



**The Conference
Board of Canada**

ADAPTING YOUR WORKPLACE TO THE PERSISTENT PANDEMIC

November 5, 2020



Webinar Presenter:

Larry Masotti
Vice President,
Minerva Safety Management



2020 Minerva Canada Safe Design Award

First Prize: Ryerson University, Department of Mechanical Engineering

- ✓ Wendy Ampadu
- ✓ Ray Diezmos
- ✓ Jeremy Hyslob
- ✓ Hassan Malik

Second Prize: York University, Lassonde School of Engineering

- ✓ Qi Zou
- ✓ Xueling Luo
- ✓ Shuo Zhang



**Ryerson
University**



Webinar Presenter:

Dr. Bob Schulz
Professor at Haskayne School of Business
University of Calgary

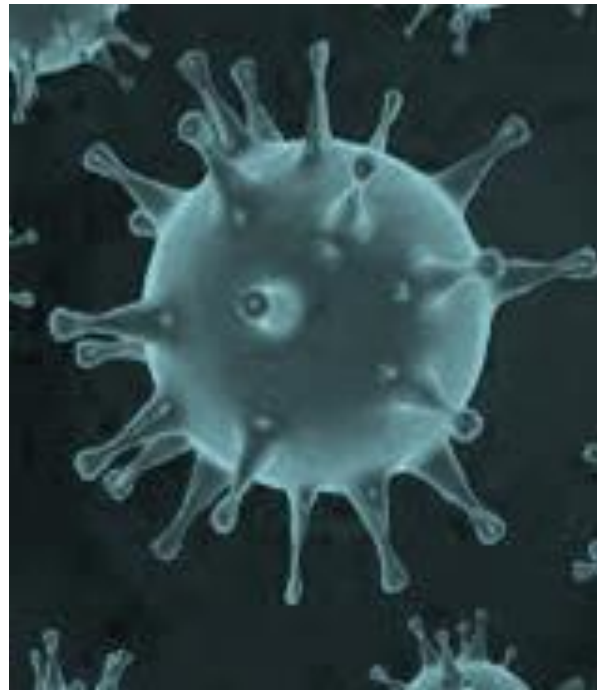


ADAPTING YOUR WORKPLACE TO THE PERSISTENT COVID-19 PANDEMIC

“Dr. Bob” Schulz, Professor

Haskayne School of Business, University of Calgary
Board Member, Minerva Canada Safety Management Education
and Global Innovation Management Institute (GIMI)

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Conference Board of Canada/
Minerva Canada Safety
Management Education

Fall Webinar, November 5, 2020

1-2pm Eastern, 11-12 Mountain

WEBINAR OBJECTIVE:

Share local, national, and international
insights and perspectives on safe,
healthy, and productive workplaces.

AGENDA

1. **Historical Perspectives – Learn from the Past**
2. **Differential COVID-19 Impacts – Companies/Countries**
3. **Differential Trust Impacts – Companies/Organizations**
4. **Differential Personal Trust Values**
5. **Work Processes Evolution and Challenges**
6. **Innovation Aspirations – Personal and Corporate**
7. **Return-to-Work Trust Considerations**
8. **Examples of Current innovations**
9. **Clouds on the Horizon**
10. **Expanding Your COVID-19 Ecosystem**

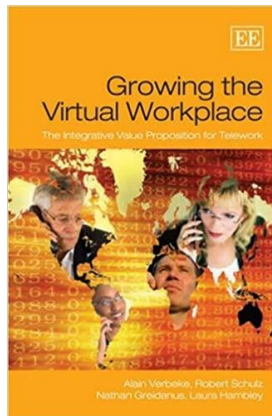
HISTORICAL PERSPECTIVES – LEARN FROM THE PAST

1 Risk Management— Attention driven by Board for large/public companies

- Fire Drills
- Y2K
- Safety and Safety Moments
- Corporate Financial Risks (Sarbanes-Oxley)
- Whistleblower Legislation/Procedures
- Environment, Sustainability, Governance
- Corporate Social Responsibility, Climate
- Diversity and Inclusion

2 Bill Gates TEDx Talk: The Next Outbreak - We Are Not Ready April 3, 2015 - 38MM views

https://www.ted.com/talks/bill_gates_the_next_outbreak_we_re_not_ready?language=en



3 Growing the Virtual Workplace: The Integrative Value Proposition for Telework (2008)

<https://www.amazon.com/Growing-Virtual-Workplace-Integrative-Proposition/dp/1847203892>

Virtual Work /Telework --Key People

DR. BOB SCHULZ
PROFESSOR & CONNECTOR



Dr. ALAIN VERBEKE
PROFESSOR
EDITOR-IN-CHIEF, JIBS



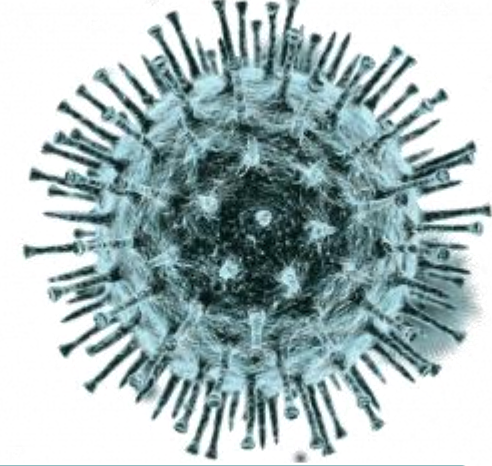
SCOTT FLEMING
FOUNDER, EVANGELIST
BETTER WORKPLACE



DIFFERENTIAL COVID-19 TRUST IMPACTS – COMPANIES/COUNTRIES

	Countries/Regions	Industries
Relatively Better	Hong Kong, Australia, New Zealand, China, Africa	Digital, Telecom, Amazon, Walmart, RV's, Boats, Home Automation, Renovations, Software, "Tech", Suburban Real Estate, Online Learning, Meal/Product Delivery
Relatively Worse	Europe, Russia, USA, South America, Indonesia, India	Retail Stores, Tourism/Hospitality, Airlines, Commercial Real Estate, SMEs, Oil & Gas, Urban Real Estate, Hourly/Task Jobs

DIFFERENTIAL PERSONAL TRUST VALUES



Focus on Sick People

Medical/Virus - Lockdown

Collective focus on COVID-19

Flatten curve, at-risk workers

Seniors, health-compromised

Second wave, new cases,
surges/spikes, deaths

Prevention and risk to others

Inclusive Focus

“And”, not “Or”

Follow the rules

Respect others

Seek best practices

Well People

Jobs/Economy Focus

99% no virus, 1% virus

Individual focus on rights

Duty to accommodate

I am OK/ low risk

Herd Immunity & anti-maskers

WORK PROCESS EVOLUTION AND CHALLENGES



Current COVID-19 Work Processes and People Interactions

- Depends on local COVID-19 rules
- Range of accepted practices within each company and between companies
- Remote work/Zoom/Trust extension of past relationships
- Business Development is more/less complicated

Future Work Processes

- Greater acceptance and choice of F2F or telework/remote
- Risks for on-boarding, building relationships
- New people don't have relationships at start
- Lower trust/lower "reciprocity"
- Coming conflicts (medical vs. business vs. personal/family)



better workplace[™]
www.betterworkplace.com

Increased need for:

- At-home ergonomics
- WorkFit
- Cyber Security
- Office real estate
- On-boarding packages
- Capture ESG impacts

INNOVATION ASPIRATIONS – PERSONAL AND CORPORATE



Hope COVID-19 Goes Away Soon



Try to Survive
(try nothing new)



Adapt to Modified Normal



Pandemic Crisis = Opportunities for Personal and Corporate



RETURN-TO-WORK MEDICAL/TRUST CONSIDERATIONS

- Different approaches to medical interventions (preventative, testing, recovery, antibodies)
- Test speed/accuracy alternatives (temperature, nasal swab, throat swab, breathalyzer)
- Blockchain fit-for-work credentials on cell by TerraHub www.terrahub.ca
- Newer focus on well people vs. sick people



SPECIFIC EXAMPLES OF EXISTING COVID-19 INNOVATIONS

- UV-C Virus Killers (like air humidifiers)
- Robotic UV-C Light Disinfecting
- Daily on-campus digital capture of temperature and health status Carnegie Mellon University
- Fast airport test/results for departures and arrivals
- TrendHunter.com
<https://www.trendhunter.com/covid19/new-normal>
<https://www.trendhunter.com/protrends/curated-awareness>
<https://www.trendhunter.com/trends/covid19-relief1>
<https://www.trendhunter.com/premiumreport/post-pandemic>
- Global Innovation Management Institute (GIMI)
<https://sites.google.com/ixl-center.net/giminstitute-thinktank-covid19/six-feet-apart-examples>
<https://www.giminstitute.org/index.php/six-feet-apart/>
<https://giminstitute.org/>

Digital Divide and Online Learning



Online gamified coding skills K-12
www.robogarden.ca



Online STEM Skills
www.mindfuel.ca



Low-cost wireless data pipelines
www.mage-networks.com

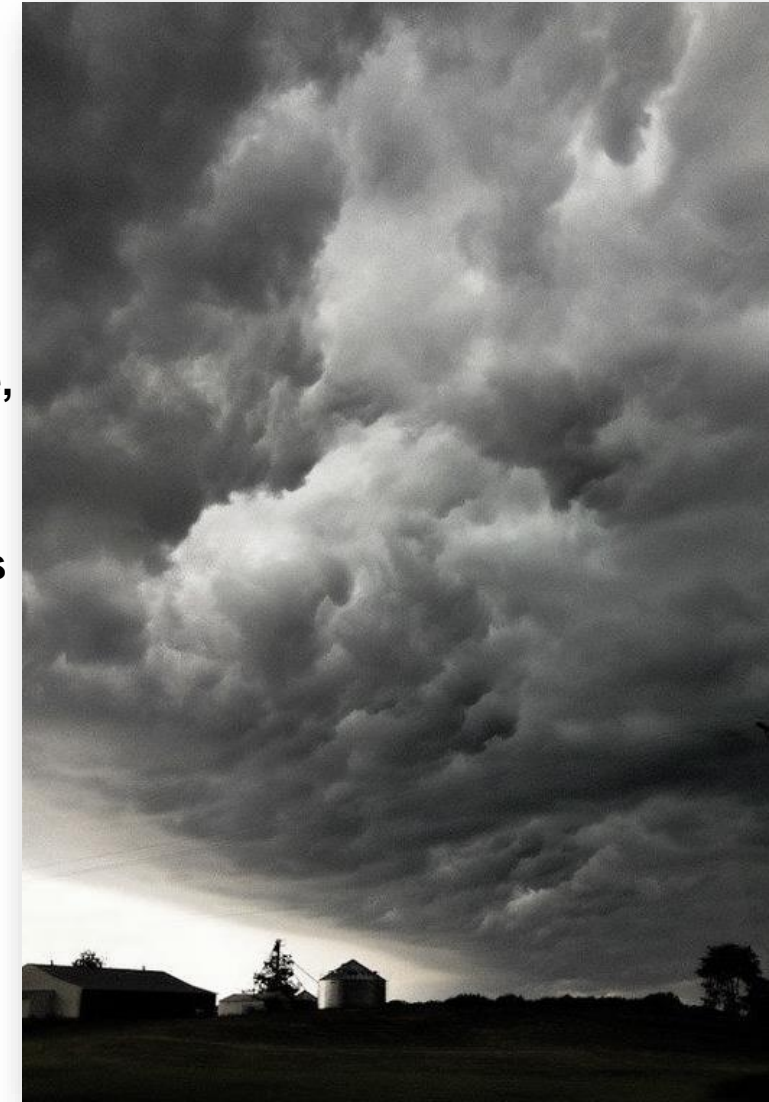
CLOUDS ON THE HORIZON

Corporate

- ➔ Increased asset write-downs (Commercial Real Estate, Banks, Bankruptcies, Receivables)
- ➔ Increased commercial, insurance, re-insurance litigation and failures
- ➔ Increased hackers and cybersecurity challenges
- ➔ Increased permanent closure of 25-50% of SMEs
- ➔ Reduced or modified non-digital task/day jobs
- ➔ Unsustainable business models for many NGOs, churches, education/schools

Personal

- ➔ Low interest rates, dividend cuts, lower overall stock prices and impact on endowments, seniors, pensions
- ➔ Increased COVID-19 fatigue, elder care, childcare, home schooling
- ➔ Increased interpersonal trust concerns and “admonitions to comply”
- ➔ Increased risks for immigrants, diaspora, and overseas relatives
- ➔ Increased mental health issues and relationship breakdowns
- ➔ Increased inability of students to repay education loans



CLOUDS ON THE HORIZON

Medical

→ Collisions among health concerns, jobs/economy, thresholds for government subsidies, and social unrest

→ Unrealistic expectations for vaccines, “cures”, immunity

→ Increased mental health issues and relationship breakdowns

→ Increased realization that mental health pills work 16% (gross) of the time

→ Post COVID-19 “long-hauler” health issues

→ Increased concerns about aggregate chemical sanitizers

→ Collision of medical solutions and non-medical health/wellness solutions



EXTENDING YOUR COVID-19 ECOSYSTEM

GIMI COVID-19 Think Tank  GIMI Institute
Global Innovation Management Institute



<https://www.giminstitute.org/index.php/six-feet-apart/>
<https://sites.google.com/ixl-center.net/giminstitute-thinktank-covid19/library/>
Global Council of Innovative Entities, co-founded by Dubai Government
Excellence Program <https://sites.google.com/giminstitute.org/gcic/home/>

McKinsey
& Company

<https://www.mckinsey.com/about-us/covid-response-center/home>
<https://www.mckinsey.com/about-us/covid-response-center/home>



<https://home.kpmg/ca/en/home/insights/2020/08/ceo-concerns-in-the-wake-of-the-covid-19.html>
<https://home.kpmg/ca/en/home/insights/2020/03/the-business-implications-of-coronavirus.html>



MINERVA
Safety Management Education

<https://safetymanagementeducation.com/>



The Conference Board
of Canada

www.conferenceboard.ca/

Webinar Presenters:

Kim Gould
Health and Safety Manager
Canada Post





Make it **safe.**
Make it **home.**



Make it **safe.**
Make it **home.**

Adapting your workplace to a persistent pandemic

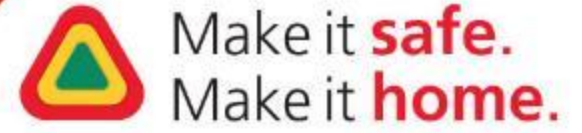
What Canada Post implemented to adapt, sustain and even thrive in this pandemic environment.



- Guiding Leadership Principles
- Preparation & early stages
- Health and safety protocols
- Leadership and Communication
- Supporting employees
- Process when an employee tests positive for COVID 19
- Managing the Supply Chain
- Key Controls (Retail, Delivery, Plant)
- Impact on our business
- Keeping employees engaged



Guiding Leadership Principles during COVID-19



Our **Leadership** used these guiding principles to manage during the pandemic.

1. The **safety** of employees and the people we serve must and will remain our top priority.
2. We will be guided by **the public health experts**, like the Public Health Agency of Canada.
3. We will continue to **work closely with our union colleagues**.
4. We will **communicate early and often** on changes that may impact our employees and our customers.



- Pandemic Preparedness plan:
 - August 2019: tabletop exercise with all internal stakeholders
 - January 2020: updated plan as COVID-19 emerged
- Tied our response to pandemic to Public Health Agency of Canada (PHAC) and World Health Organization (WHO) recommendations and information and consistently maintained this
- Regular communication with all national union executives and national health and safety committees.
- Parcel volumes start to increase – Canadians are depending on us!



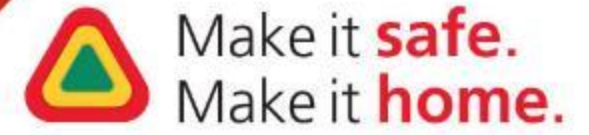
1. If you're sick- stay home
2. Physical distancing (2 metres)
3. Hand hygiene
4. Respiratory hygiene
5. Cleaning - a shared responsibility



**If you're sick
please stay
at home**

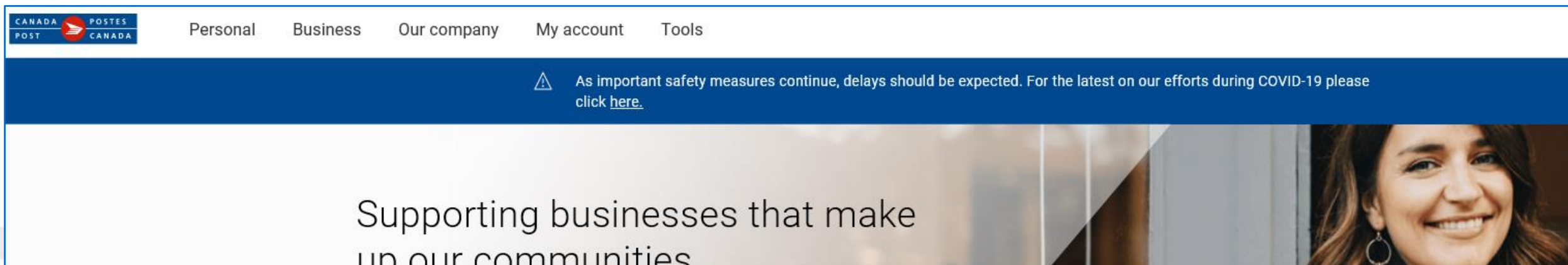
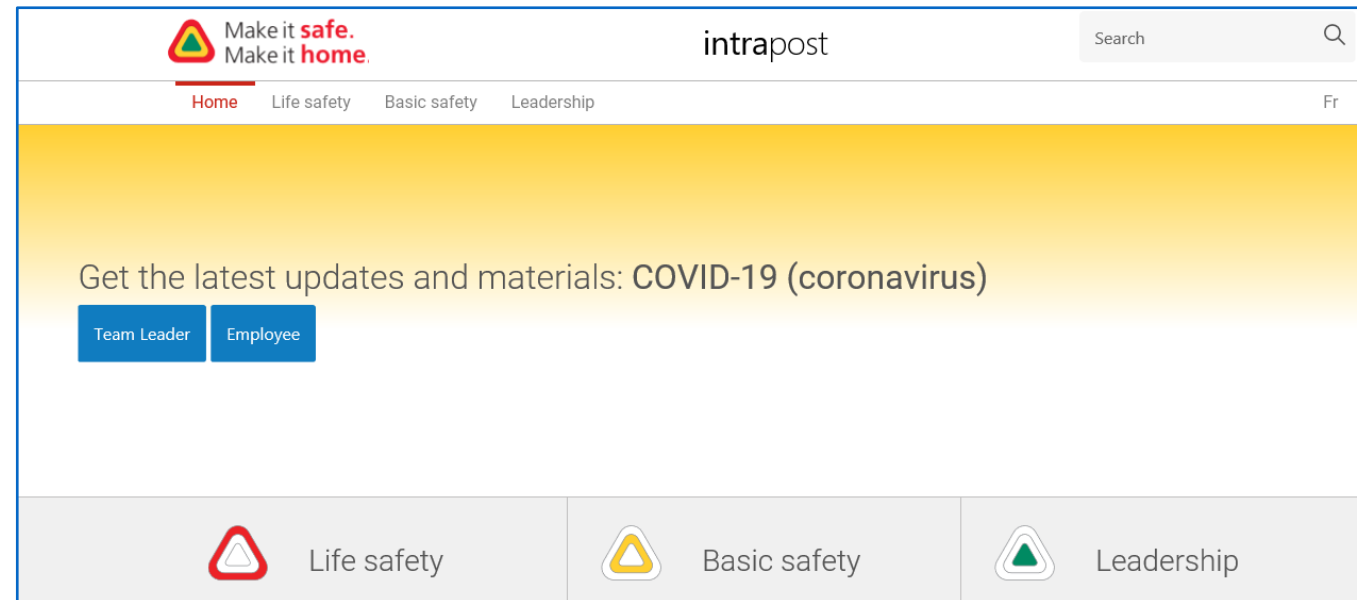


Leadership & Communication



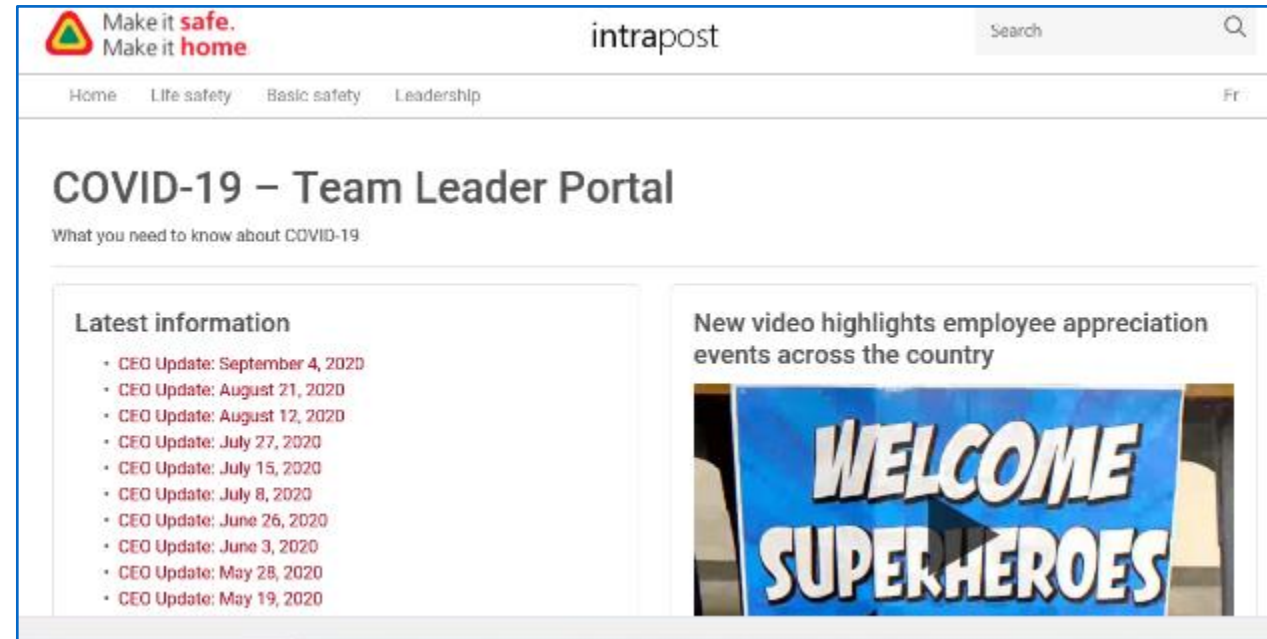
Established regular communications, in consultation with senior leadership to disseminate information to:

- Employees
- Team Leaders
- Customers & Canadians
- National and local joint health & safety committees
- Executive leadership and Board

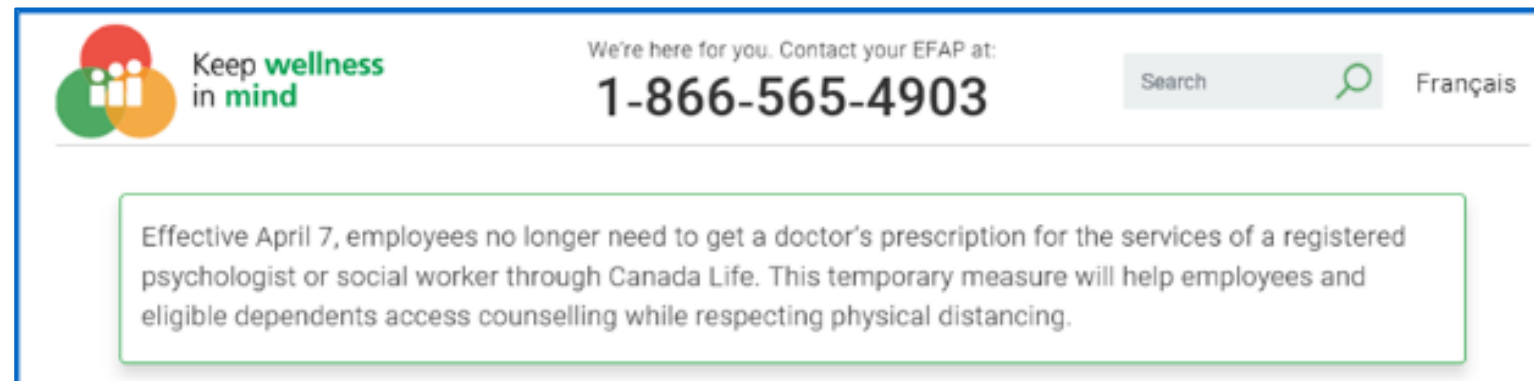


Communications focused on:

- Leave provision:
 - Special leave program for quarantine after travel from outside of Canada and self-isolation,
 - Child and elder care leave programs
- Reducing pressure on medical system:
 - Waived the requirement of doctor's note for our psychological benefits and other programs
- Developed an FAQs for Employees and Team Leaders



The screenshot shows the 'intrapost' website. At the top left is the 'Make it safe. Make it home.' logo. The page title is 'COVID-19 – Team Leader Portal' with the subtitle 'What you need to know about COVID-19'. There are two main content areas: 'Latest information' with a list of CEO updates from May 19, 2020, to September 4, 2020, and a video thumbnail titled 'New video highlights employee appreciation events across the country' with the text 'WELCOME SUPERHEROES'.



The screenshot shows the 'Keep wellness in mind' website. At the top left is the logo with three stylized figures. The text says 'We're here for you. Contact your EFAP at: 1-866-565-4903'. There is a search bar and a 'Français' link. A green-bordered box contains the text: 'Effective April 7, employees no longer need to get a doctor's prescription for the services of a registered psychologist or social worker through Canada Life. This temporary measure will help employees and eligible dependents access counselling while respecting physical distancing.'



Developed a step-by-step process for team leaders to follow if an employee tests positive for COVID 19 - national consistency:

- Role of local public health,
- Employee questionnaire
- Cleaning protocols
- Critical Incident Response Team (CIRT) call
- Communications with impacted employees
- Contact with local, regional and national union(s).

COVID-19 – Team Leader Portal
If you have a confirmed positive case of COVID-19
(Tuesday, April 28)

Situation
An employee who was in the workplace has received a positive COVID-19 test.

What you need to know
When a positive COVID-19 case is confirmed, the local public health authority is advised. They are responsible to:

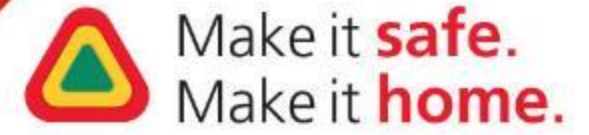
- Notify the person that they are a confirmed positive COVID-19 case.
- They will conduct an investigation to determine who the person was in contact with (Contact Tracing).
- Depending on the level of exposure within the workplace, they may make recommendations to the employer in regards to measures that should be taken in the workplace (i.e. cleaning). If the local public health authority advises that the positive COVID-19 case is sourced from the workplace or an employee claims it is a work-related illness, an IMS log must be created.

What you need to do:
If you become aware of an employee in your work center who has tested positive for COVID-19 (i.e. Employee reports this to you or you are contacted by the local public health authority), the following steps must be followed:

1. Talk to affected employee: Use the **attached script** to guide your conversation and to document their consent if provided. During this call each of the following items should be covered:
 - **Details of when and where they last worked**



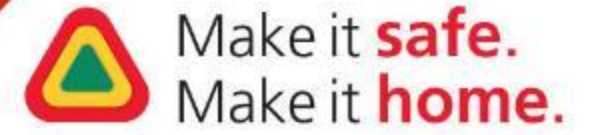
Managing the Supply Chain



- Established requirements given our 60,000+ employees and 6,000+ locations:
 - Hand sanitizer
 - Disinfecting wipes or bleach based cleaner
 - Nitrile gloves
 - Face coverings
 - Face shields
- Secured supplies for the first wave and have been working to ensuring enough stock for the next wave
- Utilize infrastructure and logistics know-how to distribute from coast-to-coast-to coast.



Key Controls - Retail



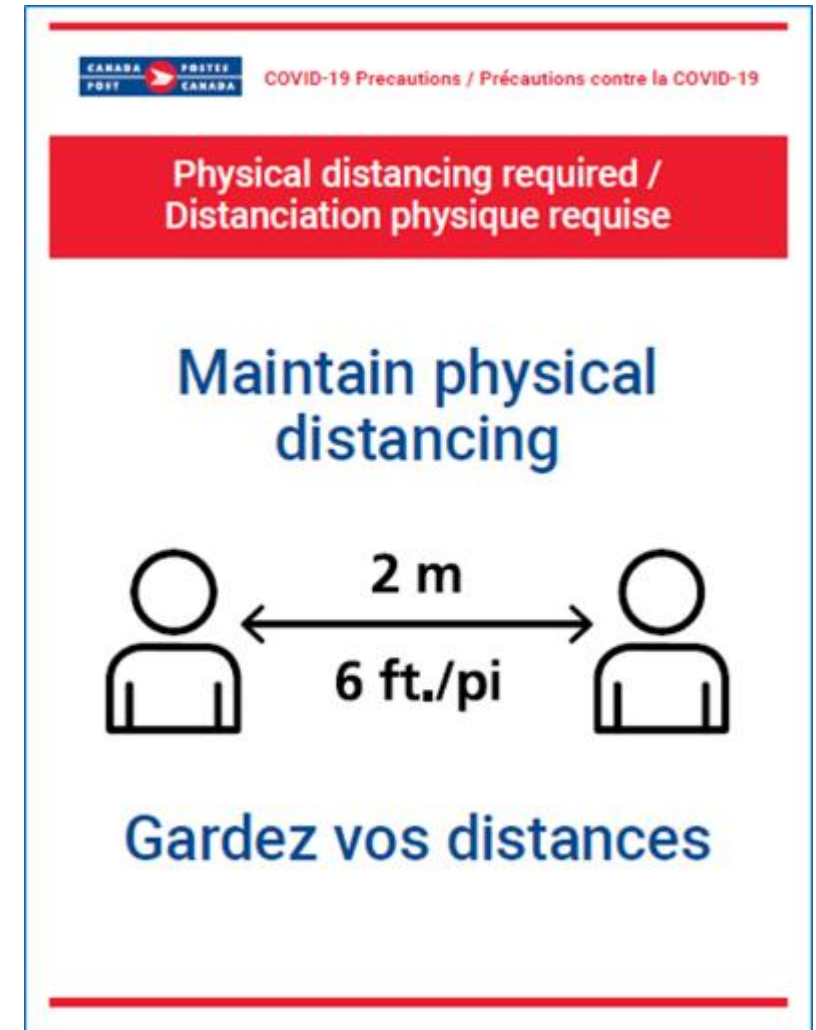
- Designed and installed splash guards
- Increased regular cleaning of high touch points
- Communicated to employees & customers:
 - physical distancing (2 m)
 - hand washing or sanitizing
- Reduced hours to give employees time to clean facilities
- Modified delivery of training programs
- Deployed:
 - Hand sanitizer
 - Bleach based cleaning supplies
 - Nitrile gloves
 - Face coverings



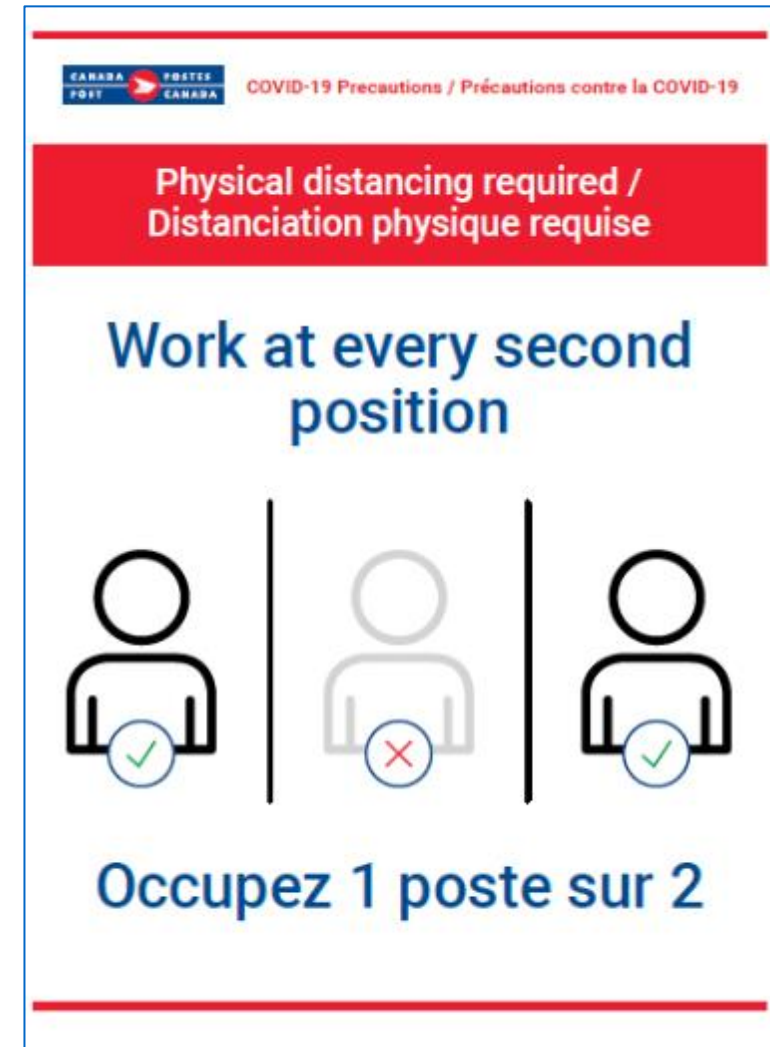
Key Controls - Delivery



- Altered processes to reduce interactions with customers
 - Knock, drop and go.
- Redesign layout to increase space between employees
- Introduced more “waves” in the depot.
 - Employees start at different times to minimize the number of people in the building at the same time
- Communicated to employees:
 - Physical distancing
 - Hand hygiene
 - Cleaning
- Modified delivery of training programs
- Deployed:
 - Hand sanitizer
 - Bleach based cleaning supplies
 - Nitrile gloves
 - Face coverings






- Redesigned the layout to increase space between employees; additional space for break/lunchrooms
- Introduced staggered start times in the plant
- Communicated to employees:
 - Physical distancing
 - Hand hygiene
 - Cleaning
- Modified delivery of training programs
- Deployed:
 - Hand sanitizer
 - Bleach based cleaning supplies
 - Nitrile gloves
 - Face coverings



The Pandemic's Impact on our Business



From our CEO Updates: “The pandemic has put every retailer, mailer and consumer in completely new situations, and they’re making very different decisions. This is causing unprecedented impacts on our business. Other postal services globally are seeing similar impacts of this magnitude.” (Amounts are approximate)

Month - Year over Year Comparison	Parcels 	Lettermail 	Direct Marketing 
April 2020	↑ 38%	↓ 18%	↓ 64%
May 2020	↑ 50%	↓ 13 %	↓ 60%
June 2020	↑ 75%	↓ 14%	↓ 37%
July 2020	↑ 45%	↓ 14%	↓ 18%
August 2020	↑ 27%	↓ 12%	↓ 37%





CEO UPDATE
ON COVID-19 June 26, 2020



Most Trusted Brand in Canada

Dear Colleagues,

Three months ago, when this extraordinary period began, it didn't take long to realize how much Canadians would be relying on us. At the same time, we knew that our ability to provide our essential service would be greatly tested. But we were committed to stepping up.

Today, I want to share some feedback with you about how Canadians have judged our efforts.



A+

Thank you Canada Post! I have placed a couple orders and am really pleased at how much you have put into improving your service, everything is coming fast, tracking has been on par, and I picked up one today at Rexall, and the service was super nice, plus I shipped out homeschooling tests today! Whatever you are doing is working awesome! Keep up the great work!



Shout out to Canada Post I can't say enough how well they have been dealing with everything. Packages being sent from Winnipeg and my customers receiving them across the country within days. My mind is blown. Thank you!! ❤️ All your staff are very much appreciated.

[#canadapost](#) [#thankyou](#)



Fayçal El-Khoury
Federal Member of Parliament
for Laval-Les Îles
Député fédéral de Laval-Les Îles

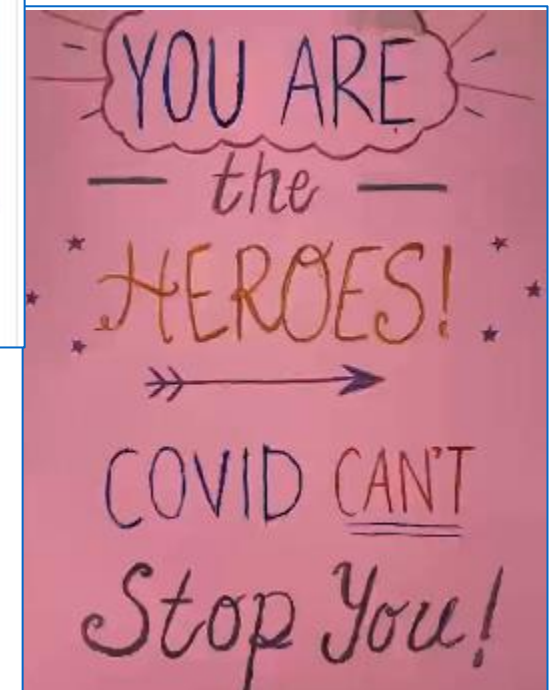
"Mr. Speaker, I would like to thank all of Canada Post's employees from the bottom of my heart. From the beginning of the pandemic, they have demonstrated an exemplary determination to serve all Canadians across the country. They risked their lives and those of their families, and they continue to do so by moving around the country to ensure that we can all receive our parcels at home safely.

I would also like to thank Canada Post for taking the necessary measures to respect Health Canada guidelines and ensure the health and safety of their employees, which is an extremely important element in fighting the pandemic and allows them to perform their tasks in a very secure environment.

I commend them for their excellent work, their dedication, their co-operation and the assistance they have provided to all Canadians during these challenging times."



- Empower local safety committees to help keep their teams safe
- Encourage employees to manage their own safety, Internal Responsibility System (IRS)
- Provide regular updates from our CEO on the state of the business
- Provide a thank you lunch for all our front line employees
- Power of positivity & gratitude- Today's smile





**The Conference
Board of Canada**

**THANK YOU!
QUESTIONS...**

