

# Managing Your Employees During a Time of Crisis

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# Employees Are The Lifeblood Of An Organization

When a disaster occurs, **employee safety and security** are the first and most important concern

- Does your organization have a plan to manage and contact employees during a crisis?
- Is it well documented? Is it updated?
- Do employees know about it? Is there a way for them to contact you?



## Some **Early Considerations:**

- Managing time schedules and shifts for hourly employees
- Determine how pay for the affected employees be handled
- Relocating staff employees to a remote work environment to ensure business continuity



# The Proactive Approach

Human capital is an important component of any disaster recovery plan. **Overarching goals to be addressed in the plan include:**

- Ability to verify that all employees are safe
- Ensure that supervisors, managers, and employees know what is expected of them
- Timely release of information, even if limited
- Clearly communicate any modified work schedules
- Determination of how payroll will be processed
- Supervisors encouraged to communicate with employees, or provide everyone with a source to secure accurate information



Proactive  
Approach 

# The Proactive Approach Continued

To reach these goals, those who have to execute the plan **have to be empowered**

- Role clarity in a disaster recovery scenario requires clear expectations and ability to deviate if necessary
- Can't worry about "feelings or egos"
- Address the concern at hand, and cooperate to get the job done
- Use multiple channels of communication, i.e. 800 number, Printed Q & A's , well informed supervisors, uniform information for employee huddles, etc.



Proactive  
Approach 

# What We Did

Because a plan was in place, **PBPS was able to act quickly** to engage the support team and key stakeholders

- One Senior Leader designated as centralized source for flow of all information
- Senior leadership team approval of decisions in a timely manner based on information from business discipline leaders “on the ground”
- Management leadership designated from each business discipline, i.e. Operations, Transportation, Sales, Customer Service, Compliance, HR, Finance, Facilities, National Accounts, etc. to report into single designated leader
- The Employee Service and Support Center (dedicated 800 number) to provide concise information – recording available 24/7
- The local HR team mobilized on the ground to support and assist with management of employee scheduling and shifts and flow of information
- Q&A’s developed and distributed to employees as early as possible after the incident and on-going updates to answer questions regarding pay and shift schedules, progress, etc.



# Key Takeaways

- Have someone account for all employees (crucial in initial evacuation)
- Mandate periodic evacuation drills as part of your safety program and practice frequently – Expect & Inspect to assure they happen
- Reinforce how critical it is to keep updated employee records
- Have a secondary (back-up) location to setup as a remote working environment for staff/support employees
- Have a designated location where employees can meet, secure factual information (Q & A's) and communicate with each other face-to-face after the initial incident
- Select a trusted leader to be in charge of the entire Disaster Recovery effort and insure senior leadership is accessible
- Hold frequent meetings & assure updates are documented and are provided to all affected
- Automated voice messaging, texting, and email to employees would be an excellent tool to have available



# How Has This Impacted Me In the Workplace?

- Realization that the business must be prepared for anything, but can't account for all types of disasters
- Deeper appreciation of the importance of knowledge of all resources that are available before they are needed and how to access them
- Reinforcement of the value of each employee and the strength of the human spirit
- Through this transition period employees have learned new skills, and felt secure that employment would continue, which resulted in minimal turnover during the reconstruction



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