



Planning for a Return to Work

May 2020

Agenda

Setting the Stage

Return to Work Plan

Planning for the New Normal

Next Steps

HERE WITH YOU TODAY



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Setting the Stage: Prepare for the New Normal

Harvard Business Review

The coronavirus crisis, like every crisis, is unfolding over an arc of time with a beginning, middle, and end. It is useful to think what distinguishes what *was*, *is*, and *will be*. There *was* a past of relative stability and predictability. There now *is* chaos and disruption. There *will be* ... a different state.

The Washington Post

After the coronavirus crisis passes, we'll need to reinvent our economy.

BBC NEWS

How will coronavirus change the world?

Bloomberg

Harvard Researchers Say Some Social Distancing May Be Needed Into 2022

The Boston Globe

There's no real precedent for the coronavirus effect on the economy – and that could be a good thing.

McKinsey & Company

The next normal will look unlike any in the years preceding the coronavirus, the pandemic that changed everything.

Setting the Stage: Innovations & Good News



Ventilators assembled by GM and Ventec Life Systems were delivered to hospitals Thursday night with more making their way to facilities today and through the weekend, the first in a 30,000-unit order with the U.S. government.



Ford Teams Up With 3M and Thermo Fisher to Make Health Equipment.



INDEPENDENT

On Monday, [Prada] announced in a statement that the company's co-CEOs Patrizio Bertelli and Miuccia Prada, and chairman Carlo Mazzi had personally donated six intensive care and resuscitation units to three hospitals in Milan.



Alexion, following clues from early tests, preps phase 3 study of Ultomiris in severe COVID-19.



Food Delivery Firms Start Contactless Services During Pandemic.

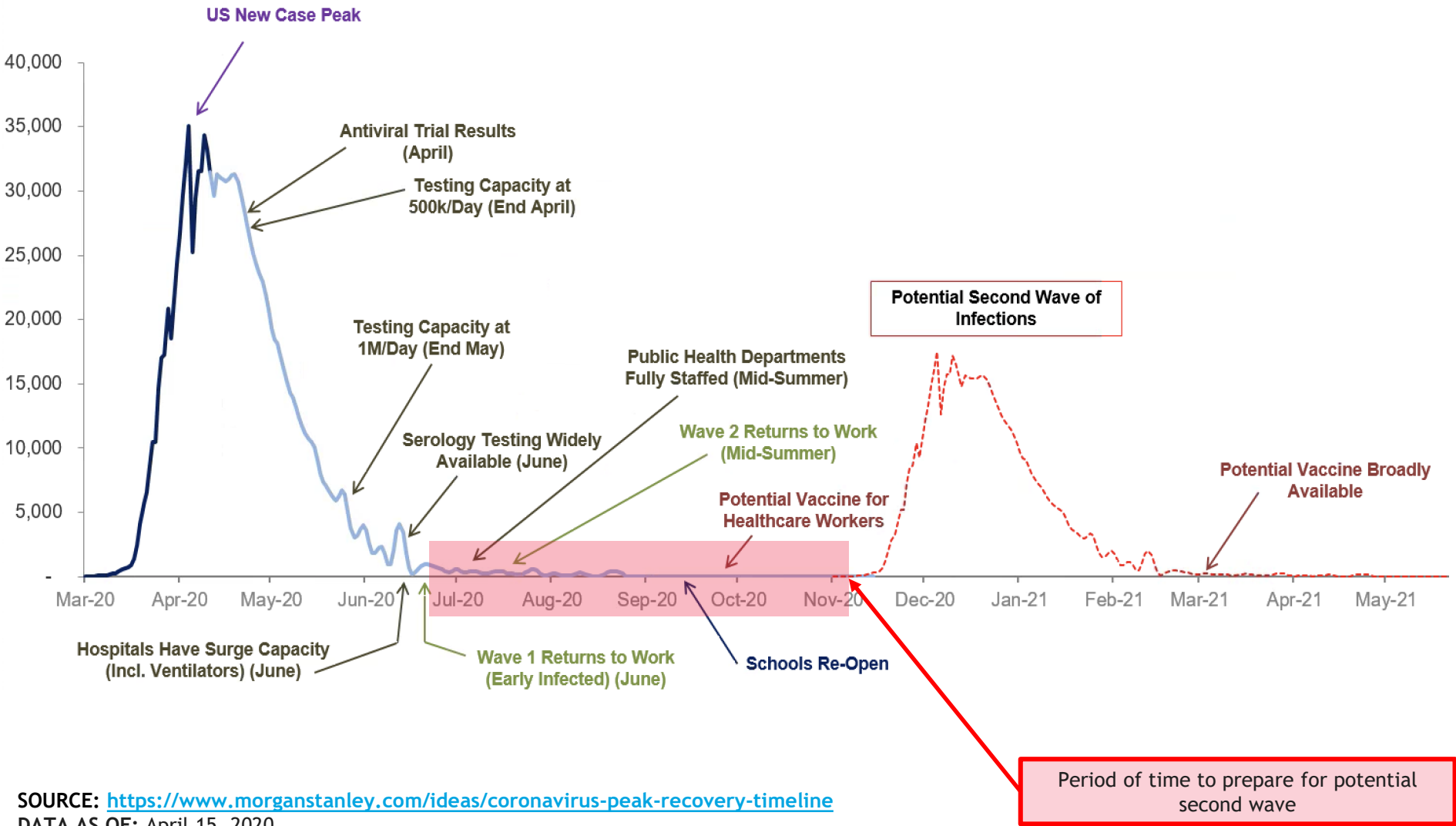


PayPal and Marvell join the likes of Bank of America, Morgan Stanley and Starbucks, which have also offered job-safety assurances to employees who are worried about the economic shock from the coronavirus.



Starbucks, perhaps identifying the anxiety piece of this crisis, has extended its mental health benefits.

Setting the Stage: Projected Timeline and Milestones in the US



Potential actions for the next 12 months	
Mar - TBD	Continue crisis management actions
Apr - May	Create Return to Work plan
Jun - Jul	Begin limited re-opening of offices (based on gov't guidance and safety considerations)
May - Jun	Perform After-action analysis; identify areas for improvement
Jun - Nov	Enhance Crisis Management & Business Continuity capabilities
Sep - TBD	Prepare, monitor, and address potential virus resurgence

Setting the Stage: White House Guidelines for Opening America

Proposed State or Regional Gating Criteria (Satisfy Before Proceeding to Phased Opening)

SYMPTOMS

For States and Regions that satisfy the gating criteria.

Downward trajectory of influenza-like illnesses (ILI) reported within a 14-day period

AND

Downward trajectory of COVID-like syndromic cases reported within a 14-day period.

CASES

For States and Regions with no evidence of a rebound and that satisfy the gating criteria a second time.

Downward trajectory of documented cases within a 14-day period

AND

Downward trajectory of positive tests as a percent of total tests within a 14-day period (flat or increasing volume of tests).

HOSPITALS

For States and Regions with no evidence of a rebound and that satisfy the gating criteria a third time.

Treat all patients without crisis care

AND

Robust testing program in place for at-risk healthcare workers, including emerging antibody testing.



SOURCE: <https://www.whitehouse.gov/openingamerica/>

Setting the Stage: White House Guidelines for Opening America

Guideline for All Phases: Employers

Develop and implement appropriate policies, in accordance with Federal, State, and local regulations and guidance, and informed by industry best practices, regarding:

- ✓ Social distancing and protective equipment
- ✓ Temperature checks
- ✓ Testing isolating, and contact tracing
- ✓ Sanitation
- ✓ Use and disinfection of common in high traffic areas
- ✓ Business travel
- Monitor workforce for indicative symptoms. Do not allow symptomatic people to physically return to work until cleared by a medical provider.
- Develop and implement policies and procedures for workforce contact tracing following employee COVID+ testing.



SOURCE: <https://www.whitehouse.gov/openingamerica/>

Setting the Stage: White House Guidelines for Opening America

PHASE 1

For States and Regions that satisfy the gating criteria.

Continue to encourage telework when feasible.

If possible, return to work in phases.

Close common areas.

PHASE 2

For States and Regions with no evidence of a rebound and that satisfy the gating criteria a second time.

Continue to encourage telework.

Close common areas.

Strongly consider special accommodations for venerable personnel.

PHASE 3

For States and Regions with no evidence of a rebound and that satisfy the gating criteria a third time.

Resume unrestricted staffing of worksites.



SOURCE: <https://www.whitehouse.gov/openingamerica/>

Setting the Stage: Issues to Resolve for a Successful Return to Work

National Issues Identified by the US Chamber of Commerce

Essential Services and Resources	Resolution of Regulatory and Legal Liability Issues	Support for Businesses and Individuals
General Health Screening	Health Privacy	Businesses Dependent on High-density Gathering or Travel
COVID-19 Testing	Discrimination Claims	Individuals Delayed in Returning to Work
Personal Protective Equipment (PPE)	Safe Workplace Requirements	
Transportation	Support for Independent Contractors	
Childcare	Employment Practices	
	Exposure Liability	
	Product Liability	
	Medical Liability	
	Securities Litigation	
	Customer Communications	
	False Claims Act	



U.S. Chamber of Commerce

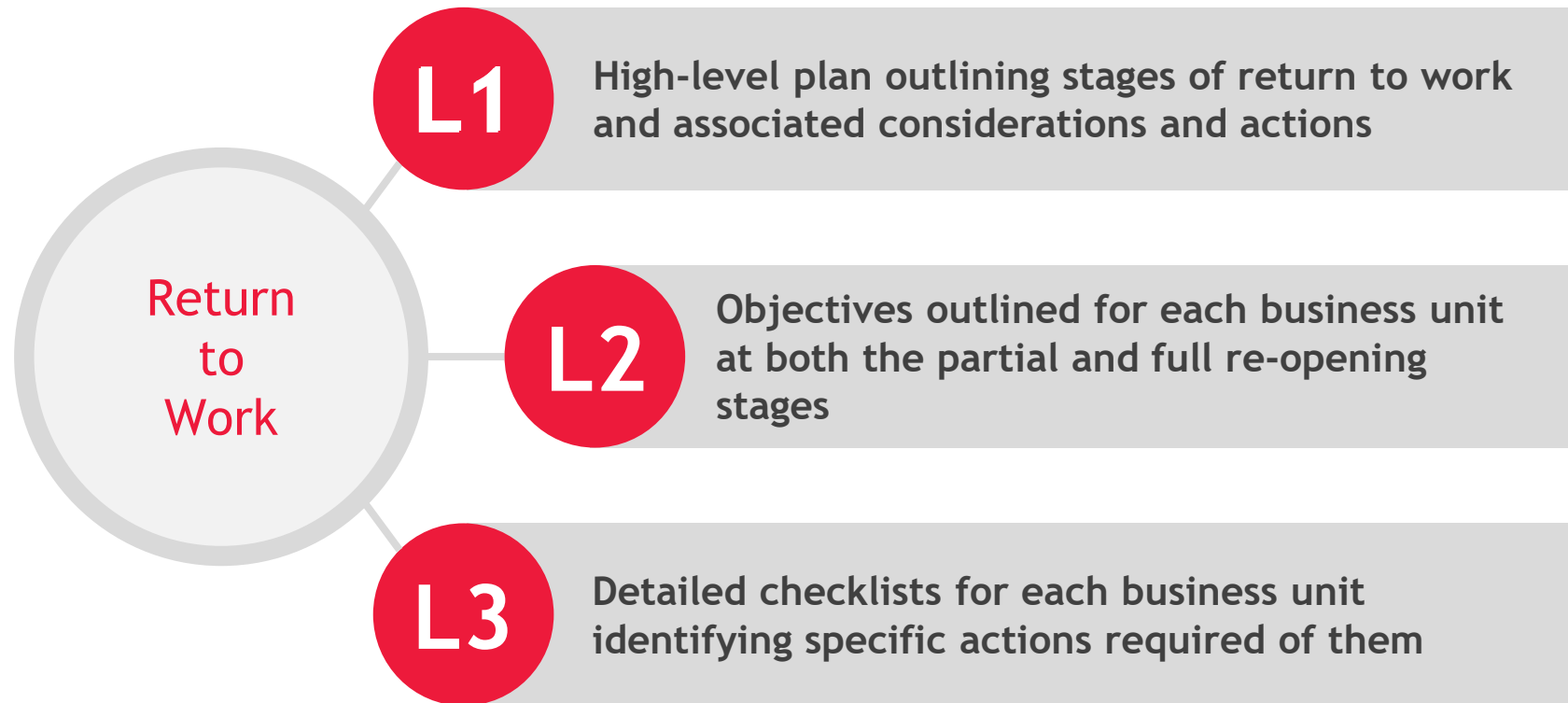
Whenever the return to work begins, the planning for it must begin now. The American business community must begin preparing now for new processes, requirements, or restrictions for which there is no playbook or precedent.

– Suzanne Clark, President US Chamber of Commerce

SOURCE: <https://www.uschamber.com/coronavirus/implementing-national-return-to-work-plan>





Return to Work Plan

The return to work plan is built on a 3-level approach with Level 1 being strategic, and Level 3 being tactical and specific to individual business units and functions.



Return to Work Plan (Level 1)

Draft framework for reconstituting the business operations

	 Current State	Decision Analysis	 Partial Opening	Decision Analysis	 Full Opening	 Monitor & Prepare
Situation	<ul style="list-style-type: none"> Disease at pandemic stage impacting nation 		<ul style="list-style-type: none"> Disease is entering post-pandemic stage, but some hotspots remain 		<ul style="list-style-type: none"> Disease is contained nationally and is no longer a substantial threat 	<ul style="list-style-type: none"> Disease is contained nationally and is no longer a substantial threat
Objectives	<ul style="list-style-type: none"> Continue operations and client service in a remote environment Preserve billing and cashflow Prepare to support clients pandemic impacts and changes in business model 		<ul style="list-style-type: none"> Begin to re-occupy offices in a limited manner as it is safe to do so and is allowed by municipalities Allow for a period of transition to test systems and environments 		<ul style="list-style-type: none"> Re-occupy all offices with full staffing (or to limits allowed) Handle employees requests for continued remote work exceptions individually 	<ul style="list-style-type: none"> Complete an after-action diagnosis Take appropriate actions to prepare company for possible resurgence Update policies (HR, WFH, technology, etc.)
Indicators	<ul style="list-style-type: none"> Work and movement restrictions in force 		<ul style="list-style-type: none"> Work and movement restrictions begin to be lifted by state and local governments CDC, WHO and other health organizations support reduction in social distancing 		<ul style="list-style-type: none"> Work and movement restrictions substantially lifted for all areas where the company has offices CDC, WHO and other health organizations substantially reduce social distancing guidance 	<ul style="list-style-type: none"> Office re-occupancy underway Stakeholders have had time to reflect on lessons learned
Actions	<ul style="list-style-type: none"> Maintain full social distancing Communicate and support employees Monitor capacity and bandwidth for technologies supporting remote work 		<ul style="list-style-type: none"> Allow employees to choose to return to work and inform them of the steps taken to prepare office Outline office social distancing expectations Begin phased return to work (consider guidance for high-risk individuals) Verify supporting technologies are workable and office is cleaned 		<ul style="list-style-type: none"> Communicate expectations on working from office to employees Re-evaluate social distancing office guidance Ongoing monitoring of technology infrastructure Prepare for client demand returning to pre-pandemic levels of workloads 	<ul style="list-style-type: none"> Monitor for possible resurgence Conduct after-action review Reassess workflows and real estate needs Prepare workforce for any “New Normal” expectations and demands Recognize employees that went above and beyond during crisis Enhance company’s resiliency posture

Return to Work Plan (Level 1)

Decision analysis

STEP 1		STEP 2	
Critical Information Requirements	Can we do this? <i>Physical Access</i>	Should we do this? <i>Health and Safety</i>	How will we do this? <i>Internal Decision</i>
Can we safely return employees to the office? What protection measures will be taken?	Have work and social distancing restrictions been relaxed or eliminated for a State and/or city where the company has an office?	Follow CDC, State and/or city guidance on returning to work (e.g. limited building occupancy levels, office social distancing best practices).	The Executive Team will have final authority to re-open an office. The Crisis Management Team will support the decision by providing analysis and recommendations.
Why do we need to go back to the office?	Will the landlord and/or building manager allow re-occupy of the office?	Is it safe for employees to return to work and is mass transit the main form of travel?	Begin to follow Support Function checklists and monitor changes in restrictions and possible resurgence in infections.
Who are the people who'd absolutely need to be back (e.g. regulatory, technical, others for collaboration reasons)?	Will supporting infrastructures be available (food, cleaning, waste removal, security, etc.)?	Is Personal Protective Equipment (PPE) required to re-enter the worksite (will the company be providing the PPE)?	Consider legal & liability issues as well as childcare considerations/exceptions for continued work from home.
How long are people required to be in the office (e.g. Team A goes in 1-day/week)?			
What are the characteristics of high-risk areas (e.g. public density, transportation, etc.)?			

Return to Work Plan (Level 1)










Protecting People & the employee experience

- Prioritize employee and customer health & safety
- Support wellness and mental health during return to work
 - Offer resources, show compassion, and reduce stigma
 - Employee Assistance Program and Flexible Work Arrangements
- Foster belonging, trust, and company culture virtually
- Implement technology to enable effective collaboration and productivity
- Clear communication from leadership to reduce uncertainty



Objectives by Support Function (Level 2)

Sample

	 Partial Opening	 Full Opening
 Comms	<ul style="list-style-type: none"> • Articulate guidance and info. to offices that begin a partial opening including geographic and other ongoing measures/restrictions. • Provide client-focused comms to inform on status of return to BAU. 	<ul style="list-style-type: none"> • Articulate full opening guidance and information to offices • Articulate any enduring guidance/measures. • Provide client-focused communications to inform them that all offices are BAU.
 Travel	<ul style="list-style-type: none"> • Review the evolving situation and restrictions on domestic and international travel • Reinforce guidance on travel guidelines 	<ul style="list-style-type: none"> • Review the evolving situation and restrictions on international travel • Reinforce guidance on travel guidelines
 Facilities & Office Management	<ul style="list-style-type: none"> • Confirm offices intending to re-open are safe, clean, adequately stocked with sanitary supplies • Develop social distancing standards for employees and workstations • Revise visitor policies for offices 	<ul style="list-style-type: none"> • Confirm offices are properly stocked and remove social distancing among workstations • Monitor sanitization standards developed for offices • Revert to prior office visitor policy
 HR	<ul style="list-style-type: none"> • Provide guidance to employee on staged office re-occupancy • Outline grace period for voluntary return to office vs mandatory (consider exceptions for high-risk individuals and those with children out of school) 	<ul style="list-style-type: none"> • Communicate to employees expectations on returning to BAU and provide instructions for exceptions • Provide ongoing support tools and guidance
 Economics	<ul style="list-style-type: none"> • Examine downstream impacts and assessing courses of action • Consider new privacy concerns 	<ul style="list-style-type: none"> • Continue to monitor downstream impacts and assessing courses of action • Consider new privacy concerns
 Legal & Insurance	<ul style="list-style-type: none"> • Assess state and local regulations and guidance for returning to work and relaxing of social distancing guidance • Examining options for claims and coverage adjustments 	<ul style="list-style-type: none"> • Continue to monitor state and local regulations work and social distancing guidance • File insurance claims where applicable
 Technology	<ul style="list-style-type: none"> • Testing system office network, capability, printers, print servers, etc. • Begin asset inventory by office 	<ul style="list-style-type: none"> • Monitor infrastructure • Complete asset inventory by office

Supporting Checklists (Level 3)

Sample checklist illustrated for a single business function

Facilities & Office Management *(Partial list of actions)*



- 1 Evaluate office re-entry sanitary criteria with leadership.
- 2 Develop social distancing and office staffing capacity standards during the partial opening and full opening phases.
- 3 Confirm with building management office buildings are safe for re-occupation and understand if there are any building rules / restrictions / limitations in effect.
- 4 Arrange for enhanced (daily) office cleaning with building cleaning service firm (door handles, café eqmt, etc.).
- 5 Create sanitary supply lists and monitor replenishment with supplier.
- 6 Vendor access granted for restocking and preparation for the first full-day of operations (restocking may be limited during partial opening phase).
- 7 Confirm offices meet sanitary, staffing and other standards developed before re-opening any office.
- 8 Implement visitor procedures and re-evaluate site/badging access.
- 9 Reinforce clean desk policy.
- 10 Seek advice and counsel internally, as needed, regarding legal aspects of various return to work actions.

Planning for the New Normal

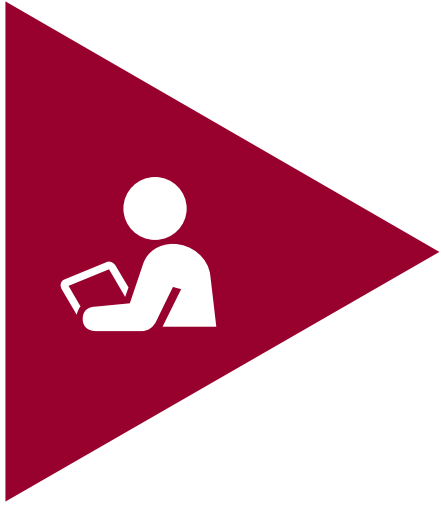
- Prepare for new operational resilience mandates for critical suppliers (Third-party Risk management)
- Leverage operational resilience as a competitive advantage
- Expect that country and industry will operate in a limited/partial open fashion for a period of time
- Expect health assessments and temperature checks
- Expect that offshoring and supply chain strategies will be viewed with a resiliency lens
- Expect more regulations (new employment/unemployment laws)
- Expect nations will re-evaluate globalization with intent to bring critical industries/manufacturing onshore or within a trade block
- Expect companies may permanently change the way they operate (e.g. remote work, distance learning, tele-health, diversified supply chains, etc.)



Common components of operational resiliency

Next Steps - *How BDO Can Help*

Return to Work Plan



- Align return to work plans with national, state, and local regulations and guidelines (e.g. PPE usage in workplace).
- Establish command and control structure with decision making authorities.
- Identify potential legal & liability issues.
- Update policies including those that consider considerations/exceptions for continued work from home.
- Create business unit checklists for discrete actions to be completed.
- Prepare for possible resurgence

Next Steps - *How BDO Can Help*

Pandemic Readiness Assessments



- Create or leverage existing list of critical suppliers and third-parties.
- Design assessment questionnaire to collect information on critical suppliers and third-parties.
- Collect response and identify gaps that may impact recovery plans.
- Create unified company response to incoming assessment questionnaires.

Next Steps - *How BDO Can Help*

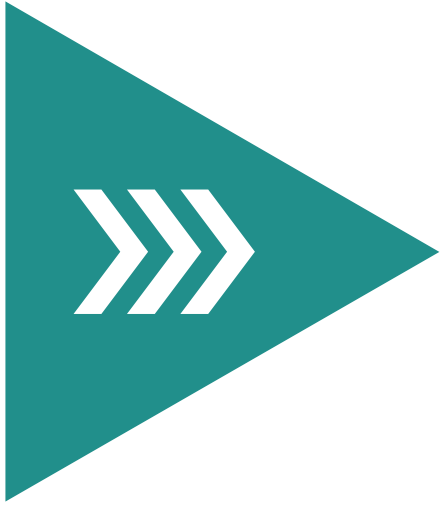
After-action Reporting and Remediation



- Complete an after-action diagnosis.
- Take appropriate actions to prepare company for possible resurgence.
- Update policies (HR, WFH, technology, etc.).
- Reassess workflows and real estate needs.
- Prepare workforce for any “New Normal” expectations and demands.
- Enhance company’s resiliency posture.

Next Steps - *How BDO Can Help*

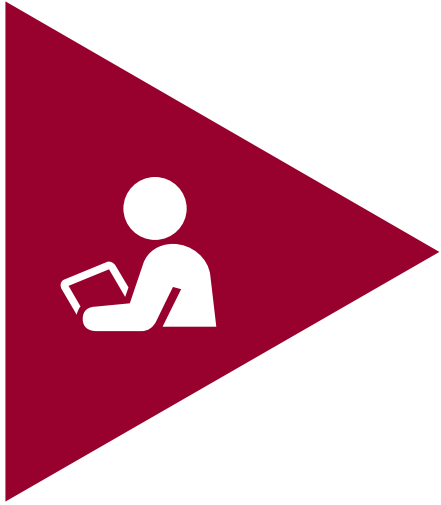
Risk Management Accelerator



- Implements an operational risk program in six weeks, including crisis management, business continuity, and insurance advisory.
- Provides a strong risk governance structure that clearly defines policy, requirements, roles, responsibilities, and program structure.
- Aligns with risk standards and best practices tailored to fit regulated industries, such as financial services, healthcare, manufacturing, etc.
- Integrates technologies to drive data integrity and automation powered by your choice of Fusion Risk Management or Microsoft Office software.
- Facilitates a culture of resiliency and builds program awareness and adoption.
- Identifies key third-party dependencies for your business.

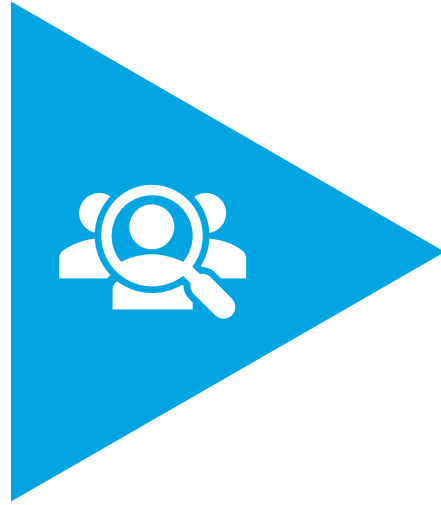
Next Steps - *How BDO Can Help*

Summary



Return to Work Plan

The Return to Work Plan is built on a 3-level approach with Level 1 identifying strategic actions, Level 2 focusing on business unit objectives, and Level 3 outlining tactical responses.



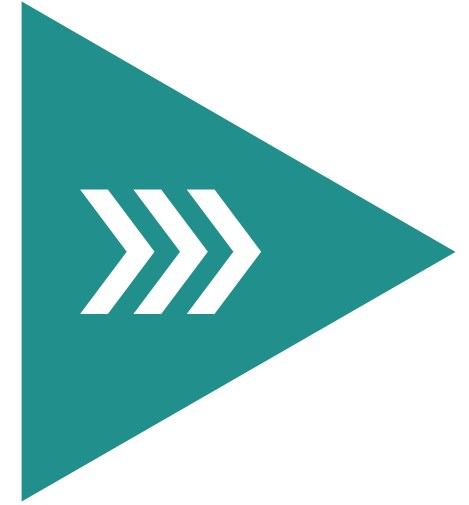
Pandemic Readiness Assessments

Companies need to enhance their own Return to Work Plan with a Pandemic Readiness Assessment of their critical suppliers and third-parties.




After-action Reporting and Remediation

The After-Action Report and associated Remediation Plan will help identify gaps in existing programs and capabilities while outlining a path to enhanced maturity.



Risk Management Accelerator

The RM Accelerator delivers a rapid, turnkey solution for organizations with immature or nonexistent operational risk management.



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