

CHECKLIST

Key Questions to Answer During a Crisis

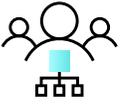
When a pandemic or other large-scale crisis hits, asking the right questions of your workforce data is vital to develop fact-based emergency response plans. These are the critical questions every organization needs to ask based on the three stages of crisis management:



Stage 1: React

As soon as a crisis hits, leaders should be reacting immediately to changing developments and tailoring response plans for optimal employee safety.

- How close are employees to hot spots?
- How can we best support employees with the highest risk profiles?
- Which roles are business critical?
- Who can be productive from home?
- How will a travel ban impact our business?
- What levels of productivity can be expected during remote work?
- How do we best prepare for remote work or work transitions?
- How can we gain a complete view across contingent labor and full-time employees to ensure communications and safety?



Stage 2: Respond

In this stage, businesses need to stabilize and engage their employees. They also need to start thinking long-term about what happens once the crisis has passed.

- Which employees are essential to maintain business continuity in the short-term and the long-term?
- How is the situation impacting employee sentiment?
- How will different scenarios impact our talent needs?
- How effective are our emergency response measures?
- How can we best prepare for a second wave of the pandemic?
- What absentee patterns are occurring?
- How do absences impact overall production?
- What should we do with open headcount and how should we adjust hiring decisions?
- How can we gain a complete view across contingent employees and full-time to assist with policy development?
- How can we track and respond to employee experience?
- Which offices or locations can we consider reopening?



Stage 3: Recover

This stage is about guiding people out of a crisis and longer-term planning; however, what “recovery” means may look different across industries and regionally. The way in which stage one and two have been navigated will also help determine your success during this final phase. As such, use these questions as starting points and adapt them to the uniqueness of your business:

- How do we best sensitively restructure the workforce?
- How do we best source options for talent shift, reskilling, or talent matching?
- Which employees are best to retrain for new areas of work?
- Which employees are best to lead new functions or fill vacant roles?
- What areas to invest in to support future growth?

