



a safe restart.
randstad malaysia

Jaya Dass
managing director
randstad malaysia and singapore
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nice to meet you.

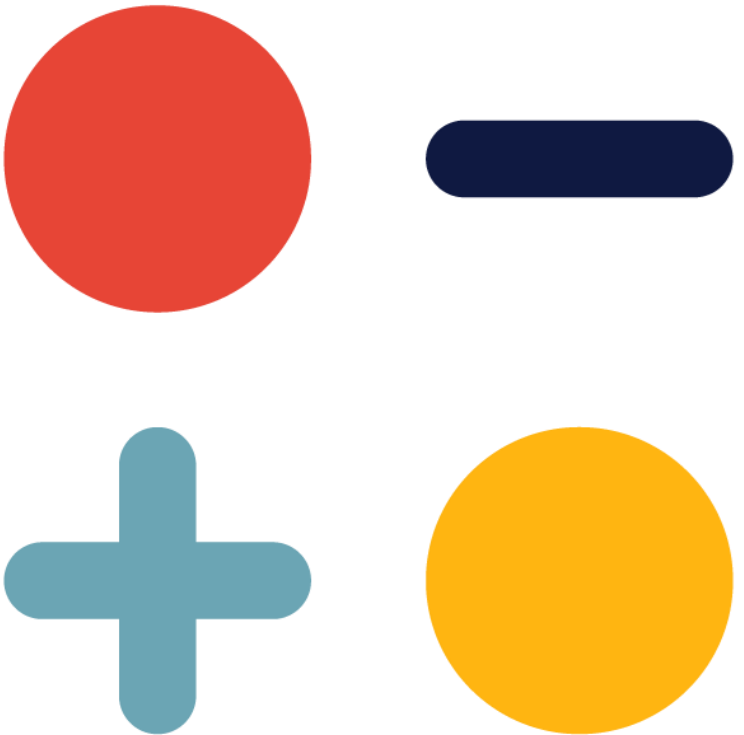
jaya dass

managing director

malaysia and singapore, randstad

randstad in numbers

top HR services provider worldwide.



key figures 2019

€ 23.7

billion in revenue

260,700

permanent placements

38,280

avg. corporate employees

4,861

offices in 38 markets

649,000

people we help to work every day

47%

women in leadership positions



The HR services industry is uniquely positioned to help.



Active across nations and sectors, work for both large enterprises and SMEs, and can thus leverage best practices of countries that are ahead of the curve and sectors that remained open



In-depth knowledge of labor market processes in various sectors and companies



Intermediaries between employers and employees – as such, they understand the problems/challenges faced by each and serve both interest



Seasoned advisors in flexible workforce management – crucial in the context of having to implement and comply with physical distancing requirements

Key facts: HR services industry

In 2018, 160,000 agencies in the organized HR services industry placed approx. 58 million people in jobs across a great variety of sectors

Yearly placements totaled 16.8 million in the US, 11 million in Europe, and 3.8 million in Japan

Around 40% of individuals are either unemployed or inactive prior to starting out in agency work

74% of agency workers are still employed 12 months after their initial assignment (in a variety of contracts)

More than 50% of agency workers are younger than 30 and the share of women is often also higher than the average employed population

1. Figures based on global averages

Source: WEC, Economic Report 2020

in this presentation.

The HR services industry has formed an global alliance spearheaded by Randstad NV, the Adecco Group and ManpowerGroup. The frameworks are developed in collaboration with Oxford was supported by Mckinsey research and to enable companies and people return to work safely when the time is right.

- Economic recovery
- Health and safety protocols
- Challenges on transitioning to the new normal
- Taking the lead on preparing for the future of work



economic

recovery.



Scenarios for the economic impact of the COVID-19 crisis

GDP Impact of COVID-19 Spread, Public Health Response, and Economic Policies

Scenario voted most likely¹

Virus Spread & Public Health Response

Effectiveness of the public health response in controlling the spread and human impact of COVID-19

Rapid and effective control of virus spread

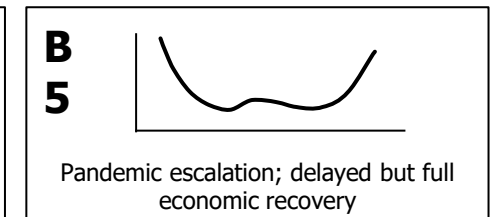
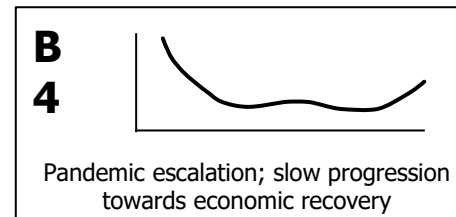
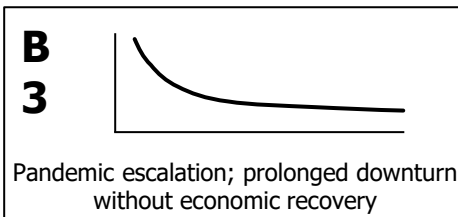
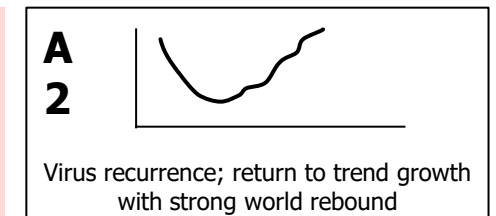
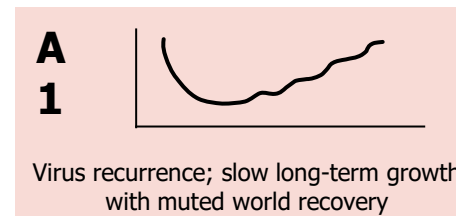
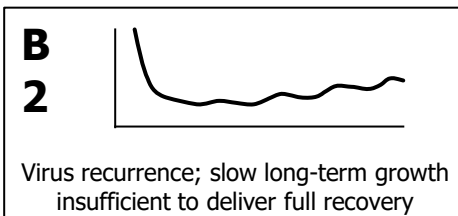
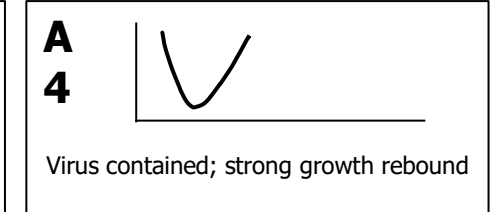
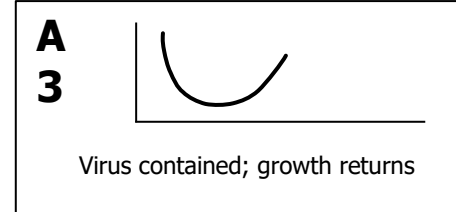
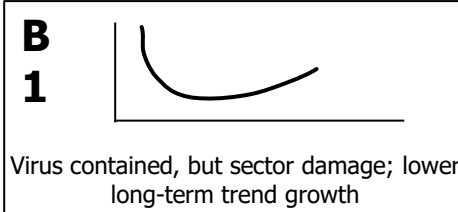
Strong public health response succeeds in controlling spread in each country within 2-3 months

Effective response, but (regional) virus recurrence

Initial response succeeds but is insufficient to prevent localized recurrences; local social distancing restrictions are periodically reintroduced

High stress on public health interventions

Public health response stretched to control the spread of the virus for an extended period of time (e.g., until vaccines are available)



Ineffective interventions

Self-reinforcing recession dynamics kick-in; widespread bankruptcies and credit defaults; potential banking crisis

Partially effective interventions

Policy responses partially offset economic damage; banking crisis is avoided; recovery levels muted

Highly effective interventions

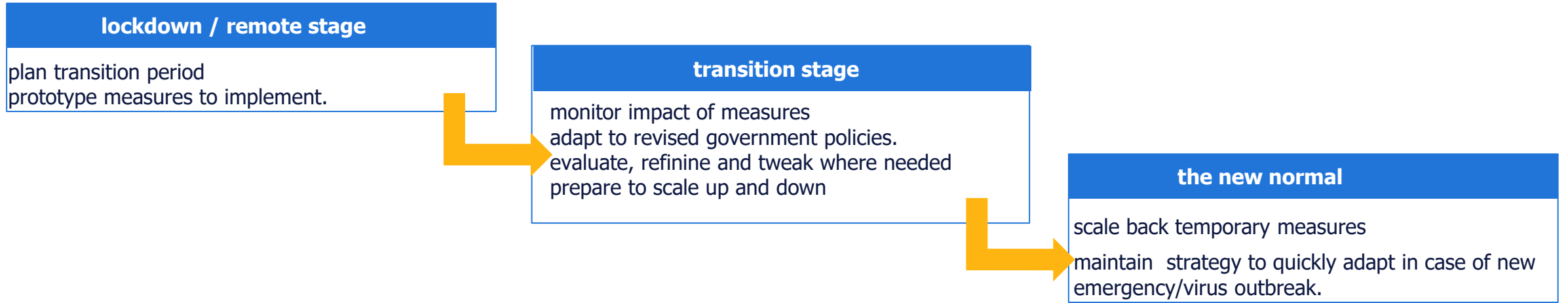
Strong policy responses prevent structural damage; recovery to pre-crisis fundamentals and momentum

Knock-on Effects & Economic Policy Response

Speed and strength of recovery depends on whether policy moves can mitigate self-reinforcing recessionary dynamics (e.g., corporate defaults, credit crunch)

before we dive into the checklist

let's discuss which stage you are in your return to the new normal.



in all three stages we have seen companies are carrying out the following activities

1. co-assess current work environment



2. setting the course for a tailored path back to work



3. develop concepts/ solutions



4. develop roadmap for the path back to safe work



5. implement solutions



6. evaluate & iterate



7. ongoing support /check-ins



Randstad has resources & solutions available to support you in every stage and every step of the journey

health & safety

protocols.



what does a good protocol look like?

our template framework

general instructions per target group	employees
	employer
	clients/visitors/suppliers
COVID measures	general health measures
	measures per workspace
	production & warehouse measures
	sector specific measures
	travel measures
	training & onboarding
communication	communicating the measures
compliance	enforcing the protocol
pre-conditions	public transportation & crowd control
	schools & child care
	PPE, tests & apps etc

Clear **guidance** for different target groups on how to behave and what to do with the regard to physical distancing and increasing personal hygiene standards

Best practices of measures captured from federations, sector bodies and companies across the globe.

As a company, **consider the right risk level** for each of the measure. For example, do you close your business or open it with defined seating arrangement and eat in shifts (eliminate risk vs new way of working)

Newsletter, **instructions**, signs/banners etc.

Ensuring that measures are **put into effect**.

Pre-conditions that have to be **taken into consideration** when creating your protocol. Is public transport available? Is your supply chain open? Do you have enough PPE? When will policies change?

building

consider measure(s) to best reduce spread in your buildings/locations



consider for each building if you should

- avoid work with contact
- establish max amount of people in the building
- change shift schedule
- restrict flexible work spaces

entrances

select the appropriate measure(s) to secure your entrance(s)



consider for each entrance if you should

- close the entrance
- measure temperature (if allowed)
- separate entrance per shift
- prevent congestion
- avoid queuing

meeting & work area

clean common areas, desks and sites frequently and thoroughly.



for every work area check to

- ★ clean/take away chairs in the office
- ★ avoid desk sharing
- ★ increase intensity of garbage collection



canteen areas

consider the appropriate measure(s) to safeguard your canteen(s)



consider for each canteen/restaurant area to

- ❑ close canteen/restaurant areas
- ❑ make sure employees eat alone
- ❑ install separators
- ❑ limit number of people

public areas

select the appropriate measure(s) to secure you public area



- for your public areas as elevators and waiting area, check to
- ★ ensure hygiene at cash & vending machines
 - ★ limit the number of people in elevators and sanitize elevators
 - ★ reduce people in waiting area
 - ★ physically separate sites

sanitary spaces

ensure hygiene measures for different workspaces



for every facility area check to

- ★ limit people in changing/shower area
- ★ increase sanitary
- ★ physically separate sites



good practices for your next steps

create your own tailored protocol.



1. use checklists to tick off everything you need to make a protocol tailored to your company. Select which measures apply to your company (e.g. discard elevator measure when you do not have an elevator).



2. evaluate risk levels. Each measure is assigned to a risk level. In case there are multiple options in one dimension (e.g. entrance) choose one or a combination of measures best fitted to your company situation.



3. work instructions. Write your own work instruction, you can use inputs from the checklist when it fits to your company situation.



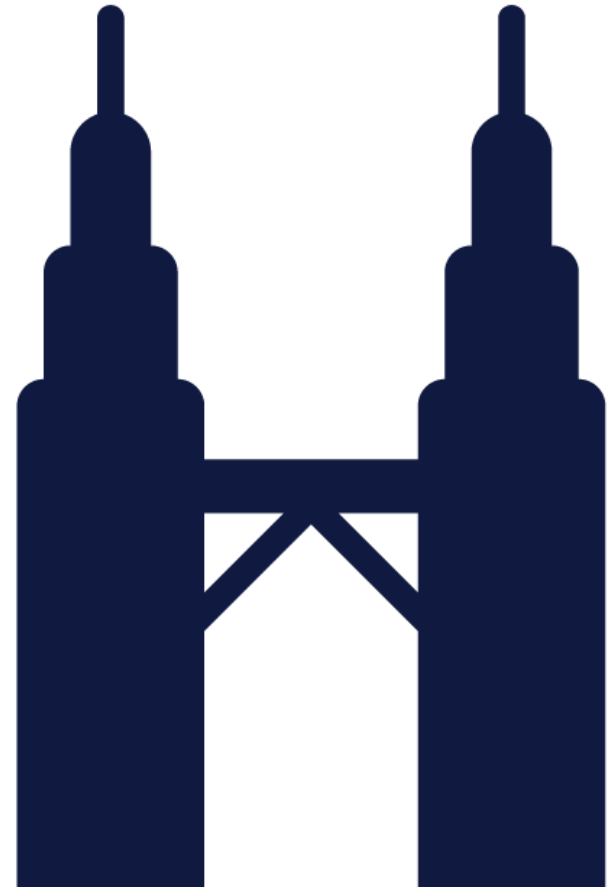
4. response & mitigation. Make sure you don't forget to set up response and mitigation measures. (e.g. when you check temperature at the entrance, make sure you know what to do when someone refuses or has an elevated temperature.)

challenges on

business productivity
and staff engagement.

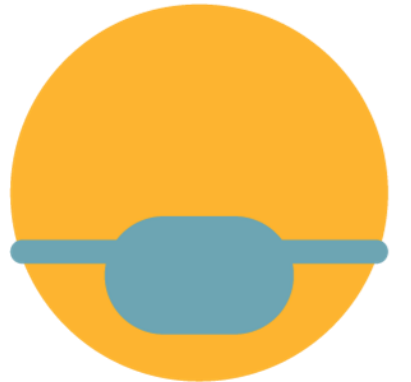
what's happening now.

- Business productivity has **dropped significantly, operating at 45% capacity (MITI)** with implementation of MCO and extension to CMCO
- Since enforcement of MCO, the Malaysian economy has incurred an estimated **loss of RM98 billion**



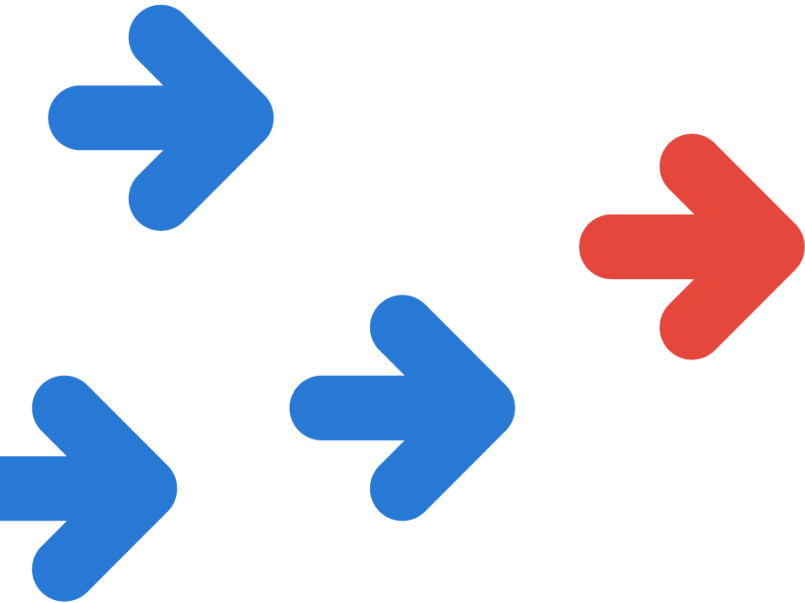
enabling your employees to return to work productively.

- WFH and staggered work is a new norm.
- Strict health & safety measures will be an integral part of life in the foreseeable future.
- Management must learn to drive productivity & collaboration of two batches of employees:
 - Team that is working from home.
 - Teams rotating to the office.



address productivity and engagement challenges.

- Pre-existing support infrastructure for businesses and employees were **insufficient** and **further weakened**
 - Workplace culture
 - Agile telecommuting plans
 - Digital investments
- **Manage expectations** during recovery period on goal setting, productivity (remote and in-office) and growth plans.

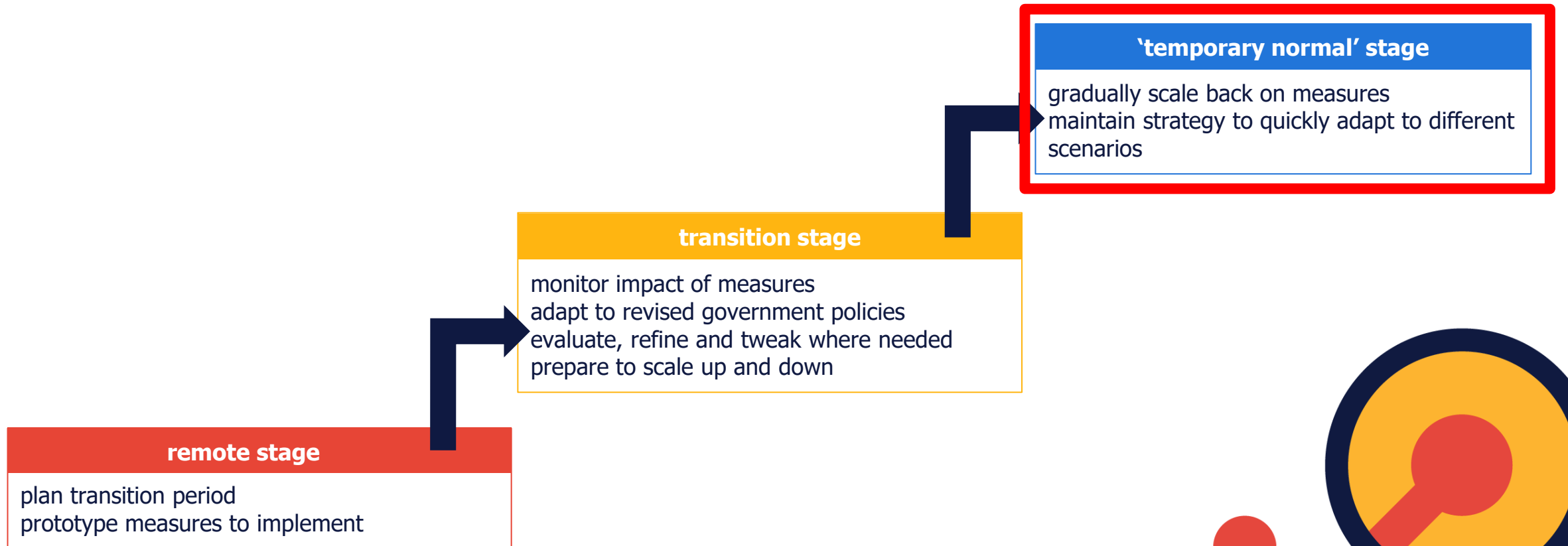


taking the lead

during a crisis.



identify the stage you are at in your return to the 'temporary normal'.



what is the new normal?

- **Confusion and disorientation** - returning to work is not going back to pre-COVID-10 era. Ensure continued productivity from WFH by evaluating WFH performance during MCO and CMCO period.
- **Engagement & Collaboration** - vastly different dynamic with two realities to manage. Economic standstill during MCO is not the operating reality.
- **Individual productivity management** - understand the unique situation your staff are in and offer practical support.



preparing & enabling
your organisation

for the future of work.



growing employee expectations on flexible work arrangements.

- Before COVID-19, 35% want to work for an employer that offer remote working options.
- Given the unprecedented shared experience of WFH, there is an **increased expectations from employees on remote working options.**
 - Improved well-being, perceived financial security
 - Virtual meetings and webinars fatigue
 - Reportedly work 1.4 more days per month on average



trust is the key to an efficient remote workforce.

- employee **expectations are changing**
 - Employees would expect more flexible workplace policies after WFH for a prolonged period.
- Build a **trust-based relationship**
 - Provide resources and support to enable remote working
 - Over-communicate on the expectations you have of your employees on trust
 - Establish a mutual trust system by educating management on how to have difficult conversations remotely and transparently.



build a culture that embraces change.

- **Stronger collaboration** & frequent conversations between HR departments, management and line managers.
- **Be bold** enough to customise solutions that are practical and workable for this new reality but be willing to break traditional policies and ways of working
- Explain the reasons clearly to your workforce and **be open to receiving and actioning** on ideas, inputs and feedback.



drive change to meet your employees' expectations.



on collaboration.

The shared global experience of COVID-19 saw greater cross-country and cross-cultural collaboration than ever before. Leaders must be prepared to facilitate the same level of cooperation as we return to the workplace.



on digital tools.

COVID-19 exposed employees across Malaysia to the potential benefits of using digital tools for organisational collaboration and productivity. As leaders, you may need to explore further and increase your investment in digital technologies.



on opportunities.

Training opportunities for career development took the form of easily accessible webinars in the COVID-19 world. Leaders must evaluate its benefits and effectiveness, and decide how such opportunities will look like in future.

tips on managing employee expectations.

1. be compassionate

- Place yourself in the shoes of your employees to see how implementing certain expectations can benefit them

1. accelerate feedback styles

- Collect, measure and respond to feedback as quickly as you can to help your decision-making process

2. communicate early, clearly and regularly

- As leaders, you need to consistently overcommunicate and keep your employees informed on what you're thinking and doing to support the organisation



let's discuss your new normal.

Whether you are hiring or making some adjustments to your workforce needs, we're here for you.

We know how the right talent can make a significant impact not only to your company's workforce productivity and business growth. Our specialist recruiters provide strong market knowledge and candidate insights, and have a proven track record in sourcing high-calibre professionals across various key industries.

Our safely back to work programme has given us exceptional knowledge and expertise that we are sharing to help facilitate the safe and smooth re-start of businesses. We believe these insights and protocol data would be helpful for your business as you contribute to the resilience of the economy.

Visit our website to find out more about our talent recruitment services and HR solutions at www.randstad.com.my.



thank you.

