

# Preparing for *Return to Work*

The curve is flattening and crisis mode is almost over, leaders need a plan to bring employees back to the office.

What does the new way of working look like for your workforce?

What processes do we want to keep, which roles were more effective in the new world, which governance structures should we maintain, how do we want to continue to communicate with our staff, do we need to continue to upskill our staff.

Consider these steps when defining and developing your Return To Work Plan for your workforce.



## Define your *Return to Work* plan

### 1. Mobilize a multidisciplinary team to build and execute the Return to Work plan

- a | Set up transition office
- b | Establish baselines and set intentions
- c | Conduct workshops to launch Return to Work planning

### 2. Stay connected with your workforce and authorities

- a | Monitor official announcements to react in a timely manner to bring staff back to the office or to the new way of working – the Return to Work
- b | Understand health and safety recommendations and requirements. Establish sanitary and medical protocols to manage return of workforce
- c | Ensure appropriate communication channels with employees are in place - leave no space for ambiguity

### 3. Align business and workforce Return to Work planning/execution

- a | Develop a scenario analysis to better understand the impact of the business Return to Work plan on workforce anticipate fluctuation in typical business demand
- b | Determine if you need to rebalance your workforce and if so, where and how?
- c | Develop or update a comprehensive workforce transition plan based on capacity and expertise
- d | Execute the workforce transition plan and align it with the Return to Work plans

## Support employees as they transition to business as usual

### 4. Understand your workforce potential and their temporary limitations

- a | Identify the impacts from the crisis that may affect your employees' productivity or capacity to work (recovery from illness, general fatigue and anxiety, family support, etc.)
- b | Ensure management and HR teams are ready to support your employees

### 5. Provide support to employees with regard to specific programs deployed during crisis

- a | Help employees enroll in the company's flexibility programs (part time, etc.)
- b | Advise on tax related impacts based on the financial help received during the crisis.

### 6. Continually align employees to the Return to Work plan and communication guidelines

- a | Socialize the Return to Work plan in a clear communication plan
- b | Develop and share Q&A for your workforce to be used in internal and external communications

### 7. Adapt HR policies to reflect post-crisis reality for the remaining of the year

- a | Redefine performance expectations
- b | Review leave policies
- c | Review training policies

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## Explore opportunities to transform and benefit from the crisis

### 8. Explore opportunities for organisational and process redesign

- a | Adapt your organisational design to the post crisis business model evolution
- b | Analyze performance of the processes put in place during the crisis and identify opportunities for long term process improvement
- c | Explore future real estate requirements opportunities for optimizing office space related costs

### 9. Revise what effective teamwork means in your organisation

- a | Gather feedback from your workforce on effective practices implemented during the crisis
- b | Explore opportunities for a new work-remotely or onsite balance
- c | Rethink employee experience as a whole

### 10. Revise Vendors and contingent workforce management

- a | Explore alternative staffing model needs (fix vs flex talents, etc.)
- b | Review contingents workers policies
- c | Consider offshore/outsourced providers and local lockdown implications on business continuity;

## Use new digital practices to accelerate upskilling for the workforce of the future

### 11. Anchor new digital skills developed during the crisis

- a | Monitor adoption of current digital tools
- b | Gather and share best practices
- c | Train leaders to reinforce their ability to manage in a remote model in the long -term
- d | Build a communication and change management plan to continue to support adoption

### 12. Develop a People Strategy for the new reality in the long-term

- a | Create a Workforce vision taking into account the new reality
- b | Identify new critical capabilities that should drive the new workforce vision and upskilling strategy
- c | Define a roadmap for developing your workforce of the future
- d | Provide support and coaching to leadership and middle-management on leading and managing virtual teams

## Anticipate short term relapses and better face the next crisis

### 13. Design a crisis management governance for the long-term

- a | Identify key resources required for the crisis management committee
- b | Define the frequency of the committees
- c | Determine communication methods and channels to keep stakeholders and employees up to date with key decisions and messaging

### 14. Create a pandemic response plan

- a | Define a Workforce plan (capacity, expertise) based on key pandemic scenarios
- b | Build a communication plan for employees and contractors to calmly respond in a crisis

## We're here to help:

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