Returning to the Workplace Guide

5 May 2020

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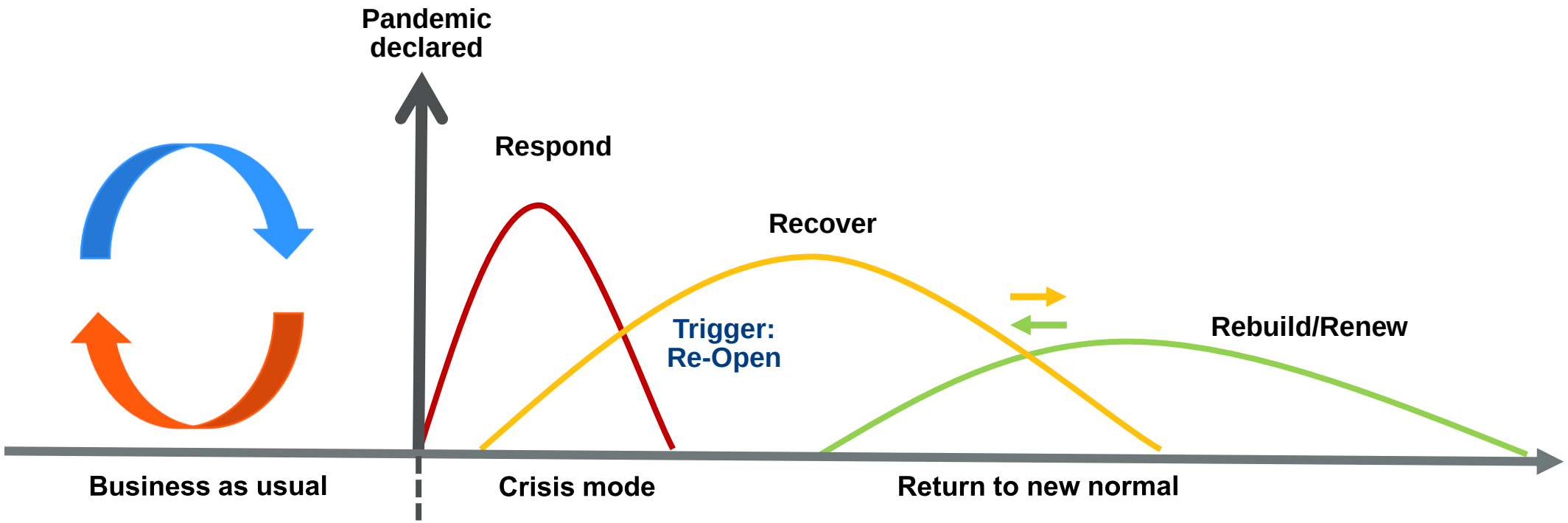
The Multi-Phase Pandemic Journey



PREPARE	MITIGATE	RESPOND / ACTIVATE	RECOVER	REBUILD / RENEW
Planning activities to prepare via contingency planning, prioritizing business functions, and defining alternate work-area options	Activities to mitigate or eliminate potential risks and/or to reduce or minimize their impact	Immediate actions and activities to respond to event via situational awareness, monitoring, and/or plan activation	Activities to recover or restart critical business functions, reorient to working in the changed environment	Activities to rebuild or renew for the “new normal” environment

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Pandemic Response Phases

Response (<2 month)		Recovery (2-4 months)		Renewal (4+ months)
Pandemic Preparedness	**Emergency Response**	**Remote Enterprise**	**Preservation & Return**	**Reinvent Business**
Pandemic preparedness Business Continuity Plans Remote working preparedness	Crisis emergency governance Business continuity enablement Communications strategies Employee & client safety	Effective remote working Redesign service delivery and security impacts Supply and demand chains Employee guidance and support	Project Prioritization Revised employee policies and procedures Back to the office plan Culture change	"Re-imagine the new normal" Redeploy capital toward new opportunities Digital transformation
Enterprise Continuity Plans	Current available cash Emergency procurement Low-risk levers to improve cash position	Changes in customer demand Conserving cash overall Cost-cutting & Agile funding Cost Optimization plan Review investments plans Design Back to Office		Impact on business model Value Optimization plan

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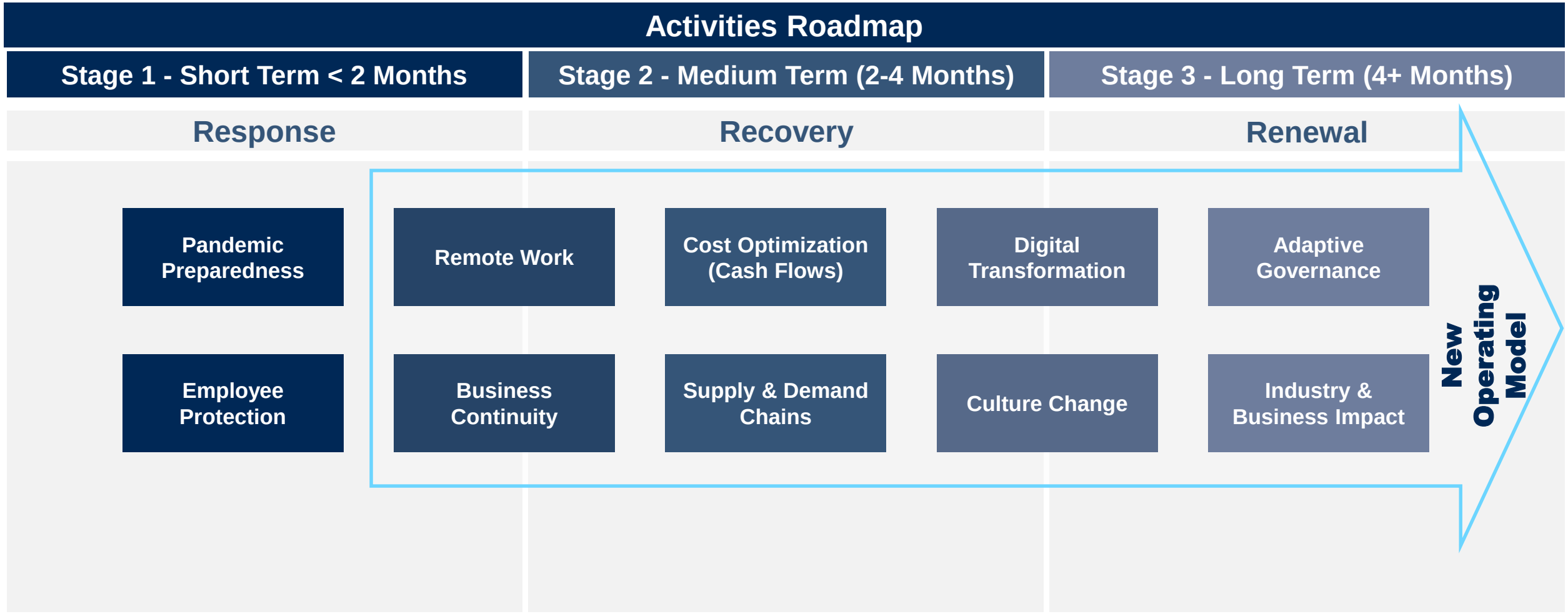
Corporate Priorities Relating to COVID-19



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When Should Employees Return?

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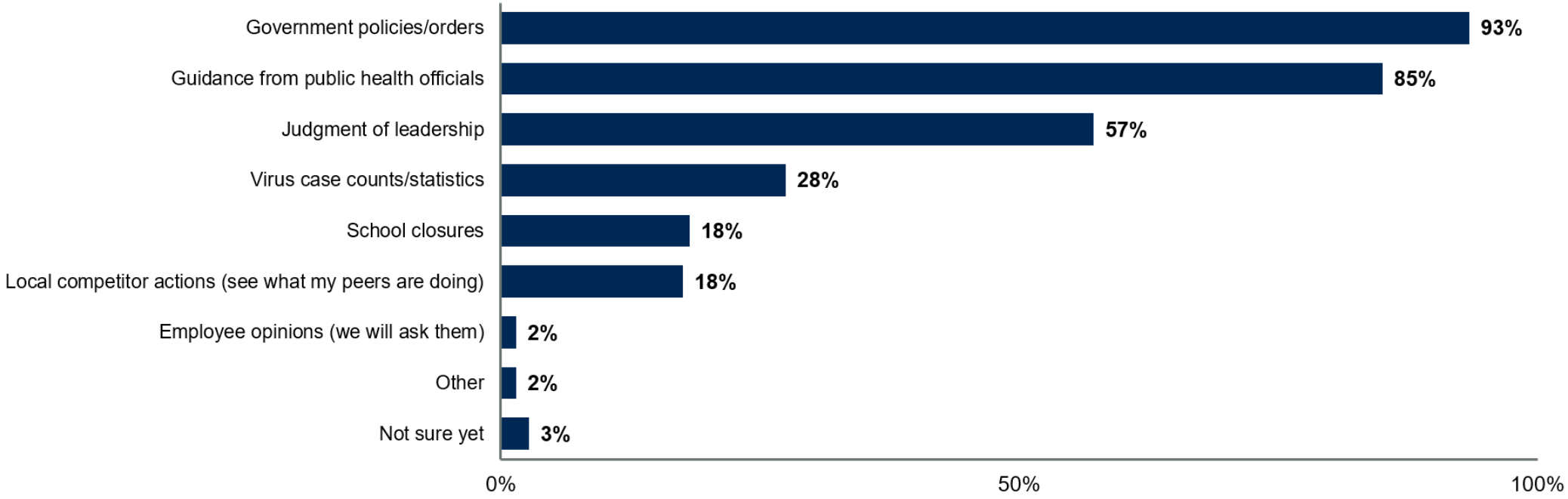
Top Considerations for Returning to the Workplace

Factors That Will Determine When to Reopen Offices
Percentage of HR Leaders; Dated 4/2/2020



n = 323 HR Leaders

Q12. What factors will your company use to determine when to reopen offices? Select all that apply.
Source: Gartner COVID-19 Crisis Benchmarking Against Your Peers Webinar Poll (2 April 2020)
ID: 726045

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Preparing the Workplace

Health and safety is a top priority. As workplaces start to re-open in accordance with applicable laws and regulations, health and safety will be a critical first step as employees adjust to the new work environment.

Key Considerations:

- Obtain a proper inventory of cleaning supplies and disinfectants, hand sanitizers, wipes, protective equipment (PPE) and cleaning equipment
- Train all personnel on new cleaning and social distancing procedures
- Review workplace design (e.g., workstations, conference rooms, kitchens and break rooms) to conform with social distancing protocol and legal requirements
- Upgrade HVAC systems and air filter replacement protocol
- Identify COVID-19 captains to increase accountability of workforce safety
- Remove non-essential doors and door handles, or other often-touched materials (e.g., light switches, whiteboard pens, remote controls)
- Clean elevators often, use alternatives to pressing buttons if possible

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Preparing the Workforce

Employees are powerful stakeholders in decisions about returning to the workplace. The decisions about employees returning to the workplace should be informed by their expectations and experience in the new work environment. Underestimating this may cause employee resistance on coming back to the workplace, and negative reputational and economic consequences.

Key Considerations:

- Create clear communications on what safety precautions you have taken in the workplace to reduce potential confusion, anxiety and fear
- Outline the process for returning employees to the workplace (with timelines)
- Create and revise relevant corporate policies and procedures, including employee travel, working from home, IT and physical security, and work safety policies
- Reinforce policies and procedures with ongoing training and communications – focus on practical guidance and a variety of formats to improve awareness and retention
- Focus on flexibility and well-being of the employees as they return, plan for various responses to the return to workplace strategy (ongoing childcare needs, fear, necessity)
- Incorporate employee feedback, and involve them early for quick improvements and changes

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Planning to Leave (Again)

Leading organizations will not return until they have a plan for re-exiting the workplace. Confidence in the return to workplace strategy will be predicated on the continual evaluation and planning for different workplace scenarios, including re-closure of physical locations if health and safety concerns make it necessary.

Key Considerations:

- Identify a monitoring plan to assess and adjust the return to the workplace strategy, procedures and protocols
- Have a clearly articulated plan for potential and confirmed positive COVID-19 employees in the office
- Outline a remediation plan for changes to workplace safety procedures (e.g., ADA violations, unworkable office space improvements) and evidence of non-compliance with safety policies and procedures
- Continually assess changes to health guidance, laws and regulations
- Act decisively and quickly if circumstances warrant a re-exit

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Which Employees Should Return?

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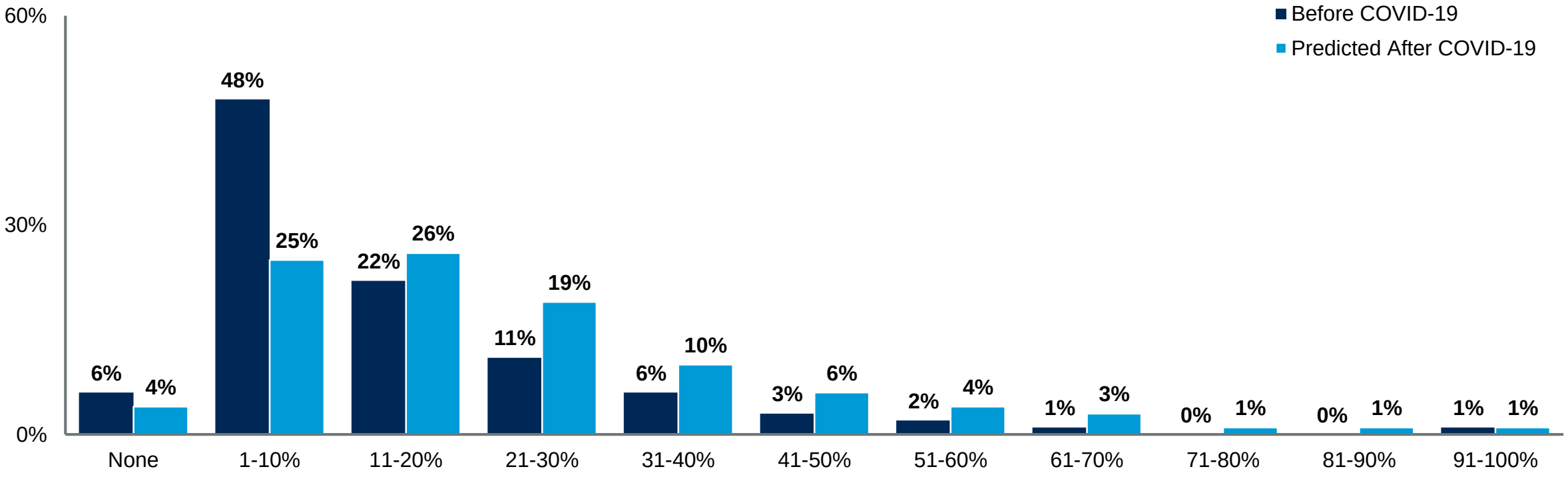
Changing Employee Preferences: HR Predicting More Remote Work Post-COVID

Q: "What percentage of your workforce do you predict will work remotely full time after the COVID-19 outbreak ends?"
Percent of HR Leaders



n = 419

Q5. What percentage of your workforce do you predict will work remotely full time after the COVID-19 outbreak ends? Select one.
Source: Gartner COVID-19 Crisis Benchmarking Against Your Peers Webinar Poll (2 April 2020)

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Segmenting (and Staggering) the Workforce

As currently configured, few companies will be able to return all employees to the workforce immediately after restrictions are lifted. In fact, more than 80% of Real Estate leaders agree that any return to work would be staggered. To do so, consider segmenting employees by type of work, and be more flexible in establishing remote work policies.

Key Considerations:

- When determining how to stagger the workforce, determine how many employees can return to the office, using measures such as number of workstations, parking capacity, elevator capacity, amount of PPE, etc.
- If segmenting employees to determine who should come to the workplace, make such decisions based on the type of work, not the characteristics of the workforce.
- If segmenting employees to determine when employees should come back, consider creating two “AB groups” and stagger the times each group can come into the office.
- Ensure that any changes made to the workforce are in accordance with the Americans with Disabilities Act, or other applicable employee laws.

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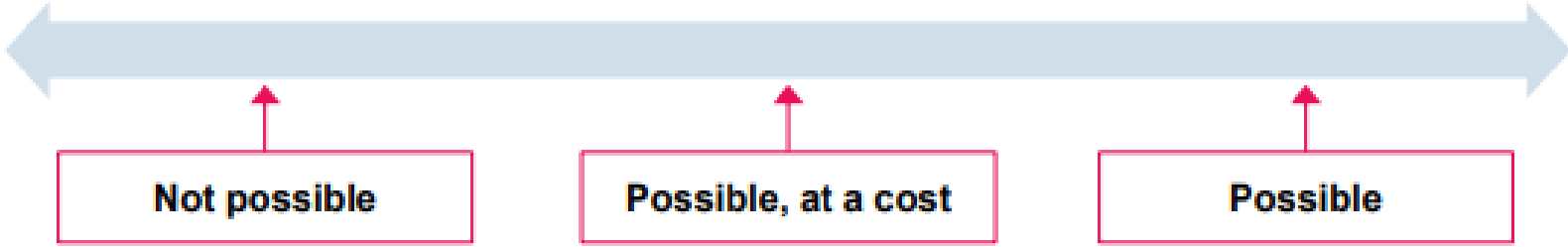
Decide Return to Workplace Based on Work



Ease of Working Remotely	**Not possible**	**Possible, at a cost**	**Possible**
Example Segment	Assembly line workers	Sales team	Knowledge workers
Example Support Needed from HR	- Provisions (masks, PPE) - Job sharing - Psychological support	- Guidance for managers/employees to navigate challenges	- Build team trust - Support employee social connection

Source: Gartner.

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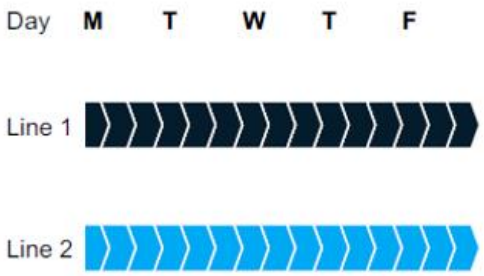
Leverage New Patterns of Work to Reduce Risk

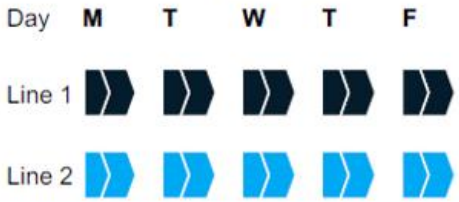
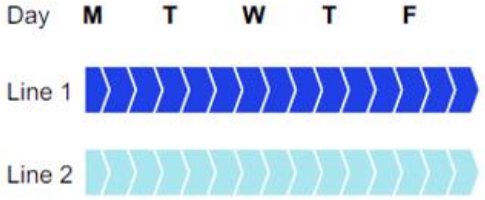
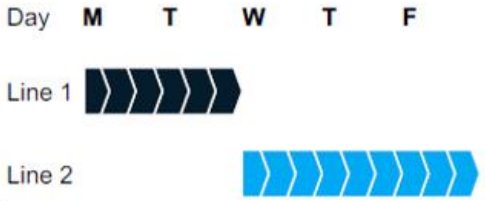
Current situation – 3 shifts

24 hours x 5 days model

Operators dedicated to either Line 1 or Line 2



Production "lines" are used for illustrative purposes but the reasoning can be extrapolated to manufacturing sites with the same products, different parts of a site, different steps in a process, etc.

	Description	Pros	Cons
Option 1 – Reduction in shifts 	16h x 5day model 5 ramp ups per week Allows for deep cleaning on 3rd shift	Incremental change, easy to implement Dedicated people to each line Maintenance can be done in 3rd shift Flexible	Daily ramp ups and downs causing inefficiencies Process cycle time must be shorter than 16h if cannot be interrupted
Option 2 – Reduction in pace 	24h x 5day model Production run at lower speed (less FTEs assigned to lines)	Incremental change, easy to implement Dedicated people to each line Flexible One ramp-up and down per week	Depending on process, can result in inefficiencies
Option 3 – Dedication to a line 	24h x 5day model Operators are dedicated to line 1 and then to line 2 – creating time barrier for inter-line contact	Machines productive time/running time ratio is maximized One ramp-up and down per week	Cross training is needed for whole staff, more difficult to implement Needs good demand forecast

Source: McKinsey

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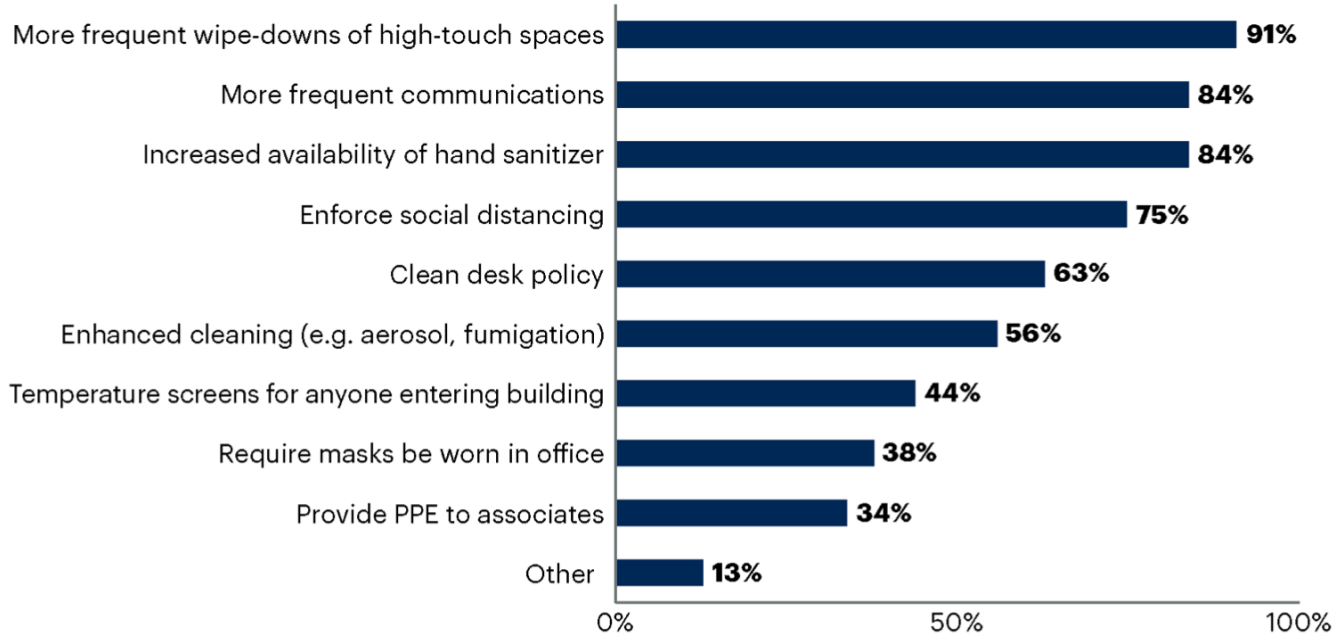
Using Health Screening for Returning Employees

Proper protocols should be in place before retuning to work to ensure that employees are not a danger to others. These could potentially include:

- Thermal cameras and temperature screens for anyone entering the building (as allowed by law)
- Certifications as to understanding cleaning protocols specific to your organization
- Questionnaires and/or certifications as to recent interactions with high-risk individuals, travel and other activities which may increase the risk of spread
- COVID-19 specific test results or other documentation showing immunity

Which of the following protocols will you enforce once non-essential employees return to the office?
Percentage of CRE executives selecting each option



n = 32
Source: Gartner

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What Does a “Return” Look Like?

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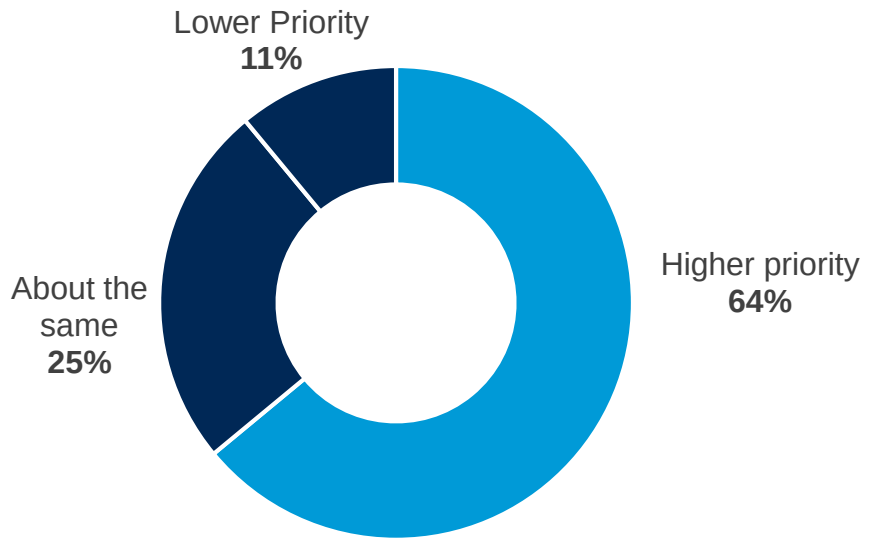
Creating a Positive (and Productive) Return

Returning employees must feel safe and supported in order to be productive and engaged. Consider the following:

- Take into account the external environment employees live in – commutes, economic pressures, general safety, childcare, etc.
- Allow for work flexibility beyond remote working opportunities by accommodating different start times, work hours and general flexibility on when, where and how work gets done.
- Create mechanisms for sharing ideas on how to address family needs, acknowledging employee fears and stress, using online forums.
- Eradicate the pressure to be present by giving clear guidance on which and when employees should come in or stay away from the office and other large gatherings.

Q: Compared with Before the Coronavirus Outbreak, Is Employee Experience a Higher or Lower Priority for Your Organization?"
Percentage of HR Leaders



n = 214
Source: Employee Experience Webinar Polls (9-16 April 2020)

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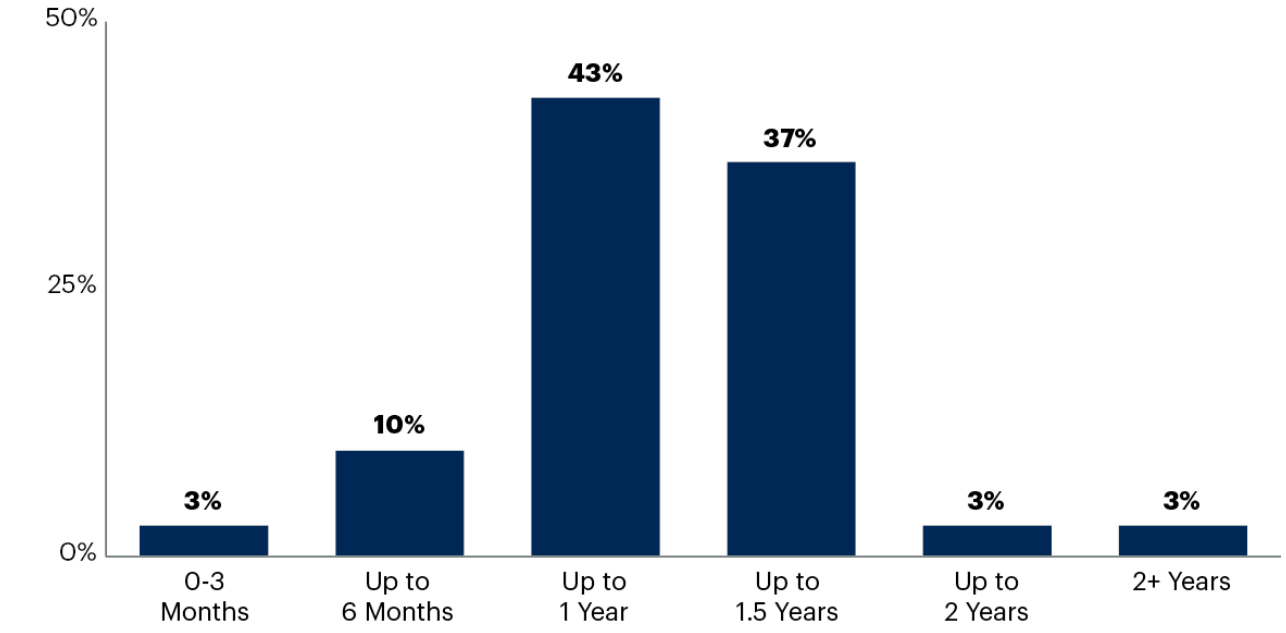
Engaging in Social Distancing

To employ proper social distancing measures, consider implementing the following:

- Calculate the amount of people that can safely occupy each floor
- Create signs and markings to designate one-way traffic flow and safe distance when standing in common areas
- Increase the space between work areas, and add protective dividers between workspaces
- Reduce capacity for (or get rid of) conference rooms, and leave buffers between scheduled meetings to minimize overlap
- Installing beacons within the office, which can alert people when they break the six-foot barrier

For how long do you think social distancing guidelines will be upheld in the office space?
Percentage of CRE executives selecting each option



n = 30
Source: Gartner

726365_C

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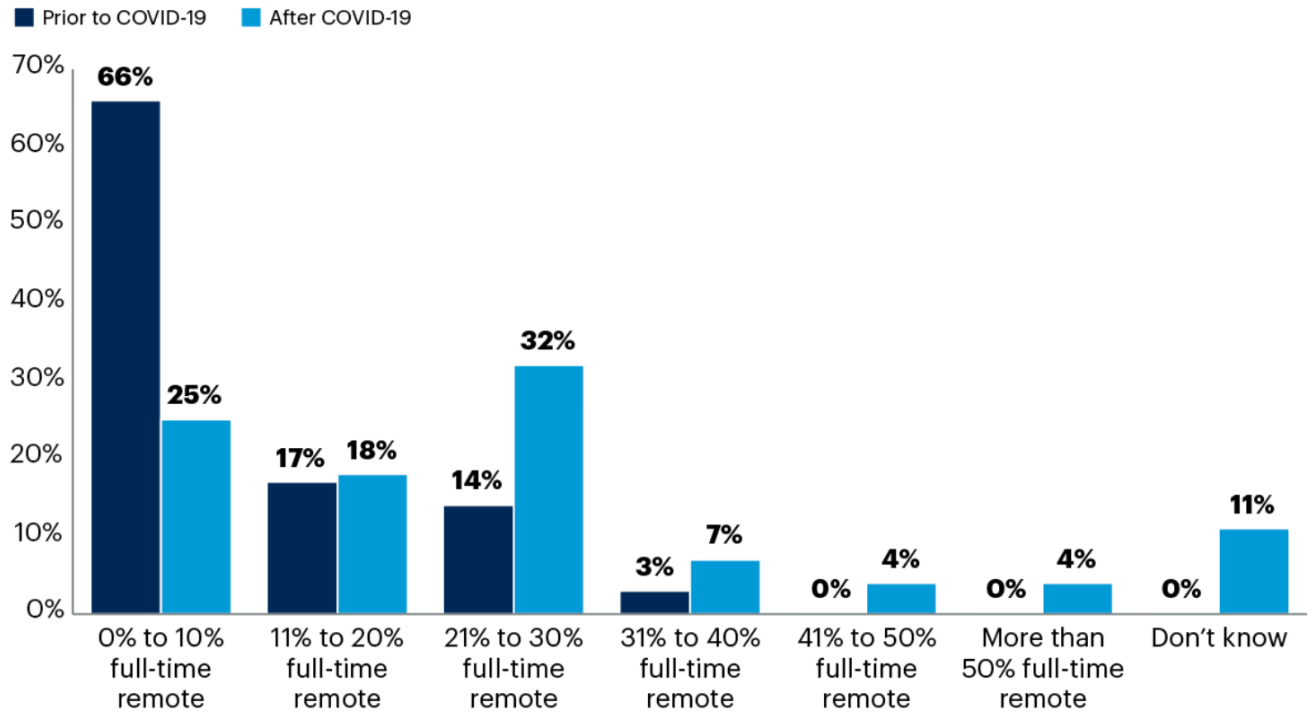
Enhancing Remote Work Capabilities

Remote work arrangements have increased substantially, and will likely become permanent for many employees. To maximize the effectiveness of remote work, consider the following:

- Revise remote work policies to identify which employees qualify and clarify employee expectations of work conduct and “off-time”
- Review information security policies and protocols for potential violations
- Invest in collaboration and communications tools, but prioritize training employees to work with each other in a virtual environment
- Provide guidance on work-life balance, and pay attention to employee feedback and cultural signals

What percentage of your workforce worked remotely full-time prior to COVID-19, and what percentage of your workforce will work remotely full-time after COVID-19?
Percentage of CRE executives selecting each option



n=29 (prior to COVID-19); n=28 (after COVID-19)
Source: Gartner

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Understand Personas to Design Workplace Experience

Remote Work Possible	Workforce Segment	Example	COVID Experience	Return to Workplace Location	Return to Workplace Experience
Not Possible	Essential	Assembly Line/Plants Construction Hospital/Healthcare	Continued to work through the stay at home order in physical location	Continue in same location	Additional people in workplace, may worry about increased health risk.
Not Possible	Limited Working/ Shutdown/ Furloughed	Retail Hotel Airlines	Currently not working in a physical or remote environment.	Return to plant, store, hotel, airports.	High physical interaction with consumers, others. Will have significant changes to the work experience and will be most at risk for health concerns.
Possible at Cost	Work with limitations	Sales Call Centers	Continued to work in a remote environment with challenges.	Return to office	Medium to low physical interaction with others. Will have changes to workplace procedures / environment. Will have health concerns and will need confidence the workplace will be safe.
Possible	Work continued	Knowledge workers	Continued to work in a remote environment with minor challenges.	Return to office	Medium to low physical interaction with others. Will have changes to workplace procedures / environment. May want the organization to justify return to workplace.

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Creating a Safe Environment – Peer Examples

Reduce Number of People at the Location & Enforce Social Distancing
(6ft rule, eliminate congestion points)

- *Re-arrange shifts pattern to limit the exposure (see examples on next slide)*
- *Visitors and non-essential employees are restricted.*
- *Critical staff (like engineers, experts) connect with essential employees via video, AR/VR*
- *Assigning different arrival/departure times to individuals to avoid crowds*
- *Separating the spaces with yellow tape or floor lines (6 ft apart). Visually outlining boundaries.*
- *Plexiglas partitioning is installed at some locations*
- *Re-engineer public spaces (like cafeterias) to keep people 6ft apart. Provide Pre-packed lunches for free to avoid any lines. In some cases Cafeteria services are eliminated*

Proactively Identify and Prevent Sources of Virus

- *Use of thermal cameras to detect "high fever" at the entrance and/or through out facility.*
- *Take the body temperature of employees coming into the workplace. Isolate (if needed)*
- *Take the body temperature several times during the day.*
- *Hired nursing staff to attend & perform medical check up.*
- *Survey the employees at the entry point (if have symptoms or were exposed)*
- *Bar an employee from entering the workplace if refuses to cooperate*
- *Keep the identity of employees who have symptoms or diagnoses of COVID-19 confidential.*
- *Create & Reinforce Return-to-Work Policies and Nondiscrimination Principles.*
- *Provided training to all employees returning to work*
- *Ongoing multi-channel communications*

Reduce Other Risks of Transmission and Protect Employees at Work (PPE)

- *"Touchless" entries with RFID.*
- *PPE: In China all wear masks (or any country/area where mandatory or recommended by government & municipalities), at other locations PPE is offered but not enforced (this topic is evolving and differ from company to company)*
- *Parts of Manufacturing is re-oriented to produce PPE for the employees. Other use several local sources, some may help to qualify new local sources. Stocking in anticipation of increased need.*
- *Extra cleaning services / several times a day. Formal schedule. Installed sanitizing stations*
- *Use of touchless sensors, where ever possible (like bathrooms / doors, etc..)*

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Creating a Return to Workplace Team

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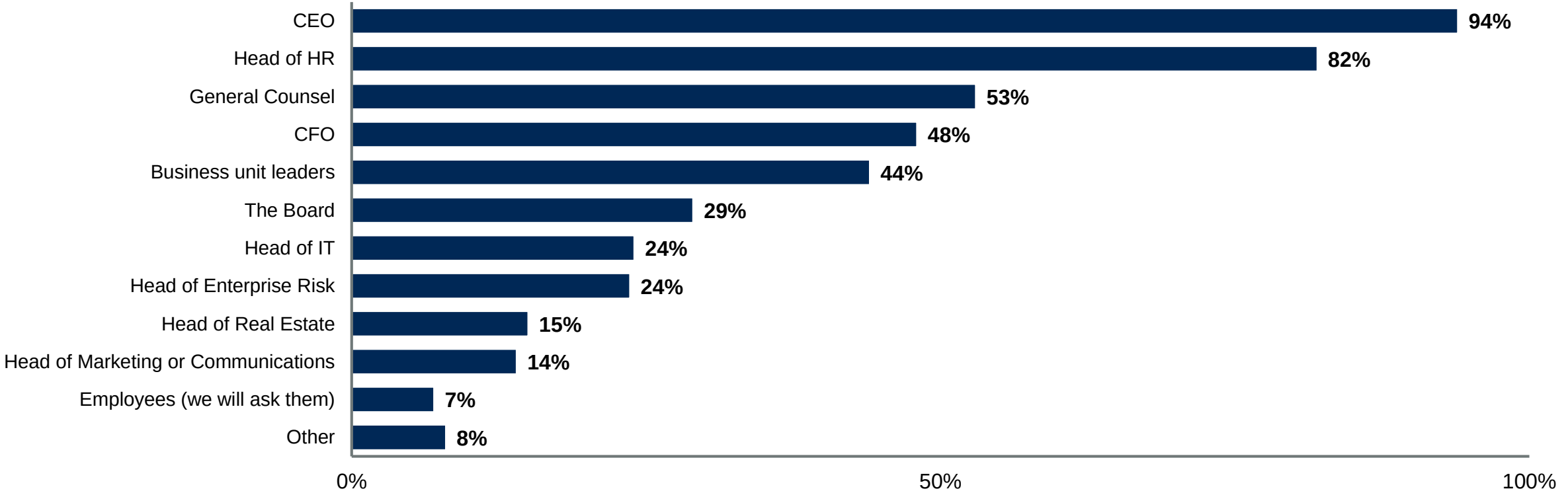
Returning to the Workplace Is A Group Decision

Q: Who will be involved in making the decision to return to the workplace?
Percent Selecting; Multiple Responses Allowed



n = 165

Q: Who will be involved in making the decision to return to the workplace? Select all that apply.
Source: Gartner Managing Through Disruption Benchmarking Against Your Peers Webinar Poll (21 April 2020)

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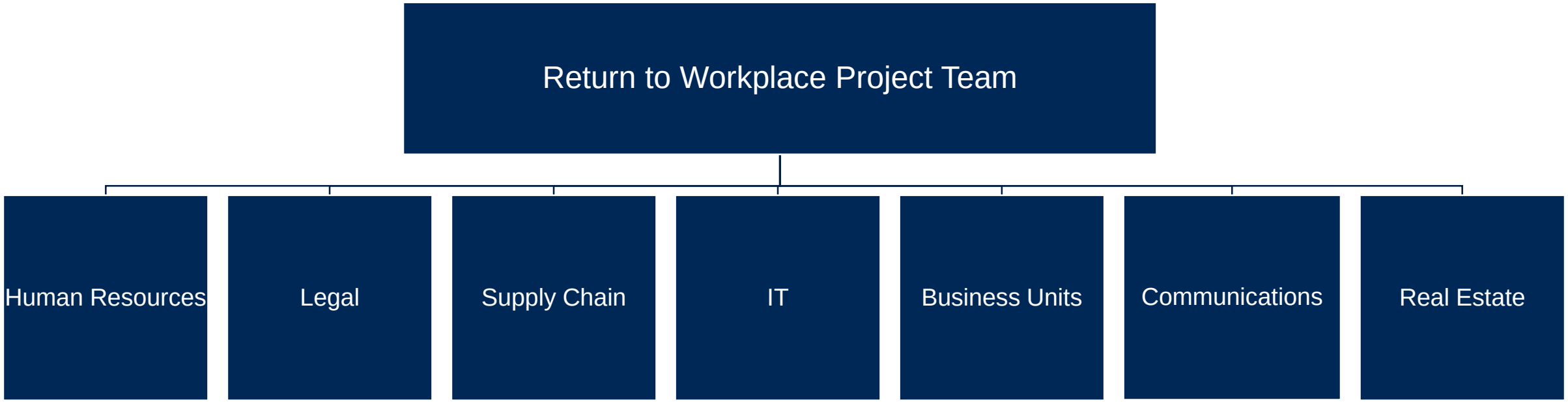
Set Up a ”Return to Workplace” Project Team

Sample Return to Work Project Group



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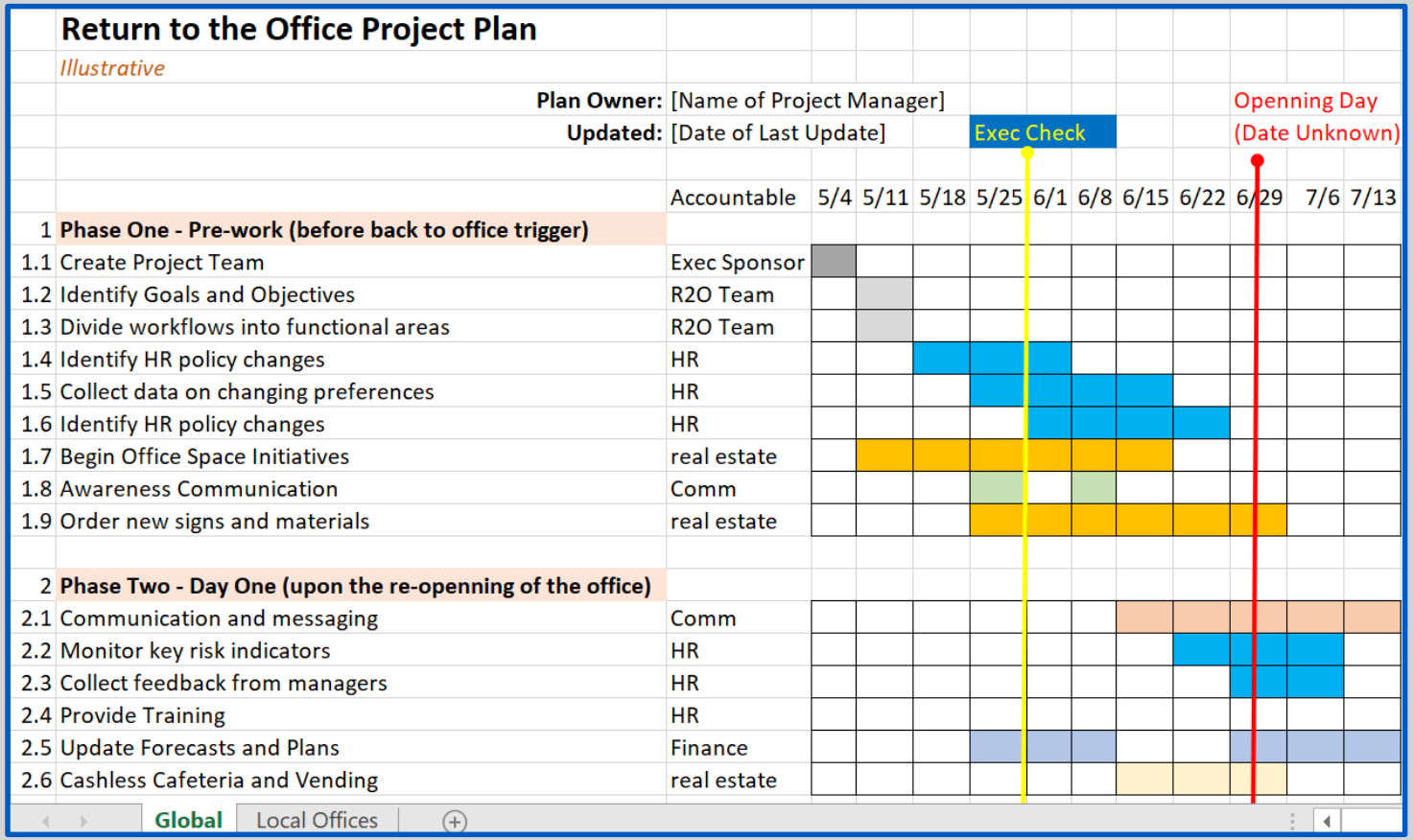
Create a Project Plan

Illustrative Checklist and Project Plan

- ❑ Identify an executive sponsor
- ❑ Create a project team and governance
- ❑ Identify goals and objectives
- ❑ Create a collaborative, 3-phase project plan to prepare for the pre-opening, day one, long-term changes
- ❑ Collect data and identify policy changes
- ❑ Set milestone dates and checkpoints
- ❑ Watch for second wave contagion
- ❑ Monitor Opening Date / Day One trigger
- ❑ Communicate with employees about changes and new expectations.
- ❑ Order materials and signs
- ❑ Schedule and revise cleaning protocols
- ❑ Communicate with third-parities
- ❑ Look for additional considerations to add to the checklist



Return to the Office Project Plan

Illustrative

Plan Owner: [Name of Project Manager]
Updated: [Date of Last Update]

Exec Check
Openning Day (Date Unknown)

		Accountable	5/4	5/11	5/18	5/25	6/1	6/8	6/15	6/22	6/29	7/6	7/13
1	**Phase One - Pre-work (before back to office trigger)**												
1.1	Create Project Team	Exec Sponsor											
1.2	Identify Goals and Objectives	R2O Team											
1.3	Divide workflows into functional areas	R2O Team											
1.4	Identify HR policy changes	HR											
1.5	Collect data on changing preferences	HR											
1.6	Identify HR policy changes	HR											
1.7	Begin Office Space Initiatives	real estate											
1.8	Awareness Communication	Comm											
1.9	Order new signs and materials	real estate											
2	**Phase Two - Day One (upon the re-openning of the office)**												
2.1	Communication and messaging	Comm											
2.2	Monitor key risk indicators	HR											
2.3	Collect feedback from managers	HR											
2.4	Provide Training	HR											
2.5	Update Forecasts and Plans	Finance											
2.6	Cashless Cafeteria and Vending	real estate											

Global | Local Offices

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Establish the Return to Workplace Team(s)

Objective & Guiding Principles (Illustrative)
• The Return to Workplace team will effectively plan and execute the return to the workplace. • Guiding Principles: Focus on business need, plan for employee safety

Re-Entry Sub-Team	Description	Example Participants
Core Team	Guidance committee on critical business decisions, leveraging inputs from other teams to make “go”, “no go” decisions.	CEO, CFO, CHRO, CIO, Real Estate, Board, Legal
Business Continuity Team	Evaluate business needs, consumer experiences to identify first phase of re-entry and ongoing assessment of increase or decrease operations.	Finance, Business Unit Leaders, Strategy
Health and Safety Team	Build new procedures to create a safe physical environment. This includes space configuration and safety protocols.	Real Estate, Safety, Risk, Legal
Employee Experience Team	Plan an orchestrate an end to end re-entry experience that effectively brings employees back into the physical workspace.	HR, IT, Communications, Legal
Location Team	Execute logistics on opening, monitoring and adjusting return to workplace activities.	Real Estate, Operations, Location lead(s)
Onsite Team (1)	Execute logistics on opening, monitoring and adjusting return to workplace activities.	Location lead, HRBP, IT, Communications, Real Estate
Onsite Team (2)	Execute logistics on opening, monitoring and adjusting return to workplace activities.	Location lead, HRBP, IT, Communications, Real Estate

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Key Considerations For Corporate Function

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Corporate Real Estate/Workplace

Implications for the Head of Corporate Real Estate/Workplace

Short-Term Implications

- Increased public and private scrutiny on building operations and protective protocol decisions
- Preparing and reconfiguring the workplace to accommodate social distancing
- Increased need for communication strategy on social distancing guidelines
- Adjusting service levels from providers (janitorial, café, amenities support)
- Varied reactions from employees on return to workplace strategy
- Cross-functional partnership on remote working enablement

Long-Term Implications

- Enforcing social distancing behavior in the workplace
- Adjusting capital plans and fit-outs to accommodate social distancing
- Reducing the real estate portfolio as remote-working expands
- Formalizing the home-work experience and policy with cross functional partners
- Re-evaluating service provider contracts
- Exploring touchless facilities technologies and geo-tracking options to prevent future infections
- New value proposition of the office and employee experience in the workplace as nature of work changes

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Corporate Real Estate/Workplace

Things To Do Now

- ❑ Communicate with landlords and Finance partners on **delayed or suspended rental payments**
- ❑ **Connect with landlords** on protective protocols in common, multi-tenant spaces (e.g. lobbies, elevators)
- ❑ Source **materials and labor for protective protocols**, including: specialized cleaning equipment, personal protective equipment, and employee monitoring infrastructure
- ❑ Build a plan for return-to-workplace, including
  - ❑ Short-term adjustments to the workplace design (e.g. installing plexiglass dividers, signage on social seating)
  - ❑ Changes to amenities operations (e.g. moving to self-serve café; introducing single use cutlery)
  - ❑ Segmenting the workforce with cross-functional partners: who stays remote and who returns
  - ❑ Staggering remote work for those returning

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Corporate Real Estate/Workplace

Things to Plan/Prioritize

- ❑ Monitor **long-term expansion of remote working**
- ❑ Review upcoming lease expirations
- ❑ Identify **real estate assets that can be released** from the portfolio for cost optimization
- ❑ **Adjust long-term capital plans** for socially distant workplaces
- ❑ Build **business cases for flexible working programs** around the remote-working Proof of Concept that is COVID-19
- ❑ Establish a **workplace employee experience strategy** that justifies the existence of office spaces in a world where more people work remotely

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Human Resources

Implications for the Chief Human Resources Officer

Short-Term Implications

- Increased public scrutiny on employee focused workplace decisions
- Increased need for communication strategy that reflects employee sentiment
- Varied reactions from employees on return to the workplace strategy
- Increased need and use of employee assistance support and leave flexibilities
- Continued workforce challenges related to external disruptions (e.g., childcare/family support, mass transit availability, etc.)

Long-Term Implications

- New definition of employment value proposition and relative employment brand strength
- Shifts in overall pattern of work with increases to permanent remote work
- Changes to definitions of critical skills and critical roles
- Flexibility will be table stakes for the workforce and candidate pool
- New definition of organization culture, leadership behaviors and manager capabilities.
- Long term HR functional activities shift to virtual work

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Human Resources (cont.)

Things To Do Now

- **Build Monitoring / Sensing Capabilities Now**
  - Use pulse surveys to employees to gauge concerns/willingness about returning to work
  - Check-ins on how the day 1, week 1 and month 1 employee experience went for the workforce; collect feedback; simulate the care and focus companies apply for new hires
  - Plan for long term evaluation and adjustments on return to workplace strategy

- **Understand the Re-Entry Journey by Segment**
  - Review workforce segmentation for return to work – use Voluntary and/or staggered re-entry for the first few weeks - could be 1, 2 or 3 days a week
  - Assess touchpoints to identify moments that matter (high risk and emotional)
  - Design return to work plan and communications strategy
  - Prepare managers to engage with employees on individual return to the workplace plan

- **Prepare for Emotional Support**
  - Promote EAP resources for those that would like to speak with a professional – bring resources onsite when possible; tell employee stories of value; send home mailers to promote
  - Develop plans to engage managers around psychological safety and potential employee response on return to work strategy

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Human Resources (cont.)

Things to Plan/Prioritize

- **Update and Communicate Policies**
  - Inform employees on what sanitation practices have been put in place – use physical and visual reminders throughout your space to maintain best practices
  - Update and communicate policies on wellbeing when employees feel ill (e.g. work from home, sick days)
  - Educate and communicate written protocol for visitors in the office, use of conference space, and other shared space

- **Support Leaders on Change Management**
  - Provide guidance on leading with flexibility (e.g., encourage trust and openness to flexible solutions, discourage biases about flexible work)
  - Enable managers to reinforce new health and safety measures by providing scenario-based guidance
  - Help managers communicate how RTW decisions tie back to corporate mission and values

- **Monitor and Adapt RTW Approach Overtime**
  - Conduct routine, in the moment assessments of the effectiveness of the return to the workplace strategy
  - Plan to make rapid adjustments to policies, procedures, and strategy to reflect needs of the workforce
  - Establish communication channel for updates to enable quick behavior changes

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Legal and Compliance

Implications for the General Counsel and Chief Compliance Officers

Short-Term Implications

- Increase in third-party and supply chain risks, including invocation of “force majeure” clauses
- Potential employment-related issues due to COVID-19 workplace disruption and sickness
- Increased discrimination, harassment or inappropriate behavior directed at employees due to COVID-19 fears
- Trigger of Material Adverse Event clauses in M&A deals
- Violation of debt covenants due to economic slowdown

Long-Term Implications

- Continued legal and regulatory uncertainty as countries, states and localities create inconsistent frameworks for workplace safety, rights, and governance
- Increased employee litigation and investigations due to infections and treatment of employees
- Decrease in corporate cultures of integrity
- Increase tax reporting responsibilities due to remote workforce
- Different reporting requirements for public companies
- Increased focus on Board succession planning

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Legal and Compliance (cont.)

Things To Do Now

- ❑ Track, review applicability of local, state and federal ordinances and regulations
- ❑ Review ‘return to work’ playbook to ensure it meets legal and regulatory obligations and minimizes unnecessary risk
- ❑ Discuss and review potential employee actions (benefits change, furloughs, layoffs, etc.) with HR
- ❑ Review the Code of Conduct and relevant corporate policies, including: working from home, business travel, workplace safety, discrimination and harassment, etc.
- ❑ Identify eligibility for stimulus programs and lobby governments as appropriate
- ❑ Renegotiate outside counsel rates and prioritize vendor spending
- ❑ Vet external corporate communications
- ❑ Report key decisions and risks to the board
- ❑ Track corporate culture and employee misconduct
- ❑ Consider reputational impacts of key corporate decisions

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Legal and Compliance (cont.)

Things to Plan/Prioritize

- ❑ Work with supply chain to identify “at risk” suppliers and renegotiate contracts as necessary
- ❑ Streamline due diligence procedures to speed onboarding of critical suppliers and business partners
- ❑ Identify opportunities to bring legal work in-house
- ❑ Identify impact of changing business strategy and permanent operational shifts on the company’s legal and compliance risk profile
- ❑ Reorient legal team to support new areas of business growth and consider opportunity to acquire new legal talent (secondees, law firm layoffs, etc.)
- ❑ Prepare legal team for opportunistic M&A in the medium-term

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Information Technology

Implications for the Chief Information Officer

Short-Term Implications

- Technology use (ex: thermal temperature monitoring, check-in apps, social distancing beacons, hygiene use sensors) to ensure employee safety when returning to the office
- Technology adoption and potential resistance towards technologies used to measure, monitor and comply with employee safety
- Risk considerations for office access during staggered employee shifts, team rosters and non work hours such as weekend access (ex: employee ID systems access)
- Technology evidence (database records, etc.) to safeguard employee safety in case litigation ensues.
- Ability to notify others quickly if infection is detected (contact tracing at workplace)
- Engagement and collaboration tools for a mix of onsite and remote workers

Long-Term Implications

- Examine all touch based interfaces at the office for possible replacements to gesture, facial recognition, and voice based technologies
- Mobile app functionality (ex: office system access) to replace ID cards. Considerations for further automation of business processes.
- Timeframe or length of technology use/disablement or permanence
- Alternative technology solutions to further disinfect the work environment such as autonomous robots that emit UV rays
- Extending WIFI perimeter access to parking lots while enforcing stricter cybersecurity measures
- Re-exit strategy and implications for heavier/bulkier equipment to be returned to the office and then re-distributed to home environment
- Retraining of IT skillsets

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Information Technology (cont.)

Things To Do Now

- ❑ Assess technology solutions such as thermal temperature monitoring (adhering to privacy and local regulations), beacons for social distancing and sensors to track hygiene compliance (alcohol spray use) to ensure employee safety.
- ❑ Work with real-estate/ facilities if deploying beacons or cameras for social distancing in terms of placements and locations, notification methods and reconfiguration of office space if required.
- ❑ Ensure compliance to stagger employees with ID badge system access as well as considerations for disabling access for those not on the roster and non-work hours such as weekends.
- ❑ Work with HR to assess if existing HR systems and processes are able to handle the additional oversight on personnel and requirements for COVID-19 employee practices.
- ❑ Establish channel for feedback, contact, and notification (ex: employee infection)
- ❑ Work with legal to determine what data is needed to ensure corporate compliance to safeguard employee safety in the future event if a lawsuit against the company is pursued.
- ❑ Consider utilizing disaster recovery site to be functional in order to separate IT teams

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Information Technology (cont.)

Things to Plan/Prioritize

- ❑ Identify and automate additional tasks and checks required to ensure a safe work environment.
- ❑ Consider IoT solutions that can aid in a safe employee environment such as HVAC sensors to replace HEPA grade air filters, sensors for social distancing, disinfection robots, etc.
- ❑ Examine all touch based interfaces at the office for possible voice, facial or gesture based technology replacements (ex: AI assistance in conference rooms to start projector, calls etc.)
- ❑ Identify job functions that can be supported for permanent remote work and reassess business processes to enable this.
- ❑ Assess technologies to foster better engagement and collaboration for a mix of onsite and remote employees in activities such as product development, R&D, etc.
- ❑ Assess IT skillsets to support the new work environment

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Finance

Implications for the Chief Financial Officer

Short-Term Implications

- Potential increased labor, healthy & safety, and operating costs
- Payment delays and reschedules likely to continue as necessary measures
- Potential transaction errors due to fragmented reopening of international offices
- Increased expectations from shareholders for updated guidance
- Uncertain M&A market
- Contractors and contingent labor suppliers on different timelines for return to work

Long-Term Implications

- Continued investment and cash flow risks
- Conservative investment and spending posture from partners and suppliers
- Unclear planning horizons due to fragmented recovery and potential reintroduction of lockdown measures
- Potential new tax, tariff, and compliance regimes due to protectionist politics
- Reduced support for additional government stimulus funds
- Changes in supplier behavior/supplier risk

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Finance (cont.)

Things To Do Now

- ❑ Review and communicate internal **performance target** adjustments, if required, for H2 2020
- ❑ Issue **guidance to investors** on the financial implications and priorities emanating from the organization's return to the workplace. Communicate revised earnings estimates for the year
- ❑ Set out revised schedules and horizons for **revenue, expense and cash forecast updates** for the rest of the year, based on industry and market volatilities experienced to date
- ❑ Monitor **routine finance workstreams** for processing errors due to disparate global economic openings
- ❑ Monitor **Treasury** resourcing to optimize finance's management of increased stakeholder demand for treasury guidance
- ❑ Build a range of **trigger-based scenarios** to track progress against, and risks to, post-lockdown strategic recovery initiatives. Establish contingency budgets to respond to negative scenarios
- ❑ Maintain a standing **taskforce of finance leaders** to drive integrated functional responses to emerging strategic and operational risks and opportunities
- ❑ Revisit **external funding arrangements and obligations** to determine the impact of returning to work
- ❑ Know your **third party risk exposure** by monitoring their operational and financial health, reviewing their business continuity plans, and for critical third parties developing back-up plans

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Finance (cont.)

Things to Plan/Prioritize

- Plan talk tracks for upcoming **earnings calls** and develop responses for analyst FAQs
- Review and reposition the **portfolio of critical growth investments** by determining which growth projects to accelerate, freeze, or kill
- **Benchmark and compare overhead spend** against peers to identify cost optimization opportunities. Recall and safeguard - or reallocate - **unused growth funds**
- Consider transitioning to alternative **planning models**, like zero-based budgeting or range-based forecasting, if you expect significant performance volatility across H2 2020
- Establish **outsourcing and offshoring scope expansion** strategies to move higher portions of finance work to low-cost locations
- Optimize **real estate** spend by tracking opportunities to pivot more permanently to enhanced remote working across the group
- **Digitize procure to pay** activities to gain efficiencies and limit risks in new environment
- Develop a **sustainable third party performance and risk program** to limit future supply and service disruptions.

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Privacy

Implications for the Chief Privacy Officer

Short-Term Implications

- Increase in privacy risk from more employees working remotely
- Difficult to reinforce privacy compliance through training due to competing messaging from other functions
- Increase in risks to employee privacy as functions consider enhancing monitoring of the remote workforce (i.e., to measure productivity)
- Increased employee privacy risks from temperature checks and health screenings for non-remote employees
- Increase in third-party privacy risks from vendors going remote

Long-Term Implications

- Changes in privacy risk reporting due to temporary and permanent workforce changes
- Increased privacy risk from new forms of data collection and tracking as employees and others return to workplace locations
- A need to update or create privacy training to specifically address new or increased risks
- Increased regulatory uncertainty as more data protection authorities issue guidance on employee monitoring, health tracking, and other issues
- Prepare for an increase in privacy's workload as the organization takes on more digital transformation and cost-cutting measures

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Privacy (cont.)

Things To Do Now

- ❑ Work with IT to ensure remote employees have access to secure devices and collaboration tools
- ❑ Use an awareness email, training, intranet post, or similar strategy to reinforce remote work best practices with employees
- ❑ Partner with IT or IS to reinforce phishing awareness
- ❑ Review third-party agreements to determine where privacy risks might have increased as vendors go remote
- ❑ Review data breach and incident response plans, DSAR processes, and PIAs/DPIAs for WFH-related updates
- ❑ Advise leaders about new forms of employee monitoring including temperature checks, health screenings, and location tracking (including whether these are necessary or advisable in the first place)
- ❑ Perform a PIA or DPIA on proposed employee monitoring changes or enhancements involving personal data
- ❑ Create procedures and guidance for HR, Real Estate, IT, and other groups involved in employee screening and monitoring as employees return to work

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Privacy (cont.)

Things to Plan/Prioritize

- ❑ Update employee monitoring policies
- ❑ Create function-specific privacy training for groups involved in monitoring, such as IT, HR, and Real Estate
- ❑ Identify how any permanent shifts to remote work impact your privacy risk profile
- ❑ Update annual employee privacy training to include remote work best practices
- ❑ Prepare to update the board on new or enhanced privacy risks stemming from remote workers and employee monitoring efforts
- ❑ Look for other privacy implications unique to your organization

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Enterprise Risk

Implications for the Chief Risk Officer

Short-Term Implications

- Potential employee-related workplace and occupational safety issues due to COVID-19 workplace disruption, sickness and health & safety protocols
- Poorly planned and executed change management
- Increased risk of absenteeism from premature return or in the absence of adequate safeguards
- Increase in third-party and supply chain risks
- Discrimination and harassment directed at employees due to COVID-19 fears

Long-Term Implications

- Regulatory risks associated with relaxation/ resumption of risk controls
- Risk of litigation and regulatory action as local and national authorities create inconsistent frameworks for workplace safety, rights and governance
- Succession planning, knowledge retention and workforce management issues associated with COVID-19 related disruptions
- Implications for ongoing business initiatives in the new normal of the post-pandemic environment
- Reputational risk from organization’s response to COVID-19

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Enterprise Risk

Things To Do Now

- ❑ Collaborate with other functions to ensure a holistic approach is taken while preparing to return to the office
- ❑ Conduct scenario planning exercises to prepare for different ‘return to workplace’ options
- ❑ Map out risks and required controls associated with different scenarios
- ❑ Set up KRIs/ triggers to use to make decisions whether or not and when employees should return to the office
- ❑ Document and present lessons learned from other regions/ companies
- ❑ Streamline reporting to Board and Executive Committee

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Enterprise Risk (cont.)

Things to Plan/Prioritize

- ❑ Prepare for discussions with the executives about changing risk appetite preferences
- ❑ Equip the business to sense and respond to new risks associated with key strategic projects
- ❑ Identify potential reputational and/or operational risk exposure brought on by a return to the office
- ❑ Continuously consider changes to organizational risk profile as returning to the workplace evolves
- ❑ Document actions taken and lessons learned
- ❑ Enhanced scenario planning and assessing of risk interdependencies

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Supply Chain

Implications for the Chief Supply Chain Officer

Short-Term Implications

- Increased public scrutiny of supply chain stability and workplace safety, especially in physical frontline operations
- Continued workforce challenges related to external disruptions (e.g., childcare/family support, mass transit availability, etc.)
- Increased supply and demand disruption, reduced manufacturing and supply chain capacity
- 44% increase in companies declaring force majeure; weaker, smaller suppliers may not survive, resulting in loss of key expertise and protracted difficulties in select regional or local supply chain networks

Long-Term Implications

- Supply chain agility and resilience become equal considerations to cost, efficiency, and quality
- Supply chain organization’s employment value proposition and career brand burnished in many cases, tarnished in others
- Remote work and flexible schedules are table stakes
- CSR and circular economy agenda reinforced
- Consumers permanently transition some spending to e-commerce channels versus store purchases
- Supply chain networks further diversify beyond reliance on single countries and regions to ensure greater resilience

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Supply Chain (cont.)

Things To Do Now

- In many scenarios and locations, you technically **can** re-start your supply chain, but **should** you? Weigh “can we restart?” considerations next to “should we restart?” ones. Regulatory requirements, available workforce, and viability of suppliers get you to **can.** In addition to these, consider employee health and wellness, sales projections, potential reputational impacts, and your plans for possible future shutdowns to ensure a more durable recovery.
- Plan for three discrete pre-vaccine scenarios: (1) a quick recovery with associated economic impact through decreased customer confidence and some job losses, (2) a prolonged recovery with wider economic impact through mass job losses, supply disruption, supplier solvency, (3) a secondary crisis with additional disruptions following scenario 1 or 2
- Work with HR to map the employee re-entry (or continuing journey) by segment; formalize telecommuting policy and more flexible scheduling as standard work practice – this is uncharted territory for many supply chain and manufacturing organizations
- Coordinate changes in office space and traffic patterns with interfaces to physical manufacturing, warehousing and transportation spaces, as well as schedules
- Head off “us vs. them” scenarios between frontline/hourly supply chain staff who have been at greatest risk and salaried workforces who are returning by ensuring sufficient PPE resources and workspace redesign for all and formal recognition of the front lines -- increased pay and incentives for front line employees have been crucial

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Supply Chain (cont.)

Things to Plan/Prioritize

- Prepare now for future disruption by documenting lessons learned and building supply chain resilience by strengthening risk management actions, reviewing supply chain networks, inventory holding patterns, security of supply, and ensuring workforce flexibility
- If the crisis is contained in the short term, work with sourcing, procurement, logistics and demand teams to anticipate demand and position of the product portfolio to take advantage of demand shifts or a rebound recovery -- profile suppliers in financial distress, providing focused support aligned to demand signals, as these suppliers will be crucial to recovery when it happens
- If containment actions take longer, work with the CFO to focus efforts to manage cash flow and on options for cost containment, reviewing supplier solvency, contracts, pricing and delivery -- seek opportunities and work to bring new products to market that will meet customer needs during a protracted disruption
- Plan for ongoing evaluation and adjustments on return-to-workplace and supply chain re-boot strategy, including re-closure of physical locations if health and safety concerns make it necessary

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Sales

Implications for the Chief Sales Officer

Short-Term Implications

Financial Impact

Customer risk appetite for making significant purchases will remain low

Sales Expense

Any cost management actions should prioritize agility and rebound readiness

Long-Term Implications

Customer Engagement

Customers will likely require a more strategic and empathetic sales conversation in the future

Seller Engagement

Seller engagement will remain critical to quickly respond to demand rebound

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Sales (cont.)

Things To Do Now

- Tighten **forecasting discipline** to provide the business with improved visibility
- Apply a thoughtful **sales expense management** strategy to allow a more rapid rebound
- Create **near-term commercial messages** that help customers respond smarter
- Develop a **virtual meeting playbook** for sellers and support teams
- **Sales targets** should not be adjusted, yet

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Sales (cont.)

Things to Plan/Prioritize

- **Rebound timing and readiness** will be critical; model multiple scenarios and have a readiness plan for all
- **Quota management** and **compensation adjustments** should protect seller engagement where possible
- Anticipate customers will require a more **strategic conversation** to overcome heightened risk aversion and consensus requirements

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How Gartner Can Help – Upcoming Research

To ensure we meet your needs in the upcoming weeks and months, Gartner will focus on providing research for the following COVID-related activities.

Phase 1: COVID-19 Response	Phase 2: Remote-Working Enterprise	Phase 3: Risk Environment in Cost-Optimizing Organization	Phase 4: Opportunities and Risks in the New Normal Post-COVID
❑ Stabilizing remote work arrangements and needs of workforce	❑ Maintaining productivity of team while working remotely and successfully managing teams virtually and remotely	❑ Smart cost containment within your department	❑ Understanding the new normal, including which crisis measures will become permanent, e.g. higher proportion of remote work
❑ Updating communications to the Board and management about COVID impact	❑ Manage the enterprise risk implications of remote work (IT access, compliance issues, talent issues)	❑ Helping the organization manage risk during period of focusing on liquidity and cash flow	❑ Apply lessons learned and assess the organizations' preparedness for future pandemics or other crises
❑ Updating risk assessment and audit plan to account for changes in risks such as third party, supply chain and cyber, and ability to execute remotely	❑ Understanding which components of work can be executed without travel, and what technology can be used	❑ Assessing organization cost optimization measures to ensure control environment is not jeopardized	❑ Leveraging benefits from targeted investments in technology to increase agility and digital capabilities to operate in post-COVID environment
❑ Participating in COVID taskforces where applicable		❑ Identifying changes to organization risk from cost optimization	❑ Identifying risks to strategic initiatives
		❑ Lowering cost of assurance through coordination with other assurance functions	

Always-On:
Coronavirus (COVID-19) Resource Center for Risk

Bi-Weekly: Emerging Issues Related to COVID-19: Learn How Your Peers are Responding Webinar Series

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