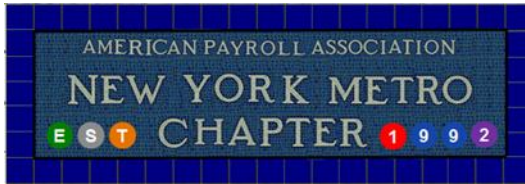


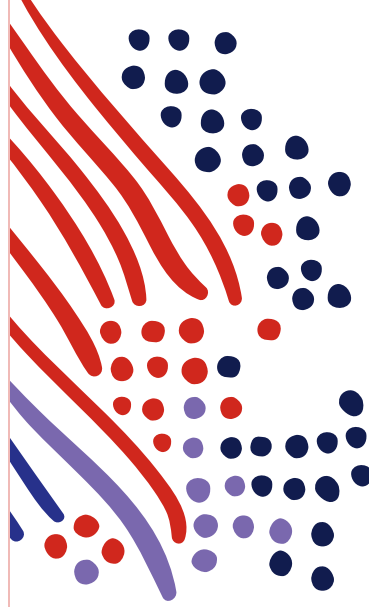
# Meet the New Normal: 7 Best Practices for Workforce Management



Day-1 Virtual Breakfast Seminar Series in Celebration of  
**National Payroll Week 2020!**

Sushma Tripathi  
VP Strategic Advisory Services, ADP, Inc.

September 15, 2020



# Sushma Tripathi

VP Workforce Strategy and Compliance, ADP, Inc.



- Prior to current role, served as Vice President Total Absence Management, ADP; Sr. Vice President of Product Management, SHPS; Director, Product Development & Management, CIGNA
- 20+ years of experience in leadership, operations and product management in workforce management, payroll, compensation and benefits strategy, compliance, and administration in the fast-paced, high-growth, outsourcing and insurance markets
- Recognized authority and a noted speaker at industry conferences and events, spokesperson on critical HR topics to national media, a frequent contributor to ADP blogs and widely published in outlets including SHRM, Employee Benefits News, HR Daily Advisor, HRO Today, Forbes, CFO Magazine, and CPA Practice Advisor.
- MBA in Finance and Organizational Behavior from Drexel University, Philadelphia, PA

# Disclaimer

This presentation is not:

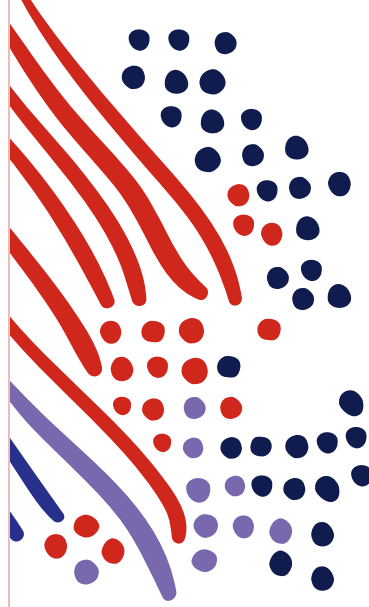
- Legal advice
- The final word on today's topics
- A political opinion

## BEFORE TAKING ANY ACTIONS

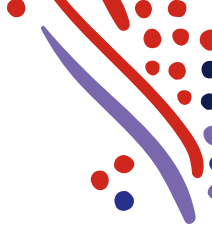
*Before taking any actions on the information contained in this presentation, employers should review this material with internal and / or external counsel*

# Agenda

- **Returning to Work – The Current State**
- **Work/Workplace Changes**
- **Predicting Consumer Behavior**
- **Managing Employee Availability**
- **7 Best Practices**
  1. Optimize Employee Schedules
  2. Revisit Timekeeping Rules
  3. Revisit Timekeeping Methods
  4. Closely Monitor Absence and OT
  5. Revise and Communicate Attendance Policies
  6. Practice and Scale Leave Case Management
  7. Brush up on Compliance
- **Employee Satisfaction and Engagement is Key**



# 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



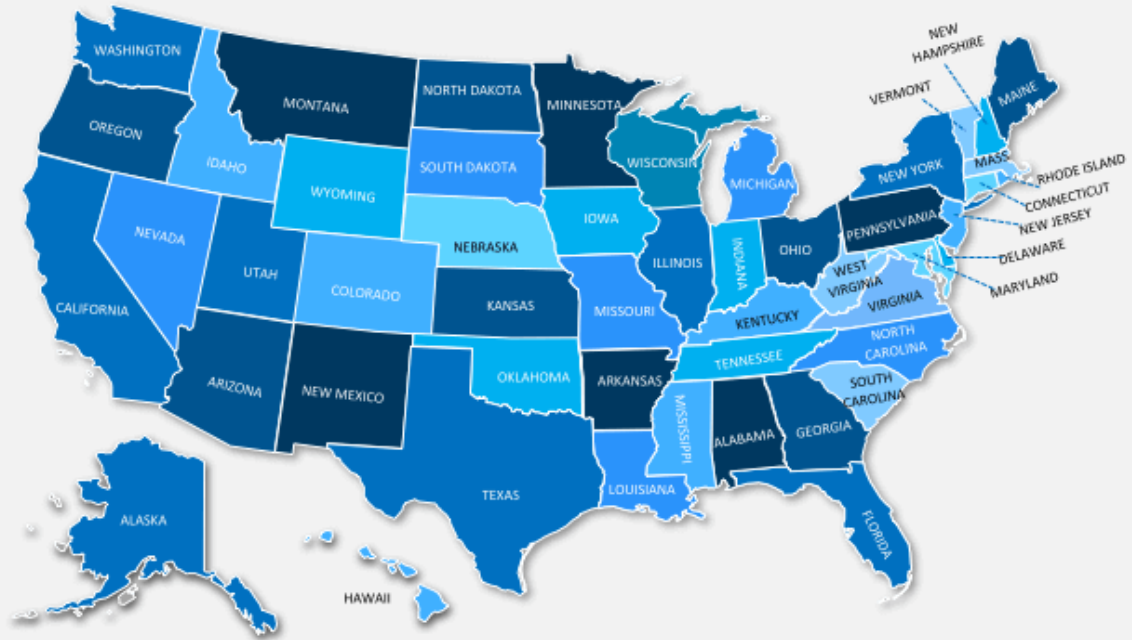
- Employers are seeking guidance and best practices



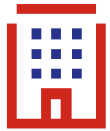
- Returning to work / returning to the NEW normal

# What “state” is your business in?

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

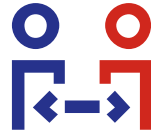


# Returning to Normal -- Key Considerations



## 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

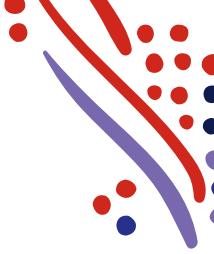
# WFM Challenges with Returning to Normal

- **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



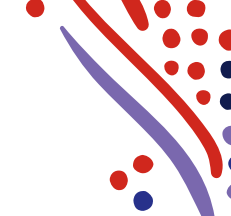


# Conduct a Self-Assessment



- 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



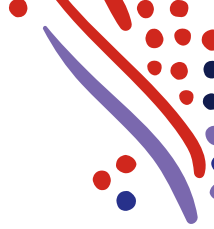
**EMPLOYEE  
AVAILABILITY**

**PRODUCTS/SERVICES**

**CONSUMER DEMAND**



# 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?

# Case Study – Auto makers re-opening



## QUICK FACTS

- Plant takes up 70 million square feet
- Houses 63,000 workers
- Produces 3,500 cars a day
- 2,100 trucks and railcars enter the plant with 21,000 parts daily
- Supply chain has 2,600 companies in 71 countries

- Made 100 changes to plant operations
- Displayed on 8,000 posters in the plant
- Safety Pre-cautions
  - Masks, distancing and additional hand washing facilities
  - Self temperature check
  - Uniforms at home, not on site
  - Use elbows to open doors
  - Walk single-file and follow floor markings
  - Cars spaced further apart
- Ramping up slowly
  - Week 1: 1,400 cars (<10% normal output)
  - Week 2: 6,000 cars (~40% output)
  - 1 shift, 8,000 line workers vs. usual 20,000
  - Hours reduced for some employees
  - Shifts changed so arrivals don't cross with departing
  - Some employees testing positive for COVID-19
  - Using temporary workers to cover for absent workers.

# Customer Demand Factors



## Health

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

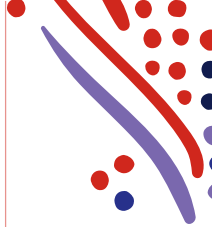
## Behavior

- 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?

# Employee Availability Factors



## Health

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

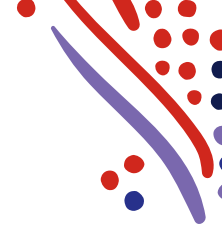
## Behavior

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

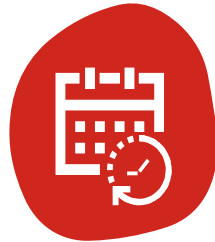
## Job / Skills

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

# 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

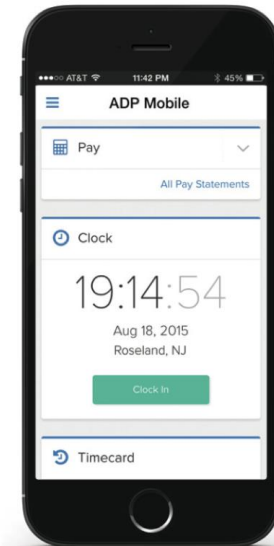
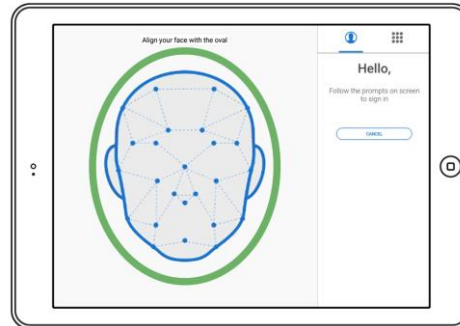
- Ask question or read a statement
- Attest to being symptom free
- Prevent clocking in if symptoms exist

### Contact Tracing

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

### Data Collection from the Source

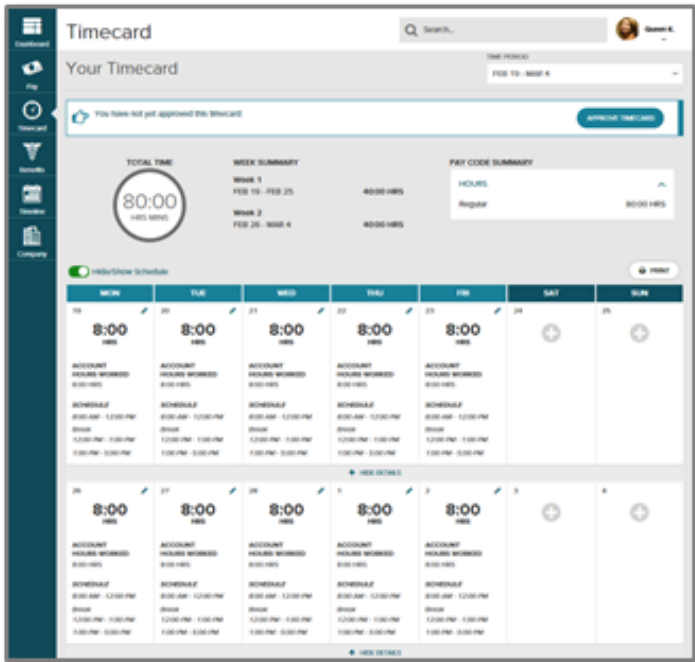
- Timeclock sanitizing
- Use of mobile for remote workers
- Use of facial recognition for hands-free identification
- Voice commands for hands-free transactions
- Proximity badge readers





# Best Practice 2:

## Revisit timekeeping rules

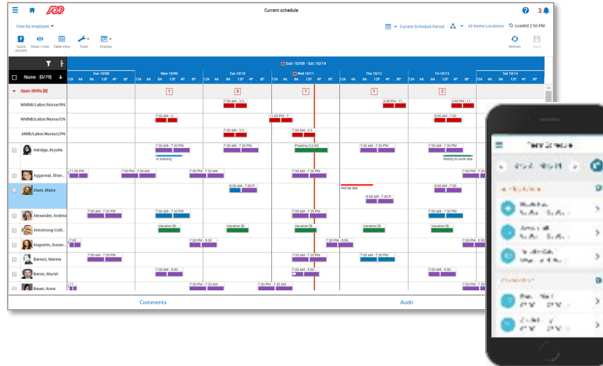


- Support time worked and time away from work for non-exempt and exempt employees
- Apply pay policies including new pay codes related to COVID-19
- Track and calculate premium pay and hazard pay
- Overtime requests and alerts, calculate overtime
- Document meal and rest breaks
- Provide attestation – breaks and health
- Accrue time off, provide balances
- Automate workflow for routine tasks
- HR and Payroll integration

# Best Practice 3: Optimize employee schedules

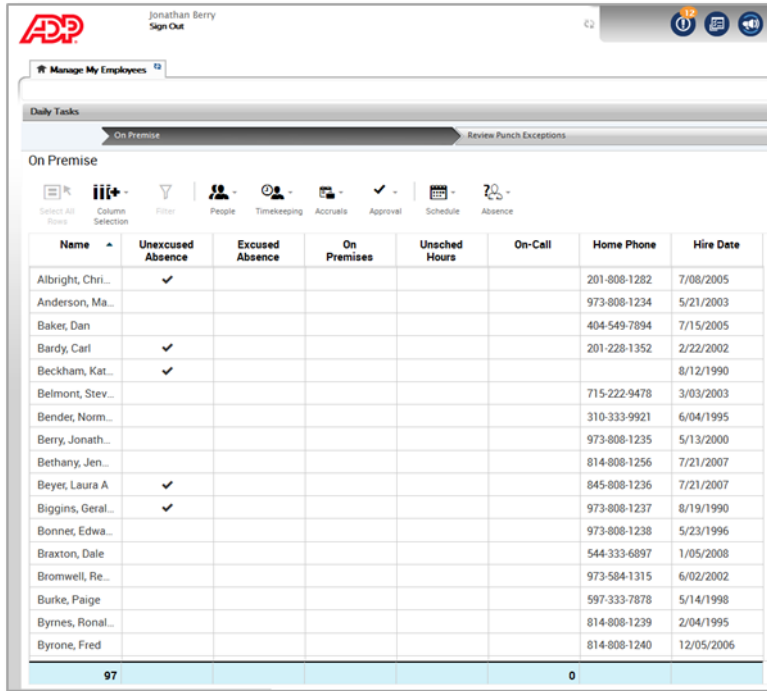
- Optimizing for demand, availability, skills and preferences
- Schedule to demand as precisely as possible – minimize over- or under-scheduling
- Forecasting – can forecast with little data
  - Can do a % decrease across the existing forecast
  - Can budget-restrict the labor/staffing
  - Use shift 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



The screenshot shows the ADP Manage My Employees interface. At the top, it displays the user's name 'Jonathan Berry' and a 'Sign Out' button. Below this is a navigation bar with 'Manage My Employees' and 'Daily Tasks'. The main content area is titled 'On Premise' and contains a table of employee data. The table has columns for Name, Unexcused Absence, Excused Absence, On Premises, Unshed Hours, On-Call, Home Phone, and Hire Date. The 'Unexcused Absence' column has checkmarks for several employees, including Albright, Chris; Bardy, Carl; Beckham, Kat...; Beyer, Laura A; and Biggins, Geral... The 'On-Call' column has a '0' at the bottom. The 'Home Phone' column contains various phone numbers, and the 'Hire Date' column contains dates ranging from 12/05/2006 to 7/08/2005.

Name	Unexcused Absence	Excused Absence	On Premises	Unshed Hours	On-Call	Home Phone	Hire Date
Albright, Chri...	✓					201-808-1282	7/08/2005
Anderson, Ma...						973-808-1234	5/21/2003
Baker, Dan						404-549-7894	7/15/2005
Bardy, Carl	✓					201-228-1352	2/22/2002
Beckham, Kat...	✓						8/12/1990
Belmont, Stev...						715-222-9478	3/03/2003
Bender, Norm...						310-333-9921	6/04/1995
Berry, Jonath...						973-808-1235	5/13/2000
Bethany, Jen...						814-808-1256	7/21/2007
Beyer, Laura A	✓					845-808-1236	7/21/2007
Biggins, Geral...	✓					973-808-1237	8/19/1990
Bonner, Edwa...						973-808-1238	5/23/1996
Braxton, Dale						544-333-6897	1/05/2008
Bromwell, Re...						973-584-1315	6/02/2002
Burke, Paige						597-333-7878	5/14/1998
Byrnes, Ronal...						814-808-1239	2/04/1995
Byrone, Fred						814-808-1240	12/05/2006
97					0		

- 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

The screenshot displays the ADP Leave Management web interface for user Joshua Woo. The interface includes a navigation bar with tabs for General Maintenance, Employee Schedule, and Leave Management. The main content area is titled "Leave Case List" and features a "CASE SUMMARY" section with the following details:

	Paid Leave	Unpaid Leave
Total Committed Takings	8:00	8:00

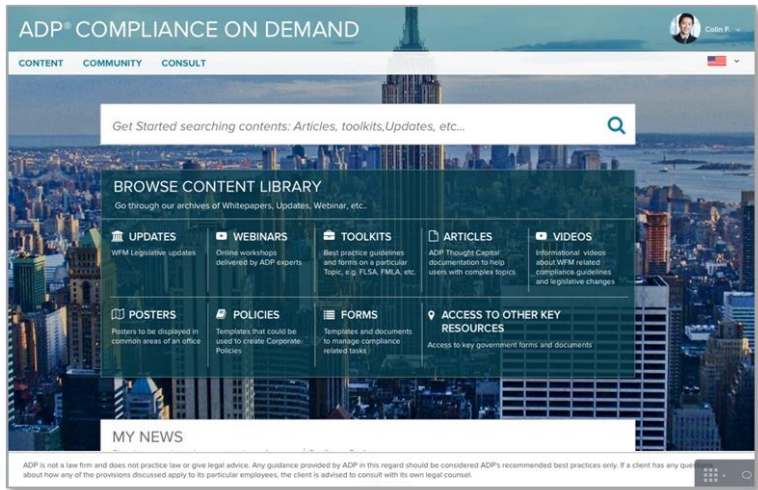
Key fields include:

- Leave Start Date: 3/12/2012
- Initial Leave Request Date: 3/12/2012
- Requested Daily Leave Hours: Same each day/Variable
- Case Status: Open
- Effective Date: 3/12/2012
- Leave Category: Medical
- Reason: Illness
- Leave Frequency: Intermittent
- Leave Case Code: ILL
- Case Approval Status: Preliminary Approval
- Effective Date: 3/12/2012

A "Temporary Mailing Address" field contains the text: "Physical therapy required after knee surgery".

# Best Practice 6:

## Brush up on new and existing compliance topics

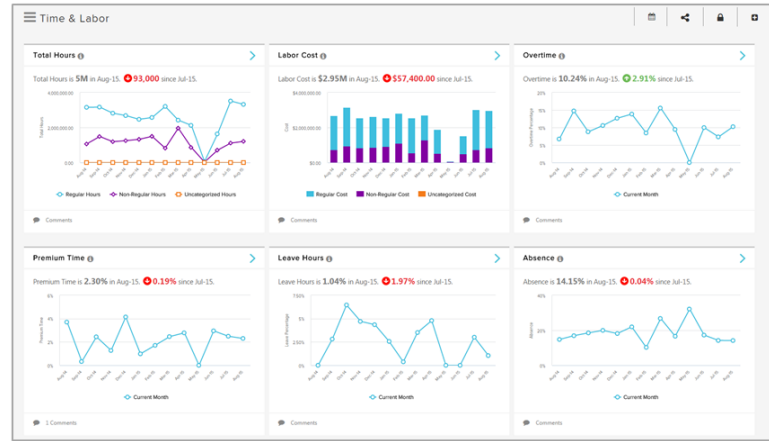


- New and existing leave laws
- Exempt and non-exempt status
- Employee and independent contractor
- Pre- and post-shift activities
- Off-the-clock work
- Overtime
- Meal and rest breaks
- Recordkeeping
- Wage statement requirements

# 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



# Are your existing technologies effective?

## PROACTIVE

- Matches labor supply with forecast demand
- Visibility into potential workforce shortages / overages
- Forecasts critical workforce / compliance -- overtime management

## FLEXIBLE

- Speed / convenience of time entry / job level coding
- Scheduling / Shift swap / Notification of absence
- Workflow automation for manager approval

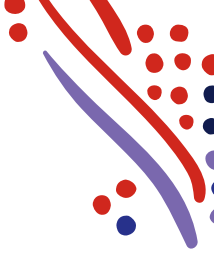
## AUDITABLE

- Supports compliance audit—fair, transparent, documented and defensible practices
- Enables controls and discipline specific to the worksite
- Diagnoses process breakdowns, minimizes errors / rework

## INSIGHTS

- Shows opportunities to optimize productivity
- Ties direct labor costs back to critical performance indicators
- Permits analysis of productive vs. non-productive time

# Employee Satisfaction and Engagement is Key



- Self-service tools including mobile to manage everything
- Real-time payroll and HR information
- All-in-one experience
- Helpful decision support tools
- Always on self service 24 / 7 / 365
- Cater to multi-generational and diverse needs
- Flexibility in work schedule

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**Remember – Workforce Management can shape perception of your organization and improve employer brand**



# Thank you for attending!

For more Workforce Management resources and information visit: [adp.com/wfm](https://adp.com/wfm)

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