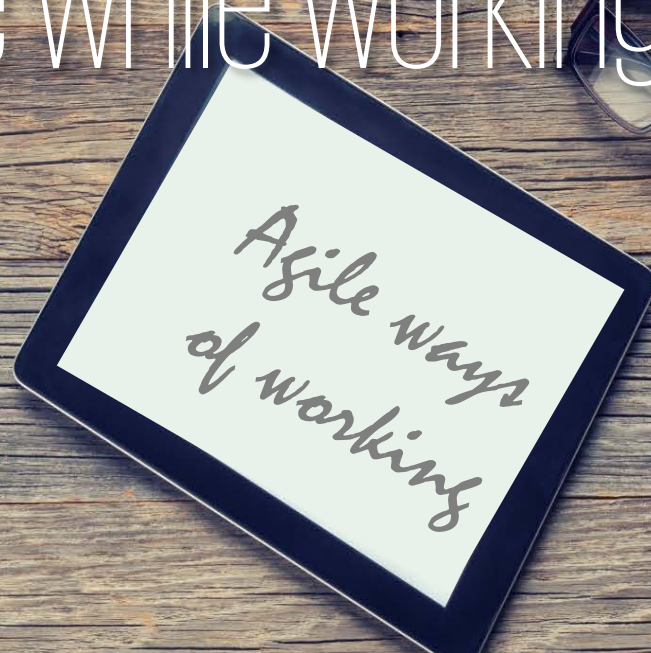




Managing Talent Risk

Staying connected, engaged and productive while working remotely

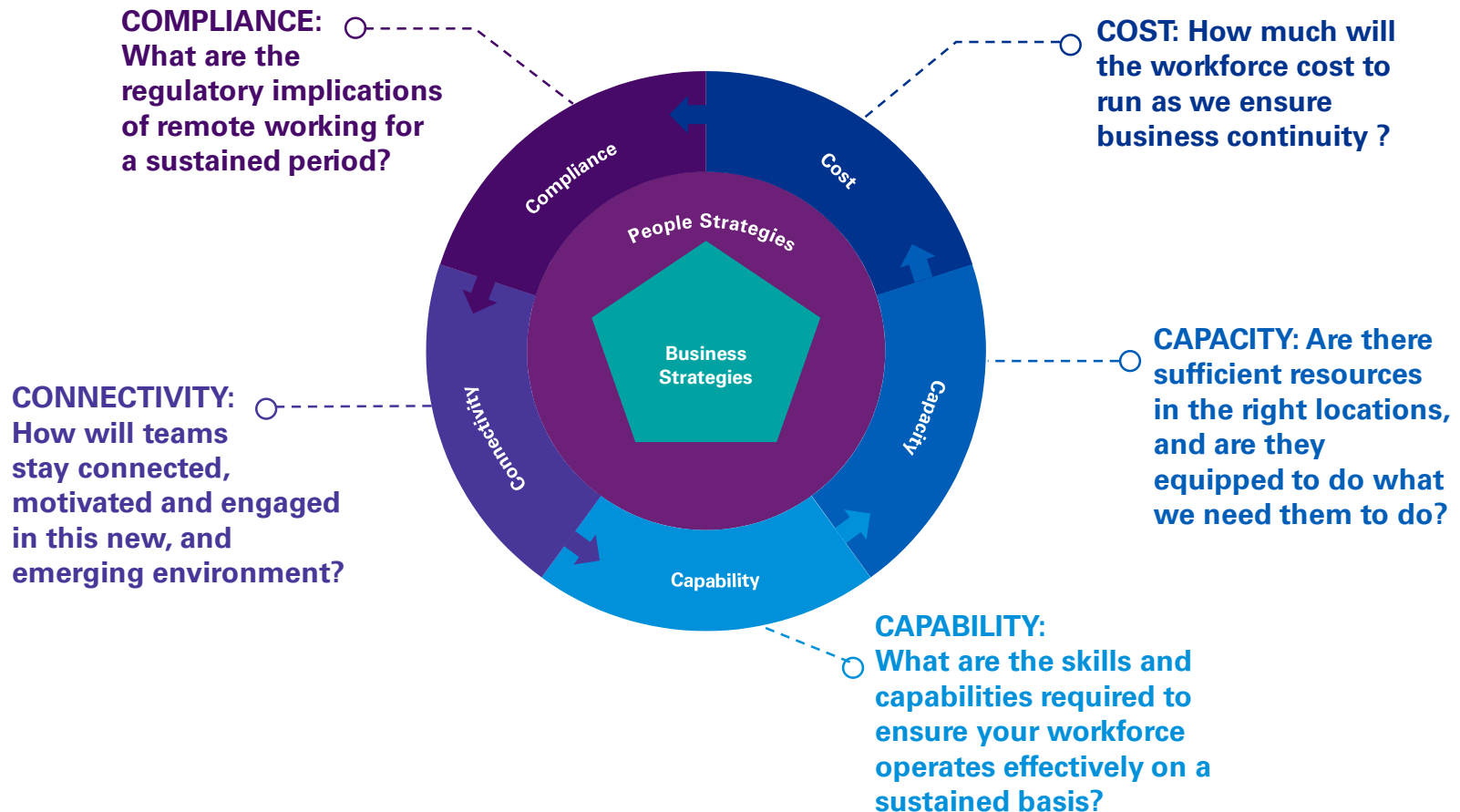


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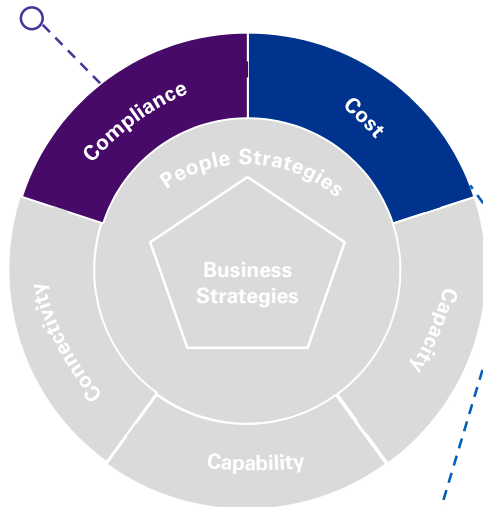
An effective BCP requires a connected, engaged and productive workforce

In the current situation, with large numbers of employees working remotely, we have tailored our Talent Risk framework to assist clients identify and assess their level of Talent Risk across 5 key parameters. The framework is designed to help in the creation of mitigation plans and support informed management decision-making.



Compliance and Cost

What are the regulatory implications of remote working for a sustained period?



How much will the workforce cost to run as we ensure business continuity?

The compliance of our people can be tested in crisis situations

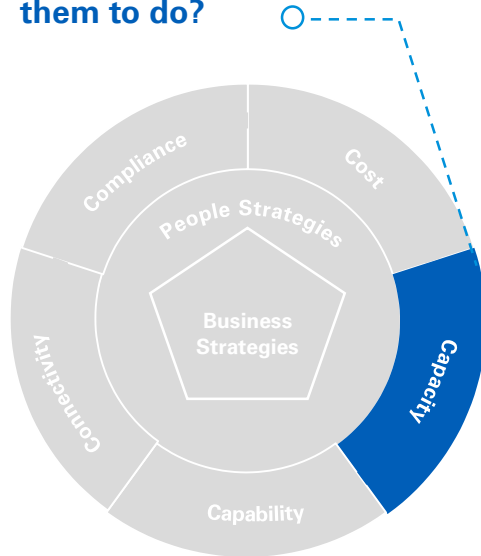
- Do you have a plan in place to ensure our people are **aware of and compliant with your social media policy**, especially when social media usage may be heightened?
- Are you reminding your people that **phishing scams can be prevalent** at this time?
- Ensure employees keep data secure and only use approved digital communication methods.
- Are your people able to **comply with your regulated, or business critical, processes** while working from home, e.g., are electronic approval processes in place?
- Are you able to conduct talent reviews and **implement any necessary short term actions** to ensure ongoing compliance?
- Do you have **compressed, and readily accessible knowledge transfer and onboarding programs** to address your compliance requirements?
- Are you able to **mobilise teams to provide multi-jurisdiction / region wide services** if required for business continuity?
- Do you have the right plan in place if it is necessary to **segment the workforce and create "A & B teams"** to improve organisational resilience and ensure continued operations?

Balancing the short and longer term implications of cost management

- Do you have a plan in place to **pause recruitment activities** as part of our cash flow management?
- Do you have mechanisms in place to **review / reallocate resources** across high demand areas?
- Do you have **policies in place to provide cashflow relief**, such as Part Paid Leave, Unpaid Leave? At what point are these initiated, and how are they monitored?
- Have you fully considered the **impact of immediate term cost reduction** on your longer-term ability to maintain business continuity, and future business growth?
- What are the **cost implications** of ensuring your people are readily accessible, and connected? How is the cost, and time, impact being factored into BAU?

Capacity

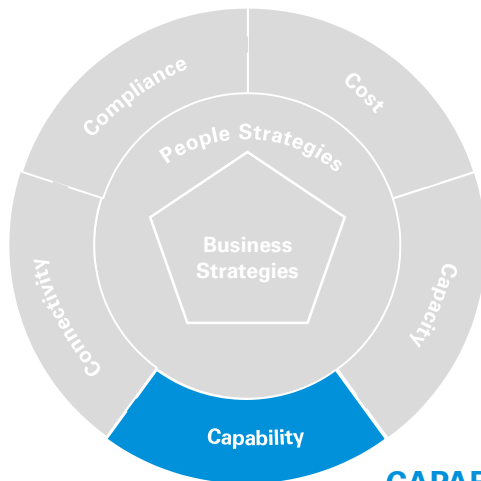
Are there sufficient resources in the right locations, and are they equipped, with both technology and mindset, to do what we need them to do?



Careful planning is required to ensure teams are equipped and able to execute their tasks

- Do you have a list of **critical roles / activities** and are you able to map current resource availability to these?
- Is there a current **short term workforce plan** to address any gaps/unplanned needs that may emerge?
- Do you have **adequate technology infrastructure** to respond in the timeframes customers require?
- Is there a **structured plan to promote the wellbeing of employees**, and protect productivity while embracing large scale adoption of remote working. Areas to be covered in the plan could include:
 - Acknowledge that **it may not be easy for everyone** to make the transition; people will respond differently and adjust at their own speed.
 - Encourage employees to **create a physical space to work in**; “think about your ability to have calls without being disturbed or disturbing others”, “find somewhere you can concentrate”
 - It is important to plan the day, **create a ‘to do’ list** for the day / week and tick items off. What are the most important? Do them first. “Ensure that you build time in for you to eat, rest and exercise”.
 - Establish a **“Go to work mindset”** - Get up, get dressed, start when you normally would, have a start & finish time plus a proper lunch break.
 - Encourage your teams to accept that **remote working may be “the new normal”** for a while.
 - **Understand everyone’s capacity and availability**. If colleagues are not fully occupied, bring forward initiatives that they have earmarked to do later in the year, for example training, research projects etc.
 - Recommend that **colleagues get active**; don’t stay in one place / posture for more than an hour or so; take short breaks, stretch, walking around.
 - Encourage everyone to **vary their daily activities**; break up screen time with calls. Aim to work in day-light rather than in artificial light.
 - Suggest employees moderate their use of social media; **“Get a break from the news”**, and avoid distractions like TV in background;
 - **Encourage different ways of working**, e.g. listening to music if people need some background ‘noise’.
 - Promote healthy eating and drinking; **“you can have too much chocolate and caffeine...”**
 - **Encourage exercise**; “if you are comfortable to do so go outside during your day, go for a walk and get some fresh air”.
 - **Encourage staff to get into a regular pattern**; “Going to bed at your normal time and get up at your normal time”.
 - Promote creation of a healthy workspace by opening the window; **“get some fresh air”**.

Capability



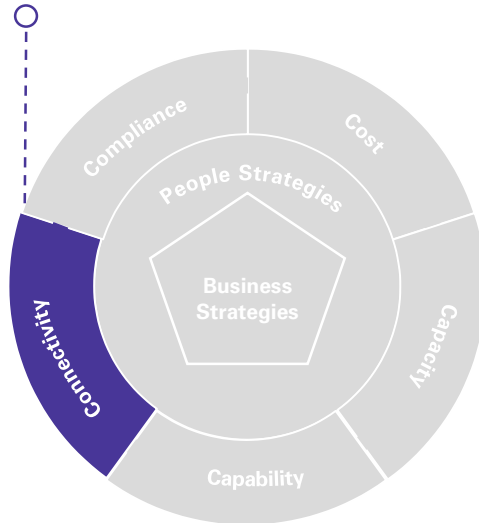
CAPABILITY:
What are the skills and capabilities required to ensure your workforce operates effectively on a sustained basis?

Ensuring that the right capability is delivered in the right locations may require new forms of planning

- Do you have a short term development **plan for reallocating resources** to address gaps / unexpected immediate needs?.
- Do you have a review mechanism in place to determine the need to **segment the workforce and create 'A & B teams' to improve organisational resilience** and ensure continued operations ?
- Do you have the ability to **reskill employees while they are working remotely**?
- Do you understand the current and previous experience and capabilities of your resources? Are you able to determine **which resources can be rapidly reskilled** should demand require?
- Do you have a review mechanism in place to assess the need for **remote mentoring and knowledge transfer programs** to support the rapid reskilling of the workforce, or to further develop capability in new or related competencies?

Connectivity

How will teams stay connected, motivated and engaged in this new, and emerging environment?



Staying connected and accessible is essential in times of crisis

- Do you have **well established remote working culture** as part of your business as usual practices?
- Is remote working supported by **policies, procedures and established norms** ?
- Where appropriate, how do you manage requests to **work remotely from an overseas location**?
- Can your IT Infrastructure support the **full adoption of remote working by your workforce**?
- Do you have the **training and necessary support mechanisms** to enable full adoption of remote working? If the answer is 'no', who needs training and support and how quickly can the IT be implemented?
- If there is a delay or constraint to adopting the necessary IT infrastructure, how is this going to be communicated, and **how are the Capacity, Capability, Compliance and Connection risks going to be managed**?
- Is your organization equipped to **minimise potential feelings of isolation amongst the workforce** by:
 - Encouraging staff to **make the time to call friends, colleagues and clients each day** – check in with them, see how they are, is there anything that they can do to help them?
 - **Collaborating with colleagues** on projects that they are working on if they have available time.
 - Seeking out and **addressing anything preventing them from being effective, or addressing any frustrations.**
 - Creating **'problem solvers'** to reach out to colleagues and escalate items for resolution, as appropriate.
 - **Encouraging participation in interest groups.** Are there SME's who can share insights with colleagues or clients? Let people and clients know that they are still there.
 - **Emphasising that they are not alone**, this is the world's largest remote working experiment and there will be bumps along the way.
 - **Encouraging Managers and Team Leaders to allocate time** to stay in regular contact, listening to and supporting colleagues.
 - Encouraging everyone to **share their experiences and feelings; "we are all in this together"**.

Employee Experience can be significantly impacted by an extended period of remote working?



You can't assess the impact of a prolonged period of remote working without looking at the work that a person does, the tools that they're provided, the environment they're in, and their connection to the workplace.

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