

Plan for the Future: HR Strategy for the Post-Pandemic

The COVID-19 pandemic is an ongoing crisis around the world, causing lockdowns in numerous cities and countries. Besides the heavy impacts on each country's healthcare system, the disease has also had significant influence on domestic and international economy.

In order to assist companies across industries to identify current situations, the Adecco Group Taiwan has conducted a survey, aiming to learn which responding policies have been adopted by Taiwanese companies since the outbreak. This report also includes advice provided by industry experts at the Adecco Group Taiwan, regarding strategies for companies to prepare themselves for the post-pandemic period.

40% Companies Cut Off Regular Hiring Process

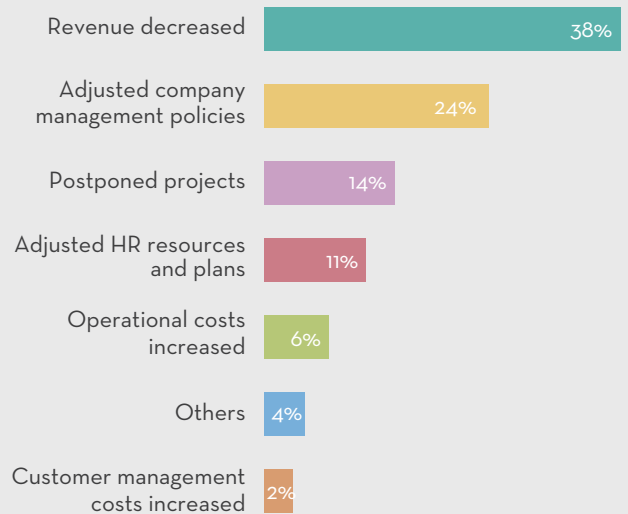
Compared to other countries, such as Germany, the U.S., Spain, Japan or South Korea, there are much fewer COVID-19 cases and community spread in Taiwan. However, since companies had to first react to the proliferation in China and then the escalation in Europe and the U.S., the disease has been affecting Taiwanese business operations for a long time.

According to the survey, most companies have been affected by decreased revenue (38.28%), adjusted company management policies (24.22%) and postponed projects (14.06%).

Around 60% of the Taiwanese companies haven't changed their recruiting plans, either entry-level or mid- and senior-level, due to the pandemic. Meanwhile, 40% of the companies have made some adjustments, such as suspended recruiting, altered open hours, postponed new hires and paid/unpaid leave, to survive the current economic downturn.

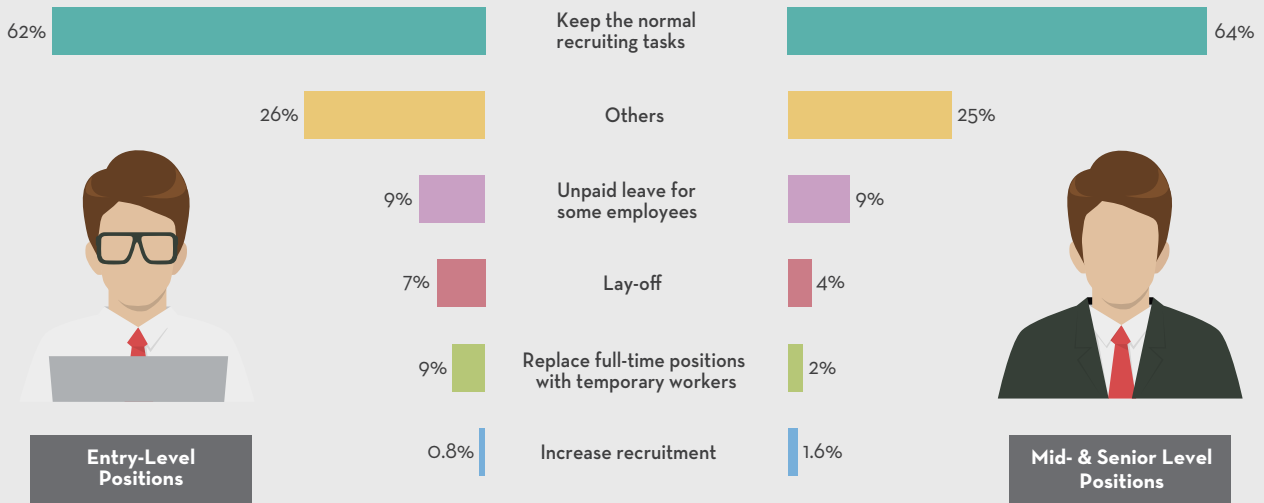
Many companies have also shifted their management policies: 47.66% of the Taiwanese companies started to monitor the health situation of employees and external personnel; 28.91% to offer flexible work-from-home options; and 15.63% to secure the jobs and income of employees.

How has your company been the most affected by the COVID-19?

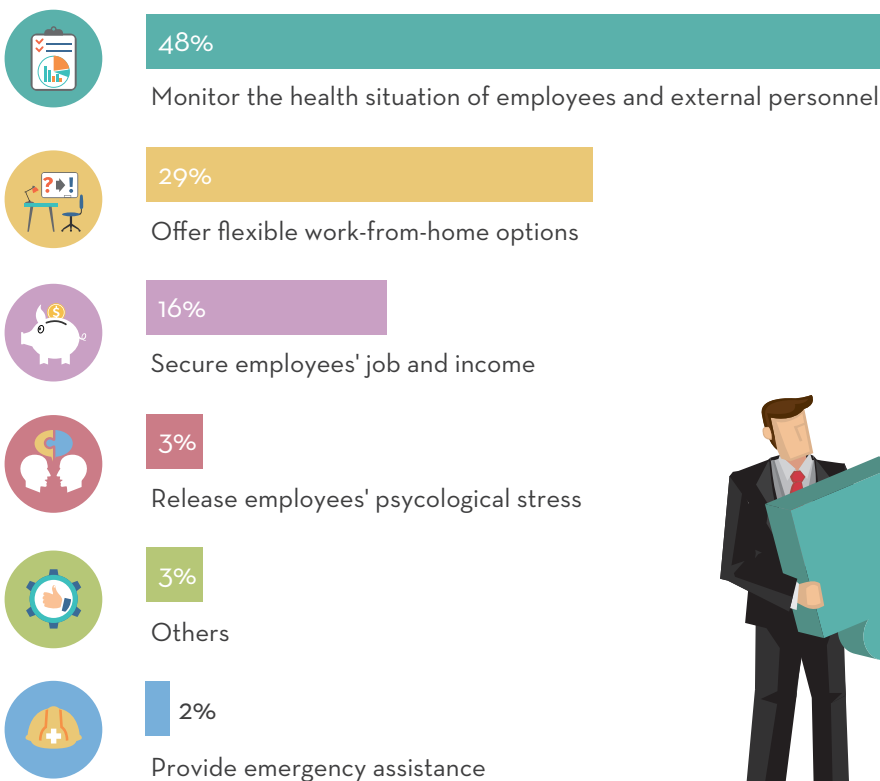


40% of the companies have made some adjustments in the **recruitment process**.

What kind of HR allocation actions have been made after the outbreak of the COVID-19?



For your company, what's the most important management policy at this moment?



Work-From-Home is supported by hardware and soft skills

Companies starting to practice work-from-home due to the pandemic have turned this crisis into a great opportunity to learn to realize a better remote working environment.

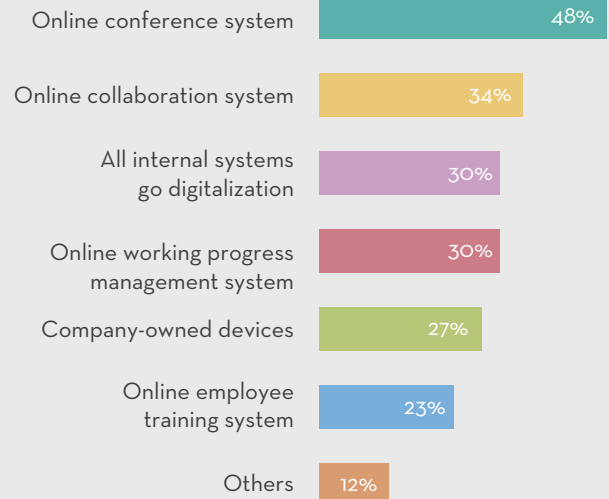
After the practice, 47.9% of the companies have planned to improve or implement their online conference systems, followed by online collaboration systems (33.61%) and online working progress management systems (30.25%). Digitalizing all internal systems and adding company-owned devices (29.41%) have also been included in the upgrades.

With the work-from-home experiences, many companies might come up with some questions. For example: How can HR manage employee attendance remotely? And how can managers evaluate employees' overall performance? A complex hardware infrastructure and a smooth remote standardized working process would be the strongest basis to support employees working from home. However, besides hardware and process, the soft skills need to be enhanced as well.

“Companies need to pay great attention to how they show their trust to the work-from-home employees, and whether they have a system to trust their employees. If they ask for meetings every day and impose monitoring, it will hurt employee's mentality. How can companies motivate their employees remotely, just as if they were back in the offices, is a big challenge,” said Cindy Chen, Regional Head of Adecco Taiwan and South Korea.

“Companies can create a thorough system, allowing them to respect each employee's way of independent working, while tracking employees' performance KPI effectively,” suggested Chen.

What kind of remote working systems is your company planning to adopt?



Plan the Future Ahead

The economic slump caused by the pandemic has evoked calls from businesses for external help. The most asked for help was regulatory support from the government (47.06%), followed by support from technology solution providers (38.66%), information exchange support from industry competitors (31.93%) and financial support from the government (30.25%).

Looking forward, even though the COVID-19 outbreak in Taiwan is being controlled, situations in other countries remain unclear. In the next three months, some companies plan to first implement sales and marketing strategies (41.41%) as a respond to the global status, such as assisting their customers on business operation during the pandemic and exploring new sales opportunities.

Human resource strategies (40.63%), including flexible attendance guidance, online attendance system and enhancing employee care policies, were also highlighted, followed by IT technology strategies (37.5%), including real-time customer service platform and infrastructures to support remote working.

Actually, Chen suggested, companies should not wait for the end of the pandemic. Instead, they should plan ahead, in order to create a win-win opportunity for both the employee and the employer.

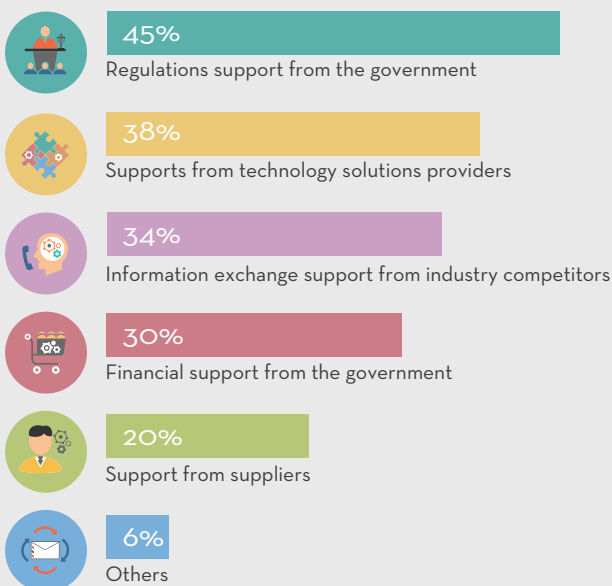
If they prepare themselves for the coming future, they can win the game as soon as opportunities knock on the door.

Employers, on the other hand, can start projects on their waitlist, like service improvement, working process optimization and employee bonding workshops. If they see the time as a chance to upgrade themselves, they can more aggressively take over the market during the economic turnaround. In addition, they can also let senior management start planning for the next period, to get prepared earlier than all the others.

“It’s a global incident. It’s also a great opportunity for companies to review their crisis responding strategies,” said Chen.

Many international companies have had continuous operation plans for a long time, such as back-ups and standardized working process. However, many mid- to small-sized businesses don’t. They should take this opportunity to review how they could respond, if an unexpected crisis happens. Besides, companies can also reevaluate if they have personnel who can quickly respond to unexpected changes, and determine how much time they need to find solutions, and which measurements are required to assess how a company responds to a crisis.

What kind of external support would you like to have during the pandemic?



The outbreak of the COVID-19 has gone worldwide. Could you briefly tell us, how does your company plan to respond for the next 3 months?

1 Sales & Marketing



2 Human Resource



3 Information Technology



3 Steps to Lead Your Company in the Post-Pandemic Era

STEP 1: Examine Current Status

Before considering the first step in reacting towards the external environment, you need to look internally at the beginning. You can gather all the teams and employees and create a comprehensive external communication plan. You should work as a whole to respond to market changes and bring every operation process back to normal.

Methods to examine your current status include: reviewing financial reports, reforming budgets, evaluating employees' productivity and reorganizing the company structure.

Furthermore, there's still a need to “[boost the economy under a safe distance.](#)” Companies should therefore establish clear policies, in order to create a safe working environment and relieve employees' worries over health issues as they come back to the office. Perspectives related to creating a safe working environment include: access control and quarantine, remote working, shift plans, hygiene and health and policy education. You can find our detailed Safety and Health Protocol in the [appendix](#).

01

STEP 2: Initiate New Models

The COVID-19 outbreak changed the market to varying degrees, such as how consumers make purchase decisions. You need to consider if you are required to complete any transformation to return to the market. Meanwhile, if international travel and trade are still limited, how can you create new domestic sales to maintain your operation.

Next, remote working is happening. You should review your infrastructure for supporting remote working and start arranging remote working shifts. You can also create a new quarantine company policy for the next emergency.

02

STEP 3: Win Back the Sales and Plan for the Future

If you're in the consumer market, you could launch promotions and discounts, to win back the lost sales performance in the last two to three months. Besides, you should release the personnel freeze and start hiring to respond to the market turnaround.

Lastly, you've learned to diversify risks, such as supply chain management, and emergency management from the pandemic, and with the growing online business trend, you can also start to expand your business via new opportunities.

03

Safety and Health Protocol



Access Control and Quarantine

- Set clear policies for workplace access
- Measure body temperature at building entry
- Conduct random visual and temperature checks during workday
- Request employee quarantine when slightest COVID-19 symptom shows up
- Track and document all building entries and exits



Remote Working

- Encourage remote work in all roles that do not require physical presence
- Provide webinars on remote-working and -leadership best practices



Work and shift planning

- Create differentiated shift plans and break times for minimum congestion on work premises
- Split shifts and disperse work-places/ desks to ensure minimum distance
- Identify and isolate critical employee groups
- Define contingency plans for work- place closures



Hygiene and Health

- Set clear policies for physical distancing in workplace
- Establish daily disinfection procedures
- Promote mandatory health and hygiene protocols (e.g., hand washing, mask use, glove use) for employees
- Stop elevator use whenever possible
- Discontinue use of shared items (e.g., pens, phones)
- Provide critical supplies

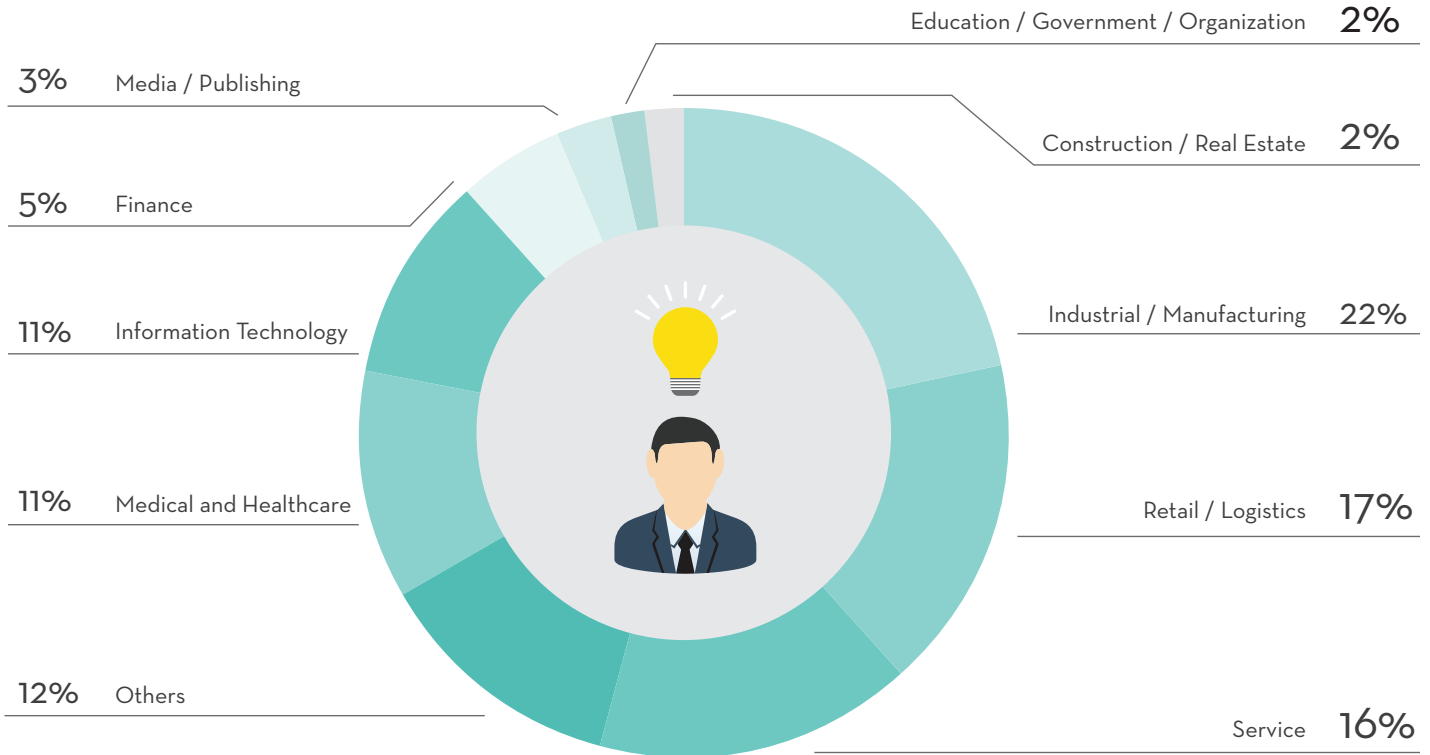


Compliance and communication

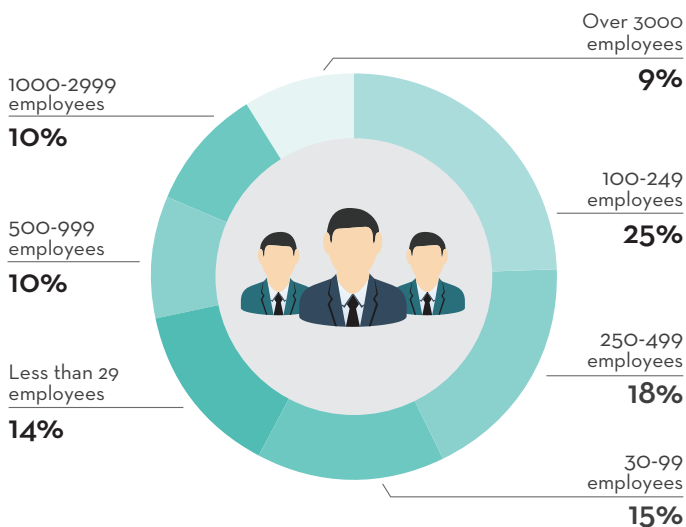
- Communicate at least once per day about purpose and changes on measures in effect
- Perform random checks in all departments on full list of measures
- Report COVID-19 symptoms to relevant health authorities
- Clear all protocols with local authorities

The 2020 COVID-19 Outbreak Industry Survey was conducted by the Adecco Group Taiwan from the end of March to mid-April, with 128 valid samples across every industry. One fourth of the respondents have an operation scale of 100 to 249 employees and 55% are international companies.

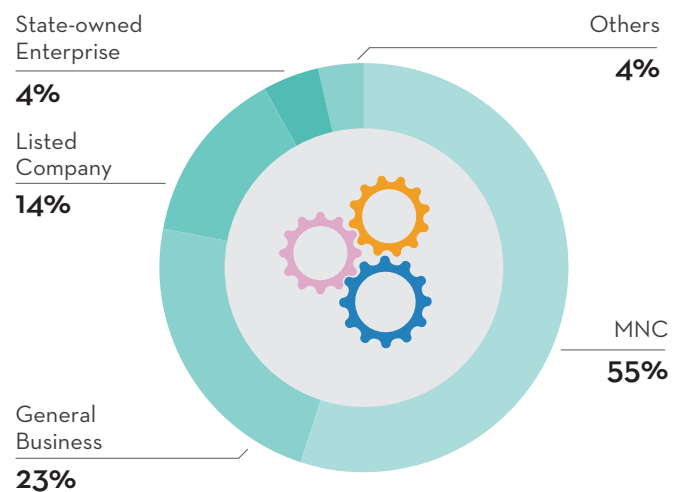
Which industry does your company belong to?



What is the size of your company?



Which type of business entity is your company?



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About Adecco Group Taiwan

The Adecco Group is the world's leading HR solutions partner with more than 34,000 employees and over 5,000 branches in 60 countries, and also a Fortune Global 500 company. Adecco Taiwan was established in 1989 and restructured as The Adecco Group Taiwan in 2020. Our two brands, Adecco and Spring Professional, have since joined force to better assign responsibilities and to offer more comprehensive recruiting service. The Adecco Group Taiwan has 4 Adecco branch offices and one representative office in the area of Taipei, Hsinchu, Taichung, Tainan Science Park and Kaohsiung enable us to guarantee a seamless network of ideal partners in the Human Resources equation. Our near 200 professionals are dedicated to offer a superior service to all our clients and candidates whatever their individual needs and for each and every assignment.

Adecco

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2020 GREATER CHINA SALARY GUIDE 大中華薪資指南



Job Market Update

台灣就業趨勢報告

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