The role of the Chief People Officer in today’s ‘new normal’
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The Chief People Officer (CPO) has a unique and critical role in supporting the well-being of their workforce and the health of their organization at this time. The CPO should exhibit multiple capabilities – sometimes simultaneously – to lead their organization and people through this challenged environment.

The highest priority facing organizations during the threat posed by COVID-19 should be the well-being of their workforce. Employees must feel that they and their families are safe in order to continue performing critical functions. Then an organization can start taking action to maintain their financial and organization health.

The CPO should wear the following three “hats” in light of today’s challenges:

1. **Advisor**
   - The CPO should be a strategic advisor to the C-suite on workforce impact
   - Decisive with clear leadership and guidance on priorities to address and action
   - Consistent engagement and communication with C-suite and HR leadership team balancing people and business needs
   - Keep the C-suite aware of any changing regulatory requirements

2. **Steward**
   - The CPO should be a steward and keeper of employee culture, safety, wellness and engagement
   - Exhibit both a sense of urgency, balanced with calm, in order to move work forward
   - Communicate clearly and often to employees with information to promote their safety and well-being, including public health information and support resources
   - Support any impacted employees

3. **Driver**
   - The CPO should be a driver of people actions required to maintain overall financial and organizational health
   - Balance financial health of the organization with needs of employees
   - Put the “human” in HR transactions you have to complete as a result of COVID-19
   - Measure the impacts of all planned COVID-19 actions and mitigate risks as they emerge
**Chief People Officer**
Turning unprecedented times into the perfect opportunity to change the future of the people function forever...

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<th><strong>Humanizing the experience</strong></th>
<th><strong>Evolving HR services</strong></th>
<th><strong>Accelerating digital</strong></th>
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<tr>
<td>Put the “human” in many tasks you have to do (furloughs, terminations, reductions in force, hiring freezes, etc.)</td>
<td>Acknowledge the gaps in people services and team capabilities that have not been prioritized until now (strategic workforce planning, organization design, culture, talent brokering, reskilling, etc.)</td>
<td>Push your people team to the limit processing thousands of transactions and inquiries using an inappropriate mix of people power and digital power</td>
<td>Get your arms around rapidly changing regulatory requirements and then figure out how to mitigate compliance risk through real-time operational changes</td>
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<td>Use the voice of your customers to embed the “human” in all people processes and tasks</td>
<td>Use EY’s Organizational Capability Excellence tool (OCX) to understand how your team spends its time and isolate the capability gaps that inhibit performance. Refresh service catalog to introduce and galvanize key new people services</td>
<td>Develop the enablement road map that underpins the people function of the future (five layers: service, automation, cloud, data and enablement)</td>
<td>Establish service innovation hub and use sprint teams to wire new ways of working into policies, processes and practices; implement at speed and actively listen</td>
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<td>Serve as the “Chief Experience Officer” and demonstrate how employee experience thrives in ways of working</td>
<td>Implement new products and services that redefine the perception of the people function and convert a vertical cost center into a horizontal enabler of people value and business outcomes</td>
<td>Transform your digital infrastructure: where digital workers complete 50% of the work done by your team today and amplify the impact of services tomorrow</td>
<td>Stand out as an agile function that is exceptional at listening, anticipating, improving and deploying service enhancements at speed</td>
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**EY**
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<th>Seizing the opportunity</th>
<th>Commanding total talent</th>
<th>Impacting business performance</th>
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<td><strong>Now</strong> March and April</td>
<td><strong>Next</strong> May through December</td>
<td><strong>Beyond</strong> Next year</td>
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<td>Observe the fall of long-held beliefs about “in person” work as virtual ways of working create a new reality and expose gaps in current processes</td>
<td>Develop your people operating model blueprint that challenges the traditional definition of “HR” and reimagine how work is done</td>
<td>Implement your new people function, upgrade the capability of your team, and move people and work as needed to enhance service experiences and value</td>
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<td>Scramble to locate, communicate and meet the basic workforce needs of contingent workers around the globe</td>
<td>Assert greater accountability for all employee types (including contingents) and adapt services and protocols to suit</td>
<td>Bring total talent planning, talent brokering and workforce experiences to life for all employee types</td>
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<td>See firsthand the difference between the function you are and the function your leaders and workforce needs you to be going forward</td>
<td>Develop the business case that will change the trajectory of the people function forever; learn from the past and build for the future</td>
<td>Exceed business case commitments and use data to demonstrate the people impact on the business value chains (top and bottom line)</td>
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Chief People Officer

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