



# Redefining Work: That's What Kelly Does

How Your Organization Can Thrive  
in the New Workplace

**Kelly**  
What's Next.®

# Everything has changed.

The global health crisis has changed almost everything, including the way we all view our businesses. It has given organizations a chance to reimagine not just how they are organized, but how to adapt, innovate, and compete.

Right now you are undoubtedly aware that every decision you make has a profound influence on the future of both your company and the talent who comes to work for you.

You are facing new problems you've never had to solve.

How do you reopen quickly?

If you've already opened, how do you regain momentum? How do you keep your employees and clients safe? Of course, you're also dealing with questions that never go away. For starters: How do you manage your workforce more efficiently to achieve your goals more effectively?

The point is, whether you've been in business for generations or just since last year, whether you have ten thousand workers or a hundred, in many ways we are all back at the starting line. Now, every business is a new business. And it is the companies that make smart

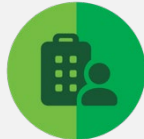
choices today that are going to thrive in the future. Kelly has been partnering with all types of companies, in all types of economic circumstances, for more than 70 years. And, looking at the world right now, this much we know: While it's true we're living in "unprecedented times," it's also a time of opportunity. So let's take it.

Together, carefully and thoughtfully, we can get your business where it needs to go.

[Because that's what Kelly does.](#)

One of the best ways to solve our clients' business problems is by listening. These are some of the things we've been hearing.

## Top Workplace Trends



### **RETURNING TO WORK**

*"2 out of 3 workers are uncomfortable returning to their workplace."<sup>1</sup>*



### **PRODUCTIVITY FROM HOME**

*"Working from home can increase performance more than 10% – almost an extra day of output per week."<sup>2</sup>*



### **ECONOMIC RECOVERY**

*"58% of CEOs believe it will be Q1 of 2022 before economic recovery is seen."<sup>3</sup>*



### **REMOTE IS HERE TO STAY**

*"As much as half of Facebook's employees (currently 45,000+) will work from home by 2030."<sup>4</sup>*



### **SUPPORTING YOUR TALENT**

*"69% of employees say this is the most stressful time in their professional careers."<sup>5</sup>*

1. Qualtrics, April 30, 2020. 2. Stanford News, March 30, 2020. 3. Fortune, May 14, 2020.  
4. WSJ, May 21, 2020. 5. HR Executive, April 14, 2020

# Five ways to thrive in this new world.

**Bringing Your Workforce Back Safely.**

**Recalibrating How Work Gets Done.**

**Being More Agile.**

**Optimizing Your Remote Workforce.**

**Reimagining Culture and Team Engagement.**

**Let us show you how.**



# Bringing Your Workforce Back Safely.



# Your people and their safety above all.

**“Nearly one-third of workers do not trust their leadership to bring them back to work safely.”**

- Qualtrics, April 30, 2020.

**“More than half the workforce is worried about exposure to COVID-19 at their workplace.”**

- EHS Today, May 4, 2020.

**“2 out of 3 workers are uncomfortable returning to their workplace now.”**

- Qualtrics, April 30, 2020.

Keeping your talent safe as you reopen is your top priority, and it's ours too. Two-thirds of the U.S. workforce is still apprehensive about the prospect of returning to a physical location for work. Just because businesses are being allowed to reopen doesn't mean that organizations should assume their teams are comfortable with this. It's on you to earn their trust and help them understand exactly how you are ensuring their safety and that of their families. To do this right, you may need some help. We're here.

## **Case Study: Redefining Safety**

**A large, global organization restarted operations in one of their bigger U.S. locations. On the first day back, 97% of the temporary talent showed up for work, while less than half of their full-time workforce walked through the doors. You need to be prepared; talent must feel safe.**

Kelly is a people-first organization, and we make sure that the needs of talent are a priority. We will bring this same rigor and approach to your organization to ensure a safe return. We'll make sure we have fully trained screening analysts at the entrance to your facility to check for symptoms, specifically temperature. We can also help you mitigate the risk to your workforce by providing multilingual contact tracers to help you and your talent feel confident that should anything arise, you are keeping them safe.

Kelly can consult on all your space planning needs, evaluate your location's readiness, and even facilitate online on- and off-boarding. Additionally, we're introducing no-touch time clocks to maintain the safety of your people as they arrive and depart. Together, these solutions will bring your workforce back safely, putting people first.

# Kelly Solutions

## Screening Analysts

As many companies and businesses – big and small – reopen, the need to ensure employee safety is paramount. Stay vigilant with temperature screeners at workplace entrances to check temperatures of everyone entering. These trained workers will evaluate each and every person at your facility to ensure they are safe to be there. They will follow best practice protocols should any areas of concern be uncovered during the screening process. This precaution is the first step in creating a safe work environment.

## Contact Tracers

To help control the spread of COVID-19, Kelly can provide the resources and capabilities to monitor any cases of the virus within your organization and evaluate who may be at risk based on recent contact. Our professional team, which can be located onsite or in a remote tracing center, will provide the ability to follow the trail of virus transference and control it quickly.

## Online On-/ Off-Boarding

Whether you're hiring or reducing staff, Kelly can help your business seamlessly manage interviews, orientations, and other HR functions remotely, reducing risk for everyone. We can consult with your team on the technologies needed or bring you a packaged solution customized to your goals. Now more than ever, organizations must look to technology to keep their talent safe.

## Space Planning and Location Readiness

For organizations that typically require people to work closely together, Kelly offers space planning consultations and solutions to help achieve your goals and meet guidelines, from protocols to facility modifications to PPE. Whether it is evaluating your office space set-up or your manufacturing line, we have the industry expertise to make recommendations that deliver the safety and experience that talent will demand as they come back into your workplace.





# Recalibrating How Work Gets Done.





# Ready for how work needs to get done. Now. Tomorrow. Onward.

**“Square footage per employee has gone down more than 90% since 2009.”**

- CNBC, April 21, 2020.

**“Working from home can increase performance more than 10% – almost an extra day of output per week.”**

- Stanford News, March 30, 2020.

**“22% of HR respondents believe this should be used as an opportunity to cross train employees to develop new skills.”**

- Forbes, March 31, 2020.

The COVID-19 crisis has changed the way we do just about everything. No one could have predicted that much of the workforce would be working remotely. Who would have thought talent would increase their productivity by more than 13%, while remaining loyal to their employers in this new remote environment? Even a few short months ago, we weren't concerned with how close cubicles were, as long as we all had space to work. But, with the average square footage per employee having decreased drastically, there are now new challenges to be faced. Never before has it been more important to have the right talent to move your business forward. This may mean upskilling or reskilling the talent you have to meet your evolving business needs. Overall, your organization must be agile and change the way business is conducted, planned for, and ultimately executed.

## **Case Study: Reimagining Workplaces**

**One organization began implementing a work-from-home program for their large global staff nearly 18 months ago. Their approach bolstered employee engagement, and minimized facility costs, while increasing collaboration in many of the brick and mortar locations they redesigned. New technologies were implemented prior to this launch, as were expectations. This organization fared very well compared to their competitors through the pandemic as they had already started their journey to reimagine how work could be accomplished.**

Kelly has the solutions to help businesses remain successful, even in this new environment. From consultations on space planning and workforce scheduling to online on- and off-boarding and moving to an At Home Model that keeps your people working remotely, Kelly is able to help your business thrive, whether it's training new hires or teaching existing talent new skills. And finding new niche talent is made easier with our Human Cloud solution, which cuts through the noise of the more than 1,800 online talent platforms to get you the right people for the outcomes you need.

# Kelly Solutions

## At Home Model

There is more to a remote workforce than having talent log on at their homes to complete their normal tasks. There is also the need to maintain a positive employee experience along with a high level of work satisfaction. You must make adjustments to the way performance is managed and how employees are engaged. The technologies you need have changed and some of the ones you were using need to be optimized. Kelly can consult with you to create a remote environment that accelerates goal achievement, while keeping a focus on your key talent.

## Workforce Design and Scheduling

Kelly provides design solutions that include scheduling options that will support your business objectives while ensuring safety. And we can help get your workplace ready to accommodate people safely, with suitable space between employees and appropriate protection. You may need three shifts where two shifts worked before, while maintaining productivity. You may need to rotate or stagger office staff onsite schedules to make sure they have a safe workspace with ample time for cleaning. There are more variables today than ever before and you can't miss a step.

## Upskilling / Reskilling

From reassignment of talent to refocusing of their efforts, we engage your talent to learn the skills necessary to face your new realities. Skills that were key to your organization prior to the pandemic may no longer be needed, and your organization might be introduced to new skills you never imagined you would hire. Your talent may also need additional training on new basics such as how to manage life now that their worlds have collided into a single location – home. Talent is scarce and the time to understand how everyone fits into your organization is not only imperative to your success, but it also needs to align with the expectations and desires of the talent you don't want to lose.

## Human Cloud

Our Human Cloud solution aggregates online talent platforms to bring you the best talent while cutting through the noise of more than 1,800 providers, bringing you the right person for the right job. Allowing for all levels of scalability, the freelance market is at your disposal to reach the outcomes your business demands. Niche talent you never thought you would need may only want to work through these channels. While this may not have been as critical to your organization in the past, the talent you engage now may mean the acceleration or retraction of your organization.



# Being More Agile.





# Agility is the way to outthink uncertainty.

**“75% of CEOs indicate that the pandemic accelerated their technology transformation.”**

- Fortune, May 14, 2020.

**“52% of CFOs plan on reviewing the financial health of their supply chain.”**

- PwC's COVID-19 CFO Pulse Survey, May 11, 2020.

**“58% of CEOs believe economic recovery won't be seen until 2022.”**

- Fortune, May 14, 2020.

Agility is critical to the success of your company. Upper-level management everywhere knows how important preparation for the unknown is. More than over half of CEOs believe real economic recovery won't be seen until the first quarter of 2022, and three quarters of them already know the pandemic has sped up the timeline of their technology transformation. If a company survives and thrives through this historical time, it will have done so because they were able to see opportunities to grow outside of their normal base of operations and find new ways to conduct their business. And it all needs to be fast. More than half of CFOs will rethink their supply chains and review just how financially healthy they are, and the weak links will need to be found, strengthened, and improved upon.

## **Case Study: Rethinking Supply Chains**

**An organization relied on one small talent provider to deliver the hard-to-find talent they needed for a growing area of their business. This provider was able to deliver on all of their talent needs for this one area of the business without fault. However, when the talent provider fell on hard times, issues arose quickly. This put the organization at risk as they watched their previously strong source of talent drying up.**

As we are all learning in our own ways, your business needs to be able to respond and react quickly to changing conditions, and Kelly has the solutions that make that possible. From Direct Hire and Payroll Outsourcing to Outplacement Services, we can supplement your HR capabilities to help manage your workforce requirements and to optimize your business to meet your workforce needs. We can consult on scenario planning and talent engagement, and our Human Cloud solution includes an easy-to-use online tool that aggregates a vast array of talent across multiple industries and specialty skill sets.

Being More Agile.

# Kelly Solutions

## Direct Hire

Kelly can act as an extension of your HR department to engage the full-time talent you need. With expertise driven from matching more than a million workers to their jobs each year, Kelly understands what a good candidate looks like and knows how they want to be engaged. We utilize your employer value proposition to attract the talent you need as you ramp back up or continue to accelerate your business.

## Payroll Outsourcing

Through our payrolling solution, Kelly can be your partner to get talent back to work. If you have identified the talent you need, Kelly will act as the employer of record and provide payrolling, benefits administration, workers' compensation and unemployment liability, all while putting the talent first. Imagine being able to bring back some of those valuable furloughed workers whose exceptional minds are needed but whose previous roles are still unavailable.

## Outplacement Services

We take a people-first approach to outplacement services, offering flexible solutions that ensure positive outcomes for your people while leaving your company well-positioned for future growth. And in the current climate, getting back into a workforce that is almost unrecognizable is what Kelly has been preparing for and helping people do our entire existence.

## Supply Chain Resiliency Evaluation

Kelly is a proven leader in managing talent supply chains and the partners needed to bring talent into organizations. A key part of this is evaluating how stable your supply chain is and adjusting what is needed to ensure long-term success. Through our consulting practice, made up of tenured practitioners, we can work with you to evaluate the strength and longevity of your supply chain.

## Scenario Planning

There are a lot of "what ifs" in the business climate right now, and there will be for some time. But Kelly is ready with a consultative approach to help you evaluate your organization's ability to respond to the unknown. We can help you put talent strategies and business plans in place to ensure that when the unexpected happens, you can respond rapidly with the right answer.

## Specialty Skill Sets

Whether it's that remote IT expert for a technology you just implemented in response to the pandemic, or an engineer you need to help redesign your manufacturing space, Kelly has access to key, specialized talent. By being a leader in understanding what talent wants, their aspirations, work style preferences, and how they see their fit within the workforce, we have nurtured a community of niche talent that is available to support your short- or longer-term needs.



# Optimizing Your Remote Workforce.





**“23% of newly remote workers are less satisfied with their work now that they are remote.”**

- Slack Report: Remote Work in the Age of Covid-19, April 21, 2020.

**“80% of the workforce is now working remotely.”**

- MIT Technology Review Insights, April 30, 2020.

**“The volume of internal meetings has increased 40%.”**

- Quartz, April 14, 2020.

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# Work remotely. Thrive remotely.

As we adjust to a new way of working, more and more of your workforce will be doing their jobs remotely. But your business still needs to deliver results for your clients and foster a healthy, positive environment for the people who work for you. As 80% of the workforce has taken to working remotely, only 23% of the new remote workers are less satisfied than they were previously. The future of remote work is not only bright, it might be a huge opportunity for companies to find new ways to be productive and new ways to compete. Of course, this will take time. The volume of internal meetings has increased as organizations continue to learn what their people need and what it takes to reach goals.

## **Case Study: Retaining Your Culture**

**A health insurance organization was not ready for the shift to remote work. Many of their critical office staff used laptop computers, despite mainly working within technologies to manage their claims. Few even checked email on a frequent basis. Then they were thrown, unprepared, into a remote environment. They had to work through system changes and new communication technologies to get their jobs done. As a result, job satisfaction and manager approval ratings plummeted. The processes and systems had not been optimized and the talent was not being adequately supported.**

Kelly knows how to get the positive outcomes you need from your remote workforce. Furthermore, we understand how important remote work is and will continue to be. We can do all your on- and off-boarding online, and we can provide your people with Remote Mentoring so they can continue to learn from one another. To assist in this growth, our Remote Worker Framework will ensure that nothing is left to chance. Keeping your people connected to the organization without a physical location will be a challenge, but we have the expertise to recommend what will work best for you and your people. Some skill sets will thrive remotely, while others will need help, and we have tools to help both groups.

# Kelly Solutions

## Online On-/ Off-Boarding

Whether you're hiring or reducing staff, Kelly can help your business seamlessly manage interviews, orientations, and other HR functions remotely, reducing risk for everyone. We can consult with your team on the technologies needed or bring you a packaged solution customized to meet your goals. Now more than ever, organizations must look to technology to bring talent into and out of the organization without a brick and mortar location.

## Remote Mentoring

Kelly gives you the tools to help organize and establish a remote mentoring program that allows your workforce to continue to learn from each other no matter how remote they are. We evaluate each area of your business, the talent needs and backgrounds of your team, and design a mentoring program that will work for your organization in a virtual environment.

## Remote Worker Framework

For as long as your organization needs to work remotely, Kelly can ensure your remote workforce is engaged and that the processes and output are optimized. We will focus on maintaining worker morale and positive employee experience, re-evaluating your performance management process, updating your recruitment processes and technology, and also focusing on training and communication approaches.

## Talent Engagement Through Technology

Even while working from home, talent must feel a strong connection to your organization. Does your organization have the tools and technologies to ensure your talent is engaged? Having the right tools in place to foster engagement will propel your remote team forward in a positive direction. Kelly has the expertise to define, design, and recommend the best strategy for your business.

## Specialty Skill Sets

By leading the way with remote talent and knowing what talent needs to work remotely, Kelly has the niche roles that not only are comfortable with the new way business is getting done, but have been doing it for some time. We're ready to get them working for you and keeping your business on track.



# Reimagining Culture and Team Engagement.





# Rethink your team engagement. Reinvigorate your people.

**“95% believe the meaning of the employee experience will change to a moderate to very high extent with COVID-19.”**

- 4CO.com, May 28, 2020.

**“69% of employees say this is the most stressful time in their professional careers.”**

- HRExecutive, April 14, 2020.

**“54% of employees feel they are prepared to work during this massive disruption.”**

- Gallup Workplace, March 23, 2020

With the health crisis keeping people distant, how do you make a group of remote workers feel like a team? The onset of COVID-19 has changed many of our beliefs on work and what is needed to get work done. While a large majority of employees have never been more stressed, more than half feel like they are ready for it. People will always be able to adapt to their surroundings and situation. But can your organization? How will you redefine what you do and why you do it? How will you help your employees continue to do their jobs at a high level and continue to live their lives? The meaning of the word “employee” is changing, and it’s never been more important to be honest and open.

## **Case Study: Remembering What Matters**

**One healthcare company was extremely focused on the people they employ to provide care to their patients and understood the huge weight of responsibility their team was bearing during the pandemic. To maintain their positive, talent-focused culture, they implemented a strong engagement and communication plan. Daily surveys captured feedback on how supported the team felt, how they were managing their personal lives through this crisis, and how the company could help. The company’s most important action was listening. They made changes and improvements based on what their team was telling them. While this may seem small, it was missed by many other organizations and noticed by their employees.**

During a time when employee connection and cultural engagement can prove very difficult to maintain, Kelly has solutions for your organization. Keeping employees growing through upskilling or reskilling will help your workforce remain engaged and inspired. The expectations of your talent must be met, and Kelly can help coordinate a strategy for talent engagement to minimize turnover. However, if some furloughing or even layoffs must occur, we can help you keep those people connected through our Rapid Talent Pool Solution so they can remain involved and ready once business returns.

# Kelly Solutions

## Rapid Talent Pooling

Unfortunately, many businesses are being forced to furlough and even lay off talented people. Kelly can help you keep them connected and involved should your business find opportunities for them in the future. By creating an online community, they will continue to feel connected to your organization and are more likely to return once business comes back.

## Talent Engagement to Minimize Turnover

Talent has expectations that you need to meet. They need to feel included and part of the organization's mission. By defining a talent engagement strategy that will excel within a remote environment, you will be giving your talent the critical connection they need to their workplace during this tumultuous time. Engaged talent is more productive, stays longer, and contributes to an overall positive organizational culture.

## Upskilling / Reskilling

From reassignment of talent to refocusing of their efforts, we engage your talent to learn the skills necessary to face your new realities. Skills that were key to your organization prior to the pandemic may no longer be needed, and your organization might be introduced to new skills you never imagined you would hire. Your talent may also need additional training on new basics such as how to manage life now that their worlds have collided into a single location – home. Talent is scarce and the time to understand how everyone fits into your organization is not only imperative to your success, but it also needs to align with the expectations and desires of the talent you don't want to lose.

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## Kelly Certification Institute

Kelly knows talent. And we know what talent needs to get ahead. Through our institute we provide a sustainable, virtual training solution to raise your employees' credentials, with a focus on life-science talent. Powered by PharmaWebinar, we offer certification in GDP, Data Integrity (ALCOA+), 21 CFR 211, GMP/GXP, and Clean Room Knowledge. If you need talent that is ready to thrive within your regulated environment and to minimize production errors, all within budget and time constraints, then the Kelly Certification Institute is your answer.



# Signs of Change.

Change may be the only constant in life, but exactly what it becomes is anyone's guess. Below are a few business behaviors that are definitely in the midst of change, along with some suggestions to help your business stay ahead of the curve.

## Commitment goes both ways.

The best investment a business can make is in its people. Even when you have to let great talent go, ensuring they thrive is key to your business's health. With remote outsourcing solutions, you can nurture your former, current, and future talent all at once.

## No more hallway shuffle.

Embarrassment is no longer the only risk from bumping into coworkers (and the awkward dance to avoid it). Kelly recommends side stepping the danger with established safe space /navigation routes. Also, don't walk and text.

## Getting real when you're not IRL.

Mentoring and coaching are vital to the growth of your talent, and your business. But with workforces working farther apart and virtually, they won't happen organically. Kelly's Remote Mentoring and Rapid Talent Pool keep your talent in touch no matter where they're sitting.

## Shared spaces encourage shared knowledge.

Data shows that interactions between knowledge workers improves performance. But it's tough to run into people in a video lobby. By creating new paths for interactions and "chance" encounters, virtual offices can be just as enriching as IRL workspaces

## No more handshakes or fist bumps.

Hellos, goodbyes, and agreements may be only verbal from now on. Kelly has been seeing an uptick in bows and namastes, while air high-fives and foot taps are (thankfully) on the decline.



The world hasn't experienced a health crisis like the COVID-19 pandemic in more than a century. It has already had profound effects on the global economy that even the most visionary business leaders weren't prepared for. The good news: your business can get through it. And you're not alone.

Kelly is ready to partner with you. We have the solutions to help solve the problems you're dealing with today, to make your business more agile and efficient. And moving forward, to help you reimagine how it operates so you can grow and prepare for what's next – whatever that may be.

# That's what Kelly does.