HCM Trends: Workforce Dynamics
Best Practices in Employer Resiliency

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August 19, 2020

Today's Presenters

Diana Gaking - *Benefits Consultant*

Diana has a concentration on health and welfare compliance and continues to sharpen her focus by actively serving on the National Human Capital Management Committee and National Compliance Committee for BAN and is an active member in SHRM. She has been invited to speak both locally and nationally on ACA compliance and best practices. Diana holds her Ohio Life, Accident & Health license and is recognized as both a Professional in Human Resources by HRCI and as a Certified HR Professional by the SHRM.

Bobbi Kloss - *Director, Human Capital Management Services*

With more than 20 years of Human Resource Generalist & Executive Level HCM Management experience, With a deep understanding of the increasingly complex and diverse HR industry, Bobbi provides her expertise to employee benefit brokers as well as their employer clients.

Agenda

- Phase 1 Recap

- Telecommuting

- HR Operations: Employee Life Cycle

- HR Operations: Technology

- HR Operations: Ergonomics

- Wage and Hour Considerations

We've prepared our **Employer Resource Guide: COVID-19 Next Steps in Workforce Dynamics**, which we will continue to keep updated with pertinent information as organizational dynamics continue to evolve.

Contact your Benefit Advisor who invited you to this webinar and ask for **BAN 638** and other COVID-19 resources.

You may also access our COVID-19 resources at lead2health.com/covid-19.

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Phase 1 Recap

Workforce Dynamics is the outside influence(s) or significant event(s) that significantly disrupt the continuity of business
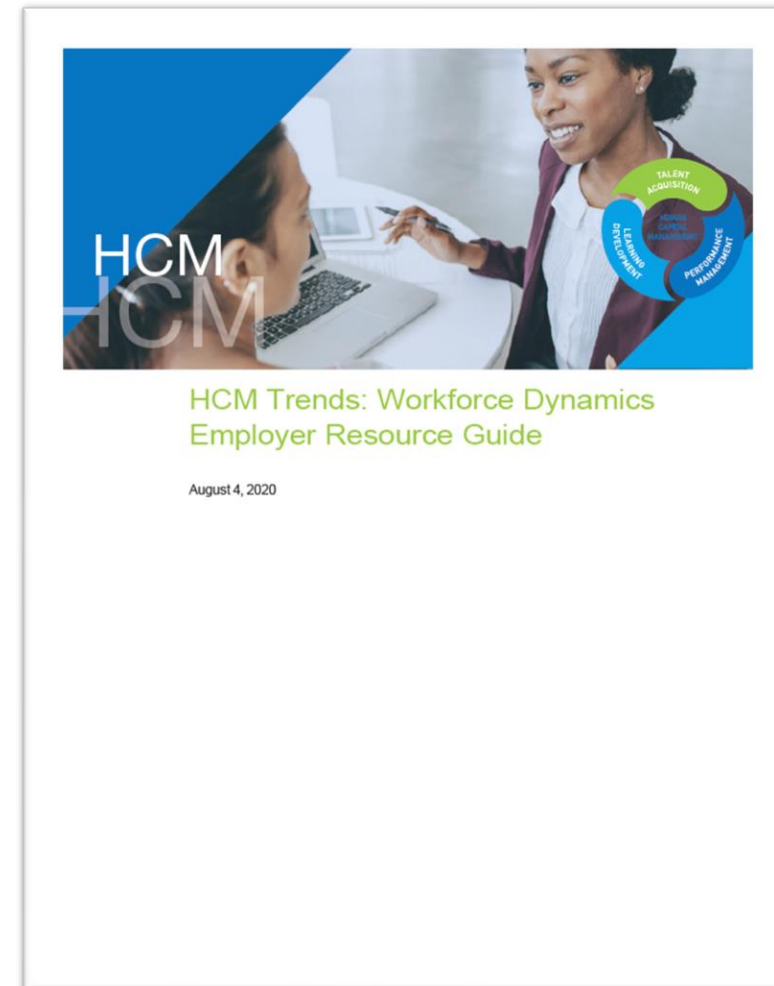
Phase 1: Navigating Risk to Health and Safety

Phase 1 Recap

The focus in phase 1 was responsiveness to immediate needs surrounding workforce dynamics

- Benefits Consideration for COVID-19

- Pandemic Information For Employers

- Sample Communicable & Infectious Disease Policy

- FFCRA Emergency Leaves Of Absence

- Returning To The Worksite

- Questions & Comments
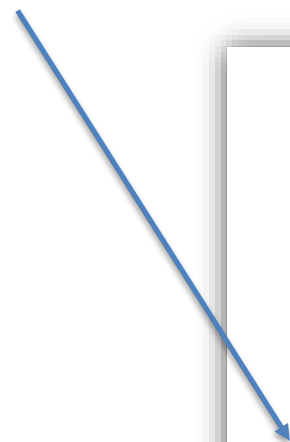
TOOL: Business Impact Survey (Appendix I)

HCM
HCM

HCM Trends: Workforce Dynamics
Employer Resource Guide

August 4, 2020

Benefit Advisors
NETWORK
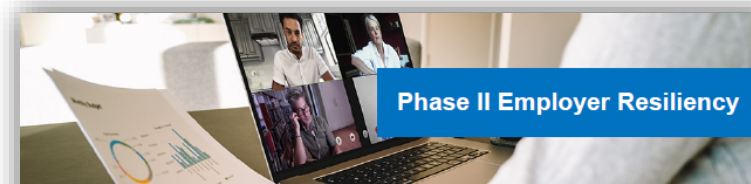
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Tools within the guide

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Phase 2 Overview

The focus in phase 2 is on employer resiliency

- Returning the workplace to its original conditions

- Restructuring for growth

- Rebuilding what may have been lost

Phase 2 resources include

- HR Best Practices

- At Home Ergonomic Work-Station Guidance

Phase II Employer Resiliency

HR Operations - Telecommuting

For companies influenced by workforce dynamics, remote work may be being implemented reactively and initially viewed as a temporary solution. If remote work is forced to continue, many companies should be taking a closer look at how it has impacted their business, customers, and employees and what changes they need implement to ensure it is a viable longer-term solution.

A successful telecommuting arrangement requires collaboration between senior leadership, HR, legal and IT and takes effort from both the employer and the employee.

Best practices for both employers and employees should include:

- Having a telecommuting policy in place and following the policy. A telecommuting policy should include:
  - ✓ Terms of telecommuting arrangement
  - ✓ Cross references to important company policies and the employee handbook
  - ✓ Work location and hours
  - ✓ Cross reference to the employee job description and expectations of duties to be performed
  - ✓ Equipment being used and who is providing the equipment
  - ✓ Intellectual property appropriate use
  - ✓ Safety hazards and reporting requirements
- Providing suitable technology and having an appropriate designated workspace.
- Creating appropriate performance metrics.
- Training managers on working with remote employees.
- Establishing regular times for discussion, collaboration, and brainstorming sessions.
- Setting expectations for workers' schedules and availability.
- Monitor schedules and time keeping.
- Scheduling the employee for regular visits to the workplace when feasible and appropriate.
- Selecting workers who demonstrate characteristics of being a successful remote employee such as those who are disciplined self-starters.
- Evaluating the telework arrangement at least once a year and analyzing the experience, results and costs.
- Acknowledging that technology and circumstances may change.
- Being prepared to revisit and change the arrangement at any time it does not appear to be working.

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Telecommuting Overview

The Coronavirus pandemic has expedited a trend in remote work that was already on the horizon.

> *According to a recent article published on Forbes.com, remote work increased 44% from 2015 – Feb of 2020.*

While remote work is new for many employers as a response to workforce dynamics, there are many resources and best practices in place from the companies that have a long history of telecommuting.

Telecommuting Best Practices

- Telecommuting Policy

- Technology

- Training

- Recurring meetings and brainstorming sessions

- Appropriate performance metrics

- Appropriate expectations and accountability

- Monitoring schedules and timekeeping

- Selecting the right workers

- Revisiting the arrangement as needed or annually

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Telecommuting Policy

An effective telecommuting policy should include:

- ✓ Terms of the agreement

- ✓ Cross reference to important company policies and the handbook

- ✓ Work location and hours

- ✓ Cross reference to job description and expectations

- ✓ Equipment overview

- ✓ Intellectual property appropriate use

- ✓ Safety hazards/reporting requirements

TOOL: Telecommuting Sample Policy

TOOL: Telecommuting Checklist

Wage and Hour Considerations

Fair Labor Standards Act (FLSA)

Exempt Employees vs. Non-exempt Employees

Workforce dynamics impact

How many hours are employees working?

Where are employees working?

State and local wage considerations

Paid time off considerations

Appendix II

HR Operations – Employee Life Cycle

Interviewing & Hiring for Remote Worker

- ✓ A Cultural fit for the organization

- ✓ An Effective Communicator

- ✓ A Great Collaborator

- ✓ Well Organized

- ✓ Able to Manage time efficiently and effectively

- ✓ Self-Disciplined

- ✓ Able to Hold themselves Accountable

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HR Operations – Employee Life Cycle

Management – Training for Remote Supervision

Trusting

Hiring Right Candidate

Accountability Measures vs. 8-5 mentality

Productivity Tools

- track time,

- manage low and high levels of productivity,

- maintain IT security, and

- video conference for one-to-one supervisor discussions

Supportive Culture

HR Operations – Employee Life Cycle

HR Operations – Employee Life Cycle

Benefits of Defined Positive Culture

- ✓ Employee Engagement

- ✓ Talent Attraction

- ✓ Retention

- ✓ Impacts Health & Welfare

- ✓ Increased Performance

HR Operations – Employee Life Cycle

Traditionalist → Baby Boomers → Gen X → Millennials → Gen Z

My Paycheck	→ My Purpose
My Satisfaction	→ My Development
My Boss	→ My Coach
My Annual Review	→ My Ongoing Conversations
My Weaknesses	→ My Strengths
My Job	→ My Life
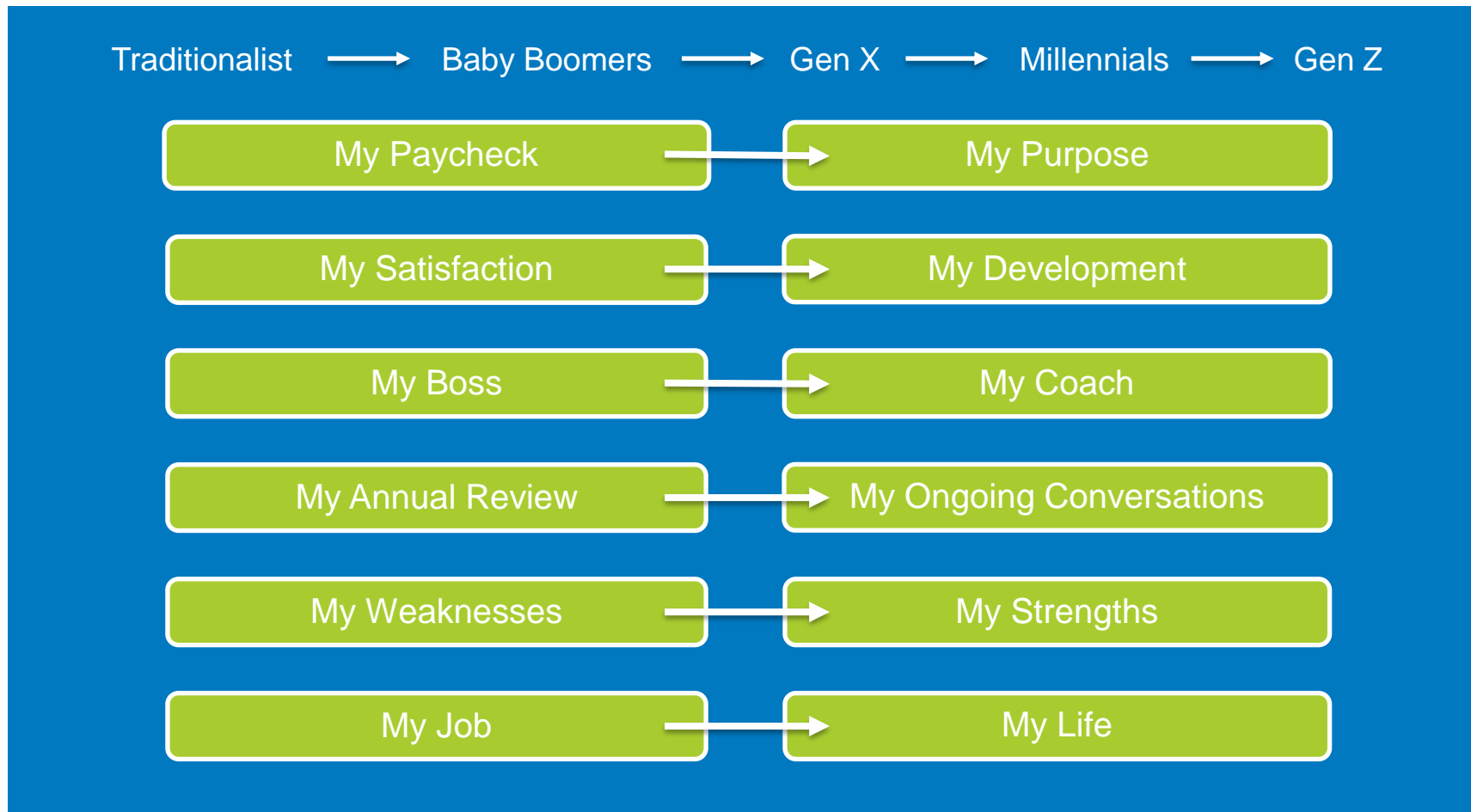
HR Operations – Employee Life Cycle

EMPLOYEE CHALLENGES WORKING FROM HOME

Challenge	Percentage
UNPLUGGING	22%
LONELINESS	19%
COLLABORATING	17%
HOME DISTRACTIONS	10%
TIMEZONE DIFFERENCES	8%
KEEPING MOTIVATED	8%
TAKING VACATION	7%
OTHER	4%
RELIABLE WIFI	3%
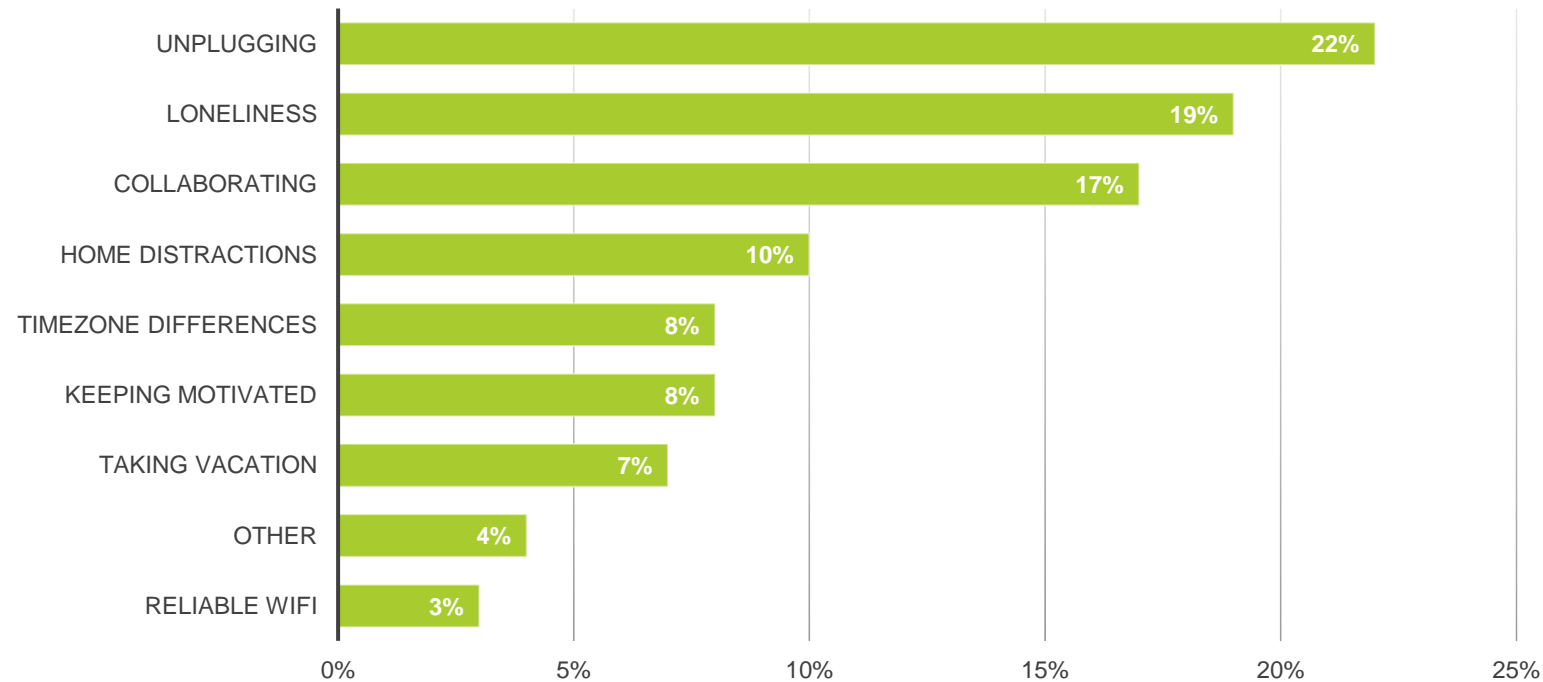
State of Remote Report/2019 buffer.com/state-of-remote-2019

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HR Operations – Employee Life Cycle

Performance Improvement Counseling & Termination of Employment

Preferred:

- In Person
- Neutral Quiet Location

Next Best:

- Virtual Conference Call

Never:

- Email
- Text

HR Operations – Employee Life Cycle

Return of Company Property

Pre-Plan

- List of Company Property signed by employee

- Turn off all Access to company information

- Company Cover the Expenses to Return

- Consider 3rd party pick-up

HR Operations – Technology

- Organizations are adopting a variety of state-of-the-art tools to better support employees who work remotely,

- These new tools apply to various steps along the employee's life-cycle (i.e. from applicant to an employee's departure) and enhance operational efficiency

- Employers are also taking the opportunity to develop agile processes and avoid being seen as "archaic" in this super competitive employment market.

- And "Be Ready!" – more and more technology disruption is a given!

HR Operations – Technology

Compare/Contrast

Traditional Staffing Approach/Process

- Post Job Opening

- Receive / Review Resumes

- Interview Candidates: Phone Screen, Have In-person conversation and…

- Conduct Rounds of Interviews: #2 / #3 / #4 (More????)

- Make Offer

2020+ Staffing Approaches

- **Video resume platforms** (ex: "Sisigy") jump-start the staffing process by having candidates provide a personal, dynamic introduction of their qualifications

- Recruiters are also conducting **virtual interviews** through various platforms (ex: Zoom, Google Teams, GoToMeeting, etc.) to shorten the cycle-time for new hires.

  These remote platforms also help reduce costs since less travel is incurred for in-person interviews. Additionally, these tools can help maintain the well-being and health of a work force during workforce dynamic times.

HR Operations – Technology

Compare/Contrast

Traditional IT Infrastructure

One system/program for each:

- Applicant Tracking Systems
- Payroll
- On-Boarding/New Hire Forms
- Performance Management Cycle
- Compliance: EEOC, Affordable Care Act, etc.
- Talent Management
- Employee Wellness
- Productivity & Quality
- Many Others

### Single-Source (Integrated) IT Infrastructure Solutions

- "Proliant" – cloud-based People tools that simplify HR processes
- "Employee Navigator" – supports HR and Benefits Administration and integrates with payroll
- "Paycor" – product bundles align with employers' needs from on-boarding to benchmarking
- "ADP"– broad-based tools and services help manage operations
- And others…

HR Operations – Technology

Vetting process:

1. Identify requirements and priorities

2. Focus on employee experience

3. Gather vendor candidates

4. Play in the "Sandbox"

5. Check references

6. Negotiate your best deal
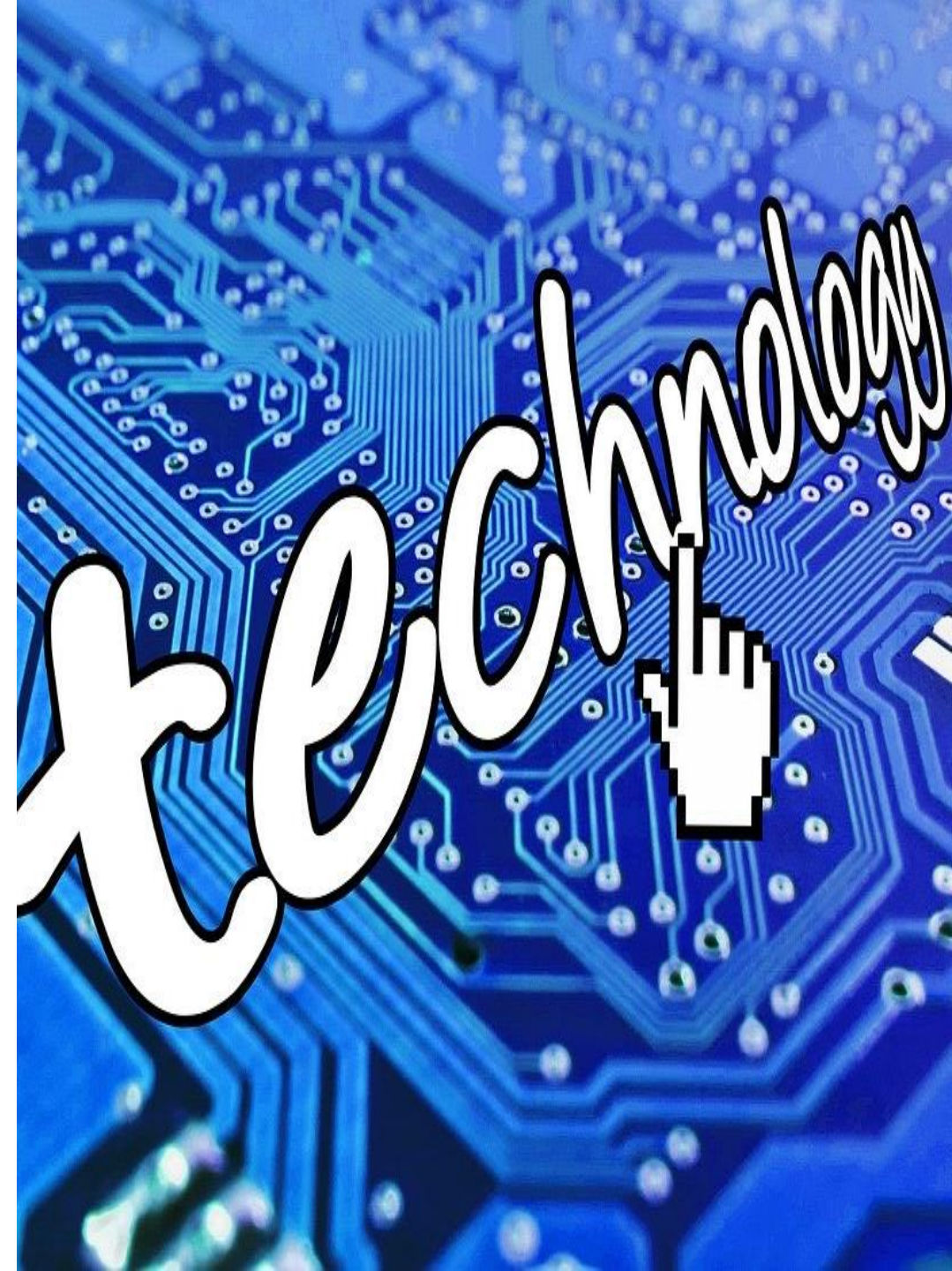
HR Operations – Technology

Identifying the Solution

Contact your Benefits Advisor who will arrange a fact-finding discussion with you (i.e. a "Discovery" process);

Involves 2 parts:

1. Establishing the "Baseline" (current scenario/challenges)

2. Designing a road map to help achieve the "Desired State"

Usually takes about 5 days to complete;

result = a report with key data and recommendations to help you and your organization bolster your Human Capital Management strategies and practices.

HR Operations – Ergonomics

Fitting the job to the person

   prevent musculoskeletal disorders (MSG's)

      muscles, nerves, ligaments, tendons, etc.

the General Duty Clause does require that employers are required to provide their employees with a place of employment "free from recognized hazards that are causing or are likely to cause death or serious physical harm."

MSD Worker Compensation Injuries

33%

67%
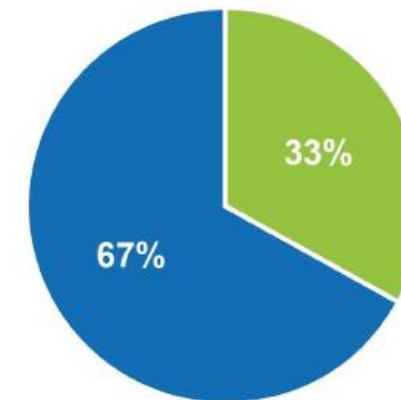
- All Other Injuries
- MSD

TOOL: OSHA Safety Pays Cost Estimator

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HR Operations – Ergonomics

1. A **commitment** by management defining clear goals and objectives

2. **Involve** employees at all levels, assigning responsibilities to selected staff members

3. **Communicate** with the workforce through training.

    - Employees should understand the benefits of ergonomics and how it applies to the workplace and should know how to identify and report early symptoms of MSDs.

4. **Identify** the ergonomic hazards in the workplace whether in the physical office site or at remote locations.
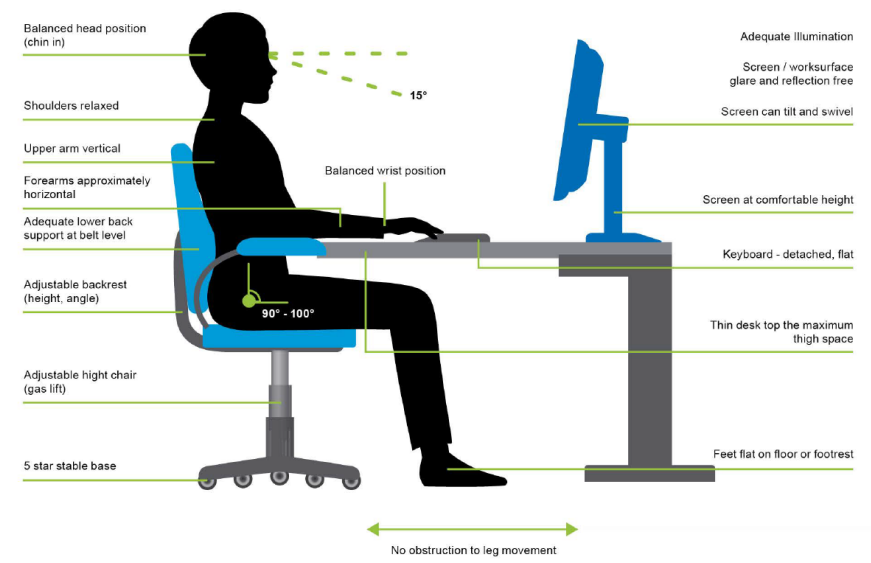
HR Operations – Ergonomics

5. **Implement** solutions to control identified and potential hazards:

- **Engineering controls** implement a physical change to the workplace, such as providing ergonomic computer station equipment and adjusting it to avoid awkward postures.

- **Administrative controls** implement changes to processes or procedures, such as designing a job rotation system in which employees rotate between tasks that require different muscle groups.

- **Personal Protective Equipment** (PPE) is an important control measure to reduce exposure to ergonomics-related risk factors.

- **Evaluate effectiveness** of the ergonomic process and procedure to ensure continuous improvement and long-term success.

WORKPLACE SAFETY

START SAFE
WORK SAFE
FINISH SAFE

WorkStation Adjustment and Efficient Working Posture

Balanced head position (chin in)
Shoulders relaxed
Upper arm vertical
Forearms approximately horizontal
Adequate lower back support at belt level
Adjustable backrest (height, angle)
Adjustable hight chair (gas lift)
5 star stable base
Balanced wrist position
90° - 100°
15°
Adequate Illumination
Screen / worksurface glare and reflection free
Screen can tilt and swivel
Screen at comfortable height
Keyboard - detached, flat
Thin desk top the maximum thigh space
Feet flat on floor or footrest
No obstruction to leg movement

Preventing Slips, Trips & Falls

American RedCross

TOOL: Work from Home Safety Checklist

HR Operations – Ergonomics – Annual Checkup

Activity	Strength	Needs Improvement
Workplace ergonomics issues are routinely identified and reported	⦿	○
Ergonomics issues are assessed using appropriate methods	⦿	○
Ergonomics improvements are primarily engineering controls	⦿	○
There is a defined approach for ensuring ergonomics design guidelines are met	⦿	○
Ergonomics design guidelines are used to evaluate new tools and equipment prior to purchase	⦿	○
Ergonomics design guidelines are used to evaluate the acceptability of new processes and products	⦿	○
Workers are trained to recognize and report ergonomic issues	⦿	○
Workers are systematically involved in ergonomics assessments	⦿	○
Worker feedback is integrated into ergonomic improvements	⦿	○
Ergonomics is included in the continuous improvement training curriculum	⦿	○
Ergonomics assessments and worker interviews are embedded in continuous improvement activities	⦿	○
Ergonomics design guidelines are applied during continuous improvement activities	⦿	○
Roles and responsibilities related to ergonomics are formalized in job duties and personal performance evaluations	⦿	○
A company ergonomics process leader has been identified with appropriate responsibilities defined	⦿	○
Site ergonomics process leaders have been identified with appropriate responsibilities defined	⦿	○

Injury Type: Carpal Tunnel Syndrome

or

OR

Workers' Compensation Costs *(annual sum of costs)*

Enter Profit Margin (%) *(leave blank to use default of 3%)* : 3

Enter Number of Injuries *(leave blank to use default of one)*

Add/Calculate   Clear

Estimated Total Cost

The extent to which the employer pays the direct costs depends on the nature of the employer's workers' compensation insurance policy. The employer always pays the indirect costs.

Injury Type	Instances	Direct Cost	Indirect Cost	Total Cost	Additional Sale (Indirect)	Additional Sale (Total)	
Carpal Tunnel Syndrome	1	$ 30,882	$ 33,970	$ 64,852	$ 1,132,340	$ 2,161,733	Remove

Totals

Estimated Direct Costs:	$ 30,882
Estimated Indirect Costs:	$ 33,970
Combined Total (Direct and Indirect Costs):	$ 64,852
Sales To Cover Indirect Costs:	$ 1,132,340
Sales To Cover Total Costs:	$ 2,161,733

TOOL: Annual Evaluation
TOOL: OSHA Safety Pays Cost Estimator

For more information contact
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