

A Roundtable Conversation for HR Leaders About Preparing for the Post-Pandemic Workplace

1/28/21

hosted by

Scott Rosen

President & Founder, **Rosen Group**
Founder, **HR Department of the Year**

featuring

Laura Pierce

VP, Global Human Resources
SP Industries

Jamie Rivero

VP, Human Resources & Operations
Fox Run Brands

Forbes

“Probably the biggest business lesson coming out of COVID-19 is that the future workplace will look much different than the pre-pandemic status quo. And the challenge, given this ‘new normal’ of a far more distributed workforce, will be keeping employees healthy, involved, and motivated.”

– “Forbes,” January 21, 2021

WELCOME

ROSEN

Your Key for Premier HR Staffing

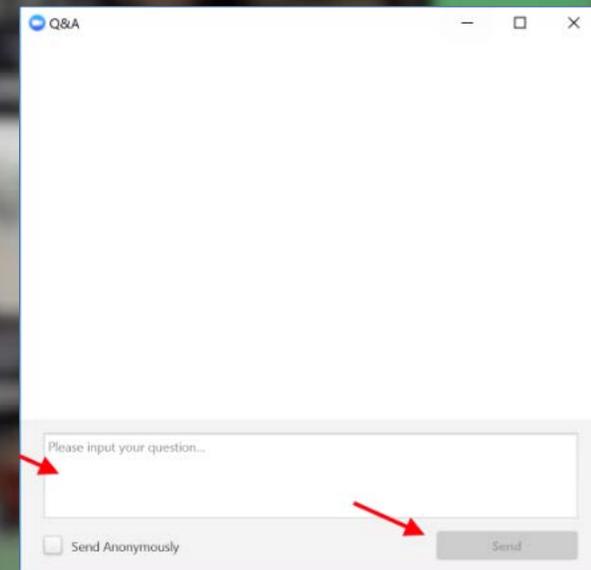
Contract • Contract to Perm • Permanent Placement • Coaching • HR Tech Consulting

AGENDA

1. Where We Are Now
2. Setting the Stage for Tomorrow
3. Company Focus: SP Industries Approach
4. Company Focus: Fox Run Brands
5. Approach to Restaffing
6. HR Department of the Year 2021

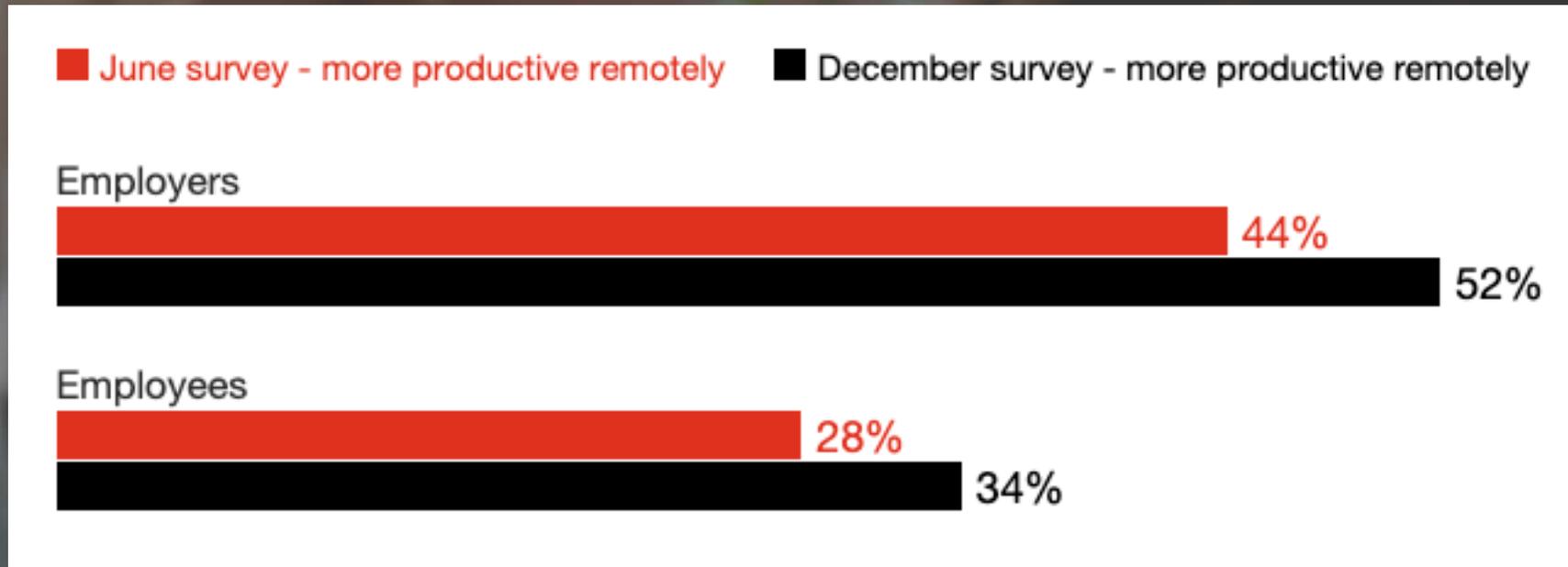
LOGISTICS

- Attendees will be muted
- Raise your hand to be recognized
- Host will unmute you
- Submit questions using the chat box to the Host



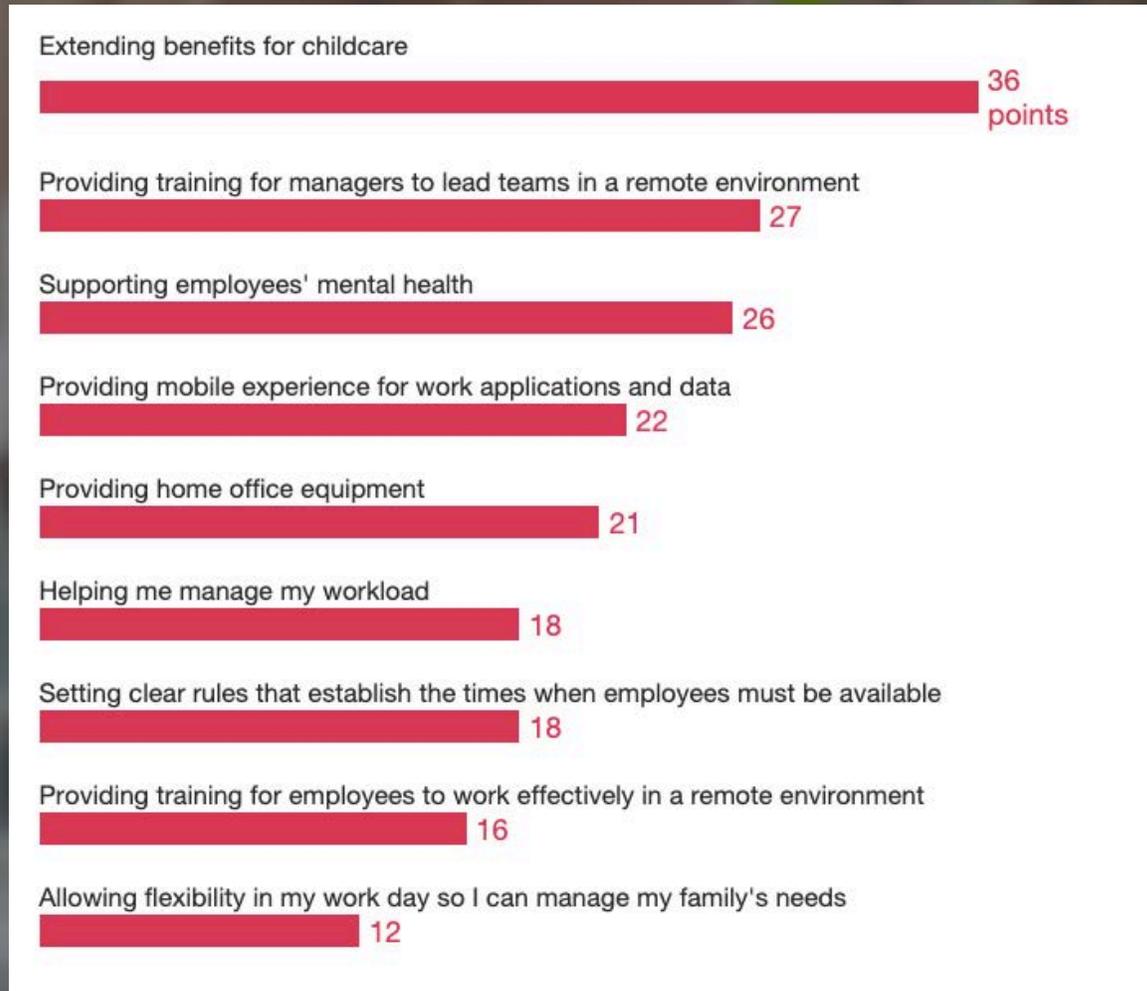
WHERE WE ARE NOW

Productivity Improved via Work from Home



WHERE WE ARE NOW

Factors Driving Satisfaction/Effectiveness in Successfully Working from Home



WHERE WE ARE NOW

Employee Concerns:

- Preventing crowding and exposure to sick employees
- Social distancing in the office
- Proper sanitization of common spaces
- Tracking employee health and maintaining privacy
- Providing mental as well as physical well-being support
 - 76% of workers believe their company should be doing more to protect the mental health of their workforce

SETTING THE STAGE FOR TOMORROW

- Remote work works!
- Number of workers who will return to their place of business for five-day work weeks will plummet
- Will take time for people who were working in their pajamas to re-acclimate to more traditional office attire
- Prepare for the hybrid workplace

SETTING THE STAGE FOR TOMORROW

HYBRID WORKSPACE

- U.S. executives are planning new investment to support hybrid working
 - Virtual collaboration tools; secure virtual connectivity; training managers to manage a virtual workforce; conference rooms with enhanced virtual connectivity; hoteling applications; communal office space; unassigned (hotel) seating
- Hybrid workspace is driving changes to office footprint planning
 - Consolidate office space in one premier business district or outside of cities
 - Open more satellite locations in the suburbs
- Employers' and employees' expectations on timing of return are widely disparate
 - Employees expect the return to the office to take place more slowly than employers
- Managing expectations and communications will be critical

SETTING THE STAGE FOR TOMORROW

- Set the purpose of the office
 - What is valuable enough to keep your people coming in?
 - Will the current configuration satisfy shared expectations to use the office primarily as a meeting place?

PURPOSE OF THE OFFICE ACCORDING TO:

Employers

- #1 Increasing employee productivity
- #2 Providing a space to meet with clients
- #3 Enabling our employees to collaborate effectively
- #4 Enabling our company culture

Employees

- #1 Collaborating
- #2 Accessing equipment or documents securely
- #3 Meeting with clients or colleagues
- #4 Training and career development

SETTING THE STAGE FOR TOMORROW

Top Considerations

- Remote work has been an overwhelming success
- The office is here to stay, but its role is set to change
- Employees want to return to the office more slowly than employers expect
- There's no consensus on the optimal balance of work days at home vs. in the office
- Least experienced workers need the office the most
- Real estate portfolios and office footprints are in transition



2021 NOMINATIONS NOW OPEN

Receive recognition for your department's outstanding service excellence through the premier HR Awards' program in the region. There are two different awards to apply for – each with separate applications and application processes.

If you are planning on applying, please email info@hrawards.org to submit your official INTENT TO APPLY. Within your email, please include the following:

- Company Name
- Number of Employees in your HR Department
- Award Category(s) you will be Applying for

APPLY NOW



<https://hrawards.org/apply/>

Featured Panelist



LAURA PIERCE
VICE PRESIDENT OF GLOBAL HUMAN RESOURCES

Laura focuses on global HR operations serving 700+ employees across 9 sites in 3 countries, as well as directs Legal and Risk Management, Project Management for SP Industries.

Her greatest professional satisfaction comes from being able to interact with diverse cultures and work globally, successfully merge divergent organizations, initiate and drive real change is. She has prior experience in chemical, healthcare, finance and apparel.

In 2020 she led her department to an “**HR Department of the Year**” award for the categories of:

- Employee Engagement
- Employee Communication
- Talent Acquisition
- Workplace Safety

Congratulations!

A graphic consisting of several red, elongated, teardrop-shaped lines radiating from a central point, interspersed with small black stars.

SP Industries



Being honored in the following categories:

- Employee Engagement
- Employee Communication
- Talent Acquisition
- Workplace Safety



Congratulations!

Outstanding Accomplishments



- Measured increase in employee engagement and saw significant improvement resulting from:
 - Engagement Survey
 - Action Planning
 - Leadership Development Workshop Series
 - External Brand Improvement
 - Compensation Study and Adjustments
 - Reworked Benefits
 - Regular Pulse Surveys and Communication
 - Onboarding Plan and Buddy Program



SP Industries

COVID Response



Who We Are

SP Industries, Inc. is a leading designer and manufacturer of state-of-the-art laboratory equipment, pharmaceutical manufacturing solutions, laboratory supplies and instruments, and specialty glassware.

Markets Served



Food & Beverage



Pharmaceutical Manufacturing



Environmental



Life Science Research



Petrochemical



Military/Government



Aerospace

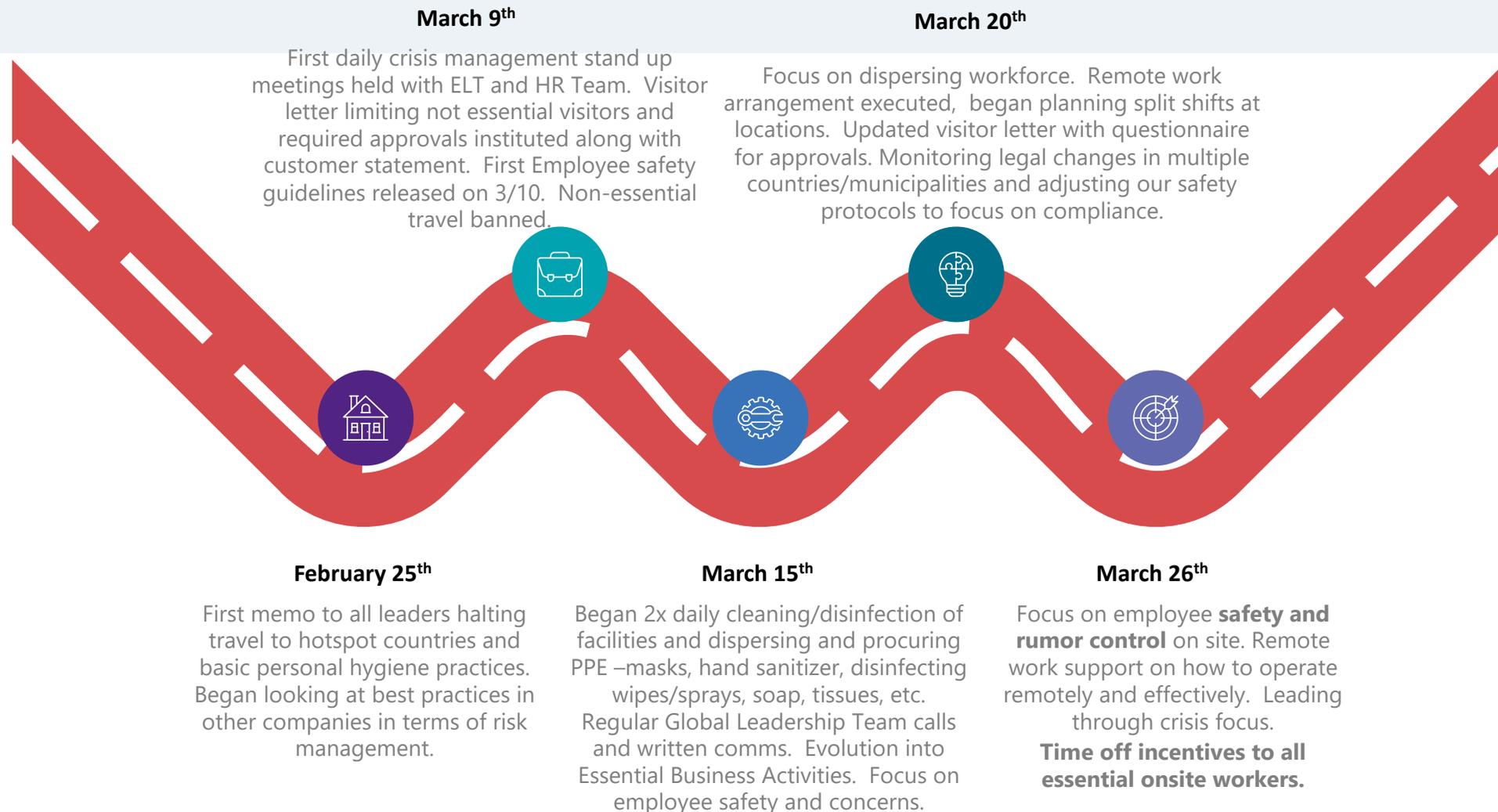


Clinical Health



Pharmaceutical Testing

The Early Journey



Current Measures- Be ahead of the curve...

Still in Crisis Management Mode

- Pandemic Safety Officer assigned to run crisis response
- Recurring ELT review meetings
- Recurring HR team meetings for site reviews and required actions
- Regular GLT meetings dedicated to COVID related issues

Regular updates

- Regular communications on Employee Guidelines
- Visitor Guidelines and approval of visitors
- Adapt to local regulations for essential business operations
- Travel still halted for non-essential travel

Temperature testing & symptom checker for all locations upon arrival for employees and guests

Dispersed personnel

- Remoted all workforce where possible
- Split workstations



Current Measures

PPE in place

- Diligence with personal hygiene
 - Regular reminders and resources
 - Posters
- Employer provided
 - Cloth Masks- 4 each employee
 - Surgical masks- available as needed, including visitors, for those in close contact
 - Soap
 - Hand sanitizer
 - Disinfecting wipes/spray
 - Gloves

2x daily disinfecting cleaning, including doorknobs, etc.

PPE kits for any employee visiting a customer or prospect

- Includes review of customer or prospect safety measures
- ELT approval must be obtained before traveling



Employee Support

Focus on safety and security

- 10 business day Emergency COVID leave- paid (not eligible for FFCRA)
- Employee Assistance Programs
- Ethics hotline for safety complaints
- Dedicated Safety committee meetings for roundtables on other options to keep safety fresh amid COVID-19.
- Regular site COVID-19 safety audits- 2x week

Benefits and Retirement Plan Resources

Team building, Employee Spirit Week, Happy Hours, Book Club

Clear communications when positive COVID-19 in plant

- Contact tracing and appropriate follow up
- Plant communication outlining measures taken
 - Cleaning that was completed
 - Monitoring for symptoms



How Do We Know We Are Successful

- Improvement in engagement survey score around trust and COVID response- double digits!
- Turnover down 10% over last year
- Quick response to complaints/concerns and closing the loop
- Most importantly, low COVID positivity rate (under 7% Global Workforce have tested positive)
- No plant shutdowns or work stoppage, business over performed last fiscal and this
- No workplace transfer to date
- Recruitment challenges very limited
- Visit from our Congressman- Mike Fitzpatrick on our COVID efforts
- On time delivery of our products
- Continued delivery of business goals



What's ahead

- Continued risk mitigation- can't let our guard down
- Focus on vaccine and what that means for the workplace
- Navigating changes legislation and workplace requirements
- Managing the long-term culture change of being a more dispersed workforce
- Creating an outstanding employee experience
 - Safety
 - Flexibility
 - Thinking outside the box
 - Focus on mission of improving people's lives





Thank you!



Featured Panelist



JAMIE LYNN RIVERO PHR, SHRM-CP
VICE PRESIDENT OF HUMAN RESOURCES & OPERATIONS

Jamie Rivero, MSHRD, PHR, SHRM-CP is the Vice President of Human Resources and Operations for Fox Run Brands. She is a results driven strategic human resources and operations professional responsible for overseeing all areas of Human Resources and business operations. Jamie is heavily involved in leading initiatives that support and enable the business results and linking human capital to business outcomes. Jamie is a strong driver of organizational development and a champion of change management and has expertise leading change globally.

Jamie earned her Bachelor of Arts degree from Widener University and a Master of Science in Human Resource Development from Villanova University. She has been recognized for the following accomplishments, 2020 **HR Department of the Year** for Talent Acquisition, 2019 Delaware Valley HR Person of the Year, 2016 **HR Department of the Year** and in 2015 was a HR Rising Star of the Year Award Nominee. Jamie currently holds multiple certifications including PHR, SHRM-CP, and SHRM Specialty Credentials in People Analytics and Talent Acquisition.

Congratulations!



Fox Run Brands



Being honored in the following categories:

- Talent Acquisition



Congratulations!

Outstanding Accomplishments



- Revamped hiring strategy and developed successful new Talent Acquisition process to address explosive growth despite impact of unemployment and \$600 stimulus payment
- Created cross training for job expansion and flexibility
- Focused on new hires getting what they needed to stay engaged
- Increased wages to remain competitive





COVID-19 Response



PREP. COOK. GRILL. BAKE... ENTERTAIN.

Company Overview

- Global Leading Wholesaler of Kitchenware Products
 - 13 Brands
 - 3 Sales Channels
- Locations: US and Canada
- Current Workforce
 - 65% On Site
 - 35% Remote



Safety



- Creation of COVID-19 Handbook
 - One Central Place for Information
 - Continually Updated Based on Regulatory Changes
- Expansion of Safety Committee
 - Added Additional Employees to Support Our Response
- COVID-19 Exposure/Potential Exposure Communication
 - Transparency to our Employees Regarding Exposure/Potential Exposure
- Increased Sanitation
 - Identified High Touch Surfaces and Proper Disinfecting Procedures
- Layout Changes
 - Moved Around Work Stations in Both Office and Warehouse

6% COVID-19 Infection Rate for 2020 for US and Canada Combined



Recruitment

- Implemented Hazard Pay of \$1.50 per hour in March 2020
 - Both Current and New Hires are Eligible
- Proactive Communication Regarding Safety Procedures/Safety Culture in Employer Branding/Hiring Process
 - Ensuring Candidates Understand Employee Safety is our First Priority
- Raised Starting Wages for Warehouse Workers by \$4.00 an Hour
 - Competing Against Unemployment and a Very Limited Workforce
- Implemented a Social Distance Interview Process
 - On Site Warehouse Tours are a Critical Piece in our Hiring Process



Onboarding

- Revised Onboarding Process
 - Hybrid Model for Office Employees
 - First Two Days in Office with Manager (Socially Distanced)
 - Virtual Meet and Greets By Department
 - About Me Emails
 - Work From Home Essentials Kit
 - Weekly Onboarding Reviews
 - Warehouse Associate Onboarding
 - Enhanced New Hire Welcome Bags
 - Increased Onboarding Check Ins
 - About Me Emails
 - Virtual Meet and Greet with Management Team
 - Partnered with a “Welcome” Ambassador



Employee Engagement

- Daily Update Emails
- Bi-Monthly Employee Check In's for Remote Employees
 - Accessing Burn Out
 - Fostering a Sense of Connection and Support
 - Meaningful Conversation
- Monthly Virtual Team Building/Activities
 - Connecting Virtual and US and Canada Worksites

**5.3% Increase in Employee Satisfaction Overall
Versus 2019 Score**



Training and Development



- Compliance Training
 - Remote-Converted everything to Distance Learning
 - On Site-Small Class Size/Social Distanced
 - Training all Employees on COVID-19 Guidebook
- Cross Training
 - Increased Training in Department for Labor Flexibility
- Job Restructuring
- Leadership Development Program
 - Restructured Existing Program to 100% Remote
 - Redesigned to Ensure Engaging Discussions
- Virtual Mentoring
 - Restructured Existing Mentoring Program to 100% Remote



Post Pandemic Planning

- Office Redesign
 - Removing Assigned Desks
- Technology Investment
- Training Investment
- Succession Plan is a Major Focus Across Both Countries
- Employer Branding Investment



THOUGHTS ON RESTAFFING

- Repackage benefits package to emphasize:
 - Flexibility in work from home options
 - Hybrid work support systems
 - Workplace mental well-being programs
 - Sick leave policies
 - Workplace health protocols
- Remote interviewing to narrow finalists so when hiring begins, your top candidates are ready to go
- Consider interim hires to fill spots quickly



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THANK YOU!

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