

A woman with blonde hair is sitting at a wooden dining table, looking down at a smartphone in her left hand while a laptop is open in front of her. On the table are a white mug, a black tablet, a silver plate, and a white notebook. In the background, a man is standing at a kitchen counter, and a young girl is sitting on the counter. The kitchen has white cabinets and a granite countertop.

Physical Return and Work Reimagined

Weekly Trends Update
Week ending July 17, 2020

■ ■ ■
The better the question. The better the answer.
The better the world works.

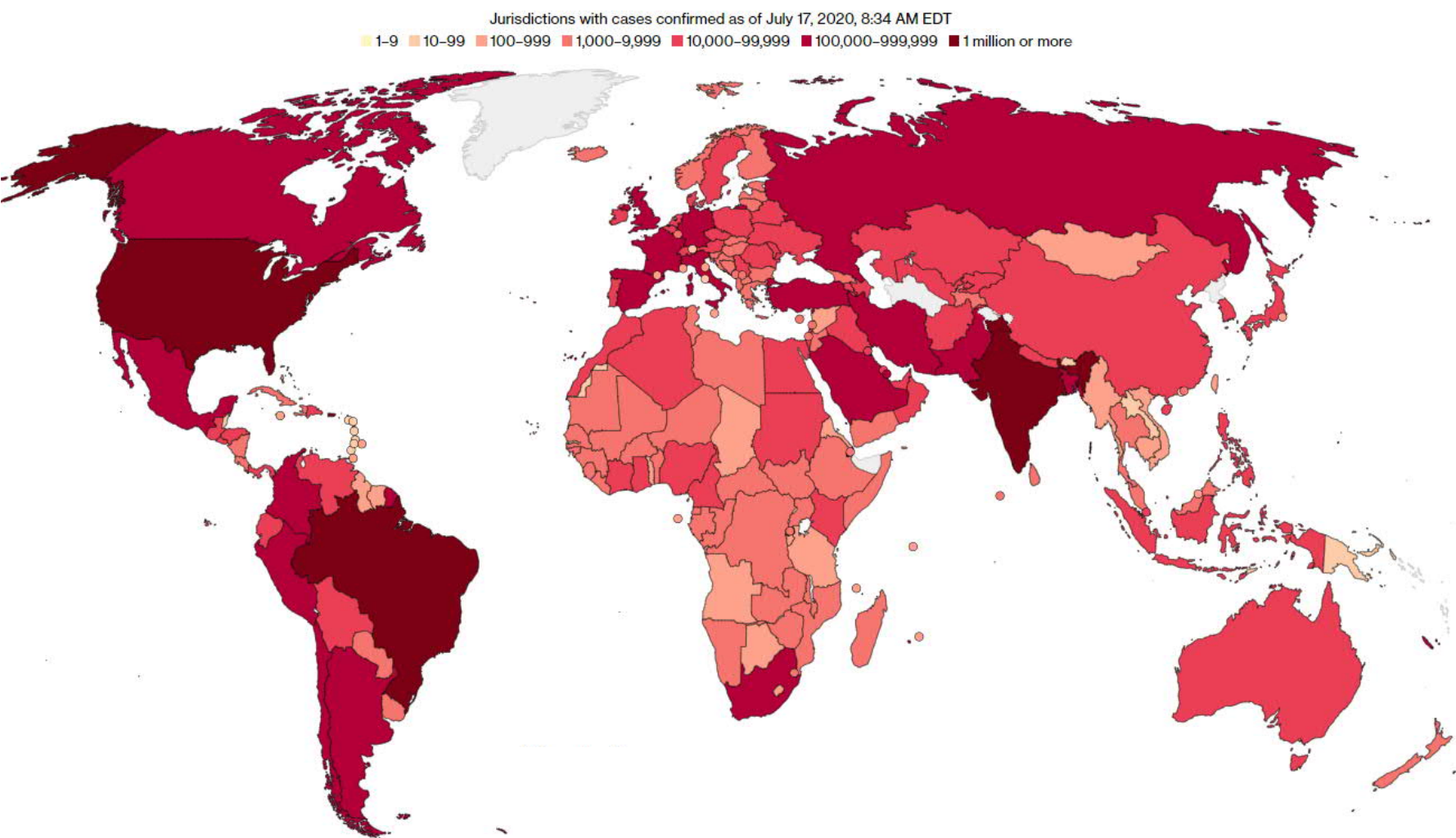
EY

Building a better
working world



COVID-19 Health Update

Global overview: 13,833,000+ new cases and 590,000+ deaths

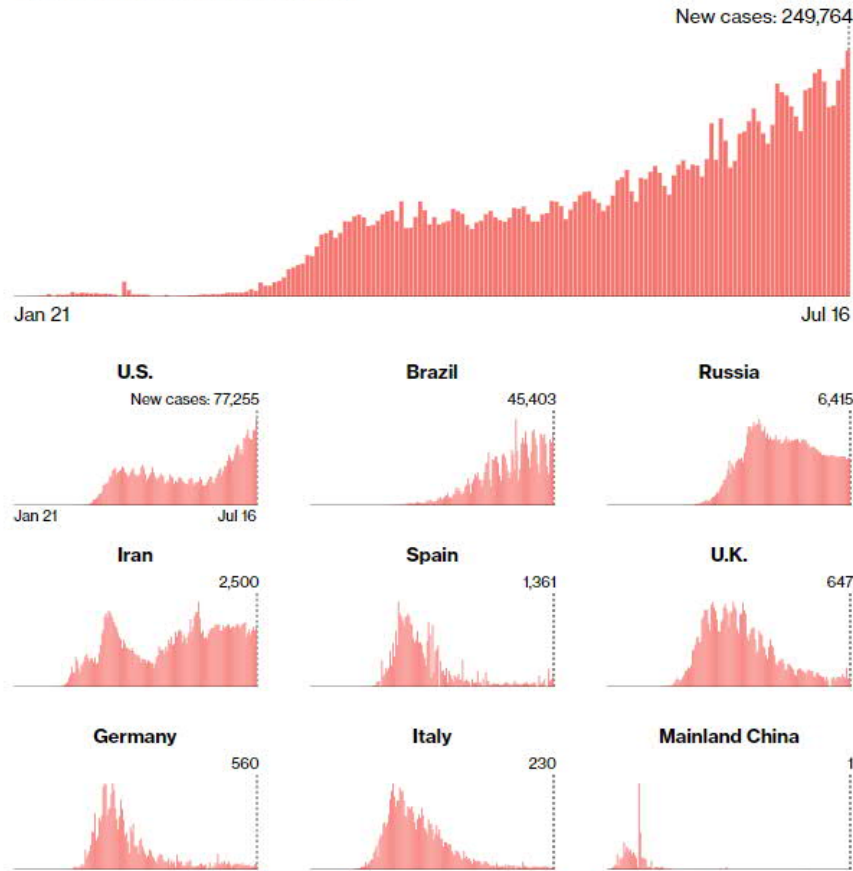


Where deaths have occurred	Deaths	Cases
U.S.	138,360	3,576,430
Brazil	76,688	2,012,151
U.K.	45,204	294,116
Mexico	37,574	324,041
Italy	35,017	243,736
France	30,141	211,102
Spain	28,416	258,855
India	25,602	1,003,832
Iran	13,791	269,440
Peru	12,615	341,586
Russia	12,106	758,001
Belgium	9,795	63,238
Germany	9,089	201,945
Canada	8,875	111,144
Chile	7,290	323,698

- ▶ Top 5 countries with most deaths: US, Brazil, UK, Mexico, Italy
- ▶ Top 5 countries with most cases: US, Brazil, India, Russia, Peru

Overview of new cases around the world

Global Cases Added Per Day



Note: On February 14, Hubei officials changed their diagnostic criteria, resulting in a spike in reported cases.

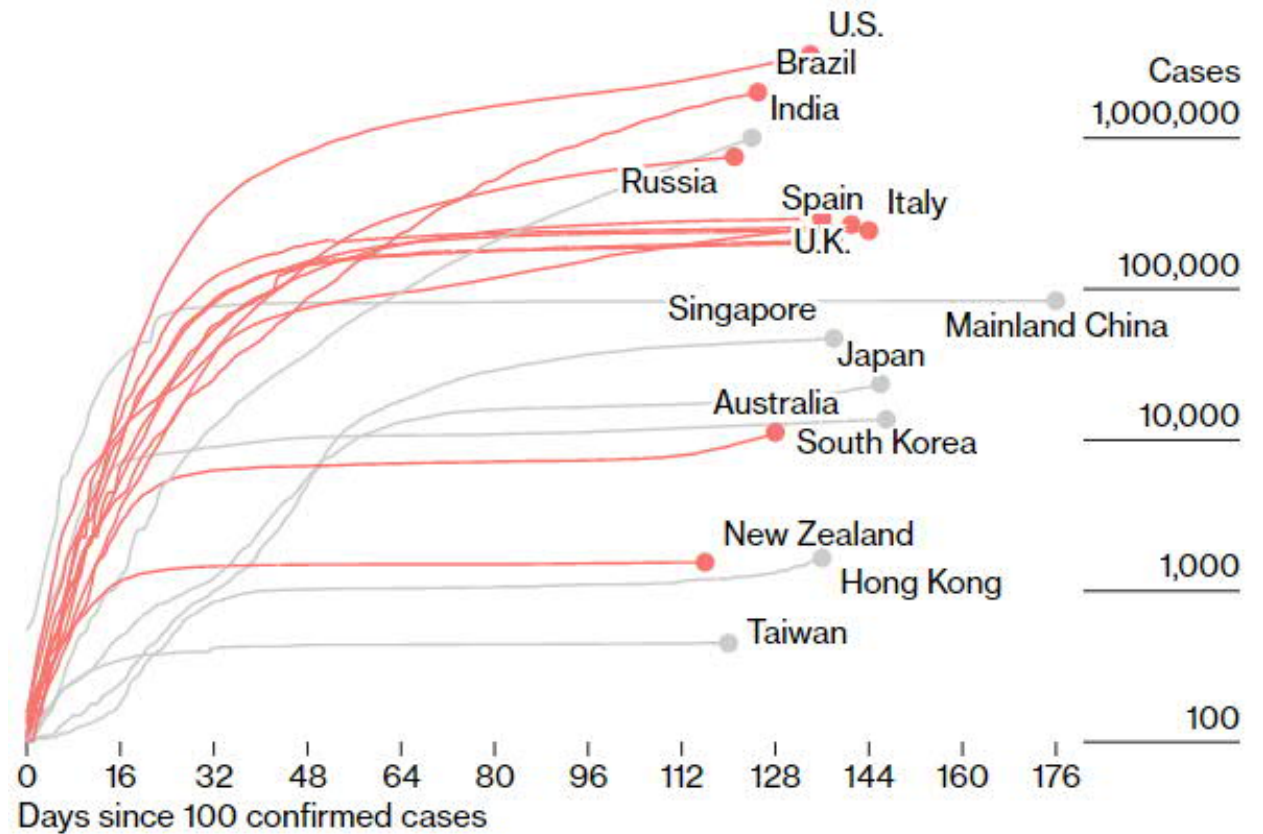
- Top 5 countries with most new daily cases: US, Brazil, India, Russia, Peru

Getting to a Flatter Curve 🧐

The first 182 days with more than 100 confirmed cases

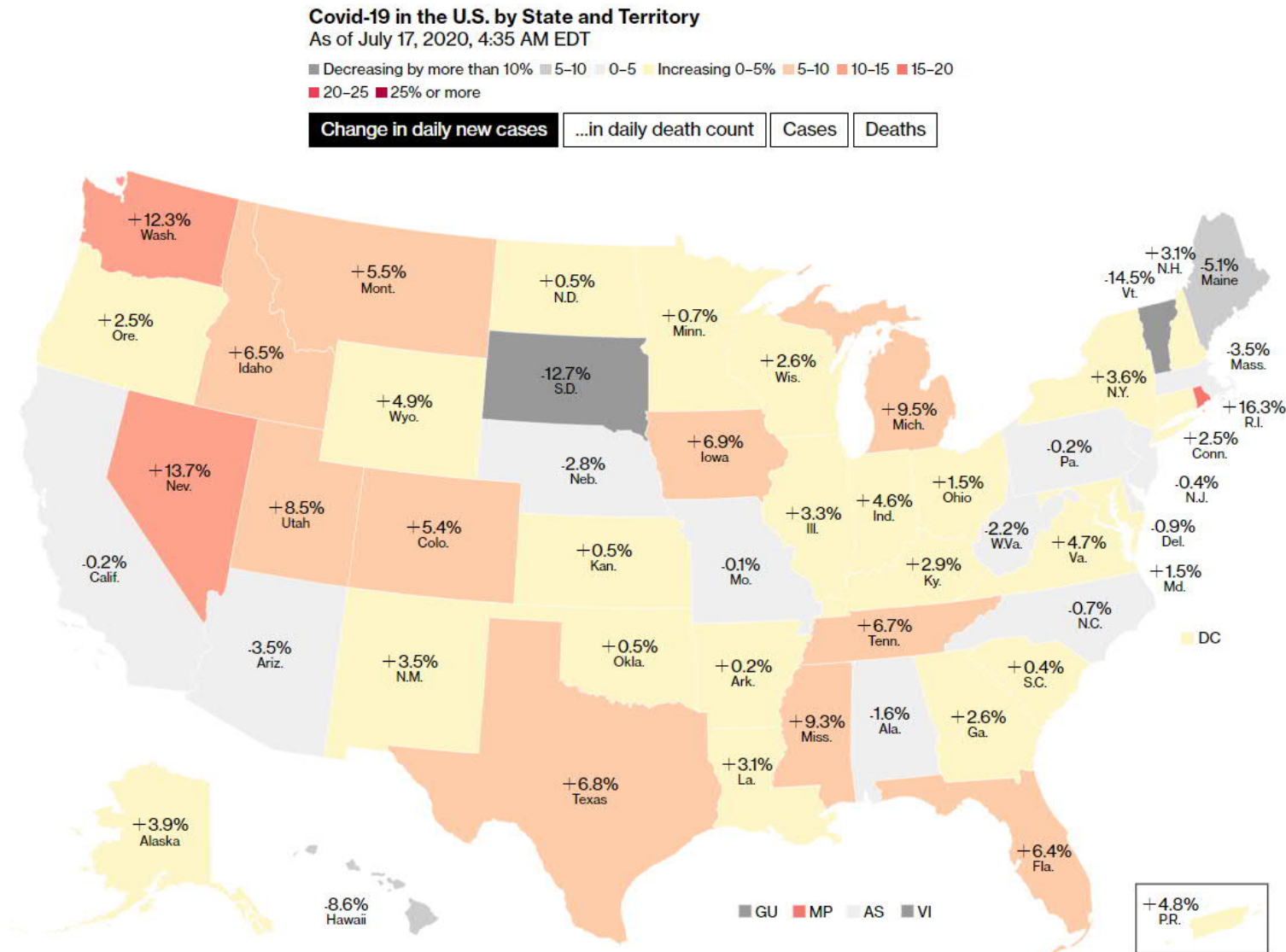
Show deaths 🧐

Asia Other



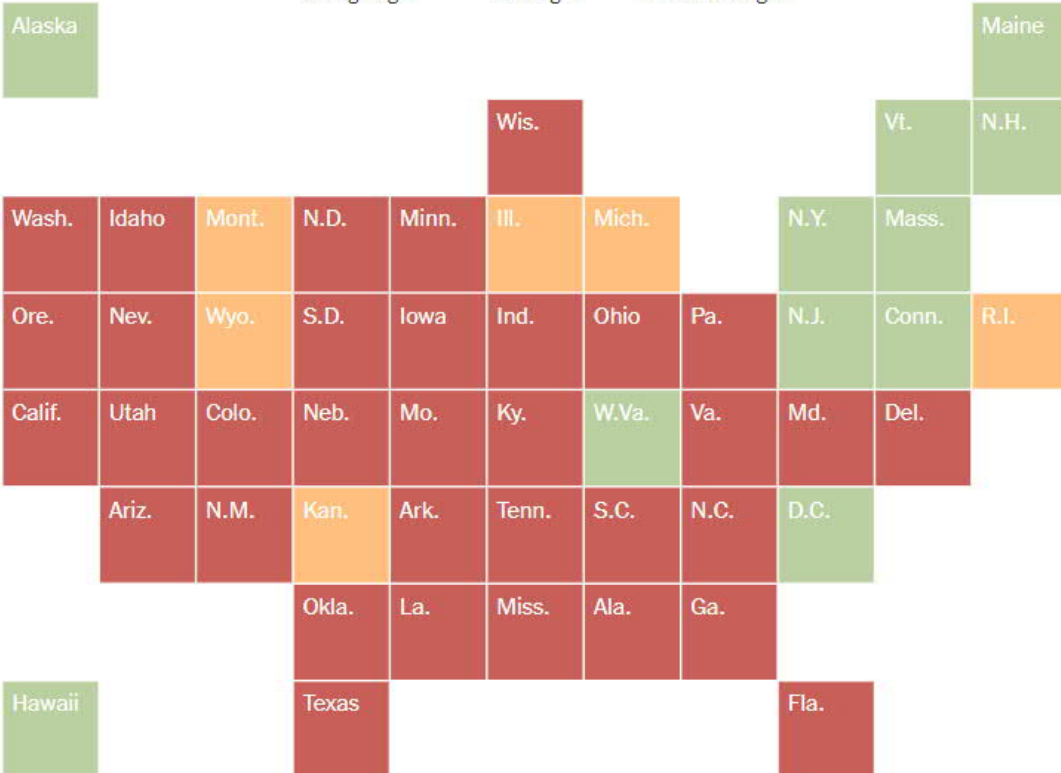
Note: JHU CSSE reporting began on Jan. 22, when mainland China had already surpassed 500 cases.
Source: Johns Hopkins University Center for Systems Science and Engineering

Overview of US Hot Spots by State



- ▶ States where cases are increasing:
 - ▶ Rhode Island (+16.3%)
 - ▶ Nevada (+13.7%)
 - ▶ Washington (+12.3%)
 - ▶ Michigan (+9.5%)
 - ▶ Mississippi (+9.3%)
 - ▶ Utah (+8.5%)
 - ▶ Iowa (+6.9%)
 - ▶ Texas (+6.8%)
- ▶ States where cases are decreasing:
 - ▶ Vermont (-14.5%)
 - ▶ South Dakota (-12.7%)
 - ▶ Hawaii (-8.6%)
 - ▶ Maine (-5.1%)
 - ▶ Arizona (-3.5%)
 - ▶ Massachusetts (-3.5%)
 - ▶ Nebraska (-2.8%)
 - ▶ West Virginia (-2.2%)

Only 11 States meet testing targets; most are in the North East



*Includes 10 states and Washington, D.C. States within 20 percent of the testing target are considered “near” the target.

	DAILY TESTS PER 100,000	A PERCENTAGE OF TESTING TARGET	Target	POSITIVE TEST RATE	HOSPITALIZED PER 100,000
United States	209	36		8%	14
Arizona	189	10		26%	45
Florida	251	15		19%	38
South Carolina	189	18		18%	21
Texas	177	18		16%	31
Nevada	186	22		14%	21
Alabama	185	22		16%	21
Georgia	202	22		14%	21
Mississippi	151	25		15%	31
Utah	198	30		10%	18
Arkansas	192	31		11%	17
Tennessee	293	34		8%	14
California	278	37		8%	18
North Carolina	233	37		7%	18
Louisiana	383	39		9%	21
Iowa	176	42		9%	17
Ohio	165	44		6%	17
Oregon	105	46		6%	15
Indiana	103	47		8%	18
Nebraska	145	48		6%	15
Wisconsin	178	51		7%	15
Idaho	171	52		14%	41
South Dakota	102	54		7%	17
Colorado	102	57		6%	16
Maryland	162	58		5%	17
Virginia	156	58		5%	17
Kentucky	131	58		5%	18

State	2016	2017	Change	2018
Missouri	149	60	6%	13
Pennsylvania	107	67	5%	5
New Mexico	292	68	4%	7
North Dakota	181	69	5%	4
Oklahoma	182	70	8%	12
Washington	151	72	6%	4
Delaware	235	74	5%	6
Minnesota	219	80	4%	5
Wyoming	114	81	7%	2
Rhode Island	134	88	3%	6
Montana	203	93	3%	2
Illinois	250	107	3%	11
Kansas	138	110	9%	—
Michigan	219	117	2%	5
Massachusetts	135	159	2%	9
Washington, D.C.	384	164	2%	13
New Hampshire	94	165	2%	2
West Virginia	178	228	4%	3
New York	322	241	1%	4
New Jersey	241	255	1%	11
Maine	163	280	1%	2
Alaska	407	345	2%	3
Hawaii	93	375	2%	—
Connecticut	253	445	1%	2
Vermont	138	459	1%	3

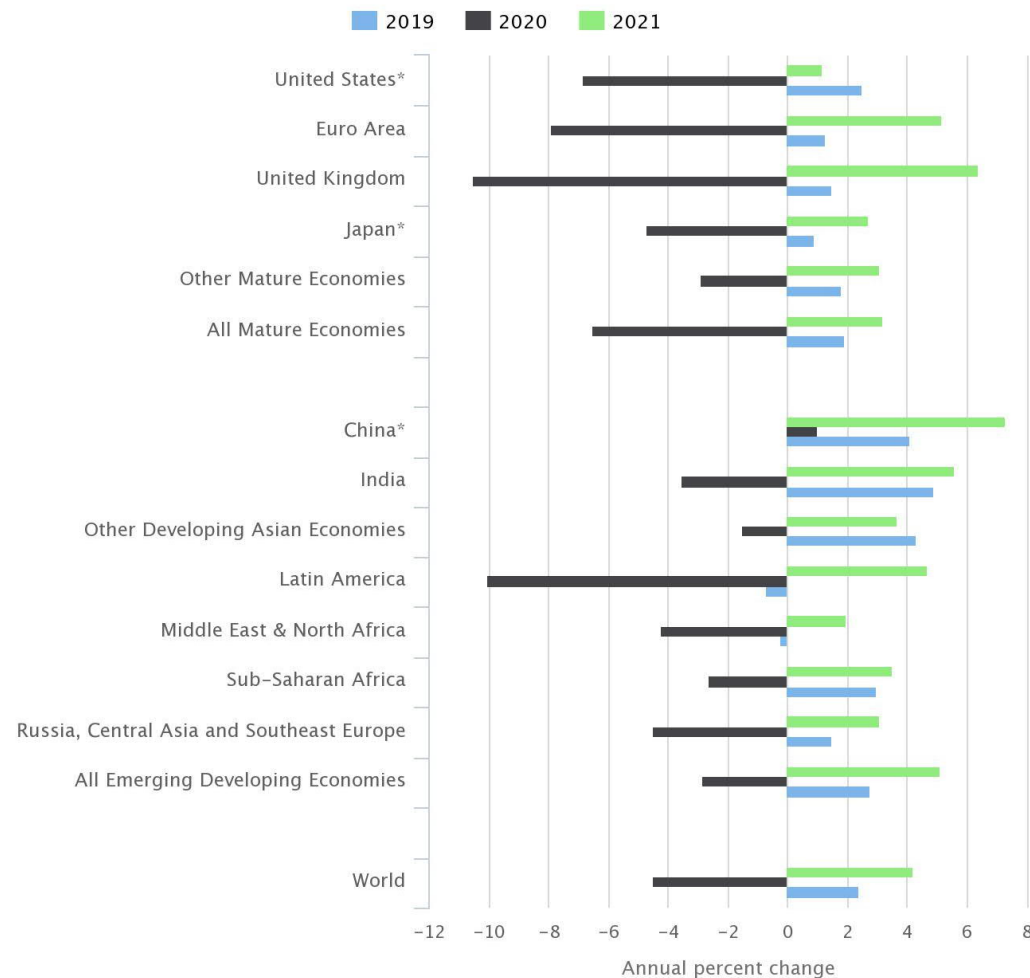
Note: In many states, if a person is tested more than once, each test is counted in data for total tests. Some states, including Nevada, Rhode Island and Wyoming, report the actual number of people tested, which is a more accurate way to measure the share of a population that has been tested, but can result in a lower number of total tests. Positive test rates and percentages of targets are calculated using cumulative figures from the last 14 days. All other values are 14-day rolling averages. Trendlines for daily tests and hospitalizations show averages for the last two weeks.



Economic Update

The Conference Board : An unprecedented drop in global GDP sets the stage for a slow and uneven recovery

Growth of Real Gross Domestic Product, 2019–2021



Notes: *For more details regarding deviations from officially reported GDP growth rates, as well as a list of countries included in each region, please refer to the methodology tab.
Source: The Conference Board Global Economic Outlook 2020, July 2020 update.

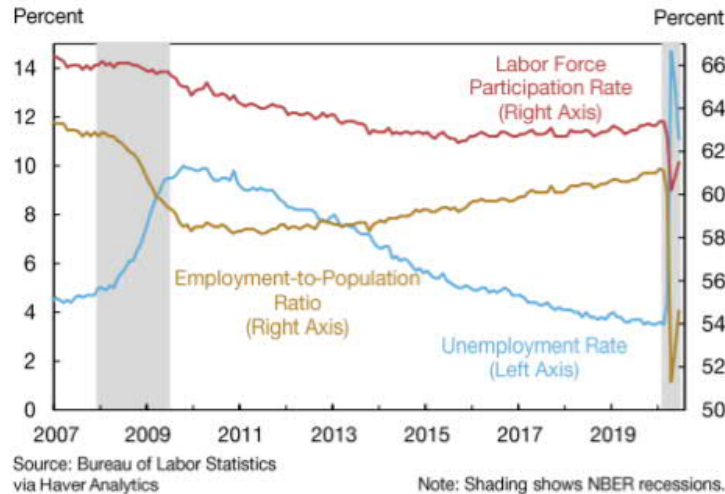
- ▶ In the short-term, as governments throughout the world introduce stringent measures limiting physical mobility and social activity to slow the spread of the virus and avert a health crisis, economic activity seriously contracted.
- ▶ This is leading to an unprecedented decline in global GDP during the first half of 2020.
- ▶ Rather than seeing a quick v-shaped recovery, the outlook assumes a more u-shaped pattern.
- ▶ The Conference Board currently estimates global GDP growth to fall at -4.5 percent for 2020 compared to 2019, which is an unprecedented decline for the post WW-II period.
- ▶ Medium-term, global GDP is expected to return to its pre-COVID-19 levels only by mid-2021, but for mature economies it is likely to last at least until the end of 2021 before output is fully recovered.
- ▶ Longer-term, beyond 2021, the outlook for the global economy is highly uncertain.
- ▶ GDP Forecasts:

	2020	2021
▶ US	-6.8%	1.2%
▶ Europe	-7.8%	5.3%
▶ China	1.0%	7.3%
▶ World	-4.5%	4.1%

Federal Reserve Bank of New York : US Economy in a Snapshot – July 2020

Labor market and consumer confidence shows improvement in June

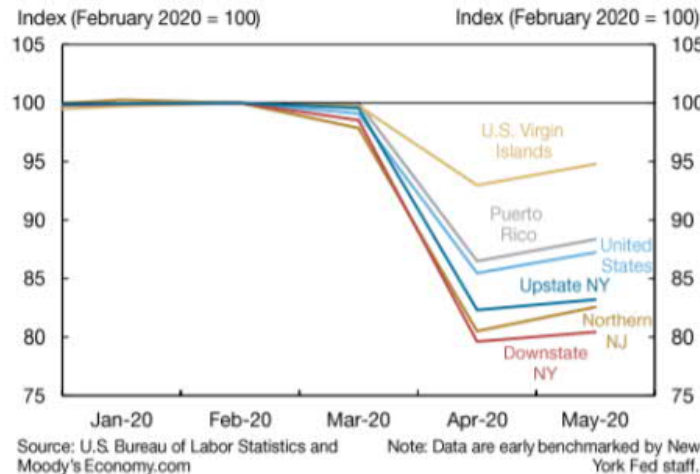
Labor Market Indicators



Labor market conditions improve in June

- The unemployment rate decreased from 13.3% in May to 11.1% in June.
- Nonfarm payrolls rose by 4.8 million in June.
 - Employment in goods-producing industries saw an increase of 504,000, driven by increases in manufacturing (+356,000) and construction (+158,000).
 - Employment in private service-providing industries increased by 4.3 million, with large increases in leisure and hospitality (+2,088,000), retail trade (+740,000), and education and health services (+568,000).
- The employment-to-population ratio increased from 52.8% in May to 54.6% in June.

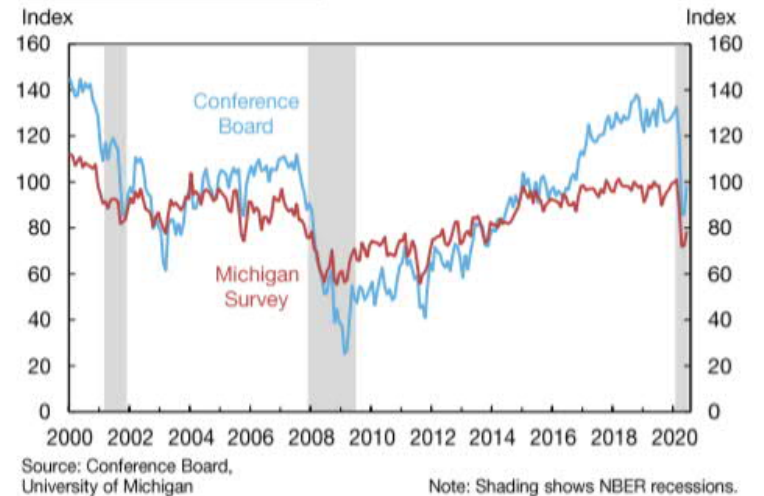
Regional Job Loss and Gain During the Pandemic



Severe job loss in the NY-Northern NJ region

- Pandemic-related job loss has been more severe in the New York-Northern New Jersey region than in the nation as a whole, particularly in and around New York City.
- By contrast, while still substantial, job losses have been a bit less steep than the US average in Puerto Rico and the US Virgin Islands, which have seen less spread of the virus.
- As non-essential businesses have reopened, many firms have started to recall workers that were furloughed or temporarily laid off and some have even hired new workers. However, even with this recent rebound, employment remains well below pre-pandemic levels in all parts of the Second District.

Consumer Confidence



Consumer confidence improves in June

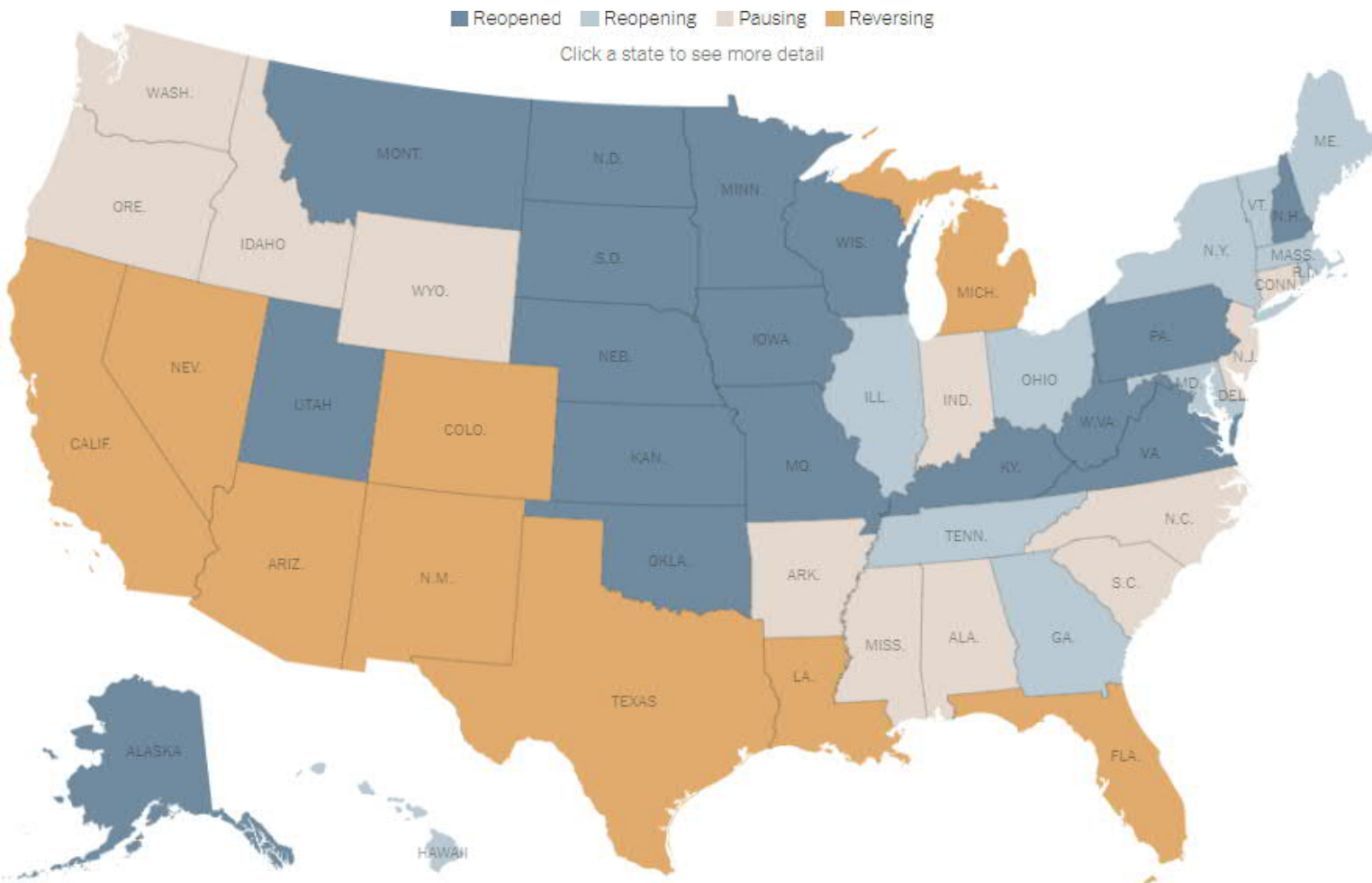
- Consumer Confidence Indices increased in June.
 - The Conference Board Index increased from 85.9 to 98.1 in June.
 - The Michigan Index of Consumer Sentiment increased from 72.3 to 78.1 in June.
- The increase in the Conference Board Index was driven by a large increase in current situation assessment.
 - The Present Situation Index increased for the first time since February. The increase was large, from 68.4 to 86.2.
 - The Expectations Index kept moderately improving, from 97.6 to 106.0.
- Consumer confidence remained far below pre-COVID-19 levels.
 - The Conference Board and Michigan indices were at 132.6 and 101, respectively, in February.



Gear 1: Trusted Transition
Physical Return

Physical Return - Reopening (and Closing Again) by State

After all states had initiated reopening, many States are pausing or reversing



What's open Statewide



Note: Local restrictions may be different. Restaurants are considered open for indoor seating.



Physical Return

New company announcements: Physical return to work (1/2)

Disney Entertainment



- ▶ All four Disney World theme parks in Florida have opened in July, following a phased-reopening of each park, with enhanced safety protocols.
- ▶ Disneyland Paris reopens with new safety measures, as Disneyland Hong Kong begins to re-close amidst rising COVID-19 cases.

Kroger's Food & Beverage



- ▶ Kroger announced masks will be required at all of its 2,758 stores.
- ▶ The Ohio-based grocer's banners include Kroger, Harris Teeter, Ralphs and Fred Meyer.

Empire State Building observatory Entertainment



- ▶ The Empire State Building's Observatory is set to reopen on July 20.
- ▶ The observatory's operating hours will be reduced in the first few weeks to 8 a.m. to 11 p.m. and capacity will be reduced by more than 80% to only 500 guests in the observatories' 70,000 sq. ft space at a time.

Target Retail



- ▶ Due to a recent upswing in cases, Target joins other retailers this week in announcing a mask requirement in all of its U.S. stores, beginning August 1, 2020.
- ▶ The policy does not apply to young children.
- ▶ Employees will be stationed in the front of the store ensuring compliance and handing out free masks.

Best Buy Retail



- ▶ Best Buy announced mask requirements for all customers.
- ▶ Exceptions to the mask requirement include "small children and those unable to wear one for health reasons may enter without one."
- ▶ Customers without masks will be provided with one.

Nordstrom Retail



- ▶ The department store retailer, which has been reopening its stores in phases nationwide, will reopen its six locations in New York City.
- ▶ "We've been paying close attention to guidance and directives from local and national authorities, taking steps to ensure our stores and operations remain in alignment with those," Nordstrom stated.

Walmart Retail



- ▶ Walmart, the world's biggest retailer, said it would require masks its 5,300 namesake and Sam's Club locations.
- ▶ Masks would be required at all its stores starting Monday and that it will position "health ambassadors" at the entryways to help with enforcement.

Starbucks Food & Beverage



- ▶ Starbucks is set to become the first national restaurant chain to require customers to wear masks in locations.
- ▶ Starbucks employees will not be instructed to refuse to serve customers without masks. Customers will be asked to wear a mask or directed towards other ordering such as drive through or curbside pickup.

Express. Inc. Retail



- ▶ Express. Inc., the fashion apparel retailer, is pushing ahead with reopening its stores, the company announced Friday (July 10).
- ▶ The stores have been opened in accordance with federal and state guidelines, and adherence to recommended health and safety protocols, Express said.

Physical Return

New company announcements: Physical return to work (2/2)

Express. Inc. *Retail*



- ▶ Express. Inc., the fashion apparel retailer, is pushing ahead with reopening its stores, the company announced Friday (July 10).
- ▶ The stores have been opened in accordance with federal and state guidelines, and adherence to recommended health and safety protocols, Express said.

Harvard University *Education*



- ▶ Harvard University is planning to reopen its campus to some degree even as it plans most courses will remain online.

Stanford University *Education*



- ▶ Stanford University plans to let undergraduates return to campus for at least two quarters of the 2020/21 academic year, the university's president, Marc Tessier-Lavigne and the provost, Persis Drell, announced last week in an email to the faculty.

Physical Return

New company announcements: Remote work

Dentons *Professional Services*



- ▶ The world's largest law firm by headcount is to shutter two of its UK regional offices, in Aberdeen and Watford, with all staff due to work from home permanently.

Siemens *Automotive*



- ▶ Germany's Siemens has decided to let its employees work from wherever they want for two or three days a week.
- ▶ Siemens said the new model will apply to more than 140,000 employees at around 125 locations in 43 countries.

Wipro *Technology*



- ▶ More than 90% of employees are already working from home.
- ▶ The model of work has changed forever and that the company will never go back fully to the old ways of working.

TCS *Technology*



- ▶ TCS announced its 25/25 operating model where only 25% of its employees would have to be in the office for only 25% by 2025.

Physical Return

New company announcements: Return to Office Deferred

Apple Technology



- ▶ Apple does not expect a full return to offices before the end of the year.
- ▶ Company is urging its retail employees to work from home where possible.
- ▶ Apple is offering at-home testing kits to remote workers.

Amazon Retail



- ▶ Amazon will let employees work from home until January 2.
- ▶ Amazon had previously said employees could work from home until Oct. 2.

ViacomCBS Technology



- ▶ ViacomCBS announced on July 16 that its employees will continue to work remotely through the end of the year.
- ▶ The majority of employees will not be returning to US offices this year.

Wells Fargo Banking



- ▶ Wells Fargo extends plan for employees to work from home through at least September 7, 2020,
- ▶ Will maintain its current operating model, which includes about 200,000 employees working from home and maintaining safety measures in locations still open.

Cox Telecommunications



- ▶ Cox Enterprises is asking all employees who can work from home to continue to do so until at least Jan 11, 2021.

HSBC Banking



- ▶ HSBC Holdings Plc and other banks in Hong Kong are urging staff to work from home again, pausing plans to bring more people back to their offices.

Physical Return

Contact Tracing Update

Germany's coronavirus tracing app eases privacy concerns

- ▶ Germany initially pursued a centralized approach in which anonymized personal data is stored on a central server accessible by the government – then ceded to privacy concerns and pivoted to a decentralized version, in which data is stored on users' phones.
- ▶ Beyond decentralization, the app is open source, with 100% of its code published online and a platform for people to comment, ask questions, and make suggestions.

Isle of Wight COVID-19 cases 'rapidly declined' after test and trace launch

- ▶ The number of new COVID-19 infections on the Isle of Wight "decreased really rapidly" after the government's test, trace and isolate programme (TTI) was introduced, according to newly released data.
- ▶ The pilot scheme, which included the first version of the NHS-led contact tracing app along with a human team of contact tracers, began trials on the island on 5 May.
- ▶ The Isle of Wight's TTI programme was led by the NHS app, which used Bluetooth connections on smartphones to record when people came close enough to be at the risk of becoming infected with the COVID-19.

India's Aarogya Setu becomes world's most downloaded contact-tracing app

- ▶ As many as 173M people from 13 countries have downloaded various governments COVID-19 contact tracing apps since March 2020.
- ▶ According to recent research by Sensor Tower Store Intelligence, the adoption rate of these apps in the world's 13 most populous countries stood for 9.3% among its residents.
- ▶ With 127.6M downloads India's Aarogya Setu tops the list of Contact Tracing App installs. It is followed by Turkey's Hayat Eve Sığar app with 11.1M downloads and Germany's Corona-Warn-App with 10.4M downloads.

Lebanon launches COVID-19 contact tracing app

- ▶ Lebanon's Health Ministry launched Thursday a new COVID-19 contact tracing application, as the crisis-hit country experienced a surge in new infections.
- ▶ The idea is that everyone installs the app on their phone, regardless of whether they have symptoms or not. The app then works in the background, using Bluetooth to broadcast its presence anonymously to other nearby mobile devices.
- ▶ When the app detects another device with the "Ma3an" app, a randomly generated number is exchanged between the devices and stored locally on each device.
- ▶ Bardus explained that the app relies on Bluetooth alone and does not use GPS or mobile networks to communicate with other devices.

Physical Return – Airport Screening Measures

Will health screenings be effective at US airports?



Hawaii will let visitors skip quarantine with negative COVID-19 test

Hawaii will roll out a new program to allow travelers to the state bypass their mandatory 14-day quarantine with a negative COVID-19 test.

- ▶ Evidence of a negative test must be provided upon arrival in Hawaii, and no testing will be available at Hawaii's airports. Without a negative test, incoming travelers will be required to quarantine.
- ▶ Hawaiian airports will continue to do temperature checks on incoming passengers.
- ▶ Anyone with a temperature over 100.4 degrees or who displays COVID-19 symptoms will be required to undergo a secondary screening at the airport.
- ▶ Hawaii's health department says out-of-state visitors will probably need to undergo an PCR (polymerase chain reaction, or nasal-swab) test approved by the Food and Drug Administration from a lab certified by the FDA's Center for Medicare and Medicaid Services.
- ▶ Travelers will be required to provide printed or emailed pre-test certification as evidence of a negative test result, and will be responsible for the cost of the pre-travel test.

[Source](#)

Sea-Tac Airport to take passenger temperatures to reduce COVID-19

Sea-Tac Airport will launch a temperature checkpoint Tuesday that will flag passengers running a high fever.

- ▶ As people approach the northernmost checkpoint of the airport, they will pass through a sophisticated electronic thermometer checkpoint. The airport calls these voluntary temperature checks, but it can flag someone running a temperature in excess of 100.4 degrees Fahrenheit.
- ▶ While people can opt out, if somebody has a high temperature, that individual will be greeted and connected with a health professional who can evaluate if the temperature is due to something like a simple ear infection or COVID-19. If it's likely COVID-19, the passenger will be refused boarding and booked onto another flight at a later date.

[Source](#)

LAX is testing fever-detecting cameras as passengers depart and arrive

LAX announced a pilot program to test the use of thermal imaging cameras at the departures entrance and the corridor for international arrivals in the airport's Tom Bradley International Terminal.

- ▶ LA Mayor Eric Garcetti urged travellers to participate in the voluntary program
- ▶ Using 3 types of cameras, officials plan two six-week trials with input from agencies including the Centers for Disease Control and Prevention, the Transportation Security Administration, Customs and Border Protection, and county health officials.

[Source](#)

Physical Return

What schools across the US are planning for fall classes (1/4)

School District	Plan for Fall Semester	Comments
Atlanta	Start of school year will be remote for all students	<ul style="list-style-type: none"> ▶ Atlanta Public Schools Superintendent Lisa Herring announced Monday that Atlanta public schools will start the first nine weeks of the school year virtually. ▶ Under Herring's proposal, the start of the school year will be pushed back from August 10 to August 24. ▶ Herring said this period would be used to assess students' ability and give students the opportunity to meet their teachers. Herring said the situation in Atlanta would continue to be monitored and reevaluated as the school year progresses.
Chicago	Mix of in-person and remote	<ul style="list-style-type: none"> ▶ Most students will be in school 2 days per week this fall. However, juniors and seniors will be fully remote. ▶ Most teachers and staff will be in schools at least four days a week and CPS is adding 400 new janitors to its roster under a plan released on July 17 ▶ The partial return affects the majority of the 300,000 students at non-charter schools ▶ City officials are implementing stringent health protocols at their more than 500 schools – a requirement most parents and teachers requested to support the plan – such as daily temperature checks, universal masking and routine cleaning with the help of 400 new janitors. ▶ They also call for social distancing “to the greatest extent possible,” and are keeping high school juniors and seniors on full-time remote learning to lessen crowding at schools. ▶ Families with students of all ages will be allowed to opt out of in-person schooling for any reason.
Dallas	TBD due to recent spike in cases	<ul style="list-style-type: none"> ▶ Dallas Independent School District Superintendent Michael Hinojosa expressed growing concern about being ready in time to reopen schools by mid-August, given the spiking rates of coronavirus in his district. ▶ "We were planning on this for a while, so initially I thought we would be ready but I'm starting to have second thoughts about can we actually pull this off by August 17." ▶ Following the superintendent's comments, the school district tweeted that the Board of Trustees "will convene later this month for a special called meeting at which time, the administration may make recommendations for an alternative start date for the 2020-2021 school year." ▶ Earlier in July, the Texas Education Agency released its plan for reopening schools detailing that families will have the option of face-to-face or virtual instruction.

Physical Return

What schools across the US are planning for fall classes (2/4)

School District	Plan for Fall Semester	Comments
Detroit	TBD	<ul style="list-style-type: none"> ▶ Detroit Public Schools opened their doors for summer classes on July 13, the first-time students will be allowed back for in-person instruction since doors were closed in response to the pandemic. ▶ Detroit will offer both in-person and virtual learning courses, and families are given the option to decide which model they prefer. ▶ Roughly 4,000 parents signed up for voluntary summer school, with more than half choosing in-person instruction. Roughly 300 teachers signed up for 180 spots to teach in person. ▶ The summer term, which runs through August 6, requires students and staff to wear face masks, practice social distancing, answer questions on a health form, and have their temperature checked. Classrooms and buses will also be disinfected daily. ▶ Superintendent Nikolai Vitti said he sees a "desperate demand for face-to-face learning. The online learning wasn't ideal and our children have fallen further behind."
Houston	Start of school year will be remote for all students, in person after 6 weeks	<ul style="list-style-type: none"> ▶ The Houston Independent School District will begin its school year September 8 with all-online instruction for six weeks. It then plans in-person instruction beginning October 19. ▶ This is a significant change from previous tentative plans for a mid-August reopening date, most likely implementing a hybrid model. ▶ Interim Superintendent Grenita Lathan announced that those dates are still subject to change based on Covid-19 conditions across the city. ▶ Parents will have the option to opt out of face-to-face instruction entirely for the fall semester and 2020-2021 school year. Parents who select online-only must attend a virtual class outlining expectations and sign an agreement committing to virtual learning.
Los Angeles	Remote for all students	<ul style="list-style-type: none"> ▶ Schools will not open for any in-person instruction when the academic year starts in August, and that students will continue to learn remotely. ▶ Los Angeles Unified School District Superintendent Austin Beutner said in a video announcement that more information on the details to the start of the school year will be shared "in the coming weeks" and that "our goal is to welcome students back to school as soon as it is safe and appropriate for us to do so."

Physical Return

What schools across the US are planning for fall classes (3/4)

School District	Plan for Fall Semester	Comments
Miami	TBD	<ul style="list-style-type: none"> ▶ Miami-Dade County Public Schools is currently in Phase 1 of reopening and cannot offer in-person instruction until the region enters Phase 2. ▶ As the district prepares, it has called on parents and guardians to decide how they want their students to return to school: either in-person, through a blended model, or strictly online. Those decisions must be submitted to the district by July 15. ▶ Superintendent Alberto Carvalho talked about the challenges his district faces. "The issue of social distancing in any one school in Miami-Dade or Broward or Palm Beach or other districts may be difficult to achieve," Carvalho said. ▶ "Our start of the school year is six weeks from now. It is quite possible if the social behavior and the restrictions in place, if people wear masks, if people exercise social distancing that conditions may be appropriate and healthy for students to return to the very best model of teaching and learning which is in-person" Carvalho said. ▶ But while the city considers blended models of in-person and remote learning, Gov. Ron DeSantis has pushed for schools to reopen, making the argument last week that if Walmart and Home Depot can reopen, schools should, too. ▶ Florida Education Commissioner Richard Corcoran laid down the gauntlet for school districts across the state on July 6 by issuing an emergency order requiring all "brick and mortar schools" to open "at least five days per week for all," making it clear that the state's priority is to get students to return to in-person instruction.
Nashville	Start of school year will be remote for all students	<ul style="list-style-type: none"> ▶ Nashville public schools were forced to reverse course, no longer returning to in-person learning on August 4, and strictly offering remote learning through at least Labor Day. ▶ Last month, Nashville announced plans to offer two models for the start of the school year, both a physical, in-person return as well as virtual learning. However, this was reversed based on the recent spike in cases.
New York City	Mix of in-person and remote	<ul style="list-style-type: none"> ▶ In the largest school district in the country, New York City Mayor Bill de Blasio announced his plan for schools to reopen for at least some in-person instruction in the fall. ▶ Proposing three models of staggered in-person instruction, de Blasio's blended learning plan would allow for in-person attendance to range from one to three days a week. ▶ Gov. Andrew Cuomo said Monday that in order for in-person class to be allowed, a region must be in Phase 4 of reopening, which New York City is not. School districts also must be in regions where the daily infection rate remains at 5% or lower over a 14 day average. Cuomo said final decisions on reopening will be made during the first week of August.

Physical Return

What schools across the US are planning for fall classes (4/4)

School District	Plan for Fall Semester	Comments
Philadelphia	Mix of in-person and remote	<ul style="list-style-type: none"> ▶ The Philadelphia Independent School District plans to reopen schools in September with a hybrid of in-person and online learning, with most students physically attending school two days per week. ▶ Under this plan, schools in Philadelphia would resume on September 2. ▶ Each of the more than 200 schools within the district will create its own individual plan, while abiding by the safety guidelines outlined by Superintendent William R. Hite Jr. on July 15. ▶ These measures mirror those that many other major school districts nationwide are taking, including temperature/health checks, masks, social distancing, limiting classroom capacity, and increased cleaning of classrooms and public spaces.
San Diego	Remote for all students	<ul style="list-style-type: none"> ▶ Schools will not open for any in-person instruction when the academic year starts in August, and that students will continue to learn remotely. ▶ Los Angeles Unified School District Superintendent Austin Beutner said in a video announcement that more information on the details to the start of the school year will be shared "in the coming weeks" and that "our goal is to welcome students back to school as soon as it is safe and appropriate for us to do so."
San Francisco	Start of school year will be remote for all students	<ul style="list-style-type: none"> ▶ Public school students in San Francisco will start the fall semester with learning completely online. ▶ San Francisco Unified School District (SFUSD) Superintendent Vincent Matthews said that "after reviewing the best available evidence-based sources of guidance from health officials, and gathering input from staff, students, and families, we have determined that on August 17, 2020, our fall semester will begin with distance learning." ▶ The announcement follows both the Los Angeles and San Diego unified school districts' decision this week to also start the year with full remote learning. The three California school districts collectively enroll almost 800,000 students. ▶ Matthews said San Francisco hopes to provide a gradual hybrid approach, with both in-person and distance learning when it is safe to do so.



Gear 2: Transformation Work Reimagined

Work Reimagined: Overview

The future-of-work is a mix of onsite and remote and will substantially change as a 'next normal'

As we transition to this new virtual world, what does the future-of-work look like?



- Remote work is not just an experiment that tech start-ups are trying out.
- Leaders are rethinking and reshaping business and workforce operations.
- Many organizations are getting up-to-speed on technology and remote work best practices
- Industries that historically struggled to enable this such as healthcare and education will jump ahead by necessity

- Unleash a bigger talent pool that otherwise would not be available.
- By hiring for talent first and geography second, leaders will be able to put the best possible team in place.
- Additional benefits include as increased productivity, an emphasis on happiness and freedom for our team, and diversity of culture and thought.

Talent First, Geography Second

- Trust and a philosophy of work based on results and not on chair time are at the heart of a successful remote culture.
- When it comes to building trust, communication is the most powerful tool, not a culture of control or fear.
- One of the greatest benefits of a good remote work culture is empowering and encouraging employees to take advantage of the flexibility as well.

Trust, Not Control

- Security and privacy concerns are top of mind.
- From a technology standpoint, a transition to remote (or a commitment to sticking with it) presents companies with a great opportunity to do a full assessment of their security infrastructure.
- This represents opportunity for understanding current state and any gaps as the future is redefined

Securing Our Connected World

Source: [Forbes.com](https://www.forbes.com)

Work Reimagined: Overview

Workers realize the benefits of remote work, express desire of not going back to previous working styles

Statements like ‘I don’t want to go back’ to the old way are indicative of how strong feelings are



	U.S.	U.K.	18-29	30-44	45-54	55+	Busier at work now	More Productive now	Execs & Sr. managers	Middle & lower managers	Non-management
<i>I don't want to give up the benefits of working remotely when it becomes safe to return to my normal place of business</i>	70%	76%	66%	76%	79%	68%	75%	84%	76%	72%	73%
<i>I don't want to go back to how I balanced work and life before the pandemic</i>	53%	72%	66%	64%	64%	57%	67%	78%	65%	62%	62%

Q: Do you agree or disagree with each of the following?

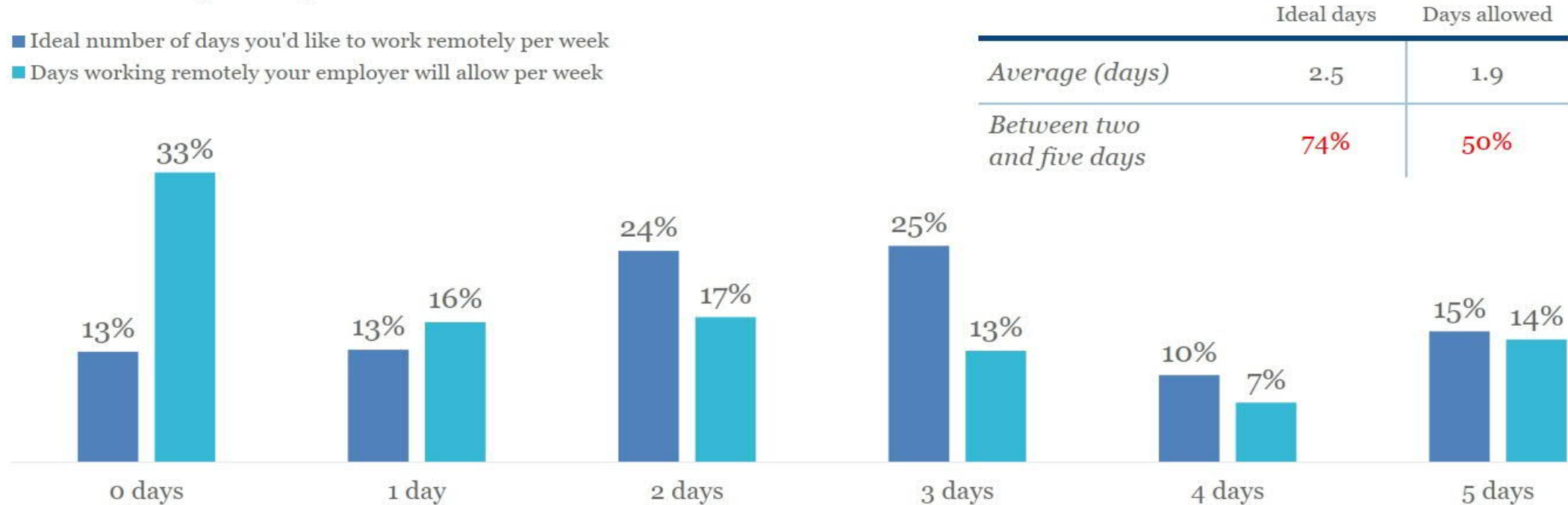
*Not asked of prior fulltime remote respondents.

**Q: Which of the following apply to you?

Work Reimagined: Overview

Workers prefer the option of a hybrid work environment upon returning to work

87% of workers want to work remotely at least 1 day a week after it is safe to return to their normal place of business



Q: Thinking about when it is safe to return to your normal place of business, in a 5-day work week, how many days would you ideally like to work remotely and how many days do you think your employer will allow you to work remotely?

Work Reimagined: Overview

20 interesting statistics about remote work

1

Remote employees say that they are happy at work **29%** more than their on-site peers

2

98% of remote employees would like to continue working remotely for the rest of their careers

3

Flexibility (in schedule and location) is the **#1** reason why people prefer remote work

4

There could be over 1 billion remote workers by **2035**

5

Working from home half of the week can reduce greenhouse emissions by **58** million tons every year

6

By 2028, **73%** of all teams will have remote workers

7

14% of remote workers have a disability or chronic illness

8

86% of remote workers work from their home

9

80% of Americans live in urban areas but only **12%** want to live there

10

50% of remote workers state that remote work has reduced their sick days

11

Remote employees pose a greater security risk than on-site employees

12

By 2028, freelancers and contractual workers will comprise **24%** more departmental headcount compared to today

13

81% of employees say that the option to work remotely will make them recommend their company to other candidates

14

85% of world's 15000 global businesses have confirmed that location flexibility boosts productivity

15

Finland leads the world in flexible working hours. **92%** of Finnish companies allow workers to adapt their hours

16

More than **70%** of remote workers pay for internet and coworking space from their own pocket

17

There are more than **19K** co-working spaces worldwide

18

25% of US employees would take a pay cut of up to **10%** to be able to work remote

19

Remote companies have a higher percentage of women founders and CEOs than traditional organizations

20

Loneliness and communication are the biggest challenges for remote workers

Source: [Task World](#)

Work Reimagined: Office Hubs

New Chicago Office Building Is One Of The First In The U.S. Designed For Post COVID-19 Environment

- ▶ Fulton East is the new 12 story, 90,000-square-foot office located in Chicago specifically designed for a post COVID-19 work environment
- ▶ When COVID-19 hit, the team pivoted their research to understanding how to create an environment that maximized hygiene, health, safety and wellness
- ▶ 2 key structural changes:
 - ▶ Toe-To-Go: Elevator system, which uses foot activated call buttons
 - ▶ airPHX: Non-thermal, plasma technology that provides employees with cleaner air and work surfaces was implemented throughout the building
- ▶ 10,000+ square-foot floor plans allow for social distancing and custom space planning



Work Reimagined: Office Hubs

Moving to a “Total Workplace Ecosystem” and the new purpose of the office

50% of the workforce will likely be working across a **Total Workplace Ecosystem** balancing office, home and “third places”

/tōdl/ /wərk plās/ /ēkō sistəm/:

The workplace is no longer a building. It is no longer a single destination. The workplace is a network of virtual and physical places. This ecosystem provides flexible and on-demand places to support convenience, functionality and wellbeing.

What is a “third place”? A community environment such as cafés, lounges, public libraries, hotels or even airports

There will be a variety of locations: The workplace will no longer be a single location but an ecosystem of locations and experiences to support convenience, functionality and wellbeing

The office isn't going anywhere: Balancing the impact of social distancing with density, footprint sizes and offices environments will continue to thrive but in new ways

The office has a new purpose: The purpose of the office will provide inspiring destinations that strengthen cultural connection, learning, bonding with customers and colleagues, foster creativity and innovation

New purpose of the office



FOCUS
personal
productivity



TEAM
productive
collaboration



BOND
bonding with
colleagues



RENEW
energy
throughout
the day



LEARN
continuous
learning &
development

Work Reimagined: Office Hubs

The new purpose of the office, what tomorrow might look like

Work Reimagined office environments will aim to provide a boost to connectivity and productivity. Research shows that 79% of today's workforce is more productive when there is [flexibility and autonomy](#) in choosing where they can sit and get their work done.

FOCUS

Personal productivity

One-on-one thinking chairs



Circular solo seating



Concentration phone booths



TEAM

Productive collaboration

Comfy workstations



Café lounge with desk



Working outdoor terrace



BOND

Bonding with colleagues

Outdoor – screen-free zone



Restaurant-style booths



RENEW

Energy throughout the day

Dimmable ceiling fixtures



Adjustable task lighting



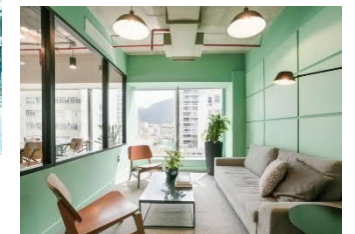
LEARN

Continuous learning & development

Stadium-like seating for company announcements



Informal conference rooms

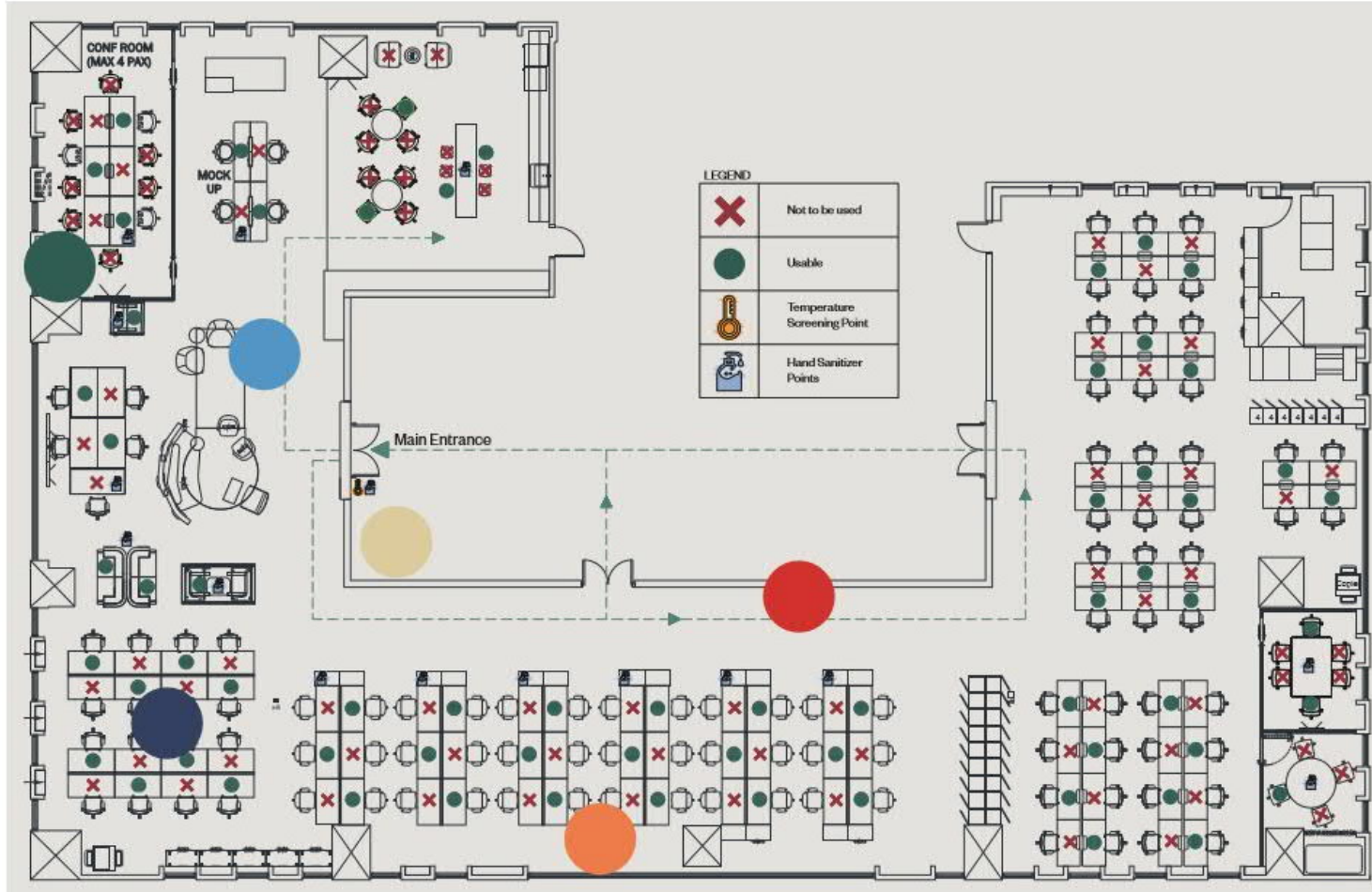








Source: WeWork [Productivity](#) Gensler 2019 U.S. Workplace Survey

Work Reimagined: Office Hubs

Short-term considerations for office reconfiguration

Short-term redesign of the workplace to support organizational priorities, safety and social distancing



- **Physical Distancing**
 - Floorplate density to meet physical distancing guidelines to maintain safe capacity.
- **Aisle Widening**
 - Creating greater physical distance from from traffic areas and the workstations.
- **Traffic Routing**
 - Singular circulation flow to reduce opportunities for contact.
- **Employee Capacity / Rotation**
 - Rotating work schedules to achieve capacity planning guidelines and create redundancy in workgroups.
- **Collaborative Positioning**
 - Convert unassigned spaces to assigned spaces to address density challenges.
 - Repurpose collaboration areas to individual work areas to address density.
 - Reposition collaborative furniture into individual touchdown areas for safe working.
- **Hygiene Station**
 - Mandatory temperature screening on entry.
 - Hand sanitizer for entry and re-entry.
 - Regular disinfectant cleaning of high-traffic areas.

Source: [Haworth](#)

Work Reimagined: Office Hubs

Short-term considerations for office repurpose

Additional short-term redesign layouts that promote safety and social distancing

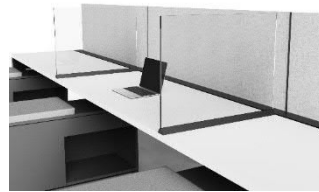
Safety measures and visual cues

Physical barriers, visual mobility and usability cues are changes that, when paired with organizational, cultural and individual contributions, will foster employee health and sense of security

- Physical barriers (e.g. panels, screens, etc.) may be added to separate employees during work tasks.
- Storage/tall filing cabinets to establish barriers between walkways and personal workstations

Examples of visual cues include:

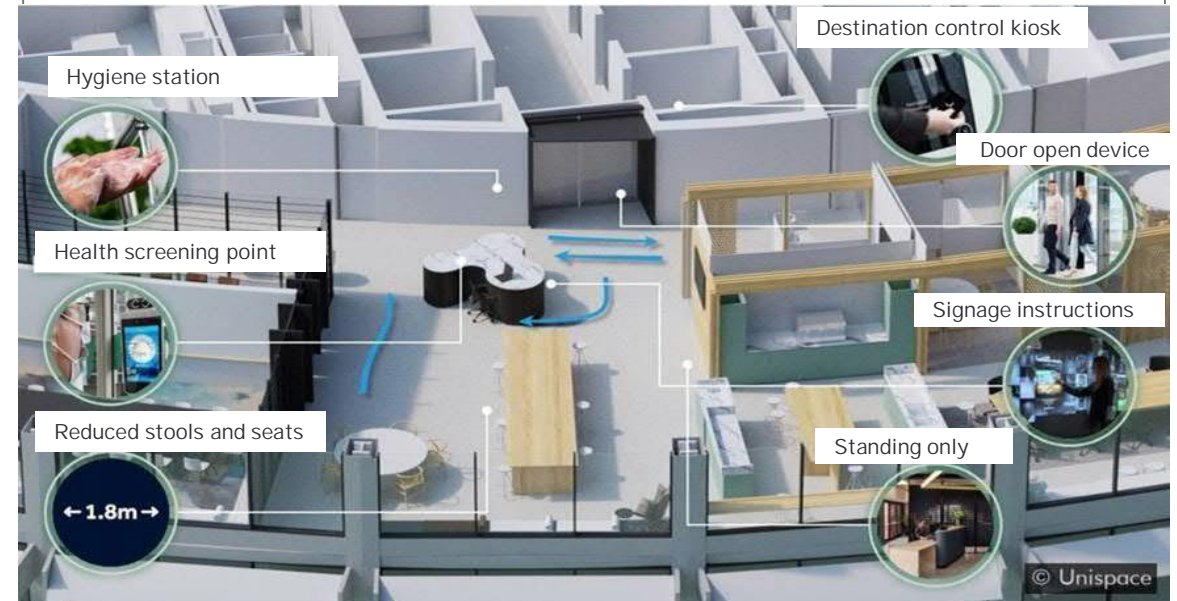
- Arrows or one-way markers to indicate the correct orientation of walkways
- Indicators of 6-foot spaces in locations where lines may occur (e.g. coffee machine)
- Color/material cues to reinforce breakout spacing
- Entrance and exit markers in rooms with multiple entrances



New office features

Elements in common with a hospital – to provide innovative solutions for a safe workplace:

- Post-pandemic offices could include hygiene stations, signage indicating direct routes, separated seats and more automation
- Reception and common areas to be fitted out with sinks
- Office layouts to change from circular routes with more focus on the quickest route to get from point A to B in a very direct manner



Source: Allsteel, Unispace

Work Reimagined: Office Hubs

In-office and remote transformations based on new requirements and long-term needs

Ergonomics, acoustics, space, lighting and technology are equally important for office and remote working

Office transformation (current to future)



Office Current State



Office Short Term

- Higher above the desk screens
- Remove middle desk occupancy



Office Mid Term

- Added Biophilia
- More open above the desk screens
- Add end panels and side screens



Office Long Term

- Return to middle desk occupancy
- Add storage to maintain distancing

Remote office transformation (current to future)



Small Home Office

- Active seating
- Height adjustable table
- Task lighting



Medium Home Office

- Ergonomic seating
- Fixed height table
- Desk lighting and acoustic solutions



Large Home Office

- Height adjustable table
- Desk lighting
- Ergonomic seating
- Acoustic solutions
- Alternative work areas



Extra Large Home Office

- Ergonomic seating
- Desk lighting
- Acoustic solutions
- Alternative work areas

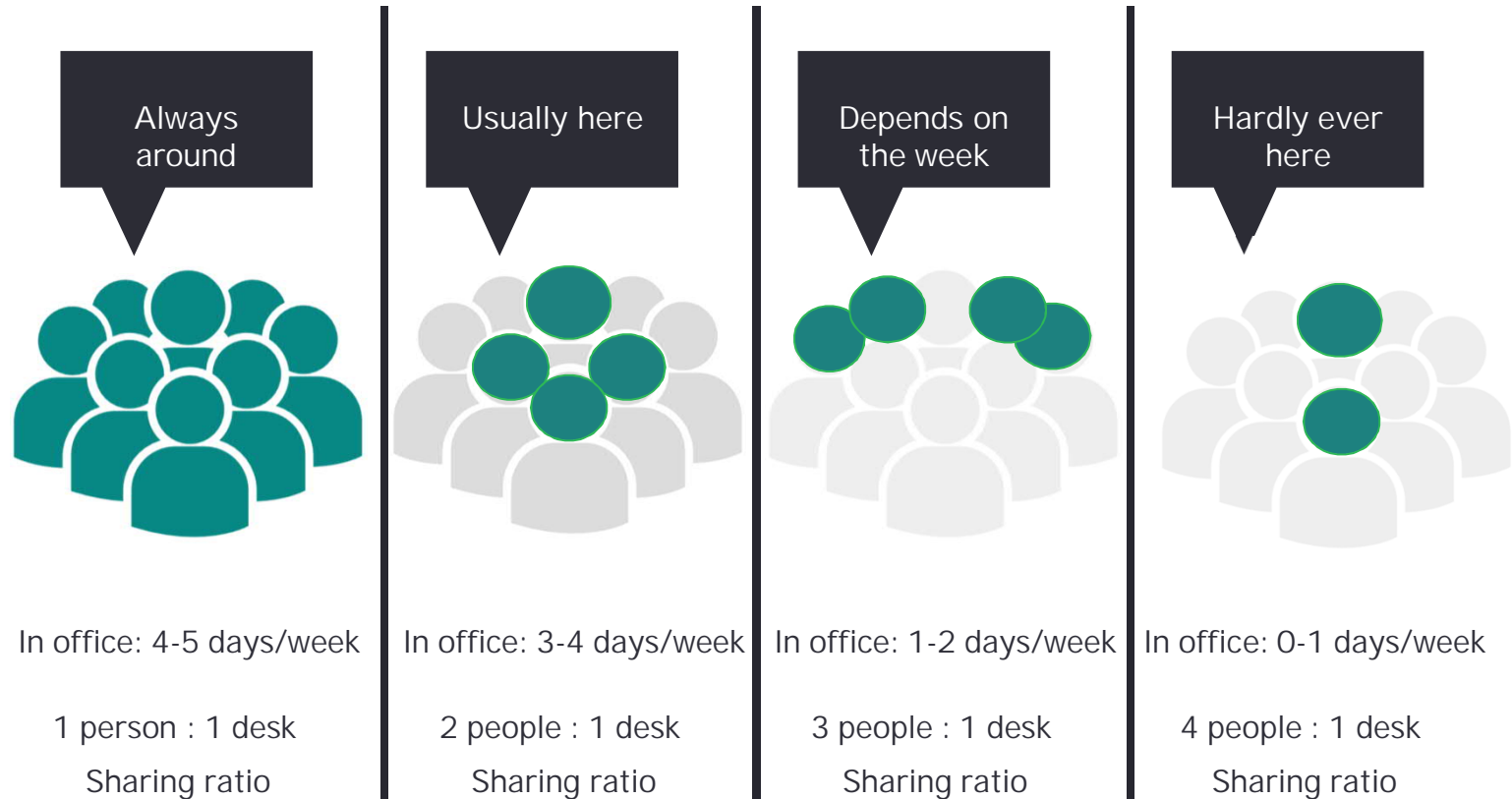
Source: Haworth

Work Reimagined: Office Hubs

Office density likely reduced resulting from higher demand for hybrid work environments

Employees prefer splitting time between working in the office and remote

Transformation of working preferences



Workplace Trends

- As of Q1 2020, ~70% of office spaces were primarily or partially open plan in design. Recent trends of increased density have led to the compression of individual workstations (averaging 150-180 SF/FTE)
- 61% of workers plan to return to the office for part of their work week and part at-home
- Global Workplace Analytics estimates 25-30% of the workforce will be working-from-home multiple days a week by the end of 2021

How will these trends resonate at Cox and will there be a reduction in demand for in-office seats?

Work Reimagined: Productivity

Do Productivity Tools Actually Make You Productive?

The pros and cons of productivity tools

Pros

- ▶ Makes collaboration easier
- ▶ Streamlines communication
- ▶ Simplifies progress tracking
- ▶ Data unlikely to fall into the wrong hands



Cons

- ▶ Distracting
- ▶ Continuous updates
- ▶ Minimizes interpersonal skill development
- ▶ Cost to maintain



[Source](#)

Work Reimagined: Productivity

This startup is using AI to give workers a “productivity score”

- ▶ Working from home has increased the use of surveillance software allowing employers track what their employees are doing and how long they spend doing it
- ▶ Companies have asked remote workers to install tools
 - ▶ Hubstaff – software that records users’ keyboard strokes, mouse movements, and the websites that they visit
 - ▶ Time Doctor – records videos of users’ screens, and takes a picture via webcam every 10 minutes to check that employees are at their computer
 - ▶ Isaak – monitors interactions between employees to identify who collaborates more, and combines this data with information from personnel files identifying individuals who are “change-makers”
- ▶ Enaible wants to take things even further by developing machine-learning software to measure how quickly employees complete different tasks and suggest ways to speed them up
 - ▶ Gives each person a productivity score, which managers can use to identify those employees who are most worth retaining and those who are not





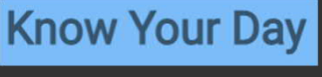







Work Reimagined: Productivity

Top 10 Employee Productivity Tracking Software in 2020

- ▶ The State of Work Report 2019 by Workfront analyzed the productivity patterns of 4,000+ workers in the US and the UK highlighting the need for employee productivity tracking software
 - ▶ 40% of employees spend the workday on primary tasks, the rest is spent on meetings, knowledge retrieval, etc.
 - ▶ 58% said that they are so “swamped” that they did not have the time to think strategically
 - ▶ 86% are not sure of what their colleagues are working on, indicating the need for collaboration features on employee productivity trackers
- ▶ Companies are eager to embrace the latest digital tools to measure, track, and optimize employee performance in real-time
- ▶ Employee productivity tracking software will give managers and employees a comprehensive view of planned timelines of work delivery, work progress etc.

10 Employee Productivity Trackers That Can Revolutionize How Your Workforce Operates

<p>Beesy is a task organization and productivity tool that helps employees manage their time better.</p> <p>1 </p>	<p>Clockify allows you to monitor employee productivity across multiple assignments and projects.</p> <p>2 </p>	<p>Groupe.io is a communication and productivity application that offers powerful employee productivity tracking capabilities.</p> <p>3 </p>	<p>Hubstaff is an ideal solution for companies looking at a pure-play solution – particularly if you have a large field workforce.</p> <p>4 </p>	<p>Know Your day is a performance insight generation tool powered by sophisticated AI algorithms.</p> <p>5 </p>
<p>RescueTime is an insight generation engine that lets you track productivity and save precious work hours.</p> <p>6  RescueTime</p>	<p>TimeCamp reveals hidden insights into employee productivity, helping you to address inefficiencies and weaknesses over time.</p> <p>7  timecamp</p>	<p>Timely is an automatic time tracking platform that has a clean, crisp user interface.</p> <p>8 </p>	<p>Trackolap is positioned as an employee efficiency platform that automates productivity management.</p> <p>9  TRACKOLAP</p>	<p>Work Examiner is a software that lets you monitor employee activity and track productivity.</p> <p>10 </p>

Work Reimagined: Productivity

5 Things to Consider Before You Use Software to Monitor Remote Employees

As businesses consider remote work arrangements post pandemic, remote monitoring may become a longer-term reality.

5 Things to Consider Before You Use Software to Monitor Remote Employees

Disclosure requirements

Laws vary from state to state on how you need to notify employees and obtain their consent to be monitored.

If you have workers spread out across various states, it is the company's responsibility to follow the statutes specific to the state where the employee works.

Goal & Software capabilities

Employers often start with one specific goal in mind, but then get into trouble because they do not realize the quantity of data programs collect.

Create a clear purpose statement as well as guidelines on how and how not to use the software internally.

Limit what you collect.

Can the program put limits on amount of data collected?

Ask your software vendor what employee data it is storing and what it does to protect it.

Careful Analysis

If keep track of when employees are online or how they are using email, the Company is on a sounder footing, legally and practically, if you it uses the data to analyze broader trends among the team.

Weigh the pros versus the cons

Santa Monica, California-based software design and strategy firm Sidebench has had remote workers since its inception in 2012.

Sidebench tried to roll monitoring software out to several full-time employees, even just as a temporary experiment, "it had very different cultural implications.

Work Reimagined: Productivity

Increase Employee Productivity with User Activity Monitoring (1/2)

- ▶ Only 34% of US employees are engaged with their work (and 13% are actively disengaged) according to a 2018 poll by Gallup.
- ▶ But the productivity of even the most engaged employees tends to decrease over time. Workers require constant support to stay productive.
- ▶ User activity monitoring (UAM) is a common solution for issues with employee productivity.

Metrics to monitor productivity

Common ways to estimate productivity

Hourly labor cost per employee

Working hours

Balance between project and administrative tasks

Time wasted on online distractions

Time spent on typical tasks



- ▶ Most companies use video monitoring, tracking systems, and telephone recording to track their employees.
- ▶ These methods to increase employee productivity may not be enough since lots of work is done on computers.
- ▶ Deploying employee monitoring increases productivity as it causes the Hawthorne effect: when people know they are being monitored, they try to behave the way they're expected to.

[Source](#)

Work Reimagined: Productivity

Increase Employee Productivity with User Activity Monitoring (2/2)

Address employee concerns about monitoring

- ▶ User activity monitoring brings some benefits to management and cybersecurity specialists.
- ▶ At the same time, it raises concerns among employees, causing further productivity decreases.
- ▶ It is best to address and mitigate these concerns before you deploy any productivity management and monitoring software.

How to alleviate distress from user monitoring?

Notify employees that they're being monitored

Explain the goal of monitoring

Protect monitoring data

Tips for improving productivity



Decrease online distractions



Smooth out workloads



Educate employees



Solve disputes



Control remote employees



Record cases of bad behavior



Improve management



Boost morale

Work Reimagined: HR Strategies and Policies

Remote Work Is Sinking In: And The Impact Is Bigger Than We Realized

- ▶ Productivity and work-life balance are now the #1 issues on employees' minds
 - ▶ "Technology and tools for remote work" cited as roughly 50% of companies #1 topic to address
- ▶ 28% of employees want more subsidies for tools and WIFI
- ▶ More than 1,000 HR professionals reported that remote work is more productive than expected
- ▶ While almost all HR leaders admit that office-based collaboration is still very important, there is near-unanimous agreement that working at home is positive
- ▶ 25% of HR professionals reported that people want better emotional support, clarity from their leaders, and tips to make work at home easier
- ▶ 45% of people cited a want for high-quality information, clear guidance on "back to work" policies, and to give input as their top priority
- ▶ 32% of employees cite these issues with work-life balance and physical wellbeing
 - ▶ Including highly flexible meetings, allowing time to take care of their kids, online exercise, yoga, and other forms of fitness programs



Making Remote Work Work

Permanent Change

Harder than it seems

Human connection remains critical.

Incorporate contingent workforce responsibly

Productivity will go up

Saving Money

Legal Change

Work Reimagined: HR Strategies and Policies

COVID-19 Spurs Expanded Paid Leave (1/2)

- ▶ The expansion of paid leave has been widely viewed in the C-suite as a robust talent-recruiting tool, it is also increasingly seen as the right thing to do amid the coronavirus pandemic.

A New Push for Paid Leave

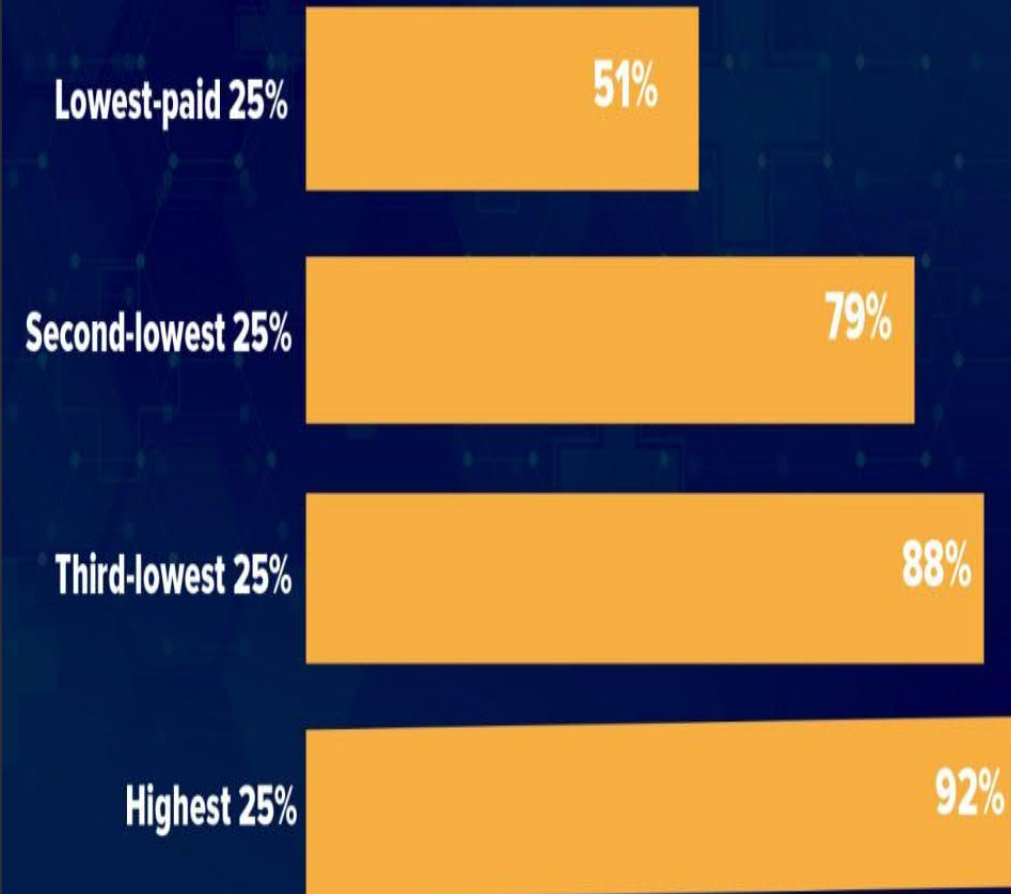
- ▶ 29% of employers laid off workers at their US locations
- ▶ 50% placed workers on a leave of absence (report from Alight Solutions)
- ▶ 57% of companies took other actions, such as offering voluntary unpaid leaves of absence, and reducing hours and pay.
- ▶ 47% of the 246 employers surveyed "implemented or have started to implement an extended sick-leave/PTO [paid-time-off] policy."
- ▶ 11% were considering such an expansion.
- ▶ Four out of five employers with an extended sick-leave/PTO policy made the policy applicable to all employees, though some specified that could only be used for circumstances related to the COVID-19 pandemic.
- ▶ In March, Walmart instituted an emergency paid -sick-leave policy for associates. The benefit included pay replacement of up to 26 weeks for both full-time and part-time workers who contract the virus.

Government Advances Broader Leave

- ▶ Government agencies have elevated the issue
- ▶ In response to the pandemic, the federal government also mandated emergency sick leave and emergency family leave for certain workers.

LOWER-INCOME WORKERS LEFT OUT ON LEAVE

Share of U.S. workers with access to paid-sick-leave benefits, by wage level.

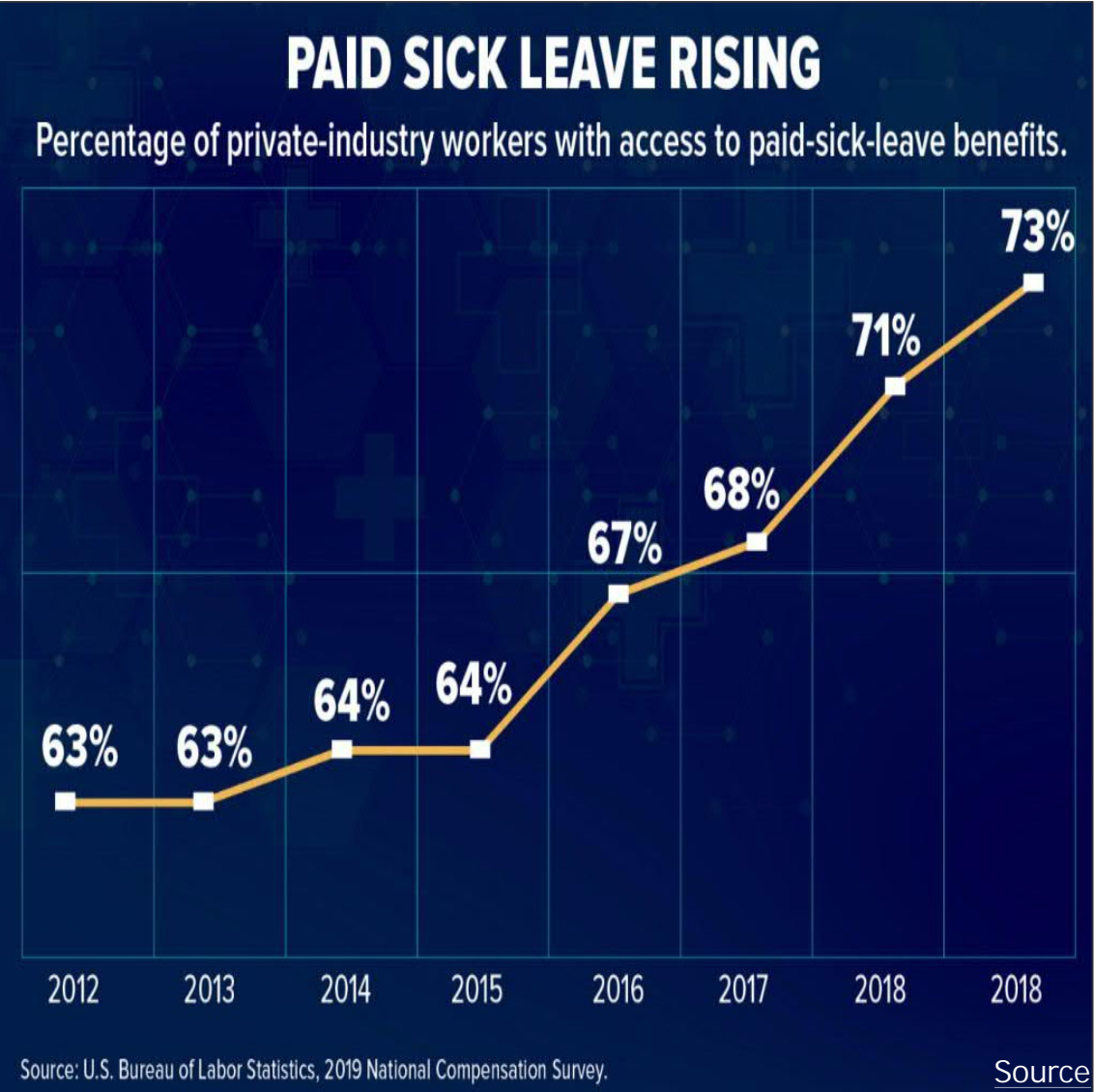


Work Reimagined: HR Strategies and Policies

COVID-19 Spurs Expanded Paid Leave (2/2)

Paid Leave for Gig Workers

- ▶ In some cases, paid leave is becoming a company benefit for temp and "gig workers"—individuals who aren't considered full-time salaried or hourly hires but who work for companies on a contract basis.
- ▶ According to Gallup, 36% of US workers are involved in the gig economy and the gig economy is growing three times faster than the traditional.
- ▶ These contract workers often lack health insurance or sick leave, which puts them and the businesses they work for at risk if they fall ill.
- ▶ Staffing firm Aquent started offering expansive paid-sick-leave benefits to its network of workers across the US and Canada.
- ▶ Aquent seeks to close that gap with a paid-sick-leave policy modeled after a ground-breaking Massachusetts law, which gives most workers "the right to earn and use up to 40 hours of job-protected sick time per year to take care of themselves and certain family members."
- ▶ Some companies that rely on gig workers are exploring the idea of an employer-sponsored fund to which contract workers could contribute to pay for their own paid leave.



Work Reimagined: HR Strategies and Policies

Employers Consider Changes to PTO Policies as Unused Vacation Days Accumulate

Helping to Minimize Lost Days

- ▶ Companies are facing the dilemma about how to address employees' reluctance to take time off during this precarious time.
- ▶ To minimize employees' lost days, 24% of companies are planning to increase carryover limits.
- ▶ Meanwhile, a smaller share—16%—are requiring employees to take vacation time to reduce the build-up, and another 22% are planning or considering the same policy.



Managers Can Lead by Example

- ▶ The North America consulting leader from Willis Towers Watson said employers should remind workers of vacation policies so they can plan accordingly.
- ▶ If they suspect employees are nervous about taking time off, managers should lead by example and announce their plans to unplug,
- ▶ Reinberg also noted that companies that are able can also opt to close operations for a week, forcing people to take vacation time.

Time to Update the Handbook

- ▶ Consistency is key when changing a PTO policy, says Kelly D. Williams, managing partner of The Slate Law Group in San Diego.
- ▶ Williams cautioned that employers must follow the policies laid out in the Families First Coronavirus Response Act if an employee's request for time off results from COVID-19.
- ▶ Otherwise, employers must follow state laws governing time off. For example, California does not permit companies to impose "use it or lose it" policies, Williams said.

Work Reimagined: HR Strategies and Policies

Poll: Employers split between traditional paid leave and PTO banks

Of all the changes the pandemic inflicted, leave policies ranked among those most pertinent to employers.

- ▶ Nearly half of employers use a traditional paid leave plan, while 44% offer a single PTO bank, according to the results of a June 17 survey by XpertHR.
- ▶ 2% of organizations offer an "other" type of paid leave plan, such as sick leave only or unlimited paid time off.
- ▶ The survey included responses from 457 US employers provided from March 31 to April 24.

- ▶ Union status is a strong indicator of whether a company has a traditional or PTO plan, survey results showed.
- ▶ More than three-quarters (77%) of the 71 responding organizations that reported having some union-represented employees said they have a traditional leave plan, compared with 44% of non-union companies.

- ▶ Among the 225 employers with traditional paid leave plans, vacation and sick leave were nearly universal – 95% of these organizations said they provide paid vacation leave and 90% said they provide paid sick leave.
- ▶ Other popular leave categories include paid bereavement leave (82%), paid jury duty leave (76%), paid personal days or floating holidays (72%), paid parental leave (41%), paid voting leave (37%) and paid public health emergency leave, such as quarantine leave (36%).

- ▶ Microsoft started offering in April 12 weeks of paid leave to employees dealing with school closures.
- ▶ Walmart rolled out emergency leave after an associated tested positive for COVID-19.

[Source](#)

Work Reimagined: Culture and Learning

Ways to Keep Your Culture Thriving Remotely in the Face of COVID-19



Work Reimagined: Culture and Learning

Reimagining Onboarding in a Virtual Environment (1/2)

- ▶ Onboarding a new hire in a virtual work environment might be a new experience for many who have quickly transitioned to remote work due to the COVID-19 pandemic.
- ▶ Some firms may already have a limited digital onboarding process in place—leveraging things like online training, virtual new hire sessions, and digital guides for CRM systems and collaboration tools.

The Basics: Setting New Associates Up for Success in “Week 1”

- ▶ Many firms have a standard technology setup for new hires on their first day in the office, so the challenge is most likely not about the what but the how.
- ▶ Firms must safely get necessary equipment—including any home office needs, such as webcams or additional monitors—to new hires for Day 1.

What else can help your new hire be successful in Week 1?

- ▶ Pre-communication to help relieve nervousness that the new hire might be experiencing, like an email introducing them to the broader team and sharing their personal and professional background to help establish a connection before the first day.
- ▶ Ongoing clear communication and frequent informal check-ins to help them get up to speed on systems and processes.
- ▶ Consider creating a somewhat structured schedule for your new hires with a mix of self-guided and live training and introductory meetings.
- ▶ Easy access to essential resources like a directory of key contacts, virtual trainings, etc.



[Source](#)

Work Reimagined: Culture and Learning

Reimagining Onboarding in a Virtual Environment (2/2)

Thinking Beyond “Week 1”: Creating a Sustained Onboarding Experience

- ▶ Even in an in-office environment, many firms focus their onboarding experience around Week 1, but it can take a long time to effectively train a new employee.
- ▶ Firms should consider how they can recreate that “observe and learn” period virtually and leverage an expanded team to broaden exposure to the whole firm.

Here are some ways that firms can do this:

- ▶ Onboarding “buddies” provide new hires with dedicated resources from the broader team, help introduce them to the “ins and outs” of the firm and can answer questions they may not feel comfortable asking their manager.
- ▶ Identify two or more “buddies” that span role levels to help foster connections with peers as well as those who are more senior.
- ▶ Consider rotating 1:1s to create a “divide and conquer” approach to training that provides schedule relief for managers, additional connections for new hires and a chance to leverage the strengths of the full team.
- ▶ Virtual shadowing can open even more opportunities for your new hires.

The End Goal: Integrating, Not Just Onboarding

- ▶ Some firms have sent a welcome gift to the new hire’s home, while others have organized virtual events ranging from TED-style talks where team members discuss a personal skill or passion, to trivia games, at-home scavenger hunts or cooking classes.

Other ideas for integrating new hires into the firm include:

- ▶ Mentoring programs to help associates network with people outside of their reporting line and provide valuable connections and opportunities well beyond the onboarding experience.
- ▶ Consider connecting new associates to industry groups—such as the Association of African American Financial Advisors or Financial Planning Association—to access mentors and development opportunities beyond the firm.
- ▶ Leveraging existing communication channels, like chat or your firm’s intranet site, to go beyond talking about daily tasks and host group experiences, like photo contests, book clubs or recipe exchanges.
- ▶ Hosting virtual social activities can help new hires learn about their co-workers.