

Emerging from Lockdown: A Checklist for Managers and HR

Overview

No matter how grave a situation, leaders need to always look ahead, learn and plan for the future. Based on our experience in senior management and HR roles, we have drafted a checklist to help plan how your people and organisation will need to respond as we return to the new normal.

If your organisation has multiple functions, divisions or operates in numerous territories, it may be more effective to run through this checklist separately for each for them.

This document is divided into several sections:

1. Immediate priorities
2. Organisation Renewal
3. Employment and Redundancy
4. People Status
5. Returning to Work
6. Seeking support

This is one of a series of checklists for business leaders and managers, focused on emerging safely from the COVID crisis, avoiding issues around employment law and rebuilding teams that are motivated and ready to take the business forward successfully.

To see other, related resources please visit workhorizons.com/resources/covid

If you would like to discuss any aspect of this with us, please call 0121 663 1710 or email info@workhorizons.com

Part 1: Immediate Priorities

No matter what else may have changed, some considerations have to take precedence:

Loss of Life

- Have any staff lost their life during lockdown?
- Are you aware of staff who have lost people close to them during lockdown?
- What are your plans to communicate these losses with the teams?
- What are your plans to support the affected people?

Health and Safety

- Have risk assessments been undertaken?
- Is there a Duty of Care Plan?
- Can staff maintain social distancing?
- Can staff access facilities such as toilets, canteen, restrooms?
- Is there guaranteed soap, cleanser, cleaning materials?
- Is there a visitor policy?
- Is occupational health support available?

Part 2: People and Organisation

The impact of the COVID-19 crisis stems from deep changes to people's everyday lives. These changes will be felt throughout all organisations and substantial responses will be required.

Organisation Renewal

- What are the new pressures on the organisation?
- Do there need to be changes to processes?
- Is the organisation structure appropriate?
- Are there gaps?
- Is there a talent management plan?
- Should the top talent be moved around?
- Is there a headcount problem?
- Is there a need for a comprehensive training plan?

Employment and Redundancy

- Will there be redundancies or restructuring in some form?
- Is there a comprehensive and legally compliant process for headcount reductions?
- How will you choose which roles are redundant?
- How will you conduct consultation?
- How do we best protect ourselves from claims of unfair dismissal?
- Is there pressure on wage rates?
- Can we vary people's contracts of employment?
- How do we best protect ourselves from claims?
- How do we make a robust audit trail for what we are doing?
- Are there key vacancies?

People Status

- How many were furloughed?
- How were they selected?
- How many worked from home?
- How many were key workers and had to attend the workplace?
- Have any staff resigned, retired or become incapacitated?
- How many staff are off-sick?
- What processes are in place to deal with the issues? Are the management trained to deal with mental health problems?
- How does this sickness level compare with the norm?
- How does this sickness level compare with the sector?
- Are any staff vulnerable and in need of extra support?
- Have any employees emerged as high performers or in need of remedial support?

Returning to Work

- Do you have a plan to re-integrate people returning?
- Are facilities in place?
- Are we complying with Public Health England recommendations?
- Are they all returning at once? Phased return?
- Will some people still work from home, at least part of the time?
- Will people want to work reduced hours?
- Will people want more flexibility, for example for their commute?
- Are travel plans in place?
- Will people who continue to work from home need to be in the workplace at specified times?
- What about people who have young children if schools/nurseries remain closed?
- To accommodate numbers of staff safely, does it need an extra shift, splitting them
- Is there a re-onboarding process? Return to work document?
- Will people take some time to get back up to speed?
- If some people have still worked, are there issues of resentment, jealousy, animosity and elitism?
- Do people who were furloughed feel some sort of stigma as they were furloughed, and others weren't? How do we overcome that?
- Have attitudes changed?
- How do people feel about coming back? Will they express it honestly and if not, how do we encourage that?
- How will teams re-configure?
- Are there rumours of redundancy? Rumours of Executives not feeling the pain?
- Is there a comprehensive communications plan?
- Does the whole management team know the plan?
- How will you know what people want?
- Is there an impact on remuneration or terms and conditions of employment?
- Do you intend to alter contracts of employment?
- Do staff feel that the pain was shared?
- Who did excellent things, over and above the norm?
- How do we reward that?
- How are we communicating with people regularly?
- What holiday or absence issues are there?

Seeking Support

A smart leader recognises where they have the expertise to bring about the necessary change and where they need to call on others to provide advice and resources.

- Does the organisation have adequate HR, welfare and coaching support?
- Is the leadership team fully prepared and capable of dealing with some difficult personal issues?
- Is the organisation truly effective at implementing and embedding change?

About Work Horizons

Work Horizons is a team of highly experienced organisational renewal, people management and coaching professionals, who share a commitment to helping people find purpose in their careers and to leverage people's enthusiasm and engagement to achieve successful organisational renewal. We work with individuals and leaders of organisations to make positive change and bring about improvements in performance.

Our team is results-focused, working across the UK and internationally. Our strengths are enhanced by our agility, our deep experience-base and wide sector knowledge.

Contact us

If you would like to discuss leadership and people challenges in the context of change, please contact us on 0121 663 1710 or email info@workhorizons.com

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