Partnership for New York City Report

May 20, 2020

Agenda

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Questions Asked of Aon

Concerns, Priorities and Focuses

- What are companies **prioritizing** when planning their recovery and re-building?

- What are **key areas of interest** and focus?

- What are **major concerns** when it comes to returning to workplace?

- What **protocols are already in place**?

- How do companies plan to respond around **public policy / guidance / public safety**?

- What **other information would be helpful** to companies as they continue / complete their planning?

Return to Work Strategies

- What **needs to be completed before and in-order** for companies to **return to work**?

- What measures are companies considering to **segmenting their workforces** to return to work?

- **When** do companies plan to start returning to the workplace? **At what capacity**?

- What are companies' approaches around **testing**?

- Are companies considering a **more permanent work from home strategy**?

Workforce Planning and Skill Gaps

- How is this **affecting the type of work** companies are engaging in?

- How are companies **approaching working from home efforts**?

- How will the pandemic **change companies work forces**? Reduced headcount? Change in schedule?

- How will the new work from home strategy affect **performance management**?

- Have companies been looking at **skill gaps** between recovery and rebuilding?

- How does working from home **impact training**?

Interviews Conducted

Over the course of two weeks, **Aon interviewed five major New York City companies** *across a broad scope of industries ranging from* **financial services companies** *to a* **service / restaurant owning company** *and a* **major museum**

Concerns, Priorities, and Focuses

- *Companies are **focusing and planning their return to the workplace strategies**. They are prioritizing the **safety of their colleagues and general public** as they proceed to next steps*
- *Each company's **go-forward plan, timeline, and strategy slightly varies** based on their **sector of work***

Major Concerns

Public Transportation
- Companies are **very worried** about returning to public transportation (whether by LIRR, NJT, MetroNorth, subway, bus)

Childcare / Elder Care
- Should employees be able to return to work, **how would they source their childcare** with most summer activities closed and unknowns around returning to school in the fall?
- Taking care of **elderly parents** is also a major concern

Workforce
- Companies are worried about their already furloughed/laid off EEs and the prospect of **furloughing/laying off EEs**
- Should furloughs be extended, **will furloughed employees start to seek employment elsewhere?**

Pubic Safety
- **Food/ Housing, Free Internet, Digital Equality** are examples of concerns companies have for the **general public**
- How will companies **safeguarding EEs in interactions with public** in work spaces (e.g. temperature checks; face masks)?

Mental Health
- **Domestic concerns, the looming challenges of childcare, loneliness, the feeling of "entrapment"** are all examples of mental health impacts that employees are experiencing

Considerations
- As **the government** continually works to upkeep cleaning public transportation, they could also **provide detail of how to safely ride public transportation at this time** (i.e. number of riders per car, PPE used, etc.)
- **Employers** could **provide enhanced services** for childcare resources, pay extra days off, offer mental health employee benefits

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Current Protocols

- *Today companies have responded by: **keeping any occupied / public area clean, increasing their communications internally and externally, leading in strategic development, and looking towards the guidance of their employees, peers, and external sources***
- *Companies are **seeking** any **information** that they can really rely on to give them **assurance of their protocol over time***

Sanitize	Respond	Communicate	Lead	Follow

Sanitize
- One company increased cleaning. They have deep cleaned dormant restaurants and are **cleaning high touch areas every 3-4 hours while opened**
- Companies across the board have **increased sanitization** in any currently occupied space

Respond
- Many companies have created **response handbooks for their employees**
- One company's handbook includes **checklist for managers to use for opening, operating and closing** restaurants

Communicate
- Companies across the board have **increased their communication** to their work force
- One company noted that they have **developed a weekly staff newsletter** and **include their furloughed employees** to keep them up to date

Lead
- One company noted that they have a **multi-disciplinary team working the strategy:** real estate/facilities, operations, marketing / communication, HR
- Companies are **engaging with their employees** to gain their perspective

Follow
- Companies are **seeking guidance from external sources** (i.e. Partnership NYC, US Chambers)
- Companies are **seeking guidance from their peers**
- Companies are **seeking guidance from their employees** (surveying employees)

Overview of Return to the Workplace Strategies (1/2)

- *As companies strategize their return to work protocol, there are looming questions: **Where would temperature testing take place? Who is responsible for providing PPE? How to approach childcare? Who within public transportation / building site / employer sit will hold responsibility?***
- *Companies are **self-organizing learning networks to consolidate** their **strategic approach** (e.g. cultural institutes)*

What needs to be completed before or in-order to return to work?

- Employers noted that they are only **20-25% ready to go back to work**, they are **waiting on guidance from the government to proceed**

- Employers are **using the Governor's guidance on timing** for reopening with the majority part of phase 2 (professional services, financial services) and museums part of phase 4

- In order for employers to feel safe to resume work in the office they will likely:

  - **Require PPE** (masks, gloves)

  - Change work schedules and **limit capacity**

  - Need go-ahead from **building management** (feel comfortable with the **sanitizing and cleaning protocol**)

  - Have **temperature screening**

- Employers are looking into **approaches around testing**, but nothing conclusive noted yet

When and how will companies plan to start returning to work?

- Many employers are looking at **segmenting their return to work into phases**, evaluating:

  - Positions that **are better (or required) to be served in the work environment** (e.g. traders, service workers, museum staff)

  - Employees whose working from home **impacting their productivity** (technology, issues with home schooling)

  - Employees that **do not require a commute** to work

  - **Newer employees**

  - Employees who were **easily able to transition to work from home are less of a priority**

  - Shielding those with **pre-existing conditions**

- Employers have **surveyed their employees** to gain their input on returning to work

- One company noted they will **give employees 30 days notice**

- Another company noted they would like to be at **50% capacity before returning to work**

Overview of Return to the Workplace Strategies (2/2)

- *Based on the type and sector of business, **companies have different strategies around their timelines of returning** to the workplace. One company noted that they are **ready to re-open and waiting on permission to do so**. Whereas, another company noted that they will **take a more conservative approach** even after the government mandate is removed*

Approach to Returning to the Workplace

Company **A**   Company **B**   Company **C**   Company **D**   Company **E**

Moving Cautiously
Will Move After Government Allows

Moving Quickly
Will Re-Open As Soon As Government Allows

The Impact on Future of Work

- One company noted that the current work from home in place has **accelerated the future of work**. Colleagues have been forced to be comfortable with virtual meetings and working in a remote setting. These changes will have an **impact on how global business is conducted in the future**

- **Real estate needs for office spaces are still unknown**. Companies could respond with downsizing offices (more people working remotely) or a requirement of more office real estate (maintaining social distancing) in the future

- Professional Services companies spoke on **potentially altering their work from home flexibility** and **reconsidering their workplace**, but **none of the companies plan to move to permanent work from home**

- There was noted **commitment to NYC**, companies **are not planning on moving large portions of their workforce out of the city**

(!) Considerations

- Employers and the general public are **looking for guidance**. Employers would benefit from a **policy to follow**, creating **consistency on the return to work plan and protocol** – even if done by industry (e.g. professional services, hospitality, etc) through a **learning network** – to **reassure employees** who are in multi-tenant buildings

- **Discussions with real estate providers/landlords** on sanitation protocols, elevator usage, PPE requirements

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Impact on Workforce Planning and Development

- *Companies are **responding at a varying degree when it comes to keeping and furloughing staff**. Companies that have not been able to do their jobs remotely have had to resort to furloughing*
- *Performance and Training* *still remain a concern to companies, but **are not the immediate focus***

Workforce

- Some companies have **avoided public statements regarding no job losses due to COVID–19**, noting they need to **have access to "all available levers"**
- One service providing company noted that they have **already had to furlough a majority of their staff**
- Another company has **not shifted their staff**, taking an approach to move entirely virtual

Performance Management

- One company noted that disciplinary items still continue. The company has a **"Rules of Engagement"** playbook. Managers are asked **to practice more compassion** in light of current circumstances
- Companies are **operating with "guardrails"** as they approach the uncharted waters
- Another company noted that **Health and Safety elements of management become an even greater focus**

Training

- Many organizations have **accelerated digital/online learning programs** and made these available for existing as well as new staff, including interns. They continue to **advocate for the use of their own proprietary**, as well as, **programs available externally** to help with training & development
- One company is planning **quick and aggressive re-training.** Their management is preparing for **"Business Resumption"** procedures (dependent on role and subsidiary). **Health and Safety** to become even larger priority

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Considerations

- Companies could look to **develop new workforce strategies for remainder of 2020 and beyond** in terms of workplace flexibility, use of space—more hoteling vs. permanent space and perhaps more square feet/employee
- Companies could look to utilize **digital assessment** tools for both **recruiting and development**

Recommendations for Recovery and Reinvention

What are the "Must Dos"?

- **Public Safety**: First and foremost, **companies should seek to protect the public and their employees**

- **Public Transportation**: The **government and companies should prioritize public transportation safety plan**:
    - Essential, hospitality, tourism workers first
    - **Staggered work hours** to reduce peak hour congestion and facilitate distancing
    - **PPE** requirement
        - *Consider: Free NYC branded/firm sponsored face masks in every station (what an advertising opportunity!)*
    - **Constant cleaning, not daily cleaning** - cleaners roaming cars as a safety and confidence building measure
    - **Invest in infrastructure** – e.g. upgraded signaling equipment to enable more trains per hour and less over-crowding
    - *Consider: Better access to alternative transportation options (i.e. CitiBike)*

Where are companies seeking guidance?

- **Protocol Consistency**: Companies are **seeking science based** NYC protocol consistency **around best practice approach for workplace COVID-19 safety**. They would like to see **communal guidance** across the board on re-opening strategies (elevator limitation, PPE, testing, etc), **through organized community sharing** across industries and then across broader NYC
    - *Consider: Testing / app survey for employees to take before leaving their homes to go to the workplace (e.g. Apple and CDC collaboration)*
    - *Consider: Partnership NYC could host monthly webinar to show what other industries are doing and collaborate across industries*
    - *Consider: Hotline for public guidance*

- **Building Confidence**: Before employees and employers will feel comfortable returning to work, they will need to have confidence that it is the **right time** and that they are **taking the appropriate safety precautions**
    - *Consider: Public relationships campaign for New Yorkers to understand current climate and how to best protect themselves for re-entry into their places of work / general lives*
        - *Consider: Opportunity for brand partnerships with NYC companies*

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NYC is seen as a critical geography and microcosm for how to RTW

Survey Insight

- **83% of Financial Services** firms globally felt **exploration of different working models** would be accelerated and **57%** felt **Digital Transformation** would be **accelerated**

- **61%** stated their **status as planning for the future** but with **protecting people and supporting day to day business as their priorities**

- Somewhat conversely only **27% of firms** were considering or undertaking **long term restructuring of operations and the workforce**

- **51%** of respondents stated they were **more productive or as productive working from home**, while **30%** stated they **did not have the tools to measure and monitor productivity**. Regardless the minority felt productivity had suffered significantly

Emerging Trends

Embracing the Narrative

Employee Duty of Care

Change in the Guiderails

Employee Centric Workforce Decisions

Aligning Worker Types to Working Models

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