

Partnering with Local
Governments to Recruit,
Assess and Develop
Innovative, Collaborative,
Authentic Leaders

The Next Normal

Considerations for Operations
in a Post-Pandemic World



Planning NOW for Coming Challenges



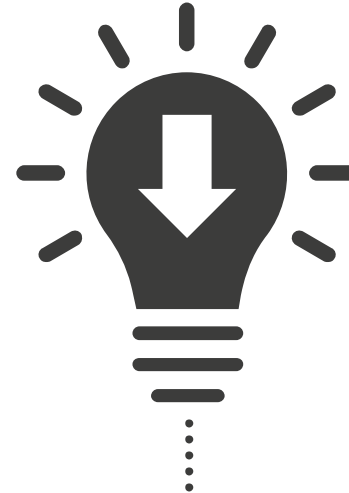
Backlog

Finance staffing still has not recovered to 2008 levels. For an extended period, which means a geometrically cascading backlog is building.



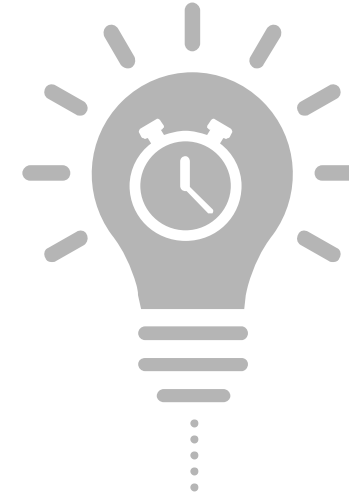
High Demand

- Uncertain legal environment
- Changing policies/practices
- Employee anxiety/fear/conflict
- Pressure to cut costs
- Pressure to buy local



Minimal Resources

With all the budget cuts, Finance will not rise to the top to receive resources.



Start Planning

As hard as it is to think about it... you need to begin transforming your operation NOW.

Create a Re Launch Map

- Department by Department – one size does not fit all
- **SGR Free Resources**
 - Pandemic Planning Meta Checklist for Local Governments with a Return to Normal Section
 - Pandemic Self Check List for Local Government Employees
 - Local Government Checklist for Pandemic Preparedness, Response and Recovery
 - Email Ron@GovernmentResource.com for any of these.
- Create a **Plan Ahead Team** for the 3rd and 4th waves
 - Regularly conduct situational assessments
 - Develop potential scenarios
 - Design and adapt strategic road maps
 - Define right actions in each scenario
 - Identify triggers that prompt the organization to act systemically at the right time

Re Evaluate Priorities and Processes

- Have **clarity** across the organization on your strategic vision and values (80/20 values workshops rule)
- Ensure your systems are **aligned** with your vision and values.
- **Question Everything.** Ask “why are we doing this?” and “what happens if we quit doing it?” and “Is there a better way to do it?”
- Move the organizational from **transactional to transformational**

Rebuild Operations

- Creating **real and perceived safety** for employees and citizens means new and unexpected policy issues affecting operations and financial operations
 - Example: assigning one person per vehicle instead of 2 doubles the number of vehicles required
 - Example: daily deep cleaning of vehicles and office space and restrooms increases number of janitorial staff
 - **WHILE** cutting staff and budget

Rethink Organizational Culture

- **Embrace agility** (this is cultural more than operational)
 - Increase the speed of decision making
 - **SGR Servant Leader's Library with over 200 training resources in 4 weeks from concept to launch** (and online live training, management team retreats, city council retreats, community wide workshops and interview processes)
 - Think:
 - Customers more than comfort of the organization
 - Products more than processes
 - Solutions more than studies
 - Pivoting more than perfection
 - Risk management more than risk avoidance
 - Speed more than status quo
- Think about the whole person and **mental health and resiliency**

Reimagine Organizational Structure

- Rethink how people work best:
 - McKinsey found in April 2020 that 60% of businesses surveyed said that their new remote sales models were proving as much or **more effective** than traditional models
 - One university MPA program cited both anecdotal experience locally as well as a national study that found that **learning IMPROVED** in the sudden new online environment with college students
 - You will have to **overcome resistance** of traditionalists

Accelerate Digital Solutions

- Move even more into outsourcing
- Move even more into embedded services.
- Move into the gig economy (project based outsourcing)
- Make your processes more user friendly for user departments - high tech yet still easy to connect with a person-
- Conduct process assessment evaluations through user's lenses on every process you own
- Automate where possible
 - Ex - Begin using automated reference check systems on vendors

Accelerate Digital Solutions for Training of your Employees on Processes AND Culture

- **Cheaper and faster**
- Who will lead trainings / keep track of participation?
- How will you track required certifications?
- What types of training are required? On-boarding, safety, specific topics?
- Training can be purchased, but funds would be required specifically for that purpose.
- Would you need your own LMS or would you need to subscribe to one?
- Will you be able to purchase generic content or would you need custom?
- How will you keep employees interested and compliant with online training?



Invest MORE in Training and Development

- New workplace rules and expectations
- Hygiene Practices
- Digital communication pitfalls
 - Missing social cues online
 - Comfort with technology (or lack thereof)
- Traditional topics
- Upskilling
- Remote working

Redefine Great Communication

- SGR example in a **remote working environment**:
 - Daily departmental check in at 8 am with video required
 - Regular All Team email status reports from the CEO
 - Weekly executive team conference call with video required
 - Weekly all team conference call with video required – Sr execs report to the whole team
 - Every 2 weeks virtual happy hour
 - Virtual Bingo with gift card
 - Resulting team reactions:
 - Feel more connected than before
 - Less silos than before
 - More personal knowledge of each other due to at home settings of dining room, home office or whatever and with all of the interruptions of kids, dogs
 - High performance maintained
- Train for compliance with new workplace rules and **consideration of others**
- How will managers translate existing work rules, meeting schedules and communications

Evolve from Managing to Leading

- Employees must have total confidence that you put their **health and safety first**
- **Flatter organizations** that push down decision making are more effective AND more efficient
- But that demands overhauling almost all of our **performance evaluation and expectation systems**
- **Embed upskilling** training into your culture
 - Move FROM promoting then preparing
 - TO Preparing before promoting

Leadership Questions to Consider

- How will managers translate existing work rules, meeting schedules and communications strategies to the new reality?
- What procedures and protocols must be edited for new work environments?
- Who will pay for remote workers' connectivity and any required equipment, like printers, monitors, headset, etc.?
- How will you recover them if someone quits or is fired?
- How must job descriptions change to accommodate part- or full-time remote work?
- How will you monitor and enforce work attendance?
- What HR functions must adapt? (Talent acquisition and development, discipline, benefits and compensation all introduce their own challenges in a remote work environment.)
- What health and safety protocols and policies will need to change?
- What implications are there for union contracts?
- How do we address the anxiety and fear that has been brought up within our employees?
- How will you handle contact tracing protocols for employees?
- How much flexibility can you give employees to lower stress and fear?

HR Policy Issues to be Wrestled With 1/2

- FMLA, ADA, changes in Health Savings Accounts, etc
- Staggered work shifts
- Wearing of PPE at the office (Pressure from both for and against)
- Employees who prefer to work from home for safety reasons
- Employees who share rumors of sick employees
- Employee desire to take time off to care for a sick family member
- Employee requests about health condition of other employees
- Non exempt employees working out side of normal business hours
- Mental health support – fear, anxiety, isolation
- At risk employee population
- Off and on duty activity policies (air travel, large gatherings) including disclosure
- Break room rules
- Staggered breaks
- Personal greetings (handshaking)
- Provision of PPE (including masks, gloves, wipes, sanitizers, disinfectants, etc)
- Dealing with employees who ridicule those who are wearing PPE,

HR Policy Issues to be Wrestled With 2/2

- Perceived unfairness over who gets to work from home
- Conducting temperature checks
- Cross training to accommodate more employee absences
- Train employees on policies to prevent the spread of disease and require signing of acknowledgement

Managing Workforce Transitions

- **New roles** for current employees
- **Upskilling employees** to take on more responsibility when other positions have been eliminated
- **Evaluating** what can cease being done altogether as a result of budget cuts
- **Layoffs** of employees for services that are eliminated
- **Recovery Task Force Teams**



Remote and Teleworking is the Next Normal

- **Work from home trends** were already growing. This will accelerate that change.
- Local governments have discovered it is not as scary as they thought, and in some cases, is proving to be more efficient. We may **never go back fully** to the old structures.
- **New policies** will need to be made in order to maintain smooth operations.

Please review the following telework parameters:

- I understand that when I am away from the office teleworking, I must comply with all organizational rules, policies, and procedures.
- I understand that my compensation, benefits, and work responsibilities will not change due to the telework arrangement.
- I understand that my telework work schedule will be consistent with my current work schedule and will not significantly change without the approval of my supervisor.
- I understand that if I am eligible for overtime pay, I must get advance approval from my supervisor to work over [HOURS] hours per week while teleworking.
- I understand that while teleworking, it is my responsibility to:
 - Maintain a safe work environment
 - Protect any company equipment in my possession
 - Safeguard confidential work-related information
- I understand that I will not hold business visits or in-person meetings with business affiliates or co-workers at my home telework site.

Employee signature

Date

Remote Working Considerations

Provide a remote working guide that features the following items:

- Key points of contact: especially IT team
- Recommended IT equipment (and how to obtain it)
 - Cell phone allowances
 - Internet connections
 - Hardware
- Methods of remote communication
 - Office phone forwarding
 - Video conferencing tools: Google Hangouts, WebEx, Skype, etc.
 - Chat apps: Microsoft Teams, Google Hangouts, Slack, etc.
- Manual of Remote Work Practices and procedures: to maintain security of information and property

Require daily meetings at 8 am and with video on – this contributes to self discipline of the employees and aids in creating social and organizational connection and engagement

Establishing Workplace Community (Remotely)

- Continually **clarify** team **goals** and individual **roles**
- Schedule **regular** team **video meetings**
- Set aside time on the agenda as a “**virtual water cooler**”
- Normalize new work environments
 - Virtual workplace tour so teams are sensitive to others’ constraints
 - Acknowledge and **normalize challenges** such as roommates walking through the background of calls, crying babies, barking dogs, etc.
 - **Avoid assuming or stereotyping**

Employee Wellbeing in a Work From Home Culture

- Implement more frequent Town Halls / check ins with senior leaders
- Require “video-on” meetings for more face-to-face interaction
- Establish “water cooler” opportunities for workers to connect informally
- Require availability expectations to be set by each employee
- Incorporate mental health services into a telehealth policy
- Make company-wide policy announcements regarding changes to benefits such as PTO, vacation, sick leave, etc.
- Curate a list of resources for employees to help with physical and mental wellbeing.
- Provide employee continuing education at a free or reduced cost

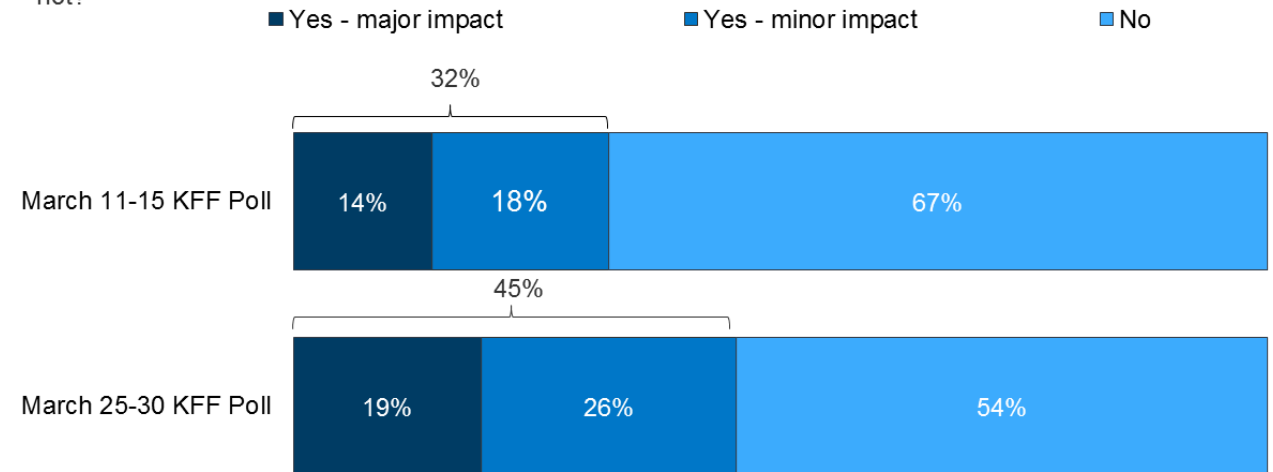
Adjusting Benefits for the Next Normal

- Reduce or eliminate copays for **telehealth** visits.
- Consider including **mental health consultations** as part of your telehealth plan.
- Explore apps and AI that offer mental health assistance and provide information to employees
- Investigate options like daily pay, subsidized loans and free access to financial education webinars for those under financial stress.

Figure 7

Larger Share Now Reporting Negative Mental Health Impacts

Do you feel that worry or stress related to coronavirus has had a negative impact on your mental health, or not?

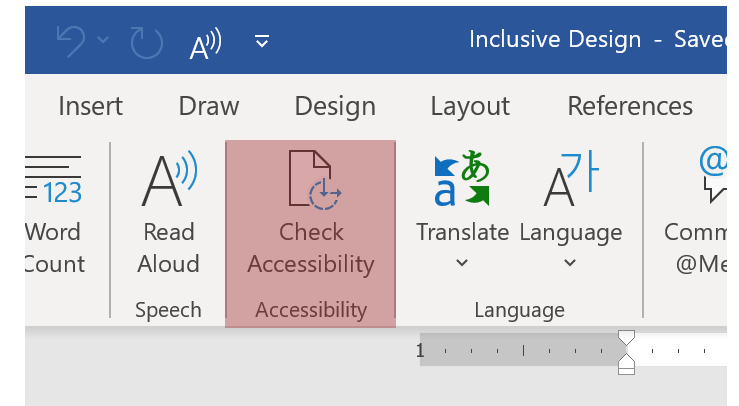


SOURCE: KFF Health Tracking Poll (conducted March 25-30, 2020). See topline for full question wording.

Accommodation and Compliance with WFH

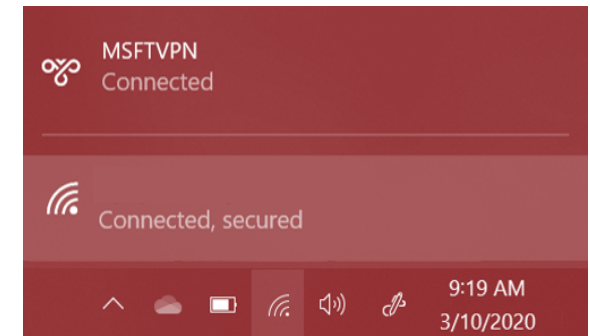
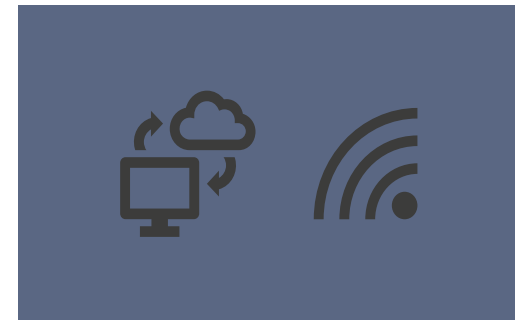
Potential compliance issues include:

- Permitted employer actions under the ADA, FMLA, Title VII and other federal and state statutes and regulations.
- The important ADA concepts of “disability-related inquiries,” “medical examinations,” “direct threat,” “undue hardship and other similar terms.
- Leave policies and FMLA requirements.
- Acceptable teleworking arrangements to protect employees.
- *Families First Coronavirus Response Act* took effect on April 2, 2020.



Cybersecurity and Remote Work

- Office firewall is no longer protecting data if staff members are bringing laptops home
- Cybersecurity training more important than ever (SGR has an excellent course available!)
- Confirm that all data is backed up in multiple locations
- Set up emergency contact system in case of data breach
- Establish business continuity plan for IT operations



Questions?



Keep in touch!

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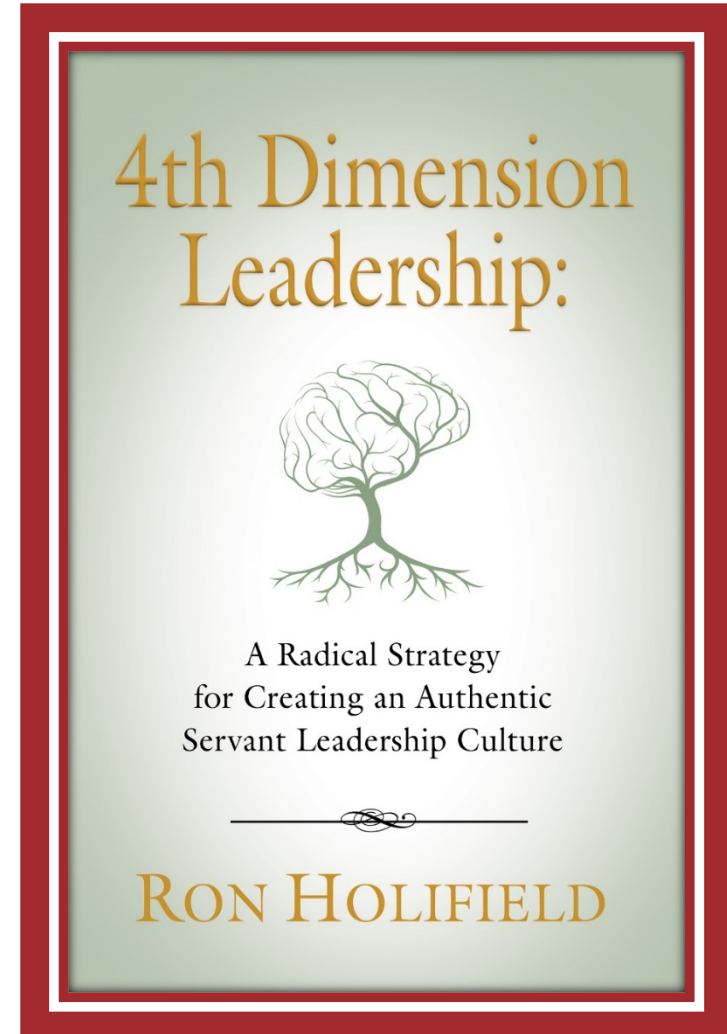
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THANK YOU

