

PIVOTing Forward

HR **Workshop** to Prepare Your Workplace
for the “New Normal”



Agenda

1. What We Know
2. Challenges and Complications
3. PIVOTing Forward
4. Tactical Before Strategic
5. Create your restaffing plan
6. Create your Action Plan



What we know



1. Everyone is impacted by this in some way
2. There is a challenging balance between economic devastation and human safety
3. We as business leaders have a complex set of issues to address but we still need to lead

Challenges and Complications

Some of the issues you will want to plan for as part of the new normal.

- What if an employee refuses to return to work because of fear of COVID-19?
- What if an employee refuses to return to work because of unemployment compensation?
- How will you manage a worksite exposure to COVID-19?
- How will you manage the new FFCRA and EFMLA leave rules? Who will manage these?
- Will you need new policies to cover remote work, leave of absence, etc?
- How will you handle any slowdown or added restrictions from the government should there be an unforeseen spike in COVID-19 cases?
- What happens if your business isn't back to pre-COVID revenue or profitability levels for 30 days? 90 days? 120 days?



PIVOTing Forward



PREPARE. A strategic level view of where your company needs to go and what resources will be needed to get there.



INNOVATE. Identify the team and internal/external resources needed to execute the plan and turn it into tactical action steps.



VALIDATE. Continuously and systematically evaluate current conditions and actions being taken to be able to improvise in the fluctuating environment.



OPTIMIZE. Manage your project plan to include all variables are executed to meet tactical objectives.

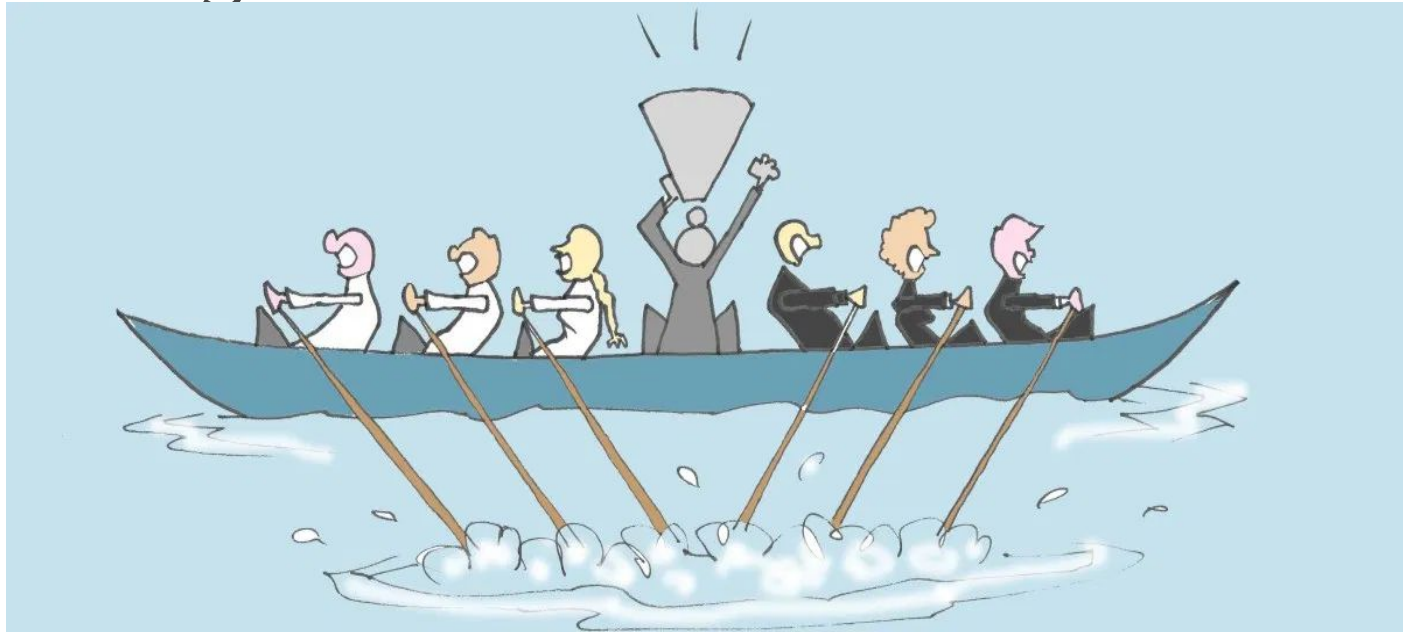


TIMING. Prior to and during implementation, evaluate and layout the timing and sequence of all actions and communications.

The Fact is Tactical Issues May Initially Take Precedent Over Strategic Issues

- Work Site Decisions - How will you comply with Federal, State and Local Health Guidelines?
- Financial Decisions - How to properly use PPP and other cash flow issues
- People Decisions - A variety of people decisions will have to be managed depending on recent company decisions
 - If Employees on Layoff, who do you bring back and how do you bring them back? It is critical to get the Right People in the Right Jobs.
 - Legal and compliance risks in bringing back a portion of workforce.
 - If salaries were reduced, what is the timing of restoring salaries?
- Technology Decisions-Has it worked well enough? Remote production, communication, security

Discussion of Re-Staffing and Getting the Right Team on the Boat.



Creating your Action Plan

Your Physical Space

What actions do you need to take in your physical space to prepare yourself to open?

- Personal Protective Equipment
- Social Distancing
- Hygiene Products
- Do You Check Temperatures



Creating your Action Plan

Financial decisions

What financial decision do you need to prepare for?

- How much was your PPP Loan?
- What are the amount of payroll costs you have to spend to have it forgiven?
- What happens if revenue or profitability don't return back to normal for 30, 60, 90, or even 120 days?
- What is your true available cash, borrowing abilities, and burn rate?
- Do you have a financial forecast?



Creating your Action Plan

People decisions

The most challenging

- How many people do you have to bring back to fulfill your PPP FTE count requirements?
- Who do you bring back first and in which roles?
- What are the legal and compliance risks in bringing back a portion of workforce? What notice and accommodations are you required to provide?
- When do you restore hours and rate of pay for employees who have taken a reduction in pay?
- What will be the plan if someone get sick?



Creating your Action Plan

Technology decisions

- What has worked well and what hasn't worked well while you have been working remotely?
- Has productivity suffered if it was available?
- Is your information secure and is your network secure?
- What communication challenges have you had and what can you do to improve?
- Has remote working worked well enough to continue ongoing?

