



Make the Return to Work Safe and Comfortable for Everyone



Make the return to work transition safe and comfortable for everyone

The work environment has flipped on its head over the past few years. There's no handbook for how to deal with COVID-19 and its ongoing impact, so executives have had to think creatively to quickly support their teams as protocols continue to change.

After years of delayed returns to office and a multitude of plans later, many companies are actually starting to figure out what a full return to in-person or – in most cases – a long term hybrid arrangement will look like in practice.

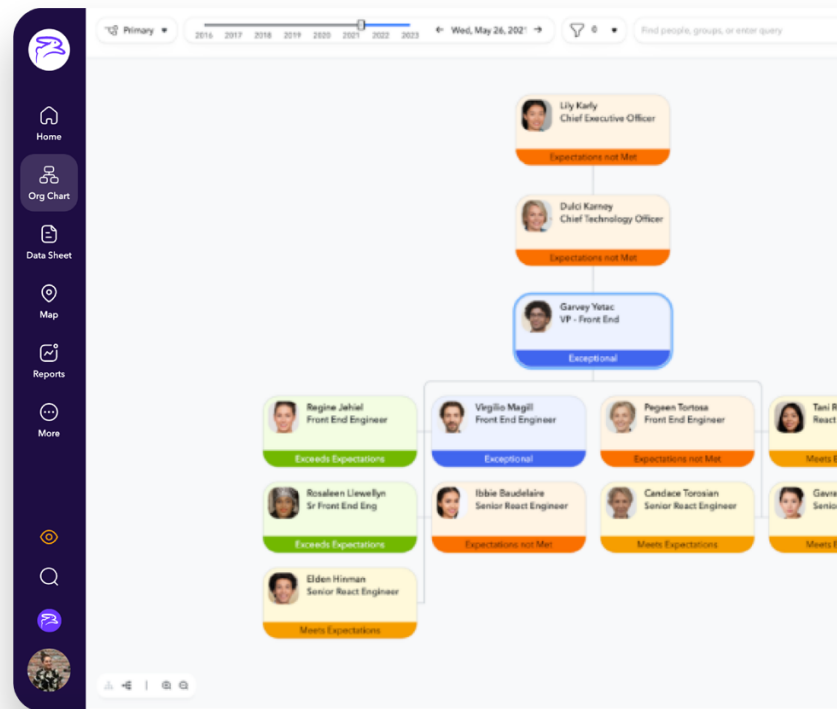
It's easy to start by focusing on physical preparations: ordering hand sanitizer, creating a vaccination and testing policy, and reconfiguring office layouts for distancing.

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To make the transition safe and comfortable for everyone, leaders need to think about what each role entails, employees' living circumstances and transportation needs, and more.

Such precautions are a good starting point. But it's going to take more than physical preparations for employees to return to the office safely.

Companies must also consider who should return to the office, and when. To make the transition safe and comfortable for everyone, leaders need to think about what each role entails, employees' living circumstances and transportation needs, and more.

In this document we've compiled top questions you should think through, how to analyze the data, and best practices to make the transition as seamless as possible.



Before you begin

Decide

- ☑ Which information you want to collect
- ☑ Whether or not you want to collect this information anonymously
- ☑ How often you want to collect this information
- ☑ How you will store, use, and share the information
- ☑ Which other data you want to analyze against

Communicate

- ☑ Your guiding principles for developing a plan (i.e. security, productivity, comfort, etc.)
- ☑ How the data will be used
- ☑ That it's ok if answers might change as personal situations and requirements evolve

Gather

- ☑ All of the data needed from your various systems
- ☑ The tools you'll use to request information from employees
- ☑ The tools you'll use to analyze the data

Data to collect

Use this worksheet to plan out the questions you want to ask your team by marking them with a check in the "Ask?" column.

We have provided suggestions on wording as well as answer options. We have also bolded our suggestion of how often you should ask it.

HELPFUL TIPS

- ☑ Always emphasize employee agency
- ☑ Use inclusive language (i.e. sub out "children" for "dependents")
- ☑ Provide options for "Undecided" and "Prefer not to say"
- ☑ Ensure employees know it's ok to answer "Undecided" or "Prefer not to say"

Ask?	Question	Answer options or add additional options	How often?
UNDERSTANDING WORK NEEDS			
	Are you able to successfully complete your work from home?	Yes No Prefer not to say	Daily Weekly Monthly Once
	Can this work be done from home? <small>This is a question for the manager</small>	Yes No	Daily Weekly Monthly Once
	Are they required to interact with individuals indoors? <small>This is a question for the manager</small>	Yes No	Daily Weekly Monthly Once
	If this work were to be done from home, would it adversely impact essential services or functions? <small>This is a question for the manager</small>	Yes No	Daily Weekly Monthly Once

GETTING BUY IN FROM EMPLOYEES

Consider the following questions as they relate to elements you want to include in your return to office policy.

	Are you fully vaccinated?	Yes No	Daily Weekly Monthly Once
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Ask?	Question	Answer options or add additional options	How often?
	Do you agree to undergo COVID testing every week while at work?	Yes No	Daily Weekly Monthly Once
	Do you agree to self-monitor (i.e. assess for symptoms) and be honest about reporting symptoms?	Yes No	Daily Weekly Monthly Once
	Do you agree to immediately isolate yourself at home if you test positive?	Yes No	Daily Weekly Monthly Once

PLANNING THE RETURN TO THE OFFICE

	<p>When we open up an office again, do you plan on coming in at all?</p> <p>Please consider that we will likely have requirements around vaccinations, testing & more.</p>	Yes No Undecided Prefer not to say _____ _____	Daily Weekly Monthly Once
	<p>If you answered yes or undecided, how many days a week do you envision coming into the office?</p>	1 2-3 3-4 5 N/A Prefer not to say _____ _____	Daily Weekly Monthly Once

Ask?	Question	Answer options or add additional options	How often?
	Which requirements would negatively affect your decision to come into the office (meaning you would come in less or not at all if they were enforced)?	Social distancing Wearing masks Group congregations Conference room use Testing requirements Vaccination requirements Other Prefer not to say _____ _____	Daily Weekly Monthly Once
	Anything else you'd like us to know as it relates to planning a return to the office?		

ASSESSING RISK / REWARD

Do you have any dependents in your household?	Yes No Prefer not to say _____ _____	Daily Weekly Monthly Once We suggest only resending on a monthly basis as situations change
Do you rely on public transportation to get to work?	Yes No Prefer not to say _____ _____	Daily Weekly Monthly Once We suggest only resending on a monthly basis as situations change

Ask?	Question	Answer options or add additional options	How often?
	Based on those coming in and out of your household, do you consider yourself to have a high, medium or low risk of exposure? (i.e. if you live with a medical professional, you have a high exposure risk.)	High Medium Low _____ _____	Daily Weekly Monthly Once We suggest only resending on a monthly basis as situations change
	Is anyone in your household considered high risk? (Feel free to use this resource by the CDC)	Yes No Prefer not to say _____ _____	Daily Weekly Monthly Once We suggest only resending on a monthly basis as situations change
	On a scale of 1-5, how comfortable are you working remotely?	1 (I have inadequate resources) 2 3 4 5 (I have everything I need) Undecided Prefer not to say _____ _____	Daily Weekly Monthly Once We suggest only resending on a monthly basis as situations change

Ask?	Question	Answer options or add additional options	How often?
	How has working remotely affected your productivity?	<p>It has positively impacted my productivity</p> <p>It has negatively impacted my productivity</p> <p>It has not impacted my productivity</p>	<p>Daily</p> <p>Weekly</p> <p>Monthly</p> <p>Once</p> <p>We suggest only resending on a monthly basis as situations change</p>

DAILY HEALTH CHECK

	<p>Have you been exposed to a confirmed or suspected case of COVID-19?</p> <p>Note that if you prefer not to say we will kindly request that you do not return to the office.</p>	<p>Yes</p> <p>No</p> <p>Prefer not to say</p>	<p>Daily</p> <p>Weekly</p> <p>Monthly</p> <p>Once</p>
	<p>Are you experiencing any symptoms?</p> <p>Note that if you prefer not to say we will kindly request that you do not return to the office.</p>	<p>Yes</p> <p>No</p> <p>Prefer not to say</p>	<p>Daily</p> <p>Weekly</p> <p>Monthly</p> <p>Once</p>

FUTURE PLANS

	Have you moved out of commuting distance from the office?	<p>Decided Moving</p> <p>Considering Moving</p> <p>Confirmed Not Moving</p> <p>Undecided</p> <p>Prefer not to say</p>	<p>Daily</p> <p>Weekly</p> <p>Monthly</p> <p>Once</p> <p>We suggest only resending on a monthly basis as situations change</p>
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Analyzing data within context

As you're collecting the information, develop a plan to compile and analyze the data in a way that leaders across the organization can easily digest it. Think about which dimensions are the most relevant and make sure you gather all of the data from the various systems.

Name	Start Date	Base	Department	Performance Rating	Performance Review	Employee Net Promoter Score ID	Gender
Rudd Shushan	11/23/16	\$600,000	Engineering	Meets Expectations	3	Passive	Male
Joey Arlena	11/23/16	\$450,000	Marketing	Expectations not Met	2	Passive	Male
Emily Ellora	11/23/16	\$380,000	G&A	Expectations not Met	2	Passive	Female
Eleri Albert	11/23/16	\$320,000	Engineering	Expectations not Met	2	Passive	Female
Frederick Barling	5/22/17	\$300,000	G&A	Expectations not Met	2	Promote	Male
Skelly Hueman	11/23/16	\$300,000	G&A	Exceptional	5	Passive	Nonbinary
Ibbie Baudelaire	11/23/16	\$280,000	Engineering	Expectations not Met	1	Promote	Female
Elden Hinman	11/13/18	\$280,000	Engineering	Meets Expectations	3	Demote	Male
Beauregard Rianna	11/18/17	\$280,000	G&A	Exceeds Expectations	4	Passive	Male
Elony Annite	11/23/16	\$240,000	Engineering	Exceptional	5	Demote	Female
Jef Buchheim	11/23/16	\$240,000	Product	Expectations not Met	1	Promote	Nonbinary
Myrice Calmas	11/23/16	\$240,000	Product	Expectations not Met	1	Passive	Female
Noel Calv	5/22/17	\$240,000	Product	Exceptional	5	Promote	Nonbinary
Vemon Calski	11/23/16	\$240,000	Product	Exceeds Expectations	4	Promote	Nonbinary
Christiano Fausta	5/22/17	\$240,000	Client Service	Expectations not Met	2	Promote	Male

We suggest you start by looking at:

Office Location

- ✓ Employees in each location may have specific needs.

Tenure in role

- ✓ Newer employees may need additional in-person support.
- ✓ Tenured employees may be able to support others.

Tenure in company

- ✓ Newer employees may need additional in-person support
- ✓ Tenured employees may be able to support others.

Level of experience

- ✓ Entry level employees may benefit from additional in-person support.

Department

- ✓ Employees in each department may have specific needs.

Role

- ✓ Certain roles may need to be in the office while others may benefit from more in-person interaction.

Needs of direct reports

- ✓ If a manager's direct reports need to be in the office for a specific reason related to their role or tenure, the manager may need to be in the office to provide support.

Design balanced and equitable cohorts

It's important that the mix of people in the office feels "normal" and welcoming. For example, returning to the office may be uncomfortable for an employee if they're the only member from their department to come in, if they're the only junior-level employee surrounded by managers, if they're the only woman, and so on.

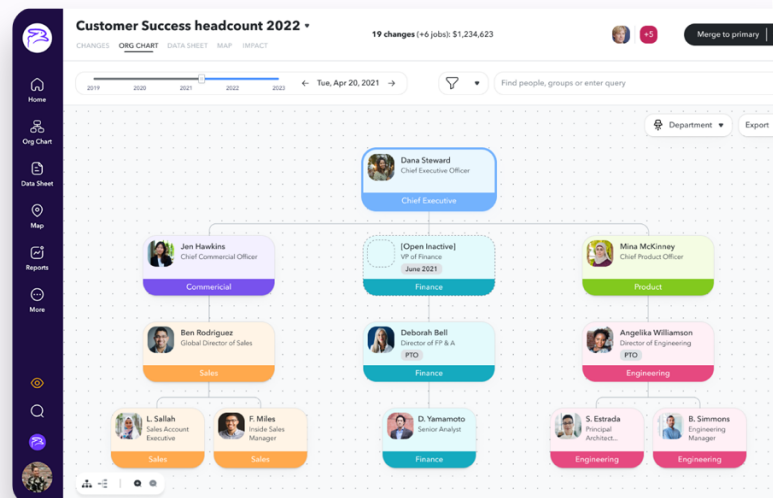
With ChartHop, it takes just a few clicks to see how the employees in each shift complement one another. Just create a scenario that includes the employees in a shift. The Org Chart and Data Sheet for the scenario will automatically show role titles, hierarchy, and color each employee by cohort.

BALANCE OUT COHORTS BY



Plan out potential cohorts in Scenarios using all of the data collected

- Collaborate on cohort definition
- Visualize the org chart by cohort
- Ensure cohorts are balanced
- Iterate on plans as needs evolve



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