

**HR for Hotels
during the
Covid Crisis**

Continuity

& Recovery

Today's Topics:

- ❖ Continued Communications & Road Mapping the Return to work
- ❖ Accrual of Annual Leave
- ❖ TWSS & CPUP
- ❖ Remote Working
- ❖ Leadership during the Covid-19 Pandemic



HOST

- Aaron Mansworth
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SPEAKERS

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Continued Communications & Road Mapping the Return to work



HR Planning for Re-opening

- ▶ Plan and prepare now for new ways of working
- ▶ Work force planning -Phase return to work
- ▶ Who/when to return to work first- fair & transparent
- ▶ Review Job Roles /consider multi skilled approach /flexibility
- ▶ Prepare to manage the risk of virus spread in the workplace
- ▶ Develop a Covid-19 Response Plan
- ▶ Review and Update Policies & Procedures

Examples; Covid response plan/Absence /Sickness reporting/working from home/Social distancing/ PPE/Handwashing/Sanitizing/No handshaking Policy /Car sharing policy

HR Planning for Re-opening

- ▶ Consider which employee groups can continue to work from home
- ▶ Revise SOP'S on new working practices
- ▶ Review & update risk assessments of all areas with effective control measures identified to be implemented.
- ▶ Review & update Health and Safety policies and safety statement
- ▶ Provide training on all new practices prior to return - virtual training
- ▶ Consider Employee Guidance Information Packs



Safeguard Employees Health

- ▶ Employees H & S in our hands
- ▶ Build trust for our teams to return to work
- ▶ Confidence in our processes
- ▶ Address employees concerns /worries/anxieties - risk of infection
- ▶ Consider vulnerable employees with underlying issues
- ▶ Employee challenges -transport /Childcare
- ▶ Outline the precautions being taken to ensure employee Health and Safety
- ▶ Provide Sanitizers & PPE



Safeguarding Employees Health

- ▶ Reassure employee's of reviewed new work practices to allay any concerns
- ▶ Develop clear procedures for employee reporting with symptoms
- ▶ Reassure employees to report any symptoms / self isolate / contact a doctor
- ▶ Communicate revised working arrangements
- ▶ Appoint Covid-19 / H & S representative teams to ensure compliance
- ▶ Arrangements in place to provide full training



Maintaining Social Distancing

- ▶ New Social Distancing practices across all areas of Hotel - walk building
- ▶ Review Office capacity - avoid multiple occupancy
- ▶ Re-design work stations where required
- ▶ Avoid small and large gatherings of employees
- ▶ Limit face to face interactions - meetings/briefings
- ▶ Provide clear & sufficient Signage / Notices and Floor markings
- ▶ Staff Dining Areas / Locker Rooms / Changing areas / Recreation areas
- ▶ Smoking Areas

Maintaining Social Distancing

- ▶ Staff Uniforms - facilities to change on site
- ▶ Set teams working together, maintain log of teams
- ▶ Consider staggering start times/break times
- ▶ Technology considerations -Clock in and out's - Facial recognition / Swipe Cards / Fobs
- ▶ Staff Accommodation - single rooms- separate room for Isolation
- ▶ Maintaining Customer service from a distance

Intensive High Levels of Sanitizing

- ▶ High levels of Enhanced Sanitizing & maintain records
- ▶ Comprehensive Sanitizing regimes for work stations & equipment
- ▶ Increased & Sufficient hand washing facilities nearby
- ▶ Regular cleaning/sanitizing of all touch points- maintain records of checks
- ▶ Remove shared tools and equipment
- ▶ Implement clean desk and self -sanitizing policy

Prior to return to work

- ▶ Pre Return to work forms completed by employee's
- ▶ Prepare Induction Training prior to return including SD procedures
- ▶ Issue clear guidelines to all Employees
- ▶ Contact Logs to facilitate contact tracing - GDPR compliant
- ▶ Communicate clear points of contact in Hotel
- ▶ Regulate entry into Hotel & signs to control movement-consider one way systems

Dealing with a Suspected Case of Covid-19

- ▶ Procedure and instructions for employees on what to do if they develop symptoms
- ▶ Procedure for reporting and responding to suspected cases
- ▶ Inform Covid Response Team without delay
- ▶ Assistance to employees to return home - cannot use Public transport
- ▶ Assist in seeking medical attention
- ▶ Immediate Action
- ▶ Isolation Room
- ▶ Keep in regular contact

Dealing with a Suspected Case of Covid-19

- ▶ Conduct contact tracing for staff and guests - maintain logs
- ▶ Contingency plan for high levels of absenteeism - multi-skill staff
- ▶ Guidelines to return to work following illness
- ▶ Maintain records

Communication & Training

- ▶ Communication is Key
- ▶ Clear communication channels
- ▶ Social Distancing practices
- ▶ Encourage employees to report any areas where the precautions are not working
- ▶ Involve I and C Communication Representatives
- ▶ Provide full training - new policies and procedures / enhanced sanitizing / correct handwashing / respiratory etiquette / PPE / customer service





Health & Wellbeing Supports

- ▶ Continue health & wellbeing initiatives
- ▶ Stress and Anxiety Supports
- ▶ Stress Control Programme - on line
- ▶ Employee Assistance Programme





Accrual of Annual Leave

Temporary Wage Subsidy Scheme - Employer
Covid-19 Pandemic Unemployment Payment

DEASP



Accrual of Annual Leave - Covid 19 Pandemic

- ▶ Annual leave is accrued by reference to time worked (with the exception of certified sick leave).
- ▶ An employee **who continues** to work **will accrue** annual leave entitlements.
- ▶ An employee who does **not** continue to work will **not** accrue annual leave entitlements.
- ▶ An employee working reduced hours or short time hours will continue to accrue annual leave based on hours actually worked.
- ▶ This does not alter whether the employee is in receipt of the Temporary Wage Subsidy Scheme (TWSS) or being paid directly by the DEASP.
- ▶ Employees on the TWSS scheme who are not working do not accrue holidays
- ▶ It should be noted that, on an annualised basis an employee may still achieve the requirement of 1,365 hours within the leave year, even where they have been placed on a period of temporary lay-off.



Annual Leave - Organisation of Working Time Act 1997

- ▶ The timing of annual leave rests with the employer
- ▶ Employer must take account of the employee's family responsibilities, opportunities for rest and recreation and consult with employees at least one month in advance of the leave being taken.
- ▶ It is open to employees to waive the one month's notice period and take leave on a voluntary basis.
- ▶ Engage and seek agreement with employees on the timing of accrued annual leave.
- ▶ In the current climate, employees may take leave at shorter notice once agreed in advance



Annual leave

- ▶ Where an employee in receipt of the Covid Pandemic Unemployment Payment (CPUP) wants to avail of annual leave the employee must inform social welfare and CPUP payment will cease in the leave week.
- ▶ It is a more complicated process where an employee in receipt of the TWSS wants to avail of annual leave. In order to put through an annual leave payment, the employer can report gross pay and apply Class A PRSI to the payment. Therefore, no wage subsidy will apply to the annual leave week and normal tax, USC and PRSI will apply that week.
- ▶ Revenue has advised that annual leave should be taken in weekly blocks and the TWSS should not apply to that week.



Public Holidays

- ▶ An employee on lay off or short time working retains the right to benefit from any public holidays that fall during the first 13 weeks.
- ▶ The entitlement is calculated on the basis of what they would have received had they been working.
- ▶ Employees on short-time should have their entitlement calculated on the basis of what they would have received had they not been on short-time.
- ▶ Where employees are in receipt of the Covid-19 Pandemic Unemployment Payment (CPUP) employers have the option of paying the public holiday in the form of paid time off at a future date given that the DEASP does not regard a person as unemployed on a day in which they receive wages.
- ▶ Public Holidays or Holidays cannot be paid to employees on the same week as receiving CPUP



Public Holidays

- ▶ From week 14 onwards, if still on reduced hours the employee's public holiday entitlement will be calculated in the same manner as that of a part-time employee.
- ▶ Employees being paid through the wage subsidy scheme who do not continue to work and whose wage is not being topped up will receive a full week of the wage subsidy only based on the employee's pay in the payroll submission for that period



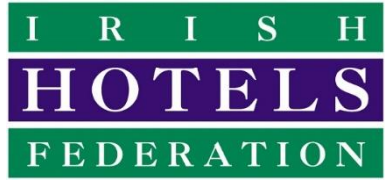
Example Public Holiday after week 14 of lay off

Treatment of August Public Holiday - 3rd August

- Eg.1 Employee works 8 hours per day - 2 days per week until public holiday on 3rd August.
- ▶ Employee has worked 16 hours per week bringing them up to over 40 hours worked prior to public holiday in August.
- ▶ This employee therefore retains an entitlement to public holidays - the calculation of the entitlement will depend if the holiday fell on a day the employee works or does not work, i.e. same calculation as that of a part time employee.

- E.g. 2 Employee on lay off more than 13 weeks returns to work on a 3 day week prior to August public holiday in the week ending 31st July. This employee has no entitlement to benefit from public holiday as hasn't worked the required 40 hours prior to fall of holiday.

- E.g.. 3 Employee on lay off more than 13 weeks returns to work on a 3 day week on 13th July. Employee will have worked up to 72 hours in the previous 3 weeks prior to August Public Holiday, therefore will retain entitlement to public holiday. (again calculated as if employee was part time).



THANK YOU

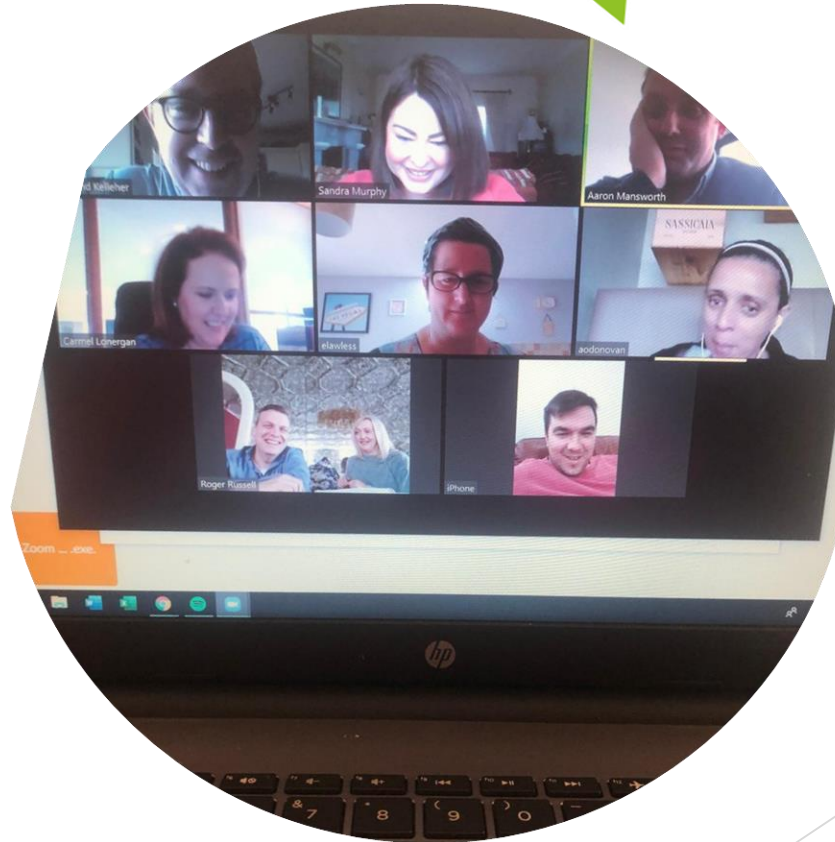


- ❖ Kathleen Linehan
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Remote Working

- ✓ Policy & Guidelines
- ✓ OHS Considerations
- ✓ Challenges
- ✓ GDPR
- ✓ Legal Considerations



Policy & OHS Considerations



- ✓ Risk Assessments – Current circumstances do not enable us to carry out normal practices.
- ✓ Self Assessments – Training – Guidelines.
- ✓ Accidents or Incidents should be reported.
- ✓ Clear policy in place communicated to the team member.

Challenges



- ✓ Juggling work and home.
- ✓ Communication with team member about personal circumstances.
- ✓ Be flexible with hours as much as possible.
- ✓ Be flexible with annual / parental leave.
- ✓ Wellbeing.



GDPR



- ✓ Devices – Keep in a safe location
- ✓ Lock if unattended and if not in use – strong passwords
- ✓ Networks – Comply with organisational rules about access, login and data sharing
- ✓ Ensure data is adequately backed up in a secure manner
- ✓ Emails – Adhere to company policies
- ✓ Use work rather than personal accounts and ensure contents & attachments are encrypted.
- ✓ Paper – Take steps to ensure security and confidentiality
- ✓ If dealing with records that contain personal data only remove such records where it is strictly necessary to carry out your work

Keep written record of which records and file that have been taken home to maintain good data access and governance practices

Considerations



- ✓ Temporary change to terms & conditions of employment.
- ✓ Can be ceased by the employer as the change was advised by HSE and government restrictions.
- ✓ The Revenue Commissioners allow employers to make €3.20 tax free contribution to e-working expenses. This does not translate to a legal obligation on the employer to pay.
- ✓ Keep records of training to reduce any possible litigation claims.

Leadership During Crisis

- Managing & Responding
- Leadership Mindset & Creating Clear Goals
- Innovation
- Resilience



Who Are You - What is Your Leadership Style



D	 DONALD TRUMP	 ARNOLD SCHWARZENEGGER	 JUDITH SHEINDLIN	 BARBARA WALTERS	 OPRAH WINFREY
I	 RICHARD BRANSON	 JIM CAREY	 DOLLY PARTON	 ROBIN WILLIAMS	 ELLEN DEGENERES
S	 NICOLE KIDMAN	 NELSON MANDELA	 TOM HANKS	 HUGH JACKMAN	 JULIA ROBERTS
C	 BILL GATES	 AL GORE	 JAMES MAY	 J.K. ROWLING	 WARREN BUFFETT



Managing In The Crisis

- ✓ Unite people in their efforts and goals as valued members of a cohesive team.
- ✓ This starts with a common, clearly articulated mission that infuses the work with purpose.
- ✓ Inclusive leadership.
- ✓ Who you are ... Your employer brand ...

Managing The Crisis



- ✓ Assessing requires looking at the long view rather than the present.
- ✓ Anticipate what comes next week, next 30 days, 90 days.
- ✓ Delegate and trust your people as they make tough decisions.
- ✓ Don't try to control everything – you will create new layers of approval for minor decisions.
- ✓ Seek order rather than control.
- ✓ Determine which decisions only you can make and delegate.

Control The Controllables



Gather Information
Make Decisions
Take Action



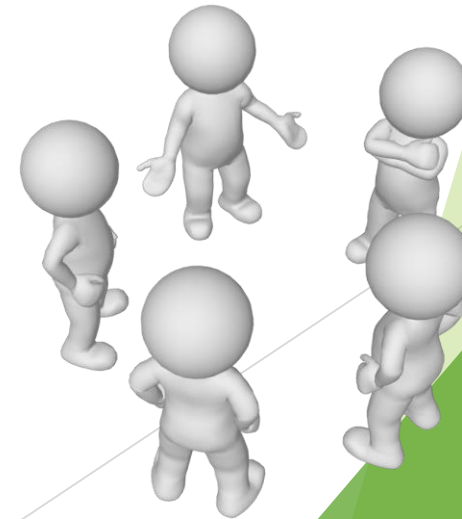
5 Challenges - Alignment. Engagement. Implementation.



**What
is the
Value?**

- ▶ Forces a company to put words to their critical top 5 issues
- ▶ Provides an opportunity to see how the teams defines the company's top challenges
- ▶ Forces a discussion that moves the company toward alignment of goals and objectives
- ▶ Allows the teams to build confidence as they proactively tackle critical issues
- ▶ Forces a deeper discussion about how to address each of the top 5 challenges
- ▶ Helps the leadership team to address more strategic issues once everyone agrees to problems

1. What specific issues surround this challenge?
2. What are 3 - 4 ideas that will help you create an action plan to address this challenge?
3. As a leader, how can you engage your team to help create solutions for this challenge?
4. What are the key indicators you can put in place to ensure you are tracking results?



Innovation During Crisis



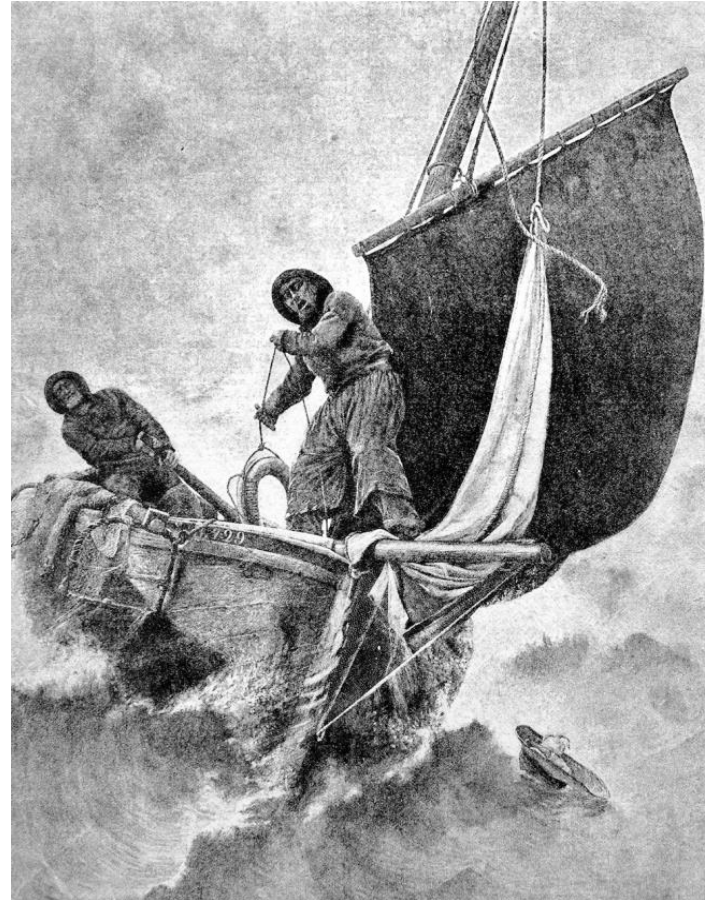
- Necessity has always driven invention.
- Create a culture of innovation.
- Not only to position an organisation competitively but to become an industry leader.
- Not only to encourage team members to form and develop ideas, but to enable them to bring those ideas to life and enjoy the great satisfaction that comes with that.
- ‘That’s not how we do thing’s here’

► <https://www.youtube.com/watch?v=fW8amMCVAJQ>



Don't Be Afraid to Try

Leading decisively—which is critical to surviving a crisis—will also result in mistakes. But the key is to acknowledge that and to be willing to back up, change course, and go forward again.



Resilience



- ✓ During times of crisis – such as those we are living through now – this and the mind can become even more hooked by obsessive thinking.
- ✓ Right now, the realities of the impact of the coronavirus can play into our worst fears and increase our feelings of isolation.
- ✓ Mind your mental resilience.
- ✓ Notice your own thoughts, unhooking from the non-constructive ones, and rebalance quickly.

Resilience



- ✓ Calm the mind, you can then pay attention to your surroundings and what is coming up within you.
- ✓ Connect with others.
- ✓ Communicate.



Thank you.

