

RETURNING TO THE WORKPLACE:

WHAT DOES HR NEED TO BE THINKING ABOUT AS BUSINESSES BEGIN TO RETURN TO WORK?

crf2020
CORPORATE RESEARCH FORUM

HEALTH AND SAFETY

- Carry out a full **risk assessment**
- **Contact tracing** in place for staff and visitors, and monitored if follow-up is required
- **Cleaning** – ensuring the whole workplace is cleaned regularly up to COVID-19 standards
- **Standards and protocols** – PPE, hand washing, sanitisers, physical contact.

PHYSICAL SPACE

- **Desks** – distancing, screens
- **Queue/lift management**
- **Reception**
- **Food and drink** – water stations, tea and coffee, canteens (wrapped food, seating, traffic flow, etc.).

LISTENING TO EMPLOYEES

- **Don't assume** everyone wants to return to work (O C Connor survey: 85.6% don't want to)
- Must **listen to their concerns** – fear, journeys to work, care responsibilities, bereavement, etc. – then respond consistently, avoiding unintended discrimination
- Provide **counselling and support services**
- Ensure managers hold **one-to-ones and listen**.

REENGAGING AND REENERGISING

- **Reboarding** – how will the new world work?
- **Reinforcing the values and purpose** of the organisation
- **Involve and reinvest** in their development
- **Recognise what they've achieved** in the business but also in their communities.

DECISION-MAKING

- **What is essential?** Prioritise what you bring back to the office
- **Learn from the speed of decision-making** in the last month and streamline governance
- **Review processes and physical layout** – retail, manufacturing etc. Don't forget not all your workforce work in an office
- **Review** who can work from home and where possible, let them.

WHERE HRBPS NEED TO FOCUS

- **Coaching** managers to care and listen as well as drive performance
- **Sensing the climate** – how are people feeling, what's the state of morale?
- **Helping the business reset its strategy and develop the required capability**
- **Prioritising** what matters to the people and the business, not to HR.

