



# CONNECTING DURING COVID – 19

## A CODA PARTNERS INITIATIVE

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*This document is continually updated to document and reflect on our research and to propose topics and questions HR leaders should consider as they prepare for a POST COVID-19 Workplace. The content provided here will inform **Planning for a Post COVID-19 Workplace: A Playbook for Human Resources Leaders**. That **playbook will be available in the coming weeks.***

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**Updated April 27, 2020**

Last week CODA released a COVID-19 Survey. If you missed it and wish to add your insights, you can do so by clicking this link. [COVID-19 Impact Survey](#)

Last week CODA also began a series of interview with HR leaders. In these interviews we are exploring the following questions:

1. In your professional HR capacity, what have been/are the biggest challenges or surprises arising from COVID-19 crisis?
2. In what ways, and to what degree, has HR been a voice in designing the ways in which your organization has met the challenges arising from COVID-19 crisis?
3. Please share examples of ways in which your organization has modified or suspended HR policies and practices? Who made these decisions? What criteria was applied when making these decisions? (I.e. our company values, attempt to retain employees during and post-pandemic, war for talent, governmental expectations or programs, employee expectations, morality, fiscal, other.)
4. If your organization has published values that traditionally drive employee behavior and leadership decisions how have those values stood up during the COVID-19 crisis? Please share specific examples of how your answer is reflected in leadership behavior.
5. In your HR capacity what if anything, are you, doing now to prepare for the post-crisis environment or to influence the planning being done by your others in your organization?
6. What else would you like to share about the lessons you are learning and how those lessons are influence your strategic thinking and your tactical actions?



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**A full report of the survey and interview findings are coming soon.**

Today we share one of the anecdotal findings from the interviews.

Several of the HR Leaders interviewed reported being surprised by – or at least unprepared for - the requests they are getting for Employee Assistance Program (EAP) services or other resources for dealing with anxiety.

### Questions to Ask

Below are two new questions we encourage you to consider as you evaluate what HR will need to do differently in the coming weeks.

1. Based on their status, what fears or concerns do our employees have?
  - A. Employees who continue to work in the traditional workplace.
  - B. Employees now working remotely.
  - C. Employees furloughed with a belief they will be recalled.
  - D. Employees laid off with a belief that they will not be rehired.
  
2. What strategies, benefits, policies, or practices should we consider implementing, when we “re-open”, or put in place now, to resolve or mitigate the circumstances that are triggering these fears and concerns?

*Consider evaluating a broad range of responses including but not limited to looking at: the way work is accomplished, where work is accomplished, safety practices, disease control practices, re-training and re-skilling for workers and supervisors, and EAP, leave policies, and other benefit program design and eligibility.*

Take a second look at the questions from our April 17<sup>th</sup> update on the following pages.

PLEASE SHARE YOUR OWN QUESTIONS AND INSIGHTS YOU GAIN AS YOU CONSIDER AND DISCUSS THE QUESTIONS ABOVE. EMAIL: [CONNECT@CODAPARTNERS.NET](mailto:CONNECT@CODAPARTNERS.NET)



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***April 17, 2020***

CODA Partners is conducting research and reflecting on the lessons we are all learning mid-crisis. We will share our findings in several ways. One of those ways will be to create a ***Planning for a Post COVID-19 Workplace: A Playbook for Human Resources Leaders.***

We recognize that changes have been swift, pervasive, and transformative for your organization, in the way your employees work, and on the way Human Resources can and should deliver on its responsibilities.

Our goals include:

1. To ensure Human Resources leaders think and act strategically.
2. To ensure Human Resources leaders are prepared to serve their organizations and their employees in the quest to secure a safe, healthy, productive, and engaging workplace, as well as, an economically viable future for their organizations.

Among other guidance the playbook will include:

1. Strategic questions that leaders need to be asking.
2. Tactical considerations for executing on the selected strategies.
3. Lessons learned before and during the COVID-19.
4. Research findings from surveys, snap polls, and interviews.
5. Roles the HR leader can and should play in the coming weeks and months.

While the Playbook is researched and prepared for you, we encourage you to start the strategic conversations with your HR team and with your organization's supervisors and leaders.

Below are some questions to get you started.



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### Questions to Ask

1. What are we learning during the crisis about ourselves, our employees, the way we work, the way we communicate, the way we lead, the company values and culture, and the way we operate?
2. Going forward, how can and should we apply the lessons learned to our relationships and expectations of: employees, our leaders, and ourselves?
3. Going forward how can and should we apply the lessons learned to the way work should be completed, the way we should communicate, the way we should lead and operate?
4. How has our organization transformed during this crisis? How will and should our organization be different going forward?
5. What do we need to consider and prepare for recognizing that what we do next and what we ask of our employees, will be another “change” we must lead and manage?
6. What criteria will we use to determine our framework for re-opening or otherwise transitioning to normalcy.
7. Whose voices should influence what we do next, how we do it, and when we do it?
8. What is the story your employees are telling about your company’s response to COVID-19? How will that matter for the future of our organization? (See our April 17<sup>th</sup> Blogpost)

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Thank you.