



*We're Back – Now What?*

## *Re-Onboarding a Pandemic Workforce*

Moving Forward: Understanding the Employee Experience

OV Virtual Conference | September 10-11, 2020



# The Presenter



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Partner & Vice President

# The Headlines

What Are Workers' Rights During a Pandemic?

When should an employee suspected or confirmed to have COVID-19 return to work?

What can I tell my employees about reducing the spread of COVID-19 at work?

## Challenges of "Return to Work" in an Ongoing Pandemic

Can workers return to a workplace after it was disinfected for the coronavirus disease?

Scared to Return to Work Amid Coronavirus? Your Options ...

Legal Considerations for Employers

# Re-Onboarding?

What

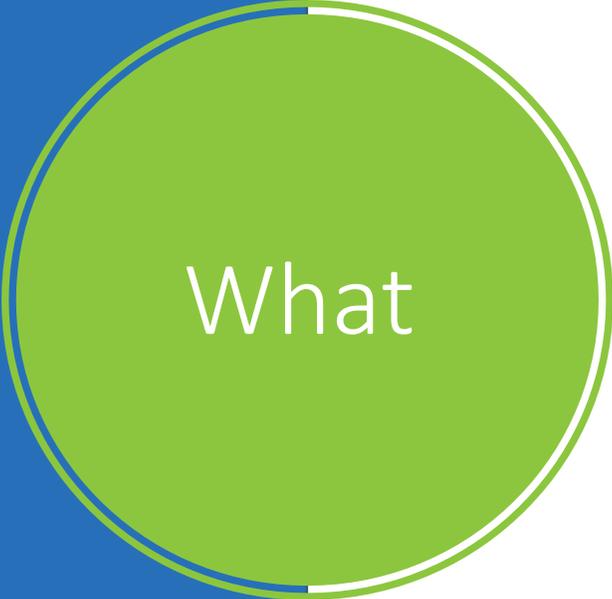
- Onboarding = the process of integrating a new employee into an organization, including training, socialization, and enculturation
- Our *new normal* includes new processes, structures, and for some, returning to onsite locations
- All employees will require some level of re-onboarding to be effective

# Everyone's Back? All at Once?

How

- Importance of the phased approach
  - Safety of employees, other stakeholders, broader community
  - Integration of new groups is effective when into a larger group
  - Allows for iterations and improvements based on employee feedback

# Role of Survey Programs



What

## A survey can:

- Provide feedback as an organization tries different approaches
- Illustrate the experience of employees living through the change

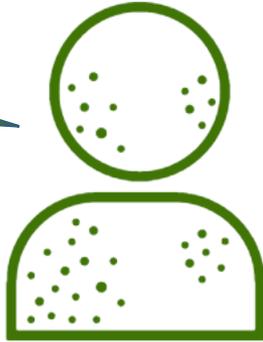
## A survey cannot:

- Make choices for executives

# Cast

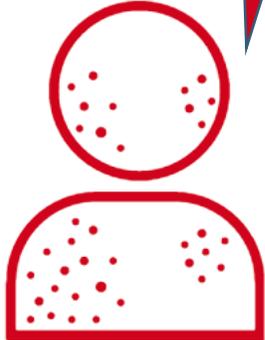
Who

Will I be safe?

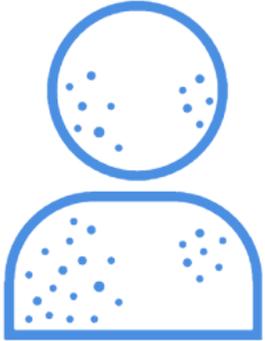


Chris: Employee

Do employees want to return?

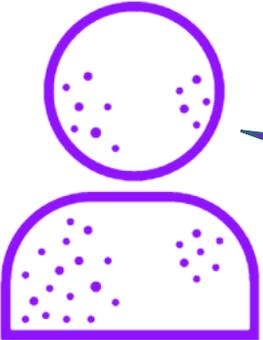


Sally: Executive



Maria: Manager

Will my team be effective?



David: HRBP

What are employees worried about?

# Measuring the Re-Onboarding Experience

How: Again...

1. Employee Well Being & Business Resilience

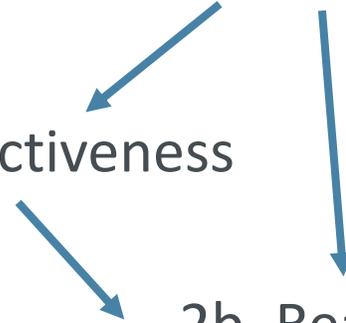
2a. Virtual Team Effectiveness

2b. Readiness to Return

3. Re-Opening the Work Place

4. Workplace Safety

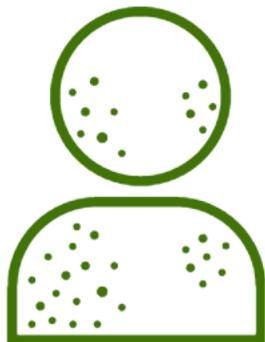
5. Work and Service Processes



# Employee Well Being & Business Resilience

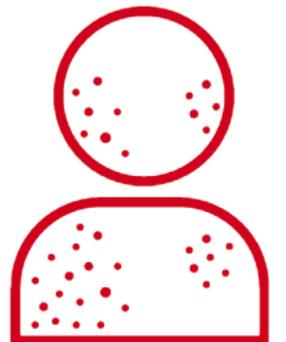
## Step 1.

- Immediate reactions
  - How are leaders handling the crisis
  - Are employees informed
  - Do employees know where to go for support



Chris: Employee

*Ensure clarity on immediate impact, expectations.*

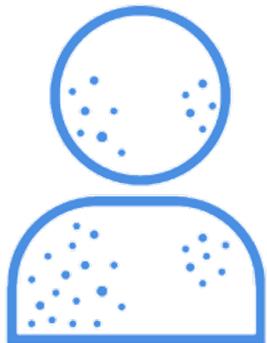


Sally: Executive

# Virtual Team Effectiveness

## Step 2a.

- How's the work going?
  - Are goals and accountabilities clear?
  - Are the expected ways of working reasonable for remote employees?
  - Do employees have what they need to be effective?



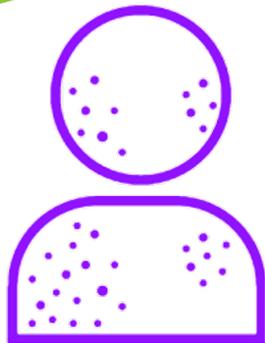
Maria: Manager

*Adapt expectations to remote work.*

# Readiness to Return (Onsite!)

## Step 2b.

- Given the communications so far, how are employees feeling about return to work plans?
- Do employees feel their safety is being prioritized?
- Are employees committed to safety behavior/compliance?



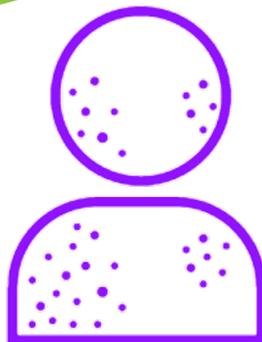
David: HRBP

*Emphasize plans to ensure physical safety.*

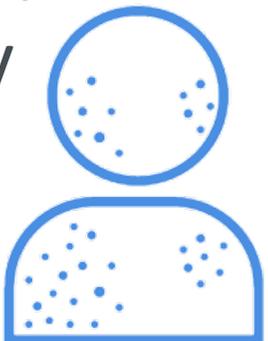
# Re-Opening the Workplace

## Step 3.

- As employees return onsite, what is the immediate reaction?
- Do they feel safe?
- Are employees following the rules?
- Are leaders attentive to concerns?
- Are employees able to work productively without being overwhelmed with safety concerns?



David: HRBP



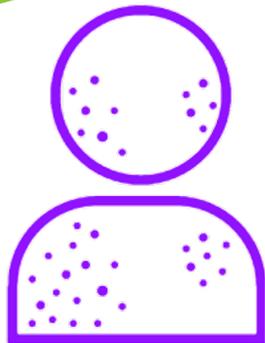
Maria: Manager

*Respond to safety concerns and uncertainties.*

# Workplace Safety

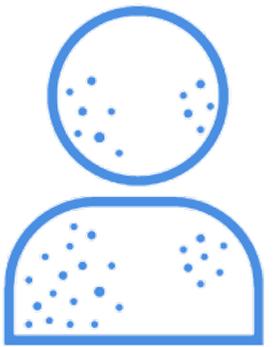
## Step 4.

- Tangible safety feedback
- Are employees receiving clear guidance, training, and support on safety behaviors?
- Are there adequate safety supplies?
- Do employees have a safe place to report or discuss concerns?



David: HRBP

*Ensure employees have the tangible things they need to be safe.*

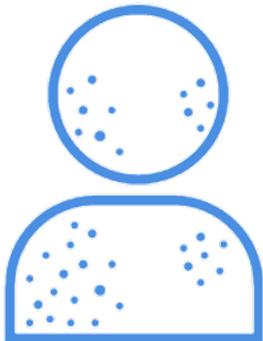


Maria: Manager

# Work and Service Processes

## Step 5.

- How effective is the work?
- Has the company adapted to changing market/customer needs?
- Are work processes flexible enough to work within the changing environment?



*Measure effectiveness/outcomes amidst change in process and context.*

Maria: Manager

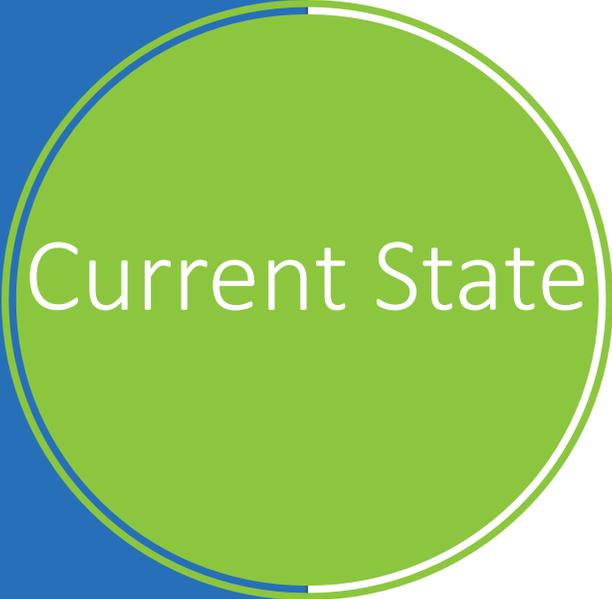
# Unique Survey Considerations

Current State

- Survey Fatigue
- Structure of reporting
- Action planning assignments
- What about our engagement survey?

*What's the goal? Fit mechanics around your listening strategy.*

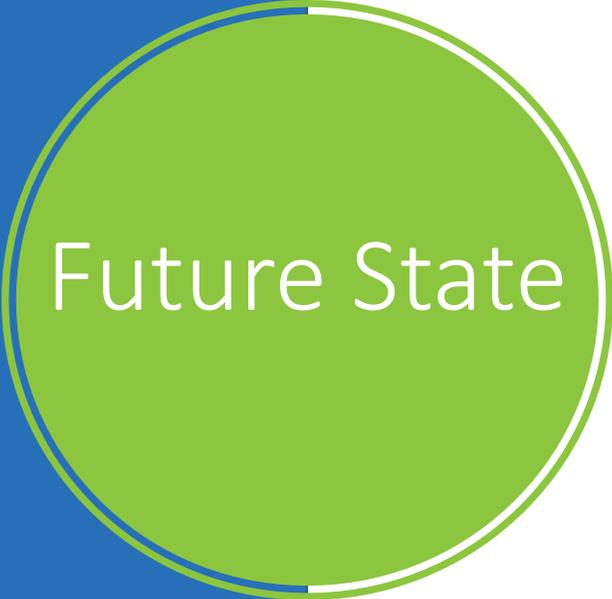
# What We're Seeing



## Current State

- Highly favorable survey results, especially regarding leadership
- Less frustrations about process, bureaucracy, more results orientation
- Desire to return to some sense of normalcy, yet:
- Hesitation to return onsite

# What We're Expecting



## Future State

- Eventually, leaders' halo effect will fade (if no serious action to maintain momentum)
- Frustrations of remote work mount (Zoom fatigue, anyone?)
- Desire for team connection will increase
- Opinions on safety may polarize

# What You Can Do Now



## To Do's

- Assess how your listening strategy maps against the phases of re-onboarding for your company – have some metric at each milestone
- Use employee feedback to quickly address easy pain points, and get in front of miscommunications
- Continue to have leaders communicate often, based on the topics that are most important to employees

# How Will You Navigate Re-Onboarding?



To submit a question or your top take-aways,  
submit via chat box or via email:

[Victoria.Hendrickson@orgvitality.com](mailto:Victoria.Hendrickson@orgvitality.com)

# Conference Line-Up

Register at [OrgVitality.com](https://OrgVitality.com)

## Thursday, September 10<sup>th</sup> (all times EDT)

- 11:00-11:30 **Managing People In 2021 and Beyond**
- 11:45-12:45 Creating Impactful Diversity and Inclusion Programs
- 1:00-1:30 Implementing a Mental Health Program in your Organization
- 2:00-2:30 Leveraging Employee Confidence During Economic Downturns
- 2:45-3:15 It's Time for a New Playbook: Leadership Lessons for COVID-19 Recovery
- 3:30-4:00 Delivering Feedback that Inspires and Motivates your Remote Team
- 4:30-5:00 What the Heck Are Your Employees Thinking These Days – And Why You Need to Care

## Friday, September 11<sup>th</sup> (all times EDT)

- 11:00-11:30 **Re-Onboarding a Pandemic Workforce**
- 12:00-12:45 **What? An Agile Performance Management Upgrade?  
An Employee-Led Hack at PepsiCo**
- 1:00-1:30 **How to Build the Anti-Racist Organization**
- 2:00-2:30 **Listening During Times Of Crisis**
- 3:00-4:00 **Crafting The Executive Message In Today's Survey Results**

# Free survey suite available at [OrgVitality.com](https://orgvitality.com)

A full line of free pulse surveys designed by OrgVitality consultants to help employees and organizations through the universal challenges of 2020 including:

- Employee Well-Being
- Readiness to Return
- Re-onboarding
- Workplace safety
- Work Processes
- Virtual Teams
- Anti-Racist Survey
- And more

Visit [orgvitality.com](https://orgvitality.com) to sign up for access to our free suite.



# Connecting Employees and Organizations

At OrgVitality, we are experts in designing projects that are linked to **strategy**, generate useful **insight**, and drive positive **action**. Now, more than ever, organizations need to listen to and learn from their employees.

We can help.



## Surveys

- Strategic Employee Surveys
- Pulse/Continuous Listening
- Lifecycle
- 180 and 360 assessments
- Internal Customer Experience

## AI-Driven Action Tools

- Action Prioritization
- Nudges
- Comment Analysis

