

# Massachusetts Recovery & Returning to the Workplace: Virtual Roundtable Series

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MASSACHUSETTS  
**HIGH TECHNOLOGY COUNCIL**

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## Returning to the Workplace: Effective Employer Strategies

# Massachusetts Recovery & Returning to the Workplace :

MHTC Virtual Roundtable Series

## Effective Employer Strategies

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# Restarting America

Note: this presentation outlines initial considerations meriting further consultation with life sciences organizations, healthcare organizations, clinicians, and legal advisors to explore feasibility and risks

# Restarting America: Current Environment

## There is No Magic Answer

Current solutions are dependent on access to critical resources that are not readily available, such as testing or vaccines. Technology solutions on their own can address some – but not all – needs of re-entry.

**Contact Tracing?**

**Convalescent Plasma Therapy?**

**Access to COVID Testing?**

**Social Distancing Until 2022?**

**Access to Antibody Testing?**



## How to Take the Next Step

Organizations have met the immediate challenges of the COVID-19 outbreak. Now is the time for employers to plan a safe return to work. As quarantine measures begin to ease, it is vital for companies to reopen their doors to bring their employees back to the workplace. How can this be done safely, and efficiently?

## Careful, Calculated Re-entry

Companies will need to determine which employees can return and when. This will most likely include the need to make changes to the workplace, enable new digital tools, and create new relationships with healthcare providers, all the while imposing an agile governance that ensures precision and clarity, and protects the data privacy rights of employees as reflected in several state and Federal laws.

# Restarting America: Playbook

Employers need to implement a thoughtful, thorough, and well organized plan to restart. We have developed a 5-pillar approach to help.

## The Restarting America challenge:

- The health risks to individuals and clinical workers continue to mount as states try to contain COVID-19 and flatten the curve
- Unclear when viable medical treatments, including a vaccine, will be available or when sufficient capacity and accuracy of testing will facilitate a return to business as usual
- Government programs provide a short-term economic bridge, but it remains uncertain when, and in what form, recovery will take place

## A successful Restarting America program overall:

### Maximize

- # of businesses reopened and providing core products and services
- % of workforce safely reintegrated

### Minimize

- Risk to the workforce and public (operational, regulatory, reputational, fraud, data)
- Further workforce/broader operational disruption

## GOVERNANCE

### Risk-based policy framework:

- 1 Using medical and public health guidance currently available, we can help clients focus in on the set of decisions that need to be made and develop a risk-based framework to help determine which workers can return to work and in what circumstances

### Workforce and workplace considerations:

- 2 Our experience and discussions interactions with clients across all industries allow us to anticipate challenges around working remotely, changes to the workplace “new normal,” performance management considerations, ongoing communication, and protecting privacy rights; workforce FAQs and training

### Partner ecosystem:

- 3 Create an ecosystem among employees, healthcare providers, medical insurance companies, and others to obtain needed assistance and safeguard PHI

### Data, analytics and technology enablement:

- 4 Our data, analytics, and technology enablement capabilities can accelerate the deployment of unique COVID solutions to enable policy implementation and create consistency and scale during the restarting effort, and design for the protection of employee and visitor privacy rights

### Program management and governance:

- 5 Capabilities and structure to help coordinate across stakeholders within your ecosystem as well as to provide real time status reporting and dashboards

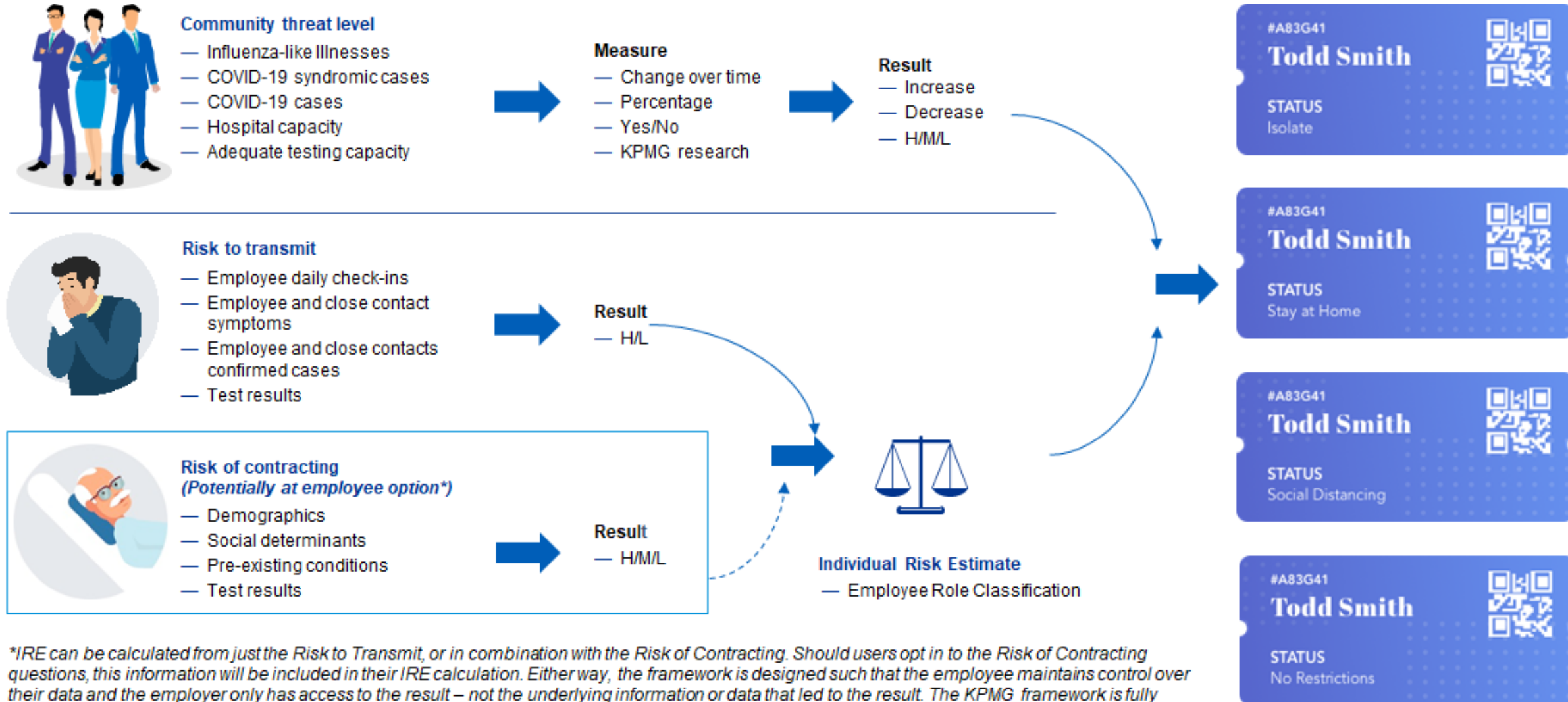
## MONITORING

CONTROLS

RISK



# Restarting America: Risk-Based Framework



*\*IRE can be calculated from just the Risk to Transmit, or in combination with the Risk of Contracting. Should users opt in to the Risk of Contracting questions, this information will be included in their IRE calculation. Either way, the framework is designed such that the employee maintains control over their data and the employer only has access to the result – not the underlying information or data that led to the result. The KPMG framework is fully configurable based on a client's choices and decisions for its organization.*

# Restarting America: Workforce and Workplace Considerations

2

As we start to consider the easing of lockdown and a return to options for working flexibly, not just remotely, there are a number of elements to plan:



## Priority groups

Which groups are a priority for returning to work on-site?



## Scheduling

How do we group teams to be in the same physical space?



## Health & well-being

Continued provision of additional health and well-being measures, both on-site and virtually



## Effective working

Designing how mixed teams will work, e.g., team meetings combining face-to-face with virtual, to ensure consistent interactions



## Employee engagement

Continued engagement through communications at all levels and across location-based and virtual teams



## Technology

Management of technology and networks to cope with combination of in-house and remote access, ensuring remote workers are not disadvantaged



## Policy

Redesign and alignment of HR and employment policies to the new working practices



## Facilities & workplace

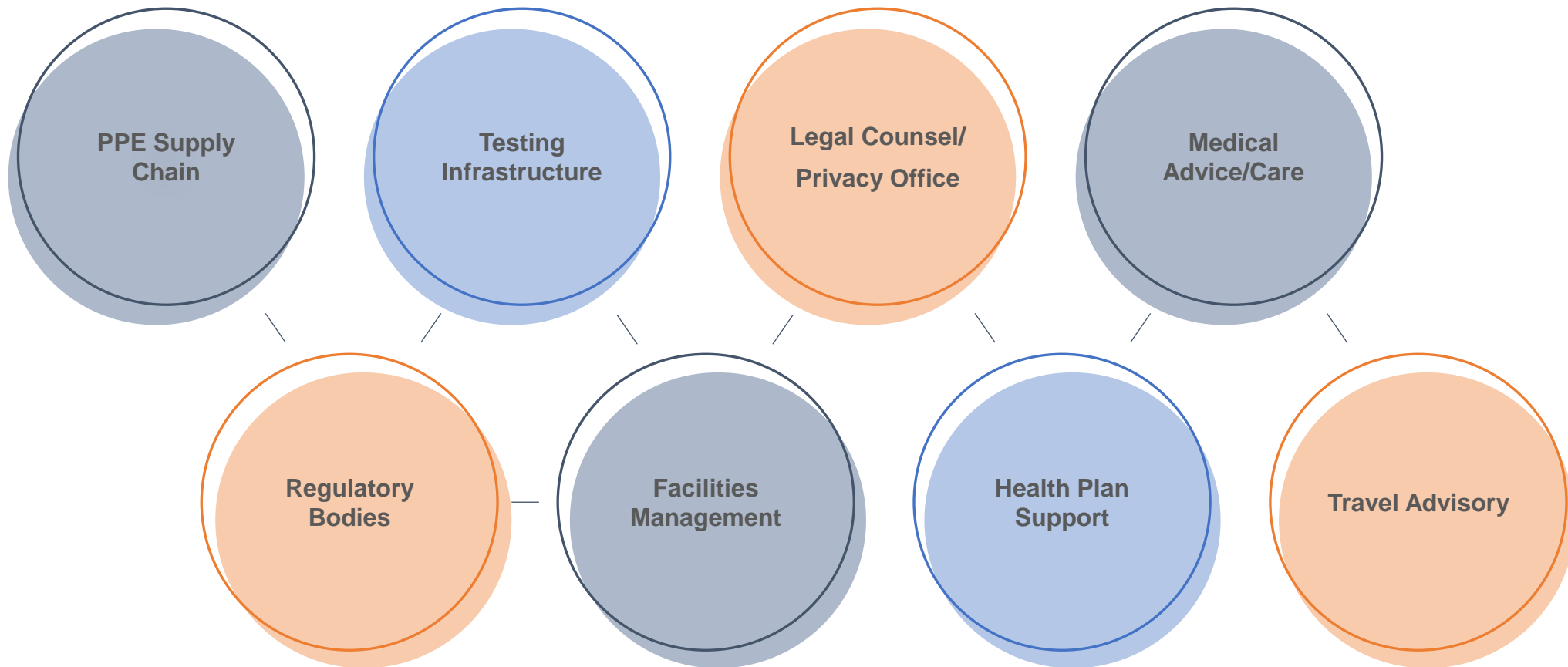
Redesign of work space to serve remote and face-to-face simultaneously



# Restarting America: Establishing the Right Partner Ecosystem

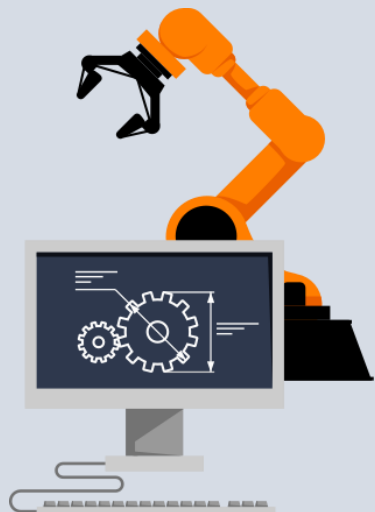
## A Diverse Set of Capabilities Will Be Required

To accelerate the pace of recovery employers will need to source capabilities and insights through an ecosystem of partners and relationships.



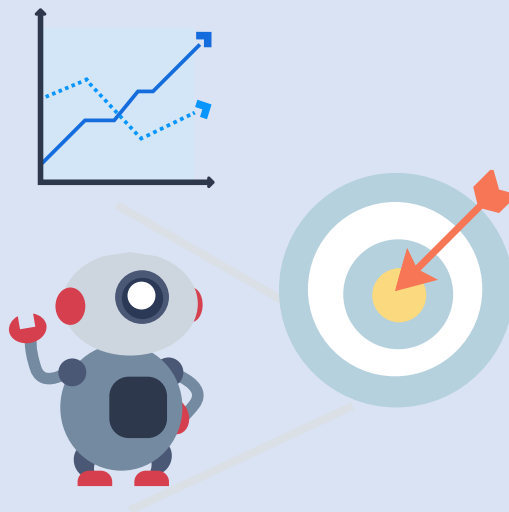


# Restarting America: Why is technology essential



## Scale and agility through automation

Ensuring safe operational decisions requires significant review of checklists, privacy regulations, guidelines and frameworks. Current solutions being discussed include emails and manual pen and paper documentation. By alleviating the compliance burden, technology can allow policy execution at scale as well as rapid response to changing government/medical guidelines.



## Risk Management


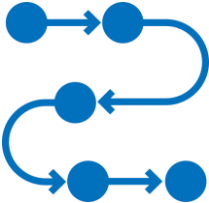


The unprecedented nature of the crisis combined with risks to human health and life has raised the stakes of policy mistakes. While policy formulation can be managed largely manually, technology is essential in promoting and documenting consistent application of the policy.



## Employee Engagement

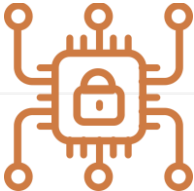
The current environment has been a shock to many, causing anxiety and posing more questions than answers. News can be confusing and specific contextualized advice and recommendations delivered in a human centered design can help employees feel more secure and engaged and can trust that the privacy of their data is being respected.

# Restarting America: Digital Solution Components

Mobile App UX	Tracing & Tracking	Workflow & Case Management	Risk Scoring & Assessment	Insights Dashboard
<p>Mobile user interface that aggregates digital tools to support the user to make informed decisions.</p> 	<p>Leveraging sensors to digitally detect proximity and monitor facilities, enabling more timely and simplified next steps.</p> 	<p>Streamlining complex flow of information, approvals and notifications. Built across several low-code platforms including Appian, ServiceNow, Salesforce.</p> 	<p>Leveraging data from users, internal and external sources to make risk-based assessments based on scoring models.</p> 	<p>Empowering leadership and stakeholders with the insights needed to make informed decisions regarding permissions and facilities.</p> 

Core Integration Layer

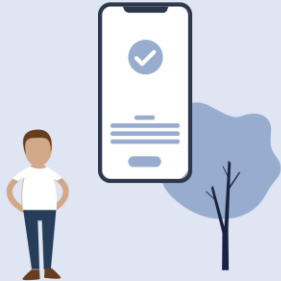
Bring all your workplace safety systems into an adaptable centralized core platform.



# Restarting America: Digital Solution Components – Start Quickly and Grow

## Essentials

Can be implemented in 30 days



Respond to Single Location Requests

Individual User Risk Level Analysis

Community Location Information

Basic workflow and SSO integration

In-Office Contact Tracing

## Expanded

Can be implemented in 60 days



Everything in Essentials, plus:

Respond to Multiple Location Requests

Facility and Operational Protocol Info

Automated Task Management

Advanced App Integrations

Proximity Warning

## Everything

Can be implemented in 90 days



Everything in Essentials, Expanded plus:

Respond to Stakeholder Requests

Real-time Facility Monitoring

Forecasting and Simulations

App-based Tracing



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# Return to Work Process



Jennifer Reilly  
SVP, CHRO



# Agenda

- Return to Work/Return to Office
- Approach
- Tracking and Phasing
- Harnessing the Learning

# The MKS Approach to Return to Office

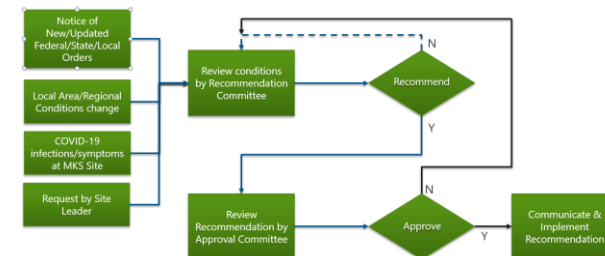
- MKS is an essential business - many of our 93 global sites were running through the COVID crisis
- Employees who can work from home must
- Cross-functional team developed guidelines and an application/approval process for each site to return by phases
- Sites must incorporate other safety standards: temperature checks, daily self-declarations, masks, signage, cleaning etc.
- We've learned contact tracing quickly and added systems into our manufacturing sites to minimize contact

# Tracking and Phasing

Region	Country	Site	Site Type	Pre-Phase 1	Phase 1	Phase 2	Phase 3	Post Phase 3
APAC	CN	Beijing	office		Feb 24 - 20		Mar. 20	
APAC	CN	HongKong	office		Feb 24 - 20		Mar. 20	
APAC	CN	Shanghai	office		Feb 24 - 20		Mar. 20	
APAC	CN	Shenzhen	Mfg		Feb 12-20		Mar. 20	
APAC	CN	Wuxi	Mfg		Feb 10-20		Mar. 20	
APAC	JP	Akeshima, V&A	Operation			Mar 2-20		
APAC	JP	Kudan, V&A, L&M	office			Mar 2-20		
APAC	JP	Morishta, E&S	office			Mar 2-20		
APAC	JP	Omiya, Ophir	Operation			Mar 2-20		
APAC	JP	Osaka, V&A, L&M	office			Mar 2-20		
APAC	KR	Daejeon, PSA	Operation			Feb 3 - 20	Mar 23 - 20	
APAC	KR	Kiheung, V&A, L&M, E&S	office			Feb 3 - 20	Mar 23 - 20	
APAC	SG	E&S	Mfg		Apr 1 - 20			
APAC	SG	V&A and L&M	office		Mar 16 - 20			
APAC	TW	Hsinchu, V&A & L&M	Operation				Mar 17-20	
APAC	TW	Jubei, E&S	office			Mar 16- 20	May 18-20	
US/M	MX	Nogales		3/15/2020				
US/M	US	Andover Shattuck Rd	Mfg	3/15/2020				
US/M	US	Andover Tech Dr		3/15/2020				
US/M	US	Austin, TX-SI	office	3/15/2020				
US/M	US	Boulder, CO	Mfg	3/15/2020	5/4/2020			
US/M	US	Bozeman, MT	Mfg	3/15/2020	4/27/2020			
US/M	US	Franklin, MA	Mfg	3/15/2020				
US/M	US	Irvine, CA	Mfg	3/15/2020				
US/M	US	Klamath Falls	Mfg	5/8/2020				
US/M	US	Lake Mary, FL	office	3/15/2020				

Permitted Activity Recommendations by Phase – Summary				
Activity	Phase 1 Initial Reentry	Phase 2 Increased Staffing	Phase 3 Majority Staffing	Post-Phase 3 Fully Staffed
Safety & Wellness	<ul style="list-style-type: none"> <li>Practice safety requirements and physical distancing protocols including masks and temperature taking, as appropriate and as directed by local site leadership</li> </ul>			<ul style="list-style-type: none"> <li>Reassess temperature taking and mask protocols</li> </ul>
Work from Home	<ul style="list-style-type: none"> <li>Work from home for all employees able to do so, except/until as described below</li> </ul>			<ul style="list-style-type: none"> <li>All employees return except for pre-arranged cases (ongoing Work from Home, Work Remote employees, and very high risk individuals)</li> </ul>
Work in Office / Plant	<ul style="list-style-type: none"> <li>Tech Ops &amp; critical IL</li> <li>"Non-essential" production</li> <li>R&amp;D and Reliability for critical projects on a limited/staggered schedule</li> </ul>	<ul style="list-style-type: none"> <li>Q&amp;R and R&amp;D/Engineering, on a limited/staggered schedule (Phase 1 for non-manufacturing sites)</li> </ul>	<ul style="list-style-type: none"> <li>G&amp;A employees, on a limited/staggered schedule</li> <li>Customer service</li> </ul>	
Meetings	<ul style="list-style-type: none"> <li>Label conference rooms with maximum capacity for physical distancing based on latest guidelines (EHS)</li> <li>Strongly recommend video conferencing versus in-person until Post-Phase 3 or later</li> </ul>			
Public / Shared Spaces	<ul style="list-style-type: none"> <li>Reduce gathering</li> <li>Post reminders of physical distancing</li> <li>Break rooms and common areas closed; rigorous cleaning protocols where it is not possible to close break rooms</li> </ul>	<ul style="list-style-type: none"> <li>Seating in cafeteria with physical distancing</li> <li>New break room protocols limiting congregating and common touch equipment</li> </ul>		
Travel (see definitions in separate table)	<ul style="list-style-type: none"> <li>Critical business (already occurring pre-Phase 1), with Executive approval</li> </ul>	<ul style="list-style-type: none"> <li>Essential business, with Executive approval</li> </ul>		<ul style="list-style-type: none"> <li>Previously normal business travel with appropriate approvals</li> </ul>
Recruiting / Visitors	<ul style="list-style-type: none"> <li>By video and phone only, except as allowed by site leadership</li> </ul>	<ul style="list-style-type: none"> <li>Face-to-face interviews on a case-by-case basis, with Functional Leader approval</li> </ul>	<ul style="list-style-type: none"> <li>Face-to-face interviews, with Site Leader approval</li> <li>Visitors allowed, with Division / Functional Leader approval</li> </ul>	<ul style="list-style-type: none"> <li>Permitted on site (TBD)</li> </ul>

Temperature Range	Requirements
99.2 °F or less (37.3 °C)	<ul style="list-style-type: none"> <li>Questionnaire answers are No.</li> <li>You may enter the Facility</li> <li>Put on a wristband of the color designated for that day.</li> <li>Sanitize your hands and proceed to work.</li> </ul>
99.3 - 100.0 °F (37.4 - 37.7 °C)	<ul style="list-style-type: none"> <li>Wait a few minutes and retest.</li> <li>If temp is still in this range and Questionnaire answers are No, you may enter the Facility, but you must: <ul style="list-style-type: none"> <li>If it increases above 100.0 °F, you will be asked to leave for the day and notify your supervisor (and NESG for temp employees) or if home, do not come into facility &amp; contact your supervisor (and NESG for temp employees)</li> </ul> </li> <li>Put on a wristband of the color designated for that day.</li> <li>Sanitize your hands and proceed to work.</li> </ul>
100.1 °F or higher (37.8 °C)	<ul style="list-style-type: none"> <li>You may not enter the facility.</li> <li>Wait a few minutes and retest.</li> <li>If still 100.1 or higher, please return home and notify your supervisor (and NESG for temp employees).</li> </ul>







# Harnessing the Learning

- **Problem Statement:** How do we leverage the Lessons Learned during the COVID-19 crisis to improve our efficiency and resiliency
- **Observations:**
  - Some current processes and practices can be improved
  - Some current processes and practices are less efficient when under the constraints of not being physically together
  - Some new processes and practices could improve efficiency and resiliency
- **Approach:**
  - Cross functional team
  - Clarify items in these categories
  - Organize these items into workstreams, yet to be defined but could revolve around; a) processes, b) relationships, c) scalability
  - Recommend which items should be codified into new Best Practices to improve efficiency and resiliency
  - Execute and track progress on implementation
- **Examples:**
  - Travel vs. technology-enabled meetings
  - Decision making at the right level
  - Crisis management
  - Remote work/remote leadership

# WSJ Article

## When Workers Can Live Anywhere, Many Ask: Why Do I Live Here?

