Employment
- ✓ Local municipalities

Industry-specific information

- ✓ CGA Covid Memos – available on www.cga.co.za and www.crw.org.za

2.2. Inform your people!

With all the misinformation doing the rounds, it is much better for employers to take responsibility to inform their employees on the real facts and the latest developments. Keep records of all training and communication sessions as well as minutes of committee meetings in order to prove compliance to directives.

- Appoint at least one person in the workplace to be responsible for communication around Covid-19, and make sure that this person is accessible to all workers and has the necessary resources and capacity to answer their questions and assist them in every way necessary.
- If there is a health and safety committee in the workplace, consult the committee in risk assessment, mitigation procedures and communication with workers.
- Put up information posters in the workplace, in particular to create awareness around preventative measures and personal hygiene.
- Make available information pamphlets with the above information, but also include information on how workers can be safe at home, and keep their families and communities safe. Also use this means to encourage workers to live healthily and stay fit.
- Hold training sessions with teams, bringing them up to speed on the facts about the disease, on the regulations that are in place, and on the workplace practices and procedures that have been implemented. Remember to maintain physical distancing when meeting for training.
- Hold daily briefing sessions with all workers, informing them of the latest news about the disease (even if you think they may already know it), changes in regulations that may have been put in place, and changes in workplace practices and procedures, always remembering to maintain physical distancing. Short team-talk scripts for supervisors are a practical way to ensure that a consistent message is given.
- Allow workers to ask questions during these sessions and take the time to allay fears and address misconceptions. Fake news spreads faster than any virus – it should be debunked before it gets a chance to spread and take hold.
- Consider setting up a WhatsApp group to communicate with workers. Keep records of all communication with workers, in particular any reports by employees of feeling unwell.

2.3. Manage risk

Put in place a risk management plan which aims to identify and address as many risks as possible related to the threat of a Covid-19 outbreak in the workplace, and related to the regulations and restrictions being put in place by the South African government and governments of importing countries.

The steps below can be followed for compiling a Covid-19 risk management plan. Develop the plan in the form of a matrix.

➤ **Identify potential risks**

Identify and evaluate each business function in the operation, such as input supply, production, marketing, financial management, human resource management, business management, and worker health and safety, and identify potential risks related to Covid-19. List this in the first two columns. Use what-if scenario planning to assist with identifying risks, for example:

- What if an input supplier or service provider is forced to close down due to a Covid-19 outbreak? (Classify suppliers according to how critical they are for your operations.)
- What if a supplier is unable to import inputs due to restrictions on goods movement?
- What if the supplier of an item that is not considered essential but that still important to your operations is forced to close down?
- What if prices for inputs increase substantially and seemingly unfairly?
- What if a worker in the production unit tests positive for Covid-19?
- What if a large percentage of workers in the production unit has to self-isolate for 14 days?
- What if a family member of a worker tests positive for Covid-19?
- What if a misconception created by fake news take hold under workers and causes unrest?
- What if the transport services used by workers are no longer operational?

➤ **Assess the risks**

Rate the likelihood and impact or consequence of each risk that has been identified, on a scale that makes sense for the operational environment, adding columns for the likelihood and impact to the matrix. Indicate whether and how each risk is controlled at present, such as by way of elimination, substitution, engineering, administration, through use of protective equipment and clothing, etc.

➤ **Manage the risks**

Determine cost-effective ways to deal with each risk, according to the level (likelihood and possible impact) of that risk and indicate this on the matrix. Risks can be managed through avoiding the risk (for instance by changing processes or inputs), reducing the risk (for instance by decreasing the likelihood and / or decreasing the impact), transferring the risk (for instance by taking out insurance or tightening up contracts), or accepting the risk. If a high-level risk is accepted, it is critical that those situations should be monitored very closely and plans should be in place to react if the risk materialises.

The risk management plan should be developed in collaboration with business unit managers to ensure that all possible risks are identified. The plan should also be communicated to clearly to all key staff members in order to ensure that management activities are put in place. The plan should be reviewed regularly during this critical period. Should the situation change (i.e. should restrictions or regulations from government change, should a treatment or vaccine be found, should transmission rates in South Africa and in particular in your area and the area where your workers reside increase or fall significantly, etc.), the plan should be immediately reviewed.

2.4. Review policies and SOPs

Review all the policies and SOPs that are currently in place and make the necessary changes. As an essential service, the operation may be open to scrutiny to ensure that all necessary measures were taken to ensure the safety of workers, input suppliers and service providers. The basis of such a review will be the policies and SOPs that were implemented. Add emergency measures SOPs if necessary. Ensure that changes to the policies and SOPs are clearly communicated to all relevant staff members. Keep record of such communication.

2.5. Classify workers – essential, enabling, non-essential

As long as Covid-19 remains a threat in South Africa, citizens will be encouraged to stay at home as much as possible, and employers will be asked to minimise the number of people in the workplace and to allow workers that can work from home to do so, while still ensuring that business operations can continue without major disruption. Restriction levels that are implemented from time to time by the government also allows only certain sectors and business in the economy to operate, with only essential services being able to function at the most restrictive level. Businesses that deliver essential services are expected to only have present in the workplace those workers who are essential to their business operations.

The recommended practice is to classify workers as essential, enabling and non-essential. The following procedure can be used, making use of a matrix:

- Identify the business functions of the operation, similar to those identified for the risk management plan, but more specific to the operation itself. This will most likely include some or all of the following: business management, financial management, human resource management, office administration, production operations, marketing, and logistics, although this is not an exhaustive list.
- Rate each business function as “Essential”, “Enabling”, which means a function without which an essential function cannot continue, or “Non-essential”. Non-essential does not mean that the business function is not important to the operation of the business, it merely means that the business can carry on with its operations temporarily if that business function did not carry on. For example, providing workplace training for workers may be one of the business

functions, but the business will still be able to carry on its operations in the short term if this function was suspended. For many businesses, the same may be true for a function such as office administration.

- For each essential and enabling business function, list the job titles related to that business function. It is helpful to consult the company organogram for this purpose.
- Rate each job title as “Essential”, “Enabling” or “Non-essential”. For instance, for the financial management function, the financial manager may be essential to keep the wheels turning, but the creditors and debtors clerk may be considered non-essential in the short term, while the cash book clerk may be seen as enabling for the financial manager.
- Consider whether workers who are classified as essential and enabling can work from home, partly or completely. Indicate this for each essential and enabling job title, and add notes about what will be required to make it possible for as many workers as possible to work from home.

It is best to develop and document a policy and procedure for identifying essential workers. The procedure will encapsulate the process that was followed (as per the example above) to identify essential and enabling workers. The policy will define how each of these categories of workers will be treated during a critical period when emergency measures are implemented.

Inform each worker in writing of the category into which they fall and the reasoning behind the classification. Hold meetings and briefing sessions with small groups of employees at a time, giving them sufficient opportunity to ask questions and raise concerns.

2.6. Structure work teams

Work teams should be structured in such a way that the risk of an outbreak is limited – in principle, if a person in the workplace should contract Covid-19, the number of people exposed to that person should be limited and traceable, and that exposure should not be at close quarters or for extended periods. The following practices are recommended, in as far as it is practical:

- The size of work teams (including picking teams) must be limited to as few workers as possible. The size of teams depends on the size of the enterprise, the tasks that those teams have to perform, and the availability of supervisors and team leaders, but no team should be larger than 30 workers.
- The teams should be fixed and remain the same – workers should not be allowed to move between teams.
- Teams should be transported together, so it will be sensible to make up teams of workers that reside reasonably close together.
- Shifts should be arranged so that work teams arrive, depart and take breaks at different times, so that members of different work teams have minimum interaction and contact.
- Workers should be encouraged to spend breaks outside instead of in breakrooms.

2.7. Recruit and screen new workers

It may become necessary to recruit more workers during this time. The regular recruitment channels may not be as effective due to physical distancing and travel restrictions. The following suggestions might be useful:

- It is better to recruit in the area where the workplace is located to avoid problems with moving people too far while travel restrictions are in place.
- Use electronic means, such as social media, direct messaging or SMSs, for recruitment.
- Develop an interview questionnaire that will allow for interviewing prospective employees electronically, without making it necessary for them to come to the workplace.

- Conduct the Personal Health Risk Assessment as part of the interview.
- Change the policy on new appointments and probation periods in accordance with these practices.

Once new employees have been appointed, they need to be thoroughly briefed on the procedures and measures that have been implemented in the workplace to limit the risk of infection and to protect workers and all others that come to the workplace. New employees must be assessed for symptoms of Covid-19 when they first enter the workplace.

2.8. Manage off-site essential and enabling workers

For most companies it is a new experience to have workers who are still doing all their tasks and duties, but who are not on-site. Essential and enabling workers who are able to work from home will be mostly administrative staff members, such as financial staff, human resource management, marketing, logistics, etc.

To enable this arrangement and to make the transition as smooth as possible, the following is recommended:

- Ensure that workers have the necessary infrastructure at home to enable connectivity without interruptions.
- Ensure that the electronic document storage systems and software systems enable workers to access what they need to in order to perform their tasks and duties.
- Encourage workers to set up a home workstation where they can focus on the work at hand without distractions.
- Ensure that workers are clear on the tasks and duties that they need to complete on a daily and weekly basis, and put in place systems making it easy for them to report on, and for you to monitor the completion of these tasks. It is impractical and futile to try and manage the amount of time workers work every day – they are after all compensated for the work they do, and not the number of hours they sit at their desks.
- This requires a trust relationship between the manager and the worker, for which communication is essential. Set up and make use of electronic communication tools, such as Skype, Zoom, WhatsApp and even telephone calls, to stay in touch and in reach of your team members at all times. Speak to your team members often and make sure that they know you are always available.

3. Compensation and leave

The South African government is encouraging employers to continue paying all their workers during this time, in order to limit the impact of the Covid-19 regulations on the wider population. Various schemes and programmes have also been put in place to assist small business during this time.

It must be remembered, though, that for private companies, as per the Companies Act, directors must consider their fiduciary duty and act in the best interests of the company when deciding whether to send employees home with a promise of payment where there is a risk of jeopardizing the continued operation of the company and rendering it insolvent.

It is important that a policy must be drafted to set out the approach that will be taken for each of the groups below.

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| 27. | If a worker presents with COVID -19- related symptoms, or advises the employer of these symptoms, the employer must – |
| 27.3 | place its employee on paid sick leave in terms of section 22 of the BCEA or if the employee's sick leave entitlement under the section is exhausted, make application for |

an illness benefit in terms of clause 4 of the Directive issued on 25 March 2020 on the COVID -19 Temporary Employer Relief Scheme under regulation 10(8) of the Regulations promulgated in terms of section 27(2) of the Disaster Management Act;

3.1. Essential and enabling workers

Essential and enabling workers, whether they are working on- or off-site, will continue to receive full compensation if they are still expected to work the hours they usually do, and / or perform the tasks and duties they usually do.

3.2. Compensation for non-essential workers

There are two options for dealing with workers who have been identified as non-essential and not required to work at all during a lockdown period, namely annual leave and a temporary layoff. Employees may be asked to use their annual leave during this time. This only applies to the statutory portion of annual leave (i.e. 15 business days). Statutory annual leave is regulated by the Basic Conditions of Employment Act. Section 20 sets out the framework for statutory annual leave. An employer must grant statutory annual leave in accordance with an agreement between the parties. In the absence of an agreement the employer may determine the time for statutory annual leave to be taken. If workers have been classified as non-essential, the employer may choose to inform employees that they are to take their annual leave during a period of lockdown.

Employers may also consider temporary layoffs. Temporary layoffs mean the temporary suspension of workers' employment for a period when workers are unable to meet their employment obligations because of, for instance, the lockdown. This should be the second option, used only when workers no longer have annual leave available. If workers are laid off, it will be possible to claim compensation in the form of the National Disaster Benefit under the Temporary Employer / Employee Relief Scheme from the UIF.

Please visit www.labour.gov.za.

Take care however not to recruit new workers in the place of workers whose employment has been suspended through a temporary layoff. If an employer were to recruit replacement workers, the layoff would be considered unnecessary, and the employer will become liable for paying the salaries of the workers that have been laid off for the duration of the layoff.

3.3. Compensation during self-isolation and illness

When a worker is being suspected of having been infected with Covid-19 or has been diagnosed with Covid-19, the period for which they are absent from work will be considered sick leave, during which the worker must receive full compensation, provided that they still have sufficient sick leave available.

The Basic Conditions of Employment Act regulates sick leave entitlement. In terms of section 22 of the BCEA, the sick leave cycle means the period of 36 months' employment with the same employer immediately following an employee's commencement of employment. During every sick leave cycle, an employee is entitled to an amount of paid sick leave equal to the number of days the employee would normally work during a period of six weeks. For an employee who works five days a week, this equates to 30 days' sick leave per 36 months of employment.

An employer is not required to pay employees for sick leave taken when the sick leave entitlement has been exhausted. If the worker no longer has sick leave available, they can take annual leave. If they also have no more annual leave, they will be placed on unpaid leave. The employer can apply to the Unemployment Insurance Fund for compensation for the worker.

Please visit www.labour.gov.za.

3.4. Retrenchment of workers

Section 189 of the Labour Relations Act 66 of 1995 applies if an employer contemplates dismissing one or more of its employees for reasons based on its operational requirements, defined as requirements based on the economic, technological, structural or similar needs of the employer.

A retrenchment is as a result of no fault on the part of the employee. In the current circumstances, retrenchment cannot be used to terminate the employment of ill employees.

3.5. Dismissal due to Covid-19

In terms of Schedule 8: Code of Good Practice Dismissals, an employer must investigate the extent of the illness if the employee is temporarily unable to work. If the illness may result in a prolonged absence from work, alternatives to dismissal must first be considered. The factors to take into account include the seriousness of the illness, the period of absence, the nature of the employee's job and whether a temporary replacement may be secured.

During this process, the ill employee should be given an opportunity to make recommendations as well. Only once all these processes have been followed, a clear case of incapacity has been established, and no alternative to dismissal found, should an employer consider dismissal in line with labour legislation.

3.6. Compensation for contracting Covid-19 in the workplace

On the 20th of March 2020, the Compensation Commissioner issued a notice to the effect that the Workmen's Compensation Fund will cover the following if it can be proven that an employee contracted Covid-19 at the workplace:

- Compensation for temporary total disablement and permanent disablement
- Medical aid
- Death benefits

Please see the accompanying COIDA notice for more information. Or visit www.labour.gov.za.

4. Workplace access best practice

Access to the workplace sites must be strictly controlled while the Covid-19 pandemic is ongoing. Once the workplace site itself is sanitised and secured, the only way that the virus can come into the workplace is by being transmitted by a person coming onto the site. Therefore, this is a critical control point for managing the risk of Covid-19 contamination.

4.1. Worker transport

During lockdown periods, public transport may be limited. Even if certain forms of transport are still allowed, the capacity of these may be restricted. Employers may need to arrange transport for workers who depend on public transport.

It is also very difficult for workers to maintain the prescribed personal distance on public transport, which will expose them to the risk of infection. It is therefore best practice to arrange dedicated transport for workers. As mentioned before, in the section dealing with structuring work teams, it is also best practice to transport only members of the same work teams together.

Please also take note that during lockdown periods, other regulations may be in place, such as permit requirements, restrictions of the times during which workers may be transported, and restrictions on the carrying capacity of vehicles.

All vehicles must be sanitised every time before and after they are used. Please see 0.

4.2. Site access for workers

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Symptom screening

25. Every employer must take measures to-
 - 25.1 screen any worker when they report for work in order to-
 - 25.1.1 ascertain whether they have any of the symptoms associated with COVID -19 as per the current NICD definition¹¹, namely a cough, sore throat, shortness of breath (or difficulty in breathing), or loss of smell or taste;
 - 25.1.2 determine whether they suffer from any of the following additional symptoms: fever, body aches, redness of eyes, nausea, vomiting, diarrhea, fatigue, weakness or tiredness; and
 - 25.2 require workers to immediately inform the employer if they experience any of the symptoms in sub -clause 25.1 while at work.
26. Employers must comply with any guidelines issued by the National Department of Health in consultation with the Department in respect of --
 - 26.1 symptom screening; and
 - 26.2 if required to do so, medical surveillance and testing.

All essential and enabling employees must be made aware and continuously reminded of how to keep themselves healthy and protected from infection when they are away from the workplace. Remind them to practice physical distancing, to stay at home as much as possible, and particularly to avoid contact with anyone that have Covid-19 or symptoms of the disease.

At every entrance to the workplace, ensure that measures are put in place to prevent crowding while workers are queueing to access the workplace. Place markings on the floor or erect some other physical demarcation to ensure that physical distancing is maintained.

All workers must be screened every time before they come onto the work site.

For employees who make use of their own transport, the following is recommended:

- Every employee should be screened at the entrance to the site.
- Equip access guards with handheld infrared thermometers.

Please Note



Handheld infrared thermometers are preferred to other types of thermometers because they eliminate the need for contact. It ensures that the thermometer itself does not become a vector for transmitting the disease between people. The reading is also more accurate.

Ensure that the manufacturer's user instructions are followed, and that the thermometers is maintained and calibrated correctly.

- Monitor the access guard for symptoms regularly as they are at high risk by coming into contact with many different people.

- Use a *Site Access Register* with the following columns:

Date	Employee name	Time of entry	Do you have the following symptoms?				Temperature	Signature
			Sore throat	Cough	Fever	Shortness of breath		

- Allow only the access guard to handle the sheet and pen.

For employees who make use of transport provided by the employer, the following is recommended:

- All workers must be screened before getting onto the transport vehicle.
- Ensure that workers keep a distance of at least one and a half metres when lining up.
- Carry a register similar to the *Site Access Register* in each vehicle, with one page completed for each trip.
- Allow only one person to handle the sheet and pen.
- Take and record the temperature of each worker every time.
- No person that has not been screened and whose details have not been entered into the register should be allowed onto the transport vehicle.
- All workers must use hand sanitiser before entering the transport vehicle.

Any person who has any symptom and / or has a temperature higher than 37.3°C should be turned away and asked to go home. They should be tested for Covid-19, monitor their symptoms and go into voluntary isolation for a 7-day period. They should only be allowed to return to the workplace once they no longer have any symptoms and / or have tested negative for Covid-19.

Keep all access and transport registers on record and available for inspection, making note of when workers were turned away from the workplace.

4.3. Site access for visitors

C19 OHS 200604

Measures in respect of workplaces to which public have access

42. The principal purpose of the measures contained in the following clause is to protect workers from being exposed to the virus through their interaction with the public and to protect members of the public from being exposed to virus through their interaction with workers or other persons present in such a workplace.
43. Depending on what is reasonably practicable given the nature of the workplace contemplated in clause 42, every employer must-
 - 43.1 determine the floor area of the workplace in square metres in order to determine the number of customers and workers that may be inside the workplace at any one time with adequate space available;
 - 43.2 arrange the workplace to ensure that there is a distance at least one and a half metres between workers and members of the public or between members of the public; or
 - 43.3 put in place physical barriers at counters or provide workers with face shields or visors;
 - 43.4 if appropriate, undertake symptom screening measures of persons other than its employees entering the workplace with due regard to available technology and any guidelines issued by the Department of Health;
 - 43.5 if appropriate, display notices advising persons other than employees entering the workplace of the precautions they are required to observe while in the workplace;

- 43.6 require members of the public, including suppliers, to wear masks when inside their premises;
- 43.7 take steps to ensure that customers queuing inside or outside the workplace are able to maintain a distance of one and half metres from each other;
- 43.8 provide hand sanitizer for use by the public at the entrance to the workplace;
- 43.9 assign an employee as a compliance officer to ensure that these measures are complied with and that all directions in respect of hygienic conditions and limitation of exposure to persons with COVI D-19 are adhered to.

Other visitors that come to the workplace, such as transporters, service providers and suppliers, the following is recommended:

- All visitors must complete the following access questionnaire, in addition to the other access registers that are normally used:

Covid-19 Workplace Access Questionnaire			
{Company Name} {Company Address 1} {Company Address 2} {Company Address 3}		Workplace Details:	
Section 1: General Information			
Visitor Name:		Contact Number:	
Reason for Visit:		Person Visited:	
Have you returned from a foreign country in the last 14 days?		Yes	No
Have you been had close contact with a person that had travelled from a foreign country in the last 14 days?		Yes	No
Have you returned from another province in the last 14 days?		Yes	No
Have you in the last 14 days been in contact with or cared for a person that has tested positive for Covid-19?		Yes	No
Do you currently have a sore throat?		Yes	No
Do you currently have a cough?		Yes	No
Do you currently have a fever?		Yes	No
Are you suffering from shortness of breath?		Yes	No
Temperature measurement			
I declare that the information in this document is correct to the best of my knowledge.			
Visitor Signature:		Date:	

- The access guard must ask the questions without handing over the form for signature until a “no” answer has been obtained to all the questions.
- Sanitise the pen immediately after contact.
- If a person answers “yes” to any of the questions on the questionnaire, they should not be allowed access to the site.
- Keep all access questionnaires on record and available for inspection.

4.4. Access between areas in the workplace

- Plot the movement of work teams through the workplace while performing their duties, and at the start and end of their shifts.

- Manage shift changes so that different work teams will not meet each other while moving to and from their workstations.
- Keep doors and other access barriers on these movement paths standing open, so that workers do not have to touch door or gate handles unnecessarily.
- Limit access to certain parts of the workplace to limit the movement of workers and reduce the chance of contact.
- It is particularly recommended that access to enclosed spaces, such as bathrooms and storerooms, is limited and that more than one person is never allowed to enter such an area at the same time.
- Pay particular attention to workers that are likely to move between work areas, such as cleaners, forklift drivers, etc. Ensure that these workers also limit their movement, and rather make specific workers responsible to specific work areas to limit their movement.

5. Sanitation best practice

C19 OHS 200604

Sanitizers, disinfectants and other measures

32. For the purposes of these clauses, a hand sanitizer must be one that has at least 70% alcohol content and is in accordance with the recommendations of the Department of Health.
33. Every employer must, free of charge, ensure that -
 - 33.1 there are sufficient quantities of hand sanitizer based on the number of workers or other persons who access the workplace at the entrance of, and in, the workplace which the workers or other persons are required to use; and
 - 33.2 every employee who works away from the workplace, other than at home, must be provided with an adequate supply of hand sanitizer.
34. If a worker interacts with the public, the employer must provide the worker with sufficient supplies of hand -sanitizer at that worker's workstation for both the worker and the person with whom the worker is interacting.
35. Every employer must take measures to ensure that-
 - 35.1 all work surfaces and equipment are disinfected before work begins, regularly during the working period and after work ends;
 - 35.2 all areas such as toilets, common areas, door handles, shared electronic equipment are regularly cleaned and disinfected; and
 - 35.3 disable biometric systems or make them COVID-19- proof.
36. The employer must ensure that -
 - 36.1 there are adequate facilities for the washing of hands with soap and clean water;
 - 36.2 only paper towels are provided to dry hands after washing - the use of fabric towelling is prohibited;
 - 36.3 the workers are required to wash their hands and sanitize their hands regularly while at work;
 - 36.4 the workers interacting with the public are instructed to sanitize their hands between each interaction with a member of the public; and
 - 36.5 surfaces that workers and members of the public come into contact with are routinely cleaned and disinfected.

5.1. Sanitising worker transportation

- Designate a person to sanitise the entire inside of transport vehicles (rails, backs of seats, windows where faces may touch, doors, etcetera) before workers enter the vehicle.
- Use a backpack spray unit with one of the sanitisers listed below. Dilute according to the label if not specifically indicated:
 - Sporekill solution at 0,5% for hands and 1% for surfaces
 - Commercial sanitisers with at least 70% alcohol – not advisable for long-term use for equipment, reserve for use as a hand sanitiser
 - Polybiguanidine products such as Vantocil
 - Nonylphenol Polyethylene Glycol Ether products such as HD313, Tergitol or Agral 90
 - Household bleach (~3,5% sodium hypochloride): add 30-35ml per litre of water
 - Chlorine such as Frexus or DryTec (~0.1% calcium hypochlorite with 68% active): add 5g to 2 litres of water
 - At least 0,5% peroxide solution
 - A 2 to 3% soap solution
- Please note that vinegar is NOT recommended.
- Wipe down all surfaces treated as above.
- Once workers have been unloaded, the vehicle must be sanitised again.

5.2. Sanitising goods and goods transportation

- Goods delivered to the workplace should be sanitised by being sprayed or wiped down with one of the sanitising agents above.
- Delivery drivers of goods transport vehicles and their helpers must sanitise their hands on arriving at the workplace.
- Before loading goods transport vehicles, the inside of the loading area should be sprayed with a sanitising agent.

5.3. Sanitising the workplace

- Every access point to the workplace must be sanitised at least once every hour. Clean door and gate handles, frames and surrounding walls. Keep doors and gates standing open, if possible, to limit touching of doors and gates.
- Workstations must be sanitised completely between every shift change by spraying and wiping down all surfaces and all equipment. In some workplaces, such as packhouses, this practice should already be part of regular packhouse sanitation, but care should be taken to ensure that the sanitising agent is sufficiently able to deal with viral contamination as well.
- For equipment, ensure that every surface is sprayed and wiped down, in particular surfaces, buttons, switches, handles, levers, etc. that are touched often.
- Sanitise storage, office and administrative areas at least twice a day, in particular doors and door handles, light switches, cupboard doors and handles, and work surfaces.
- Sanitise all ablution facilities between every shift change and at least once during each shift, and in particular taps, toilet cubicle doors and handles, toilet handles and seats, locker doors and locks, and light switches.
- Sanitise common areas, such as the canteen and other social areas, between every shift by spraying and wiping down all surfaces, including tables and chairs (in particular chair backs), and washing and sanitising all condiment containers, utensils and crockery. Encourage work teams to spend break times outside rather than in an enclosed area.

6. Personal hygiene best practice

Remind staff regularly that the spread of Covid-19 can be prevented by:

- ✓ Washing hands regularly with soap or using an appropriate hand sanitiser (e.g. 70% alcohol-based).
- ✓ Avoiding touching eyes, nose, and mouth with unwashed hands.
- ✓ Avoiding close contact with people who are sick.
- ✓ Coughing or sneezing into a flexed elbow or cover it with a tissue, and discard it immediately.
- ✓ Cleaning and disinfecting frequently touched objects and surfaces.

In the end, the only way that any individual can avoid being infected with Covid-19 is by consistently distancing themselves from others and practicing personal hygiene. Ensure that all workers know what to do and what not to do, and the reason for each of these practices.

6.1. Physical distancing measures

C19 OHS 200604

Social distancing measures

21. Every employer must arrange the workplace to ensure minimal contact between workers and as far as practicable ensure that there is a minimum of one and a half metres between workers while they are working, for example, at their workstations. Depending on the circumstances of the workplace or the nature of the sector, the minimum distance may need to be greater. Reducing the number of workers present in the workplace at any time in terms of clause 20.8 may assist in achieving the required social distancing.
22. If it is not practicable to arrange work stations to be spaced at least one and a half metres apart, the employer must-
 - 22.1 arrange physical barriers to be placed between work stations or erected on work stations to form a solid physical barrier between workers while they are working; or
 - 22.2 when required, supply the employee free of charge with appropriate PPE based on a risk assessment of the working place.
23. Every employer must ensure that social distancing measures are implemented through supervision both in the workplace and in the common areas outside the immediate workplace through queue control or within the workplace such as canteens and lavatories. These measures may include dividing the workforce into groups or staggering break -times to avoid the concentration of workers in common areas.

Keeping your distance is one of the most important things any person can do to stay safe. Even if you are certain that the people surrounding you are not infected with Covid-19, you need to keep up physical distancing – it is a habit that can save you and it is better to be safe. Personal contact between employees should be avoided at all times, including shaking hands, hugging, etc.

When reporting to work, the following distancing practices are recommended:

- Where possible, avoid using a biometric clocking systems to limit touching contaminated surfaces. Where this cannot be avoided, hands should be sanitised before and after clocking.
- If workers have to sign in, make sure that they do not use the same pen and limit touching surfaces as much as possible.
- Work teams should arrive and clock in one by one.
- If practical, ensure that workers are at least one and a half metre apart when lining up.

During operations, the following distancing practices are recommended:

- Where possible, ensure that workers are more than 1.5 metres apart.
- If workers cannot be separated by this distance, create barriers (e.g. Perspex, cardboard, curtaining) between workstations.
- More than one employee should never be allowed to operate in the same workstation.
- Prevent workers from encountering each other unnecessarily.

During breaks and meals, the following distancing practices are recommended:

- Ensure that work teams have their breaks and meals at different times to avoid mingling.
- Encourage workers to spend breaks and meals outside, but ensure that they keep 1.5 metres apart. Use paint to draw circles that are the appropriate distance apart.
- Set up the canteen in such a way that workers sit at least 1.5 metres apart.
- Each worker must use their own food container and utensils.
- Sharing condiments (salt, pepper, sauces, etc.), containers and utensils is not allowed under any circumstances.

When receiving raw material, packaging and other supplies, the following distancing practices are recommended:

- Receiving workers should wear disposable gloves and mask when receiving raw material (such as fruit), packaging and other inputs.
- The driver should preferably not leave the vehicle during this process.
- Paperwork that must be completed should be done with separate pens for those that need to enter information of sign forms.
- Sanitise clipboards and pens after each use.

6.2. Protective equipment and clothing – gloves and masks

C19 OHS 200604

Cloth masks

37. The main benefit of everyone wearing a cloth mask is to reduce the amount of virus containing droplets being coughed up by those with the infection and transmitted to others and to surfaces that others may touch. Since some infected persons may not have symptoms or may not know they are infected, the Department of Health requires that all persons wear cloth masks when in a public place.
38. For the reasons underlying the Department of Health's requirement, every employer must-
- 38.1 provide each of its employees, free of charge, with a minimum of two cloth masks, which comply with the requirements set out in the Department of Health's recommendations¹⁶, for the employee to wear while at work and while commuting to and from work; and
- 38.2 require any other worker to wear masks in the workplace.
39. The number and replaceability of cloth masks that must be provided to an employee or required of other workers must be determined in accordance with any sectoral guideline and in the light of the employee or worker's conditions of work, in particular, where these may result in the mask becoming wet or soiled.
40. Every employer must ensure that workers are informed, trained, instructed and supervise as to the correct use of cloth masks.

41. The general requirement for workers to wear masks does not derogate from the fact that, where a risk assessment indicates that specific personal protective equipment is required, those categories of workers must be provided with the accredited personal protective equipment in accordance with Department of Health guidelines.

Specific Personal Protective Equipment

45. Every employer must check regularly on the websites of the National Department of Health¹⁸, National Institute of Communicable Diseases¹⁸ and the National Institute for Occupational Health¹⁹ whether any specialised personal protective equipment for COVID-19 is required or recommended in any guidelines given the nature of the workplace or the nature of a worker's duties and the associated level of risk.

There are differing opinions on whether gloves and masks assist with the prevention of Covid-19 infection. Wearing gloves can create a false sense of security, as the virus can still adhere to the glove and infect a person when they touch their face, and it can lead to reduced hand-washing.

Surgical masks are in short supply and it is best to leave those that are available to very high risk workers, such as medical personnel and emergency workers (who are also skilled at using them properly). Masks can also create a false sense of security in that they don't cover the entire area that can be infected, as the eyes is also vulnerable. People who are wearing masks are also more likely to touch their faces more regularly in order to adjust their masks.

The Department of Labour and Employment prescribes that all persons should wear cloth masks at all times while they are in the workplace. Masks has been shown to significantly reduce the viral load in the air.

It is essential that all workers must wear a fabric mask at all times (including during breaks) while they are in the workplace. They must however:

- **NEVER touch the mask to adjust it**
- **NEVER remove the mask for any reason whatsoever**
- **NEVER touch the inside of the mask**
- **ALWAYS wear the mask correctly over the nose and mouth**
- **ALWAYS replace the mask regularly and wash the used mask with soap and warm water**

Remember that the virus can contaminate paper and plastic surfaces and remain active on them for some time. It can therefore contaminate gloves and masks themselves, making them into another and very dangerous vector for infection. Masks must be washed or replaced at least every hour for them to remain effective and not pose an additional risk. If gloves are used, they should be changed after each activity. It is essential to keep emphasising the need for not touching the face, regular hand washing, physical distancing and good respiratory hygiene.

Where gloves or masks are used in the normal course of production (e.g. for picking fruit or handling chemicals), remind workers that these can be sources of contamination and that they should be especially careful not to touch their faces while wearing them. They must be cleaned and sanitised after every time they are used.

6.3. Hand washing

C19 OHS 200604

36. The employer must ensure that -
- 36.1 there are adequate facilities for the washing of hands with soap and clean water;

- 36.2 only paper towels are provided to dry hands after washing - the use of fabric towelling is prohibited;
- 36.3 the workers are required to wash their hands and sanitize their hands regularly while at work;
- 36.4 the workers interacting with the public are instructed to sanitize their hands between each interaction with a member of the public; and
- 36.5 surfaces that workers and members of the public come into contact with are routinely cleaned and disinfected.

- Promote frequent handwashing with soap, running water and use paper towels to dry hands.
- Make sure employees have easy access to places where they can wash their hands.
- Wash hands using the right method, which have always been promoted in workplaces before as a food safety practice.
- Wash hands for at least 20 seconds.
- Hands should be washed at least before the start of every shift, before entering any area where there will be contact with the product (the orchard, the packline, loading areas, etc.), after going to the toilet, after eating or smoking, after breaks, after sneezing, coughing or blowing your nose, and after handling refuse.
- Regularly clean and disinfect the tap where hand washing takes place.
- Display posters on promoting the correct method to wash hands.

C19 OHS 200604

- 32. For the purposes of these clauses, a hand sanitizer must be one that has at least 70% alcohol content and is in accordance with the recommendations of the Department of Health.
- 33. Every employer must, free of charge, ensure that -
- 33.1 there are sufficient quantities of hand sanitizer based on the number of workers or other persons who access the workplace at the entrance of, and in, the workplace which the workers or other persons are required to use; and
- 33.2 every employee who works away from the workplace, other than at home, must be provided with an adequate supply of hand sanitizer.

- Hand sanitizer should be available from allocated points in the packhouse, which should be applied at least every hour to the employees' hands.

6.4. Good respiratory hygiene

- Cover the nose and mouth when coughing or sneezing with a tissue or bent elbow.
- Discard a tissue immediately after use.
- Ensure that tissues are available at all workstations.
- Ensure that closed bins are placed within easy access for hygienically disposing of tissues.
- Ensure that workers do not spit or blow their noses onto the ground.

6.5. Sharing items

Workers must be made aware and constantly reminded that sharing items and equipment pose a direct risk. The following is recommended in this regard:

- Issue workers with individual eating containers, utensils and water bottles, or ask them to bring these items to the workplace.
- Issue each worker who needs to make notes or complete reports or schedules with their own pen.
- Drinking directly from a water tap must be strictly prohibited.
- Discourage workers to share cigarettes during smoke breaks and in smoking areas.

6.6. Laundering clothing

It is suspected that the virus that causes Covid-19 is able to adhere to and stay active on fabrics for a number of hours after contamination, and it is therefore essential that clothing should be kept clean. Washing with laundry soap and water at a regular temperature is sufficient for deactivating the virus – it is not necessary to use very hot water or detergents that can damage clothing.

The employer is no longer required to launder the masks for workers. However, the following is recommended:

- Wash all protective clothing that is used in regular production (overalls, aprons, etc.) every time after it is used.
- Iron clothing, as this will assist to kill the virus.
- Wash gloves used for fruit picking after every shift, and have replacement gloves at hand in the orchard should a worker need them while picking.
- Remove all other fabrics, such as table cloths, seat cushions, decorative curtaining, etc., from the work area during this time, launder it and put it into storage. It is much easier to spray and wipe down hard surfaces with sanitation agent than to constantly launder fabrics.

7. Workstation and work flow setup

C19 OHS 200604

17. Every employer must arrange the workplace to ensure minimal contact between workers and as far as practicable ensure that there is a minimum of one and a half metres between workers while they are working, for example, at their workstations. Depending on the circumstances of the workplace or the nature of the sector, the minimum distance may need to be longer. Reducing the number of workers present in the workplace at any time in terms of clause 16.5 may assist in achieving the required social distancing.
18. If it is not practicable to arrange work stations to be spaced at least one and a half metres apart, the employer must-
 - 18.1 arrange physical barriers to be placed between work stations or erected on work stations to form a solid physical barrier between workers while they are working; or
 - 18.2 if necessary, supply the employee free of charge with appropriate PPE based on a risk assessment of the working place.
19. Every employer must ensure that social distancing measures are implemented through supervision both in the workplace and in the common areas outside the immediate workplace through queue control or within the workplace such as canteens and lavatories. These measures may include dividing the workforce into groups or staggering break-times to avoid the concentration of workers in common areas.

Workstations and work flows for teams should be set up with the following objectives in mind:

- Enabling and encouraging physical distancing and isolation practices.
- Limiting contact between employees as much as possible, especially between workers belonging to different work teams.
- Avoiding sharing any items.
- Preventing an outbreak of Covid-19 should a person in the workplace contract the disease.

7.1. Ventilation

C19 OHS 200604

Ventilation

44. Every employer must --
- 44.1 keep the workplace well ventilated by natural or mechanical means to reduce the SARS - CoV -2 viral load;
- 44.2 where reasonably practicable, have an effective local extraction ventilation system with high- efficiency particulate air HEPA filters, which is regularly cleaned and maintained, and its vents do not feed back in through open windows;
- 44.3 ensure that filters are cleaned and replaced in accordance with the manufacturer's instructions by a competent person.

If a workplace is enclosed, keeping it well-ventilated is safer for all workers, as ventilation reduces the viral load in the air. The following can be done in this regard:

- Do not use air-conditioning systems that recirculate air. Also remember that the SARS-CoV-2 virus are more likely to flourish in cold conditions.
- Keep doors and windows open as much as possible.
- Install vents in walls or in the roof, if practical.
- If practical, install extractor fans that can assist with air circulation, ensuring that extracted air will not be circulated back into work areas.
- Have work teams spend their break and lunchtimes outside rather than in enclosed cafeterias or common areas.

7.2. Picking teams

Isolating picking teams may compromise picking efficiency and create the need for more supervisory staff, and picking and transport equipment, but it is a small price to pay for keeping workers safe from contamination and preventing an outbreak.

- Select the picking areas so that picking teams are kept isolated, for instance by having teams work in different orchards.
- Allocate separate picking trailers or picking bins and trailers to each picking team.
- Allocate a tractor driver to each picking team and don't have drivers move between teams.
- When unloading fruit at the packhouse, the driver should stay at the tractor and not mingle with the receiving team.
- Allocate a supervisor to each picking team.
- Sanitise all equipment before and after each shift, including recording equipment (pens, clipboard, tickers, etc.), clippers, picking bags, ladders, bins and trailers by spraying and / or wiping them down with a sanitising agent.

- Allow only the supervisor to handle pens, clipboards, tickers or other counters, or any other recording equipment during picking.
- Have workers empty their own picking bags into bins / trailers.
- Designate certain pickers to use ladders, and issue a ladder to each of these pickers. Ladders are not to be shared.
- Ensure that each picker only use the clippers and picking bag that was issued to them, and that this equipment is not touched by any other person.

7.3. Grading stations

On many packing lines it should be possible to adjust the workstation setup to allow distancing and / or separation between graders. The important thing is to ensure that workers are not within range of each other's respiratory droplets, are not forced or at risk of making physical contact, and are not forced to share equipment or touch the same surfaces.



Example of separating graders in the packline.

7.4. Packing stations

Packing stations are usually much closer together and may be more difficult to distance. One option is to use only every second packing station, but this may lead to an unacceptable lowering in productivity. Physical barriers between packing stations may however be as effective.

Examples of separating packing stations.



7.5. Palletising and loading

It may be difficult to effectively maintain distancing between workers in palletising and loading, because the workers are more mobile in these areas. The purpose however is still to limit the physical contact between workers and the mingling of workers from different teams. The following is advised:

- Assign a small team of workers to each palletising station and have them work together throughout this time period.
- If necessary, change the flow of packed boxes in the packhouse so that palletisers from different stations do not fetch boxes from the same spot. For example, separate the line where packed boxes into different spaces by using barriers, and assign each team to a space.
- Assign forklifts to specific drivers and allow only that driver to use the forklift for that shift.
- If pallets are being moved to the loading area, assign a separate space in the loading area to each forklift driver so that they are not constantly crossing paths.
- Sanitise palletisation equipment and stations, and forklifts thoroughly between each shift.

7.6. Hand washing stations

- Every worker should have easy access to handwashing stations with soap and running water, where paper towels for hand drying, tissues, and sealed bins for disposing of these items, can also be found. Washing their hands regularly should not be a chore for workers.
- If it is difficult to install more permanent hand washing stations, consider making use of water tanks that can be rigged to make temporary hand washing stations.
- If this is not possible, make available hand sanitiser dispensers. Please remember that hand sanitisers are less effective than washing properly and for long enough with soap and water.

7.7. First aid and health care services

First aid officers and health care professionals play a critical role during this time. Firstly, first aid should be centralised during this period to limit the exposure of workers to those that may be infected with Covid-19. The following is recommended:

- Assign a first aid officer to particular areas in the workplace, or to certain work teams.
- The first aid officer must be the only person allowed to treat an injury that occurs in those area(s) or work team(s). A supervisor or other worker should under no circumstances be allowed to treat an injury in the field or in the workplace.
- The first aid officer must be close by and able to respond quickly should an injury occur (e.g. there should be a first aid officer on call that can move between picking teams and treat injuries, should they occur).
- The first aid officer must use a mask and gloves which are discarded after each treatment.

Secondly, if there is an onsite healthcare facility, such as a clinic or a sickbay, the healthcare professional who works there will play a very important role during this time.

- The healthcare professional must be fully briefed by a medical professional on symptoms, preventative measures, isolation and quarantine procedures, and all other relevant information related to Covid-19.
- The healthcare professional should have at hand all the emergency contact numbers that may be required.
- The healthcare facility must be equipped with all the protective clothing, equipment and supplies required to respond effectively.

7.8. Isolation rooms

- If a person in the workplace displays symptoms of Covid-19, that person should be isolated immediately if they cannot be sent home and go into self-isolation.
- Set up an isolation room in the workplace where these workers can stay until they can be tested for the disease.
- If more than one person is held in the isolation room, they must practice physical distancing.
- Ensure that the isolation room is sanitised regularly.
- Only healthcare professionals should be allowed into the isolation room, whether there is a patient in the room or not.
- Every person entering the room when there is a patient in the room must wear gloves and a mask, which must be discarded as soon as they leave the room.
- Reserve one bathroom for the exclusive use of those in isolation. If this is not possible, the bathroom must be thoroughly sanitised after each use.

7.9. Isolation on-farm accommodation

- If workers live on the farm, it will be necessary to set up accommodation on the farm for workers who are in self-isolation and those that are infected with Covid-19.
- Ensure that there is a separate room for each patient.
- Only healthcare professionals should be allowed to enter the isolation accommodation apart from the patients.
- Every person entering the accommodation must wear gloves and a mask, which must be discarded as soon as they leave.

8. Communication

At times like these, one of the greatest threats to stability in a workplace is misinformation which can lead to uncertainty, distrust and panic, and ultimately may lead to worker unrest. Communication is key to ensure that all workers are clear at all times on the following:

- The facts and latest news about the disease;
- What to do to stay safe and healthy and to keep your family safe and healthy;
- What to do when you think you may be infected;
- Government regulations that are currently being enforced; and
- Workplace practices and procedures that have been implemented.

Remember that fake news spreads like wild fire and that it can do more damage, more quickly than any virus. Take this threat as seriously.

8.1. Regular information sharing

- As recommended in section 2.2, it is essential that daily briefing sessions must be held with all workers, communicating to them the latest news about the disease, changes in regulations that may have been put in place, and changes in workplace practices and procedures.
- Develop short team-talk scripts for supervisors to ensure that a consistent message is given, and ask the supervisors to write down questions so that standard answers can be formulated where necessary.

- Allow workers to ask questions during these sessions and take the time to allay fears and address misconceptions.
- Ensure that every work team is briefed before they start their shift.
- If there are notice boards in common areas, develop daily briefs in all the languages spoken in the workplace and post them there. Make sure though that physical distancing is maintained at notice boards. A good measure is to make the font large enough so that workers do not have to congregate in front of the notice boards in order to read them.

8.2. Communicating policies and operating procedures

It is essential that all workers must be aware of the policies and operating procedures that are applicable in the workplace during this time. Workers are likely to be particularly concerned about policies around remuneration and leave, and about procedures aimed at protecting their health. Make sure that there is absolute clarity about the policies and procedures and that the reasoning behind them are well-understood.

The following is recommended:

- Hold training sessions with all managers, supervisors and team leaders and inform them in detail on the policies and procedures, their implications and their practical implications. Use scenario planning to help them to better understand what will happen in particular circumstances.
- Make sure that managers, supervisors and team leaders are immediately informed of any changes in policies or operating procedures.
- Managers, supervisors and team leaders must inform their work teams around policies and procedures and changes in them during daily briefing sessions.
- Develop information pamphlets and FAQs in all the languages used in the workplace, put them up on notice board and make them available in common areas where workers can study them or take them home to read. Encourage workers to inform themselves.

8.3. Signage and posters

Put up signage and posters at appropriate places in the workplace with graphic illustrations of the following:

- The symptoms of Covid-19
- Preventative measures
- Personal hygiene practices
- Correct handwashing procedures

8.4. Communicating with stakeholders

During this time there is a lot of uncertainty everywhere about what regulations, restrictions, etc. will be imposed next, and what this will mean on a personal level, and for the ability of a business to maintain economic activity. You can control how your operation handles these challenges, and how you communicate to all your stakeholders. Uncertainty is a big challenge and the more you can do to manage it, the better for your operation.

- Develop a communication strategy that identifies all the relevant stakeholder groups. Groups are, for example, customers, suppliers, service providers, financial institutions, employees, and government agencies.
- Develop a communication plan for each of these groups, indicating the what, when and how of communicating with these groups.

- Assign a person responsible for communicating to each group. For large groups, such as customers, it may be necessary to assign more than one person. If this is the case, ensure that the message and methods are consistent.
- Monitor communication by inviting stakeholders to contact you directly with their concerns and feedback. This is the best way to ensure that there are no developing crises of which you are not aware.

8.5. Information sources

During this time, stakeholders are more likely to consult online information sources to get the latest information about your business. Whereas the previous section dealt with active communication, it is also essential to ensure that passive communication is being used to convey a consistent message.

- Take a critical look at your website and decide what information is best conveyed through that channel. It might be appropriate to have only a “still open for business” message on the home page of the site, or it may be useful to have more detailed information. It is however essential that the website must be updated to indicate that your organisation is responding to the situation and taking steps to deal with it in the best possible way.
- Look at social media channels on which you may be active and consider who is most likely to access information through each of these channels. Decide what is the most appropriate and relevant message to send through each channel.
- It is critical during this time to be aware of taking a stand that might be seen as political, such as criticising measures put in place by our government or a foreign government or complaining about interruptions in supply chains or disruptions in infrastructure. Decide what overall message your organisation wants to promote, and ensure that all messaging is purposeful.
- Ensure that all staff members who have access to and can be connected to the electronic presence of your organisation are aware of the communication strategy and messaging.

9. Workers’ Rights and Obligations

C19 OHS 200604

Worker obligations

47. In addition to the obligations of employees under the OHSA, every worker is obliged to comply with measures introduced by their employer as required by this Direction.

Refusal to work due to exposure to COVID-19

48. An employee may refuse to perform any work if circumstances arise which with reasonable justification appear to that employee or to a health and safety representative to pose an imminent and serious risk of their exposure to COVID-19.
49. An employee who has refused to perform work in terms of clause 48 must as soon as is reasonably practicable notify the employer either personally or through a health and safety representative of the refusal and the reason for the refusal. Every employer must, after consultation with the compliance officer and any health and safety committee, endeavour to resolve any issue that may arise from the exercise of the right in terms of clause 48.
50. Clause 48 applies whether or not the person refusing to work has used or exhausted any other applicable external or internal procedure.
51. No person may advantage or promise to advantage any person for not exercising his or her right in terms of clause 48.

52. No employer may make any deduction from an employee's remuneration, or require or permit an employee to make any payment to the employer or any other person, in respect of anything which the employer is obliged to provide or to do in terms of this Direction.
53. No person may threaten to take any action against a person because that person has exercised or intends to exercise the right in terms of clause 48.
54. No employee may be dismissed, disciplined, prejudiced or harassed for refusing to perform any work as contemplated in clause 48.
55. If there is a dispute as to whether clause 49 has been contravened, the employee may refer the dispute to the Commission for Conciliation, Mediation and Arbitration or an accredited bargaining council for conciliation and arbitration in accordance with the procedures contained in section 191 of the Labour Relations Act, 1995 (Act No. 66 of 1995).
56. If the arbitrator appointed in terms of section 191 of that Act to determine a dispute referred in terms of clause 56 finds that the employer has contravened clause 55, the arbitrator may make any appropriate order contemplated in section 193 read with 194(3) or (4) of that Act.

It is very important that workers have the right to refuse to work should they or a health and safety representative feel that there is a danger of being exposed to Covid-19 in the workplace. To safeguard against this eventuality it is essential to build confidence in the measures that are being implemented in the workplace. The following is recommended:

- Communicate clearly and regularly with all workers to ensure that they are aware of all the measures that are being put in place to guard their health and safety. Keep records of all communication.
- Ensure that all measures that have been put in place are being complied with at all times, and that if a situation arises where someone does not comply with the measures, action is immediately taken against the person(s).
- Put in place a policy and procedure for reporting non-compliance that workers can use, ensuring that the policy is not punitive, incentivises reporting, and is backed up by proper investigation of every report.

Furthermore, develop a procedure for implementing this requirement of the directive, in terms of who the worker need to contact if they should feel unsafe, notice periods, etc.

Please be aware though that the workplace must put measures in place to comply with this requirement and the directive, and that employees have recourse to the CCMA should they feel that they were denied their rights.

10. What to do when a worker tests positive for Coronavirus

C19 OHS 200604

- 20.11 if a worker has been diagnosed with COVID -19, an employer must-
 - 20.11.1 inform the Department of Health and the Department of Employment and Labour; and
 - 20.11.2 investigate the mode of exposure including any control failure and review its risk assessment to ensure that the necessary controls and PPE requirements are in place;
 - 20.11.3 determine the need to temporarily close the affected work area for decontamination using an incident-based risk assessment with due regard to the Department of Health's Guidelines'; and

- 20.11.4 it must give administrative support to any contact-tracing measures implemented by the Department of Health.
27. If a worker presents with COVID-19- related symptoms, or advises the employer of these symptoms, the employer must -
- 27.1 not permit the worker to enter the workplace or report for work; or
- 27.2 if the worker is already at work immediately-
- 27.2.1 isolate the worker, provide the worker with a surgical mask and arrange for the worker to be transported in a manner that does not place other workers or members of the public at risk either to be self -isolated or to be referred for a medical examination or testing; and
- 27.2.2 assess the risk of transmission, disinfect the area and the worker's workstation, undertake contact tracing and refer those workers who may be at risk for screening and take any other appropriate measure to prevent possible transmission;
- 27.3 place its employee on paid sick leave in terms of section 22 of the BCEA or if the employee's sick leave entitlement under the section is exhausted, make application for an illness benefit in terms of clause 4 of the Directive issued on 25 March 2020 on the COVID -19 Temporary Employer Relief Scheme under regulation 10(8) of the Regulations promulgated in terms of section 27(2) of the Disaster Management Act;
- 27.4 ensure that the employee is not discriminated against on grounds of having tested positive for COVID -19 in terms of section 6 of the Employment Equity Act, 1998 (Act No. 55 of 1998);
- 27.5 if there is evidence that the worker contracted COVID-19 arising out of and in the course of employment, lodge a claim for compensation in terms of the Compensation for Occupational Injuries and Diseases Act, 1993 (Act No. 130 of 1993) in accordance with Notice 193 published on 3 March 2020.
28. If a worker has been diagnosed with COVID-19 and isolated in accordance with the Department of Health Guidelines,¹⁴ an employer may only allow a worker to return to work on the following conditions:
- 28.1 The worker has completed the mandatory 14 days of self -isolation;
- 28.2 the worker has undergone a medical evaluation confirming fitness to work if the worker had moderate or severe illness;
- 28.3 the employer ensures that personal hygiene, wearing of masks, social distancing, and cough etiquette is strictly adhered to by the worker;
- 28.4 the employer closely monitors the worker for symptoms on return to work; and
- 28.5 the worker wears a surgical mask for 21 days from the date of diagnosis.
29. If a worker has been in contact in the workplace with another worker who has been diagnosed with COVID -19, the employer must assess that worker's exposure in accordance with the Department of Health's Guidelines¹⁵ to ascertain whether the exposure carries a high or low risk of transmission between the workers.
30. If there is a low risk of exposure, the employer -
- 30.1 may permit the worker to continue working using a cloth mask complying with standard precautions; and
- 30.2 must monitor the worker's symptoms for 14 days from the first contact.
31. If there is a high risk of exposure-
- 31.1 the worker must remain in quarantine for 14 days; and

31.2 the employer of that worker must place the worker on sick leave in accordance with clause 27.3 for that period.

There are three possible scenarios for an employee being diagnosed with Covid-19.

The first is if the worker presents with symptoms when arriving for work or at a worker transport collection point. In this case, the following steps must be taken:

- Deny the worker access to the workplace or transport vehicle.
- Send the worker home with instructions to self-isolate and monitor their symptoms.
- Direct the worker to the nearest testing facility, and make it clear that they cannot return to work before they have been tested.

The second scenario is that the worker is already in the workplace and has a sudden onset of symptoms. In this case, the following steps must be followed:

- Immediately give the worker a surgical mask to wear.
- Remove the worker from the work area to an isolation area by a route that minimises contact with any other workers.
- Transport the worker to the nearest testing facility.
- Instruct the worker to return home, self-isolate and monitor their symptoms.
- Sanitise the worker's workstation and any other areas that the worker might have been in, including bathrooms, common areas, sick bays, etc.

The third possible scenario is a worker while not being at work becoming aware of their positive status, either by having themselves tested or through screening tests, and informing the employer of their status. In this case, the following steps must be taken:

- Instruct the worker to self-isolate and monitor their symptoms to determine if further medical care is needed.
- Obtain written confirmation / proof of the positive test.

In all these scenarios, the following steps must be followed:

- Identify the workers that the possibly-infected worker has been in contact with. Department of Health guidelines suggest including persons that have been exposed to positive cases for more than 15 minutes without wearing a mask and at a distance of less than 1.5 meters.
- Determine whether protocols for physical distancing, protective clothing and personal hygiene were followed at all times during the contact periods – encourage workers to be honest and open, ensuring them against negative repercussions.
- If available, consult written records to confirm that protocols were followed.
- If protocols were followed, instruct the workers who have been in contact with the possibly-infected worker to monitor their symptoms closely while continuing to work. Should they experience any symptoms, they are to immediately stay home, self-isolate and go for testing.
- If there is reason to believe that protocols were not followed, immediately instruct all workers that have been in contact with the possible infected worker under those circumstances to return home, self-isolate and monitor their symptoms. Should they experience any symptoms, they are to immediately go for testing.

Workers who are suspected of being infected with Covid-19 must inform the people living with them and all other people they have regular contact with outside the workplace that they may have been infected with Covid-19, and encourage them to self-isolate and monitor their symptoms for a period of 7 days.

Take into account that test results may be delayed for up to 7 days. Risk assessments, policies and operating procedures must factor in this delay.

If the result of a test is positive and it is known that a worker has contracted Covid-19, the employer must:

- Immediately inform the Department of Health through the Covid-19 hotline, and the Department of Labour and Employment.
- Inform the regional office of Department of Agriculture, Land Reform and Rural Development (DALRRD).
- Investigate the cause of the infection and determine whether the worker was likely to have been infected at work.
- If the worker was infected at work, investigate the failure in protocols aimed at limiting transmissions and review the risk assessment and control protocols.
- If there is reason to believe that workplace transmission is ongoing, close down the relevant areas and thoroughly clean and disinfect the entire area, and instruct workers from those work areas to stay at home and monitor their symptoms for a 7-day period. Should they experience any symptoms, they are to immediately go for testing.

Workers who have tested positive can only return to work once they have tested negative. On their return, they must adhere strictly to transmission control protocols and monitored closely for any further symptoms.

11. Conclusion

The citrus industry is privileged to be in a position where we can continue working. As an essential service that provides food to our country and the world we have a responsibility to do so well and ensure that we do not compromise our business, our employees or our customers. With this in mind, take all the possible measures to keep everyone safe and productive, while still providing good quality citrus exports.

We must help each other during this challenging time so if you have any suggestions or amendments to this document, please email them to Jacomien de Klerk (jacomien@citrusacademy.org.za) or Paul Hardman (ph@cga.co.za).

12. Sources and references

- ❖ Guide to COVID 19 in the Orchard and Packing Shed (Citrus Australia)
- ❖ Coronavirus – A Practical Guide for Employers (Cowan, Harper, Madikizela)
- ❖ COVID19 TERS Benefits Easy Aid Guide (Department of Labour and Employment)
- ❖ UIF – Easy Guide for Electronic Claims
- ❖ Easy-Aid Guide for Employers (Unemployment Insurance Fund)
- ❖ COVID-19 Guideline Mar 2020 (Department of Labour and Employment)
- ❖ Notice on Compensation for Occupationally Acquired Coronavirus under COIDA Amended Act
- ❖ COVID-19 – The Employment Survival Guide (25 March 2020) (Cliffe Dekker Hofmeyer)
- ❖ Covid-19 Lockdown FAQs (Western Cape Government)
- ❖ COVID-19 Harvesting Measures (Sky Vines)
- ❖ COVID-19 Packhouse Measures (Sky Vines)
- ❖ PPE Statement (Western Cape Government)
- ❖ Lockdown Regulations (Government Gazette)

- ❖ Transportation Regulations (Government Gazette)
- ❖ Home Affairs Regulations (Government Gazette)
- ❖ Memo - Face masks 5 April (Department of Health)
- ❖ COVID-19 Occupational Health and Safety Measures in Workplaces COVID-19 (C19 OHS), 2020 (Department of Employment and Labour)