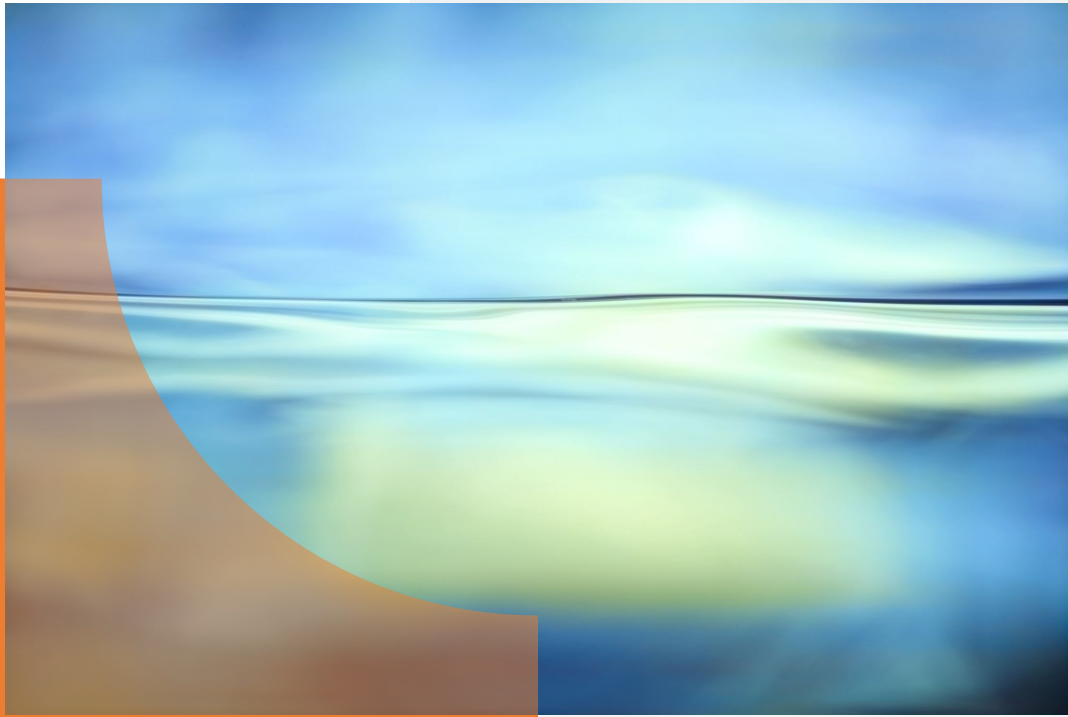


# The World of Work During Covid-19



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# Your Presenters



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# What we will cover

1. Sustaining operations, arranging & managing workers to work from home, organization restructuring including temporary layoffs
2. Must have policies and procedures
3. Dealing with employee anxiety and helping employers and employees to cope with uncertainty
4. Understanding how to work effectively in remote, constrained environments



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#1. Start with yourself

# Nobody makes logical decisions in panic

The science behind emotions, thought and physiology

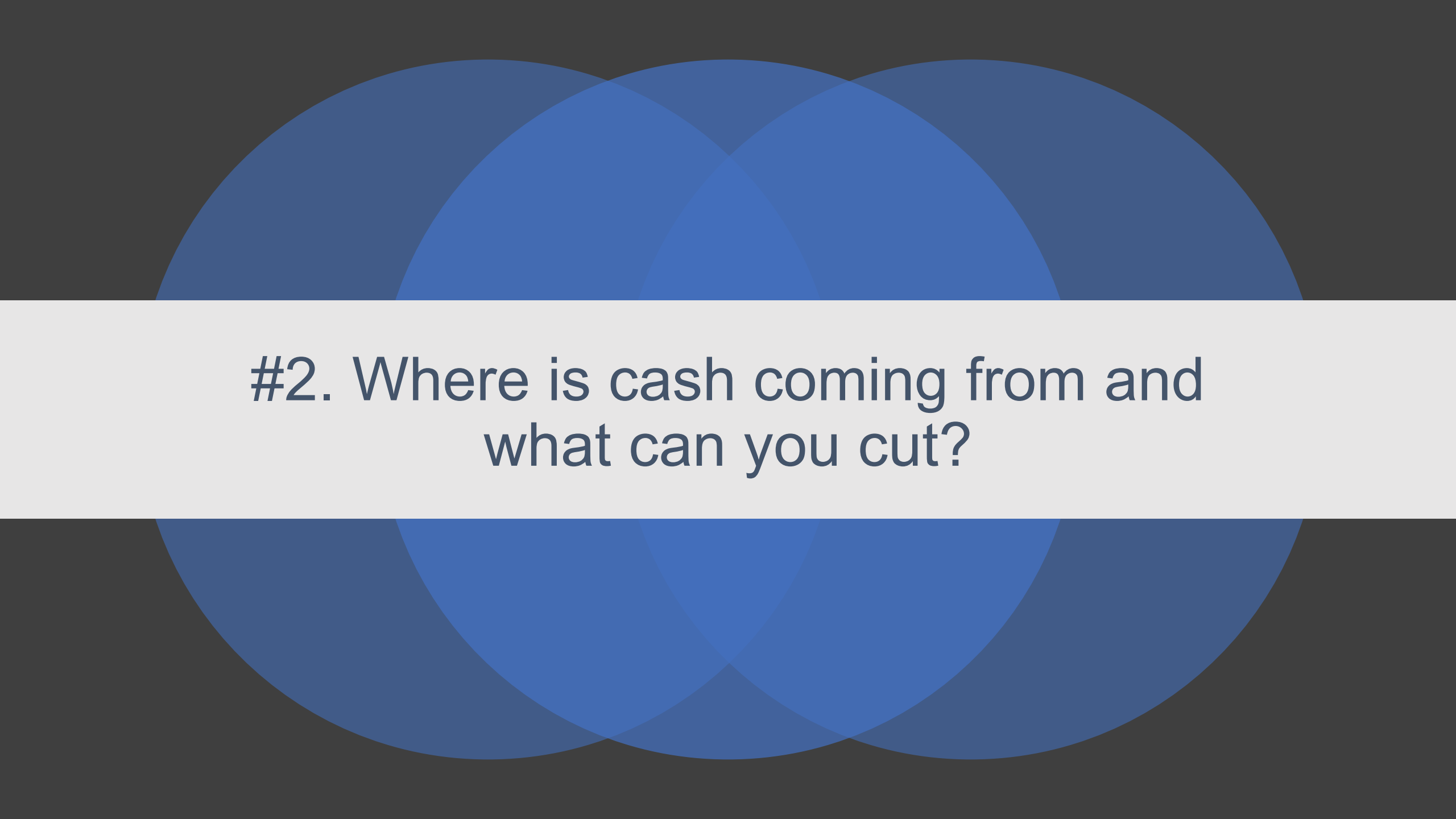
How to acknowledge and regulate your own emotions

Getting back logic once you are not panicking

Flags to watch for - how to auto correct

# Key HR questions during cash crunch

1. What has stopped completely due to Covid19?
  2. What opportunities have opened up?
  3. What is/will continue as before?
  4. What is your new normal?
- 
- ❖ What HR decisions do you need to make based on the above options?
  - ❖ How do you identify essential tasks for HR decisions?
  - ❖ How can you start training now at free/low cost or competitive rate to be ready for the next wave?



#2. Where is cash coming from and what can you cut?

- What continues to sell?
- What has emerged as a need in your industry/business as new sales?
- What is your team good at that you could sell as a service that people need?
- What could you produce that people need?
- What could you sell at a discount?
- Government funding
- Loans

## Cash inputs



- What are you paying for that you don't need?
- Where can you reduce existing costs?
- With whom can you negotiate payment plans (supply chain)?
- Are all staff performing essential tasks and services?
- Is there overlap in tasks to cut?



Costs to cut



#3. Determine essential business operations and tasks

## Essential Tasks

- **What** are they?
- **Who** can deliver them?
- **How** can they be delivered?

All Tasks



**Managing business interruptions**

## Essential Tasks

- **What** are they?
- **Who** can deliver them?
- **How** can they be delivered?



Workers who  
are currently  
doing these  
tasks

- **Can continue working**
- Cannot continue working

Workers who  
are NOT  
currently doing  
these tasks

- **Can deliver the essential tasks**
- Cannot deliver the essential tasks

## Essential Tasks

- **What** are they?
- **Who** can deliver them?
- **How** can they be delivered?

Doing the tasks the same way

Doing the tasks with some changes

Work remotely

Cannot deliver the tasks at all

- What are the changes?
- Update policies/procedures?
- Who is doing what?
- Any OH&S or legal implications?
- Any training required?
- Any infrastructure needed?
- Do we have the resources / budget / time?

# Business Continuity Plan

## Essential Tasks

- **What** are they?
- **Who** can deliver them?
- **How** can they be delivered?



Workers who are currently doing these tasks

- **Can continue working**
- **Cannot continue working**

Doing the tasks the same way

Doing the tasks with some changes

Work remotely

Workers who are NOT currently doing these tasks

- **Can deliver the essential tasks**
- **Cannot deliver the essential tasks**

Cannot deliver the tasks at all



## #4. Managing business interruptions and employee safety and wellbeing

# Continue working or stop working?

## Workers who can continue working

- Work staggered hours or rotation of schedule
- Flexible hours
- Job sharing
- Alternative work sites
- Work remotely

## Workers who cannot continue working

- Any other work / tasks available?
- Leave of Absence Policies (i.e. sick days, short-term disability, personal days, vacation days, overtime, employee & family leave, etc.)
- Retirement
- Temporary layoff





# Temporary layoff

## What does it mean?

- When an employee removes its workers from the job / payroll for a period of time.
- The intent is still to keep the employment relationship.

# Temporary layoff

## Be aware of the changes

- removing the 24-hour written notice requirement for shift changes
- removing the requirement for 2 weeks notice for changes to work schedules for those under an averaging agreement
- removing the employer requirement to provide group termination notice to employees and unions when 50 or more employees are being terminated
  - Individual termination entitlements remain in effect.
  - Employers must still give group termination notices to the Minister of Labour and Immigration as soon as is practical.
- increasing the maximum time for temporary layoffs from **60 days to 120 days**
  - This change is retroactive for temporary layoffs related to COVID-19 that occurred on or after March 17

<https://www.alberta.ca/temporary-layoffs.aspx>

# Temporary layoff

## What do employers need to do?

The employer must give the employee **notice** of temporary layoff. To be valid, the notice must:

- be in writing
- state that it's a temporary layoff notice and its effective date
- include sections 62-64 of the Code  
(<http://www.qp.alberta.ca/documents/Acts/E09.pdf>, P58 - 60)
- Personal suggestion: also include the "Changes due to COVID-19"  
<https://www.alberta.ca/temporary-layoffs.aspx>



# Temporary layoff

## Termination pay after temporary layoff (Section 63)

(1) The employment of an employee who is laid off for one or more periods exceeding, in total, 60 **(120)** days within a 120-day period is deemed to have been terminated unless:

(a) during the layoff the employer, by agreement with the employee,

(i) pays the employee wages or an amount instead of wages, or

(ii) makes payments for the benefit of the laid-off employee in accordance with a pension or employee insurance plan or similar plan, or

(b) there is a collective agreement binding the employer and employee containing recall rights for employees following layoff. (2) When payments under subsection (1)(a) cease or recall rights under subsection (1)(b) expire, the employment of the employee terminates and termination pay is payable.

The background features three overlapping circles in shades of blue, arranged horizontally. The circles overlap in the center, creating a darker blue area. A white horizontal band is positioned across the middle of the image, containing the text.

#5. Key to working remotely in  
constrained environments...

S.W.E.L - Safety,  
Wellbeing,  
Encouragement,  
Learning



# Effective remote working, constrained environments

## Employers responsibilities

**Safety** - physical and psychological

**Wellbeing** - realistic expectations, get feedback, share information

**Encouragement** - support and acknowledge, provide resources

**Learning** - virtual tools, training, preparation for new roles

## Employee responsibilities

**Safety** - stay healthy, exercise, take breaks

**Wellbeing** - check in, show responsibility, communicate

**Encouragement** - provide feedback, help team, complete tasks responsibility

**Learning** - set up home environment for work, schedule, routine



# Framework for managing remotely

## Remote Work Policy

1. Overall guideline, scope
2. Who will be affected
3. Persons responsible
4. Employees responsibilities

## Clarify employees responsibilities:

- Attendance
- Internal & external communication / meetings
- Performance
- Dress code
- Workstation
- (IT) security & confidentiality
- Health and safety
- Be aware of related policies
- Stay current of changes impacted the organization



# Managing remotely

- Running effective online meetings
- Collaboration tools
- Communication tools
- Monitoring tools
- Do you really know your employee's jobs? Ask to find out.



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#6. Prepare for sales to start again

# What to put in place when sales restart?

When business starts up again, who needs to be trained for what?

What new skills or positions will you need to fill quickly?

Are there workflows and SOPs that could be started or improved for better efficiency?

Will some positions become redundant because of technology?

Who needs to train on technology? On sales?

How skilled is your leadership - do they need training?



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## Remember to...

- Use an agile approach
- Keep communications open (internally and externally)
- Be creative in what your business can do
- Take care of yourself before you can take care of your business

# Resources to help

- Employee Family Assistance Program (EFAP) - talk with your benefits provider or broker  
<https://www.badab101.com/single-post/2020/04/08/The-Real-Worth-of-a-Benefits-Plan-During-a-Health-Crisis>
- Alberta Employment Standards - Temporary Layoffs  
<https://www.alberta.ca/temporary-layoffs.aspx>
- Alberta Labour Standards Code, sections 62-64,  
(<http://www.qp.alberta.ca/documents/Acts/E09.pdf>, P58 - 60)
- Help! Managing a virtual team 101 - webinar recording
- <https://shiftworkplace.ca/help-managing-virtual-team/>



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# Get in touch - we are happy to help!



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