

Business Services response to COVID-19

March 2020

EY

Building a better
working world

How to ensure business continuity in light of current coronavirus pandemic and what areas should business services centres consider?

Organisations are required to respond quickly and efficiently to an unprecedented set of challenges. In times of uncertainty, facing an array of risks, we can support business services centres with taking suitable measures and choosing the right approach to safeguard their employees and mitigate operational exposure.

3 Key Areas to Consider for Pandemic Approach for Business Services

Minimising impact on your daily operations



Protecting, supporting and engaging your employees

Ensuring ongoing external and internal communication



Operations



Remote working

- ▶ Establish updated WFH policy
- ▶ Plan for increased pressure on network bandwidth and servers

Performance management

- ▶ Establish temporary OLAs and KPIs for your daily operations
- ▶ Re-prioritize internal projects
- ▶ Establish new communication governance, overcommunicate and enforce daily check-ins

Performance monitoring

- ▶ Use EY IPD tool to monitor employee desktop activities and to assess working capacity
- ▶ Tech enablers such as Power BI to enable robust reporting
- ▶ Enhance your performance tracking mechanisms

Service management

- ▶ Establish temporary SLA with customers and adjust reporting requirements
- ▶ Identify critical services and plan to safeguard their delivery

Staffing shortages

- ▶ Identify critical roles and create back-up plans
- ▶ Temporary staffing options inc. contractors and loan staffing
- ▶ Use RPA to minimise manual interventions to better handle disruptions in workforce

People



Health and mental well-being

- ▶ Understand and address employee psychological stress
- ▶ Coaching HR and line managers on dealing with heightened emotions and decreasing morale
- ▶ EY mindfulness sessions and virtual coaching

Employee support

- ▶ Establish pandemic-specific policies around company benefits such as personal/family leave

Employee engagement

- ▶ Design remote employee experience initiatives
- ▶ Minimise impacts of social isolation and implement remote teaming strategies
- ▶ Rethink employee recognition

Payroll and cashflow

- ▶ Compensation contingency plans
- ▶ Adapt bonus structure, paid/unpaid leave options and adjust minimum working hours

Change management

- ▶ Use EY's Change Experience approach to help employees accept the 'new normal'

Communications



COVID-19 Guidance - foreign staff

- ▶ Ensure support for non-Czech speaking staff on government instructions and measures
- ▶ Track locations of your staff and provide travel assistance
- ▶ Medical guidance in English

Internal communication strategy

- ▶ Design communication governance and process
- ▶ Establish crisis management team and set up a new two-way comms channel to facilitate ongoing flow of information

Communication platforms

- ▶ Revise tech requirements and implement platforms to support remote working and teaming

External communication strategy

- ▶ Set up new mechanisms for communicating with customers and other external stakeholders

Key (positive & calming) messaging

- ▶ EY support with drafting of key and sensitive communiqués
- ▶ Coaching on how to convey a message and the importance of the tone and the choice of words



Dagmar Svobodová
Manager GBS Advisory
+420 730 191 768
dagmar.svobodova@cz.ey.com



Veronika Melasová
Senior Consultant GBS Advisory
+420 731 627 178
veronika.melasova@cz.ey.com

