



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

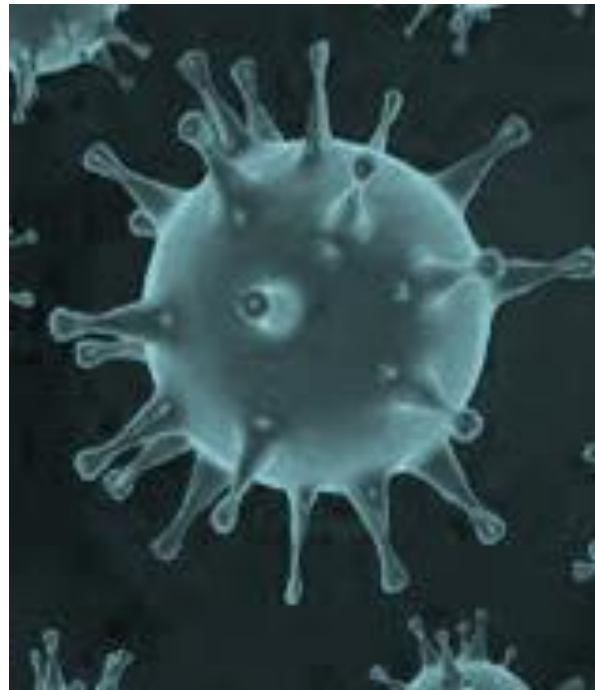


ADAPTING YOUR WORKPLACE TO THE PERSISTENT COVID-19 PANDEMIC

“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

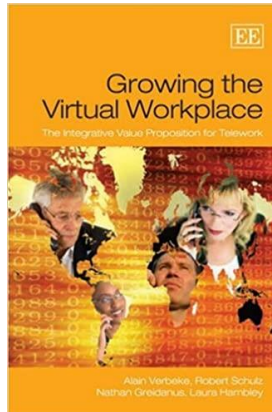
https://www.ted.com/talks/bill_gates_the_next_outbreak_we_re_not_ready?language=en



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



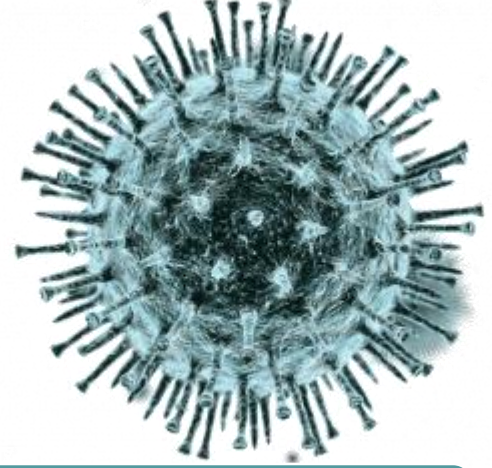
SCOTT FLEMING
FOUNDER, EVANGELIST
BETTER WORKPLACE



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

Personal

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

Low interest rates, dividend cuts,
lower overall stock prices and impact
on endowments, seniors, pensions

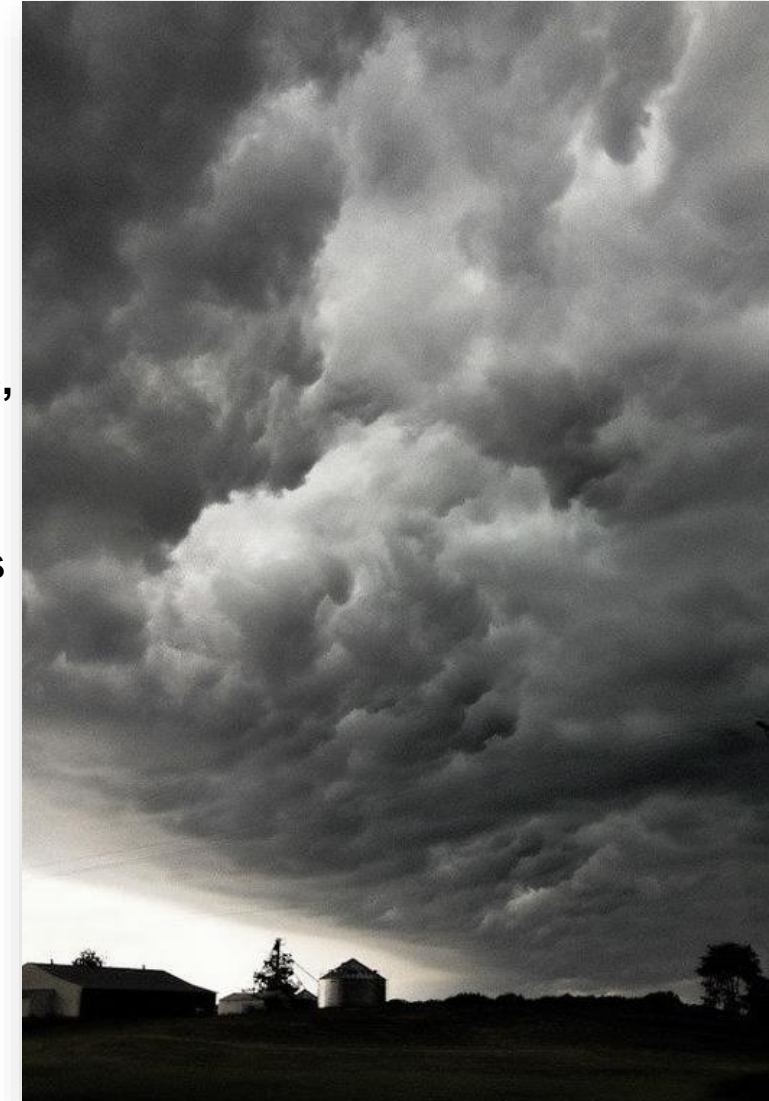
Increased COVID-19 fatigue, elder care,
childcare, home schooling

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>



<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



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

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!



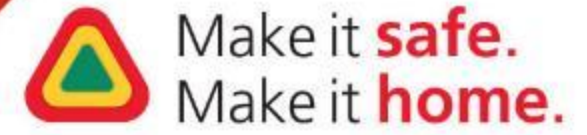


1. If you're sick- stay home
2. Physical distancing (2 metres)
3. Hand hygiene
4. Respiratory hygiene
5. Cleaning - a shared responsibility

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

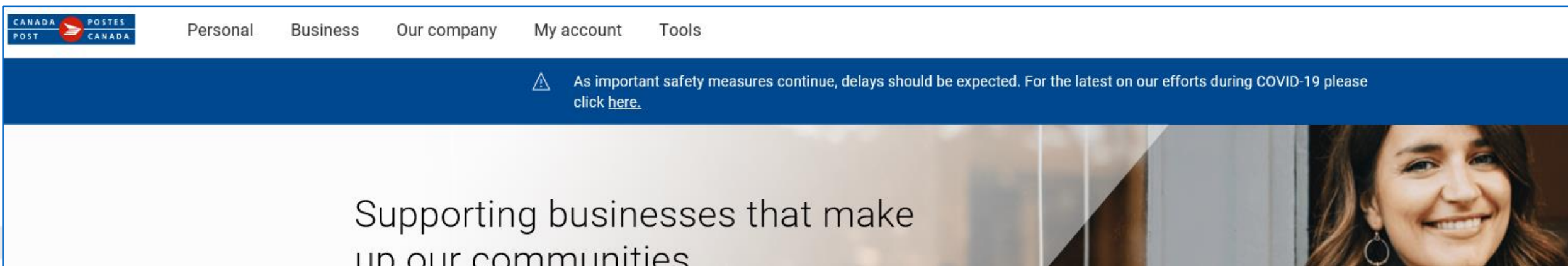
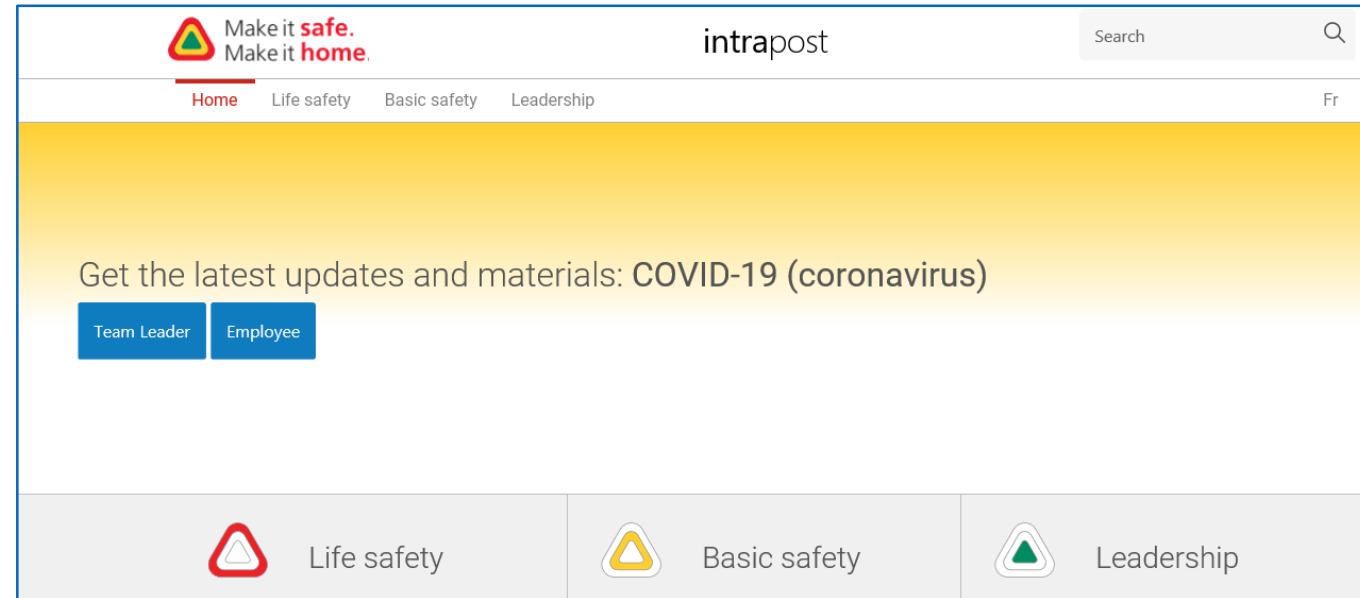


Leadership & Communication



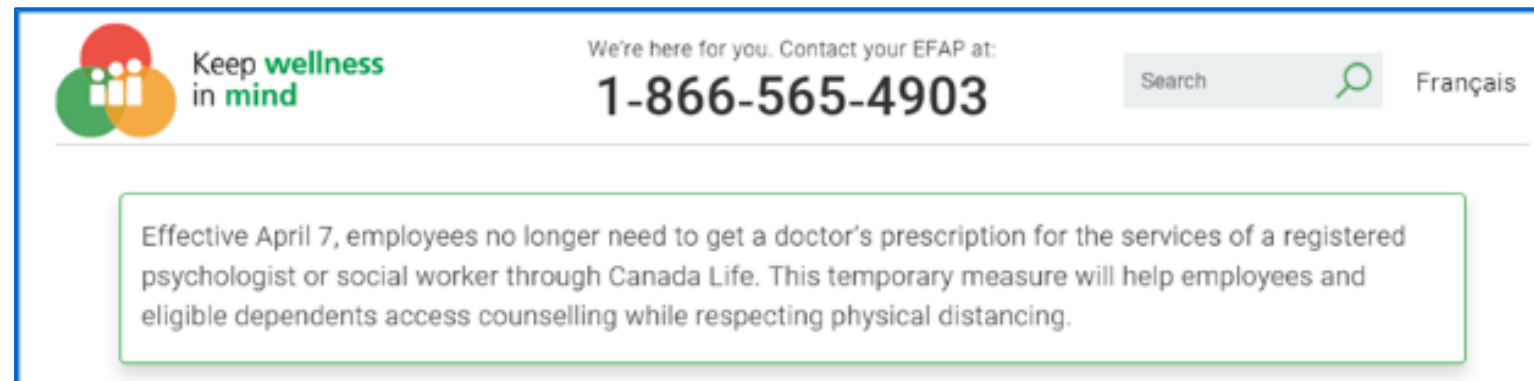
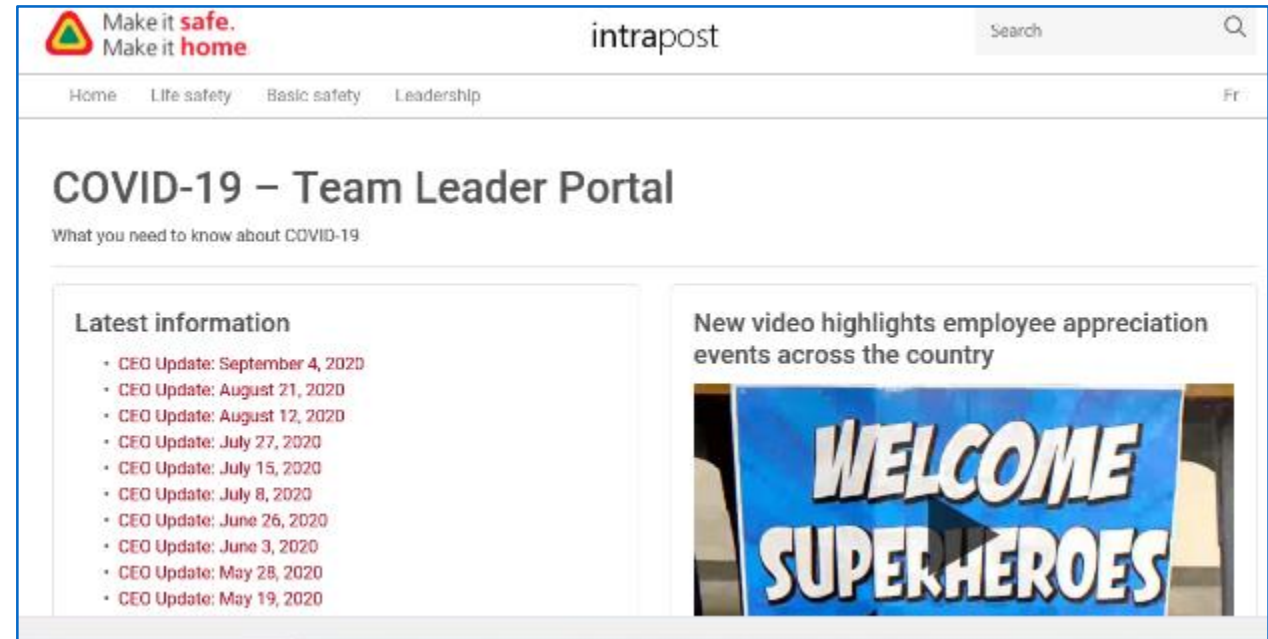
Established regular communications, in consultation with senior leadership to disseminate information to:

- 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



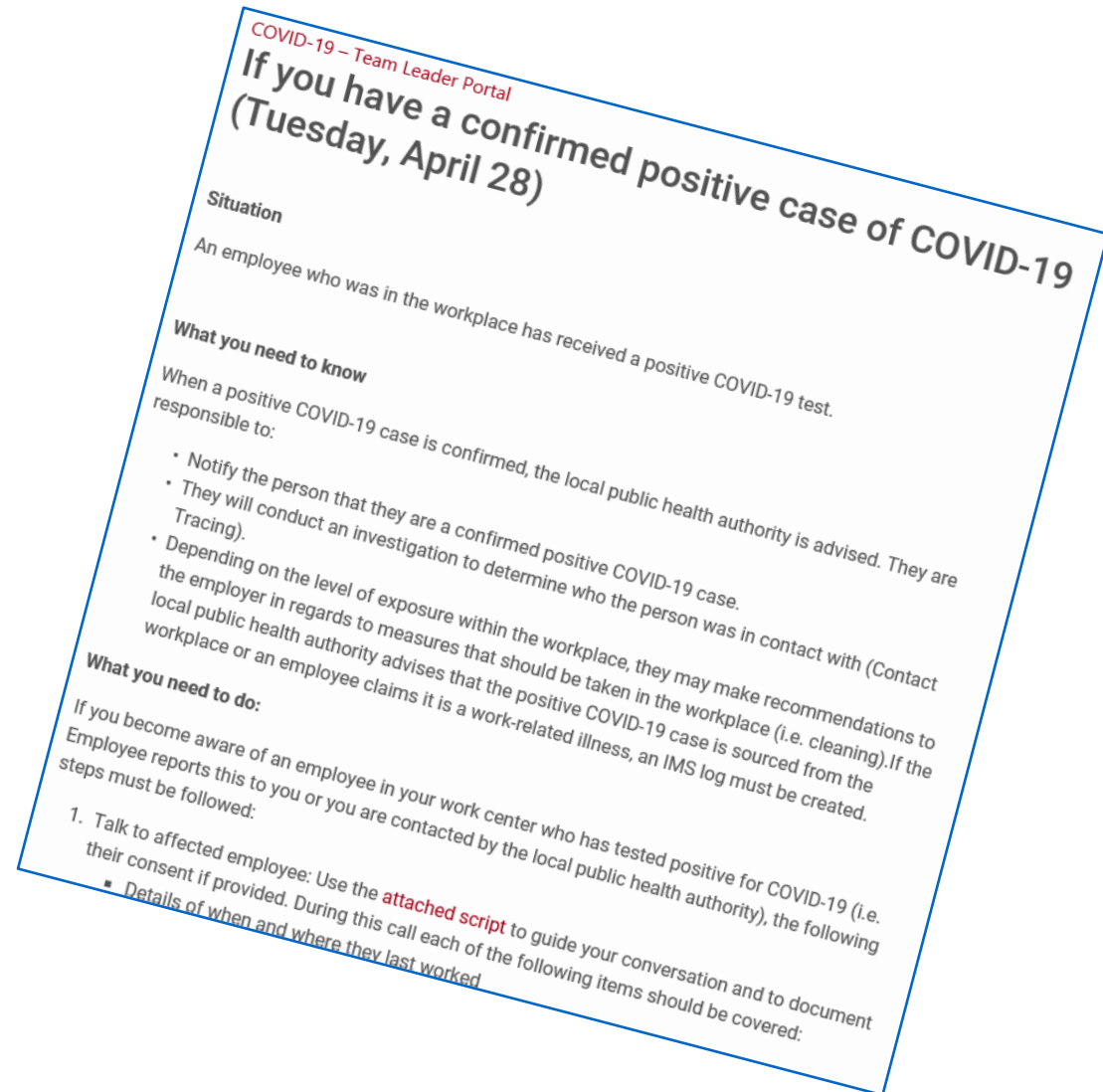
Positive cases of COVID-19



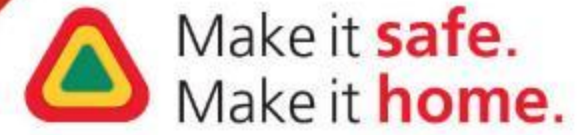
Make it **safe**.
Make it **home**.

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).



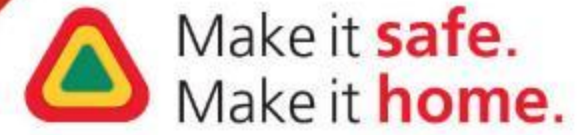
Managing the Supply Chain



- 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.



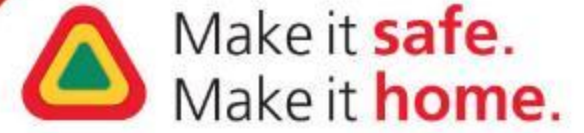
Key Controls - Retail



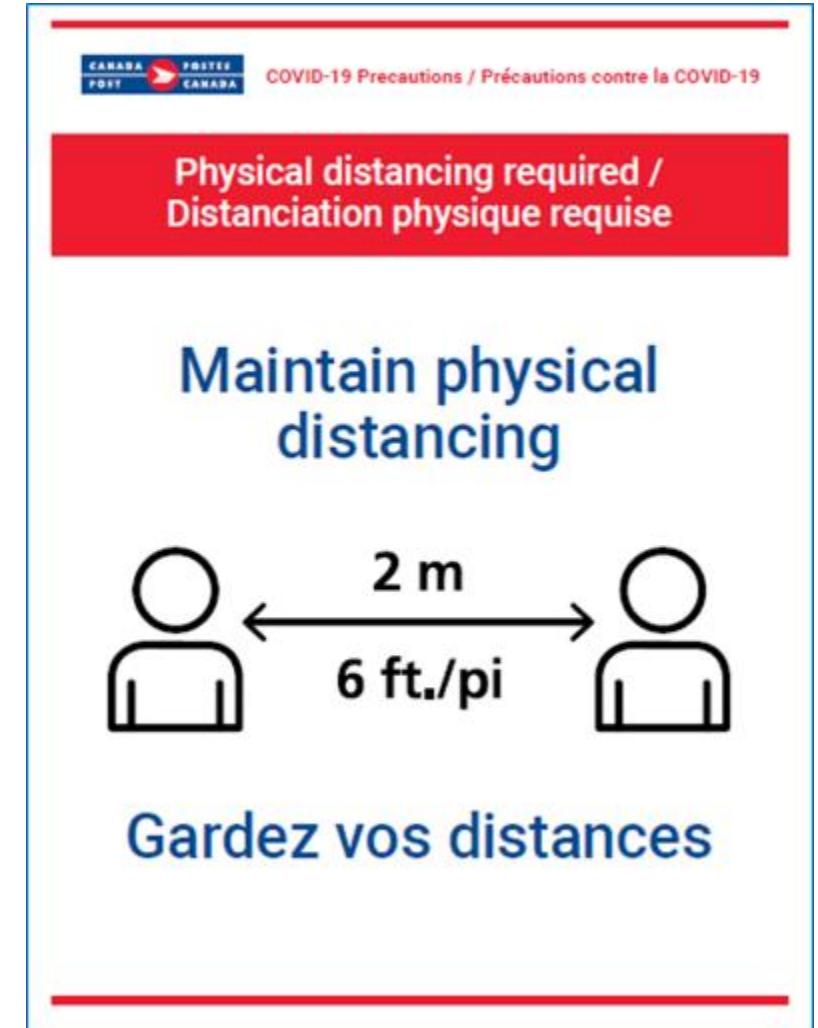
- Designed and installed splash guards
- Increased regular cleaning of high touch points
- Communicated to employees & customers:
 - physical distancing (2 m)
 - hand washing or sanitizing
- Reduced hours to give employees time to clean facilities
- Modified delivery of training programs
- Deployed: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



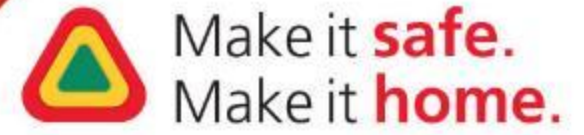
Key Controls - Delivery



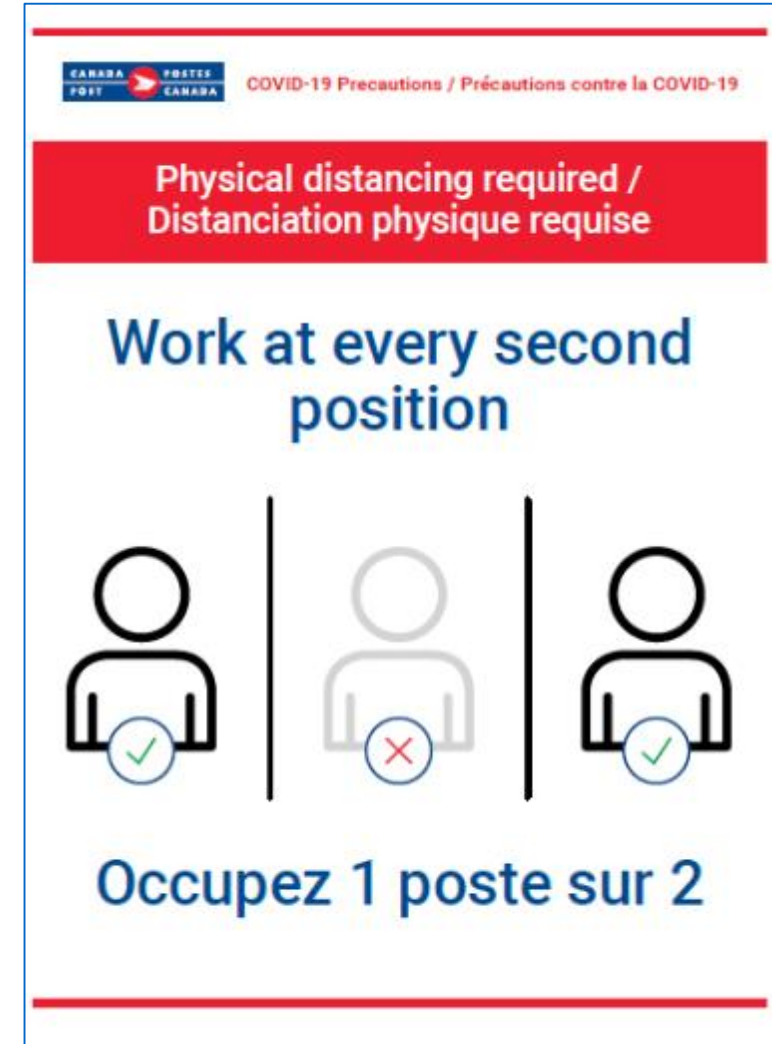
- Altered processes to reduce interactions with customers
 - Knock, drop and go.
- Redesign layout to increase space between employees
- Introduced more “waves” in the depot.
 - Employees start at different times to minimize the number of people in the building at the same time
- Communicated to employees: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



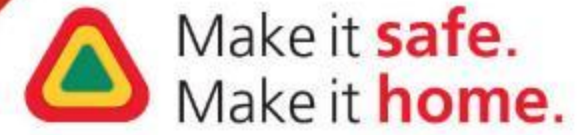
Key Controls - Plants






- 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.



Continued Support and Positivity for our Company



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



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."



Keeping employees engaged



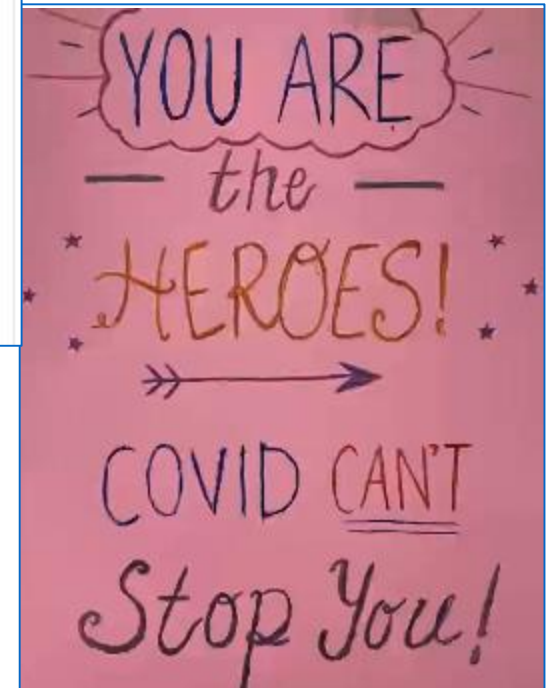
Make it **safe**.
Make it **home**.

- 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

New video highlights employee appreciation events across the country



Throughout the COVID-19 situation, our people stepped up and made a difference. Under challenging and exceptional circumstances, you





THANK YOU! QUESTIONS...

