



Best Practices – NORA Manufacturing Sector Council

May 14, 2020



- Click Bond opened in 1987. It designs and fabricates aerospace parts and components. It is the largest manufacturer in Carson City.
- Employee populations: ~**450** Carson City, NV; ~**100** Watertown, CT; and <**10** in Saltney Wales UK.
- A U.S. Defense Industrial Base member and designated essential by DHS/CISA. It maintains two shifts and full capacity production through the coronavirus State and National emergencies.
- Click Bond invests significantly in its employees. The coronavirus crisis has tested the company's ability to stay connected to its workforce while employing CDC-recommended social distancing practices and ensuring each employee *and their families* feel confident they are operating in a safe, healthy, and supportive environment.



- The Executive Team - CEO, COO, CFO, VPs for R&D, Industry & Government Relations, Sales & Marketing, Organizational Development, and the Director for Strategic Initiatives/Board Member – moved quickly to create a COVID-19 team. In addition to the exec team, these functions complete the team: MIS, IT, HR, EHS, Risk Management, and Communications.
- To start, the team met twice daily to review, assimilate, and provide guidance to Click Bond employees, customers, and affected supply chains. The team now meets a minimum of 3 times per week.
- Review Federal, State, and Local government directives and facilitate company compliance.
- Close and frequent communications with a wide array of government offices and industry trade associations to inform and refine adjustments to company policies and procedures.
- Travel restrictions implemented.



- Universal adoption of CDC and OSHA guidance.
- “Social Distancing Strategy” (SDS) to include all employees, visitors, vendors, and contractors.
- Decongested pinch-points by gapping shifts, staggering breaks, segregating workcenters, and moving clock in/out to personal phones using geo-fencing with timekeeping app.
- Environmental enhancements for employees – barriers, fresh air flow enhancements, etc.
- Sanitization: Preventative and Retroactive
- PPE for employees – On demand nitrile-based non-latex gloves and face coverings to all employees.
- Enabled an electronic mass notification system for off-duty emergency communications.
- Established outreach to local Public Health offices in Torrington, Carson City, and Washoe Districts.



- On March 23 Click Bond instituted a new policy offering every Click Bond employee an additional 80 hours of “COVID-19 Paid Sick Leave” - at full pay - to be used when an employee is unable to work because the employee is:
 - subject to a federal, state, or local quarantine,
 - advised by a health care provider to self-quarantine,
 - is experiencing COVID-19 symptoms and is pursuing a medical treatment,
 - caring for an individual subject to the above, or
 - caring for child(ren) as a result of closures of schools and/or child-care providers.



Case tracking

- Developed a tracking database so that supervisors and HR can collaboratively steer self-reporting symptomatic employees through the process leading ultimately to their return to work.

Behavioral Health

- Flagged for employees updates to the company's EAP resource to help employees and families cope with emotional impacts of the virus.

Financial Information

- The company's 401(k) retirement plan advisor held office hours for our employees to answer questions about financial relief, including emergency use of funds and options for savings.
- Additionally, the company provided access to a voluntary online and in-person "financial wellness" resource to assist with strategies on debt, savings, retirement, etc.

Communications

- The importance of timely, actionable information about work status, policy and protocol changes, leave and compensation and other topics vital to the continued functioning of the factories cannot be overstated.
- At the outset, all-employee daily bulletins were routine. Weekly meetings with off-site staff, regular CEO engagements with departments, and daily mid- and supervisor-level meetings are ongoing and vital.



- Continuous workforce engagement.
- Cross-functional team approach.
- Decisive leadership.
- Communications.
- Industry associations.
- Government engagement.



Thank You!

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