

COVID-19

Workforce strategies for a post-COVID-19 recovery
Workbook

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The first priority during the COVID-19 pandemic has been crisis response and emphasizing health and safety, essential services, and the virtualization 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 organization’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 organizations 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 organizations 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 maximize the workforce's contribution and potential, while preparing the workforce with the skills and capabilities for the return.
-  **Rethink.** Utilize 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, organized 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. Organizations 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, organizations 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](#)

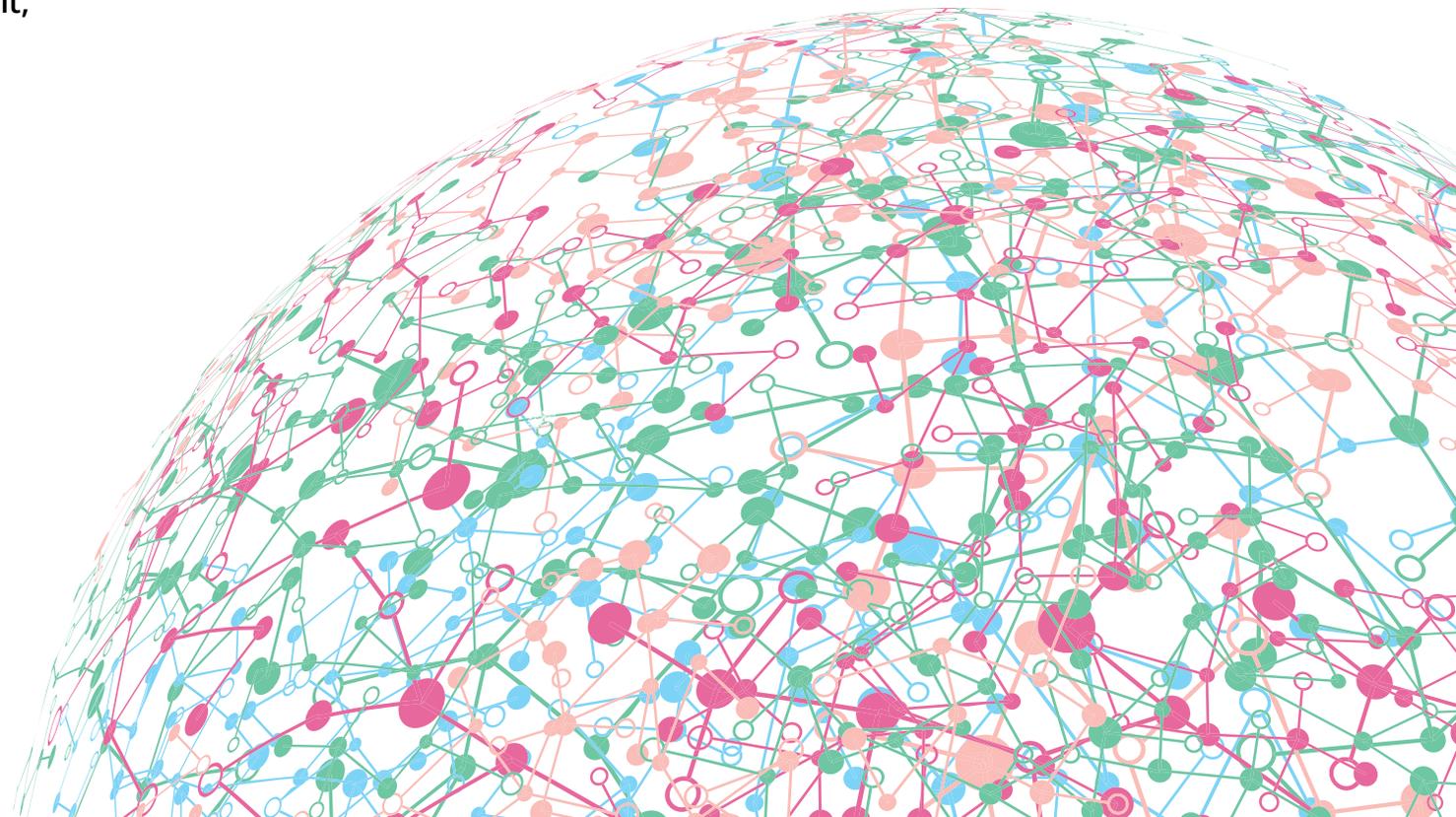


Much remains uncertain, but one thing is clear: customers, workers, suppliers and other partners are watching. How organizations handle the recovery will define their brands with both their workforce and their customers, establish their reputations for years to come, and determine their future competitiveness.

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 organizations look for opportunities to **reflect, recommit, re-engage, rethink, and reboot.**

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 organization. While comprehensive, this workbook is not intended to be exhaustive, nor is it meant as advice; it too will evolve as circumstances change.

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.





Work

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

Command centre

Work design

Travel

Employment brand

Software

Hardware

Digitization

Analytics

Community partnerships

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Workforce

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

Scenario planning and alternative labour strategies

People strategy/ operational plan

Benefits plans

Workforce experience

Leadership

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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

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

Command centre

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



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



Respond Dealing with the present situation and managing continuity	Recover Learning and emerging stronger	Thrive Preparing for and shaping the “new normal”
<p>Planning and communications</p> <ul style="list-style-type: none"> <input type="checkbox"/> 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? <input type="checkbox"/> Who are the critical leaders who will be a part of the command centre? <input type="checkbox"/> What are we doing to manage the critical internal and external stakeholder groups that we need to engage through the recovery period? <input type="checkbox"/> Are we adequately “plugged in” to all sources of external resources for updated news (e.g., government, public relations)? <p>Measurement</p> <ul style="list-style-type: none"> <input type="checkbox"/> 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)? <input type="checkbox"/> 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? <input type="checkbox"/> Are we using analytics and dashboards effectively to inform decision-making? If not, where can we start? 	<p>Planning and communications</p> <ul style="list-style-type: none"> <input type="checkbox"/> Are people getting the information they need as they return to the workplace? <input type="checkbox"/> Do we need new tools or technology to enable more effective information flow? <p>Measurement</p> <ul style="list-style-type: none"> <input type="checkbox"/> How will we detect how many COVID-19 related issues we have in our workforce and where they are? <input type="checkbox"/> What KPIs can we set to understand the effectiveness of our response at various stages (e.g., anticipating a crisis, T-24 hours)? <input type="checkbox"/> What processes are we implementing to ensure the command centre team is regularly reflecting on lessons learned to change as needed? 	<p>Planning and communications</p> <ul style="list-style-type: none"> <input type="checkbox"/> Do we have agreed-upon scenarios that we will use to frame our decisions? <input type="checkbox"/> What have we learned from our response to this crisis, and how are we updating our emergency response protocols for the future? <input type="checkbox"/> How are we using data and technology to sense what might be coming next?
<p>Our plan</p>	<p>Our plan</p>	<p>Our plan</p>



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

Work design

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



**The adaptable organization:
Harnessing a networked enterprise
of human resilience**



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

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 organizational boundaries and how can we emulate?

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?

Nature of work

- What did we learn about workforce productivity? What lessons can we apply moving forward?
- What impact have 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 organization analytics to understand the formal and informal networks that underpin our organization, 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?

Our plan

Our plan

Our plan



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

Travel

Addressing new requirements and realities for travel will be necessary.

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Respond Dealing with the present situation and managing continuity	Recover Learning and emerging stronger	Thrive Preparing for and shaping the “new normal”
<p>Business travel</p> <ul style="list-style-type: none"> <input type="checkbox"/> 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? <input type="checkbox"/> What type of business travel will we now deem essential? <input type="checkbox"/> What will our travel approval process now need to look like to ensure a balance of safety and cost-containment? 	<p>Business travel</p> <ul style="list-style-type: none"> <input type="checkbox"/> Will we set restrictions for employees while they are travelling to optimize their safety (e.g., limit number of people in meetings)? How often will we review these restrictions? <input type="checkbox"/> Do we need restrictions on who travels and how often? <input type="checkbox"/> What protocols do we need in place to have contact with employees when they are traveling? <p>Personal travel</p> <ul style="list-style-type: none"> <input type="checkbox"/> Do we need to develop guidance for personal travel (e.g., requirement to flag travel to high-risk locations)? 	<p>Business travel</p> <ul style="list-style-type: none"> <input type="checkbox"/> Is there an opportunity to re-think our overall travel philosophy to reduce cost and environmental impact?
<p>Our plan</p>	<p>Our plan</p>	<p>Our plan</p>



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

Employment brand

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



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Respond Dealing with the present situation and managing continuity	Recover Learning and emerging stronger	Thrive Preparing for and shaping the “new normal”
<p>Reputation management</p> <ul style="list-style-type: none"> <input type="checkbox"/> Have there been any missteps during the response to COVID-19 that need to be addressed? <input type="checkbox"/> Do we need to adjust our approach and tone when engaging our workforce? <input type="checkbox"/> Do we have the right processes in place to measure workforce sentiment? 	<p>Reputation management</p> <ul style="list-style-type: none"> <input type="checkbox"/> How do we make sure we are maintaining and elevating our employment brand across current and future prospects? <input type="checkbox"/> 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? 	<p>Reputation management</p> <ul style="list-style-type: none"> <input type="checkbox"/> Will our employment brand need to change in the future?
<p>Our plan</p>	<p>Our plan</p>	<p>Our plan</p>



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

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.

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Respond Dealing with the present situation and managing continuity	Recover Learning and emerging stronger	Thrive Preparing for and shaping the “new normal”
<p>Collaboration and connectivity</p> <ul style="list-style-type: none"> <input type="checkbox"/> 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? <input type="checkbox"/> What features do we feel will be most important to enable continued connectivity of our dispersed workforce (e.g., video, whiteboards, simultaneous document editing)? <p>Security concerns</p> <ul style="list-style-type: none"> <input type="checkbox"/> Have privacy concerns been adequately addressed? <input type="checkbox"/> Have cybersecurity concerns that come with a dispersed and remote workforce been effectively addressed? Do we foresee others? 	<p>Collaboration and connectivity</p> <ul style="list-style-type: none"> <input type="checkbox"/> What tools and platforms continue to be most effective for supporting a blend of physical and virtual work? How are we understanding employee preferences? <input type="checkbox"/> Are there any persistent challenges our employees are facing with existing platforms? Where can we make enhancements? <p>Security concerns</p> <ul style="list-style-type: none"> <input type="checkbox"/> 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)? 	<p>Collaboration and connectivity</p> <ul style="list-style-type: none"> <input type="checkbox"/> 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?
<p>Our plan</p>	<p>Our plan</p>	<p>Our plan</p>



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

Hardware

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

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Respond Dealing with the present situation and managing continuity	Recover Learning and emerging stronger	Thrive Preparing for and shaping the “new normal”
<p>Mobile accessibility</p> <ul style="list-style-type: none"> <input type="checkbox"/> Do we have sufficient infrastructure (e.g., bandwidth, access licences) to manage remote work at scale? <input type="checkbox"/> What hardware challenges have our employees encountered while transitioning to remote work (e.g., difficulty procuring office tools)? Have these challenges been addressed? <input type="checkbox"/> 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)? 	<p>Hardware returns</p> <ul style="list-style-type: none"> <input type="checkbox"/> Was any hardware provided to employees that needs to be returned (e.g. monitors)? <input type="checkbox"/> Will we allow the continued use of personal equipment that may cause security risks? <p>Remote working tools</p> <ul style="list-style-type: none"> <input type="checkbox"/> 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? <input type="checkbox"/> How do we ensure that the workers have what they need, should there be a recurrence of COVID-19? 	<p>Remote working tools</p> <ul style="list-style-type: none"> <input type="checkbox"/> 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?
<p>Our plan</p>	<p>Our plan</p>	<p>Our plan</p>



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

Respond

Dealing with the present situation and managing continuity

Digitization

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

Our plan

Recover

Learning and emerging stronger

Digitization

- What work can still not be completed because information or resources have not been fully digitized, and how can these challenges be remedied quickly?
- What processes and practices are anchoring our employees to the physical workspace? Can these be changed?

Our plan

Thrive

Preparing for and shaping the “new normal”

Digitization

- 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 digitization (e.g., recruitment, onboarding)?

Our plan

Digitization

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



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

Analytics

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

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Respond	Recover	Thrive
<p>Dealing with the present situation and managing continuity</p> <p>Reporting and dashboards</p> <ul style="list-style-type: none"> <input type="checkbox"/> What employee data was missing during the crisis? Can we remedy this prior to our workforce returning to work? <input type="checkbox"/> What new or enhanced reporting do we need to support the return of our workforce? 	<p>Learning and emerging stronger</p> <p>Measurement</p> <ul style="list-style-type: none"> <input type="checkbox"/> How are we monitoring the use of HR technologies and platforms, and adjusting our offerings accordingly to best support employees? <input type="checkbox"/> What unstructured data do we already collect that we can analyze to yield deeper insights? 	<p>Preparing for and shaping the “new normal”</p> <p>Measurement</p> <ul style="list-style-type: none"> <input type="checkbox"/> How might we ethically leverage technology to monitor the engagement, productivity and well-being of our workforce (e.g., wearables)?
<p>Our plan</p>	<p>Our plan</p>	<p>Our plan</p>



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

Community partnerships

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

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Respond Dealing with the present situation and managing continuity	Recover Learning and emerging stronger	Thrive Preparing for and shaping the “new normal”
<p>Partnerships</p> <ul style="list-style-type: none"> <input type="checkbox"/> What recovery and post-recovery challenges faced by our customers, employees and communities is our organization now uniquely equipped to solve (e.g., increasing employment opportunities)? Can we think of creative and unexpected ways to help? <input type="checkbox"/> Do we have areas where our business is actually now growing, and where we could use community connections to tap into new talent pools? 	<p>Partnerships</p> <ul style="list-style-type: none"> <input type="checkbox"/> Are there community groups that reflect our purpose that we could partner with to support their recovery efforts? 	<p>Partnerships</p> <ul style="list-style-type: none"> <input type="checkbox"/> Are there opportunities for us to collaborate and share experiences with other organizations 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)? <input type="checkbox"/> 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?
<p>Our plan</p>	<p>Our plan</p>	<p>Our plan</p>



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

Regulatory and legal

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



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Respond Dealing with the present situation and managing continuity	Recover Learning and emerging stronger	Thrive Preparing for and shaping the “new normal”
<p>Legal</p> <ul style="list-style-type: none"> <input type="checkbox"/> What new legal considerations do we need to be prepared for as people return to work (e.g., occupational health requirements)? <p>Regulatory requirements</p> <ul style="list-style-type: none"> <input type="checkbox"/> Are we adequately leveraging government programs (e.g., wage subsidies) to support our workers while we stabilize? Are there any new programs that we should be exploring? <input type="checkbox"/> How will we manage and communicate policies related to infectious disease and leaves of absence due to medical directives? <input type="checkbox"/> What will regulators want to understand in their post-crisis review? Are we collecting sufficient data to measure and document our behaviours? <p>Work refusals</p> <ul style="list-style-type: none"> <input type="checkbox"/> During the initial outbreak, what were the key learnings around protocols to investigate work refusals? <input type="checkbox"/> How will we proactively manage safety concerns moving forward? <input type="checkbox"/> Are we currently dealing with any active or pending work refusals that require a response? 	<p>Regulatory requirements</p> <ul style="list-style-type: none"> <input type="checkbox"/> What support are we providing to employees in understanding any relevant policy changes that may impact them (e.g., return to work, government programs)? <input type="checkbox"/> How are we managing recalls from temporary layoffs? <input type="checkbox"/> How are we staying on top of regulatory changes in other jurisdictions that may have implications for us globally? <input type="checkbox"/> How are we managing ongoing communications with public health authorities? <p>Work refusals</p> <ul style="list-style-type: none"> <input type="checkbox"/> How do we make sure we are anticipating work refusals before they happen? <input type="checkbox"/> How are we recording work refusals and ensuring proper remedial actions are taken to protect our workers? <input type="checkbox"/> How are we ensuring workplace practices continue to align with public health directives? 	<p>Regulatory requirements</p> <ul style="list-style-type: none"> <input type="checkbox"/> How can we effectively incorporate regulatory changes into our regular cycle of employee relations policy reviews?
<p>Our plan</p>	<p>Our plan</p>	<p>Our plan</p>



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

Vendor management

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



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Respond	Recover	Thrive
<p>Dealing with the present situation and managing continuity</p> <p>Vendor relationships</p> <ul style="list-style-type: none"> <input type="checkbox"/> What vendor services will be most critical to our recovery? <input type="checkbox"/> Have new needs arisen that require us to procure new vendors? <input type="checkbox"/> Do any of our vendor terms need to be further adjusted prior to bringing the workforce back? <input type="checkbox"/> Do we need to adjust any of our vendor management systems in the immediate term? 	<p>Learning and emerging stronger</p> <p>Vendor relationships</p> <ul style="list-style-type: none"> <input type="checkbox"/> Are any of our strategic vendors now facing serious challenges that threaten our business? In what ways could we support them? <input type="checkbox"/> How has the vendor landscape changed? How do we need to further adjust our vendor strategy? <input type="checkbox"/> How will our physical interaction with vendors work moving forward? What protocol changes have they made? 	<p>Preparing for and shaping the “new normal”</p> <p>Vendor relationships</p> <ul style="list-style-type: none"> <input type="checkbox"/> Will changes to usage patterns trigger any rebates or cost negotiations with external vendors?
<p>Our plan</p>	<p>Our plan</p>	<p>Our plan</p>



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

Notes page



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Workforce

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

Scenario planning and alternative labour strategies

Leadership

People strategy/operational plan

Talent processes

Benefits plans

Notes page

Workforce experience





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

Scenario planning and alternative labour strategies

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

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Respond	Recover	Thrive
<p>Dealing with the present situation and managing continuity</p> <p>Scenarios</p> <ul style="list-style-type: none"> <input type="checkbox"/> Are we adequately integrating our financial plans with our workforce plans (e.g., adopting a common set of scenarios for the enterprise)? <input type="checkbox"/> How are we managing any workforce reduction planning, relative to our business continuity plans? <p>Workforce planning</p> <ul style="list-style-type: none"> <input type="checkbox"/> What are our critical workforce segments today? How are we prioritizing their re-integration (e.g., skill shortages, need for physical customer contact)? <input type="checkbox"/> Of the workforce that we have now, what skill gaps exist? Which do we need to address with urgency? <input type="checkbox"/> Are there alternative types of labour (e.g., gig workers, retirees) that we need to be considering in our immediate workforce resizing efforts? 	<p>Learning and emerging stronger</p> <p>Scenarios</p> <ul style="list-style-type: none"> <input type="checkbox"/> What are we doing to ensure our scenarios are agile (e.g. regular monitoring of external changes)? <input type="checkbox"/> What is our strategy for approaching the need for additional workforce reductions in the short and medium-term? <p>Workforce planning</p> <ul style="list-style-type: none"> <input type="checkbox"/> Do we anticipate further changes in demand for our services? <input type="checkbox"/> Where do we continue to have critical skill gaps? <input type="checkbox"/> 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? <input type="checkbox"/> 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? 	<p>Preparing for and shaping the "new normal"</p> <p>Workforce planning</p> <ul style="list-style-type: none"> <input type="checkbox"/> 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? <input type="checkbox"/> How has the crisis altered future skill requirements? <input type="checkbox"/> How are we thinking about our workforce in a way that provides us with the greatest flexibility, sustainability and resilience?
<p>Our plan</p>	<p>Our plan</p>	<p>Our plan</p>



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

People strategy/ operational plan

The organization'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

Dealing with the present situation and managing continuity

HR planning

- How do we need to adjust or reprioritize 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?

Our plan

Recover

Learning and emerging stronger

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?

Our plan

Thrive

Preparing for and shaping the "new normal"

People strategy

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

Our plan



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

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.

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Respond Dealing with the present situation and managing continuity	Recover Learning and emerging stronger	Thrive Preparing for and shaping the "new normal"
<p>Plan changes</p> <ul style="list-style-type: none"> <input type="checkbox"/> Do we need to adjust our plans to create more flexibility (e.g., extended sick leave)? <input type="checkbox"/> Do we need to make further adjustments to our out-of-country benefits? <p>Well-being and mental health</p> <ul style="list-style-type: none"> <input type="checkbox"/> Is our current mental health support comprehensive enough? <input type="checkbox"/> Can employees access new government programs to support their mental health? <input type="checkbox"/> Are we adequately equipping our leaders and managers with the resources they need to support the overall well-being of themselves and their teams? <input type="checkbox"/> What support are we providing to people who have experienced deaths of family members, coworkers, or clients? 	<p>Plan changes</p> <ul style="list-style-type: none"> <input type="checkbox"/> Do any of our programs encourage unsafe behaviour (e.g., not reporting infection)? If so, how do we make the appropriate modifications? <input type="checkbox"/> How are our benefit providers reacting to this crisis? How can we work with them to enhance our plans? <input type="checkbox"/> Are we considering scaling back any benefit plan entitlements that we extended at the onset of the crisis? <p>Well-being and mental health</p> <ul style="list-style-type: none"> <input type="checkbox"/> Do we need to consider additional mental-health supports upon re-entry into the workplace? <input type="checkbox"/> Do we need crisis response support in place for issues involving mental health concerns in our workforce? <input type="checkbox"/> Do we need to enhance our absenteeism management processes/systems? <input type="checkbox"/> How can we address rapid changes in work norms (e.g., email volume, long hours) to support mental health? 	<p>Plan changes</p> <ul style="list-style-type: none"> <input type="checkbox"/> How can we leverage analytics to better tailor our benefit offerings to our employee needs and manage costs? <input type="checkbox"/> How can we re-imagine our offerings to provide our employees with the greatest degree of flexibility?
<p>Our plan</p>	<p>Our plan</p>	<p>Our plan</p>



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

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.

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Respond Dealing with the present situation and managing continuity	Recover Learning and emerging stronger	Thrive Preparing for and shaping the "new normal"
<p>Work arrangements</p> <ul style="list-style-type: none"> <input type="checkbox"/> Do we want to consider implementing new work-from-home incentives to minimize risks associated with re-entry? <input type="checkbox"/> Should we consider modifying benefit entitlements for those who opt into modified work arrangements? <p>Compensation</p> <ul style="list-style-type: none"> <input type="checkbox"/> What concerns have our employees raised about compensation programs? Have we sufficiently addressed these? <input type="checkbox"/> Are temporary compensation adjustments needed for essential staff (e.g. danger pay)? 	<p>Work arrangements</p> <ul style="list-style-type: none"> <input type="checkbox"/> How are we supporting our workforce, in the event of additional school or care-giving disruptions? <p>Compensation</p> <ul style="list-style-type: none"> <input type="checkbox"/> 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? <input type="checkbox"/> How and when will we make decisions to consider adjusting our bonus and equity-based programs metrics and payouts? <input type="checkbox"/> Do our executive compensation program metrics need to be reviewed? <input type="checkbox"/> Will we need to evaluate salary increases for the coming year? 	<p>Well-being and mental health</p> <ul style="list-style-type: none"> <input type="checkbox"/> Should we conduct a comprehensive review of our mental health policies, programs, and practices? <p>Compensation</p> <ul style="list-style-type: none"> <input type="checkbox"/> Do our compensation principles need to be re-imagined (e.g. flexible compensation models)?
<p>Our plan</p>	<p>Our plan</p>	<p>Our plan</p>



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

Workforce experience

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



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Respond Dealing with the present situation and managing continuity	Recover Learning and emerging stronger	Thrive Preparing for and shaping the "new normal"
<p>Multi-channel/multi-directional communication</p> <ul style="list-style-type: none"> <input type="checkbox"/> Do we need to adjust our approach for managing employee questions and concerns (e.g. central mailboxes, leadership points of contact)? <input type="checkbox"/> Do we have enough two-way communication channels in place? <input type="checkbox"/> What messages are we sharing with regard to job security? How are we openly communicating workforce reductions, while simultaneously hiring in others? <input type="checkbox"/> Are we effectively communicating regarding our employees' use of social media and privacy concerns? <p>Recognition/retention</p> <ul style="list-style-type: none"> <input type="checkbox"/> Are there different types of behaviours we now want to recognize 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)? <input type="checkbox"/> Are there examples of teams that have delivered high performance during the crisis? How do we celebrate behaviour and replicate it in other areas? 	<p>Multi-channel/multi-directional communication</p> <ul style="list-style-type: none"> <input type="checkbox"/> How are we ensuring employees continue to feel heard and safe as they re-enter the workplace (e.g., pulse surveys, open forums)? <input type="checkbox"/> What is the appropriate cadence and channel for communications, to keep people engaged without being overwhelmed? <input type="checkbox"/> Are we staying connected with our people who have been laid off? What is our process for re-engaging them? <p>Recognition/retention</p> <ul style="list-style-type: none"> <input type="checkbox"/> Is there a need for special recognition of any of your workforce? <input type="checkbox"/> Are there new opportunities to engage our top performers (e.g., stretch roles, team leadership, hack-a-thons)? <input type="checkbox"/> Are we actively engaging our people in the appropriate career development conversations? 	<p>Multi-channel/multi-directional communication</p> <ul style="list-style-type: none"> <input type="checkbox"/> What have we learned from communication during the crisis that we need to continue and enhance? What measures need to be permanently adopted?
<p>Our plan</p>	<p>Our plan</p>	<p>Our plan</p>



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

Leadership

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



Leaders disrupted: Pushing the boundaries



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Respond Dealing with the present situation and managing continuity	Recover Learning and emerging stronger	Thrive Preparing for and shaping the “new normal”
<p>Capability gaps and development</p> <ul style="list-style-type: none"> <input type="checkbox"/> What critical capabilities are we missing in our leaders right now? Can we fill any of these gaps before we bring our workforce back? <input type="checkbox"/> Are our leaders adequately equipped to address employee concerns, and to lead in a virtual context? If not, what interventions can we consider now? <p>Succession planning</p> <ul style="list-style-type: none"> <input type="checkbox"/> Are there opportunities to recognize leaders or give them stretch assignments as part of recovery planning? <input type="checkbox"/> Do we need to make any leadership changes or adjustments? 	<p>Leadership effectiveness</p> <ul style="list-style-type: none"> <input type="checkbox"/> How are our leaders instilling trust in their teams, in a virtual or hybrid work environment? <input type="checkbox"/> How are our leaders continuing to perform through this crisis? <input type="checkbox"/> How are we ensuring that our leaders are not burning out? <p>Succession planning</p> <ul style="list-style-type: none"> <input type="checkbox"/> Do we need to re-visit any of our succession plans? <input type="checkbox"/> How are we supporting leaders in new roles? <p>Capability gaps and development</p> <ul style="list-style-type: none"> <input type="checkbox"/> How are we monitoring whether leaders are effective in this new way of working? <input type="checkbox"/> What is our approach for managing underperforming leaders? 	<p>Succession planning</p> <ul style="list-style-type: none"> <input type="checkbox"/> Are there net new leadership roles required to position us to thrive? How will we plan for and fill these roles? <p>Capability gaps and development</p> <ul style="list-style-type: none"> <input type="checkbox"/> What have we learned from the crisis about great leadership in our environment? <input type="checkbox"/> Do we need to add to or adjust the skills represented on our board of directors?
<p>Our plan</p>	<p>Our plan</p>	<p>Our plan</p>



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

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 Dealing with the present situation and managing continuity	Recover Learning and emerging stronger	Thrive Preparing for and shaping the “new normal”
<p>Recruitment</p> <ul style="list-style-type: none"> <input type="checkbox"/> Do we need to revisit any recent offers? Do we need to delay any start dates? <input type="checkbox"/> What are we doing to maintain a talent pipeline even though we may not be hiring? <p>Performance management</p> <ul style="list-style-type: none"> <input type="checkbox"/> To what extent do we need to reactivate our performance management cycle with retrospective reviews for the crisis period? <input type="checkbox"/> How will we adjust metrics for current year evaluations? <input type="checkbox"/> Were there any capability gaps that were identified during the crisis? <p>Onboarding</p> <ul style="list-style-type: none"> <input type="checkbox"/> Which parts of our onboarding can be digitized, to support virtual experiences? <input type="checkbox"/> Do we have the right plans in place now to ensure new hires have the necessary <input type="checkbox"/> technology and tools, if they will not be in the physical office from the start? <input type="checkbox"/> If we will be onboarding new talent, how are we now ensuring they feel engaged and integrated? 	<p>Recruitment</p> <ul style="list-style-type: none"> <input type="checkbox"/> Should we develop relationships with new sources of candidates (e.g. gig platforms)? <input type="checkbox"/> In what areas may we want to elevate our recruitment brand in the market? <input type="checkbox"/> For industries where the crisis has led to rapid hiring, how do we plan for potential shortages in talent supply? <p>Performance management</p> <ul style="list-style-type: none"> <input type="checkbox"/> How are we defining performance expectations for modified working arrangements? <input type="checkbox"/> Do we have an adequate approach in place to handle performance reviews? <input type="checkbox"/> Are there tools and resources we can equip managers and employees with to ensure that dialogue is appropriately tailored to changes in performance expectations? <p>Onboarding</p> <ul style="list-style-type: none"> <input type="checkbox"/> Are new hires feeling connected to the organization? <input type="checkbox"/> Do we need to account for changes to our onboarding processes for new types of talent categories (e.g. gig workers, contractors)? 	<p>Recruitment</p> <ul style="list-style-type: none"> <input type="checkbox"/> 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? <p>Performance management</p> <ul style="list-style-type: none"> <input type="checkbox"/> If virtual work is extended, what changes will be required to manage performance? <input type="checkbox"/> What commitments can/should we be making to our people, when it comes to performance management and promotions in the coming few years? <p>Learning and reskilling</p> <ul style="list-style-type: none"> <input type="checkbox"/> How do we continue to shift our learning culture, so that our people see learning as integrated ‘into the flow’ of their daily work?
<p>Our plan</p>	<p>Our plan</p>	<p>Our plan</p>



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

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.



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Respond	Recover
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Dealing with the present situation and managing continuity

Learning and emerging stronger

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?

Our plan

Learning and reskilling

- What broader reskilling efforts may now be required? Which are our priority areas?
- Can we digitize 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



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

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





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

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

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Respond	Recover	Thrive
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Dealing with the present situation and managing continuity

Learning and emerging stronger

Preparing for and shaping the “new normal”

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

Cleaning and food safety

- How are we changing our sanitization 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)?

Our plan

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 sanitization 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)?

Our plan

Re-entry and monitoring

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

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?

Respond

Dealing with the present situation and managing continuity

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?

Our plan

Recover

Learning and emerging stronger

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 maximize 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?

Our plan

Thrive

Preparing for and shaping the “new normal”

Workspaces

- How can we use analytics to better understand and optimize our workspace usage?
- Over the long term, how will we balance our employees’ needs for human connection with the heightened adoption of technology?

Our plan

Workspaces

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



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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?

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