

# Helping Your Workforce Adapt to the New Normal

Strategies and Tips for Managers

**Danann Smith**

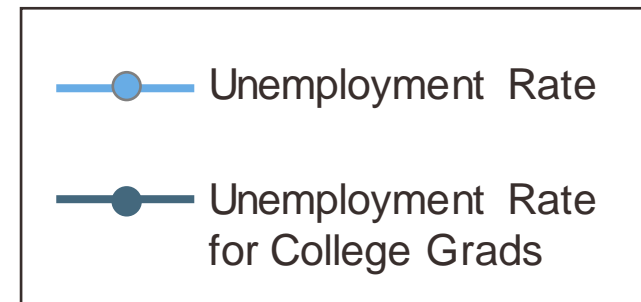
Regional Vice President  
Robert Half





- The Hiring Environment
- Managing a Remote Staff
- Hiring and Onboarding Remotely
- Transitioning Back to the Office
- New Practices and Expectations
- Keeping Your Business Moving Forward

# UNEMPLOYMENT RATE OVER THE PAST 12 MONTHS



Source: Bureau of Labor Statistics (BLS)

# FEBRUARY 2021

U.S. BUREAU OF LABOR  
STATISTICS MONTHLY  
JOBS SUMMARY

379,000

JOBS ADDED<sup>1</sup>

6.2%

UNEMPLOYMENT  
RATE<sup>1</sup>

3.8%

UNEMPLOYMENT  
RATE FOR COLLEGE  
GRADS<sup>2</sup>

<sup>1</sup>BLS data

<sup>2</sup>College-degreed workers, 25 and older

# Hiring Trends: Finance

Q4 2020 unemployment rates for select positions are shown in bold.

- 0.6%** Budget analysts
- 1.6%** Financial managers
- 1.9%** Compliance officers
- 3.0%** Loan officers
- 3.8%** Financial analysts
- 4.0%** Bookkeepers
- 4.4%** Accountants and auditors

## **Additional positions in demand:**

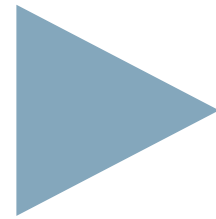
- Accounts receivable/accounts payable specialists
- Controllers
- Payroll managers



# MANAGING A REMOTE STAFF

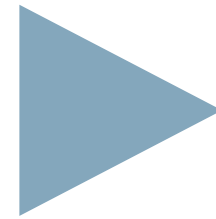
## **What kinds of challenges are you facing as manager with regards to morale, engagement and productivity of your teams?**

- A. Keeping employees motivated and engaged.
- B. Managing WFH environment: burnout, longer hours, voluntary resignations, reduced team capacity
- C. How to unplug and detach from work



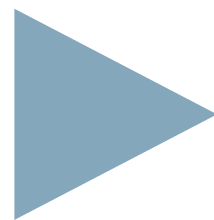
No amount of  
**COMMUNICATION**  
is too much.



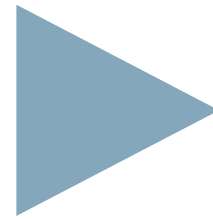
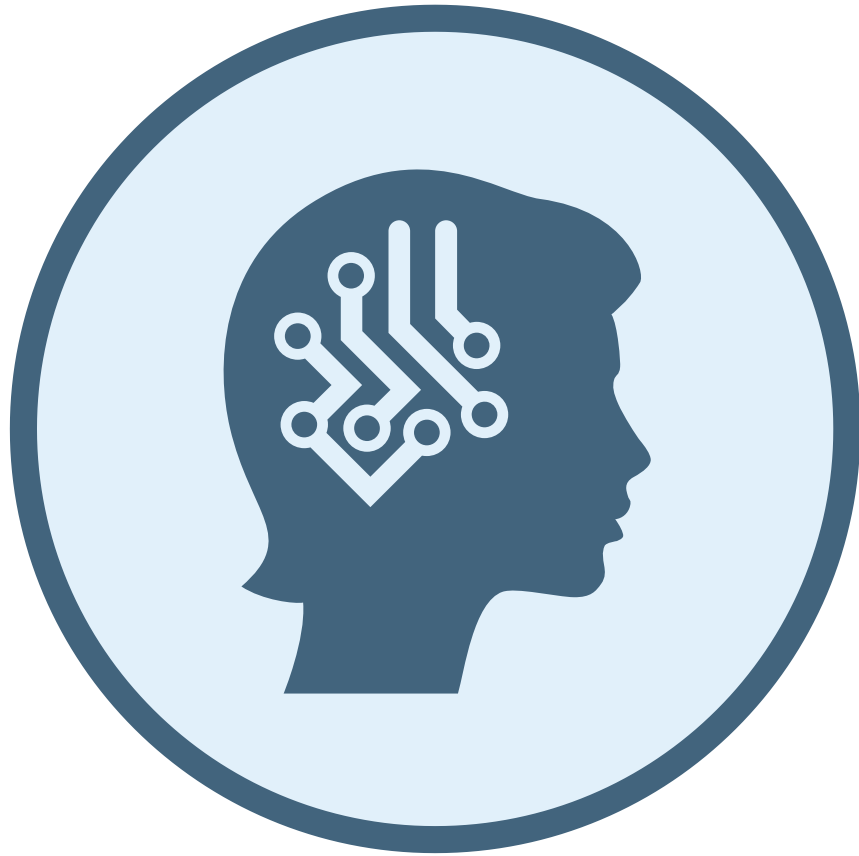


## **INTERACT**

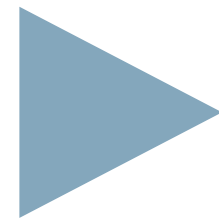
2-3 times more  
than you would  
in an office.



Make sure your team is ready and able to use **VIDEO** to communicate.

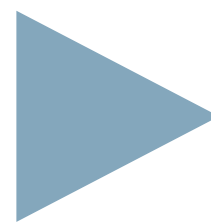


Be a **TECH  
CHAMPION**  
for your team.

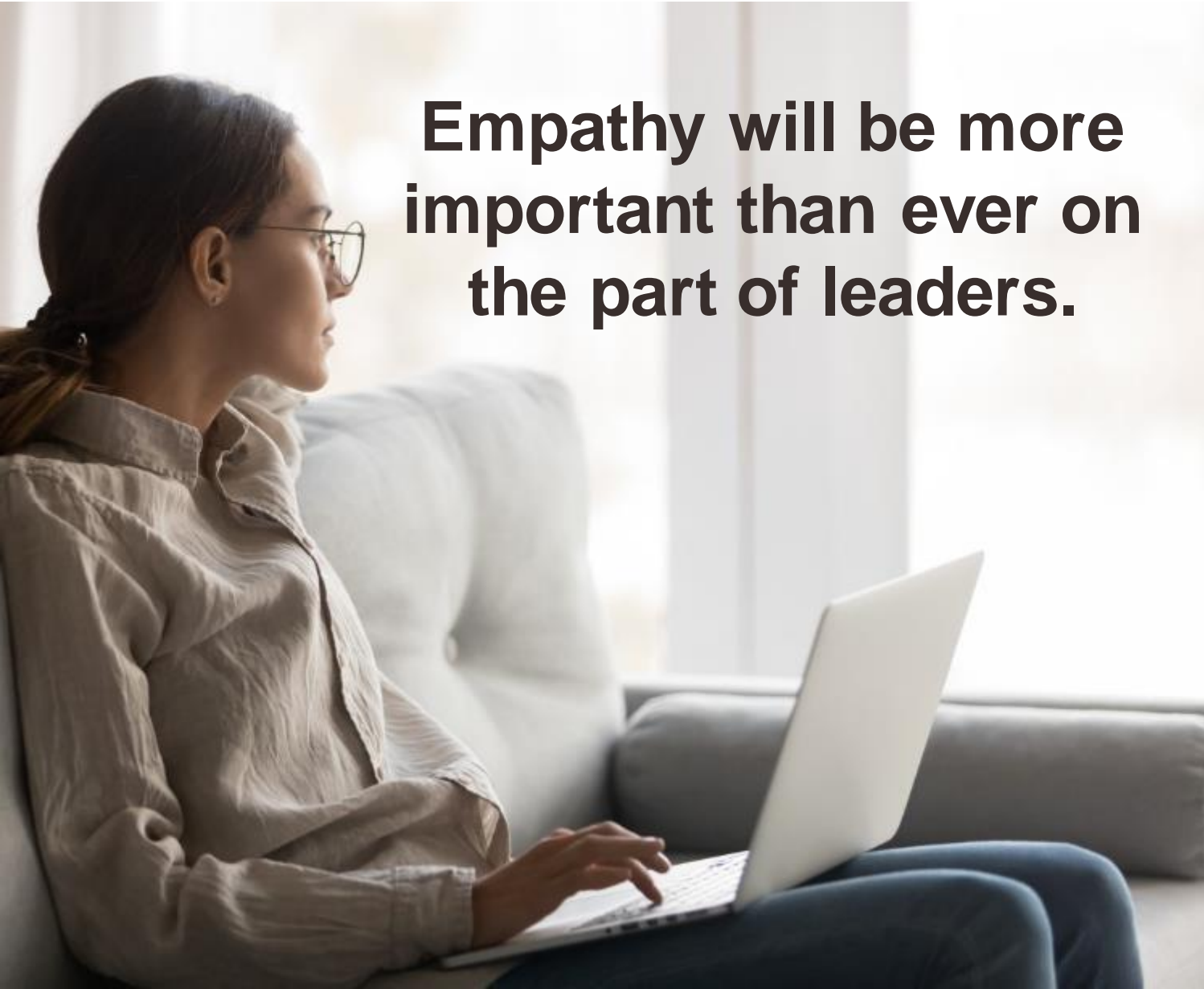


## Be open and **AUTHENTIC:**

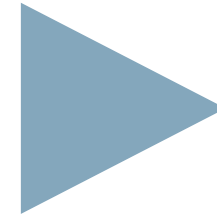
- ✓ Be upbeat.
- ✓ Be honest.



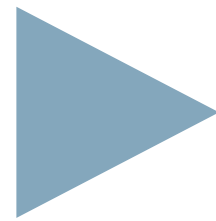
Lead with  
**EMPATHY.**



**Empathy will be more important than ever on the part of leaders.**

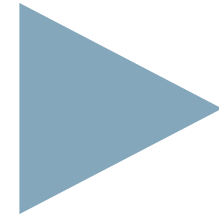


- Approachable
- Accommodating
- Resilient
- Compassionate
- Supportive
- Inclusive
- Calm



Offer generous  
**FLEXIBILITY.**

**MANAGING** A REMOTE STAFF



But work still  
needs to get  
**DONE:**

- ✓ Reprioritize projects as necessary.
- ✓ Give every project an owner.





# HIRING REMOTELY

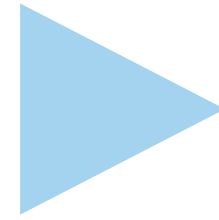
## What is your biggest concern when it comes to remote hiring?

- A. Too many applications
- B. Too time consuming
- C. Difficult to build rapport like in-person interviews
- D. Tough to gauge culture fit during virtual interview process
- E. Inability to find skilled candidates via virtual interviews
- F. Hiring a remote candidate in a different geography for the first time



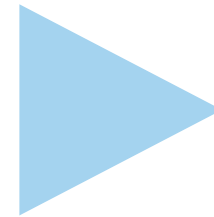
▶ Tap multiple resources to find the **RIGHT** job candidates:

- ✓ Former employees
- ✓ Current employee referrals
- ✓ Remote interim staff



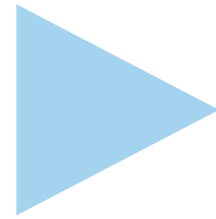
## The value of **SPECIALIZED** staffing firms:

- ✓ Accustomed to a remote process
- ✓ Pre-evaluated candidates ready to work from home
- ✓ Secure remote technology



# Conducting remote **INTERVIEWS**

- ✓ Don't try to wing it.
- ✓ Prepare your technology.



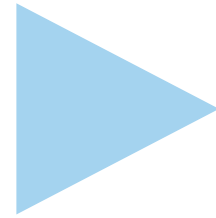
# Conducting remote **INTERVIEWS**

- ✓ Have a backup plan.
- ✓ Minimize distractions.



# ▶ Conducting remote **INTERVIEWS**

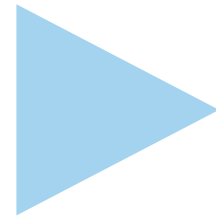
- ✓ Evaluate aptitude for remote work:
  - ❑ Reasonably tech-savvy
  - ❑ Used to taking the initiative on projects
  - ❑ Good problem solver
  - ❑ Expert communicator



# Conducting remote **INTERVIEWS**

- ✓ Don't forget to assess fit with your organizational culture.





# Conducting remote **INTERVIEWS**

- ✓ Assess their technical setup.

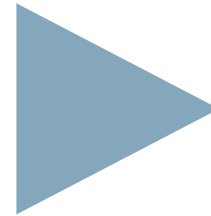


# ONBOARDING REMOTELY

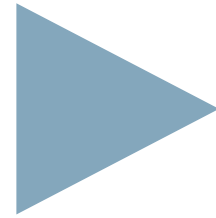
**Have you had to onboard any staff remotely during the pandemic?**

A. Yes

B. No

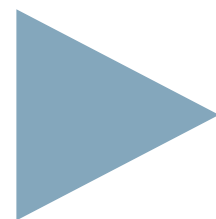


Make sure  
they're **SET UP**  
before Day One.



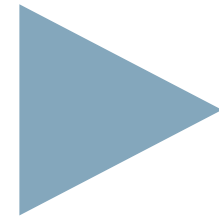
Give them an  
enthusiastic  
**WELCOME.**

**ONBOARDING** REMOTELY



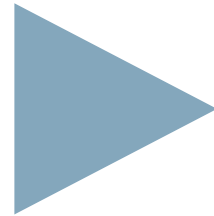
Give them  
a go-to  
**CONTACT.**

**ONBOARDING** REMOTELY



Create an  
online **GUIDE.**

**ONBOARDING** REMOTELY



Be **AVAILABLE**  
to new team  
members.





**TRANSITIONING** BACK TO THE OFFICE



Reopening requires dramatic changes.



**TRANSITIONING** BACK TO THE OFFICE

▶ Every business and individual should return at a time *they* deem appropriate and safe.



**TRANSITIONING** BACK TO THE OFFICE

# New Practices and Expectations



**72%** of workers are rethinking shaking hands with business contacts.



**72%** plan to schedule fewer in-person meetings.



**59%** are rethinking attending in-person business events.



**57%** are weighing the necessity of business travel.

**Source:** Robert Half survey of more than 1,000 workers, 18 years of age or older and normally employed in office environments in the United States, April 2020

**What's the likelihood that your finance team will be working remotely on a more frequent basis post-pandemic?**

- A. Much more likely
- B. Somewhat more likely
- C. Somewhat less likely
- D. Not likely at all

# Remote Work Is Here to Stay

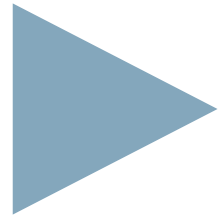
**74%** of employees say they'd like to work remotely more following the pandemic.

**Source:** Robert Half survey of more than 1,000 workers, 18 years of age or older and normally employed in office environments in the United States, April 2020





KEEPING YOUR BUSINESS MOVING **FORWARD**

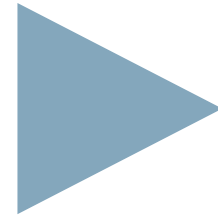


**Flexibility**  
Remains Essential.



KEEPING YOUR BUSINESS MOVING **FORWARD**





## **Agility** Is Key, Even Back in the Office:

- ✓ Continual readjustment
- ✓ Reprioritizing tasks and realigning resources
- ✓ Becoming very good at managing a mix of resources

# Your Team Will Need New **Soft Skills:**

- ✓ Flexibility and adaptability
- ✓ Willingness to pitch in anywhere needed
- ✓ Comfort tackling multiple roles
- ✓ Resilience
- ✓ Creativity to solve shifting challenges
- ✓ Eagerness to learn new technologies





## What Will You Be Doing?

- ✓ Directing the projects of people both in-office and at home
- ✓ Rearranging and reinforcing staff resources as needed
- ✓ Closing gaps with the use of interim staff
- ✓ Focusing on retention



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