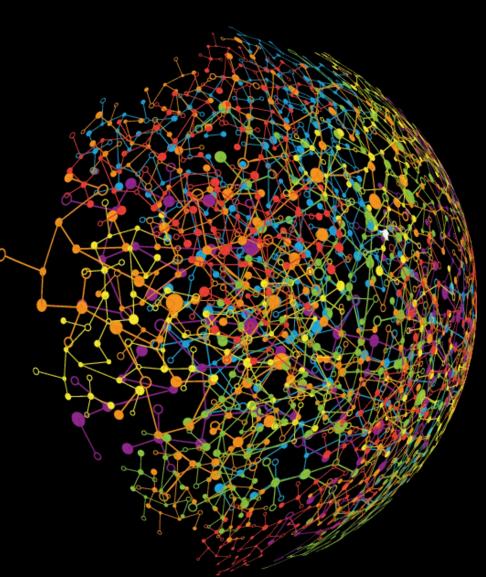
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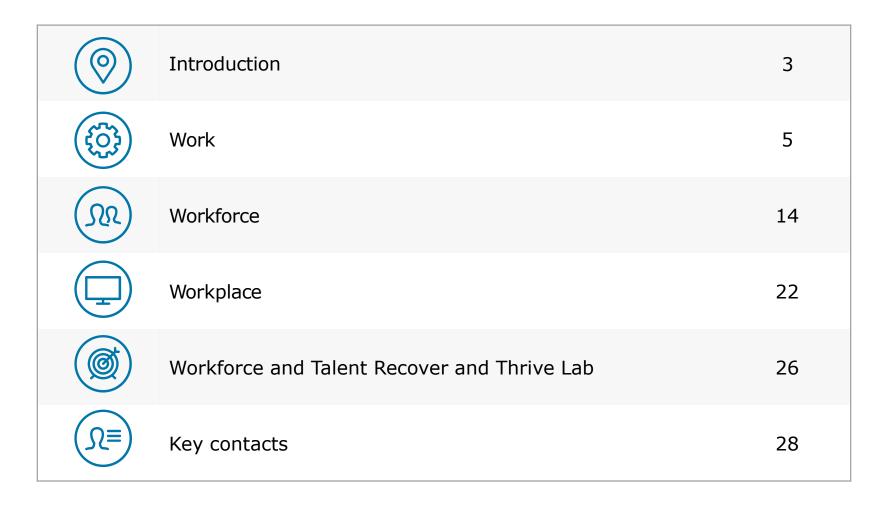
#### **COVID-19: CHRO Lens**

Work, Workforce and Workplace Key Considerations May 2020



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#### Contents



### **COVID-19 – A Lens on HR**

Resilient leadership will be at the heart of moving into the Recover and Thrive phase

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, <u>Workforce strategies for post-COVID-19</u> 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"

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. 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.

#### **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.

#### **COVID-19: Work, Workforce and Workplace**

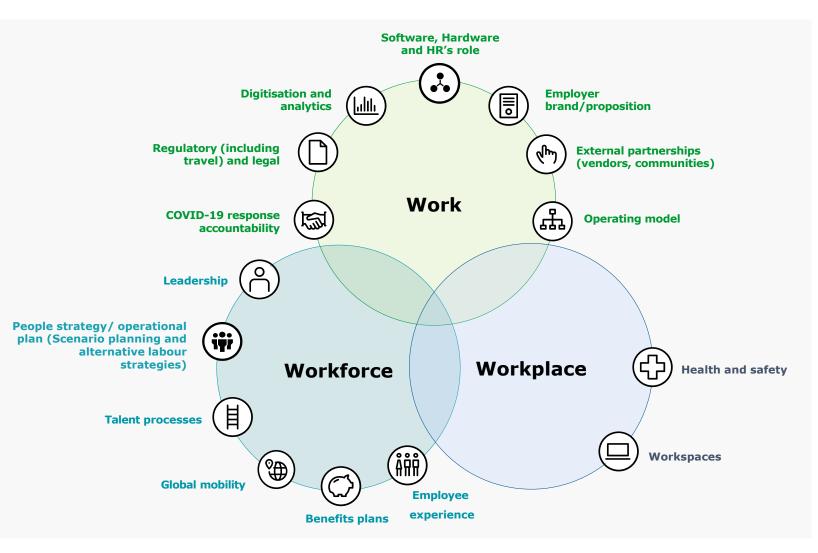
The response to COVID-19 will require many questions to be addressed across the work, workforce and workplace ecosystem

COVID-19 has served as a **catalyst** in changing the ways an enterprise **organises**, **operates** and **behaves**.

Many changes that organisations have implemented will be **short term** in nature and a direct requirement of continuing operations during the peak of the pandemic.

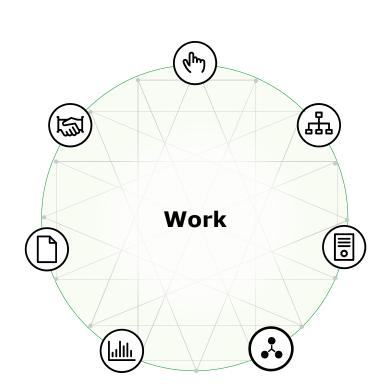
As restrictions are lifted, businesses will have to **evolve** their current plans, whilst also considering what the **longer term impact** is on the construct of their respective **ecosystems**, and the key choices they will make to operate going forward.

Determining what this means for Work, the Workforce and the Workplace will be critical; and the following serves as a **mechanism** to address many of these key questions.





### Work: Overview of key areas to be assessed



(Internet to the second	COVID-19 Response accountability	The continuing fluidity of change that organisations are faced with will require fundamental questions to be continually addressed and reviewed
	Operating model	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
	Employer brand/proposition	Having a solid plan to manage employer brand and proposition, and measure employee sentiment will be vital.
	Software, Hardware and HR's role	Evaluating the performance of current virtual-enabling software platforms and considering where to launch new ones will be critical for meeting evolving workforce demands. There may be adjustments needed to existing hardware to enable more virtual work
	Digitisation and analytics	While automation, robotics, cloud and cognitive have been evolving for some time, the recent crisis may have accelerated interest in these alternatives. With a more dispersed workforce, drawing data- driven insights will be important to maintain oversight of employees' performance, engagement and well-being.
	Regulatory (including travel) and legal	Understanding legal obligations and implications of new government regulations will be critical to workforce recovery efforts. Addressing new requirements and realities for travel will be necessary.
	External partnerships (vendors, communities)	Moving through recovery and beyond will mean re-evaluating the vendor landscape and how needs have changed. Executed thoughtfully, community partnerships can do tremendous good, while simultaneously strengthening reputation and attracting new talent pools.

COVID-19 response accountability	<b>Respond</b> Dealing with the present situation and managing continuity	Recover Learning and emerging stronger	<b>Thrive</b> Preparing for and shaping the "new normal"
Planning and communications	<ul> <li>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?</li> <li>Who are the critical leaders and teams who will continue to play an active role?</li> <li>What are we doing and what is the effort required to manage the critical internal and external stakeholder groups that we need to engage through the recovery period?</li> <li>Are we adequately "plugged in" to all sources of external resources for updated news (e.g., government, public relations)?</li> </ul>	<ul> <li>Are people getting the information they need as they return to the workplace?</li> <li>Do we need new tools or technology to enable more effective information flow?</li> <li>Have we constructively engaged with employees when carrying out a risk assessment? Are the results of the assessment visible and clearly communicated to employees?</li> <li>Have we ensured that actions that are part of the assessment do not disproportionately impact those with disabilities?</li> <li>Are we using simple, clear and consistent language and images to communicate key messages, taking into account those groups for which English might not be their first language?</li> </ul>	<ul> <li>Do we have agreed-upon scenarios that we will use to frame our decisions?</li> <li>What have we learned from our response to this crisis, and how are we updating our emergency response protocols for the future?</li> <li>How are we using data and technology to sense what might be coming next?</li> </ul>
Measurement	<ul> <li>What data do we require to make sure we are making effective decisions about the COVID-19 impact (e.g., the deployment of resources, reskilling staff)?</li> <li>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?</li> <li>Are we using analytics and dashboards effectively to inform decision-making? If not, where can we start?</li> </ul>	<ul> <li>How will we detect how many COVID-19 related issues we have in our workforce and where they are?</li> <li>What KPIs can we set to understand the effectiveness of our response at various stages (e.g., anticipating a crisis, T-24 hours)?</li> <li>What processes are we implementing to ensure the command centre team is regularly reflecting on lessons learned to change as needed?</li> </ul>	

(H	Operating model	<b>Respond</b> Dealing with the present situation and managing continuity		<b>Recover</b> Learning and emerging stronger		<b>Thrive</b> Preparing for and shaping the "new normal"
	Nature of work	<ul> <li>What are the immediate places where we have had to change the nature of our work (e.g., virtual meetings/work from home call centres)?</li> </ul>	need to a this chang Have we virtual—o What cap	defined the new missions/outcomes we tochieve through our work and how does ge our ways of working? determined what work can shift to on a temporary or permanent basis? abilities are most valued as we evolve rities and outcomes?	• W cc Ci • W	Vhat did we learn about workforce productivity? Vhat lessons can we apply moving forward? Vhat impact have changes to our work and collaboration had on the capabilities we require? Can we consider where Vhat technology, automation or machines may be able to enhance our "human work"?
	Org. structure and collaboration	<ul> <li>Have we had to make any changes to team structures or reporting lines? Are they temporary or permanent?</li> <li>Where are we finding good examples of teams collaborating across our organisational boundaries and how can we emulate?</li> </ul>	<ul> <li>workforce supporting</li> <li>Have we l structures</li> <li>Have we of collaborat messaging</li> </ul>	we perform with a more dispersed e and how will we manage risk and g employee processes? had to make any changes to team s, succession plans or reporting lines? effectively changed our norms for tion (e.g., video calls, instant g)? Where are there early examples of d leaders piloting these norms?	or ar or ef W in H fu fu m	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 nfluence play in our networks? Have we been able to experiment with cross- unctional teams during the crisis? Where night there be opportunity to do more of this, as we work toward a new normal?

6	Employer brand/ proposition		<b>Respond</b> Dealing with the present situation and managing continuity		<b>Recover</b> Learning and emerging stronger	<b>Thrive</b> Preparing for and shaping the "new normal"
Rep	outation management	additior reputati • Have w and do • Do we f	response to COVID-19 left us with al work to resolve outstanding onal work challenges e effectively engaged with our workforce we need to do anything separately? have the right processes in place to e workforce sentiment?	eleva and Has throu indus	do we make sure we are maintaining and ating our employment brand across current future prospects? our reputation changed through the crisis, ugh either our own actions or those of our stry? How do we want to continue or reverse shift?	Will our employer brand need to change in the future?

Software, hardware a HR's role	Dealing with the present situation and managing continuity	Recover Learning and emerging stronger	<b>Thrive</b> Preparing for and shaping the "new normal"
Collaboration and connectivity	<ul> <li>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?</li> <li>What features do we feel will be most important to enable continued connectivity of our dispersed workforce (e.g., video, whiteboards, simultaneous document editing)?</li> </ul>	<ul> <li>What tools and platforms continue to be most effective for supporting a blend of physical and virtual work? How are we understanding employee preferences?</li> <li>Are there any persistent challenges our employees are facing with existing platforms? Where can we make enhancements?</li> </ul>	<ul> <li>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?</li> </ul>
Cyber security concerns	<ul> <li>Have privacy concerns been adequately addressed?</li> <li>Have cybersecurity concerns that come with a dispersed and remote workforce been effectively addressed? Do we foresee others?</li> </ul>	<ul> <li>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</li> <li>reliability of our systems and infrastructure (e.g., direction to preserve bandwidth)?</li> <li>Was any hardware provided to employees that needs to be returned (e.g. monitors)?</li> <li>Will we allow the continued use of personal equipment that may cause security risks?</li> </ul>	
Mobile accessibility	<ul> <li>Do we have sufficient infrastructure (e.g., bandwidth, access licenses) to manage remote work at scale?</li> <li>What hardware challenges have our employees encountered while transitioning to remote work (e.g., difficulty procuring office tools)? Have these challenges been addressed?</li> <li>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)?</li> </ul>		
Remote working tools		<ul> <li>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?</li> <li>How do we ensure that the workers have what they need, should there be a recurrence of COVID-19?</li> </ul>	<ul> <li>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?</li> </ul>

Digitisation and analytics	<b>Respond</b> Dealing with the present situation and managing continuity	<b>Recover</b> Learning and emerging stronger	<b>Thrive</b> Preparing for and shaping the "new normal"
Digitisation	<ul> <li>Were there HR processes that were difficult for our team to complete during the crisis that could be automated?</li> </ul>	<ul> <li>What work can still not be completed because information or resources have not been fully digitised, and how can these challenges be remedied quickly?</li> <li>What processes and practices are anchoring our employees to the physical workspace? Can these be changed?</li> </ul>	<ul> <li>How might we leverage artificial intelligence as a first line of response for employee questions (e.g., chatbots)?</li> <li>What services can we offer employees by leveraging AI and robotics (e.g., travel booking)?</li> <li>Which of our employee processes are ripe for greater digitisation (e.g., recruitment, onboarding)?</li> </ul>
Reporting and dashboards	<ul> <li>What employee data was missing during the crisis? Can we remedy this prior to our workforce returning to work?</li> <li>What new or enhanced reporting do we need to support the return of our workforce?</li> </ul>		
Measurement		<ul> <li>How are we monitoring the use of HR technologies and platforms, and adjusting our offerings accordingly to best support employees?</li> <li>What unstructured data do we already collect that we can analyse to yield deeper insights?</li> </ul>	<ul> <li>How might we ethically leverage technology to monitor the engagement, productivity and well- being of our workforce (e.g., wearables)?</li> </ul>

	Regulatory (includir travel and legal)	g Respond Dealing with the present situation and managing continuity	Recover Thrive Learning and emerging stronger Preparing for and shaping the "new normal"
	Legal and regulatory requirements	<ul> <li>What new legal considerations do we need to be prepared for as people return to work (e.g., occupational health requirements)?</li> <li>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?</li> <li>How will we manage and communicate policies related to infectious disease and leaves of absence due to medical directives?</li> <li>What will regulators want to understand in their postcrisis review? Are we collecting sufficient data to measure and document our behaviours?</li> </ul>	<ul> <li>What support are we providing to employees in understanding any relevant policy changes that may impact them (e.g., return to work, government programs)?</li> <li>How are we managing recalls from temporary layoffs?</li> <li>How are we staying on top of regulatory changes in other jurisdictions that may have implications for us globally?</li> <li>How are we managing ongoing communications with public health authorities?</li> </ul>
	Work refusals	<ul> <li>During the initial outbreak, what were the key learnings around protocols to investigate work refusals?</li> <li>How will we proactively manage safety concerns moving forward?</li> <li>Are we currently dealing with any active or pending work refusals that require a response?</li> </ul>	<ul> <li>How do we make sure we are anticipating work refusals before they happen?</li> <li>How are we recording work refusals and ensuring proper remedial actions are taken to protect our workers?</li> <li>How are we ensuring workplace practices continue to align with public health directives?</li> </ul>
Bu	siness and personal travel	<ul> <li>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?</li> <li>What type of business travel will we now deem essential?</li> <li>What will our travel approval process now need to look like to ensure a balance of safety and cost-containment?</li> </ul>	<ul> <li>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?</li> <li>Do we need restrictions on who travels and how often?</li> <li>What protocols do we need in place to have contact with employees when they are traveling?</li> <li>Do we need to develop guidance for personal travel (e.g., requirement to flag travel to high-risk locations)?</li> </ul>

L.	External partnerships	Resp Dealing with the pre managing	esent situation and	<b>Recover</b> Learning and emerging stronger	Preparing f	Thrive for and shaping the ew normal"
	• Vendor relationships	What vendor services will be more recovery? Have new needs arisen that req procure new vendors? Do any of our vendor terms nee adjusted prior to bringing the w Do we need to adjust any of our management systems in the imp	<ul> <li>Are any constraints</li> <li>In what work more than a set of the set of t</li></ul>	of our strategic vendors now facing hallenges that threaten our business? ways could we support them? the vendor landscape changed? How do to further adjust our vendor strategy? our physical interaction with vendors ving forward? What protocol changes y made?		e patterns trigger any tiations with external
	Partnerships	What recovery and post-recover faced by our customers, employ communities is our organisation equipped to solve (e.g., increasi opportunities)? Can we think of unexpected ways to help? Do we have areas where our bu now growing, and where we cou community connections to tap in pools?	vees and now uniquely ing employment creative and siness is actually uld use	e community groups that reflect our that we could partner with to support overy efforts?	<ul> <li>and share experience to find solutions for t jobs (e.g., how do w to build collective bri</li> <li>Can we drive this eff training in our comm</li> </ul>	ies for us to collaborate es with other organisations those who have lost their e re-purpose/transfer skills idges for employees)? Fort to support skills cross- nunities on a continuing rkforce is better equipped



#### Workforce: Overview of key areas to be assessed

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



Constant Leadership	<b>Respond</b> Dealing with the present situation and managing continuity	<b>Recover</b> Learning and emerging stronger	<b>Thrive</b> Preparing for and shaping the "new normal"
Succession planning	<ul> <li>Are there opportunities to recognise leaders or give them stretch assignments as part of recovery planning?</li> <li>Do we need to make any leadership changes or adjustments?</li> </ul>	<ul> <li>Do we need to re-visit any of our succession plans?</li> <li>How are we supporting leaders in new roles?</li> </ul>	<ul> <li>Are there net new leadership roles required to position us to thrive? How will we plan for and fill these roles</li> </ul>
Capability gaps and development	<ul> <li>What critical capabilities are we missing in our leaders right now? Can we fill any of these gaps before we bring our workforce back?</li> <li>Are our leaders adequately equipped to address employee concerns, and to lead in a virtual context? If not, what interventions can we consider now?</li> </ul>	<ul> <li>How are we monitoring whether leaders are effective in this new way of working?</li> <li>What is our approach for managing underperforming leaders?</li> </ul>	<ul> <li>What have we learned from the crisis about great leadership in our environment?</li> <li>Do we need to add to or adjust the skills represented on our board of directors?</li> </ul>
Leadership effectiveness		<ul> <li>How are our leaders instilling trust in their teams, in a virtual or hybrid work environment?</li> <li>How are our leaders continuing to perform through this crisis?</li> <li>How are we ensuring that our leaders are not burning out?</li> </ul>	

People strategy and operational plan	<b>Respond</b> Dealing with the present situation and managing continuity	<b>Recover</b> Learning and emerging stronger	<b>Thrive</b> Preparing for and shaping the "new normal"
HR planning and people strategy	<ul> <li>How do we need to adjust or reprioritise our people strategy and operating plan?</li> <li>How might we need to engage the senior leadership team differently into recovery, to make quick decisions about necessary HR actions?</li> </ul>	<ul> <li>What resource reallocations do we need to make within HR?</li> <li>How do we channel resources to recovery planning while meeting day-to-day workforce needs?</li> </ul>	<ul> <li>As our organisation's next business strategy is developed, how do we ensure the people dimensions are appropriately positioned?</li> </ul>
Scenarios	<ul> <li>Are we adequately integrating our financial plans with our workforce plans (e.g., adopting a common set of scenarios for the enterprise)?</li> <li>How are we managing any workforce reduction planning, relative to our business continuity plans?</li> </ul>	<ul> <li>What are we doing to ensure our scenarios are agile (e.g. regular monitoring of external changes)?</li> <li>What is our strategy for approaching the need for additional workforce reductions in the short and medium-term?</li> </ul>	
Workforce planning	<ul> <li>What are our critical workforce segments today? How are we prioritising their re-integration (e.g., skill shortages, need for physical customer contact)?</li> <li>Of the workforce that we have now, what skill gaps exist? Which do we need to address with urgency?</li> <li>Are there alternative types of labour (e.g., gig workers, retirees) that we need to be considering in our immediate workforce resisting efforts?</li> </ul>	<ul> <li>Do we anticipate further changes in demand for our services?</li> <li>Where do we continue to have critical skill gaps?</li> <li>Are we adequately considering new types of labour supply</li> <li>for critical roles/skills or for new emerging needs (e.g. upskilling opportunities, gig workers, retirees)? Are these skills</li> <li>needed onsite or can they be accessed online/in a hybrid work environment?</li> <li>Did we adequately predict the impacts to various employee cohorts? Were some hit harder than we expected? How do we adjust our support programs and planning?</li> </ul>	<ul> <li>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?</li> <li>How has the crisis altered future skill requirements?</li> <li>How are we thinking about our workforce in a way that provides us with the greatest flexibility, sustainability and resilience?</li> </ul>

	Global mobility (1 of 2)	<b>Respond</b> Dealing with the present situation and managing continuity	Recover Learning and emerging stronger	<b>Thrive</b> Preparing for and shaping the "new normal"
	Operations	<ul> <li>Have you ascertained the location of all employees, and repatriate / evacuated where needed?</li> <li>Are there any changes required to your international assignments? e.g. delayed start dates, extensions, early repatriations.</li> <li>Do any global mobility policy components require optimisation due to assignment changes? e.g. temporary accommodation, COLA etc.</li> </ul>	<ul> <li>How will you review operations and analyse programme enablers such as system performance/data integrity, staffing levels, roles/responsibilities and readiness, governance, policy and process, vendor responsiveness and communication infrastructure?</li> <li>Will you put in place a formal multi-disciplinary governance team to manage continued risk, and who will make up this team?</li> <li>What will be your future supply and demand for assignments? (e.g. employees returning to host location, working remotely from home or premature assignment terminations) and will the scope of Global Mobility need to be reviewed to include virtual working, virtual assignments, international recruitment?</li> </ul>	<ul> <li>How will you embed a global talent marketplace (including what skills exist, and where) to mange internal mobility, global workforce requirements and new country entry requirements?</li> <li>What will be the new role of your HR/mobility function? And what are their long-term strategic goals?</li> <li>Where could adoption of new digital services (RPA, AI, VR) and data analytics techniques improve performance, engagement and insight?</li> </ul>
	Compliance	<ul> <li>What government sponsored tax or social security relief measures are available to your organisation in your locations? e.g. stimulus funds, delayed deposit of employment taxes etc.</li> <li>Are you aware of the rapidly evolving border restrictions and quarantine requirements impacting those remaining in host countries for an extended period, or moving to other countries due to personal request/circumstance?</li> <li>Are you aware of the tax situation of disposed employees? e.g. employment tax obligations, residence rules and/or permanent establishment.</li> </ul>	<ul> <li>How will you know the compliance requirements on all mobile employees to categorize cases in terms of urgency? Those displaced from the host location in a new territory, or remaining in host location for an extended period, will need attention for immigration, tax and potentially pension purposes.</li> <li>What will be your protocols for overall costs resulting from additional expenses arising from displaced workers including tax responsibilities?</li> <li>How did your compliance approaches 'hold-up' during the crisis?</li> </ul>	<ul> <li>Do you need to update/create new employment approaches which incorporate crisis response flexibility? e.g. the ability to flex quickly for amended government rules and guidelines.</li> <li>Are there any remuneration structures that may need to be put in place so to motivate future required business related travel? Or will you instead encourage distributed country teams thus limiting travel?</li> <li>Are there any changes required to your emergency communication approaches?</li> <li>What future global workforce scenarios do you need to build into your talent/mobility compliance approaches so that you may always be able to recruit the talent required, regardless of location?</li> </ul>

Global mobility (2 of 2)	<b>Respond</b> Dealing with the present situation and managing continuity	<b>Recover</b> Learning and emerging stronger	<b>Thrive</b> Preparing for and shaping the "new normal"
	<ul> <li>Have you considered extending/promoting benefits to individuals most impacted by COVID-19? e.g. those unable to work due to being displaced in another location.</li> </ul>	<ul> <li>How will you prepare for the return of global mobility and support displaced employees return to their place of work?</li> </ul>	<ul> <li>How can you ensure clear and accessible two- way communication channels are in place to disseminate information, engage one-to-one and to allow continuous foodback2</li> </ul>
People	<ul> <li>What analysis have you conducted of your mobility data so that you can ensure communications and support are going to the right employees and at the right time?</li> </ul>	<ul> <li>What support will you put in place to limit the effect of 'reverse cultural shock' where employees have spent a considerable amount of time social distancing, and in some</li> </ul>	<ul> <li>to allow continuous feedback?</li> <li>How will you reinforce commitment to well-being and purpose through a focus on physical, psychological and financial concerns for your</li> </ul>
	<ul> <li>Do you need to implement formal employee well- being programmes or provide well-being advice to provide support and foster employee engagement?</li> <li>e.g. video calls, work from home tips, virtual teaming.</li> </ul>	circumstances, in a country which is not their first language.	internationally relocated employees?

Talent Processes (1 of 2)	<b>Respond</b> Dealing with the present situation and managing continuity	<b>Recover</b> Learning and emerging stronger	<b>Thrive</b> Preparing for and shaping the "new normal"
Recruitment	<ul> <li>What are we doing to maintain a talent pipeline even though we may not be hiring?</li> <li>Do we need to revisit any recent offers? Do we need to delay any start dates?</li> </ul>	<ul> <li>Should we develop relationships with new sources of candidates (e.g. gig platforms)?</li> <li>In what areas may we want to elevate our recruitment brand in the market?</li> <li>For industries where the crisis has led to rapid hiring, how do we plan for potential shortages in talent supply?</li> </ul>	<ul> <li>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?</li> </ul>
Performance management	<ul> <li>To what extent do we need to reactivate our performance management cycle with retrospective reviews for the crisis period?</li> <li>How will we adjust metrics for current year evaluations?</li> <li>Were there any capability gaps that were identified during the crisis?</li> </ul>	<ul> <li>How are we defining performance expectations for modified working arrangements?</li> <li>Do we have an adequate approach in place to handle performance reviews?</li> <li>Are there tools and resources we can equip managers and employees with to ensure that dialogue is appropriately tailored to changes in performance expectations?</li> </ul>	<ul> <li>If virtual work is extended, what changes will be required to manage performance?</li> <li>What commitments can/should we be making to our people, when it comes to performance management and promotions in the coming few years?</li> </ul>
Onboarding	<ul> <li>Which parts of our onboarding can be digitised, to support virtual experiences?</li> <li>Do we have the right plans in place now to ensure new hires have the necessary</li> <li>technology and tools, if they will not be in the physical office from the start?</li> <li>If we will be onboarding new talent, how are we now ensuring they feel engaged and integrated?</li> </ul>	<ul> <li>Are new hires feeling connected to the organisation?</li> <li>Do we need to account for changes to our onboarding processes for new types of talent categories (e.g. gig workers, contractors)?</li> </ul>	

Talent Processes (2 of 2)	<b>Respond</b> Dealing with the present situation and managing continuity	<b>Recover</b> Learning and emerging stronger	<b>Thrive</b> Preparing for and shaping the "new normal"
Learning and reskilling	<ul> <li>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)?</li> <li>Have we identified any areas for immediate reskilling or cross-training, to ensure a smooth re-integration of our workforce?</li> </ul>	<ul> <li>What broader reskilling efforts may now be required? Which are our priority areas?</li> <li>Can we digitise more of our existing learning content?</li> <li>What new learning content might we need to curate/develop?</li> </ul>	<ul> <li>How do we continue to shift our learning culture, so that our people see learning as integrated 'into the flow' of their daily work?</li> </ul>
Workforce reductions	<ul> <li>Have we adequately considered alternate options to terminations and layoffs (e.g., early retirements, voluntary unpaid leaves with stipend, reduced work weeks)?</li> <li>Do our existing processes for terminations need to be adjusted, especially if we need to conduct discussions virtually?</li> </ul>	<ul> <li>How are we engaging employees and contractors who may have been laid off because of the crisis?</li> <li>What are the learnings we can take from our workforce reduction processes?</li> </ul>	

Benefits plans	<b>Respond</b> Dealing with the present situation and managing continuity	Recover     Thrive       Learning and emerging stronger     Preparing for and shaping the "new normal"
Plan changes	<ul> <li>Do we need to adjust our plans to create more flexibility (e.g., extended sick leave)?</li> <li>Do we need to make further adjustments to our out-of-country benefits?</li> </ul>	<ul> <li>Do any of our programs encourage unsafe behaviour (e.g., not reporting infection)? If so, how do we make the appropriate modifications?</li> <li>How are our benefit providers reacting to this crisis? How can we work with them to enhance our plans?</li> <li>Are we considering scaling back any benefit plan entitlements that we extended at the onset of the crisis?</li> </ul>
Well-being and mental health	<ul> <li>Is our current mental health support comprehensive enough?</li> <li>Can employees access new government programs to support their mental health?</li> <li>Are we adequately equipping our leaders and managers with the resources they need to support the overall well-being of themselves and their teams?</li> <li>What support are we providing to people who have experienced deaths of family members, coworkers, or clients?</li> </ul>	<ul> <li>Do we need to consider additional mental-health supports upon re-entry into the workplace?</li> <li>Do we need crisis response support in place for issues involving mental health concerns in our workforce?</li> <li>Do we need to enhance our absenteeism management processes/systems?</li> <li>How can we address rapid changes in work norms (e.g., email volume, long hours) to support mental health?</li> <li>Should we conduct a comprehensive review of our mental health policies, programs, and practices?</li> </ul>
Work arrangements	<ul> <li>Do we want to consider implementing new work-from-home incentives to minimise risks associated with re-entry?</li> <li>Should we consider modifying benefit entitlements for those who opt into modified work arrangements?</li> </ul>	<ul> <li>How are we supporting our workforce, in the event of additional school or care-giving disruptions?</li> </ul>
Compensation	<ul> <li>What concerns have our employees raised about compensation programs? Have we sufficiently addressed these?</li> <li>Are temporary compensation adjustments needed for essential staff (e.g. danger pay)?</li> </ul>	<ul> <li>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?</li> <li>How and when will we make decisions to consider adjusting our bonus and equity-based programs metrics and payouts?</li> <li>Do our executive compensation program metrics need to be reviewed?</li> <li>Will we need to evaluate salary increases for the coming year?</li> </ul>

Employee experience	<b>Respond</b> Dealing with the present situation and managing continuity	<b>Recover</b> Learning and emerging stronger	<b>Thrive</b> Preparing for and shaping the "new normal"
Multi-channel/multi-directional communication	<ul> <li>Do we need to adjust our approach for managing employee questions and concerns (e.g. central mailboxes, leadership points of contact)?</li> <li>Do we have enough two-way communication channels in place?</li> <li>What messages are we sharing with regard to job security? How are we openly communicating workforce reductions, while simultaneously hiring in others?</li> <li>Are we effectively communicating regarding our employees' use of social media and privacy concerns?</li> </ul>	<ul> <li>How are we ensuring employees continue to feel heard and safe as they re-enter the workplace (e.g., pulse surveys, open forums)?</li> <li>What is the appropriate cadence and channel for communications, to keep people engaged without being overwhelmed?</li> <li>Are we staying connected with our people who have been laid off? What is our process for reengaging them?</li> </ul>	<ul> <li>What have we learned from communication during the crisis that we need to continue and enhance? What measures need to be permanently adopted?</li> </ul>
Recognition/retention	<ul> <li>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,</li> <li>supporting colleagues struggling with mental health concerns)?</li> <li>Are there examples of teams that have delivered high performance during the crisis? How do we celebrate behaviour and replicate it in other areas?</li> </ul>	<ul> <li>Is there a need for special recognition of any of your workforce?</li> <li>Are there new opportunities to engage our top performers (e.g., stretch roles, team leadership, hack-a-thons)?</li> <li>Are we actively engaging our people in the appropriate career development conversations?</li> </ul>	



#### Workplace: Overview of key areas to be assessed

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	<b>Respond</b> Dealing with the present situation and managing continuity	<b>Recover</b> Learning and emerging stronger	<b>Thrive</b> Preparing for and shaping the "new normal"
Personal protective equipment (PPE)	<ul> <li>Have we adequately considered and made available the PPE that is critical for the return of our employees to the workplace?</li> </ul>	<ul> <li>How are we monitoring PPE meets the standards and compliance?</li> <li>Do our employees need any new PPE that we do not currently have?</li> <li>Do our customer-facing employees need any additional protection when engaging with clients in our workspaces or theirs?</li> </ul>	
Re-entry and monitoring	<ul> <li>What processes will we follow to clear employees for re-entry into the workplace (e.g., temperature checks)? How will we handle positive tests?</li> <li>Do we need a medical consultant onsite to deal with concerns and protect the organisation?</li> <li>Have we thought through how we will support immune-compromised employees?</li> </ul>	<ul> <li>Are our protocols for monitoring potential employee illness proving successful? How often are we checking with employees?</li> <li>How are we training employees to monitor themselves for signs of infection?</li> </ul>	<ul> <li>How do we equip our employees in the long run to see monitoring as a shared accountability?</li> </ul>
Cleaning and food safety	<ul> <li>How are we changing our sanitisation processes, especially in our common spaces?</li> <li>What food safety concerns do we need to plan for when our employees return to the workplace (e.g., coffee stations, lunchrooms)?</li> </ul>	<ul> <li>Are our sanitisation processes proving sufficient?</li> <li>What protocols might we need to ensure that employees maintain distancing while in the office? What is our approach to non-compliance?</li> <li>Have our employees been following our food safety guidelines?</li> <li>Do we need to consider greater measures for heightened food safety (e.g. asking employees not to bring food containers from home)?</li> </ul>	

Workspaces	<b>Respond</b> Dealing with the present situation and managing continuity	Recover Learning and emerging stronger	<b>Thrive</b> Preparing for and shaping the "new normal"
Workspaces	<ul> <li>Do you have adequate data to make future decisions on real estate?</li> <li>How much of our workforce do we want to keep working virtually? How will this impact the physical workspaces we have?</li> <li>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)?</li> <li>Do we need to adjust our protocols for visitors to our office locations (e.g., limits on numbers)?</li> <li>Have we re-visited our approach to on-site client events and meetings?</li> </ul>	<ul> <li>Are employees using our physical space or opting to work from home? Do we need to adjust our real estate strategy longer-term?</li> <li>Do we need to make any adjustments to shifts or working hours, or consider introducing them?</li> <li>Do we need greater enforcement of our protocols with our clients/customers? What is our approach to non-compliance?</li> <li>How can we re-configure workplaces (e.g., no desks are facing each other) to maximise safety?</li> <li>Can we creatively look at partnering with temporary work space providers?</li> <li>Are clients visiting our office locations as much as they used to? How do these changes impact our real estate strategy?</li> <li>Have parking requirements changed?</li> </ul>	<ul> <li>How can we use analytics to better understand and optimise our workspace usage?</li> <li>Over the long term, how will we balance our employees' needs for human connection with the heightened adoption of technology?</li> <li>What are those strategic choices/trade offs that need to be made to materially reduce the size/cost/carbon footprint of the corporate real estate portfolio; whilst enabling the new ways of working/talent models required to meet the demands of the "Future of Work"?</li> </ul>



### Workforce and Talent Recover and Thrive Lab

The virtual lab experience sets the foundations in understanding the impact and implications of COVID-19 on your strategy and talent in order to proactively plan for the 'new normal', challenging your thinking with industry and subject matter experts to accelerate decision making

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#### Remarkable times calls for remarkable leadership.

For an organisation to plan and execute well for the upcoming recovery, it will require unprecedented functional collaboration and clarity on the way forward

The **Recover & Thrive Lab** is a highly facilitated, halfday experience of  $2 \times 2$ -hour virtual sessions with your leadership team

It has been designed to accelerate your thinking and alignment around the actions you need to take now to set the strongest foundation to achieve sustained growth and performance



We understand that every organisation is different and is experiencing **different challenges and opportunities** as a result of COVID-19. Therefore the content of each lab will be **tailored** to your organisation's focus based on our understanding of your organisation and an initial video interview with the sponsor within your business

The session is structured in a way to drive **alignment**, **prioritisation and action** for your strategy and talent

#### HOW THE LAB IS STRUCTURED

02 | Prioritise

initiatives

enablers

• Prioritise the strategic

• Agree strategic priorities

and rank in terms of

urgency vs. impact

Identify blockers and

#### **01** | Reflect

- Reflect on your current position and strategy
- Explore and align on potential recovery scenarios
- Align on your revised ambition and strategic focus
- Identify strategic opportunities and accelerators

#### OUTPUTS

Current state assessed and strategic opportunities



Analysis of strategic initiatives, prioritised on urgency vs impact



#### 03 | Plan

- Define what success looks like for your priorities
- Assess your level of confidence in achieving them
- Confirm accountability
- Agree immediate next steps

Roadmap of how to get there







#### **Key contacts**



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