

COVID-19 workforce and mobility

Enabling people: leading practices in remote work

The EY logo consists of the letters 'EY' in a bold, white, sans-serif font. A yellow diagonal line is positioned behind the 'Y'.

Building a better
working world

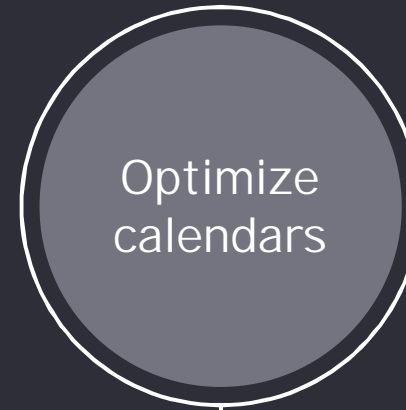
Enabling people | Four guiding principles in remote working



Engaging your team actively and creating communication channels are keys to moving forward



Creative interactions are key in growing a deeper understanding of your team members



Block off time for your team to connect, so that easy access to one another is possible



Through your open, trusted relationships, it is important to incorporate feedback

Enabling people | Leadership while working remotely

Daily group/individual check-ins through teleconferencing

Team-wide group chats

Virtual coffee breaks

Lunch and learns

Bring your kid to work (virtual moment)

Give kudos and feedback

Protect your files by sharing frequently with colleagues and/or uploading to sites

Reserve time for office hours and "open door" sessions

Clearly outline working and non-working hours

Block personal appointments and breaks

Update your calendar as often as possible



Enabling people | Leadership while working remotely

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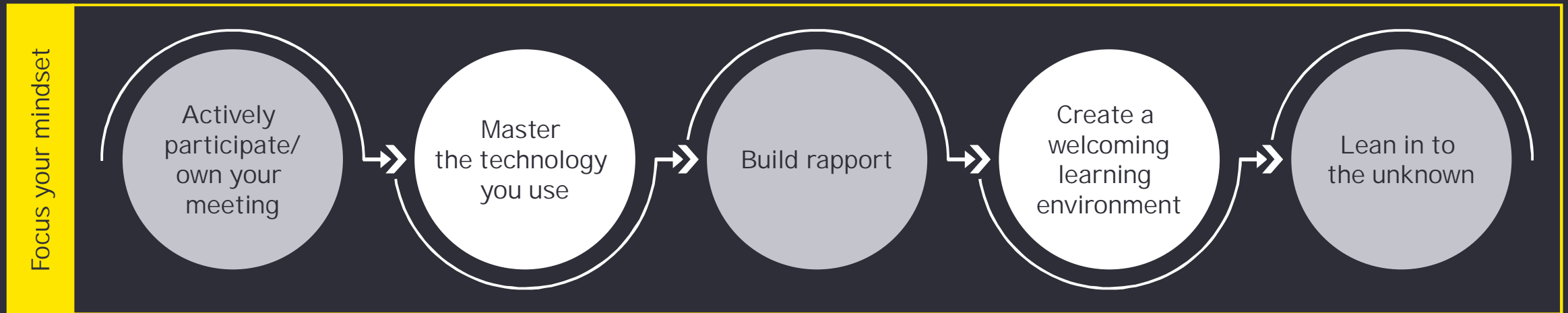
Enabling people | Virtual tools and enablers (customize for ones to highlight)

Technology	Capabilities	Benefits	Drawbacks	When to use	When to not use
MS Teams	<ul style="list-style-type: none"> ▶ Virtual meetings ▶ Calling ▶ Connected devices ▶ Instant messaging ▶ Associated apps and workflows ▶ Teams pages 	<ul style="list-style-type: none"> ▶ Seamless desktop and app experience ▶ Collaborate easily with groups ▶ Support groups up to 10,000 ▶ Connected to Outlook for meetings 	<ul style="list-style-type: none"> ▶ Bundled with Office 365 (cannot really be bought separately) ▶ Phasing out Skype, where many people instinctively go for meetings ▶ Difficult transition from Outlook-based communication 	<ul style="list-style-type: none"> ▶ When looking for an all-in-one service ▶ If file collaboration/sharing is desired ▶ If a seamless mix between app use and collaboration is requested 	<ul style="list-style-type: none"> ▶ When solely looking for video/audio conferencing
Zoom	<ul style="list-style-type: none"> ▶ Meetings and chat ▶ Rooms and workspaces ▶ Phone system ▶ Video webinars ▶ App marketplace 	<ul style="list-style-type: none"> ▶ Video-first communications ▶ Consolidated services ▶ Designed for scale via dashboards ▶ Support enterprise workflows ▶ Secure and reliable ▶ Call recording 	<ul style="list-style-type: none"> ▶ Some difficulties in scheduling ▶ Not a hosting/editing tool for things like product demos ▶ Downloading app is required 	<ul style="list-style-type: none"> ▶ When looking for seamless virtual meeting experience ▶ When in need of high-quality video and audio ▶ Large groups 	<ul style="list-style-type: none"> ▶ When looking for interactive work between parties in a call
Mentimeter	<ul style="list-style-type: none"> ▶ Interactive presentation software ▶ Includes polls, word clouds, Q&A, slides, etc. ▶ Add anything personal 	<ul style="list-style-type: none"> ▶ Live input ▶ Engaging ▶ Can compare/analyze data 	<ul style="list-style-type: none"> ▶ Requires active participation ▶ Requires smartphone accessibility ▶ Can have access issues 	<ul style="list-style-type: none"> ▶ When looking for active participation and input ▶ When in need of new information 	<ul style="list-style-type: none"> ▶ When presenting known information ▶ When looking for simplicity of conversation

Enabling people | Virtual tools and enablers (customize for ones to highlight) (cont'd)

Technology	Capabilities	Benefits	Drawbacks	When to use	When to not use
Skype for Business (Being replaced by MS Teams)	<ul style="list-style-type: none"> ▶ Instant messaging ▶ Video and audio conferencing ▶ Call recordings ▶ Call cell phones ▶ Screen sharing 	<ul style="list-style-type: none"> ▶ Good for chat and small group meetings ▶ Connected to Outlook for meetings 	<ul style="list-style-type: none"> ▶ Being phased out by Microsoft ▶ Not great in larger group settings 	<ul style="list-style-type: none"> ▶ Simple chat and video/audio meetings 	<ul style="list-style-type: none"> ▶ When looking for collaboration ▶ Large group meetings
Mural	<ul style="list-style-type: none"> ▶ Online brainstorming, synthesis and collaboration ▶ "Thinking Canvas" utilizing sticky notes 	<ul style="list-style-type: none"> ▶ Facilitate interactive virtual meetings visually ▶ Idea generation and capturing ▶ Very flexible ▶ Group thought 	<ul style="list-style-type: none"> ▶ Difficult to use as a first-timer ▶ Creativity-centric 	<ul style="list-style-type: none"> ▶ Large event facilitation ▶ When trying to capture thoughts from multiple parties ▶ When interactive teaming is requested 	<ul style="list-style-type: none"> ▶ Project management ▶ Daily standups ▶ When sharing concrete information
Think tank	<ul style="list-style-type: none"> ▶ Anonymous contributions ▶ Virtual and asynchronous functionality 	<ul style="list-style-type: none"> ▶ Brainstorming ▶ Polling/voting ▶ Ranking ▶ Reporting 	<ul style="list-style-type: none"> ▶ Certification required – higher level of skill set to navigate intricacies and facilitation 	<ul style="list-style-type: none"> ▶ Large groups ▶ Conducting assessments ▶ Collaborative sessions ▶ Real-time co-creation 	<ul style="list-style-type: none"> ▶ Daily standups ▶ Quick pulse checks

Enabling people | Virtual facilitation tips and considerations



	Day-to-day meetings	Large/formal presentations
Tips and tricks	<ul style="list-style-type: none">▶ Create an agenda with clear goals▶ Try videoconferencing▶ Test technology with a friend▶ Add your host code to meeting invite in case of technical difficulty▶ Go on "do-not-disturb" on Skype/Teams and turn off Outlook mail alerts to avoid disruptions▶ Assign someone to capture actions	<ul style="list-style-type: none">▶ Start with a personal note, historical fact, trivia and sharing a story▶ Set expectations at the start of the meeting on participation▶ Make time for introductions as needed▶ Ask probing questions to participants <ul style="list-style-type: none">▶ Have clear speaking roles for specific times/slides▶ Assign an MC▶ Assign a virtual facilitator who is on point to answer "chat" questions and handle technical issues▶ Have facilitators dial in early▶ Hold a quick dry run with facilitators

Enabling people | Meeting guidance (internal and external)

- 1 Speak clearly, facing toward your computer/phone to avoid muffled audio
- 2 Identify yourself each time you speak and indicate when you are finished speaking
- 3 When addressing someone specifically, use their name to get their attention
- 4 Avoid having sidebar conversations and checking email during meetings
- 5 Minimize the use of speakerphone and mute your audio when not talking
- 6 Acknowledge that videoconferencing and Wi-Fi calling will likely have a delay
- 7 Be sure to keep meetings to scheduled time frame



Enabling people | Productivity

Daily and weekly structure and feedback and adapt channels at start/end of shifts

Encourage use of freed-up time (e.g., from commute) for self-development and well-being

Look to mirror work patterns, not condense hours

Leaders use tools, apps and working channels to lead the way for others

Support people to express wider concerns as well as work issues. Avoid the need to justify remote presenteeism

Great leadership and role modeling will make an enormous positive impact on teams during this time for productivity, care and motivation

Identify and allocate roles within teams to check that the way work is being produced is meeting expectations and not creating unintended issues

Regular bite-size learning/knowledge share on use of remote tools and apps, led by the “go to” people in the team where possible

Celebrate people trying things differently to improve working and outcomes

Find time to bring people together virtually with leaders



Enabling people | Staying connected: detailed tips

Activity	Notes
Daily group/individual check-ins through teleconferencing	<ul style="list-style-type: none"> ▶ Use the first 3 minutes to talk informally and create a feeling of camaraderie <ul style="list-style-type: none"> ▶ Can ask a trivia question, play a game, share a story/article for discussion, talk current events, etc.)
Team-wide group chats	<ul style="list-style-type: none"> ▶ Promotes active communication in MS Teams/Skype, not just 1:1 private chats ▶ Non-work-related threads can create a “breakroom” channel to discuss sports, send funny pictures, etc.
Virtual coffee	<ul style="list-style-type: none"> ▶ Set time to take a break and talk for 10 or 15 minutes as you may when together ▶ Encourages team member to be comfortable stepping away from their computer as they normally would for breaks
Lunch and learns	<ul style="list-style-type: none"> ▶ Block time to get lunch/eat as a group ▶ Discuss non-work-related topics, focus on sharing relevant information, or choose a team member to teach about an area of knowledge
Bring your kid to work (virtual moment)	<ul style="list-style-type: none"> ▶ Introduce your family to your teams (if everyone is home) through video or phone calls ▶ Being empathetic to everyone’s personal situation is integral
Give kudos and feedback	<ul style="list-style-type: none"> ▶ Whether formal or informal, providing positive reinforcement is a great way to keep morale high ▶ This can be done in Teams
Protect your files by sharing frequently with colleagues and/or uploading to sites	<ul style="list-style-type: none"> ▶ For EY colleagues, use OneDrive or EY Delivers ▶ Other approved project-specific repositories should be used
Reserve time for office hours and “open door” sessions	<ul style="list-style-type: none"> ▶ These can be private or known for team members to simply give you a call to discuss any range of topics ▶ Option to set up a virtual session and team members can join at any point if they have a question/want to talk
Clearly outline working and non-working hours	<ul style="list-style-type: none"> ▶ Allow yourself and your team to be comfortable following the same hourly schedule you typically do in the office <ul style="list-style-type: none"> ▶ This shows them that you all should plan on starting and ending at a certain time (unless something unexpected occurs)
Block personal appointments	<ul style="list-style-type: none"> ▶ Raise awareness of when you are busy or out of the office for personal reasons, and they will be comfortable doing the same <ul style="list-style-type: none"> ▶ Increases transparency and comfort with handling personal situations
Update your calendar as often as possible	<ul style="list-style-type: none"> ▶ Encourage your team on checking your calendar to have a clear understanding of what your day looks like <ul style="list-style-type: none"> ▶ Eliminates confusion surrounding daily meetings/events

Key contacts



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We work globally and collaborate to bring you professional teams to address complex issues relating to organization transformation, end-to-end employee lifecycles, effective talent deployment and mobility, gaining value from evolving and virtual workforces, and the changing role of HR in support of business strategy. Our EY professionals ask better questions and work with clients to create holistic, innovative answers that deliver quality results.

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