



Study on Role of HR Managers in Managing Human Resources During & Post COVID19

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Abstract: The pandemic has thrown our world into uncharted territory. Experts believe that Covid-19 may significantly impact the USD 180 billion Indian IT sector. The bright side is that this is often expected to be a short-term challenge for the IT industry. Though the IT spend will initially dip in 2020, IT companies will gradually see an increase in market opportunities, especially the merchandise companies. The need for remote working would grow the demand for automation and collaboration tools and increase the shift to cloud computing. It is imperative to stay employees motivated and enthused to realize this future together. In these times, human resources department is tasked with ensuring adequate enablement and engagement of teams while also preparing for a few hard decisions.

Keywords: Human Resource Management, Human Resource, Pandemic, Covid19

1. Introduction:

The COVID-19 pandemic has revealed the importance of the HRM “Human Resources Management” in organizations and companies especially with the new challenges raised by Coronavirus. Employees got to be supported quite ever especially with the uncertain future and therefore the high possibility of losing jobs or salary deduction. So, employers start depending more on their HR department to get the proper HR strategy which could face new challenges. Therefore, this text spots light on the various problems caused by the COVID-19 pandemics like the increasing percentage, the salary deduction, the psychological impact of COVID-19 on employees, managing the remote work, the working hours, tensions between employees, and therefore the social distance. The problem faced by HR professionals is when applying a replacement HR strategy to adapt to the various challenges caused by coronavirus, the new practices are not fitting to all or any employees. For example, many families face big difficulties between staying with the youngster’s reception during school pack up due to the pandemic of COVID- 19 and getting to their work or managing the remote work while their kid’s reception. So, HR strategy could not be ideal for them. This article shows the importance of HR flexibility in applying HR strategy and practices especially with the various circumstances of every employee may face due to the COVID-19 pandemic

2. Literature Review:

Most organizations have started that specialize in scenarios for planning and taking necessary operational responses to make sure business continuity post-COVID-19. Organizations need to focus on building Communication, Trust & Transparency related to the coronavirus pandemic to restore productivity and deliver on employee experience.

Organizations must make a lot of adjustments to their business plans and the way of working post-COVID-19. They need engaged employees quite ever to urge through this challenging period. The employees might struggle with feelings of uncertainty, isolation, not being within the know, and more. Thus, the Role of Change Agents that is of the HR professionals becomes crucial in this scenario. With social distancing being implemented and practiced, it is difficult to have standard methods of process, policies & engagements leading to a new challenge for HR professionals.

Any outbreak strikes directly at your most asset — your employees — and will last for months, so at the very least, plan for absenteeism. When your organization develops an impression analysis, work together with your partners in risk management and business operations to work out which roles are necessary for the organization to function.

Two key steps to take:

- Identify key business functions:

Some will be critical based on the role they play such as their links to business priorities in each region or to mission-critical products in a specific location. Prioritize customer and contractor relationships that you need to maintain if possible. Pinpoint functions impacted directly by “surge” activities that arise or increase during an epidemic.

- Identify key roles, activities, and skill sets:

You need some under all circumstances; others are often suspended for a brief time or an extended period without damaging business activities. Build operational resilience by bolstering bench strength in critical areas and consider distributing essential roles and functions geographically just in case one region must suspend operations temporarily.

3. Be prepared to answer these 10 questions within the HR pandemic plan:

HR leaders cannot await a crisis to develop to start out responding. You need answers now to questions you will face in the event of any large-scale outbreak. Prepare to answer basic employees’ questions about the threat: What is the nature of the disease? How is it transmitted? What are its symptoms, and what healthcare precautions are appropriate? Have answers for logistical questions, like whether employees can work from home or what to try to if an infected employee involves work.

More broadly, to make sure that employees, shareholders, and other stakeholders believe the organization is ready to handle a crisis, confirm you will answer these 10 questions:

- 1) Can our company operate with 25% or greater absenteeism?
- 2) If illness causes high absenteeism, are employees cross-trained and able to perform multiple duties?
- 3) Can our employees work remotely?
- 4) What infrastructure support is needed to support a shift to an at-home workforce?
- 5) Will our company monitor, or even restrict, travel to high-risk regions?
- 6) What procedures do we have in place to decontaminate the facility and its heating, ventilation, air-conditioning systems, electronic equipment, and soft materials (blankets, curtains, etc.)?
- 7) What assurances do we need to provide to the facility staff members, so they feel safe at work?
- 8) How will traveling employees be brought home, particularly if they are sick?
- 9) Are there escalation procedures to get additional resources?
- 10) Is there a trained and representative crisis management team that includes on-call staff, and do those team members know what is expected of them?

Considering all these challenges into account, the human resources are going to be the lifeline of any organization and they need to handle this post-Covid situation with utmost care and diligence. Above all, these challenges revolve mostly around People Aspect of this Global Pandemic and that we can see a transformational shift in HR role post-Covid.

As companies manage their workforce during a post-pandemic era, here are 10 ways HR experts expect human resources departments to vary.

- With the new working environment many businesses are operating in, there are several key trends businesses should be focused.
- Employers should expect and increased demand for modified employee benefits like health and wellness programs and flexible work arrangements in the coming year.
- HR staff should pay special attention to any new laws and regulations regarding COVID-19.

The coronavirus pandemic has disrupted organizations and caused human resources managers to think differently about their role as they suit social distancing practices and a replacement work environment that they may never have imagined.

To prevent the spread of the coronavirus, companies have switched to a foreign work model at a rate and scale they need never experienced. As face-to-face collaboration is replaced with e-mail and videoconferencing, HR managers must do difficult work under difficult circumstances.

Not only are HR professionals concerned about employees' health and well-being during the pandemic, but they are also under the strain of processing the paperwork and providing solace to the millions of workers who are laid off or furloughed. For employees still on the work, HR managers try to stay their workers productive, motivated, engaged and connected—all factors that are moving targets within the new normal.

Activision Blizzard, a computer game company based in Santa Monica, Calif., has moved 99 percent of its 10,000 employees (except janitorial, security and other essential staff) to remote work. "We had a remote-work policy, but, as you'll imagine, it had been not designed to handle a situation where everybody would work remotely while experiencing the crisis we are in right now," said Claudine Naughton, chief people officer at Activision Blizzard. "Our remote policy couldn't have anticipated that hospitals and health care would be difficult to access as schools and other supporting services have closed. Our policy was not structured to support performing from home while employees would be handling health-related challenges or caring for his or her kids or other dependents. "The company swiftly implemented updates to its remote-work policy to supply different work hours and supply a sort of flexibility that the corporate had never proposed to its workers before.

4.1 Preparing for the New Normal

With the present disruption within the industry, traditional ways of working became things of the past. The present and way forward for IT companies believe remote working with minimum investment in infrastructure. It is crucial for HR to revamp the policies and processes in accordance with the new normal.

4.2 The Way Forward for HR

The onboarding practices for new employees need to be reviewed to align them to the organization's vision and goals while ensuring a seamless remote joining experience. The entire employee journey will need to be planned because the HR gets ready for the new challenges that come alongside a distributed virtual atmosphere. This could mean the modification of recruitment practices, rewards and recognition policies, engagement initiatives, exit processes, and everything in between.

How do the Future Organizations look like?

- Working hours, locations, and even the work arrangements to become more fluid
- Remote working to be an integral part of every organization
- The popularity of contractual jobs and freelancers to grow
- Workforce to constantly upgrade and work on capability enhancement to remain competitive
- Focus on learning and development to increase to make employees future-ready

Data suggests that employees are working longer hours and have experienced a big drop by absenteeism during the crisis. Organizations feel that the workers have showcased commendable agility and resilience to adapt to the new ways of working. However, the power to sustain this momentum poses an instantaneous challenge to organizations. This enthusiasm might be short-lived as job security may be a drive for many employees within the current situation. As the market sees an improvement, productivity may roll back to pre-Covid levels. The new way of labour may create a requirement for a few new roles, render some roles redundant, or require upskilling of existing resources.

Digital is a saviour in times like these when the only way to operate is in a remotely distributed environment. This crisis has presented the IT industry with an opportunity to empower businesses with technology, and further emphasized the focus on innovation to survive and thrive. It is heartening to see the commitment of our workforce during these trying times. Striking a balance at this point are going to be the key to effectively forge a path towards the longer term of labour.

"Our technology teams worked quickly to make solutions, buy equipment and supply access to our systems remotely," Naughton said. "These arrangements provide temporary solutions for teams of employees that normally got to work together in producing a game, like animators, developers, sound technicians. The company also empowered managers with the autonomy to figure with direct reports to make schedules that best accompanied their work-from-home lives." Employees, and the CEO specifically, also wanted to rethink the company's approach to employees' health care. That resulted within the company investing in approaches that are more forward-thinking than the quality duty of care, said Naughton.

"The very first thing we did was we said we have got to seem at everything through the employees' lens, and first and foremost is that the health and well-being of the workers and their families," she said.

The company contracted with physicians in cities where workers are based to make sure that a doctor is quickly available to supply care, also on advocate for them if they become ill and wish to go to a hospital. The company covers any testing and treatment costs related to COVID-19 for workers and their families.

Activision Blizzard also established online resources and telehealth services. "Our internal benefits team has begun a 'white glove' service for workers, should they have it, to assist connect them with any of our resources in order that they get assistance quickly.

We also provide manager resources for leaders to assist keep their teams focused and connected and have encouraged daily touch point meetings, virtual coffee breaks and more frequent organizational meetings," Naughton said.

The company has also revised its contingency plans to incorporate scenarios like the likelihood that workers with specific capabilities and skills could also be absent. "This is extremely different than the traditional HR hiring issues where you recognize what your attrition or your percentage could be like supported previous historical trends," Naughton said. "In this crisis we are forced to ask the question: Should we start to rent over capacity for a few of these critical capabilities to ensure that we've the skillsets on hand?"

4.3 Remote Work May Become Permanent

Even before the coronavirus pushed remote work to its limits, virtual work was on the increase. The number of people telecommuting in the U.S. increased 159 percent between 2005 and 2017, consistent with data from Flexjobs. The data also shows that 4.7 million people within the U.S. currently telecommute, up from 3.9 million in 2015. Already there are studies that reveal that organizations want more of their onsite employees to still work remotely after the pandemic passes. This shift will accompany its own HR challenges.

"We will see more people working remotely after the coronavirus ends," said Erin Makarius, professor of management at the University of Akron in Ohio. "Therefore, the skills that are utilized during this time will likely continue to be built and developed. One of the strengths of the [HR professional] is building relationships, and that i think the challenge is the way to still build those relationships because the nature of labour changes and because the nature of the HR role changes."

Barbara Larson, executive professor of management at D'Amore-McKim School of Business at North-eastern University in Boston, said that HR should remember that the current increase in remote work should not be considered normal; usually, parents do not have to care for children while working from home." Usually, companies train workers on how to be productive while working from home, and employees opt into that kind of work. "None of that has happened here." Companies that cannot manage a smooth transition to remote work may pay a price, said Megan Buttita, research director, emerging trends in talent acquisition at Framingham, Mass.-based research firm IDC.

"This new situation goes to actually shake out those companies that are micromanaging work and other people during this new virtual environment. It will play a neighbourhood in attracting and retaining talent down the road."

Buttita added that depending on how HR managers handle the crisis, workers are going to publicize companies' actions and reactions on Glassdoor and other open forums. They'll mention whether "they felt trusted, supported and had the proper technology to try to their jobs. Companies that didn't have the items to support their workers will have negative reviews written about them, and that they will struggle to survive and attract talent moving forward." Lisa Rowan, research vice chairman for HR, talent, and learning strategies at IDC, said the foremost successful companies will use technologies, whether text messages, video conferencing or e-mails, to speak with remote employees. Convey messages that show empathy, build trust, and relate to workers who are now in a different work setting.

"HR managers need to let employees know that they know they're reception with their family, that they're stressed because the youngsters try to urge their attention while they are working, and that the company is there for them. HR managers' favourite job immediately is to stay people up to date, be reassuring and build trust," Rowan said. While previous tactics and methods will still be a neighbourhood of HR managers' toolkit to efficiently manage employees, Activision Blizzard's Naughton sees a much bigger shift happening within the wake of the coronavirus which will fundamentally change the role of HR professionals.

"What has changed the foremost for HR professionals and therefore the role that they are going to play moving forward is that, in our world, the main target attended get on pay. Now I believe health and wellness benefits are going to be a game changer," she said. "Our entire health care system, particularly within the U.S., goes to evolve with the private-sector and therefore the public-sector communities working to repair what seems to be a comparatively broken system. That is getting to change the role of HR professionals within the foreseeable future.

" Human Resource departments had a difficult job before the pandemic. In 2019, quite 50% of HR leaders struggled to make sure that employees had the talents necessary to navigate an increasingly digitized workplace. But, admittedly, this "future of work" had always seemed a secure distance ahead — far enough, at least, to thoughtfully steel oneself against.

HPWP Group has been leading discussions surrounding the longer term of labour and the way it impacts HR professionals for the past 15 years. We can tell you that Covid-19 has changed the playing field. Today, HR leaders are working round the clock, taking unprecedented measures to stay their employees safe and make sure that their organizations survive. They are navigating furloughs, layoffs, and reductions effective. They are adjusting to mass remote work. They are creating business continuity plans, drafting emergency communication procedures, and preventing the spread of germs in the office.

All these issues are being addressed through a familiar process: defining the problem, addressing the variables that make it complicated, and agreeing on the best way forward. But once we consider that today's greatest challenges are ones that a lot of leaders have not faced before, it becomes clear that they are not just complicated (predictable) but complex (unknown). Traditional problem-solving, which is aimed toward addressing the complicated as against the complex, will not establish the foremost effective solutions.

Many HR teams aim to resolve issues by developing new policies and procedures. Unfortunately, once created, those self-same policies are rarely revisited, ultimately resulting in additional problems — especially now, when the landscape is changing so fast. At the same time, a "one-size-fits-all" approach will not allow for the kind of individual thinking and creativity that result in the most innovative solutions. To be truly effective during this "new normal," then, we believe HR leaders got to adjust and develop a replacement core capability: a complexity mindset.

4.4 Shifting from Complicated to Complex

This mindset change requires shifting away from complicated thinking and embracing a complexity consciousness. Simply stated, complicated problems require linear thinking — they will often be predicted or avoided and may enjoy expert input. We have experienced this type of problem-solving time and again. It is familiar. In stark contrast, complex problems sleep in the realm of the unknown. There are no best practices to solve complex problems because we have never experienced them before and, therefore, could not have predicted them.

In this framework, it is crucial to tap into your organization's collective intelligence, prioritize company values, and permit solutions to emerge. This means that HR leaders will be got to start collaborating more with employees at every level. Now is the time to specialise in interpersonal relationships instead of control, standards, and hierarchy.

Adopting a complexity mindset starts by accepting that complexity exists and wishes to be accounted for differently.

Here's how HR leaders can embrace this mindset.

Tap into the power of collective intelligence. When complex problems arise, do not overlook your most precious resource: the genius of your own employees. Most of the workforce consists of smart, trustworthy people who know their jobs better than their leaders do. Given everything on HR leaders' plates today, they will not succeed if they do not trust their employees to help them brainstorm solutions for remote work accommodations, continued engagement, and additional support. In other words, they will not succeed if they do not embrace collective intelligence. Collective intelligence is group intelligence that emerges from the collaboration, efforts, and engagement of diverse teams.

In his book *The Wisdom of Crowds*, journalist, and writer James Surowiecki states that collective intelligence needs four conditions to flourish:

1. diversity of opinion to guard against groupthink.
2. independent thinking that frees each person to express their own opinions without judgment or pressure to conform.
3. decentralization, which means that the closer a person is to the problem or the customer, the likelier they are to offer a meaningful contribution, and a good method for aggregating results.

For years, I have taught leaders the mechanics of harnessing collective intelligence within their teams. It requires excellent facilitation skills, clear parameters, and much of flip charts and yellow sticky notes. Teams like it because they get to share real, meaningful input on important issues. The results are innovative ideas, diversity of thought with alignment (paradoxically), and walking away with stronger teams.

One recent complex problem that needs this approach is that the growing practice of "virtual onboarding." LinkedIn offers a graceful example of the way to solve it using collective intelligence. To be successfully executed, virtual onboarding requires collaboration between HR and IT departments. According to SHRM, LinkedIn's IT team developed a set of credentials that their HR team could use to load internally used software remotely to assist them with training new employees. To accomplish this, however, their HR team first needed to flatten the hierarchy and invite team members outside of their department to share their ideas around how to best communicate with new team members.

By promoting engagement between diverse workers and departments, companies can overcome obstacles that originally seem overwhelming or insurmountable. Put the humanity back into human resources. For a superb example of complicated versus complex, consider performance management. Traditional thinking is that employee behavior must be guided by the principles of compliance. In my experience, corporate attorneys consistently tell HR leaders that they must adopt a mindset of risk mitigation to avoid lawsuits. This mindset translates into a culture of bureaucracy: rules, policies, and practices for each bad apple ever encountered.

To make matters worse, HR leaders are continuously reminded to "treat everyone the same" which, as long as everyone and each situation is different, leads to a scarcity of fairness and good judgment. Bureaucracy and "fairness" are simple solutions that will not solve complex problems. For a case in point, consider the computer game company Activision Blizzard. Their HR leaders were forced to confront just how inflexible their remote work policy was when faced with the truth of Covid-19. Parents balancing work and childcare, and employees managing health concerns, were not properly accommodated. Instead of sticking to rigid rules, the corporate implemented quick solutions like flexible hours and remote system access to support their employees in ways that they had never considered before.

Complexity conscious HR leaders view company performance because the results of open and clear communication, positive assumptions, and self-management. Instead of taking a matrix approach, aligning infraction with corresponding punishment, communicate together with your teams about the precise problem and therefore the impact. An approach that uses emotional intelligence will cause increased productivity and better engagement levels.

In practice, this means that when a team or employee comes to you with a problem, probe for the underlying cause instead of jumping to a rulebook solution. Ask open-ended questions like "What is holding you back?" or "How would you handle this?" Throughout, assume that the majority employees are good people that will want to unravel a drag once it is delivered to their attention. Now you are free to facilitate a lasting solution rather than dispensing discipline.

4.5 Foster a trust culture

As we navigate our current landscape, we would like trust to function our foundation to make teams comfortable grappling alongside the unknown. So much has been written about the need for organizations to improve communication, recognize employees, and practice transparency, but real change has been slow. As this crisis unfolds, it is my hope that organizations will see the advantages of making respectful, trusting workplaces and act with more urgency than before.

From an employee perspective, consider that more than 60% of workers say senior management-employee trust is paramount to their satisfaction. That is because high-trust environments allow people to be their true selves, and when people can bring their whole selves to figure, they are not only more creative, but more productive as well. Building a high-trust culture starts with cultivating positive beliefs about employees because assumptions drive behavior. If you assume your employees work hard, care about the company's success, and have integrity, they are likelier to act accordingly. "Getting culture right is crucial across all levels of business at any time — but it's particularly important in times of crisis," Diane Adams, Chief Culture and Talent Officer at Sprinklr, recently wrote. "When we're happy, we're at our greatest personally and professionally, and everybody wins."

For HR leaders, this suggests rewarding exceptional performance with public recognition and individual growth opportunities, encouraging employee autonomy by letting workers set their own habits and mold their roles, and fostering transparency through open communication and evolving relationships. The goal is to develop leader-employee relationships supported genuineness and vulnerability and debunk the notion that managers should keep their distance from a private standpoint.

HR leaders who adopt a complexity conscious mindset recognize that trust is vital to getting through this present crisis. Thankfully, many realize this and have already begun to build cultures of trust trustworthy: Edelman research shows that people trust their employers more than the government or media when it comes to coronavirus-related communication.

4.6 Make your company values foundational

Fear and panic give rise to knee-jerk reactions during crises. Even progressive organizations backslide to traditional thinking. Sadly, under greater amounts of pressure, it is not unusual to see leaders of all kinds, including HR teams, make autocratic decisions without regard to their impact on employees. Moving forward, HR leaders can help fight this instinct by putting a greater specialise in demonstrating fairness and a passion for his or her people. Adopting a mindset of complexity means returning to the values of the corporate and allowing those values to become a filter for decision-making in high-pressure situations. Every successful company features a set of fundamental beliefs upon which the business and its behavior are based. But too often, they are words on a wall, when they should be the very basis for how the organization executes its mission during good times and bad times. This one concept has the potential to profoundly transform organizations. Eighty-eight percent of employees believe that a positive work culture is the result of a value- and mission-oriented foundation. How do you use your values as a guide for decisions? Here are some questions to guide you based on commonly held values.

Value: Communication

Questions to consider:

- What information do we or could we share that would increase transparency?
- What information do employees need and want?
- What information would make employees feel more involved?

Value: Trust

Questions to consider:

- If we had trust in most employees, what would we do differently?
- What is getting in the way of trust?
- What personal behaviors can we demonstrate that would help build even more trust?

Value: Employee engagement

Questions to consider:

- To what extent are employees affected by this situation?
- What experience or knowledge do they have that will be valuable regarding this topic?

Have we made some topics taboo for employee engagement? If so, what assumptions are enforcing the taboo? Applying this approach yields other powerful benefits as well: Using your values as a filter means less stress, more time, and better results. In fact, B Corporations, which commit to more than just profitability or growth, are 63% more likely to survive the pandemic than similar-sized businesses.

If you are employed in Human Resources, remember that your role — always, but especially today — is to be your company's moral conscience. I know leaders in major companies who are willing to intensify and challenge their organizations to act in alignment with their values. This can (and should) be your role, too. Adopting a complexity mindset will assist you fulfil it.

Further studies suggest that the new role of HR can include the following few activities, though, it can go manifolds looking at the impact of the Global Pandemic.

4.7 Counselling and collaboration

To ensure communication efforts help engagement, HR Managers must have a two-way dialogue with employees. Offering proper counselling sessions with employees to help them offload their isolation anxiety, vent their fears, or just de-stress.

4.8 Sense employees' need for support

Employees do not want to be viewed as faceless cogs during a larger machine—they want to be recognized for the unique value each brings to the corporate. This uniqueness is something employers are beginning to embrace too. HR professionals got to recognize this aspect and supply the specified support and communication. To enable regular conversations between the Line managers and employees, HR should provide managers with the necessary guidance on how best to approach sensitive subjects arising post-COVID-19 pandemic, including job security, alternative work models, impact to staffing, and prospects tension within the workplace.

4.9 Reinforcing Organisational values

Work well-being has the greatest impact on feelings of psychological safety — an unpleasant employee experience can negatively impact psychological safety by up to 35%. To make matters worse, during times of uncertainty, employee misconduct increases by the maximum amount as 33%. Apart from modeling the right behaviors, HR managers should encourage whistle-blowers to call out unethical behaviors, remind staff of the channels for reporting misconduct, and highlight punitive measures for non-compliance, post-Covid.

5.0 Recognizing employee efforts

As COVID-19 generates significant disruption, and undercuts employee engagement, HR managers need to redouble their recognition initiatives & efforts. Effective recognition motivates the recipient, and therefore the same time is a robust signal to other employees of behaviors they ought to emulate. Recognition can take many forms aside from monetary rewards like public acknowledgment, tokens of appreciation, development opportunities and low-cost perks. This reinforces the organization's commitment to the long-term success of the worker.

5.1 Driving engagement through innovation

Present unprecedented time of change and disruption demands innovation and risk-taking becoming more important for employee engagement and organizational success. The disengaging effect of constraints on innovation and risk-taking are particularly severe for high-potential (HIPO) employees who can feel demotivated. Even when the organization has constraints on new investments, HR managers got to emphasize the necessity and supply opportunities for process improvements or incremental innovation.

5.2 Educating and equipping the workforce

Educating and equipping the workforce with the proper information on COVID-19, safety tips, nutrition information then on are crucial and jobs for HR Professionals. The HR must communicate measures taken by the

corporate during this example. HR can create interesting posts about escalating events and topics around this issue on the activity feed.

5.3 Focus on Employee Wellness

After understanding the anxiety and stress of the COVID-19 pandemic, HR will be got to put more specialise in the psychological state and overall wellness of the workers. Holistic benefits are a standard way of introducing wellness to a corporation. These benefits address all aspects of well-being, including psychological state and financial security. While these plans will differ in offerings, the thought is to supply employees with benefits that help improve their well-being beyond standard health coverage.

5.4 Employee upskilling

As the employee personalization trend illustrates, employees want to be appreciated on an individual level. One-way employers are showing their appreciation is through upskilling, Learning and development initiatives. Not only does this help employees feel valued, but it also helps fill knowledge gaps within the corporate. According to a report by Deloitte, the “inability to find out and grow” is that the top reason why employees leave their companies.

5.5 Framing New Age Policies

Considering the business continuity plan to deal with such exigencies, Post COVID-19, organizations need to have system, procedure, and policy in place. Organizations need to review policies on workplace flexibility, remote working & contractual staffing and should review and clarify polices around pay and benefits if an office or factory is closed or impacted.

5.6 Looking forward

While these initiatives became the new roles of an HR Professional, of these will not necessarily work for each company. However, in a post-COVID-19 environment, where employees have had to adjust how they work, all the HR should shift towards a more human-focused approach. An HR professional, collectively, these initiatives can go an extended thanks to reinforce employees’ trust for the organization and improve their impressions supported how the HR professionals react or respond in the face of crisis and uncertainty.

4. Navigating the longer term of HR to deal with today’s challenges

Through various client conversations we have identified six key priorities along the lines of the concepts mentioned above. For each of those priorities we have formulated a group of questions we believe HR organizations should be asking themselves to answer the emerged business challenges. The answers to those questions will help HR to redefine its strategy and set the direction to thrive within the aftermath of the pandemic.

1	PRIORITY	2	KEY QUESTIONS	3	WAYS TO ADDRESS THESE QUESTIONS
	Manage HR cost		How can I make my HR function more cost effective and sustainable?		Identify, quantify and prioritize HR cost reduction initiatives
	Accelerate to digital HR		How can we identify quick improvements in our HRIT landscape to ensure a robust landscape and patch-work potential burning platforms?		Identify HR technology weak spots, burning and/or collapsing systems and to define required actions
	Prioritize HR process improvements (HR Process Health Check)		Where should I focus in terms of improving my HR function, now that I have limited time and budget?		Perform an HR process health check to identify and realize quick impacts on the business
	Reimagine the structure and delivery of HR work (Agile HR)		How can we organize ourselves in a more flexible way that allows us to quickly free up time and capacity during and after crisis situations?		Optimize the agility of the HR operating model and redefine the HR roles to cater for this flexibility
	Boost the workforce experience		Which targeted interventions will positively impact the workforce experience and drive employee resilience?		Measure impact of the crisis on engagement and identify opportunities to boost the Employee Experience
	Build future proof HR capabilities		What capabilities does HR need to develop to thrive in the new normal?		Assess, prioritize and develop the HR capabilities that are required to thrive again

5. How should CHROs and their teams identify where to start?

In the coming period, we will launch a blog series which can dive into the various priorities, key questions, and accompanying solutions we have outlined above. The series will explore the ways how HR can reimagine its own future and consequently the longer term of the business/enterprise to thrive again within the post COVID-19 world and can subsequently contribute to achieving business successes within the new normal.

The current situation has given HR a singular opportunity to co-lead their enterprises in becoming more robust and resilient to beat the economic and cultural ramifications of COVID-19. Organizations could also be tempted to dismiss the necessity for change, hoping that the eventual recovery are going to be a return to the recent past. It will not be. Organizations that return to their old ways of working can expect to seek out that their competitors have taken advantage of the recovery to re-imagine their workforce and business, positioning themselves to thrive in the future. HR needs to act now.

5.1 Becoming a financial resilient HR organization

While organizations often address HR to save lots of costs through workforce management, during this point of crisis there's also untapped potential to save lots of costs within the HR function itself. The best starting point for an HR cost reduction program is to clearly define what the specific objectives and strategic drivers are for the cost reduction, which will vary from company to company. While the precise mixture of strategic drivers varies, you will see the four typical strategic drivers defined in figure 1 below. Before the arrival of COVID-19, the dominant strategic driver was Save to Transform, with savings directed toward investment in new digital technologies. In our new environment, conversations with our clients clearly indicate that Save to Turnaround and Save to Fund drivers are now top of mind for HR leaders.

5.2 Accelerating Digital HR during- and post COVID-19

The impact of COVID-19 has triggered an acceleration of Digital HR, as new ways of working forced organizations to tap into their technologies and pushed creative ways of leveraging them. Explore how your organization can strengthen the digital base of HR and unleash the power of HR Technology.

5.3 HR process improvements: Where and how to prioritize

Considering the likelihood of budget and resource limitations we introduce an approach to realize quick impact on the business. HR organizations got to specialise in business continuity and smarter ways of delivering work, starting with watching how (efficient) HR processes are designed. The likelihood of budget- and resource limitations make it necessary to start out small and realize quick impact on the business. A focused approach is required. The 'HR process Health check' enables HR to

- 1) identify current pain points
- 2) define and prioritize improvement opportunities and
- 3) design a solution prototype within two weeks.

Rather than that specialize in the complete process scope of HR, the check-up singles out one (sub-) process where the challenges and/or impact are the best.

5.4 Agility within the HR organization: Fast to Action

In a world where alignment to figure and therefore the workforce is required quite ever, traditional functional alignment are some things that we believe should be reconsidered. Where should you start with improving the agility of your HR organization? HR often lacks the speed and resources to quickly deliver the highest business value in the right timeframe. To make improved agility a reality, HR organizations should prioritize business impact — focusing less on specific HR products and siloed initiatives. An achievable and effective solution is a so-called 'Fast to Action' team. The team incorporates agile ways of working and collaborates and tests the solutions in close collaboration with the business, to deliver value where it is most needed. The purpose of a quick to Action team should be the development of a transparent pain point and/or the creation of a replacement product or service to form impact in the business.

5.5 Boosting the employee experience in uncertain times

The uncertain times we live in make it a priority to constantly analyse what employees experience more than ever. Only by understanding their needs and knowing what HR can do to enhance their situation, organizations are ready to thrive in volatile times and are available out of this crisis positively. The time to accelerate the worker experience

analytics journey is now! Beyond boosting the worker experience, we all know each organization will need its own combination of solutions. Therefore, we have developed 6-point solutions (click here) for the questions we believe are keeping CHROs awake at night. These are tailored to drive HR's recovery from the COVID-19 crisis and position it to thrive in our new reality.

5.6 Develop HR capabilities to overcome the crisis and accelerate.

Businesses are depending on HR to take the lead and navigate them through this crisis. HR as a result needs to develop new capabilities to effectively address these new expectations, even when most of the workforce is working remotely.

6. Conclusion:

The aim of this article is to analysis the latest update of human resource management strategies and practices during the pandemic of Covid-19 and specify the new challenges and the top issues faced not only by HR professionals but also by employees. As well as reviewing the psychological state of employees and therefore the model of employees' retention. The findings of the general literature review and the latest updates show that the financial security is more a concern for the employees than the personal and family health because of the fear of the unstable economy around the world, the uncertainty, and the increasing unemployment rate. which leads in results to a psychological state issue between employees especially who stopped working thanks to Coronavirus outbreak which showed the worst health indicators and distress. Therefore, human resources employees' retention strategy should be adapted with the top concerns of employees and the new challenges of Coronavirus, considering the psychological contracts of the employees by reducing the complexity of the HR practices and increasing the pliability. As a result of this text, the subsequent model is presenting the role of the external factors like (Covid-19 pandemic and therefore the macro-economic) on (the organization and HR strategy) and the relationship between these strategies and (the critical HR goals and the ultimate company goals). At the end, the new challenges caused by Coronavirus especially the new legalization, the macroeconomic, employees' mental health, the financial security, are the most important factors to be taken under consideration while planning not only the HR strategy but also the company strategy.

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