

## **Workforce efficiency management in existing and future unseen crisis**

**Supriya Krishnan<sup>1,\*</sup>, Aditya Bharti<sup>2,3</sup>, Sudhanshu Kumar Bharti<sup>4</sup>**

<sup>1</sup>Department of Personnel Management and Industrial Relations (PMIR), Darbhanga House, Patna University, Patna-800005, Bihar, India

<sup>2</sup>The International Institute of Information Technology (IIIT), Bangalore, Karnataka, India

<sup>3</sup>Liverpool John Moore's University, Merseyside, United Kingdom

<sup>4</sup>Department of Biochemistry, Patna University, Patna-800005, Bihar, India

**\*To whom correspondence may be addressed:** Tel.: +91-9852919193; E-mail: [supriyadnr@rediffmail.com](mailto:supriyadnr@rediffmail.com) (Supriya Krishnan)

## **Abstract**

The secret of management in the state of crisis is to avert the bad from getting worse. The COVID-19 pandemic has led to a swift swing in the workforce behavioral dynamics. The onus is on management to bring together work methods and policies that motivate and nurture the emotive links between employees and their workplaces. Although, many companies already had a work from home in place, managing a large scale of remote employees in such urgency can be overwhelming. In the pandemic situation, it has become imperative for a manager, leading the workforce to make critical business decisions ahead any adversity concerned with them. Today, the employees are compelled to work off-site in this scenario, the managers of different organization ought to link the organization and the workforce through automatic contact tracing based on a precision platform to create a near real-time view of their productivity. It will mitigate negative outcomes resulting due to the present situation of adversity. The rapid advance technology tools like big data, Blockchain and artificial intelligence that enable and facilitate remote working are reshaping what the workplace will look like. The COVID pandemic crisis reveals immediate infrastructure gaps, while also accelerating the timeline for tackling the concerns and constraints associated with productivity impacts. In longer-term, companies are more likely to require more preparation and practice in transparent knowledge sharing and decentralization of authority meanwhile, encouraging active experimentation as well as innovations in diverse perspectives.

Key words: workforce, productivity, COVID pandemic crisis, on-site, remote, working guidelines, WFH

## ***Introduction***

A leader must make critical business decisions ahead any adversity concerned with workforce. At workplace, it is difficult for a leader to be linked with their workforce *via* a precision platform to create a near real-time view of their productivity, to build as well as maintain trust with the confidentiality in mind and to mitigate risks of adversity. At such times, a leader's words and actions can help keep people safe, help them adjust and cope emotionally, and finally, help them put their experience into context and draw meaning from it. As the coronavirus (COVID) is spreading rapidly, its impact across several sectors is inevitably visible [1]. There have been several distressing warnings by leading organizations about sales disruptions and for those matter early indications of industry-wide impacts.

During such a crisis, when information is unavailable or inconsistent, and when people feel unsure about what they know (or anyone knows), behavioral science points to an increased human desire for transparency, guidance, and making sense out of what has happened. Therefore, more and more companies are bound to rush towards work from home arrangements in an extremely short period. In the wake of COVID pandemic crisis, the global business leaders need instantaneous, explicit and effective communication with stake-holders. But the known fact is that more than 80 percent of companies still do not have processes and systems in place to track their entire workforce. These companies should fabricate immediate, innovative solutions with diverse teams to solve crisis- and risk-based issues in different ways while building a future platform. The way in which internal and external stakeholders are treated, will likely make all the difference; whether an organization is irreparably harmed or emerges transformed for the better. Modern technology and technological tools nowadays permit people to connect anytime, anywhere, to anyone in the world, from almost any device, changing the way people work, facilitating 24/7 collaboration with associates who are dispersed across time zones, countries, and continents [2].

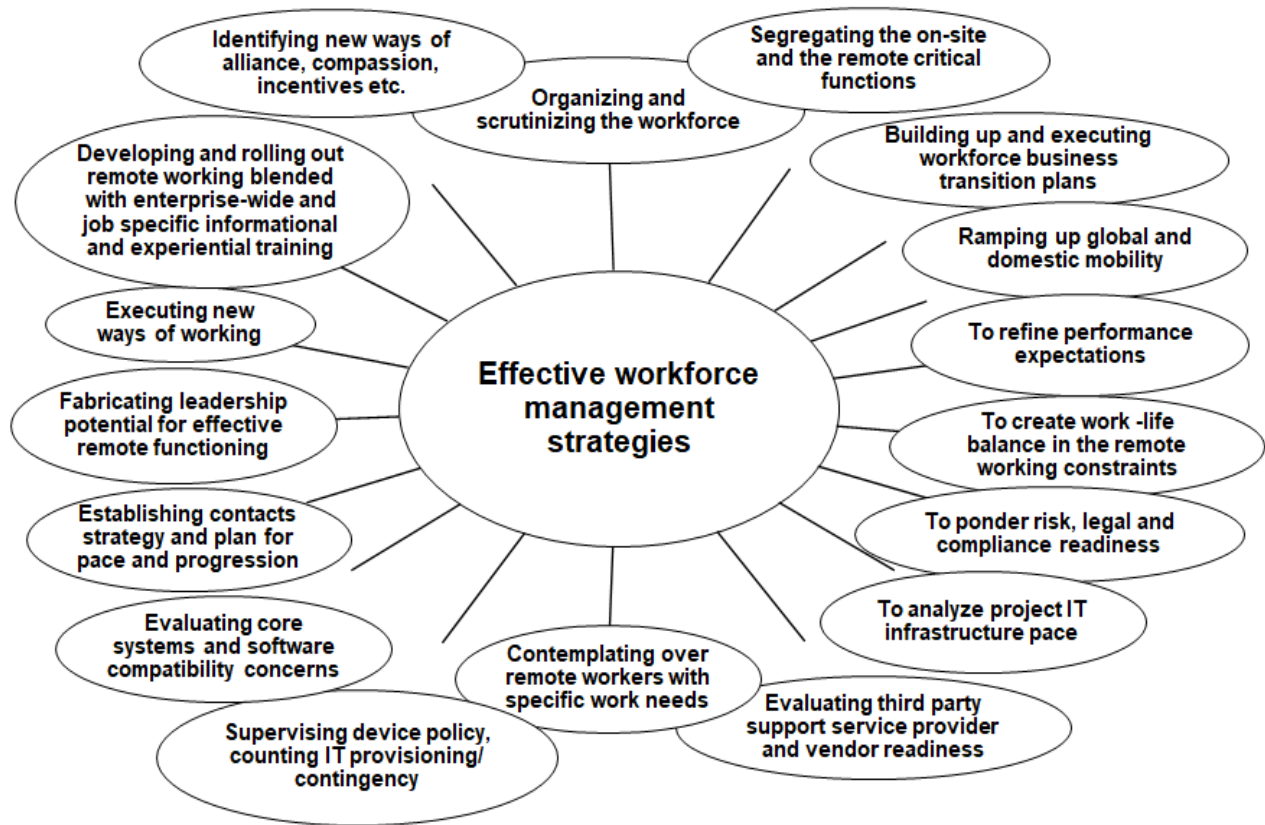
Leaders should set the tone in factual and effective communication as well as sound decision-making in such a way that quickly turn into strategic junctures during the pandemic outbreak, even if the company never has to shift fully into crisis mode. Therefore, a series of checks can help to enhance and empower the workforce so that they focus on the vital activities that should

not be missed across the organization. Here, are a few things a manager ought to consider for protecting people and productivity in times of crisis (Figure 1).

## **1. Organizing and scrutinizing the workforce**

- a) Building trust among workforce and connect quickly to empower them when it matters the most.
- b) Making work-critical decisions for the workforce and business around by identifying hot spot risks, illness exposure policies, planning and productivity.
- c) Providing a lower-risk workplace for employees through automatic contact -tracing based on big data, Block chain and artificial intelligence which swiftly identifies employees who may possibly have got in touch with an impacted person [3, 4].
- d) With the spread of electronic data records, powerful data repositories are being fabricated [5]. This change is driven partly by a desire to improve the current state of management using new technologies, partly by supply and-demand economics, and partly by the utility of wireless devices. It necessitates methods of data or information handling intelligibly with innovative insight to establish decision support systems and mitigate issues of data dropout and information overload for the team [6].
- e) Ensuring employee safety by handling sick workers, their travel and the environmental cleaning as well according to the Centers for Disease Control and Prevention (CDC) guidelines.
- f) Including multiple apprehensions including the accessibility of therapeutic and preventive treatments for sick workers who could continue to get sick as restrictions are lifted.
- g) Determining potential exposures precisely so you can target your response to avoid shutting down operations or sending teams' home in the absence of solid information.
- h) Acquiring an expedite and accurate anticipation of needs and trends to ensure that they return to work with confidence after interruptions.
- i) Inspiring the workforce to navigate unplanned events, emerge stronger and become more connected to themselves as business returns to normal.

- j) Consulting legal experts to comprehend augmented liability of employees to work offsite or at home, as well as any potential data security issues that could arise.



*Figure 1:- Effective workforce management strategies*

## **2. Segregating the on-site and the remote critical functions.**

### **2.1. Filtering business continuity plans for critical on-site roles, including:**

- a) proper training of social (social isolation) and preventive therapy (sanitization) for health and well-being that are systemic or within your control
- b) emergency health response practices and cascade trails
- c) access to healthcare, quarantine sites and evacuation protocols

### **2.2. Broadening/ renewing remote working guidelines, including:**

- a) empowering workforce to access precise proximity information about changing situations with no incremental hardware or infrastructure

- b) Supporting a real-time view of productivity and obtain an improved information on daily work status.
- c) verifying of remote location
- d) endorsement of alliance, virtual access and remote conferencing tools and practices
- e) Conforming safety to workforce counting crisis *modus operandi* and receive near real-time information about risk of exposure to workforce.

**3. Building up and executing workforce business transition plans, including severance and outplacement practices by reducing on-site front- support resources and boosting up help desk/ back-support resources for remote work deliberations.**

**4. Ramping up global and domestic mobility, including:**

- a) Revising of business travel protocols to justify international travel bans.
- b) Prioritizing/ deprioritize critical and non-critical meetings, events and in-person efforts (e.g., agile sprints, plan meetings, innovation squads).
- c) Assessing tax and immigration impacts on global workforces and send back to home or alternate location.

**5. To refine performance expectations including:**

- a) Setting expectations of business performance for sales, profitability, customer and productivity.
- b) Refining goals and incentives for an individual performance
- c) Accounting for learning curve and foresee a dip in productivity
- d) Identifying success metrics for transition to remote working sites under adverse situations (e.g., employee engaging customers, willingness for change, safe keeping).
- e) Displaying new work practices comprising compassion, incentives, teaming and skills.

**6. To create work -life balance in the remote working constraints:**

- a) Contemplating capacity and use of contingent worker and preferences of service provider's policies.

- b) Showing due care for contingent workers who may face health or safety risks in the workplace.
- c) Validating potential liability for contingent workers who may expose other individuals to health risks at the workplace.

**7. To ponder risk, legal and compliance readiness including:**

- a) Estimating impacts on legal compliance as well as workforce threats
- b) Validating “rational adjustments” for employees at risk.
- c) review of sick leave policy and consider adjustments to accommodate possible leaves of absence
- d) Clarifying data privacy concerns linked to confined health information.
- e) Keeping on vigilant for any change to the payroll tax rate.
- f) Promoting and ratifying of uniform policies to poise the protection of employees with medical disabilities against duty to protect other employees from reasonable threat.
- g) Considering employer liability matters linked to work injuries in remote work settings

**8. To analyze project IT infrastructure pace.**

- a) Facilitating protected remote access to business sensitive submissions.
- b) Assembling bandwidth facility and load testing to supply affluent remote working experiences (e.g., video conferencing, live collaboration, hi-fidelity audio).
- c) Accessing sufficient software licenses.
- d) Augmenting cybersecurity for remote access, through VPN, multi-device controls, remote identities, and virtual desktops which in corporate security against malware, ransomware, phishing and business email compromise.
- e) Arranging personal non-enterprise-managed devices access (e.g., data plans and device compatibility).

**9. Evaluating third party support service provider and vendor readiness.**

**10. Contemplating over remote workers with specific work needs e.g., disabilities and to train and support them *via* help desk linked to user interface and user experience changes**

- 11. Supervising device policy, counting IT provisioning/ contingency.**
- 12. Evaluating core systems and software compatibility concerns regarding user interface and user experience constraints.**
- 13. Leading with purpose by establishing contacts strategy and plan for pace and progression of key messages and communications protocol channels along with vehicles between internal and external stake-holders *via* media and client responses.**
- 14. Fabricating leadership potential for effective remote functioning during uncertainty, leading virtual teams and novel approaches of workforce engagement, performance, alliance and well-being.**
- 15. Executing new ways of working by reassessing leadership consent and sculpting of preferred performances in remote working *milieu*.**
- 16. Identifying new ways of alliance, compassion, incentives, virtual setting, meeting protocol, comprehensive conduct and other working practices.**
- 17. Developing and rolling out remote working blended with enterprise-wide and job specific informational and experiential training in addition to health and well-being concerns.**

### ***Conclusions***

The road to effective management of workforce in an organization during COVID pandemic crisis could hinge on how the infectious agent ebbs and flows across the globe. In any organization, all the integrated processes; documentation and back-up validation are critical to continuity in pandemic crisis of COVID with near real-times insights into workforce productivity and risk exposure. Company-managed devices for network availability to workforce enable them to stay connected to the organization and various working groups. The rapid advance in technology tools that enable remote working are reshaping the workplace. The COVID pandemic crisis can reveal immediate infrastructure gaps, while also accelerating the timeline for tackling the concerns and constraints associated with productivity impacts. Smaller, tactical matters to be addressed are how often employees need to check in and what remote tools match up appropriately to distinct tasks for e.g., the cultural and technical differences between email, chats and virtual meetings that



may be underappreciated, the preferred method to collaborate on activities that need to be documented and/or take place in a secure environment, the tools that foster rapid, collaborative learning and on-the-ground management decision-making before a team is prepared to execute on a project etc. In longer-term, many companies will most likely require more practice in transparent knowledge sharing, distributed authority, and encouraging active experimentation and diverse perspectives. Therefore, we should look after the people who work for us at this time of crisis to build loyal, committed and long-lasting teams.

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