COVID-19 Response Framework

A Practical Guide for Your
Public Sector Workforce Priorities

Segal

Public sector employers and plan sponsors are facing COVID-19's profound disruption to everyday life often without much of a safety net. Many public sector workers — including police, fire and other public safety officers — do not have the option to do their jobs from home.

These workers form the backbone of communities' service functions, continuity plans, and emergency response and disaster recovery processes. Even as these services continue, it is clear that this pandemic has raised issues not even the best-laid plans could have foreseen.
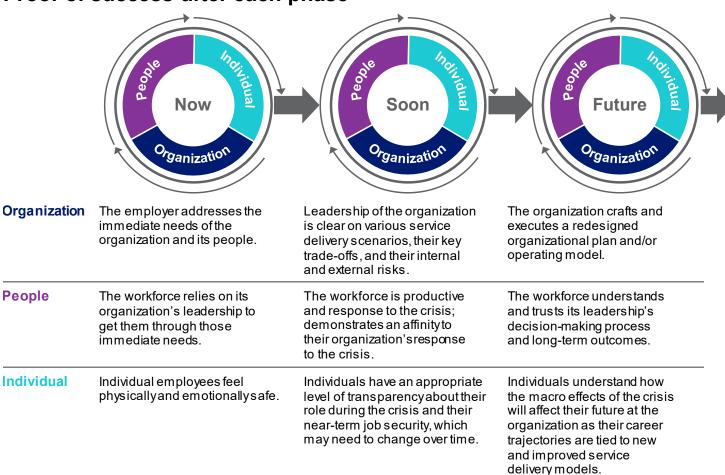
To help employers in the public sector prioritize the plethora of HR management and employee benefit issues the crisis has raised, Segal is providing you this *COVID-19 Response Framework* to serve as a practical guide for your workforce priorities.

Three stages, three stakeholders

The framework consists of three interconnected stages that represent the time frames of an organization's response to the pandemic: short- (**Now**), medium- (**Soon**) and long- (**Future**) term. This approach offers flexibility for you to define the timing best suited to your organization's situation. Indeed, if the virus returns before a vaccine is developed, organizations may need to revisit some stages.
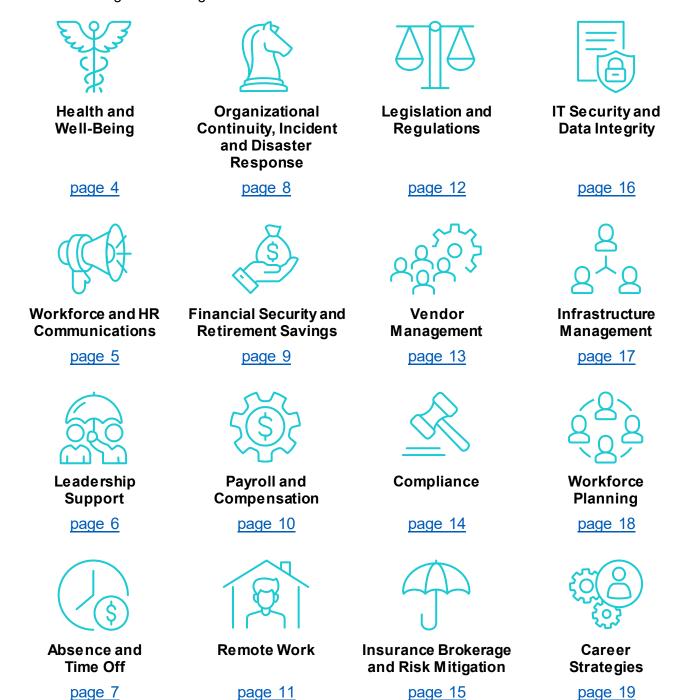
Successful public sector HR management understands that it must always balance and address the different needs and perspectives of its stakeholders, including elected officials, career administrators and managers, the employees themselves and the public served by that jurisdiction. Therefore, each stage also defines what success looks like from three crucial perspectives: the **Organization** as a whole, its **People** collectively and the **Individual** employee.

Proof of success after each phase

	Now	Soon	Future
Organization	The employer addresses the immediate needs of the organization and its people.	Leadership of the organization is clear on various service delivery scenarios, their key trade-offs, and their internal and external risks.	The organization crafts and executes a redesigned organizational plan and/or operating model.
People	The workforce relies on its organization's leadership to get them through those immediate needs.	The workforce is productive and response to the crisis; demonstrates an affinity to their organization's response to the crisis.	The workforce understands and trusts its leadership's decision-making process and long-term outcomes.
Individual	Individual employees feel physically and emotionally safe.	Individuals have an appropriate level of transparency about their role during the crisis and their near-term job security, which may need to change over time.	Individuals understand how the macro effects of the crisis will affect their future at the organization as their career trajectories are tied to new and improved service delivery models.

COVID-19 HR and employee benefit priorities

Each phase identifies the key COVID-19 HR and employee benefit priorities for employers to consider, which fall into the following broad categories:
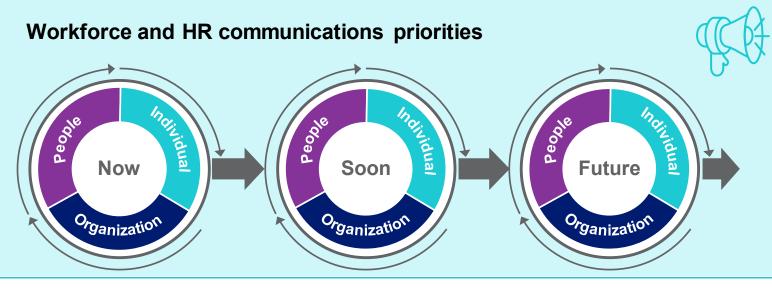
Health and Well-Being

Organizational Continuity, Incident and Disaster Response

Legislation and Regulations

IT Security and Data Integrity

Workforce and HR Communications

Financial Security and Retirement Savings

Vendor Management

Infrastructure Management

Leadership Support

Payroll and Compensation

Compliance

Workforce Planning

Absence and Time Off

Remote Work

Insurance Brokerage and Risk Mitigation

Career Strategies

Building on the framework

The following pages provide a detailed checklist of each HR and employee benefit topic above. They can be a helpful resource to confirm that the important issues related to the COVID-19 crisis are being addressed and in the right priority. They are crafted to supplement — not take the place of — ongoing best practices related to other HR management and employee benefit topics, such as performance management, reporting, disclosure, diversity and inclusion, total rewards, talent management, organizational effectiveness and collective bargaining agreements.

Health and well-being priorities

- ☐ Coordinate availability of COVID-19 diagnostic testing with carriers

- ☐ Work with carriers to determine COVID-19 treatment coverage levels

- ☐ Determine prescription plan policies for refills, quantity limits, and clinical programs

- ☐ Ensure plans cover provider visits (including virtual visits/telemedicine, ER and urgent care) in connection with COVID-19 diagnostic testing

- ☐ Distribute communications related to available healthcare options, including testing, treatment, telemedicine and Rx — highlighting newly available coverage

- ☐ Consider telemedicine coverage for newly virtually enabled providers, in addition to standard telehealth options

- ☐ Send self-care communications on managing stress, dealing with isolation, and awareness of tele-behavioral health and employee assistance programs

- ☐ Create means for measuring and providing COVID-19 reporting required by regulatory agencies

- ☐ Communicate about health insurance coverage and premium payments, and/or COBRA for furloughed and laid-off employees

- ☐ Review flexible spending arrangements (health, dependent care) for change in status election issues

- ☐ Consider cost impact on group health plan of COVID-19 in the current fiscal year and beyond

- ☐ Understand broader economic and health changes/challenges in your organization, and how the benefits budget may be impacted under different scenarios

- ☐ Modify benefits design and strategy based on changes to the organization's workforce needs

- ☐ Review vendor contracts to address changes in coverage as well as material changes in enrollment

- ☐ Adapt well-being programs and communications to reflect COVID-19 environment (e.g., more work from home, or helping essential workers, etc.)

- ☐ Plan for back-to-work/continuation-of-work procedures (e.g., on-site thermometers or virus testing, privacy, etc.), and communication about such procedures

- ☐ Assure that resources are available for employees with a disability or those with limited English proficiency

- ☐ Review Medicare supplemental programs and impact of COVID-19 changes on Medicare benefits

- ☐ Ensure ongoing communications align with your benefits strategy

- ☐ Determine future year plans and contributions for all coverages, based on new workforce profile and budget expectations

- ☐ Review voluntary benefit policies such as critical illness, disability, AD&D and life

- ☐ Modify plan documents to reflect changes for COVID-19 coverage and other adjustments

- ☐ Consider which COVID-19-inspired coverage changes will be temporary versus permanent

- ☐ Amend SPDs, notices, employee handbook, intranet site, website and other employee materials to reflect applicable changes

- ☐ Prepare for open enrollment and any other plan or program changes

- ☐ Utilize data mining to determine true costs of pandemic on workforce

- ☐ Encourage preventive and wellness visits that were postponed during the crisis to be made up

- ☐ Discuss with carriers how COVID-19 changes will affect Medicare Part D or Medicare Advantage programs

- ☐ Consider updating electronic delivery standards for plan communications

- ☐ Review dental/vision claims with carrier to determine contract value in light of COVID-19

- ☐ Continue year-round communication to help drive engagement with health and well-being programs

Workforce and HR communications priorities

☐ Align and assess leadership communication needs for urgent priorities

☐ Offer guidance to managers regarding strategies to stay in touch with their teams, and encourage regular check-ins

☐ Ensure that employees have contact information for their supervisors and direct colleagues

☐ Address productivity expectations and operational continuation plans

☐ Promote healthcare, mental health, financial security and other employee support awareness

☐ Keep all stakeholders aware of ongoing developments; set up central repositories for updates and fact-checked information

☐ Communicate CARES Act provisions adopted (or not adopted) with respect to retirement plans

☐ Communicate any changes or new benefits and programs that are of immediate value

☐ Align and assess communication needs for mid-term priorities; assess effectiveness of current communication strategies

☐ Use communications to reinforce values, engage employees

☐ Promote use of current programs that address employee concerns and needs

☐ Promote health and well-being programs, including financial well-being

☐ Encourage employees and families not to delay healthcare or neglect their healthcare needs

☐ Demonstrate awareness that employees face different challenges during this time, depending on living and family situations

☐ Continue to promote programs that provide immediate value

☐ Maintain central repositories with frequent, accurate and honest updates

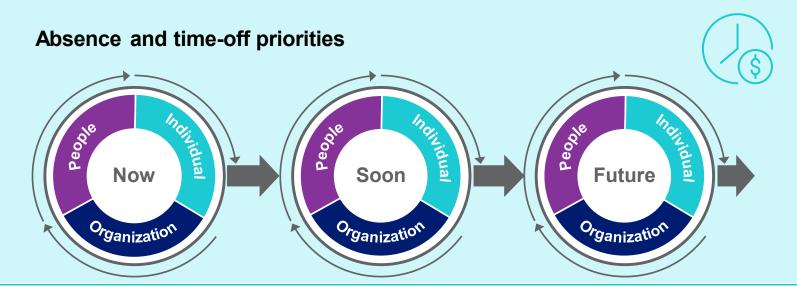☐ Build processes to support increased year-round training and education for employees and managers in the future

☐ Align and assess communication needs for long-term priorities

☐ Examine the employee experience, including evaluating key processes from new hire onboarding to employee off-boarding

☐ Engage stakeholders and internal champions to support communications efforts in the future

☐ Plan to communicate when CARES Act provisions adopted with respect to retirement plans will expire

Leadership support priorities

- ☐ Stay informed on fast-developing information from all critical sources (e.g., constituents, employees, federal, state and local government, stakeholders, etc.)
- ☐ Leverage leadership team to inform critical decision-making
- ☐ Build agile decision-making processes
- ☐ Deliver authentic and candid communications to primary stakeholders (employees, internal leaders, customers/constituents, elected or appointed boards/commissions, etc.)
- ☐ Create a central location for posting critical leadership messages
- ☐ Ensure that leaders are visible, accessible and speaking with a common voice
- ☐ Develop mechanisms to ensure leaders remain focused, calm and in control
- ☐ Develop strategy to manage the organization's cash flow needs (e.g., reduce expenses)

- ☐ Engage in strategic scenario planning for each timeline stage and build an agile operations plan for each (include workforce impact for each scenario)
- ☐ Regularly revisit and modify scenario-based strategic plans above, based on new data and information
- ☐ Explore leading practices in cost reduction
- ☐ Identify untapped opportunities to stimulate new revenues
- ☐ Ensure leadership team and key employees are being nurtured, respected and valued
- ☐ Create thoughtful plans and processes to regularly connect with constituents, partners, providers and other external stakeholders

- ☐ Develop a process for crafting a new/modified vision for the organization's future
- ☐ Develop a process for collecting and analyzing organizational and operational insights gained during crisis
- ☐ Leverage insights to transform legacy organizations, operations, systems and policies
- ☐ Invest in effective change-management strategies for evolving organizations and cultures
- ☐ Develop approaches for providing ongoing coaching and leadership development to senior leaders
- ☐ Reevaluate when and if to return to pre-COVID-19 provisions
- ☐ Transition communication channels into the new normal for the organization

Absence and time-off priorities

- ☐ Understand and implement applicable federal and state COVID-19-related paid and unpaid leave requirements
- ☐ Create means for measuring and implement any COVID-19 reporting required by regulatory agencies
- ☐ Clarify what the terms "furlough" and "lay off" mean in the context of your organization
- ☐ Communicate paid-time-off policies and how they interact with COVID-19-related programs and leave
- ☐ Discuss with disability carrier how COVID-19-related illness will be covered

- ☐ Project and then measure impact of COVID-19 on short-term disability claims
- ☐ Evaluate impact of increased leave usage on service delivery and overtime cost for essential services
- ☐ Consider impact of work-from-home environment on paid-time-off utilization
- ☐ Explore paid-leave "donation" or "share" program among workforce
- ☐ Encourage employees to take time off and use their vacation days as appropriate for the organization
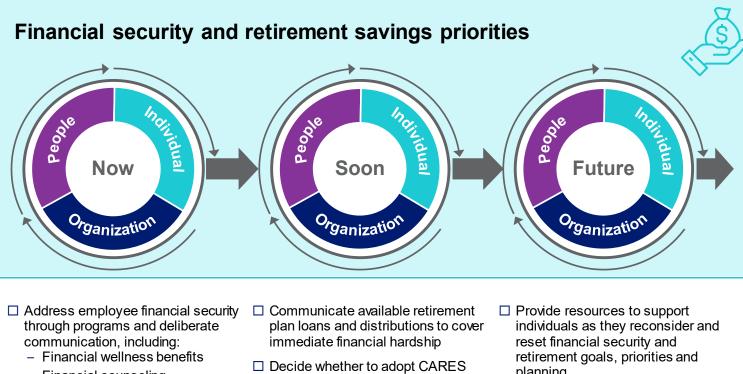- ☐ Identify issues/impact on employee leave and absences if employees are reluctant to return to work

- ☐ Expect high utilization of paid time off late into the current year plan, or modify use-or-lose/carry-over policies
- ☐ Analyze and put a plan in place for future needs of workforce should there be a repeat of a pandemic
- ☐ Think about how COVID-19-related paid time off might affect workforce expectations moving forward
- ☐ Commit to ongoing employee and manager education around time off, leave and flexible work arrangements

Organizational continuity, incident and disaster response priorities

- ☐ Use continuity plan and disaster recovery procedures
- ☐ Mobilize incident and disaster response teams
- ☐ Assess immediate impact and develop action plans (e.g., employee health, medical needs, availability and food, shelter and financial needs)
- ☐ Notify employees, contractors, constituents, suppliers and vendors of status, restrictions, limitations and interim procedures (building access, travel, meetings, events, deliveries)
- ☐ Address potential technology and infrastructure issues (remote access software, network bandwidth, cyber security, IT Help Desk support)
- ☐ Identify and equip essential staff required to keep critical operational processes functioning
- ☐ Alert all employees of potential increased threats of cyber attacks and social engineering fraud

- ☐ Set up and support employees and contractors to work remotely as needed — adjust telecommuting policies if required
- ☐ Receive copies of all partner and vendor continuity plans to clarify what to expect in terms of third-party service delivery and supply chain
- ☐ Stabilize supply chain (order management, new suppliers as needed and risk management)
- ☐ Update succession planning and emergency management response teams; plan for key leader absence
- ☐ Create ongoing communication channel with all third parties to determine ongoing operational continuity/disruption
- ☐ Create plan if organization experiences IT infrastructure disruption

- ☐ Review lessons learned in current crisis and update continuity plan, emergency response and disaster response programs
- ☐ Establish an annual process to update and test the continuity plan, emergency response and disaster response programs
- ☐ Consider adding additional redundancies to critical programs
- ☐ (Re)train designated continuity response teams
- ☐ Reassess whether vendor continuity and disaster recovery met organizational and people needs

Return to Benefit Priorities

Financial security and retirement savings priorities

- ☐ Address employee financial security through programs and deliberate communication, including:
  - – Financial wellness benefits
  - – Financial counseling
  - – 401(k)/403(b)/457(b) loan and withdrawal provisions
  - – Student-loan assistance programs
  - – Section 139 tax-free disaster assistance
  - – Review potential long-term impacts on total payroll
  - – Determine payment of owed or upcoming supplemental pay, incentives, other variable pay
- ☐ As appropriate, provide information on applying for government assistance
- ☐ Consider eligibility provisions of all retirement and financial security programs and treatment of furloughed and/or laid-off workers in retirement plans/benefits
- ☐ Review workforce planning impacts and impact on retirement plans (e.g., contribution requirements, accounting implications and funded status changes, etc.)
- ☐ Review potential impact on tax revenues and the ability of plan sponsors to meet funding requirements for retirement plans

- ☐ Communicate available retirement plan loans and distributions to cover immediate financial hardship
- ☐ Decide whether to adopt CARES Act expanded distribution and loan provisions as a way to address employees' immediate financial needs
- ☐ Continue communications that address access to financial security programs
- ☐ Coordinate with retirement plan providers to implement the mechanisms to meet CARES Act provisions
- ☐ Prepare to explain any CARES Act provisions not adopted (i.e., concern about retirement savings leakage)
- ☐ Consider CARES Act's tax-advantaged student loan repayment benefit ($5,250 of income tax-free contributions to pay down loans)
- ☐ Coordinate workforce strategy with retirement plan provisions
- ☐ Consider opportunities to manage pension plan risk through tools or revised strategies
- ☐ Consider preparing/requesting updated projections of DB plan funding in light of current market conditions

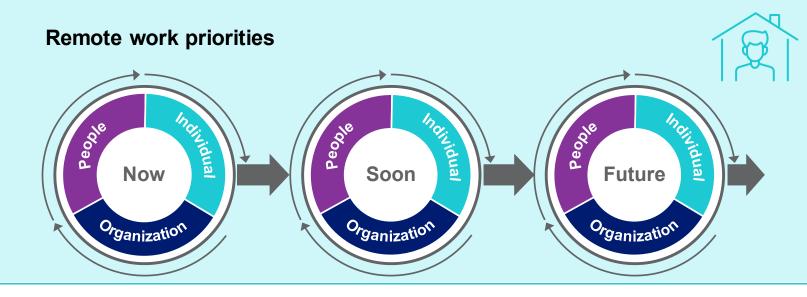- ☐ Provide resources to support individuals as they reconsider and reset financial security and retirement goals, priorities and planning
- ☐ Work with investment advisors to evaluate and make any necessary changes to plan investment options
- ☐ Consider implementing additional financial security programs (e.g., debt consolidation, financial literacy, emergency funds, retirement savings, etc.)
- ☐ Amend or update documents (e.g., plan documents, notices, SPDs, policies, etc.)
- ☐ Reassess overall retirement readiness goals for workforce
- ☐ Take another look at plan design options under the SECURE Act and other guidance in relation to the COVID-19 environment
- ☐ Review internal and external processes and protocols for retirement plan operations (e.g., governance, best practices, fiduciary training, process documentation, etc.)

Return to Benefit Priorities

Payroll and compensation priorities

Now — People / Individual / Organization

Soon — People / Individual / Organization

Future — People / Individual / Organization

☐ Confirm off-site payroll processing management

☐ Examine pay actions to relieve budget pressure, consider necessary:
  – Pay freeze/reduction
  – Promotional increase deferral
  – Treatment of new hires
  – Furloughs vs. layoffs

☐ Manage nonexempt pay/overtime

☐ Review hazard pay for essential services employees

☐ Review available government assistance to aid in payroll continuation

☐ Ensure employee deferrals are deposited and invested timely according to DOL regulations

☐ Review pay equity in consideration of needed workforce changes

☐ Review severance pay programs, levels and eligibility

☐ Review and craft alternate performance targets and other incentive plans during crisis

☐ Examine leadership compensation strategy, compliance and optics

☐ Consider early retirement windows and benefits/pay issues related to such a program

☐ Educate around total compensation, especially if benefits or pay cuts are planned

☐ Evaluate job and market pricing

☐ Evaluate the continued relevancy, competitiveness and sustainability of the rewards of work offered by the employer

☐ Determine go-forward variable pay opportunities

☐ Update and communicate pay policies and protocols for current employees, reboarded employees and new hires

Remote work priorities

Now — People / Individual / Organization
Soon — People / Individual / Organization
Future — People / Individual / Organization

- ☐ Create technology infrastructure to enable employees to work remotely and varied schedules in a secure environment
- ☐ Distribute guidance on effective remote work practices and meeting protocols
- ☐ Provide basic training for online tools and applications
- ☐ Develop processes and mechanisms to regularly connect with remote workforce
- ☐ Continuously monitor the environment to assess and mitigate challenges
- ☐ Consider technology and security needs
- ☐ Remind employees of potential increased threats of cyber attacks and social engineering fraud

- ☐ Develop more detailed/permanent policies for remote work and varied work schedules
- ☐ Assess risk management factors and design policies/ strategies for mitigating risks
- ☐ Evaluate opportunities to extend work-from-home roles beyond crisis period
- ☐ Develop performance management process and expectations for remote work
- ☐ Train/communicate HR professionals and managers to understand how to lead employees working remotely

- ☐ Assess lessons learned from crisis period and evaluate new opportunities to extend remote work options
- ☐ Refine workflow and processes to enable more remote workforce opportunities with varied work schedules
- ☐ Revisit telecommuting policies

Return to Benefit Priorities

Legislative and regulatory priorities

- ☐ Be aware of and analyze federal COVID-19 legislation impact on the organization, workforce and benefits
- ☐ Understand which provisions of federal COVID-19 legislation apply to your organization
- ☐ Follow rapidly developing federal regulatory guidance
- ☐ Determine applicable state and local COVID-19 requirements
- ☐ Engage with HR, employee benefits professionals and legal counsel to help shape future COVID-19 guidance

- ☐ Engage with associations and local business/community groups to identify best practices and areas where more guidance may be needed
- ☐ Prepare organization and workforce for anticipated future COVID-19 legislation and regulatory guidance
- ☐ Create appropriate communications related to new legislation and regulations for constituents, stakeholders and workforce
- ☐ Figure out how to handle any conflicting requirements from different state and local jurisdictions

- ☐ Review legal documents (plan documents, notices, SPDs, HR handbook, policies, etc.), and revise for necessary and optional updates and amendments
- ☐ Communicate legal-document changes to the workforce
- ☐ Be prepared to analyze and react quickly to future COVID-19 guidance

Return to Benefit Priorities

Vendor management priorities

- ☐ Contact vendors, partners and other advisors to determine ability to continue goods and services as well as contract fulfillment
- ☐ Request regular status updates
- ☐ Work with vendors to ensure that ongoing administration and operations are not interrupted (e.g., claims processing, benefit payments, mitigation of high call volumes, processing of increased distribution and loan requests)
- ☐ Confirm all vendors are prepared to handle changes prompted by the COVID-19 situation (that is, FFCRA and CARES Act provisions)

- ☐ Recheck contract expiration dates and extension opportunites. Determine if changes need to (or can be made) with respect to RFPs to meet procurement requirements.
- ☐ Review vendor contracts to determine service guarantees
- ☐ Review HIPAA business associate agreements for the same
- ☐ Review errors and omissions insurance policies for vendors who cannot perform services

- ☐ Review current vendors, partners and business associates to determine needed revisions to contracts; carefully review service guarantees, limitations of liabilities and indemnification provisions
- ☐ Consider newly needed or alternate sources of goods/services, if full procurement processes are needed or if there are cooperative-purchasing or even shared-services opportunites
- ☐ Evaluate whether service level agreements (SLAs) have been met during crisis
- ☐ Determine whether states have required action by carriers to refund premiums or otherwise return profits
- ☐ Consider assessing and coordinating vendor communication activities to align with your goals

Return to Benefit Priorities

Compliance priorities

- ☐ Because workers' compensation laws vary by state, determine strategies to manage workers' compensation risks for telecommuters and remote employees

- ☐ Review federal and state requirements for furloughs and layoffs

- ☐ Conduct risk assessment for possible claims (i.e., discrimination) in connection with furloughs and layoffs

- ☐ Ensure employee deferrals are deposited and invested timely

- ☐ Understand modified due dates for notices and disclosures where agencies have granted relief

- ☐ Understand unemployment benefits and supplemental COVID-19 payments

- ☐ Review all insurance policies to determine coverage and liability categories are sufficient in light of crisis (e.g., fiduciary liability, employment practices, umbrella, etc.) (See brokerage page for more information.)

- ☐ Review contracts for force majeure clauses

- ☐ Review contracts to confirm service guarantees

- ☐ Reconsider and possibly update remote work and paid leave policies

- ☐ Review employment/bargaining agreements and offer letters to determine terms are consistent with changes in workforce needs

- ☐ Review directors and officers insurance limits and insolvency coverage

- ☐ Update required documentation, notices, postings, policies and procedures, employment policies, etc., to reflect changes that have been made in the interim

Insurance brokerage and risk mitigation priorities

- ☐ Review property and casualty insurance, as coverage may vary by state and may not cover COVID-19 or other pandemics
- ☐ Notify property and casualty carriers of remote workers, changes to locations and use of commercially used automobiles
- ☐ Review short- and long-term disability policies to cover absences
- ☐ Review workers' compensation policies, and make necessary changes to account for larger remote workforce or essential workers employed during crisis, if applicable
- ☐ Review disaster recovery planning and continuity plans to help sustain operations

- ☐ Review and update fiduciary liability policies to account for layoffs, disputes, administrative errors and omissions due to COVID-19
- ☐ Assess cyber risk through incident response planning to prepare for a data event
- ☐ Review cyber liability insurance policies and fidelity bonds to determine if adequately protected against social engineering fraud
- ☐ Review event cancellation insurance for costs associated with anticipated cancelled events
- ☐ Review employment practices liability policies to determine if coverage is sufficient for wages and hour exposures and hiring practices, and verify coverage for third-party claims
- ☐ Review and update accidental death and dismemberment policies for limits and designated beneficiaries
- ☐ Determine coverage of in-house counsel exposed for COVID-19 advice under an employed lawyers policy

- ☐ Review lessons learned from crisis, and consider if update of limits and coverages are needed under an umbrella liability policy or general errors and omissions insurance policy
- ☐ Review if there is adequate protection for boards and elected/ appointed officials for public officials liability insurance limits and if insolvency coverage exists
- ☐ Review long-term risk profile of retirement plans
- ☐ To the extent possible, negotiate to have contracts reflect a possible reoccurrence and provide adequate insurance limits and coverages
- ☐ Review educators liability insurance, if applicable, to confirm protection for cancelling educational training programs or changes to hiring practices
- ☐ Review supplemental life, AD&D, disability and other voluntary benefits offered to workforce

IT security and data integrity priorities

- ☐ Review risk analysis and IT security protocols to determine necessary updates
- ☐ Stay aware of latest malware affecting the organization in light of COVID-19
- ☐ Disseminate communications to create awareness of increased vulnerabilites and mitigation efforts
- ☐ Address current IT hardware needs and access to information, especially with additional remote workforce or new workforce needs/hires
- ☐ Consider new collaboration tools to support continuity

- ☐ Review security and data integrity of all benefit and HR administration systems
- ☐ Use pre-breach loss prevention tools, including online training and other protections while working remotely
- ☐ Review current IT hardware and software needs, gaps in contracts, and update as necessary
- ☐ Review all electronic document management, backup, and storage systems and protocols
- ☐ Create plan if organization experiences IT infrastructure disruption
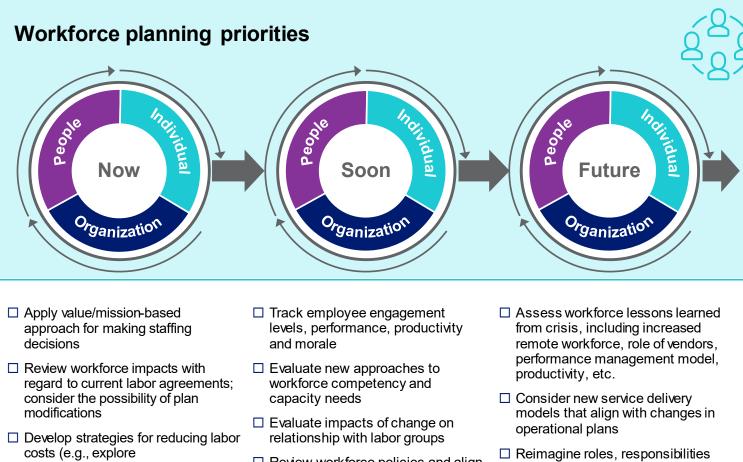- ☐ Review electronic document access logs and destruction procedures

- ☐ Conduct yearly IT security risk analysis
- ☐ Review and update all cyber security insurance policies and fidelity bonds, particularly to consider protection against social engineering fraud
- ☐ Review associate agreements for all IT security provisions
- ☐ Update training and ongoing security protocols of employees
- ☐ Establish procedures for regular reviews and audits of employee access and system logs
- ☐ Update access controls to account for succession plans and emergency access if key personnel are absent from work

Return to Benefit Priorities

Infrastructure management priorities

- ☐ Determine on-site staffing needs
- ☐ Reconsider on-site utility needs, supplies, generators, etc.
- ☐ Distribute on-site protective gear (e.g., masks, gloves)
- ☐ Identify need for and implement collaboration tools needed to continue workforce and customer/constituent service delivery
- ☐ Determine mail/package on-site recovery

- ☐ Review equipment needs with growing use of a remote workforce
- ☐ Assess ADA compliance and other legal issues related to real estate and workspace
- ☐ Reconsider workforce and customer service real estate needs
- ☐ Consider and implement new document management, storage, and destruction protocols
- ☐ Plan for back-to-work procedures – timing, health and safety needs, protected privacy, work schedules, office interactions, cleaning procedures, etc
- ☐ Determine on-site visitor policy during crisis
- ☐ Review and update mail/package delivery processes

- ☐ Reconsider workspace design to optimize productivity
- ☐ Revise workspace policies to reflect new normal (e.g., hoteling, shared/coworking workspace, rules of engagement, etc.)
- ☐ Reconsider on-site workforce philosophy, culture and plan
- ☐ Review new physical location model (e.g., hub and spoke, temporary office space, shared space, etc.)
- ☐ Identify and activate necessary collaboration tools to complement new workspace/productivity models
- ☐ Review visitor protocols and appropriate questions related to exposure

Workforce planning priorities

- ☐ Apply value/mission-based approach for making staffing decisions
- ☐ Review workforce impacts with regard to current labor agreements; consider the possibility of plan modifications
- ☐ Develop strategies for reducing labor costs (e.g., explore new/alternative staffing and compensation approaches)
- ☐ Consider talent acquisition issues: people who have been given offers and job candidates
- ☐ Determine the need for and adjustments to summer interns or other seasonal employees, and communicate to all such populations

- ☐ Track employee engagement levels, performance, productivity and morale
- ☐ Evaluate new approaches to workforce competency and capacity needs
- ☐ Evaluate impacts of change on relationship with labor groups
- ☐ Review workforce policies and align them to new normal (e.g., remote work/telecommuting, travel, IT resourcing, talent acquisition, incentive designs, etc.)
- ☐ Review the use of all independent contractors and seasonal workers to determine go-forward needs; communicate changes to contracts, expectations or needs accordingly
- ☐ Consider ability to leverage technology to reduce or redeploy workforce
- ☐ Evaluate IT needs of workforce and prioritize changes/enhancements
- ☐ Begin identifying organizational norms/culture that makes handling this crisis challenging
- ☐ Consider necessary changes to performance management while still in crisis
- ☐ Reevaluate summer-hours policies in light of work-from-home orders or other operational needs, and communicate changes as necessary

- ☐ Assess workforce lessons learned from crisis, including increased remote workforce, role of vendors, performance management model, productivity, etc.
- ☐ Consider new service delivery models that align with changes in operational plans
- ☐ Reimagine roles, responsibilities and accountabilities to reflect new normal, as appropriate
- ☐ Redesign processes and workflows
- ☐ Finish updating and aligning workforce policies
- ☐ Create strategy and implementation plan to evolve the organization's culture to better address the new normal (This may impact talent acquisition strategy and performance management.)
- ☐ Evaluate the effect market changes will have on employee turnover (and retirements)
- ☐ Reconsider organization's strategy related to workforce financial security and retirement readiness
- ☐ Adapt onboarding and offboarding programs to include changes in workforce programs

Return to Benefit Priorities

Career strategies priorities

Now
- ☐ Take needed action for first responders and others in public safety
- ☐ Identify essential-services employees and any other core operational teams
- ☐ Continue performance management, but revisit goals necessary to support current environment

Soon
- ☐ Reconfigure work content and reporting relationships
- ☐ Determine necessary promotion cycle adjustments
- ☐ Review and implement training and development budgets and delivery
- ☐ Create/revise individual performance expectations and priorities
- ☐ Communicate expectations around performance, learning and career development

Future
- ☐ Reconsider on-site, travel, remote work and flexible schedule policies
- ☐ Revamp career architecture, promotion process and pathways, and ensure employees see career development opportunities
- ☐ Determine go-forward employee development programs and policies
- ☐ Review succession plans and candidate pools

Visit our frequently updated COVID-19
resource page: segalco.com/covid-19

Segal