

Manpower

Protect and value your employees as you deploy manpower to achieve efficient and productive operations for restart and recovery of your business



Building Back
Business from
Crisis

MSME

An Initiative of the United Nations Industrial
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Restarting operations - challenges

Protect and
value employees
in the workplace

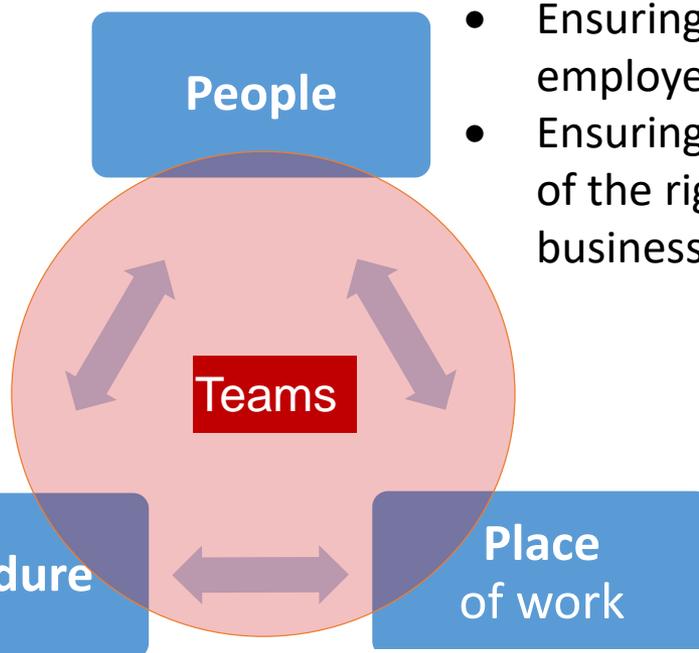
- How can I keep my employees safe?
- How can I work towards ensuring continued employment of my personnel?

To rebuild
productive
teams for key
business
processes and
operations

Achieve efficient
and productive
operations and
business

- How can I address gaps in skills due to manpower changeovers?
- How do I ensure quality and efficiency in operations?

Manpower: Making 3Ps Work Together



Interventions focused on:

- Ensuring safety and productivity of employees
- Ensuring availability and deployment of the right personnel for key business operations

Interventions focused on formulating and communicating new work targets, workflows and SOPs

Interventions focused on making adjustments to working arrangements for key operations

People

- Assess what additional support employees require to perform duties
 - For example, advance payment of salaries for contract workers, non-public common transport service to reach the workplace
- Explore ways to reduce labour costs over reducing number of people employed
 - For example, reducing benefits, mutually agreeable wage cuts, manpower sharing with other enterprises
- Develop a plan for your workforce
 - Who? → Essential or flexible personnel; Where? → Onsite or offsite; What? → Main deliverables; When? → Immediate or gradual resuming of duties
- Encourage 'cross-training' among key individuals/departments to compensate for manpower shortages and resulting skills gaps
- Set up buddy system with senior (and/or retired) staff to bring new staff up to speed
- Make provisions for flexibility in contractual terms of work
 - For example, relaxation of attendance policies for time-off without penalty; waive notice requirements for leave; increase sick-leave allowances
- Identify new skill sets you might require for future business needs

Place

- Ensure that all workplace (offices, factory, warehouse) are sanitized and cleaned regularly
- Assign one workstation per person; avoid sharing of workstations, tools and material
- Set up workstations that are at least 1.5 metre apart from each other (in line with social distancing norms)
- Identify business-critical functions that need to be carried out onsite and define selected zones within which such work would take place to restrict movement
- Implement efficiency-boosting workplace arrangements such as 5S (Sort, Set in order, Shine, Standardize, Sustain)
- Suspend non essential official travel
- Conduct meetings/discussions using online platforms to reduce avoidable contact

Procedure

- Develop detailed Standard Operating Procedures (SOPs) for your employees;
 - Ensure they are clear, have pictorial illustrations and are displayed across the workplace
- Adjust administrative processes that require exchange/sharing of physical items
 - such as handling of physical documents, cash dealings, shared stationery
- Organize regular update-oriented discussions to connect with employees working from different locations or at different times
- Develop a backup plan for business operations in the event that employees or contractual staff are unable to perform their duties
- Instruct supervisors/managers to carry out more frequent quality checks when operating with limited/new manpower
- Avoid gathering of employees gathering in the same place at the same time
- Encourage small groups of employees to work in teams for specific deliverables

Action Plan

Step 1 : Labour Planning

Step 2: Working
arrangements

Step 3: Team-building

Step1: Labour planning

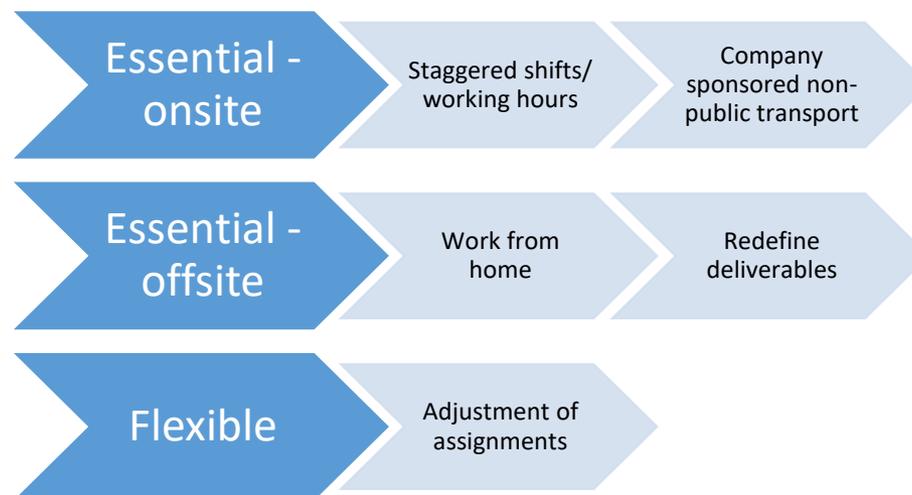
1. Do a stock taking of how many employees are **available** (in the same location, well) and **willing** to return to work
2. Conduct an analysis of which roles are essential to your business operations. Use the following categories:
(i) Essential, (ii) Flexible and (iii) Others
3. Identify competency gaps due to manpower unavailability/ changeovers
4. Monitor, support and facilitate on-the-job training for new workers or personnel with newly-adjusted roles



Step 2: Working Arrangements

Adjust workflows and procedures to work efficiently between different functions and departments

1. Work with senior employees from all departments to decide on new (and realistic) targets, given the prevailing resource and labour constraints
2. Outline different working arrangements for different categories of personnel



3. Formulate new workflows and Standard Operating Procedures (SOPs)

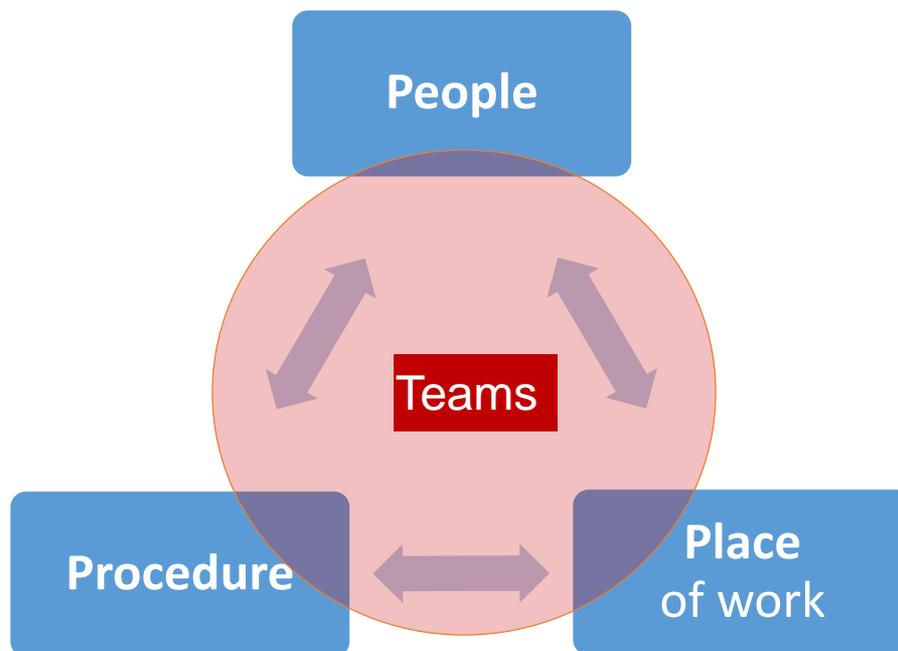


Step 3: Team Building

Workplace cooperation, communication and skills development

1. Keep your workforce informed regarding business prospects and plans
2. Communicate the changes in policies/working arrangements with stakeholder such as labour unions, contractors, suppliers and vendors as well
3. Have frequent team meetings/discussions (in keeping with social distancing norms or teleworking guidelines)
4. Educate employees on COVID-19 symptoms and prevention, do not assume people have all the information
5. Sensitize workers on how behaviour and social interaction must change at the workplace as well as at home
6. Encourage personnel to share know-how and experience to improve team outputs
7. Evaluate if you need to add manpower with new skill sets to meet changing market conditions in the future

Manpower: Making 3Ps Work Together



- Balance potential need to cut costs with responsibility to retain employment
- Observe government advisories and legal provisions when deciding on manpower
- Think ahead: do not let go of employees with business-critical skills for short term cost savings

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