

# Global perspectives and practical strategies: Human Services workforces through COVID-19

Centre for Excellence in Child and Family Welfare

April 2020



# Acknowledgement of Country

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We acknowledge Aboriginal and Torres Strait Islander people as the first peoples of Australia and Traditional Custodians of this land and its waters. We pay our respects to Elders, knowledge holders and leaders both past and present.

# Anticipated Government & NGO impacts due to COVID-19



# Illustration of priorities human services may consider



# Organisations fall into three groups in response to COVID-19, each with their own challenges to navigate



## Resilient

Essential services that have to keep running  
E.g. Healthcare, Human Services, Emergency Services, Essential Retail

Main workforce concerns for these organisations include:

- Workforce supply and continuity
- Staff exhaustion and keeping people safe and well
- Identification of potential sources of workforce beyond existing and traditional employees, including labour portability across organisations and industries
- Moving people safely whilst adhering to social distancing
- Building a contingent workforce to safeguard against illness impact so there is always a proportion of the workforce available to work

## Reinvent

Organisations that can move to remote working or reassign workforce to new delivery models  
E.g. Financial services, Social Media Corporations, Brewery becomes Hand Sanitiser Producer

Main workforce concerns for these organisations include:

- Transitioning of workforce to remote and/or new ways of working
- Technology capacity uplift and increased connectivity
- Combating against employee feelings of isolation when moving to home based working
- Change experience whilst transitioning to new delivery models
- Maintaining productivity through transition to new ways of working, including brand management



## Endure

Organisations that need to close or pause  
E.g. Hospitality, Sport Clubs and Facilities

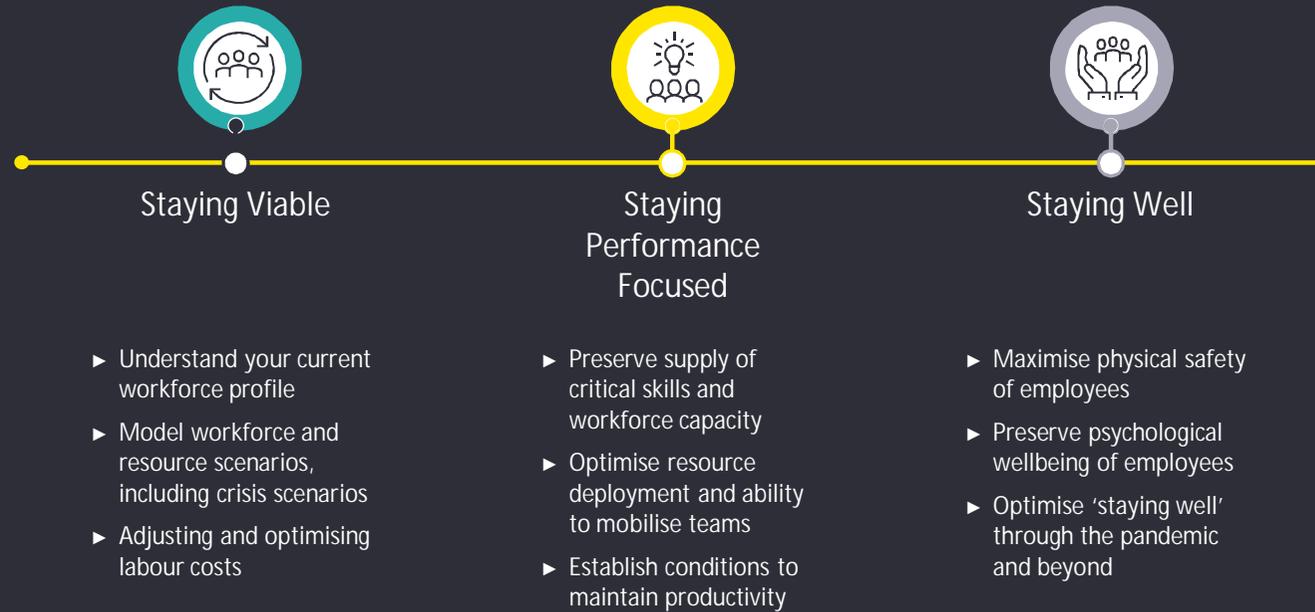
Main workforce concerns for these organisations include:

- Managing people costs when there is either little or no revenue coming into the organisation
- Transitioning staff to other forms of employment as a temporary measure
- Wellbeing of employees who need to be stood down or made redundant
- Focusing on post COVID-19 recovery and restart plans to rapidly recommence BAU operations



# COVID-19: the people impact in Child and Family Services

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# As a Director, there are 8 key questions you should be asking management...

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How are we supporting our workforce?



What are our workforce and leadership priorities?



Do we understand all our workforce risks or vulnerabilities?



Are we prepared to address the anticipated gap within the critical workforce?



Do we understand our crisis scenarios and responses?



How are we evolving our workforce continuity plan?



How are we adapting or improving our productivity and ways of working?



Do we have a strategic workforce plan to support recovery?



# Workforce Considerations for Directors & CEOs

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- 1 Health, wellbeing & safety** Develop safeguards to ensure the health & safety of clients, employees & management as well as your own wellbeing
- 2 Workforce management** Anchor workforce decisions and scenario planning around delivery of critical business priorities
- 3 Scenario planning** Develop scenarios, understand your exposure and formulate short & medium term priorities and plan for them
- 4 Crisis management** Be able to identify mechanisms available to mitigate workforce vulnerabilities in response to risks materialising during the crisis period
- 5 Workforce agility** Quickly flex the workforce capacity or capability to respond to shifting business priorities and broker cross-provider partnering to create workforce contingency
- 6 Recovery transition** Ability to initiate the appropriate recovery scenario and transition the workforce back to normal operations
- 7 Governance** Provide input into business continuity and strategic planning and internal support to the CEO and Board
- 8 Communications** Keep clients, employees, partners, accountant, bank and regulators informed

# Global emerging trends in Child and Family Services



Increases in family violence alongside drops in reporting suggest that some vulnerable children will less likely be detected or are out of sight



Economic crisis and income loss among families disrupting children's access to food, accommodation or healthcare



A predicted rise in online child abuse as a result of increased online activity and access to virtual platforms



Difficulty in maintaining connection between children and education raises concerns with challenges in providing continuity of learning

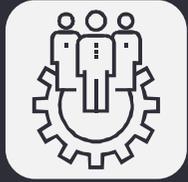


Kinship and foster carers who are at risk of COVID-19 may be unable to provide ongoing care for children who require support



# Illustrative example: UK approach to workforce continuity

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## Sector-wide collaboration at a local level

Local leaders are working together with their local social care workforce, partner organisations and other children's workforces to ensure the local needs of the highest risk children and families are being met



## Emergency workforce modelling

The UK has performed workforce modelling anticipating a reduction in the sector's workforce of 10, 20 and up to 40%



## Thorough record-keeping

Providers are maintaining clear records of any deviations from standard practice, capturing the rationale and risk assessment. Case supervision is increased



## Call for volunteers

The government has urged retired social workers and school, nursery and care staff who have been furloughed to become volunteers and keep at-risk children safe. The aim is to have 200 volunteers within each local authority (a total of 30,000)



The UK Government has communicated an expectation that children's care services will risk assess and review the circumstances of every family they are currently working with to ensure those with the highest risk are being visited most frequently



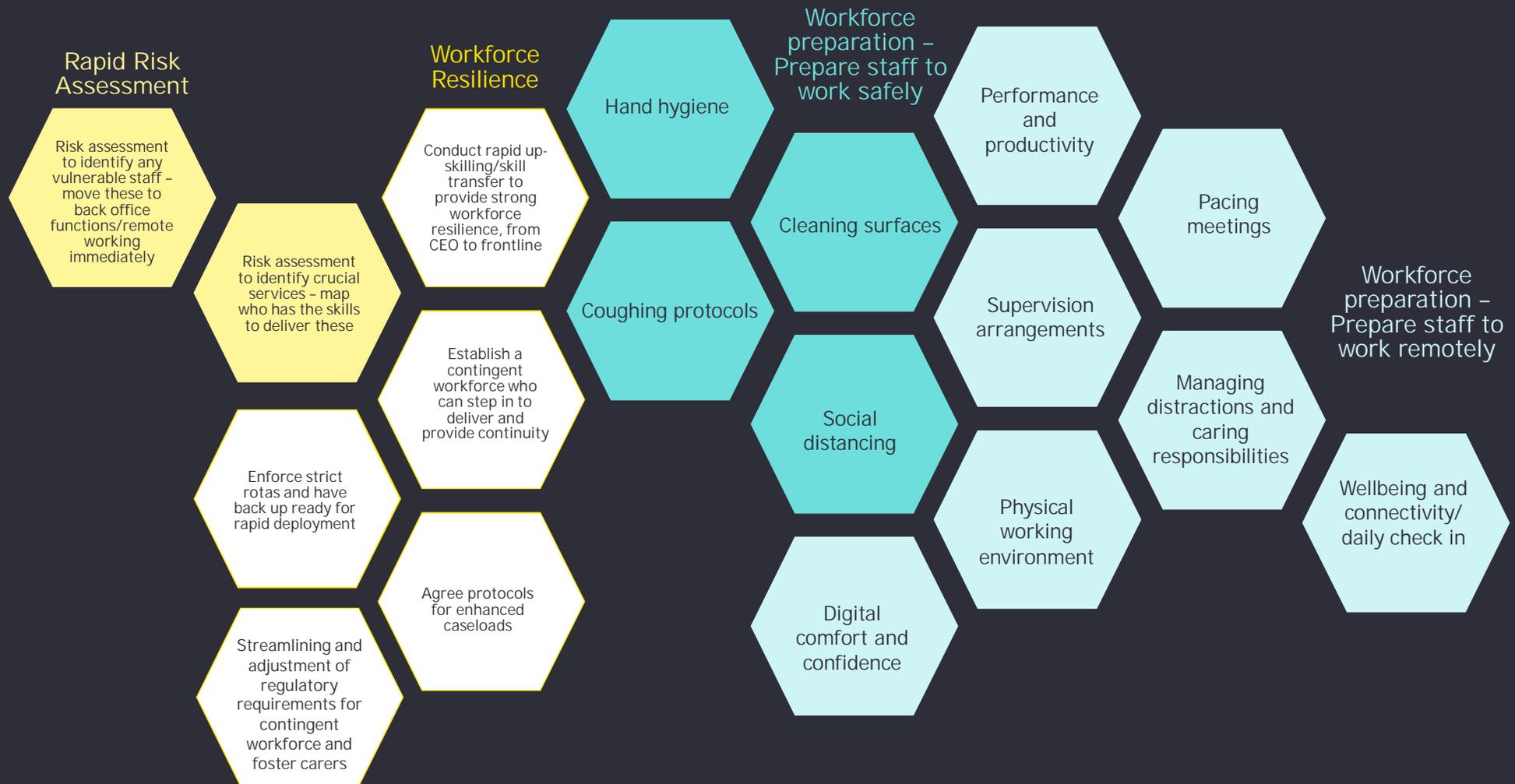
## Personal Protective Equipment for visits

The current UK policy is that PPE is not required for home visits to children and families not exhibiting any symptoms of COVID-19. Creative approaches for virtual engagement have been developed and schools are being used as a focal point for oversight. Mobile phone is used as key connection point outside schools, and supplemented by door step visits for those at highest risk

# A delivery model that is moving to virtual requires a different tempo



# Workforce essentials



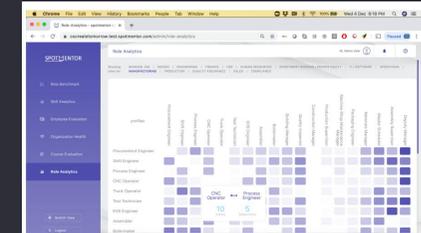
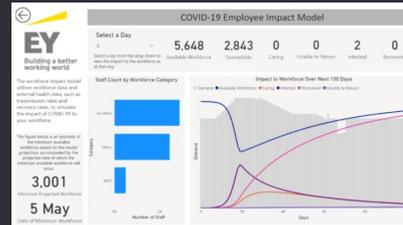
# Psychological impact of COVID-19 crisis

	The change	The reality	The recovery
Timeline	Mar - Apr	May - August	September - December
What's happening?	<ul style="list-style-type: none"> <li>• Non-essential services closing down</li> <li>• People adapting to working from home</li> <li>• Schools shut down</li> </ul>	<ul style="list-style-type: none"> <li>• Social distancing restrictions in place</li> <li>• People working from home for an extended period</li> </ul>	<ul style="list-style-type: none"> <li>• Non-essential services returned but changed</li> <li>• People counting economic cost, high unemployment</li> <li>• Domestic orientated</li> </ul>
Thinking	<ul style="list-style-type: none"> <li>• "I can't believe this is happening"</li> <li>• "What will this mean?"</li> <li>• "This is kind of different and exciting"</li> </ul>	<ul style="list-style-type: none"> <li>• "I am sick of this. When will it be over?"</li> <li>• "My job is boring from home"</li> </ul>	<ul style="list-style-type: none"> <li>• "Thank God that's over!"</li> <li>• "It'll be great to see everyone but I am nervous"</li> <li>• "Could this happen again?"</li> </ul>
Feeling	<ul style="list-style-type: none"> <li>• Uncertain</li> <li>• Fearful</li> <li>• Excitable</li> </ul>	<ul style="list-style-type: none"> <li>• Frustration</li> <li>• Boredom</li> <li>• Resignation</li> </ul>	<ul style="list-style-type: none"> <li>• Relieved</li> <li>• Apprehensive</li> <li>• Excitable</li> </ul>
Doing	<ul style="list-style-type: none"> <li>• Adapting to a new reality</li> <li>• Setting up home offices</li> <li>• New daily routines</li> <li>• Taking care of kids</li> </ul>	<ul style="list-style-type: none"> <li>• Stuck inside for weeks on end</li> <li>• Not exercising or moving</li> <li>• Looking for someone or something to interact with</li> </ul>	<ul style="list-style-type: none"> <li>• Moving back into 'normal' life again</li> <li>• Excited initially but uncertain around long-term implications</li> </ul>

# Psychological impact by age

Age	22 – 28 years	29 – 45 years	45+ years
What's happening?	<ul style="list-style-type: none"> <li>• Job uncertainty/financial concerns</li> <li>• Adapting to working from home (possibly in a share house)</li> <li>• Perceive themselves as more removed from the virus</li> </ul>	<ul style="list-style-type: none"> <li>• Trying to find routine</li> <li>• At home, dealing with young kids</li> <li>• Concerned about the impact of the virus on parents and family members</li> </ul>	<ul style="list-style-type: none"> <li>• Dealing with business and economic implications of the virus</li> <li>• Concerned about the impact of the virus of the parents and family members</li> </ul>
Thinking	<ul style="list-style-type: none"> <li>• “What will happen with my job?”</li> <li>• “I’m over this apartment”</li> </ul>	<ul style="list-style-type: none"> <li>• “I’m exhausted”</li> <li>• “My days have no structure</li> </ul>	<ul style="list-style-type: none"> <li>• “Some really hard decisions are going to have to be taken”</li> <li>• “What impact will this have on my team?”</li> </ul>
Feeling	<ul style="list-style-type: none"> <li>• Uncertain</li> <li>• Bored</li> <li>• Somewhat ambivalent</li> </ul>	<ul style="list-style-type: none"> <li>• Overwhelmed</li> <li>• Tired</li> <li>• Unproductive</li> </ul>	<ul style="list-style-type: none"> <li>• Concerned</li> <li>• Reflective</li> <li>• Pragmatic</li> </ul>
Doing	<ul style="list-style-type: none"> <li>• Adapting to their new reality</li> </ul>	<ul style="list-style-type: none"> <li>• Scrambling to manage themselves and their teams</li> </ul>	<ul style="list-style-type: none"> <li>• Understanding the ramifications of the situation</li> </ul>
Needs	<ul style="list-style-type: none"> <li>• To feel like they are learning and upskilling</li> <li>• Sense of purpose</li> <li>• Re-assurance</li> </ul>	<ul style="list-style-type: none"> <li>• Re-set in expectations</li> <li>• Support in managing and coaching others</li> <li>• Understanding</li> </ul>	<ul style="list-style-type: none"> <li>• Guidance from the firm</li> <li>• Advice from peers and externally (e.g. coaching, sounding board)</li> <li>• Support and backing</li> </ul>

# Example of tools to support your workforce needs



## EY COVID-19 Health Wellbeing Scorecard

The COVID-19 Workforce Wellbeing Framework offers a holistic approach to immediately managing your team's Health & Wellbeing during pandemic restrictions

The Workforce Wellbeing solution will help you to rapidly record and respond to key questions during the COVID-19 pandemic with real-time analytics to immediately support your team to improve productivity and highlight possible risks

The framework encourages individual employees to take ownership and accountability for their own wellbeing.

## EY COVID-19 Workforce Response: Workforce Risk Analysis & Demand Model

What are the impacts of COVID-19?

Understand the workforce supply risk:

- Workforce impact model: modelling based on workforce data and external health data
- Scenario planning: projecting of the outcomes associated different scenarios and modelling impacts

Understanding the demand impact analysis

- Workforce demand model: modelling based on defined demand drivers
- Work activity analysis: identify options for workforce reallocation or activity redesign
- Intervention planning: develop potential interventions for different workforce segments and scenarios

## EY's Spotmentor: AI-powered Skilling Platform

Spotmentor is a powerful AI-intuitive solution designed to help organisations understand their workforce profile and be prepared to address future workforce requirements.

Spotmentor can help organisations to:

- Link skills to business outcomes
- Develop personalised learning journeys and career pathways aligned to new skills
- Define the specific skill mix of the workforce required to meet business needs or shifts in business requirements
- Understand the expected impacts of technology such as AI, Big Data and Intelligent Automation on the workforce
- Develop success profile for critical roles incorporate lenses of emerging, declining and current skill levels for employees

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