Talent Redeployment During COVID–19

How do you ensure your talent is engaged and ready for redeployment and growth? COVID-19 has forced leaders to make tough workforce decisions to keep their businesses going. **The key to success during this time is to have the right talent in the right place at the right time.**

CHALLENGES

As business priorities shift, leaders need a deliberate and flexible workforce strategy to manage supply and demand in the near-term and to re-engage talent for a sustainable long-term.

As leaders develop their workforce strategy and approach to talent redeployment during this crisis, it's critical to address the following challenges:

+ Ensure resources can be **effectively and efficiently shifted based on evolving business priorities** or unplanned peaks in demand.
+ Manage ongoing or **increased business activities with significantly less talent** during a furlough period.
+ Address active employees' workload and emotional needs (i.e., survivor's guilt) after furloughs or Reduction in Force.
+ **Keep employees informed** through open and transparent communications.
+ Account for required **business activities that may be paused or stalled** due to furloughs or reductions.
+ **Protect institutional knowledge** and talent when making shifts in the workforce.
+ Determine the right **talent to bring back, and how and when.**

FRAMEWORK

Jabian's Talent Redeployment Framework provides a set of guiding questions to rapidly assess, plan, and address business and market needs with shifting workforce capability and capacity.

1
ASSESS
CURRENT TALENT REQUIREMENTS

What is your current demand from the market?

How is your industry reacting and expected to change moving forward?

Will your business strategy need to change? How?

How do changes in demand impact your functions, job roles, and responsibilities?

How will you keep employees engaged and informed?

2
PLAN
TO RE-ALIGN TO IMMEDIATE NEEDS

What parts of your businesses are core to what you do? Which jobs are most critical?

How can your employees embrace, adopt, and institutionalize new ways of working?

What areas can you rely on alternative/contingent workers as part of your overall workforce mix?

How do you strengthen trust with your workforce during a time of prolonged uncertainty?

4
MONITOR & EVOLVE
THROUGH CRISIS & RECOVERY

How can you capture and discuss lessons learned "from the field" to mature and improve as you go, recognizing that the crisis may be cyclical in nature?

What are longer term workforce impacts that you may need to consider? In the event of a cyclical recovery, what planning mechanisms do you have in place to address those factors?
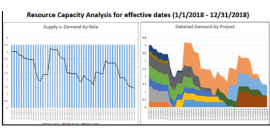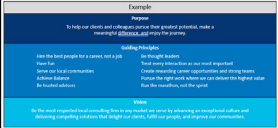
3
DEPLOY
TALENT TO NEW & INTERIM ROLES

How are you providing employees with the necessary training, documentation, and knowledge transfer to succeed?
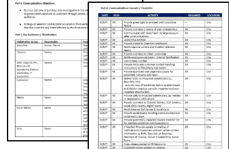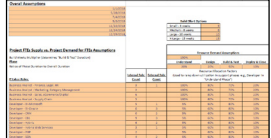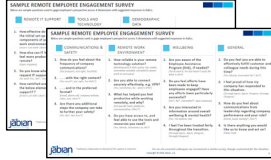
Which mechanisms and channels do you have to support ongoing growth and development for your employees, especially those in new or interim roles?

Are your current performance management systems and processes still accurate and viable?

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HOW JABIAN CAN HELP

Jabian has proven frameworks and tools to help you confidently strategize, plan, and execute talent engagement and redeployment after periods of change, such as crisis or transformation. The following sample deliverables support the analysis of workforce needs to successfully ramp-up processes and align people to execution and delivery needs through targeted engagement of employees over time.

1	2	3	4
ASSESS	**PLAN**	**DEPLOY**	**MONITOR & EVOLVE**

RESOURCE CAPACITY & DEMAND MODEL

Measure resource capacity and demand based on workload and initiative demand.

Increase delivery success and employee satisfaction through proper and realistic allocation of work efforts.

GUIDING PRINCIPLES & CULTURE MANAGEMENT

Understand future state needs for re-engagement of workforce and culture development; align with guiding principles.

Address re-adoption and understanding of culture based on change experienced in crisis/transformation.

EMPLOYEE RE-ENGAGEMENT COMMUNICATIONS

Create a clear, comprehensive communications plan for individuals and teams to understand redeployment of talent.

Increase success of re-onboarding and execution of roles to decrease time for re-engagement and ramp-up.

METRICS & REPORTING FOR TALENT

Report resource allocation and needs to properly align resources to projects and initiatives over time.

Provide data-based awareness of resource allocation in order to plan and adjust for delivery.

COMPETENCIES & JOB PROFILE DOCUMENTATION

Assess talent needs through alignment on current talent supply and future talent required.

Support redeployment and ramp-up of activities through planning the right volume of hires for required roles over time.

RAPID DEPLOYMENT/ INTERIM ORG DESIGN

Develop operating model and organization design to develop and support stages of redeployment.

Align on current talent supply and assess future state needs for talent redeployment.

ROADMAPS & ORGANIZATION CHARTS FOR UNDERSTANDING

Progress activity of interim roles and responsibilities throughout redeployment.

Reduce confusion and provide understanding of future role progression.

EMPLOYEE SURVEYS & ENGAGEMENT

Engage employees to better react and respond to their performance, needs, expectations, and understanding of roles and change.

Increase job satisfaction and delivery by frequently assessing and adjusting to employee needs.

To learn more about how Jabian Consulting can help your organization learn from crises during and after their resolution, please contact us at jabian.com/planahead.

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