Strategizing the Return of Your Workforce

• MAY 12, 2 PM ET •
Rethinking Workplace Design & Logistics

MAY 14, 1 PM ET
Today’s Free Webinar Made Possible by the Generous Support of the C2HR Champions:
C2HR PRESENTS:
Susan Gunn
Managing Director
EY People Advisory Services
Physical Return and Work Reimagined
Effectively navigating COVID-19

May 12, 2020
Before we start ...

- We are excited to hear your insights and experiences! We are leveraging Menti to share thoughts across the group today.

![Menti QR Code](image)

- We are using Zoom for this virtual session:
  - All participants will begin the meeting ‘Muted’ to avoid any background noise
  - If you want to speak-up, **unmute yourself in the bottom left corner of your screen**
  - You can also send-in your questions / comments by typing in the ‘Chat panel’
  - To view other participants please click ‘Participants’
Agenda

Workforce challenges: now, next and beyond

Return-to-work readiness

The evolving role of HR in the “new normal”
Transform while you transition to jump the next S curve

Beyond COVID-19, every company will need to reposition for growth and resiliency on the new S-curve based on being a transformative and digital company with the value drivers of:

- Humans@Center
- Technology@Speed
- Innovation@Scale

Companies already operating on these value drivers are proving more resilient and will grow even faster during the pandemic and beyond. COVID-19 accelerated the shift of ~8B people in one moment onto the new curve and a multi-generational shift to new ways of living and working.

De-risking the return to the workplace will enable organizations to accelerate into their next S curve.
Necessitating an on-going balance

- Financial stability
- Customer support / productivity
- Retention of key talent
- Consistency with values / purpose
- Safety & security
- Clarity and transparent communication
- Equity, consistency, and fairness

What the Business Needs
What the Employees Need

win / win
What are the specific questions or challenges you are grappling with?
Evaluation components for the return to work

**Before Day 1**
- Workplace readiness
- Workforce readiness
- Health, Safety & Wellness
- Shift mindset and trust
- Evolve people policies
- Address the Operating Model

**First Wave - Day 1 - 30**
- The ‘new normal’
- Guide the new work experience
- Enable emotional safety

**Mobilization and support**
- Prepare for physical return

**Sustaining the ‘new normal’**

**Future Waves - Day 30+**

**Evaluation components**

- Crisis management and Change
- Government and scientific indicators
- Health and screening requirements
- Technology enablers
- Facilities Management
- Data and analytics / reporting
- Policies and protocols
- Business continuity plans
- Legal and privacy concerns
Determining the who, when and how of returning to work

Employers must develop a phased approach to safely return people to work. Organizations should prepare for a new normal in which some workers will return to physical spaces, some will remain remote, and some will flex between both.

**Who?**

Not all workers need to physically return to work at once. Evaluate who needs to be on-site, at which site, and consider the possibility that workers who have made remote work successful, may not need to physically return at all. Scenario planning is key!

A potential phasing could be:

1. **Facilities personnel**
   - Workers who prepare or clean the facility for the larger workforce (facilities management, janitorial staff, mail room attendants, reception, IT, etc.)

2. **Business-critical and/or on-site workers**
   - Workers who are critical to production or customer support

3. **Workers who prefer to be on-site**
   - Workers who are more comfortable or more productive in an on-site work environment

4. **Successful remote-workers**
   - Workers who have been successful and productive working remotely

**When?**

When work spaces will be safe to reopen will depend largely on federal, state, and local guidelines and available scientific guidance. Some companies may consider a phased approach, as parts of the country open before others.

Below are indicators\(^1\) that a region may be ready to reopen:

- There is a significant reduction in state-wide confirmed COVID-19 cases for 14 days
- Local hospitals are able to accommodate and treat all patients
- Everyone who has COVID-19 symptoms is able to access testing
- Confirmed cases are low enough that health officials are able to track each case

**How?**

Create an accessible, clean, and safe environment

- Clear steps, review process, and routine schedule implemented
- Account for steps taken to close physical locations and develop the checklist of steps required to re-open
- Appropriate inventory of masks, hand sanitizer, cleaning wipes, etc.

Take health and wellness precautions

- Determine how the company will institute mandatory health screenings and precautions (e.g. temperature screening, wearing masks) in a way that communicates safety and not an invasion of rights

Determine new workspace configuration

- Altering the workspace to require social distancing (i.e. distance between working stations, separate break areas, etc.)

Design appropriate protocols/policies

- Distribute guidance on conducting meetings and greeting one another (e.g. no hand shakes)
- Develop flexible remote work policies

What is your current state of readiness for Day 1?

![Graph showing readiness levels for different areas](image)

- Workplace readiness: Not sure where to start at 5.1
- Workforce readiness: Ready to go at 4.5
- Health, safety, and wellness: Ready to go at 5.3
- Command center: Ready to go at 5.7
The future of HR is met by answering four imperatives at the heart of the issues and trends affecting HR

**Operate horizontally**
To deliver experiences at scale, the people function of the future must work horizontally across the enterprise and consider:
- **Me:** How do I fit in? How I think, feel, learn, behave, change, and grow?
- **We:** How do we work?
- **Now:** How do we operate? How do we experience the workplace?

**Enhance value**
The people function must work differently to maximize the human value that is essential for long-term value creation focusing on:
- Financial Value
- Human Value
- Consumer Value
- Societal Value

**Accelerate digital**
Digital unlocks the capacity trapped in your current service delivery model and enables your team to spend more time on what matters focusing on:
- Workforce Vitality
- Organization & Workforce Strategy
- Performance Architecture
- Experience Amplifiers
- People Enablement

**Prioritize spend**
Rebalance your budget; it is absolutely possible to deliver cost savings - while expanding services and improving experiences. It is important to:
- Unlock capacity
- Make targeted investments
- Work differently
- Prioritize effort around value
The New People Value Chain: Changing what HR does forever

<table>
<thead>
<tr>
<th>People Services Team</th>
<th>Workforce Vitality Engineers</th>
<th>Organization &amp; Workforce Strategists</th>
<th>Performance Architects</th>
<th>Experience Amplifiers</th>
<th>People Enablement Technicians</th>
</tr>
</thead>
<tbody>
<tr>
<td>HR Ops. &amp; Admin</td>
<td>Health &amp; Safety</td>
<td>Org. Design &amp; Talent Planning</td>
<td>Succession Readiness</td>
<td>Purpose &amp; Trust</td>
<td>People Development</td>
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<tr>
<td>Talent Acquisition</td>
<td>Workforce Resilience &amp; Flexibility</td>
<td>Digital &amp; Human Mix</td>
<td>Career Paths &amp; Scaffolding</td>
<td>Culture</td>
<td>Executive Development</td>
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<tr>
<td>Comp. Admin.</td>
<td>Physical Wellbeing</td>
<td>Strategic Workforce Planning</td>
<td>Job Architecture &amp; Career Framework</td>
<td>Experience ROI</td>
<td>Upskilling @ Scale</td>
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<td>Mobility</td>
<td>Financial Wellbeing</td>
<td>Crisis Management &amp; Workforce Actions</td>
<td>Employee &amp; Labor Relations</td>
<td>Listening</td>
<td>Digital Strategy &amp; Tools</td>
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<td>Payroll</td>
<td>People Spend ROI</td>
<td>Talent Trading &amp; Brokering</td>
<td>Perf. Mgmt. &amp; Growth Feedback</td>
<td>Change-as-a-Service (CaaS)</td>
<td>Experience Design</td>
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<td>HR Portfolio Management</td>
<td>Inclusion &amp; Diversity</td>
<td>Contingent Workforce Management</td>
<td>Recognition</td>
<td>Leadership</td>
<td>Digital Enablement</td>
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<td>Risk &amp; Compliance Services</td>
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<td>Innovation @ Work</td>
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Innovation Themes
- Coordination and Risk
- Virtual Global Business Services
- Human at the Center Resilience Partner
- Agile Workforce Talent Liquidity
- Experience and Voice of the Employee “Ministry of Trust and Purpose”
- Digital Acceleration
- Experimental HR
How do you think the employee experience in your organization will change in the new normal?

<table>
<thead>
<tr>
<th>Employees will have a me first attitude</th>
<th>The workplace as we know it has changed forever</th>
<th>Continuation of virtual teams</th>
</tr>
</thead>
<tbody>
<tr>
<td>We will be more accepting of flexible work arrangements.</td>
<td>Fewer interpersonal interactions</td>
<td>More employees working from home full-time</td>
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<tr>
<td>There will be more positions that work from home.</td>
<td>Shift to a more virtual workplace</td>
<td>Loss of personal privacy re to health</td>
</tr>
<tr>
<td>more distant because we will have to do more web based interaction</td>
<td>Connect everyone more virtually going forward with our multiple locations</td>
<td>Meetings and conferences to adapt</td>
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<tr>
<td>Working from home will be ‘expected’</td>
<td>Adaptable and flexible work arrangements will be accepted new norm</td>
<td>Virtual experiences</td>
</tr>
<tr>
<td>Loss of meaningful relationship building</td>
<td>Employees will question why a remote work policy can’t be put into place</td>
<td>How people will connect interact, virtual vs in person will there be a negative affect on network ing helps connect with the missing face to face</td>
</tr>
<tr>
<td>Disconnect from the team aspect - no longer visually connected.</td>
<td>Sweatpants in the office</td>
<td>Interview candidates that can work from home and on site</td>
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Thank you!

For more information:

Please reach out to Susan Gunn at Susan.Gunn@ey.com

Visit us at www.ey.com for more resources
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