

# *HR 2020 Insights* *COVID-19 Edition*

Anne Gilson HRC, OneDigital

*July 2020*



# *Meet the Presenter*



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**"The coronavirus, and its economic and social fallout, is a time machine to the future. Changes predicted over decades are instead taking place in the span of weeks."**

Anne-Marie Slaughter, President & CEO,  
New America Foundation

# WHAT YOU CAN LEARN TODAY

- Set the stage: Where we are
- 2020 Insights Covid-Ized:
  - The Human Experience
  - People Adhesion
  - Technology in the Workplace
  - Strategic & Personalized Benefits
- Q & A

# REFLECTING ON A GLOBAL PANDEMIC

## Persons not in the labor force who want a job, seasonally adjusted

Click and drag within the chart to zoom in on time periods



Hover over chart to view data.

Note: Shaded area represents recession, as determined by the National Bureau of Economic Research.

Source: U.S. Bureau of Labor Statistics.

# COVID-19 Opportunity to Think Strategically

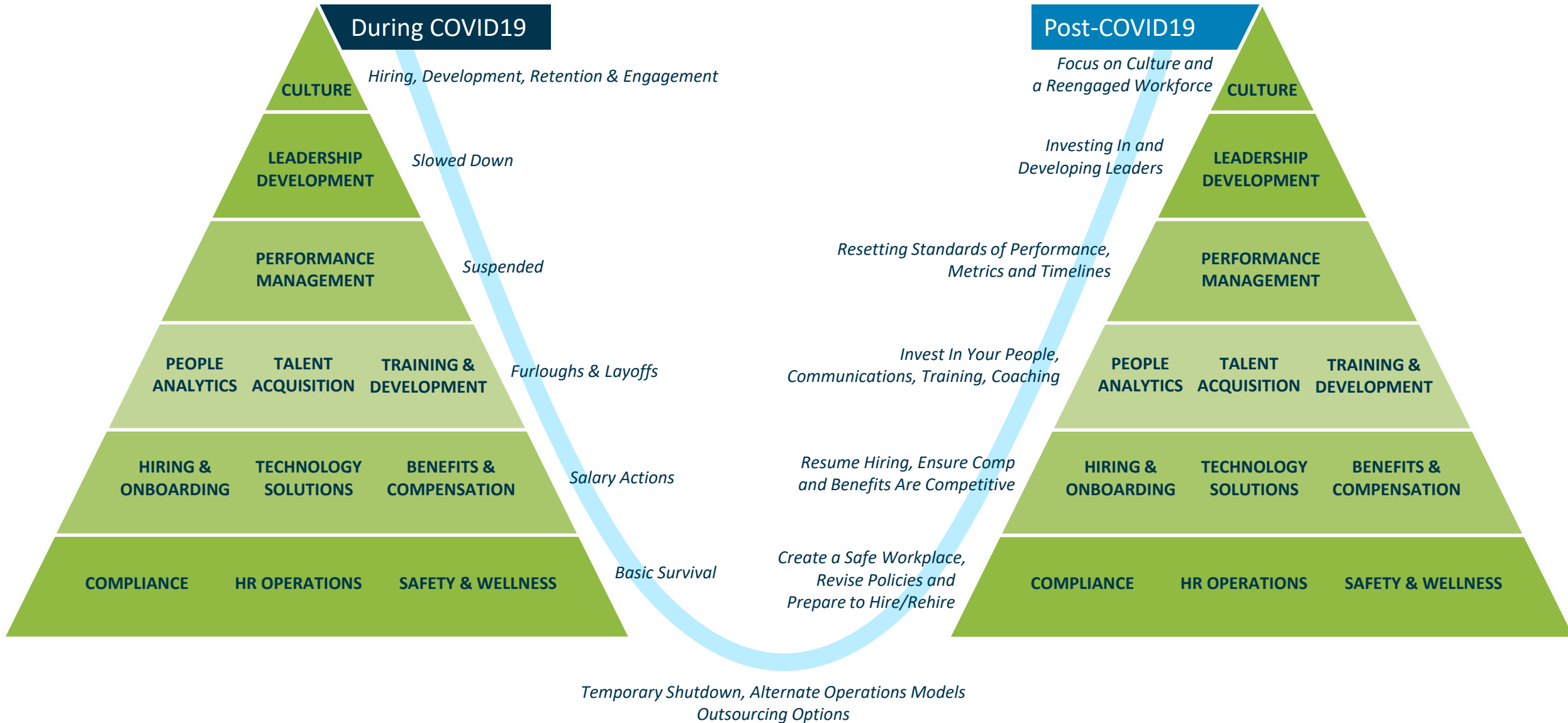


# The OneDigital HRC Business Model



The pyramid represents all the moving pieces that we focus on in the process of delivering services and supporting our clients.

# WHY PLAN? THE HR ECONOMIC CURVE



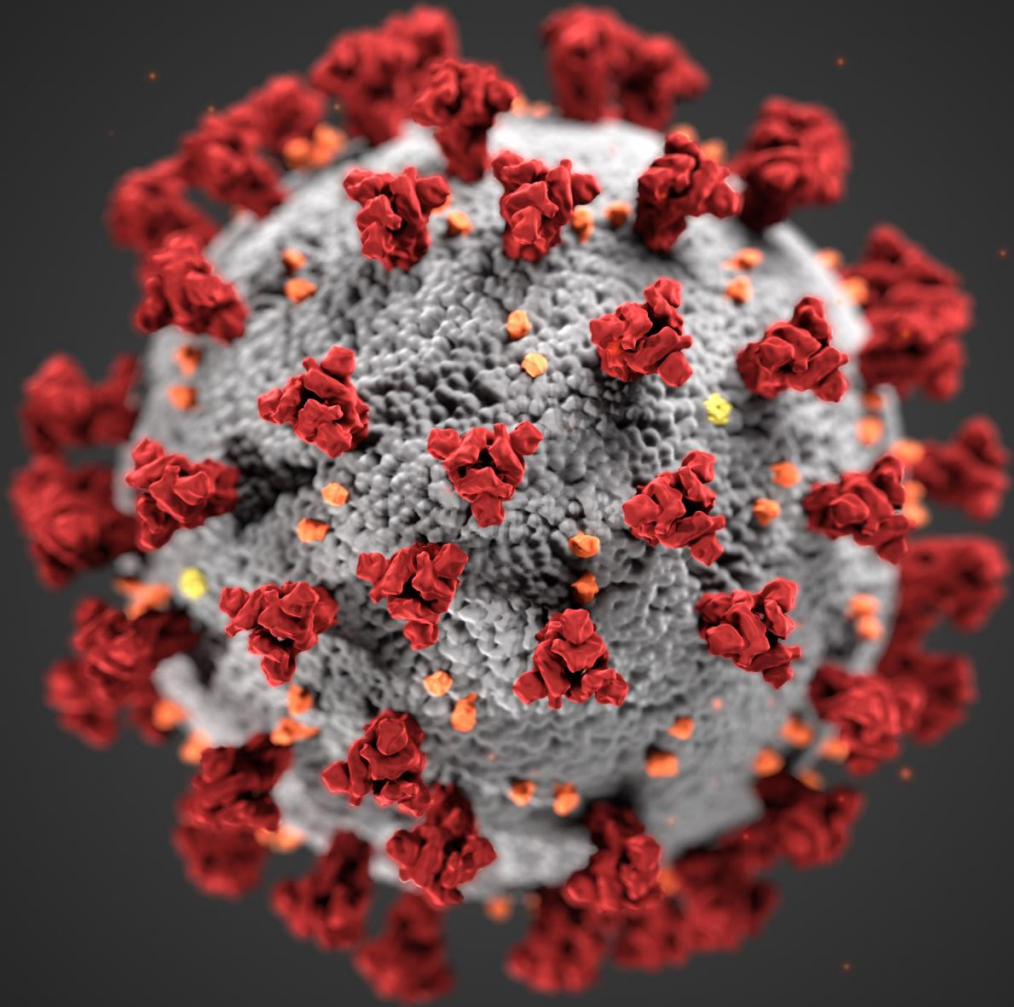




# What got you here won't necessarily get you where you want to go.

**83% of employers made business practice adjustments as a result of COVID-19.**

Many businesses' needs have shifted, challenging employers to rethink their staffing strategy to control costs and maximize efficiency gains.



# Key Themes “COVIDIZED”

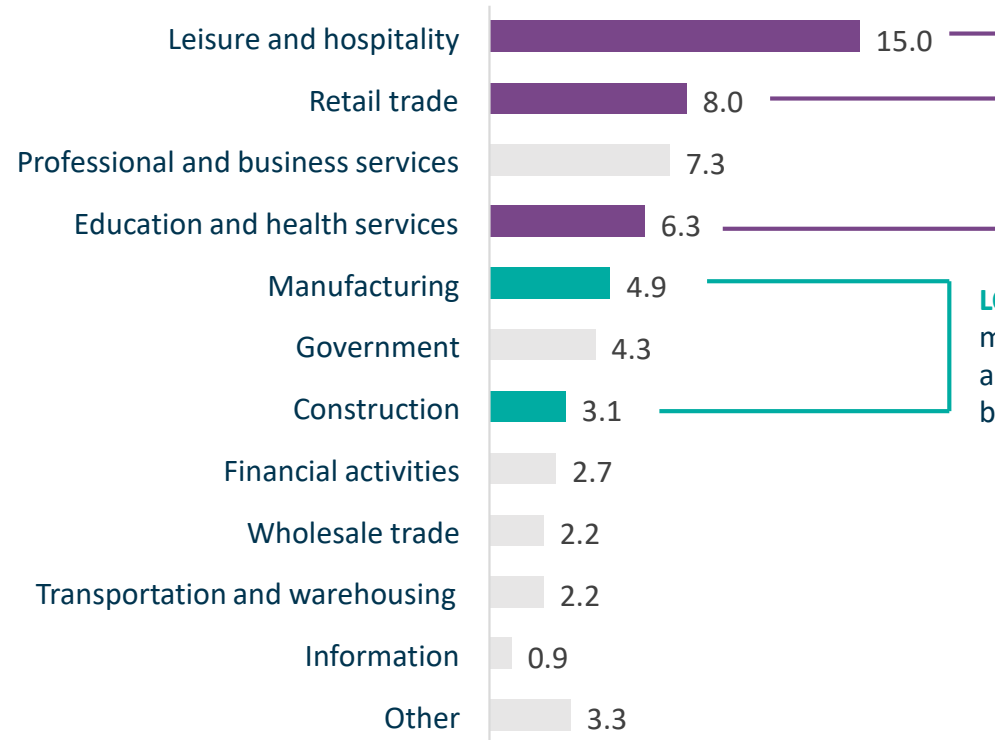
- The Human Experience
  - People Adhesion
- Technology & the Remote Workplace
  - Role of Strategic and Personalized Benefits

# JOB LOSS IMPACT VARIES BY INDUSTRY

Female dominated industries were hit the hardest during the early phase of job losses. Construction and manufacturing could be hit harder as time goes on.

## Vulnerable Jobs by Industry

Full and Part Time (millions)



**WOMEN HIT HARD:** Women account for about two-thirds of employment in leisure and hospitality, retail, education, and health—areas that accounted for 80 percent of the job losses from February 15 to March 14.

**LOOKING FORWARD:** Initial job losses were more limited in male-dominated sectors such as construction and manufacturing in March, but they may be harder hit as time goes on.

# LARGE EMPLOYERS ARE ADJUSTING, NOT [YET] RETRENCHING

Companies with financial reserves are shifting some business practices but most did not making workforce changes, yet.

## Many of the largest employers are making changes...



### Customer Accommodations

such as discounts, deferred payments, reserving first hour of shopping for high-risk customers.



### Changes to Work

such as remote work and modified schedules for some workers.



### Shifting Operations

to prioritize production, distribution or logistical support for COVID-19 related products.



### Added Health and Safety

measures and/or provided free personal protective equipment (PPE) to workers.



### Community Services

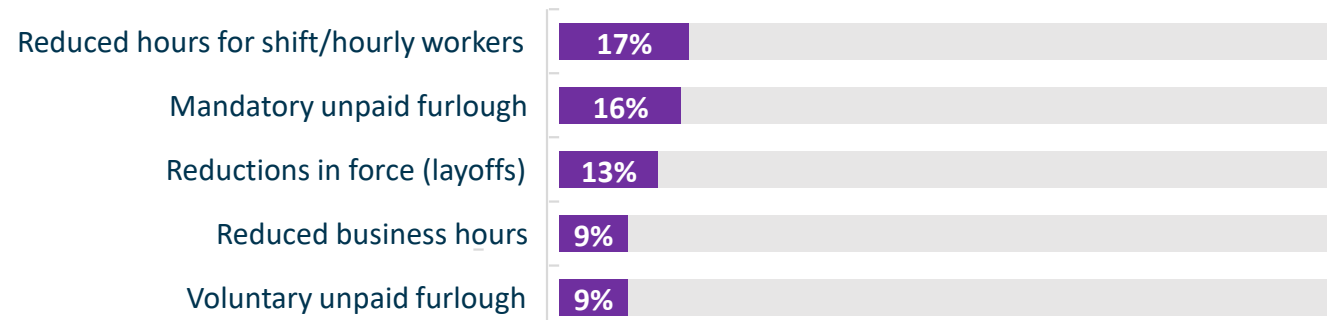
such as organizing food banks, blood drives or providing software to schools.



### Closed Stores

closed locations or suspended some or all of its operations or services.

## But most large companies say they have not made staffing cuts.

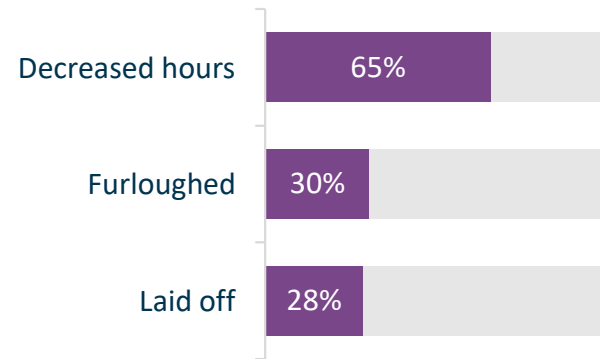


# SMALL EMPLOYERS ARE CUTTING BACK & HOLDING OUT HOPE

Many cut payroll expenses, are still providing benefits and plan to bring workers back.

## Two-thirds of smaller businesses have decreased employee hours

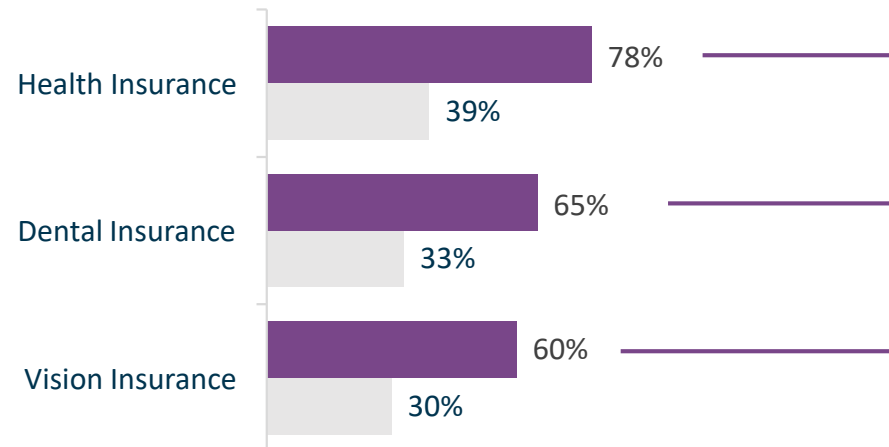
Companies with 2 – 500 employees



**3X MORE LIKELY TO LAY OFF:** Businesses with 2-49 employees are 3x more likely than businesses with 50-500 employees to have laid off 91% - 100% of their workforce.

## Many continue to offer dental, health and vision benefits to furloughed employees

■ 50 – 500 employees ■ 2 – 50 employees



**2X MORE LIKELY TO OFFER BENEFITS:** Businesses with 50 -500 employees are 2x as likely as businesses with 2 – 49 employees to continue offering employees health, dental and vision insurance to furloughed employees.

# MAIN STREET LOSES JOBS WHILE WALL STREET REBOUNDS

Hope of reopening and unvetted therapeutics for COVID has impacted the stock market; meanwhile, all of the jobs created since the 2007-2009 recession have been wiped out.

How can you make the transition as seamless as possible for your employees?

## Main Street unemployment continues to spike.....

# 50m

Americans have lost jobs since the beginning of the crisis

# 15%

expected unemployment rate during the 2<sup>nd</sup> & 3<sup>rd</sup> quarters<sup>1</sup>

## ...while Wall Street showed signs of recovery in April less so in May

Dow Jones values in 2020



Source: Yahoo Finance • Get the data • Created with Datawrapper

23,118.61 -129.36 (0.56%) ↓  
May 14, 11:43 AM EDT • Disclaimer

1 day 5 days 1 month 6 months YTD 1 year 5 years Max



# Some Businesses Will Extend Work-from-home To Keep Employees Safe

Many workers are finding it difficult to adjust

- How can leaders provide help to employees struggling with remote work?
- Wellness and Mental Health discussions at many organizations
- What will be the future at your workplace?

## 25-30%

of the workforce expected to be working-from-home multiple days a week by the end of 2021<sup>1</sup>

### Top Challenges When Working From Home



Distractions in my home environment (46%)



Separating work from home (39%)



Maintaining communication with coworkers (28%)

### Top Ways To Support Employees While Working From Home



Better Home Office Equipment (46%)



Clear Consistent Communication Tools (38%)



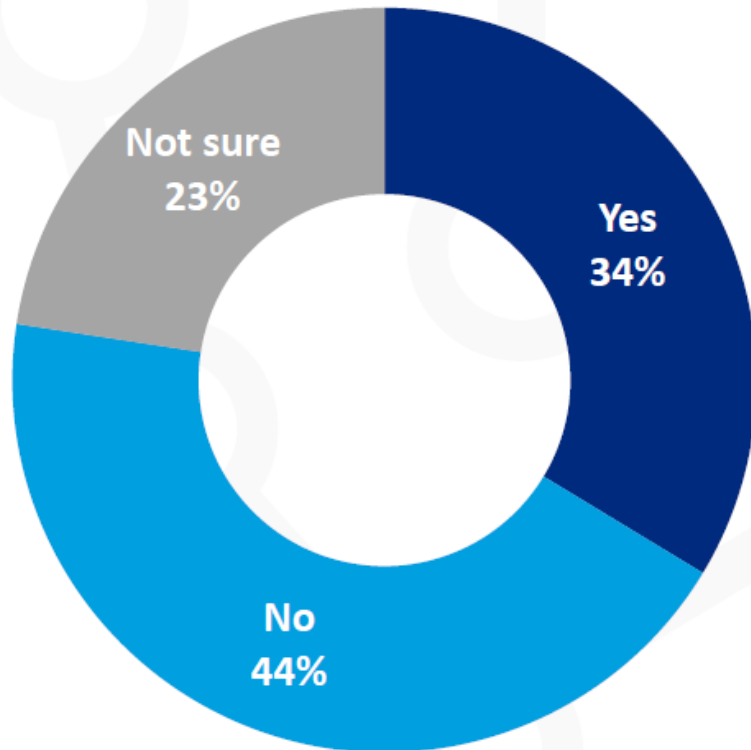
More Flexibility in terms of work hours (34%)



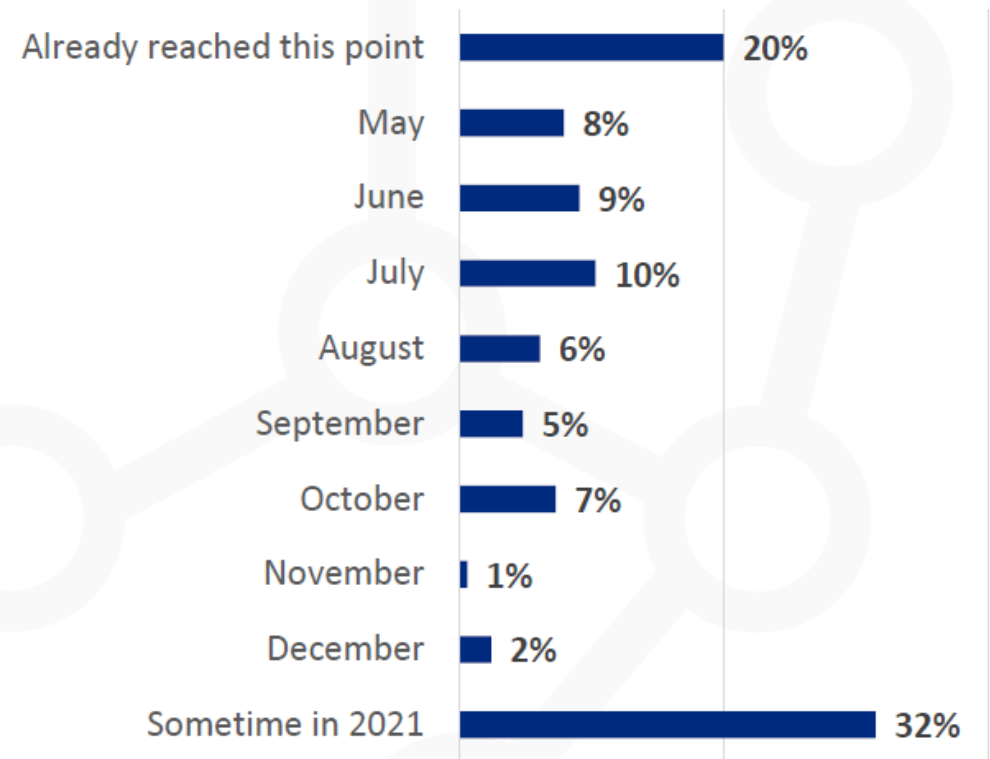
Increased transparency about company's COVID response (34%)

# A recent World at Work Total Rewards survey of more than 500 employers found ...

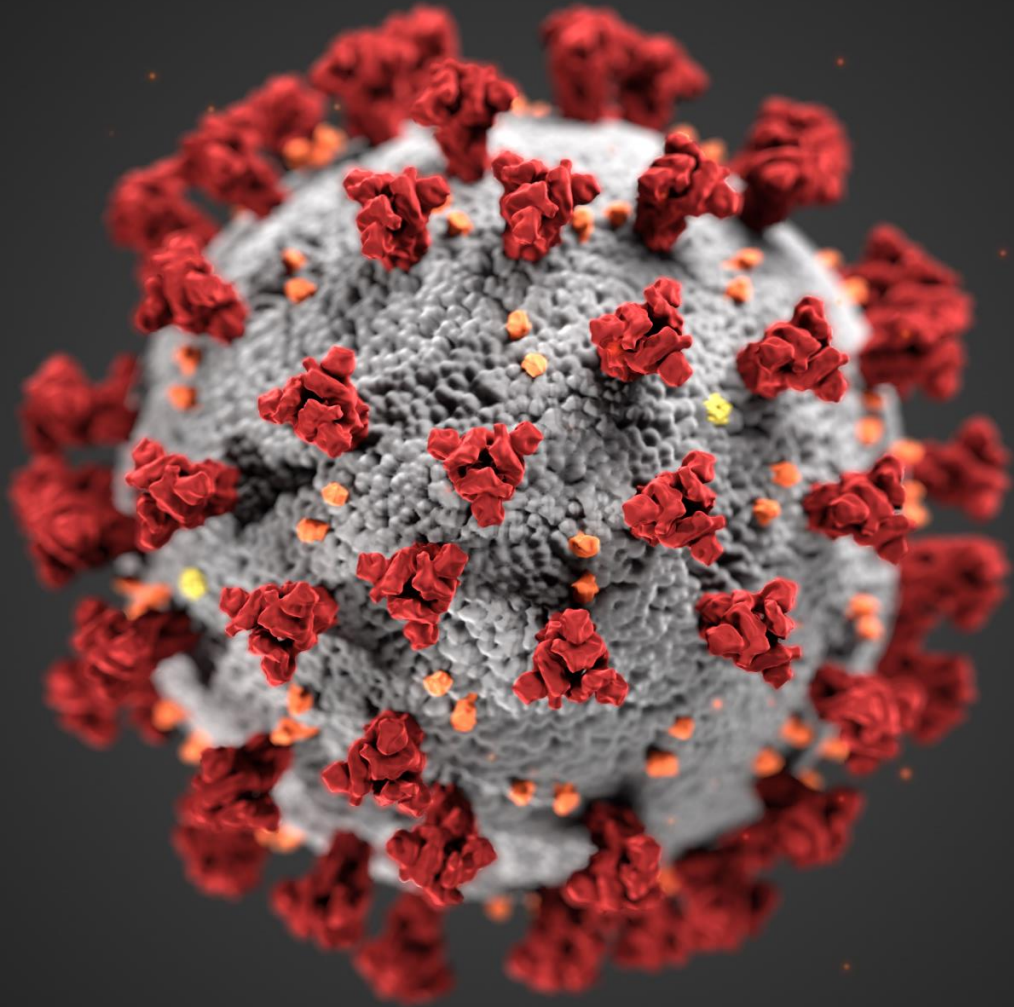
*Many businesses are estimating how long they can survive before making drastic cuts to their operations or closing the business altogether. Has your organization established similar timelines?*



*During which month will your organization reach that critical point of survival?*







# Key Themes “COVIDIZED”

- The Human Experience
  - People Adhesion
- Technology & the Remote Workplace
  - Role of Strategic and Personalized Benefits



# Post COVID-19, employees will expect to bring their whole selves to work.

64% of HR Leaders are making employee experience a higher priority when planning the return to work.

# Adopting a “Bottom-Up” Mindset to Drive Human Experience

Personal (The Individual)  
Individual

Employee Engagement  
Engagement

Human Experience

Professional (The Work)

Work/Life Balance

Employee Experience

Organization Lead (Top Down)

Employee Lead (Bottom Up)



## How Can Leaders Help Manage Employee Mental Health?

**Make resources such as employee assistance programs (EAP's) available and provide self-assessment tools – find out how your team is doing:**

- Train managers to recognize signs and symptoms of stress and depression in team members.
- Put managers in a position to encourage employees to seek help.
- Provide managers with tools and protocols to follow when they see concerning behavior.
- Look for signs that employees might be struggling – taking more sick days than usual, etc.

# ELECTRIFY PEOPLE ADHESION

- Electrify people adherence for deeper expertise and **elevated trust** among co-workers.
- Enable colleagues to partner.
- Bridge individual adherence; enable employees and colleagues to support the power of belonging.
- Humanize, don't generalize.
- Create an environment of accountability that will expand trust among teams and leaders.
- Enhance the opportunity to share expertise.

# PEOPLE ADHESION & TRUST

- People at high trust companies report:
- 74% less stress
- 106% more energy at work
- 13% fewer sick days
- 50% higher productivity
- 76% more engagement
- 29% more satisfaction with their lives
- 40% less burnout

# CULTURE THAT CROSSES SILOS

## The new human experience encompasses four main areas:

- **Create Meaningful Work:** Understand the worker's aspirations and nature of the work.
- **Focus on the Individual:** Take a concierge approach to the employee experience focused on the individual, including their work, environment, safety, coaching and feedback and personalized skill and development training.
- **Be Socially Conscious:** Think about the organizational impact on society and how to improve workplace climate, environment and communities.
- **Be Inclusive:** Develop and collaborative policies and conversations.

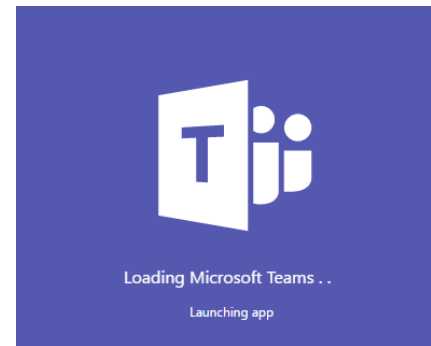


# TECHNOLOGY AND COVID-19



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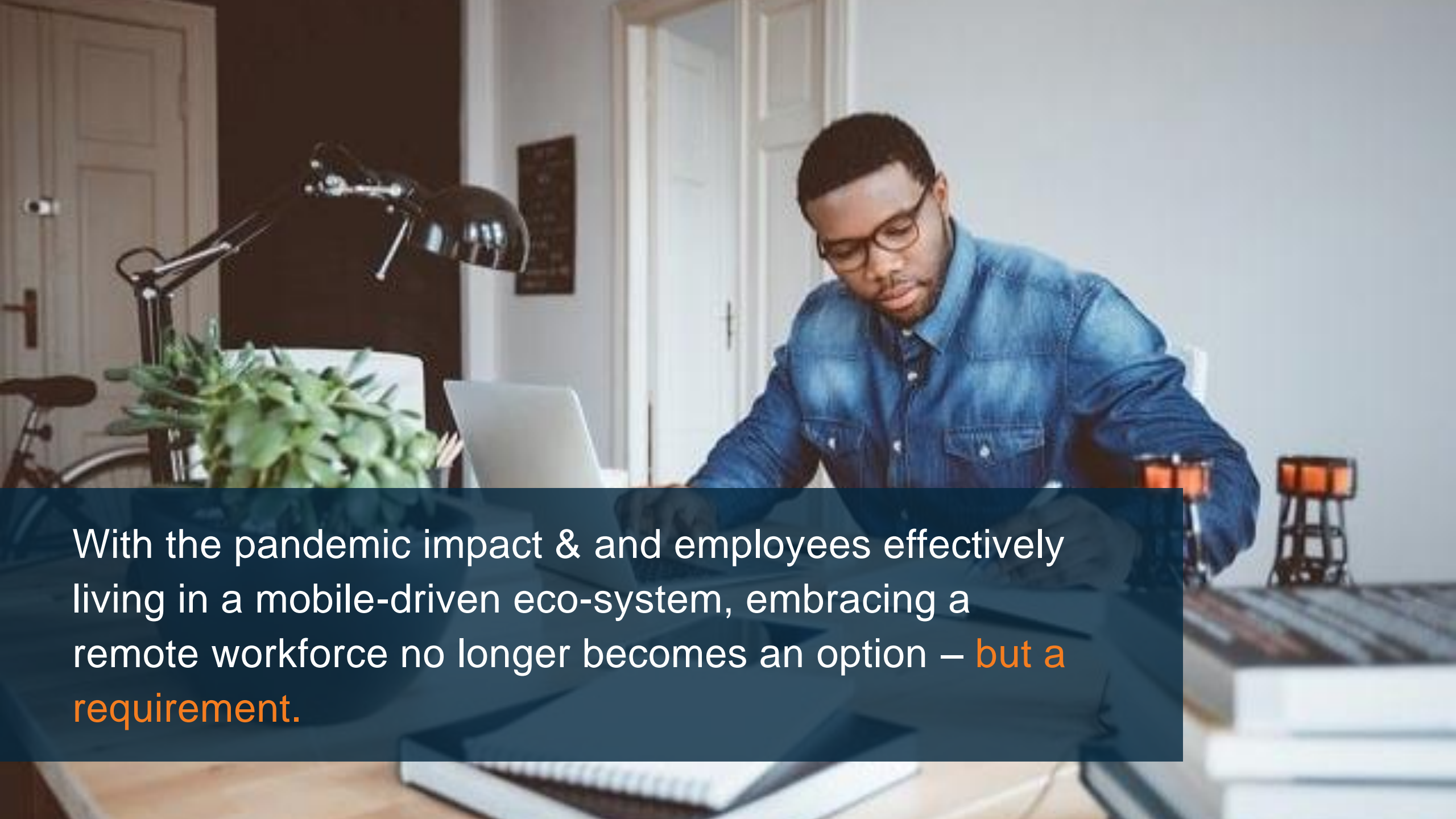
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# Workforce Analytics in Use

- Make better hiring decisions by predicting candidate success
- Prevent employees from quitting their job by predicting employee turnover
  - Determine which employee policies are effective – and which ones are not
    - Analyze future workforce needs
- Link HR actions to business outcomes

A man with glasses and a beard, wearing a blue denim shirt, is sitting at a desk in a home office. He is looking down at a laptop. The desk has a silver desk lamp, a green plant, and a stack of papers. In the background, there is a white door and a wall with a framed picture. The scene is lit with warm, indoor lighting.

With the pandemic impact & and employees effectively living in a mobile-driven eco-system, embracing a remote workforce no longer becomes an option – **but a requirement.**

# A Gig Economy Shifting Towards Delivery And Remote Work

## gig e-con-o-my

• *Noun*

a labor market characterized by the prevalence of short-term contracts or freelance work as opposed to permanent jobs

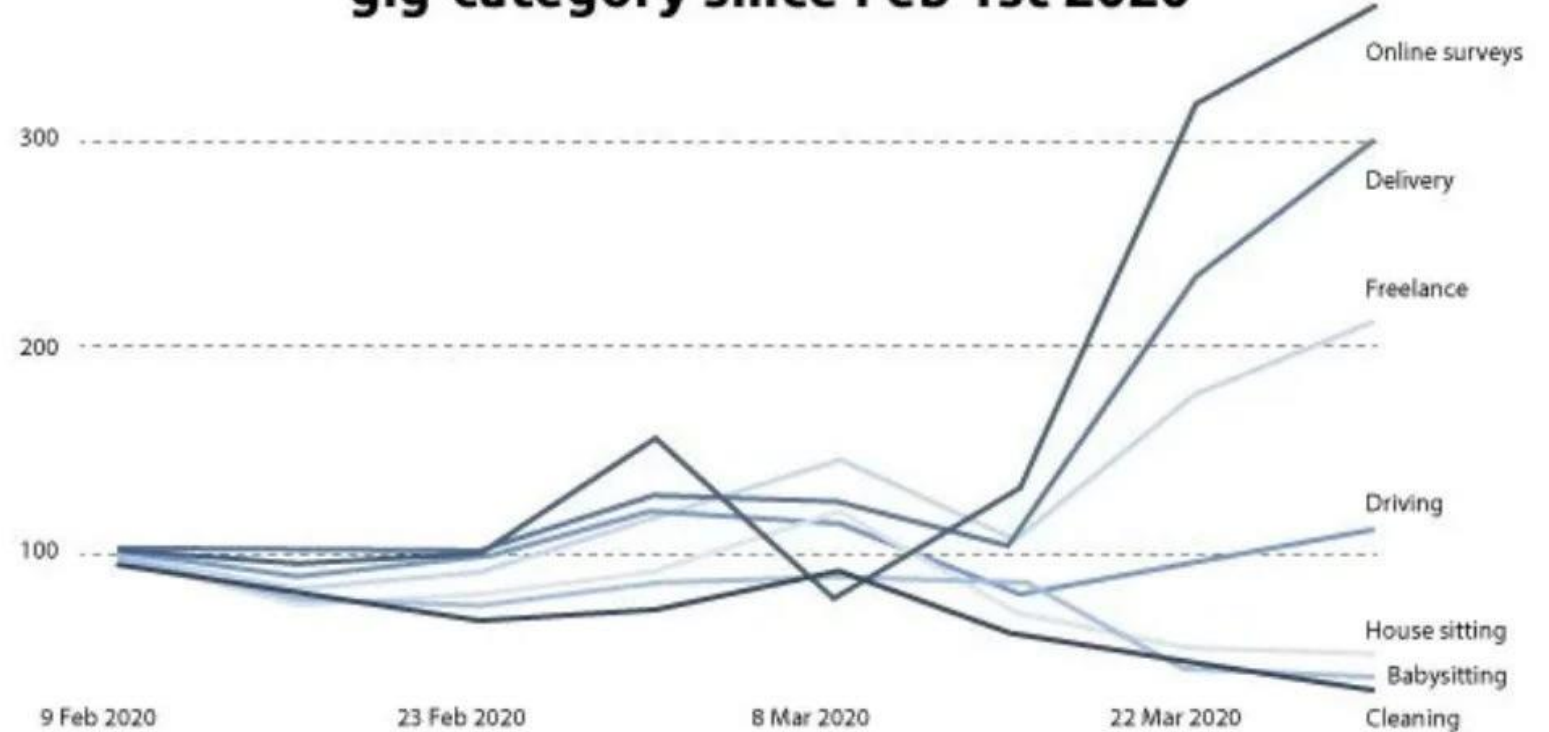
Would leaders consider alternative workers to attract new/different/current workers?

What guidance can you provide gig workers on how to stay safe?



## Indexed development by gig-category since Feb 1st 2020

Institute  
by AppJobs



**+150%**

Instacart volume year over year, adding 300K shoppers<sup>1</sup>

**-36%**

drop in demand for gigs such as housesitting, babysitting and cleaning<sup>1</sup>

**Up to -94%**

decrease in Uber rides in four weeks<sup>2</sup>

1: [How Does the COVID-19 Outbreak Affect the Life of Freelancers & Gig Workers](#)

2: [Brutal chart shows just how much Uber's core ride-hailing business has been hollowed out by coronavirus in the US](#)

# The correlation between the employee experience and an organization's bottom line is often overlooked.

- Lost profit due to negative employee experience can result in a loss of more than double the return on sales.
- Gallup asserts that **17%** of employees are **actively disengaged**, costing their organization \$17,000 (or 34%) per disengaged employee per year.
- 21% higher profitability of organizations in the top quartile of engagement compared with those in the bottom.

"The financial impact of a positive employee experience." IBM and Globoforce. June 2018.  
<https://resources.globoforce.com/papers/financial-impact-employee-experience-ibm>

<https://news.gallup.com/poll/241649/employee-engagement-rise.aspx>

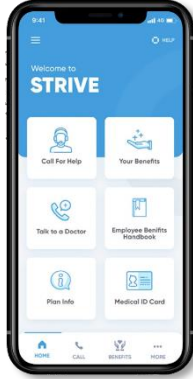
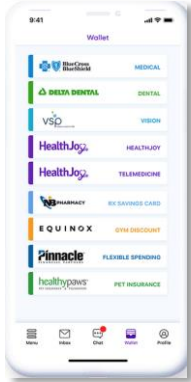
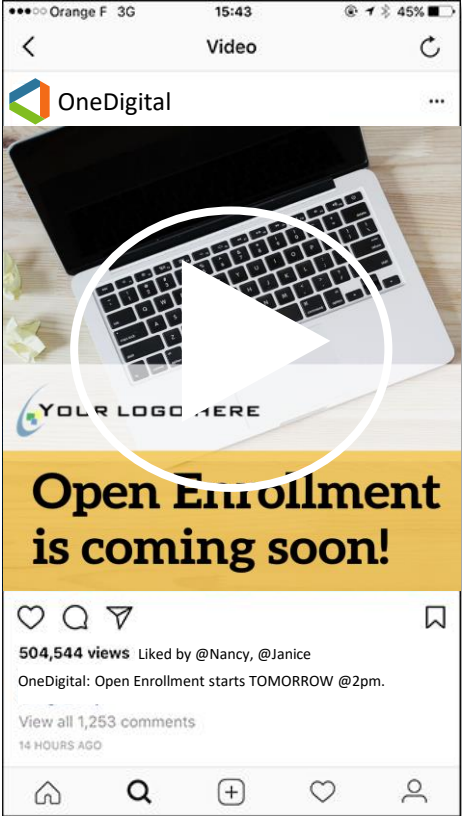


# Virtual OE Strategy Planning: Multi-Channel *Digital* Campaign

(video)



(social)

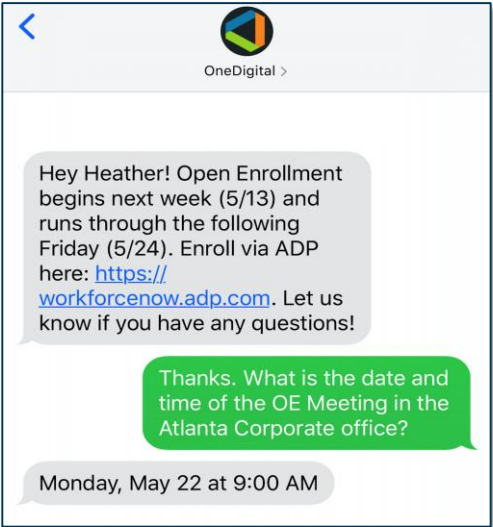


(apps)

(portal)



(text)



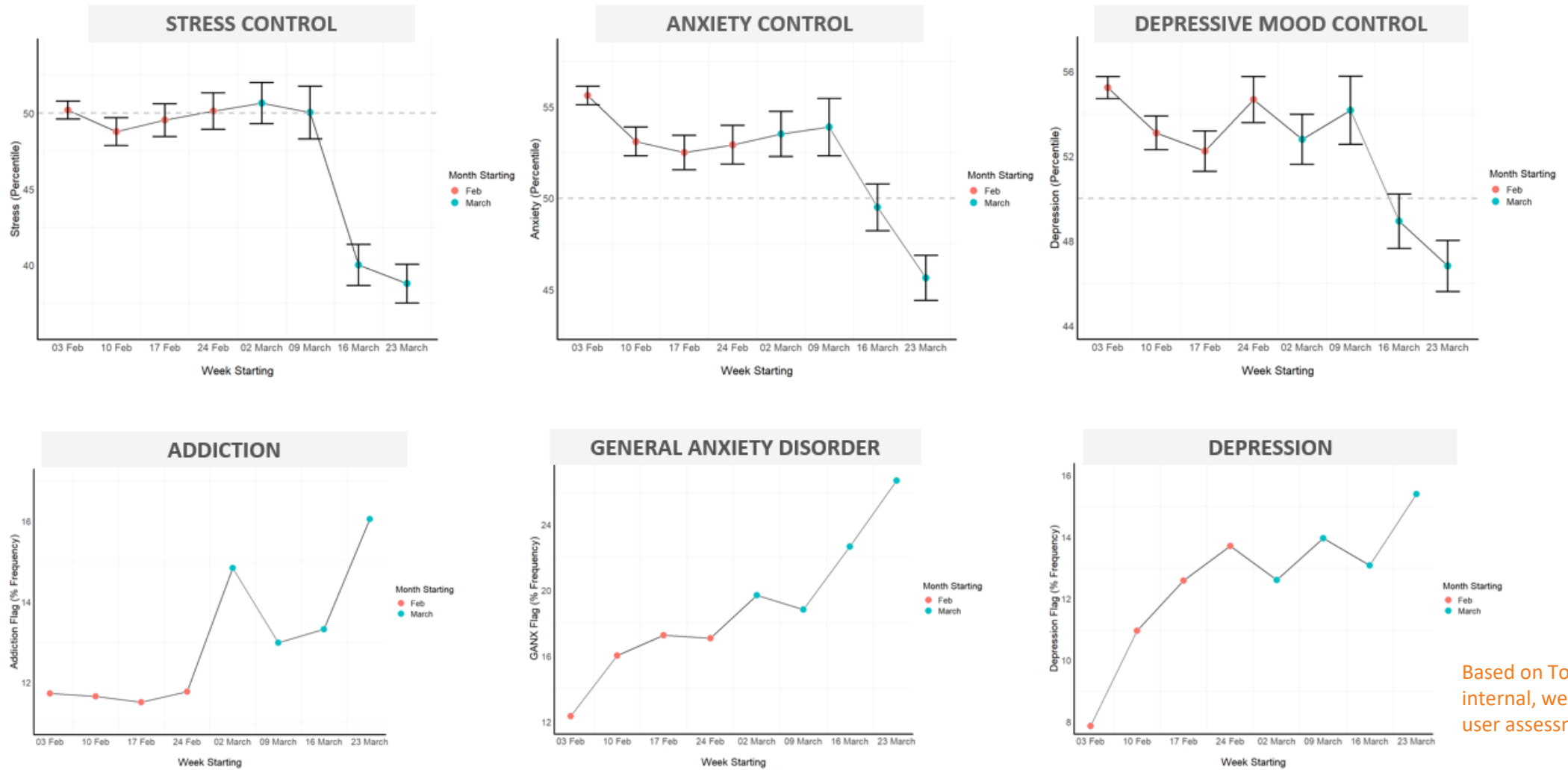


# Everything starts and stops with your people

Many organizations are using COVID-19 as a catalyst to re-evaluate HR priorities to address the shifting needs of the business and workforce.

How have your HR priorities shifted for the remainder of the year?

# Pre and Early COVID-19 Trends



Based on Total Brain internal, week over week user assessment data.

[onedigital.com/coronavirus/](https://onedigital.com/coronavirus/) for resources on how to monitor, prepare for and respond to any healthcare, safety or workplace issues that stem from the coronavirus (COVID-19).

# Resolve – Reengage – Return

OneDigital's Recovery Plan and Toolkit

## Resolve

- Create THE Plan
- Communication Plan
- Training Plan

## Reengage

- Execute Plan with Flexibility
- Role & Wellness
- Policy & Practice Adjustments

## Return

- Physical Workspace Changes
- Disaster Plan Development
- Operational Impacts



# HR Strategy in a Post-Pandemic Business Environment

“The decisions employers make over the next several months will influence their culture and define their employer brand for the next several years.”

- Elisabeth Joyce, VP, Gartner HR practice

**What areas of your HR strategy need to be adjusted to reflect changes in your business and workforce?**

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Leadership and Culture

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Communication

---

Workforce and Staffing

---

Policy Structure

---

Total Rewards

---

Safety and Wellness

---

HR Technology and HR Operations

---

Training and Development

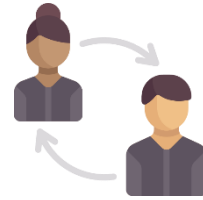
# 10-STEP COMMUNICATION PLAN



**STEP 1:**  
Analyze target audiences



**STEP 2:**  
Define goals



**STEP 3:**  
Establish communications team(s)



**STEP 4:**  
Explore communications channels and available technologies



**STEP 5:**  
Create a timeframe



**STEP 6:**  
Develop message templates and frameworks



**STEP 7:**  
Identify ways to receive feedback



**STEP 8:**  
Get approval and buy-in



**STEP 9:**  
Implement strategy



**STEP 10:**  
Evaluate



## Leadership & Culture

Drive resilience and organizational change.

As leaders look to reengage their people and organizations, it's a critical time to pause and consider actions related to leading and driving organizational culture. **70% of variance in employee engagement is driven by managers— making an emphasis on the “right” leadership practices vital.**

Impactful leadership in the “new normal” requires:

- Empathy
- Vulnerability
- Clear vision of success
- Willingness to adapt
- Commitment to rebuilding a positive culture for employees to thrive with emphasis on inclusivity
- Consistent, open communication with employees

# Human Resources



**How well do your decisions reflect your company values and desired culture?**

**How are you addressing social issues around inequality and bias in the workplace ?**

**If there is a gap, how do you plan to address it?**

Amidst a national pandemic, recent events have brought stark racial inequalities to the forefront of the conversation ...

Organizations everywhere must navigate and facilitate challenging discussions between leadership, employees and customers that will impact:

- Employee health and safety
- Company culture
- Productivity

# Addressing social issues around inequality and bias in the workplace

**Focus on creating a respectful workplace where employees can bring their whole selves to work.**

- Emphasis on inclusion and equality
- Environment for open discussion
- Manager training and resources
- Leadership voice is critical

How are you supporting the physiological safety of your employees?



# TheOneDigital Phased Approach



# GIFTS OF COVID-19

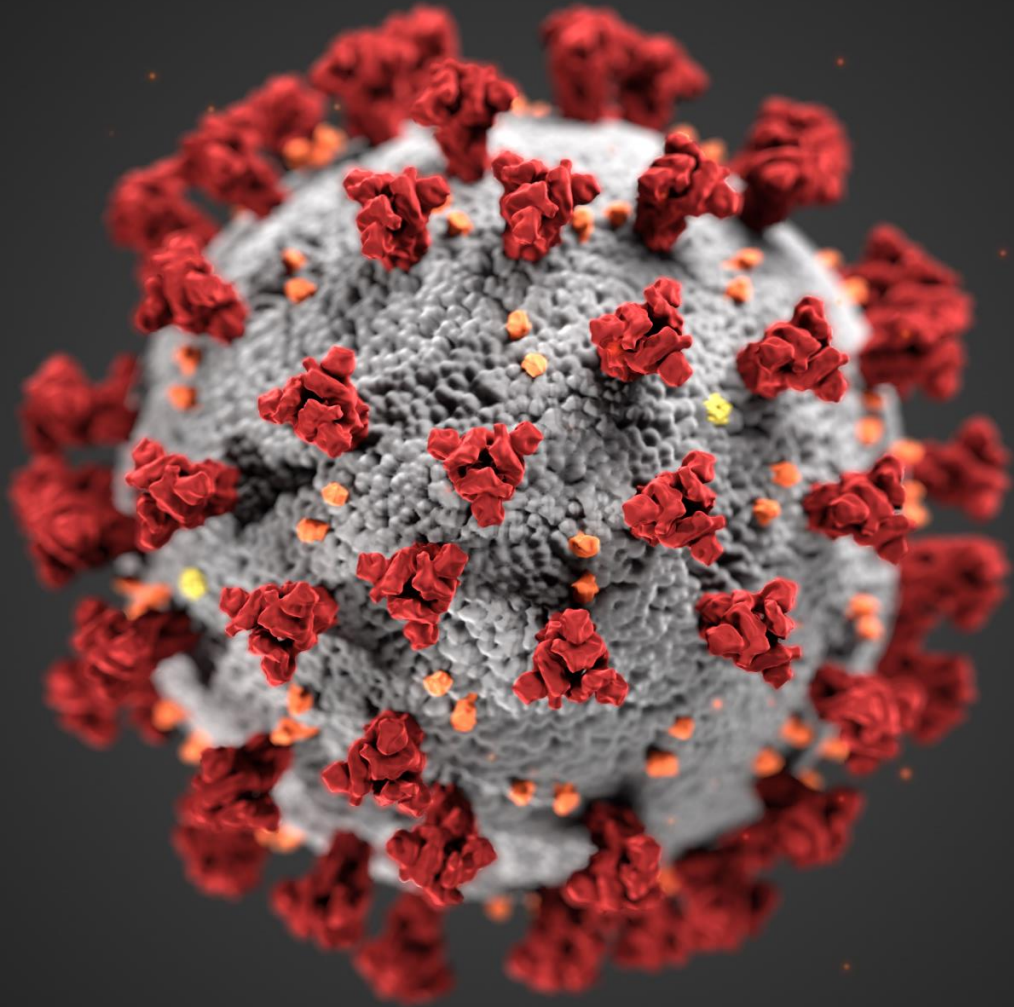
- listening skills
- togetherness – adult children home together
- schooling at home – adults and children
- cooking – meals together
- gardening
- activities outside, meeting neighbors,
- running more
- new rhythms of life – wake time, no commute time  
– replace with family or quiet time
- delightful distractions
- a means to ask why
- meeting in the moment
- presence – to be – to be present

# What are your top business concerns?

- Financial stability?
- Maximizing efficiencies?
- Maintaining your competitive advantage?







# Key Themes “COVIDIZED”

## *ReCap*

- The Human Experience
  - People Adhesion
- Technology & the Remote Workplace
  - Role of Strategic and Personalized Benefits

# Business Strategy Drives Workforce Strategy



# Next Generation HR

“The biggest challenge organizations will likely face in recovery is the tension between getting back to work and rethinking work as they embrace a new reality. How leaders and organizations handle the recovery may define their brands for years to come, and ultimately whether they are truly operating as a social enterprise.” - Deloitte

## Short-term Planning

- Survey your employees to better understand how they are doing
- Take a snapshot of the organizational culture with an eye on leadership, employee morale, trust ...
- Gather data to assess employee sentiment about returning to the workplace
- Create a return-to-work program that is conservative and can remain nimble to future virus conditions

## Long-term Considerations

- Determine if your HR structure and operations were adequate
- Adopt an operating model that enables HR to flex based on dynamic business needs
- Reassess strategic priorities to determine if changes are needed
- Corporate social responsibility
- Continue to care and invest in your people

**Questions?**

**Contact Chuck Baxter**  
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**484.321.5836**

**Feel free to download the**  
**Special Release HR 2020 Insights Guide**

**Thank you!**