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COVID-19

Workforce strategies for a post-COVID-19 recovery
Workbook

Contents

The first priority during the COVID-19 pandemic has been crisis response and emphasising health and safety, essential services, and the virtualisation of work and education, as noted in the Deloitte publication, *Workforce strategies for post-COVID-19 recovery*.

We see three phases that all resilient leaders must face amid the COVID-19 outbreak:

1 **Respond** – dealing with the present situation and managing continuity

2 **Recover** – learning and emerging stronger

3 **Thrive** – preparing for and shaping the "new normal"

HR leaders, in particular, have been at the centre of their organisation's rapid response to this crisis, and have been playing a central role in keeping the workforce engaged, productive and resilient. Understandably, recent priorities have been focused almost exclusively on the respond phase.

As progress is made against respond efforts, another reality is forming quickly. Now is the time for HR leaders to turn their attention toward recover, to ensure their organisations are prepared to thrive. This will require extraordinary focus and coordination, during what may be a protracted period.

We believe that workforce strategies in the recovery phase will be best orchestrated through five critical actions: **reflect, recommit, re-engage, rethink,** and **reboot**. These actions can help organisations to bridge the crisis response to the new normal by laying the foundation to thrive in the aftermath of the crisis.

Reflect. Create the time to reflect on what's next and think about what has worked, what you learned, and what has been missed in the response.

Recommit. Reinforce commitment to well-being and purpose through a focus on physical, physiological, and financial concerns.

Re-engage. Redeploy workforce and maximise the workforce's contribution and potential, while preparing the workforce with the skills and capabilities for the return.

Rethink. Utilise new business priorities to rethink and reconfigure the work, workforce, and workplace and balance ongoing and evolving business needs.

Reboot. Realign HR and people operations priorities with the most pressing business and workforce priorities.

Keeping these five critical actions front and centre, the *Workforce strategies for a post-COVID-19 recovery: Workbook* is intended to point HR leaders to areas that require attention, organised across **work, workforce**, and **workplace** dimensions.

Scenario planning

This will not be a typical recovery: COVID-19 is unlikely to end suddenly given the lack of effective and available therapeutics and the uncertain prospects and timing of a vaccine. Organisations must plan for multiple scenarios and time horizons, as they shift from crisis response to recovery. They should also plan for the possibility of multiple waves of the pandemic and its continuing global—and uneven—footprint. For workforce strategies, organisations need to establish critical priorities for the next 12 to 24 months as they position themselves for new realities.

What is the future of work? Redefining work, workforces, and workplaces

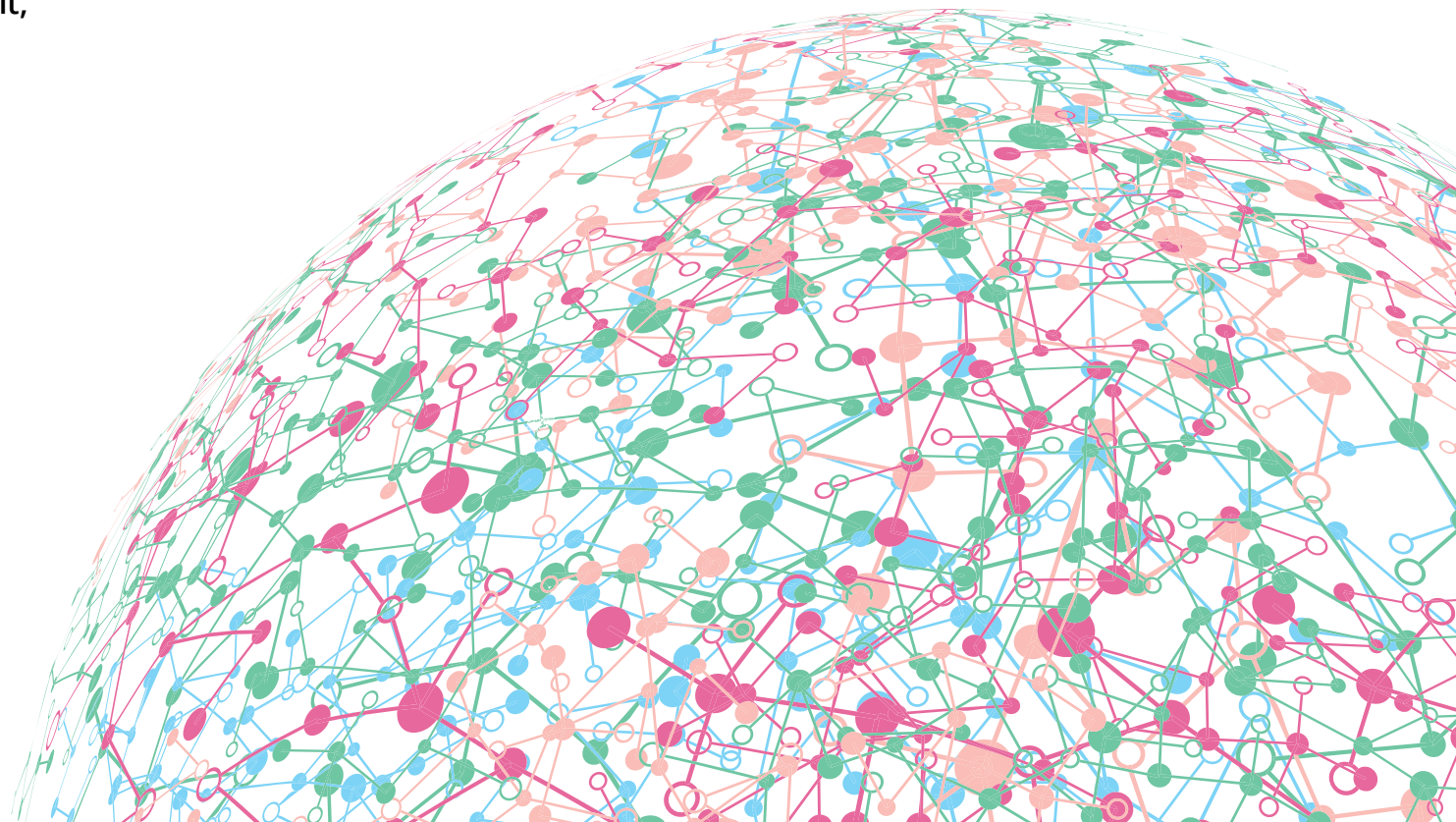**COVID-19 Economic cases: Scenarios for business leaders**

Much remains uncertain, but one thing is clear: customers, workers, suppliers and other partners are watching. How organisations handle the recovery will define their brands with both their workforce and their customers, establish their reputations for years to come, and determine their future competitiveness.

This workbook is intended for HR leaders to think through what is still needed now to manage business continuity, and what will be needed very soon as their organisations look for opportunities to **reflect, recommit, re-engage, rethink,** and **reboot**.

Throughout this workbook, you will see opportunities to send your comments and suggestions to **wfsworkbook@deloitte.ca**, so that we can continue to improve the workbook content. We look forward to receiving your feedback.

Note: The workbook is intended to be an activation framework for HR leadership teams and a starting point that should be adapted to each unique environment—not all of its questions will apply to every organisation. While comprehensive, this workbook is not intended to be exhaustive, nor is it meant as advice; it too will evolve as circumstances change.

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Are we returning to the way we worked before, or adopting new ways of working?

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Workforce

How does capacity, capability, and affordability affect workforce design after the crisis?

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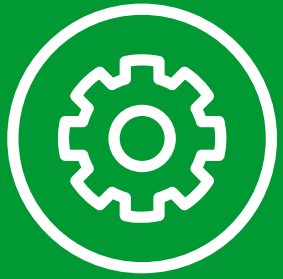- Talent processes
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What did we learn about working in the flow of life? How did it impact work when the boundaries between work and life are blurred?

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Work

Are we returning to the way we worked before, or adopting new ways of working?

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Work: Are we returning to the way we worked before, or adopting new ways of working?

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Command center

Developing a crisis command centre will be critical in organising and overseeing the next wave of coordinated response efforts to help organisations recover.

Respond

Planning and communications

- ☐ What steps are required to restart our operations? How do we frame those in a 30-60-90 day horizon? How will we communicate these plans to the business?
- ☐ Who are the critical leaders who will be a part of the command centre?
- ☐ What are we doing to manage the critical internal and external stakeholder groups that we need to engage through the recovery period?
- ☐ Are we adequately "plugged in" to all sources of external resources for updated news (e.g., government, public relations)?

Measurement

- ☐ What data do we require to make sure we are making quantitative (versus emotional) decisions about the COVID-19 impact (e.g., the deployment of resources, reskilling staff)?
- ☐ How do we make sure we continue to get the best and most up-to-date information on the health and safety of our business and our people?
- ☐ Are we using analytics and dashboards effectively to inform decision-making? If not, where can we start?

Recover

Planning and communications

- ☐ Are people getting the information they need as they return to the workplace?
- ☐ Do we need new tools or technology to enable more effective information flow?

Measurement

- ☐ How will we detect how many COVID-19 related issues we have in our workforce and where they are?
- ☐ What KPIs can we set to understand the effectiveness of our response at various stages (e.g., anticipating a crisis, T-24 hours)?
- ☐ What processes are we implementing to ensure the command centre team is regularly reflecting on lessons learned to change as needed?

Thrive

Planning and communications

- ☐ Do we have agreed-upon scenarios that we will use to frame our decisions?
- ☐ What have we learned from our response to this crisis, and how are we updating our emergency response protocols for the future?
- ☐ How are we using data and technology to sense what might be coming next?

In an effort to continuously improve this workbook, please share additional ideas or comments to **wfsworkbook@deloitte.ca**.

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Work: Are we returning to the way we worked before, or adopting new ways of working?

Respond	Recover	Thrive
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Work design

As organisations move from respond to thrive, there will be a need and opportunity to examine how work is designed, structures are organised, and teams collaborate.

The adaptable organisation: Harnessing a networked enterprise of human resilience

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Respond

Nature of work

☐ What are the immediate places where we have had to change the nature of our work (e.g., virtual client offerings)?

Org. structure and collaboration

☐ Have we had to make any changes to team structures or reporting lines? Are they temporary or permanent?

☐ Where are we finding good examples of teams collaborating across our organisational boundaries and how can we emulate?

Recover

Nature of work

☐ Have we adequately challenged the outcomes we want to achieve through our work? If so, how is this further changing the nature of our work?

☐ Have we determined the kinds of work that we will shift to virtual—on a temporary or permanent basis?

☐ What capabilities are most valued as we evolve work priorities and outcomes?

Org. structure and collaboration

☐ How will we perform with a more dispersed workforce and how will we manage risk?

☐ Have we had to make any changes to team structures, succession plans or reporting lines?

☐ Have we effectively changed our norms for collaboration (e.g., video calls, instant messaging)? Where are there early examples of teams and leaders piloting these norms?

Thrive

Nature of work

☐ What did we learn about workforce productivity? What lessons can we apply moving forward?

☐ What impact has changes to our work and collaboration had on the capabilities we require? Can we consider where technology, automation or machines may be able to enhance our "human work"?

Org. structure and collaboration

☐ Where can we leverage the insights from organisation analytics to understand the formal and informal networks that underpin our organisation, and where there are best opportunities to drive greater collaboration and efficiency?

☐ What role do trust, psychological safety and influence play in our networks?

☐ Have we been able to experiment with cross-functional teams during the crisis? Where might there be opportunity to do more of this, as we work toward a new normal?

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Travel

Addressing new requirements and realities for travel will be necessary.

Respond

Business travel

☐ How will we ensure we have the most accurate information to inform real-time travel and mobility restrictions? How will we reliably communicate changes and alerts to our people?

☐ What type of business travel will we now deem essential?

☐ What will our travel approval process now need to look like to ensure a balance of safety and cost-containment?

Recover

Business travel

☐ Will we set restrictions for employees while they are travelling to optimise their safety (e.g., limit number of people in meetings)? How often will we review these restrictions?

☐ Do we need restrictions on travelling and how often?

☐ What protocols do we need in place to have contact with employees when they are traveling?

Personal travel

☐ Do we need to develop guidance for personal travel (e.g., requirement to flag travel to high-risk locations)?

Thrive

Business travel

☐ Is there an opportunity to re-think our overall travel philosophy to reduce cost and environmental impact?

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Employment brand

Having a solid plan to manage employment brand and measure employee sentiment will be vital.

Reputation management

☐ Have there been any missteps during the response to COVID-19 that need to be addressed?

☐ Do we need to adjust our approach and tone when engaging our workforce?

☐ Do we have the right processes in place to measure workforce sentiment?

Reputation management

☐ How do we make sure we are maintaining and elevating our employment brand across current and future prospects?

☐ Has our reputation changed through the crisis, through either our own actions or those of our industry? How do we want to continue or reverse this shift?

Reputation management

☐ Will our employment brand need to change in the future?

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Software

Evaluating the performance of current virtual-enabling software platforms and considering where to launch new ones will be critical for meeting evolving workforce demands.

Respond

Collaboration and connectivity

☐ When we first mandated our work-from-home policy, we may have introduced various software. Moving forward, should our people use a common collaboration platform or should we allow individual teams to choose?

☐ What features do we feel will be most important to enable continued connectivity of our dispersed workforce (e.g., video, whiteboards, simultaneous document editing)?

Security concerns

☐ Have privacy concerns been adequately addressed?

☐ Have cybersecurity concerns that come with a dispersed and remote workforce been effectively addressed? Do we foresee others?

Recover

Collaboration and connectivity

☐ What tools and platforms continue to be most effective for supporting a blend of physical and virtual work? How are we understanding employee preferences?

☐ Are there any persistent challenges our employees are facing with existing platforms? Where can we make enhancements?

Security concerns

☐ Are there shortcuts that were developed during the crisis that need to be reversed? Are there any behaviours we need to promote with employees to ensure the continued reliability of our systems and infrastructure (e.g., direction to preserve bandwidth)?

Thrive

Collaboration and connectivity

☐ How do we remain on the cutting edge of remote working and other types of software offerings, to increase productivity and keep us prepared for future disruption?

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Hardware

There may be adjustments needed to existing hardware to enable more virtual work.

Respond

Mobile accessibility

- ☐ Do we have sufficient infrastructure (e.g., bandwidth, access licences) to manage remote work at scale?
- ☐ What hardware challenges have our employees encountered while transitioning to remote work (e.g., difficulty procuring office tools)? Have these challenges been addressed?
- ☐ How can we best partner with IT leaders to anticipate use patterns and needs in mobile devices as we shift our patterns of working (e.g., continued prevalence of remote work, less travel, return to physical workspace)?

Recover

Hardware returns

- ☐ Was any hardware provided to employees that needs to be returned (e.g. monitors)?
- ☐ Will we allow the continued use of personal equipment that may cause security risks?

Remote working tools

- ☐ Do we need to revise the processes we have in place to provide easier access to remote-work hardware (e.g., monitors, printers, docks, headphones) in the future?
- ☐ How do we ensure that the workers have what they need, should there be a recurrence of COVID-19?

Thrive

Remote working tools

- ☐ Should we invest in remote work technologies or expand use your own device' programs, including subsidies (e.g., laptops) for workforce segments that did not have them before?

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Digitisation

While automation, robotics, cloud and cognitive have been evolving for some time, the recent crisis may have accelerated interest in these alternatives.

Digitisation

☐ Were there HR processes that were difficult for our team to complete during the crisis that could be automated?

Digitisation

☐ What work can still not be completed because information or resources have not been fully digitised, and how can these challenges be remedied quickly?

☐ What processes and practices are anchoring our employees to the physical workspace? Can these be changed?

Digitisation

☐ How might we leverage artificial intelligence as a first line of response for employee questions (e.g., chatbots)?

☐ What services can we offer employees by leveraging AI and robotics (e.g., travel booking)?

☐ Which of our employee processes are ripe for greater digitisation (e.g., recruitment, onboarding)?

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Analytics

With a more dispersed workforce, drawing data-driven insights will be important to maintain oversight of employees' performance, engagement and well-being.

Reporting and dashboards

☐ What employee data was missing during the crisis? Can we remedy this prior to our workforce returning to work?

☐ What new or enhanced reporting do we need to support the return of our workforce?

Measurement

☐ How are we monitoring the use of HR technologies and platforms, and adjusting our offerings accordingly to best support employees?

☐ What unstructured data do we already collect that we can analyse to yield deeper insights?

Measurement

☐ How might we ethically leverage technology to monitor the engagement, productivity and well-being of our workforce (e.g., wearables)?

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Community partnerships

Executed thoughtfully, community partnerships can do tremendous good, while simultaneously strengthening reputation and attracting new talent pools.

Partnerships

☐ What recovery and post-recovery challenges faced by our customers, employees and communities is our organisation now uniquely equipped to solve (e.g., increasing employment opportunities)? Can we think of creative and unexpected ways to help?

☐ Do we have areas where our business is actually now growing, and where we could use community connections to tap into new talent pools?

Partnerships

☐ Are there community groups that reflect our purpose that we could partner with to support their recovery efforts?

Partnerships

☐ Are there opportunities for us to collaborate and share experiences with other organisations to find solutions for those who have lost their jobs (e.g., how do we re-purpose/transfer skills to build collective bridges for employees)?

☐ Can we drive this effort to support skills cross-training in our communities on a continuing basis so that our workforce is better equipped for the future?

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Regulatory and legal

Understanding legal obligations and implications of new government regulations will be critical to workforce recovery efforts.

Respond

Legal

☐ What new legal considerations do we need to be prepared for as people return to work (e.g., occupational health requirements)?

Regulatory requirements

☐ Are we adequately leveraging government programs (e.g., wage subsidies) to support our workers while we stabilise? Are there any new programs that we should be exploring?

☐ How will we manage and communicate policies related to infectious disease and leaves of absence due to medical directives?

☐ What will regulators want to understand in their post-crisis review? Are we collecting sufficient data to measure and document our behaviours?

Work refusals

☐ During the initial outbreak, what were the key learnings around protocols to investigate work refusals?

☐ How will we proactively manage safety concerns moving forward?

☐ Are we currently dealing with any active or pending work refusals that require a response?

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Regulatory requirements

☐ What support are we providing to employees in understanding any relevant policy changes that may impact them (e.g., return to work, government programs)?

☐ How are we managing recalls from temporary layoffs?

☐ How are we staying on top of regulatory changes in other jurisdictions that may have implications for us globally?

☐ How are we managing ongoing communications with public health authorities?

Work refusals

☐ How do we make sure we are anticipating work refusals before they happen?

☐ How are we recording work refusals and ensuring proper remedial actions are taken to protect our workers?

☐ How are we ensuring workplace practices continue to align with public health directives?

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Regulatory requirements

☐ How can we effectively incorporate regulatory changes into our regular cycle of employee relations policy reviews?

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Vendor management

Moving through recovery and beyond will mean re-evaluating the vendor landscape and how needs have changed.

Vendor relationships

☐ What vendor services will be most critical to our recovery?

☐ Have new needs arisen that require us to procure new vendors?

☐ Do any of our vendor terms need to be further adjusted prior to bringing the workforce back?

☐ Do we need to adjust any of our vendor management systems in the immediate term?

Vendor relationships

☐ Are any of our strategic vendors now facing serious challenges that threaten our business? In what ways could we support them?

☐ How has the vendor landscape changed? How do we need to further adjust our vendor strategy?

☐ How will our physical interaction with vendors work moving forward? What protocol changes have they made?

Vendor relationships

☐ Will changes to usage patterns trigger any rebates or cost negotiations with external vendors?

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Scenario planning and alternative labour strategies

Scenario planning for the medium term and 'new normal' workforce options will be foundational to guiding recovery efforts.

Respond

Scenarios

☐ Are we adequately integrating our financial plans with our workforce plans (e.g., adopting a common set of scenarios for the enterprise)?

☐ How are we managing any workforce reduction planning, relative to our business continuity plans?

Workforce planning

☐ What are our critical workforce segments today? How are we prioritising their re-integration (e.g., skill shortages, need for physical customer contact)?

☐ Of the workforce that we have now, what skill gaps exist? Which do we need to address with urgency?

☐ Are there alternative types of labour (e.g., gig workers, retirees) that we need to be considering in our immediate workforce resizing efforts?

Recover

Scenarios

☐ What are we doing to ensure our scenarios are agile (e.g. regular monitoring of external changes)?

☐ What is our strategy for approaching the need for additional workforce reductions in the short and medium-term?

Workforce planning

☐ Do we anticipate further changes in demand for our services?

☐ Where do we continue to have critical skill gaps?

☐ Are we adequately considering new types of labour supply for critical roles/skills or for new emerging needs (e.g. upskilling opportunities, gig workers, retirees)? Are these skills needed onsite or can they be accessed online/in a hybrid work environment?

☐ Did we adequately predict the impacts on various employee cohorts? Were some hit harder than we expected? How do we adjust our support programs and planning?

Thrive

Workforce planning

☐ How might we more holistically re-think the composition and size of our workforce into the future (e.g., contractors, vendors)? How important will alternative talent be to our people strategy?

☐ How has the crisis altered future skill requirements?

☐ How are we thinking about our workforce in a way that provides us with the greatest flexibility, sustainability and resilience?

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People strategy/ operational plan

The organisation's people strategy will serve as an important roadmap to guide the workforce re-integration.

Exponential HR: Break away from traditional operating models to achieve work outcomes

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Respond

HR planning

☐ How do we need to adjust or reprioritise our people strategy and operating plan?

☐ How might we need to engage the senior leadership team differently into recovery, to make quick decisions about necessary HR actions?

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Recover

HR planning

☐ What resource reallocations do we need to make within HR?

☐ How do we channel resources to recovery planning while meeting day-to-day workforce needs?

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People strategy

☐ As our organisation's next business strategy is developed, how do we ensure the people dimensions are appropriately positioned?

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Benefits plans

Post-crisis, the workforce will be facing new challenges in health and overall well-being. A strategically thought-out review of existing compensation and benefits programs may be required to ensure even greater flexibility.

Plan changes

☐ Do we need to adjust our plans to create more flexibility (e.g., extended sick leave)?

☐ Do we need to make further adjustments to our out-of-country benefits?

Well-being and mental health

☐ Is our current mental health support comprehensive enough?

☐ Can employees access new government programs to support their mental health?

☐ Are we adequately equipping our leaders and managers with the resources they need to support the overall well-being of themselves and their teams?

☐ What support are we providing to people who have experienced deaths of family members, coworkers, or clients?

Plan changes

☐ Do any of our programs encourage unsafe behaviour (e.g., not reporting infection)? If so, how do we make the appropriate modifications?

☐ How are our benefit providers reacting to this crisis? How can we work with them to enhance our plans?

☐ Are we considering scaling back any benefit plan entitlements that we extended at the onset of the crisis?

Well-being and mental health

☐ Do we need to consider additional mental-health supports upon re-entry into the workplace?

☐ Do we need crisis response support in place for issues involving mental health concerns in our workforce?

☐ Do we need to enhance our absenteeism management processes/systems?

☐ How can we address rapid changes in work norms (e.g., email volume, long hours) to support mental health?

Plan changes

☐ How can we leverage analytics to better tailor our benefit offerings to our employee needs and manage costs?

☐ How can we re-imagine our offerings to provide our employees with the greatest degree of flexibility?

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Benefits plans

Post-crisis, the workforce will be facing new challenges in health and overall well-being. A strategically thought-out review of existing compensation and benefits programs may be required to ensure even greater flexibility.

Respond

Work arrangements

☐ Do we want to consider implementing new work-from-home incentives to minimise risks associated with re-entry?

☐ Should we consider modifying benefit entitlements for those who opt into modified work arrangements?

Compensation

☐ What concerns have our employees raised about compensation programs? Have we sufficiently addressed these?

☐ Are temporary compensation adjustments needed for essential staff (e.g. danger pay)?

Recover

Work arrangements

☐ How are we supporting our workforce, in the event of additional school or care-giving disruptions?

Compensation

☐ What is the current total cost of our workforce (on/off balance sheet workers, direct costs, indirect costs)? What levers do we have to reduce costs over the short, medium and long-term?

☐ How and when will we make decisions to consider adjusting our bonus and equity-based programs metrics and payouts?

☐ Do our executive compensation program metrics need to be reviewed?

☐ Will we need to evaluate salary increases for the coming year?

Thrive

Well-being and mental health

☐ Should we conduct a comprehensive review of our mental health policies, programs, and practices?

Compensation

☐ Do our compensation principles need to be re-imagined (e.g. flexible compensation models)?

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Workforce experience

Employees will need to be highly engaged and informed during recovery, to build the trust and community necessary for effective re-integration.

Respond

Multi-channel/multi-directional communication

☐ Do we need to adjust our approach for managing employee questions and concerns (e.g. central mailboxes, leadership points of contact)?

☐ Do we have enough two-way communication channels in place?

☐ What messages are we sharing with regard to job security? How are we openly communicating workforce reductions, while simultaneously hiring in others?

☐ Are we effectively communicating regarding our employees' use of social media and privacy concerns?

Recognition/retention

☐ Are there different types of behaviours we now want to recognise as part of our recovery efforts (e.g., finding new and effective ways to drive collaboration across virtual teams, supporting colleagues struggling with mental health concerns)?

☐ Are there examples of teams that have delivered high performance during the crisis? How do we celebrate behaviour and replicate it in other areas?

Recover

Multi-channel/multi-directional communication

☐ How are we ensuring employees continue to feel heard and safe as they re-enter the workplace (e.g., pulse surveys, open forums)?

☐ What is the appropriate cadence and channel for communications, to keep people engaged without being overwhelmed?

☐ Are we staying connected with our people who have been laid off? What is our process for re-engaging them?

Recognition/retention

☐ Is there a need for special recognition of any of your workforce?

☐ Are there new opportunities to engage our top performers (e.g., stretch roles, team leadership, hack-a-thons)?

☐ Are we actively engaging our people in the appropriate career development conversations?

Thrive

Multi-channel/multi-directional communication

☐ What have we learned from communication during the crisis that we need to continue and enhance? What measures need to be permanently adopted?

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Workforce: How does capacity, capability, and affordability affect workforce design after the crisis?

Respond	**Recover**	**Thrive**
Dealing with the present situation and managing continuity	Learning and emerging stronger	Preparing for and shaping the "new normal"

Leadership

Our leaders will face a unique set of challenges as they navigate toward a new normal.

Leaders disrupted: Pushing the boundaries

Respond

Capability gaps and development

☐ What critical capabilities are we missing in our leaders right now? Can we fill any of these gaps before we bring our workforce back?

☐ Are our leaders adequately equipped to address employee concerns, and to lead in a virtual context? If not, what interventions can we consider now?

Succession planning

☐ Are there opportunities to recognise leaders or give them stretch assignments as part of recovery planning?

☐ Do we need to make any leadership changes or adjustments?

Recover

Leadership effectiveness

☐ How are our leaders instilling trust in their teams, in a virtual or hybrid work environment?

☐ How are our leaders continuing to perform through this crisis?

☐ How are we ensuring that our leaders are not burning out?

Succession planning

☐ Do we need to re-visit any of our succession plans?

☐ How are we supporting leaders in new roles?

Capability gaps and development

☐ How are we monitoring whether leaders are effective in this new way of working?

☐ What is our approach for managing underperforming leaders?

Thrive

Succession planning

☐ Are there net new leadership roles required to position us to thrive? How will we plan for and fill these roles?

Capability gaps and development

☐ What have we learned from the crisis about great leadership in our environment?

☐ Do we need to add to or adjust the skills represented on our board of directors?

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Our plan

Our plan

Our plan

Respond	**Recover**	**Thrive**
Dealing with the present situation and managing continuity	Learning and emerging stronger	Preparing for and shaping the "new normal"

Talent processes (1 of 2)

The structure and execution of talent processes will need to be re-thought and built around the realities of a likely protracted and uneven recovery, to continue achieving desired business outcomes as well as inclusive employee experiences.

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Respond

Recruitment
- ☐ Do we need to revisit any recent offers? Do we need to delay any start dates?
- ☐ What are we doing to maintain a talent pipeline even though we may not be hiring?

Performance management
- ☐ To what extent do we need to reactivate our performance management cycle with retrospective reviews for the crisis period?
- ☐ How will we adjust metrics for current year evaluations?
- ☐ Were there any capability gaps that were identified during the crisis?

Onboarding
- ☐ Which parts of our onboarding can be digitised, to support virtual experiences?
- ☐ Do we have the right plans in place now to ensure new hires have the necessary
- ☐ Technology and tools, if they will not be in the physical office from the start?
- ☐ If we will be onboarding new talent, how are we now ensuring they feel engaged and integrated?

Our plan

Recover

Recruitment
- ☐ Should we develop relationships with new sources of candidates (e.g. gig platforms)?
- ☐ In what areas may we want to elevate our recruitment brand in the market?
- ☐ For industries where the crisis has led to rapid hiring, how do we plan for potential shortages in talent supply?

Performance management
- ☐ How are we defining performance expectations for modified working arrangements?
- ☐ Do we have an adequate approach in place to handle performance reviews?
- ☐ Are there tools and resources we can equip managers and employees with to ensure that dialogue is appropriately tailored to changes in performance expectations?

Onboarding
- ☐ Are new hires feeling connected to the organisation?
- ☐ Do we need to account for changes to our onboarding processes for new types of talent categories (e.g. gig workers, contractors)?

Our plan

Thrive

Recruitment
- ☐ How might we improve our candidate experience through the use of technology (e.g., AI screening, chat bots, gamification)? Are there circumstances in which in-person interaction is not necessary?

Performance management
- ☐ If virtual work is extended, what changes will be required to manage performance?
- ☐ What commitments can/should we be making to our people, when it comes to performance management and promotions in the coming few years?

Learning and reskilling
- ☐ How do we continue to shift our learning culture, so that our people see learning as integrated 'into the flow' of their daily work?

Our plan

Respond	**Recover**
Dealing with the present situation and managing continuity	Learning and emerging stronger

Talent processes (2 of 2)

The structure and execution of talent processes will need to be re-thought and built around the realities of a likely protracted and uneven recovery, to continue achieving desired business outcomes, as well as inclusive employee experiences.

Respond

Learning and reskilling

☐ Have our learning resources and tools been able to serve a distributed virtual workforce? Where might we need to invest to support re-integration and be ready for future disruption (e.g. new curated content, apps)?

☐ Have we identified any areas for immediate reskilling or cross-training, to ensure a smooth re-integration of our workforce?

Mobility

☐ Have we effectively engaged all of our assignees through the crisis? Do any changes need to be made urgently to any assignment arrangements?

Workforce reductions

☐ Have we adequately considered alternate options to terminations and layoffs (e.g., early retirements, voluntary unpaid leaves with stipend, reduced work weeks)?

☐ Do our existing processes for terminations need to be adjusted, especially if we need to conduct discussions virtually?

Recover

Learning and reskilling

☐ What broader reskilling efforts may now be required? Which are our priority areas?

☐ Can we digitise more of our existing learning content?

☐ What new learning content might we need to curate/develop?

Mobility

☐ Where might we need to consider changes to our processes and programs over the long-term?

☐ Do any of our assignees need to be repatriated earlier than expected?

☐ Do any of our assignees require changes to their support entitlements (e.g., out of country health care coverage)?

Workforce reductions

☐ How are we engaging employees and contractors who may have been laid off because of the crisis?

☐ What are the learnings we can take from our workforce reduction processes?

Our plan

Our plan

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Notes page

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Workplace

What did we learn about working in the flow of life? How did it impact work when the boundaries between work and life are blurred?

Health and safety

Workspaces

Notes page

Respond	**Recover**	**Thrive**
Dealing with the present situation and managing continuity	Learning and emerging stronger	Preparing for and shaping the "new normal"

Health and safety

When the workforce re-enters the physical workplace, strong health and safety protocols will be crucial for prevention and containment of spikes.

Respond

Personal protective equipment (PPE)

☐ Have we adequately considered the PPE that is critical for the return of our employees to the workplace?

☐ What is our process be for sourcing PPE? Are we running into any challenges that need a different approach?

Re-entry and monitoring

☐ What processes will we follow to clear employees for re-entry into the workplace (e.g., temperature checks)? How will we handle positive tests?

☐ Do we need a medical consultant onsite to deal with concerns and protect the organisation?

☐ Have we thought through how we will support immune-compromised employees?

Cleaning and food safety

☐ How are we changing our sanitisation processes, especially in our common spaces?

☐ What food safety concerns do we need to plan for when our employees return to the workplace (e.g., coffee stations, lunchrooms)?

Recover

Personal protective equipment (PPE)

☐ How are we monitoring PPE effectiveness and compliance?

☐ Do our employees need any new PPE that we do not currently have?

☐ Do our customer-facing employees need any additional protection when engaging with clients in our workspaces or theirs?

Re-entry and monitoring

☐ Are our protocols for monitoring potential employee illness proving successful? How often are we checking with employees?

☐ How are we training employees to monitor themselves for signs of infection?

Cleaning and food safety

☐ Are our sanitisation processes proving sufficient?

☐ What protocols might we need to ensure that employees maintain distancing while in the office? What is our approach to non-compliance?

☐ Have our employees been following our food safety guidelines? Do we need to consider greater measures for heightened food safety (e.g. asking employees not to bring food containers from home)?

Thrive

Re-entry and monitoring

☐ How do we equip our employees in the long run to see monitoring as a shared accountability?

Our plan	**Our plan**	**Our plan**

Workplace: What did we learn about working in the flow of life? How did it impact work when the boundaries between work and life are blurred?

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Workspaces

How organisations use their workspaces will undoubtedly need to change, to ensure heightened safety, and the right balance between virtual and non-virtual interactions.

Workspaces

☐ Do we need to adjust our real estate density over the short term to allow for social distancing?

☐ How much of our workforce do we want to keep working virtually? How will this impact the physical workspaces we have?

☐ Have we adequately planned for changes to our current workspaces (e.g., changes to desk configurations for social distancing, reduction of communal tables, additional hand washing stations, improved air circulation)?

☐ Do we need to adjust our protocols for visitors to our office locations (e.g., limits on numbers)?

☐ Have we re-visited our approach to on-site client events and meetings?

Workspaces

☐ Are employees using our physical space or opting to work from home? Do we need to adjust our real estate strategy longer-term?

☐ Do we need to make any adjustments to shifts or working hours, or consider introducing them?

☐ Do we need greater enforcement of our protocols with our clients/customers? What is our approach to non-compliance?

☐ How can we re-configure workplaces (e.g., no desks are facing each other) to maximise safety?

☐ Can we creatively look at partnering with temporary work space providers?

☐ Are clients visiting our office locations as much as they used to? How do these changes impact our real estate strategy?

☐ Have parking requirements changed?

Workspaces

☐ How can we use analytics to better understand and optimise our workspace usage?

☐ Over the long term, how will we balance our employees' needs for human connection with the heightened adoption of technology?

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Notes page

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