IFA®
INTERNATIONAL FRANCHISE ASSOCIATION

WEBINAR SERIES

ADP®
Always Designing for People™

Navigating the way forward:
7 Workforce Management Strategies

Today's presenters

Sushma Tripathi

Vice President,
Strategic Advisory Services
ADP, Inc.

Sushma brings more than 20 years of experience in leadership, operations and product management in workforce management, payroll, compensation and benefits strategy, compliance, and administration. She is a recognized authority and a noted speaker at industry conferences and events, a frequent contributor to ADP blogs and widely published in news outlets. Sushma holds an MBA from Drexel University.

Jim McGeady

Sr. Director
Product Marketing
ADP, Inc.

Jim has over 25 years of experience helping businesses drive results through the optimal management of their people. He has helped thousands of organizations around the world do this through his leadership roles in consulting, product management and marketing with several tech industry innovators including IBM, Infor, Kronos, and HealthcareSource. He lives and works in the Boston area, where he studied Engineering at Tufts and Business at Babson.

Disclaimer

This presentation is not:

- Legal advice
- The final word on today's topics
- A political opinion

BEFORE TAKING ANY ACTIONS

Before taking any actions on the information contained in this presentation, employers should review this material with internal and / or external counsel

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Agenda

- Returning to Work – The Current State

- Work/Workplace Changes

- Predicting Consumer Behavior

- Managing Employee Availability

- 7 Best Practices

    1. Revisit Timekeeping Methods
    2. Revisit Timekeeping Rules
    3. Optimize Employee Schedules
    4. Closely Monitor Absence and OT
    5. Revise and Communicate Attendance Policies
    6. Practice and Scale Leave Case Management
    7. Brush up on Compliance

- Q&A

What We're Hearing
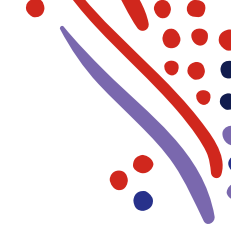
New requirement– be agile and ready to adapt

- Organizations adjust business models to meet changing needs and demand

- Drastic economic shift with layoffs and / or furloughs across industries

- Increased demand / hiring in certain industries
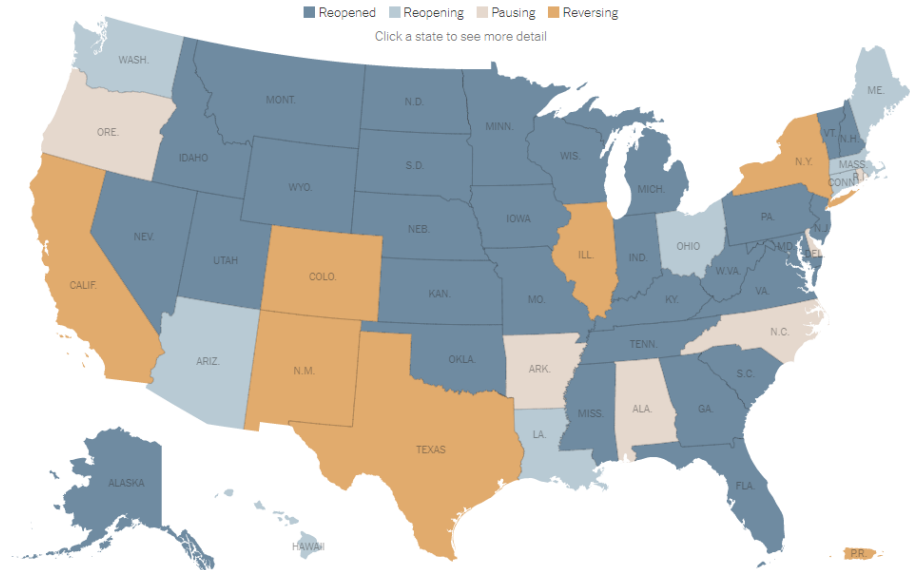
- Employers are seeking guidance and best practices

- Returning to work / returning to the NEW normal

What "state" is your business in?

All states are at least partially open, but what about your industry and business?

See How All 50 States Are Reopening (and Closing Again)

By The New York Times
Updated Oct. 23, 2020

Reopened   Reopening   Pausing   Reversing

Click a state to see more detail

https://www.nytimes.com/interactive/2020/us/states-reopen-map-coronavirus.html

Returning to Normal -- Key Considerations

Safe and secure workplace

- Phased approach
- Physical / social distancing / emotional wellbeing
- Back from furlough / leave
- School / childcare closures
- Ensure business continuity
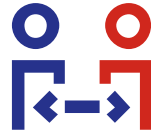
Set expectations – policies and procedures

- In-person meeting protocols
- Personal protective equipment guidelines
- Testing guidelines
- Time off, leave and attendance policies
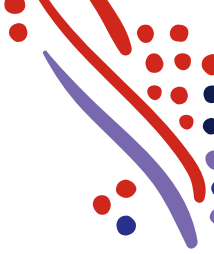
Comply with applicable laws and regulations

- Wage and Hour laws
- Leave laws
- Employment laws
- COVID-19 related new laws
- Employee complaint / remediation process

WFM Challenges with Returning to Normal

- **Continuity** – accurate time reporting and pay

- **Staffing** -- employee availability

- **Forecasting** -- based on change in demand

- **Enforcing** -- health and safety measures

- **Documentation** -- maintain traceability

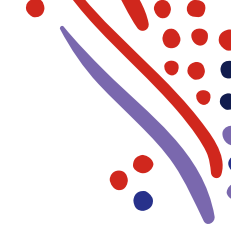- **Compliance** -- with new, changing and existing regulations

Insights

Research

Actionable Advice

Expertise

Optimization

Workforce Management

Innovation

Execution

Strategy

ADP

Conduct a Self-Assessment

- What is your current workforce management **process**?

- Who are the **key stakeholders**?

- What are the **key activities** and **who performs them**?

- What **existing technologies** are in use?

- What are the **gaps**?

Re-opening is Tricky Business

EMPLOYEE AVAILABILITY

PRODUCTS/SERVICES

CONSUMER DEMAND

Who and how many need to return to work?

Who is available to work?

Who is willing to return to work?

When and what should we resume?

Are customers willing and able to come back?

Work and Workplace Factors
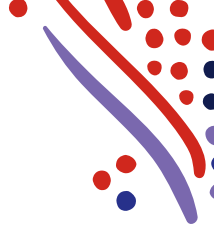
- Will all products and services be available or limited initially?
- Will some jobs remain remote?
- Did you create new jobs, product and service?
- Has your supply chain recovered?
- Has workspace been redesigned and capacity reduced?
- Will PPE or protocol reduce productivity?
- Will you stagger shifts and traffic?
- Will you expand hours to spread out volume?
- Will you be adding evening and overnight shifts?

Franchises re-opening – what's on your mind?
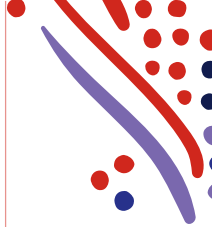
Franchisors
- INFORMATION
- Trusted source
- Guidance interpretation
- Community creation
- Fed/State/Local differences
- Monitoring re-opening success
- Best Practices
- PPE and technology procurement
- PR
- Social media
- Liability
- Joint employer issues

Franchises - General
- COST
- Masks, distancing and hand washing/sanitizing
- Partitions
- Signage
- Temperature checks
- Uniform policies
- Contact tracing
- Use elbows to open doors
- Walk single-file and follow floor markings
- Location/geo considerations
- Customer compliance/enforcement
- Employee hiring/retention

- **Dining** - Drive-thru, curbside, take out, delivery online ordering, outdoor seating

- **Retail** – head-counting, signage, floor markings, fitting rooms, touchless pay, essential vs. non

- **Wellness/Fitness** – essential vs. non, spacing, equipment, partitions, locker rooms, appointment spacing/limits

- **Hotels** – sanitization, lodging, retail and restaurant best practices

- **Professional Services** - Tele-appointments for Tutoring, Tax prep

- **In-home services** – masks and distancing. Communicated on website.

Customer Demand Factors

Health

- Guidelines - monitoring re-opening declarations/timing
- Consumer health – monitoring regional trends/data

Behavior

- Will people return to safest services and locations first?
- What do the safety/necessity trade-offs look like?
- What products and services will people prioritize?
- What are essential vs. what are luxury?
- Monitoring unemployment and consumer confidence

Product / Service Availability

- Which products are available ?
- Which product are in demand?
- Which are you able to deliver?
- How will this evolve near-term and long-term?

The majority of adults are still very concerned
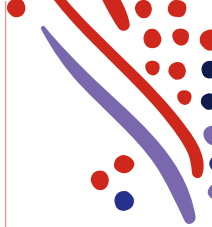
Concern Over Outbreak Among Baby Boomers Rises Again

The share of U.S. adults who are "very" concerned about the coronavirus outbreak, by generation
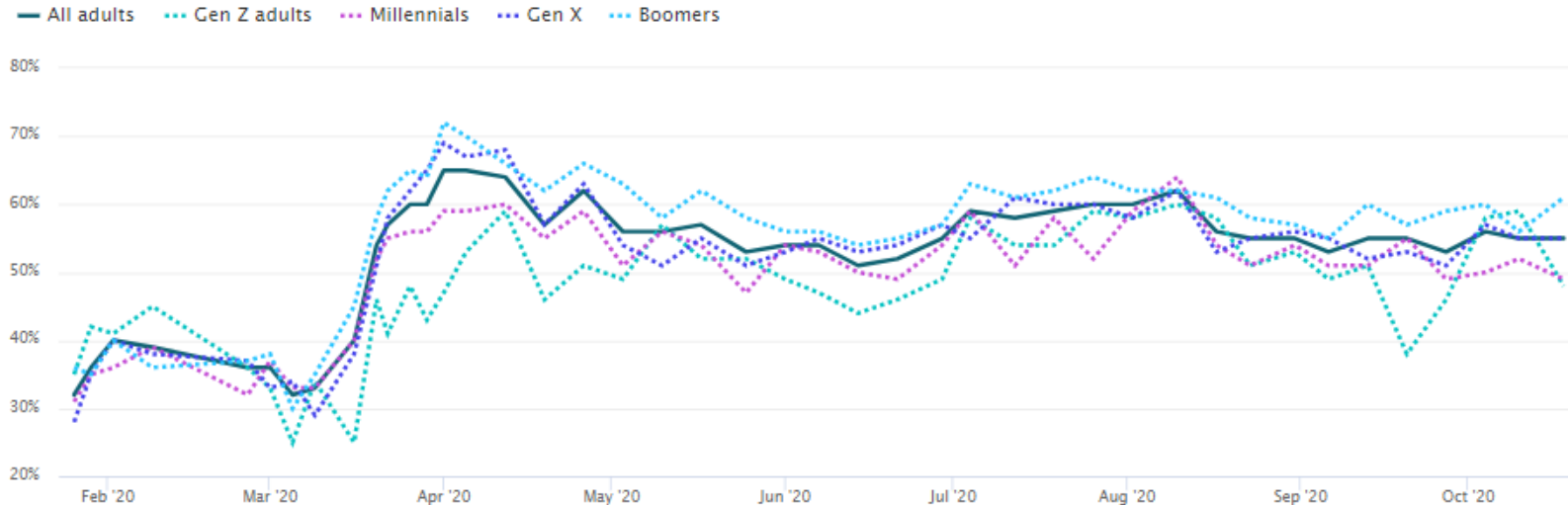
This data comes from Morning Consult's weekly coronavirus survey tracker, based on surveys of 2,200 U.S. adults each. The latest survey was conducted Oct. 16-18, 2020.

Footer in sentence case

Specific concerns about health and finances
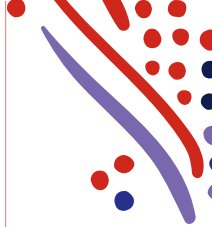
Health concerns

My physical well-being

51%

Health of my family

59%
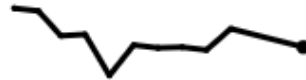
Financial concerns

Making upcoming payments

31%
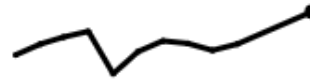
I'm delaying large purchases

41%
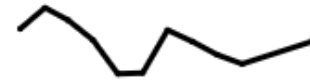
Losing my job

28%
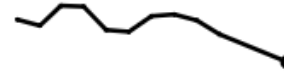
Deloitte: State of the Consumer Tracker,
April 19 – October 3, 2020

When will behavior return to normal?

Safety concerns
I feel safe …

Going to the store
60%

Engaging in person-to-person service*
51%
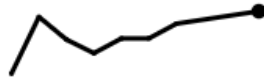
Staying in a hotel
41%
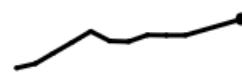
Going to restaurant*
41%

Attending in-person events*
23%

Taking a flight
29%
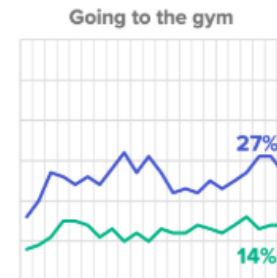
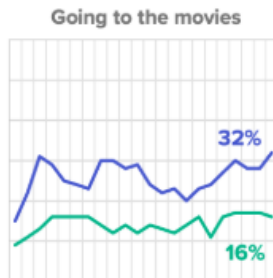Deloitte: State of the Consumer Tracker, April 19 – October 3, 2020
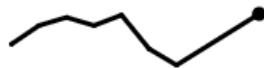
Consumer Behavior by generation

Equally comfortable dining out

Far apart on movies and travel abroad

Going out to eat

Millennials 45%
Baby boomers 36%

60%
50%
40%
30%
20%
10%
0%

April 29-30   Oct. 16-18

Going on vacation

40%
28%

Going to a shopping mall

40%
33%

Going to a museum

37%
23%

Going to the movies

32%
16%

Going to the gym

27%
14%

Going to an amusement park

30%
16%

Going to a concert

27%
12%

Traveling abroad

24%
7%

MORNING CONSULT

Polls conducted among roughly 500 millennials and roughly 800 baby boomers each, with margins of error of +/-4%.

Consumer Behavior

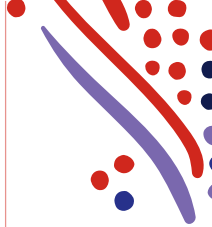## What would make you feel comfortable again?

53%+
SAY A VACCINE

"What would make you feel safe and comfortable going to a [cultural organization type] again?"

As of 1 September 2020, multiple choice, select all that apply, choices populated by lexical analysis

■ Non-Member/Subscriber ■ Member/Subscriber

	Non-Member/Subscriber	Member/Subscriber
Mandatory face coverings	68.8%	72.2%
Availability of coronavirus vaccine	53.1%	59.8%
Ability to be outside/outdoors	58.8%	57.3%
Seeing others visit	59.7%	55.0%
Availability of treatments/therapies	37.5%	39.2%
No significant changes necessary - I feel safe and comfortable	33.4%	38.7%
Exclusive hours for vulnerable populations	26.2%	31.3%
Limits on crowds (e.g. limit attendance)	25.5%	26.9%
Availability of hand sanitizer	27.8%	26.5%
Organizations choosing to reopen	24.8%	23.9%
Avoiding long lines of people	19.6%	19.8%
Government lifting travel, movement, access restrictions	13.1%	11.5%
Onsite health monitoring (e.g. taking guest temperatures)	7.0%	8.3%
Knowing facility cleaning procedures	8.6%	6.2%
Antibody testing/immunity passport program	1.8%	2.1%
Elimination of onsite food service	3.5%	2.1%

% INDICATING POSITIVE IMPACT ON VISIT MOTIVATION

impacts experience

Employee Availability Factors

Health

- Personal wellness, Family care
- Regular screening, reporting changes
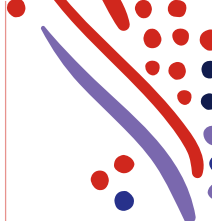- Return-to-work from illness/leave

Behavior

- Employee willingness to work
- Willingness to work certain jobs
- Ability to return – day care/school
- Attrition

Job / Skills

- Skills and staff inventory
- Shifting jobs to contractors
- Establishing contingent staffing sources/partners
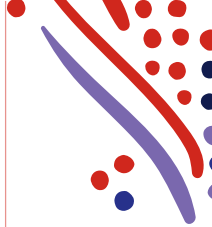- Hiring and training
- Bench depth
- Determining need (without discriminating)

Are people comfortable returning?

61%
Uncomfortable

When your workplace reopens, how comfortable are you with returning?

17%	39%	31%	13%
Very comfortable/want to return	Moderately comfortable	Not comfortable	Depends (please describe):
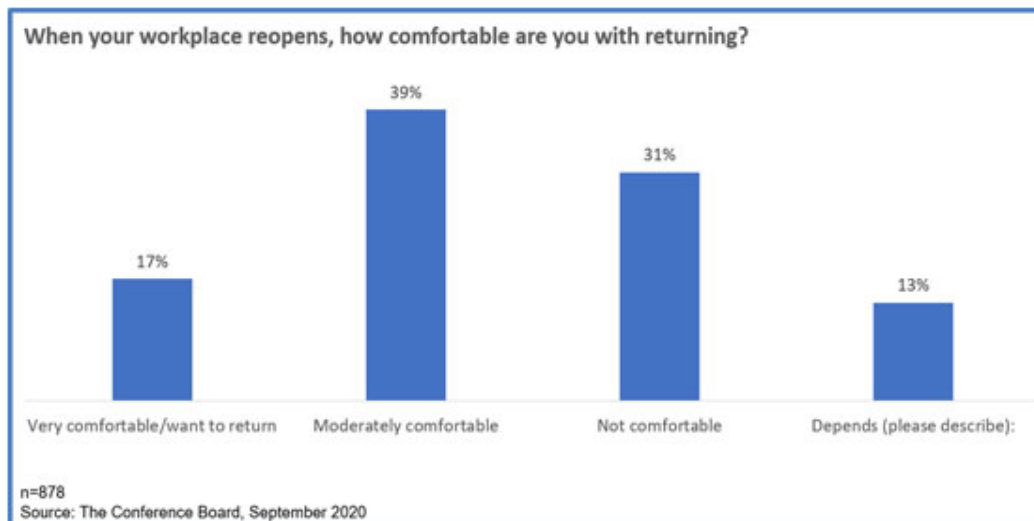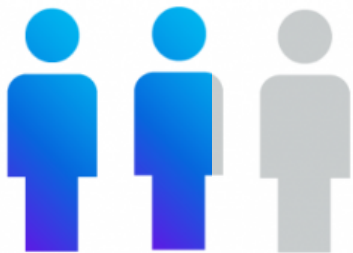
n=878
Source: The Conference Board, September 2020

Are people worried about health and safety at work?

73%
Very or somewhat worried

Level of worry by age group

- Extremely or very worried
- Somewhat worried
- Not too worried/Not worried at all

18–29   30–39   40–49   50+

Level of worry by region

- Extremely or very worried
- Somewhat worried
- Not too worried/Not worried at all

60%

40%

20%

0%

Northeast   South   Midwest   West

21
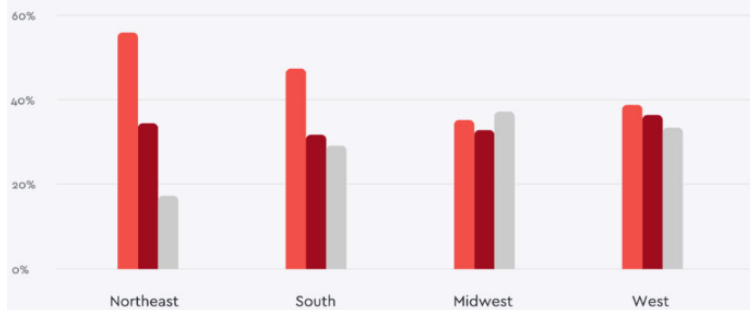
How are employers improving safety?
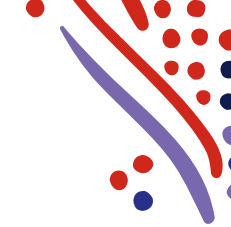
How to Return to Work
A survey of 40 large employers found few are testing
Source: Pacific Business Group on Health

Category	Percentage
CONDUCT ONSITE TESTING	6%
INSTALL PLEXIGLASS OR OTHER PARTITIONS	19%
CONTACT TRACING	25%
ADMINISTER ONSITE TEMPERATURE CHECKS	56%
ADMINISTER ONSITE SYMPTOM QUESTIONNAIRE	69%
REQUIRE FACE MASKS	88%
ALTER WORKPLACE TO ALLOW FOR SOCIAL DISTANCING	94%
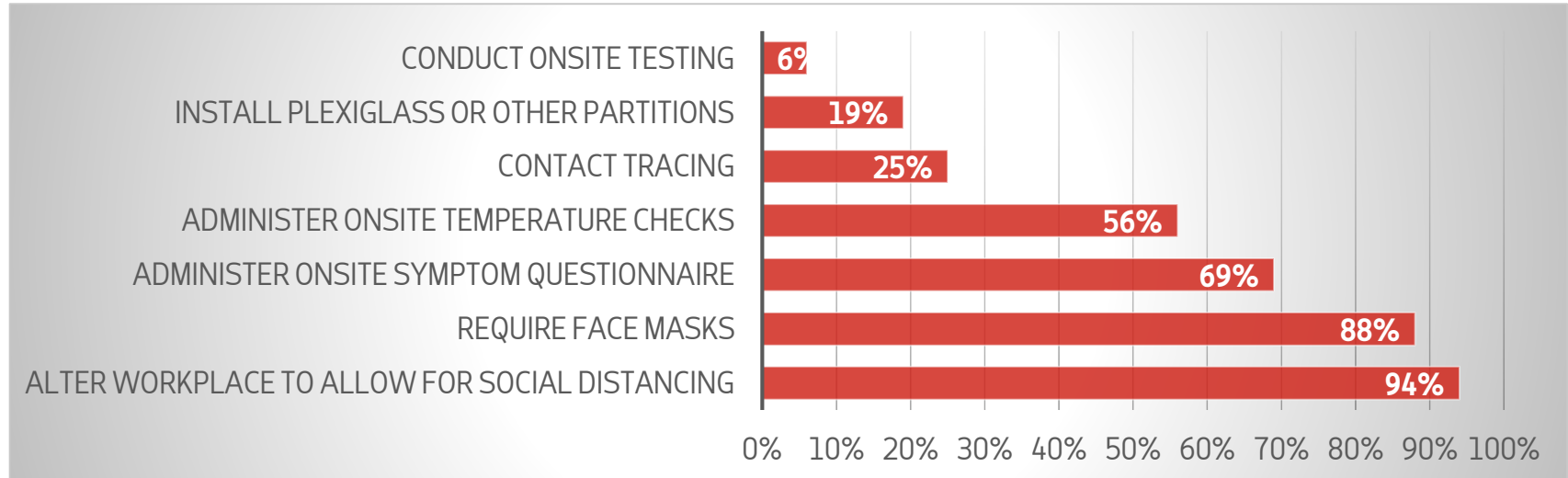
How are school districts operating?
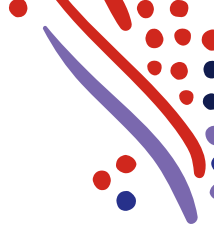
Education Week, updated September 15, 2020
School District's Reopening Plans: A Snapshot

As of September 2, **73% of the 100 largest school districts, have chosen remote learning** only as their back-to-school instructional model, affecting over 8 million students. There are over 50 million public school students in the United States.

https://www.edweek.org/ew/section/multimedia/school-districts-reopening-plans-a-snapshot.html

Over 900 school districts with links to their websites.

73%
Remote
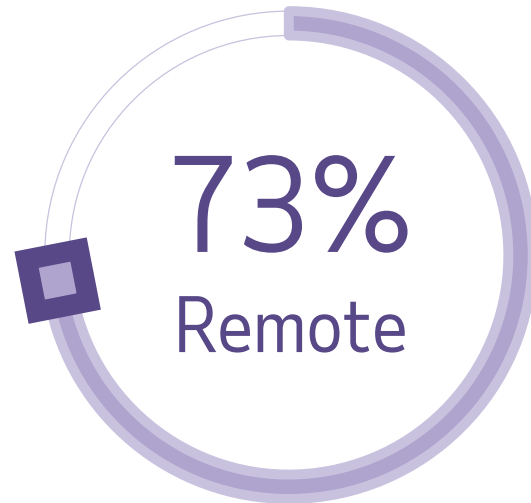
Evaluate – Policies, Procedures, Processes and Tools
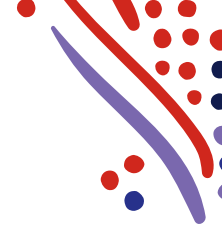
Data Collection
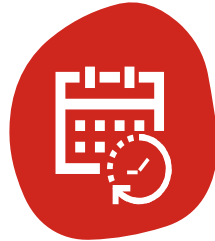
Time Tracking

Employee Scheduling

Attendance Management

Leave Management

Keep up with Compliance

Analysis & Reporting

Best Practice 1:
Consider alternative timekeeping practices

Temperature Screening – Paid Time

- Special job code – record time and pay for tax purposes
- Have a consistent policy and threshold – e.g. 100.4 degrees

Health Attestation

- Ask question or read a statement
- Attest to being symptom free
- Prevent clocking in if symptoms exist

Contact Tracing

- Leverage time and schedule data to understand potential exposure
- Notify people and disinfect workplace

Data Collection from the Source

- Timeclock sanitizing
- Use of mobile for remote workers
- Use of facial recognition for hands-free identification
- Voice commands for hand transactions
- Proximity badge readers
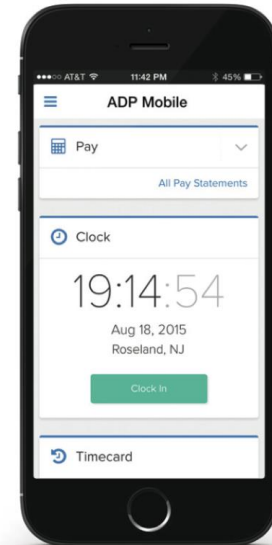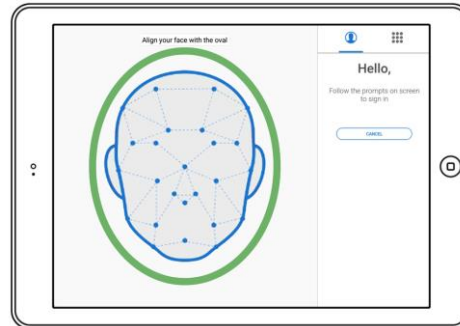
Best Practice 2:
Revisit timekeeping rules
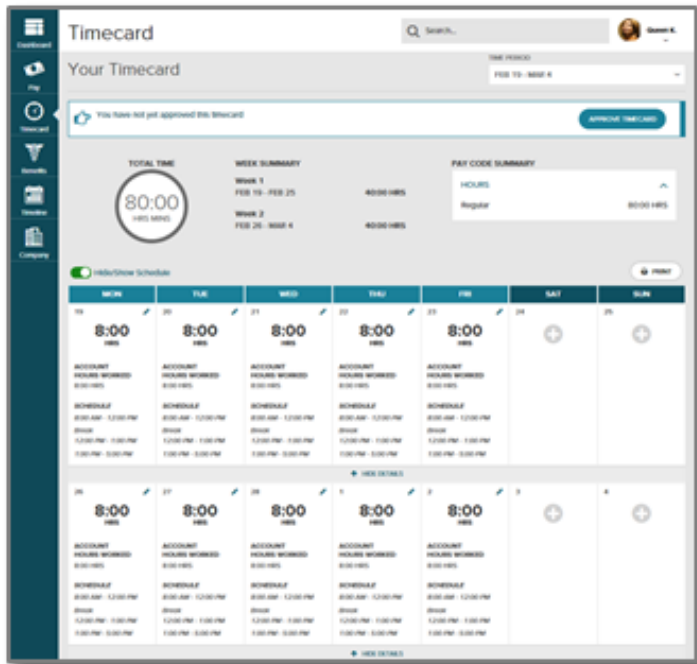
- Support time worked and time away from work for non-exempt and exempt employees

- Apply pay policies including new pay codes related to COVID-19

- Track and calculate premium pay and hazard pay

- Overtime requests and alerts, calculate overtime

- Document meal and rest breaks

- Provide attestation – breaks and health

- Accrue time off, provide balances

- Automate workflow for routine tasks

- HR and Payroll integration

Best Practice 3:
Optimize employee schedules
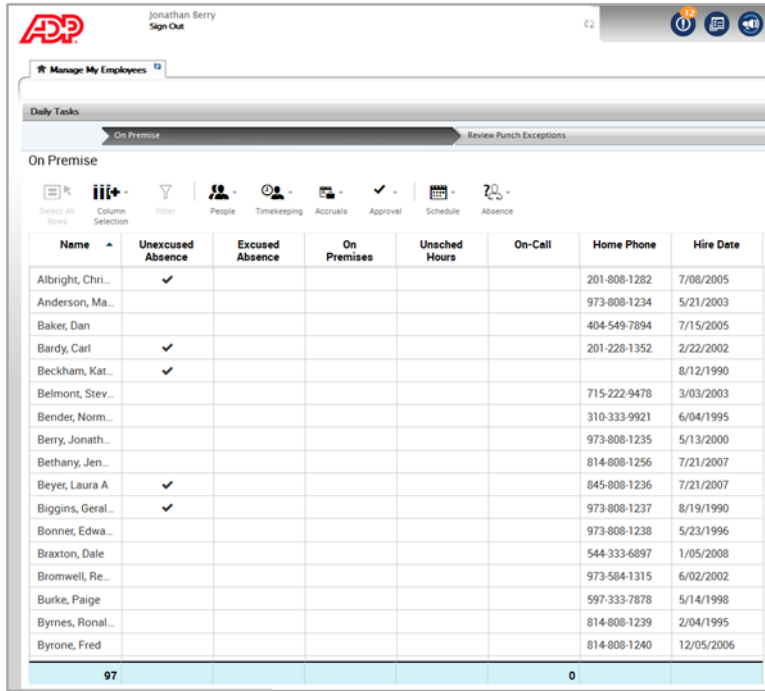
- Optimizing for demand, availability, skills and preferences

- Schedule to demand as precisely as possible – minimize over- or under-scheduling

- Forecasting – can forecast with little data
  - Can do a % decrease across the existing forecast
  - Can budget-restrict the labor/staffing
  - Use shift patterns and templates to add new shifts and made large scale changes

- Quickly find replacements for absent workers
  - What if entire areas of workers need to quarantine and be absent?

- Collaborative Scheduling
  - Available Shift posting
  - Shift sign up, request and drop
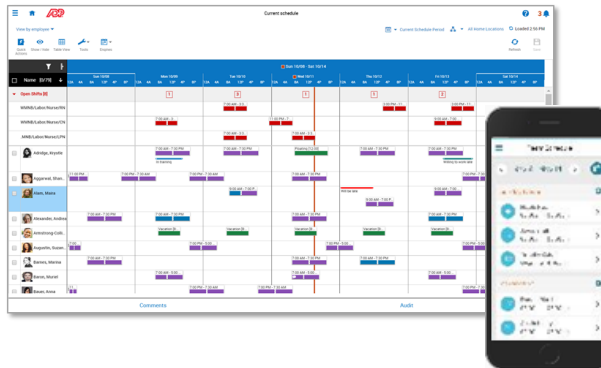
Best Practice 4:
Revise and communicate attendance policies

- Attendance policy/points management
- Rewards and discipline tracking
- Sick and stay home policies
- Uniform policies - PPE
- Donning and Doffing
- Break room and rest room policies
- Hand washing, etc.
- OSHA

Best Practice 5:
Leave case management process and compliance

- Streamline leave administration

- Integrate with employee schedules

- Determine eligibility

- Trigger and store documents

- Support FMLA – continuous and intermittent leave

- Support federal, state and local leave laws

- Support company policy including STD, LTD, and more

Best Practice 6:
## Brush up on new and existing compliance topics
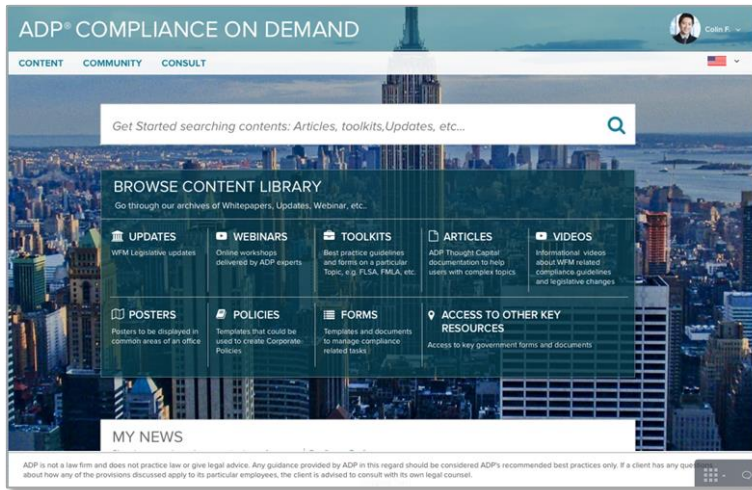
- New and existing leave laws
- Exempt and non-exempt status
- Employee and independent contractor
- Pre- and post-shift activities
- Off-the-clock work
- Overtime
- Meal and rest breaks
- Recordkeeping
- Wage statement requirements

Best Practice 7:
Closely monitor, analyze and manage absences and OT

- Role-based dashboards
- Analytics
- Benchmarking
- Predictive
- Standard reports
- Custom reports
- Ad hoc reporting
- Labor costs
- View actual, scheduled and earned hours
- Actual, controllable and forecasted OT
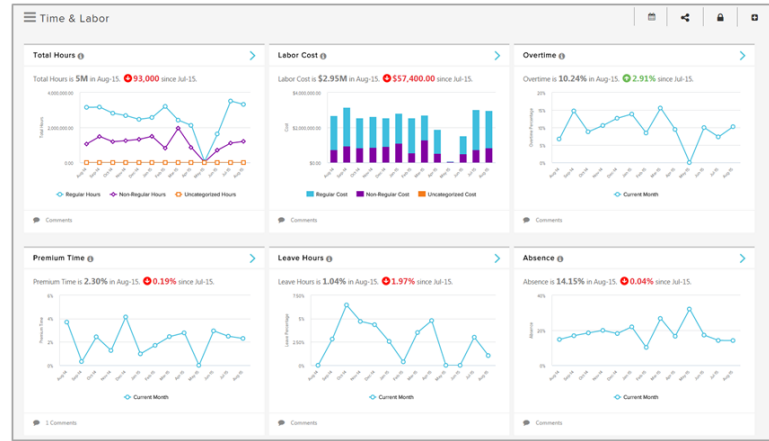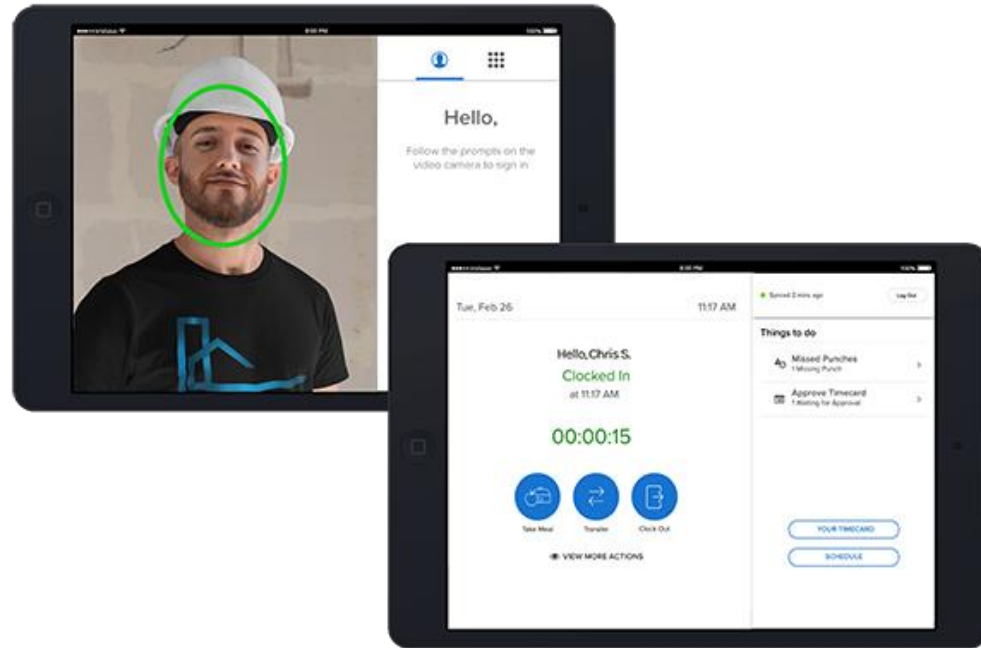
ADP Solutions to Help Implement Best Practices

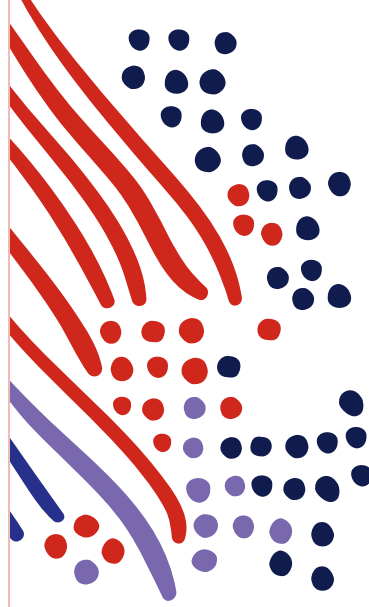Use touchless and mobile solutions to collect time data

Implement solutions to meet your needs for tracking employee:
- Time worked
- Absences
- Leave
- Schedules

Gain insight and make better decisions with reporting and analytics

Footer in sentence case   32

Question and Answer

Thank you for attending!

For more information visit adp.com/franchise