

Back To The Future

BRINGING OUR REMOTE WORKERS BACK TO THE OFFICE

Our Plan for Incorporating Project Amazon Into New Workplace Templates



Introduction

Project Amazon is all about understanding the responsibilities of working together during Project Restaurant, including protocols for dealing with illness and plans for how we will work together when people get sick. Project “Back to the Future” is our plan for making the shift away from the remote work templates established in Project Restaurant, back toward to our previous in-facility designs.

Preparing for the Starter Pistol

We know that at some point the governor will open up the state of Michigan. While we don’t expect it to happen as quickly as she shut it down, it will happen. The events of the past month have in many ways altered the way things will be done long in the future, so we need to start thinking now about how we will adapt, and what that will mean to our teams as well as to our clients and their communities.

One unknown, of course, is when these plans actually will begin taking effect. So as you read the outline below, remember that these processes begin when we decide to fire the starter pistol — we just don’t have a date yet for when we’ll do that. Our choice of when these plans kick into gear will be influenced by many factors that are currently outside of our control. In other words, stay flexible, and stay tuned.

The Two-Week Cycle

Things are still changing and evolving very quickly, and this pattern will continue for the foreseeable future. We need to remain flexible, so we’ll continue to use a strategy of looking at everything in small bites:

- Plan for the next two weeks
- Evaluate
- Adjust and plan for the next two weeks
- Evaluate
- Adjust and plan...

Lather-rinse-repeat, again and again, for as long as needed.

New Workplace Templates






Over the last several months we have worked hard to build new workplace templates. This investment is helping us not only in our current environment, but it will give us the power to make choices should another situation like COVID-19 arise in the future.

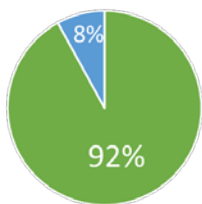
We will continue to refine these templates and imagine additional ones that should serve us well, no matter what we face down the road. Should the future throw another state of emergency at us, we’ll be ready to make a smooth transition to whatever alternate template is needed.

WHAT’S A WORKPLACE TEMPLATE?

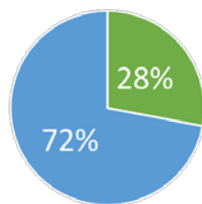
This is simply a term that describes the way we work together as employees of the organization. In the past, CU*Answers had a single workplace template, dominated by teams that worked in our facilities, most of the time. With Project Restaurant, we introduced a new template where a majority of our teams work remotely, most of the time.

Our Workplace Templates

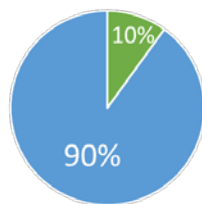
| | | Average # of Employees | |
|---|---|------------------------|---|
| | | In Office | Remote <small>(one day a week or more)</small> |
|  | <p>In-Facilities Template</p> <p>Our everyday life prior to COVID-19. We come to the office every day, shake hands, and hold face-to-face meetings.</p> | 92% | 8% |
|  | <p>Project Restaurant Template</p> <p>This is the plan that we executed with a very short-lead time, as a response to external pressures on our operations. We focused on getting as many people out of the building as possible. Most meetings are via Zoom or with fewer than 10 people in a room, with social distancing for in-office workers.</p> | 28% | 72% |
|  | <p>Skeleton Crew Design #1</p> <p>This design includes a minimum number of on-site workers with the maximum number of remote positions, while still maintaining productivity, output, and interactions with clients as near normal as possible.</p> | 10% | 90% |
|  | <p>Skeleton Crew Design #2</p> <p>In this design, we are imagining what we would do if we needed to fundamentally change our model—such as if we significantly fewer workers who could work at all, even remotely—even if that meant exiting entire businesses that might be problematic given a COVID-19 environment. These designs are simply another part of our ongoing culture of contingency planning.</p> | TBD | TBD |
|  | <p>Back to the Future</p> <p>This will be our plan for returning to our original in-facilities template, with the majority of employees gradually coming back to the office and using remote work options only in specific situations.</p> | 92% | 8% |



In-Facilities



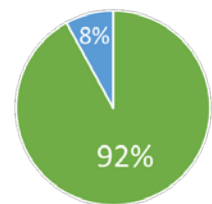
Project Restaurant



Skeleton Crew #1



Skeleton Crew #2



Back to the Future



The Back to the Future Strategy

As an essential employer, we have a bit of an advantage when it come to bringing our people back. We're already earning, we're executing with our clients, and our functions won't change much when the general marketplace returns to normal. Unlike a store that's been closed, there won't suddenly be a rush of people into our spaces.

That means we have time to watch, learn, adjust, and come back on our schedules on our own pace and while keeping our commitments to our clients. Our pressure will only be when we need to go to visit our clients, their communities, and get into the mix with their members. We should be empathetic to the people who have to "get back to work," always remembering the difference between the pressure to *work* again vs. the election of *where* you work.

Since we don't expect everyone to return at once, and since we want to bring back a portion of the population and test out our new social norms and business practices, we've outlined the following plan:

1 A Call for Volunteers

Once the governor has announced plans for removing the stay-at-home order, we will set a date to ask for volunteers to return to the office. At the end of this phase, would anticipate at least 40% of our staff would be back in office on a typical day.

This phase would spread over at two or three 2-week periods, with evaluation and adjustments to the timeline and plan at the end of each 2-week period.

2 Next Wave of Teams/Employees

For this phase, we will end the Project Restaurant remote plan for most workers. Only those who are at a high risk according to the Project Amazon Illness Protocols, or those who had a prior remote arrangements, would remain working remotely.

This phase would spread over two or three 2-week periods, with evaluation and adjustments to the timeline and plan at the end of each 2-week period.

3 Heading for Our New Normal

Here's where we head "Back to the Future," with goal of returning all employees back to the office. Although the idea would be to return to remote work options that are similar to our pre-Project Restaurant norms, we will also be evaluating what we learned about productivity and effectiveness during Project Restaurant and adjusting the options for people to work remotely—whether that means working *more* remote or perhaps working *less* remote.

This phase will also spread over two or three 2-week periods, with evaluation and adjustments along the way.



How it'll work:

Awaiting the Starter Pistol

The starter pistol will be the governor's lifting of the Michigan stay-at-home order, currently scheduled for May 15, 2020. This date could move, but when it finally happens and it appears to be real, then we start the clock.

After the starter pistol fires, **we will stay remote and hold our breath as we analyze the first 30 days.** At the end of that 30 days we'll announce the date of our next phase to welcome back volunteers. (So assuming the starter pistol is fired on May 15th, the volunteer phase might begin June 15th.)

We will send a call out to managers and staff and welcome back volunteers from our remote ranks to return to work in the office full time.

1

Volunteering doesn't necessarily mean an *immediate* return. In order to give us some time to test some new social and business etiquette rules, a schedule will be established that will bring volunteers back gradually, with evaluation and adjustments along the way.

Volunteers

We'll use volunteers to assess any additional controls or safety adjustments we can make. **After 30 days, if the volunteer period gives us a green light to go forward, then we'll announce the date of the next phase** to welcome back remaining teammates who traditionally work in the office. (So assuming the volunteer period starts June 15th, the next phase might begin July 15th.)

2

During this period we will welcome back all teammates who previously normally worked in the office. For this 30 days we'll settle in and begin the process of adjusting to working in an environment inside and outside of our office where it's not considered out of the ordinary that people might occasionally get sick. We'll get used to responding to illness in a more classic way where we continue to work from our classic workplace templates.

Next Wave

For this term we'll also **manage any exceptions** that still do not fit well with our goals to get back to our classic workplace templates, due to vulnerabilities, family issues, etc. But hopefully we will be nearing the final stages of our exceptions on the way to our final goal of bringing everyone back to work. (So if this phase began July 15th, then the final phase would start August 15th.)

3

New Norm

The final phase is to start bringing all remaining staff back to the office. Any employees for whom a more permanent remote work plan has been authorized will continue to work remotely, but everyone else will be called back to the office.

Once everyone has been back for at least 30 days, we'll start the evaluation of what we learned and how we'll change for the future armed with experience, new team management approaches, and new expectations for employees with mid- to long-term remote jobs.

Sample Timeline

(Remember these are just sample dates based on a starter pistol that hasn't yet been fired!)

| | |
|---------------------|--|
| May 15 | Stay-at-home order lifted |
| June 15 | Volunteer "beta-test" starts |
| July 15 | All teammates back to work <i>Special arrangements for exceptions for 30 days</i> |
| August 15 | Reinstate classic workplace template <i>No more exceptions, assuming the marketplace has found its "new normal"</i> |
| Next 45 days | Plan for the long-term future based on what we learn |
| October 1 | Implement new workplace adjustments |

WHAT IF ANOTHER STAY-AT-HOME ORDER IS DECLARED?

If at some point down the road after we've returned to our "new norm" configuration the government declares another state of emergency and stay-at-home order, we will evaluate and activate a smooth transition to our remote work template as needed. This is, in fact, why we are devoting so much energy to documenting and refining our remote work templates: to be ready for whatever comes down the road.

Triggers to Start Each Phase

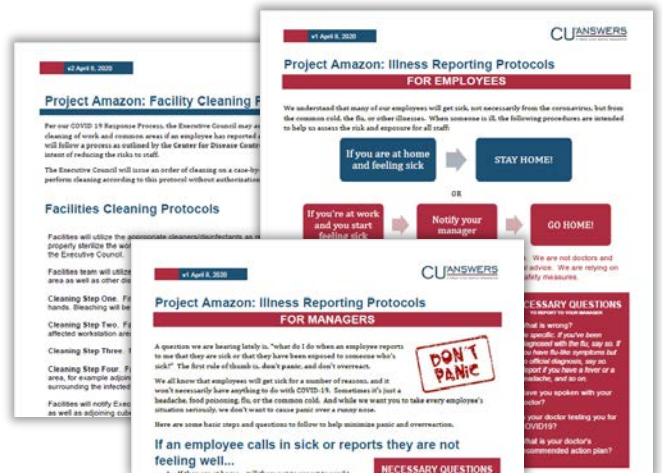
As already mentioned, the date for the starter pistol to fire and the schedule for when each successive phase should begin will be determined by us after careful evaluation of many factors, including:

- The status of the governor's stay-at-home order,
- Adjustments made to specific restrictions under the governor's order that affect our type of business,
- The status of the governor's state of emergency order, and
- Our evaluation of our business, employee, client, and marketplace conditions.

Just as Michigan will not likely restart every business and lift every restriction at the same time, our plan will also be fluid. We'll adjust as needed based on the current environment after each 2-week cycle is completed.

Working with People Who Are Sick

We've always worked with people who were sick. We hear all the time, "I have a headache" or "This cough is getting old." People will sometimes come down with an illness while they are at work, just as they always have. Because the attitudes around working with sick people are changing, for as long as appropriate we plan to **keep using the protocols established in Project Amazon.** These documents will provide guidance for both employees and managers not only with the current virus but also when we need to deal other illnesses we will inevitably encounter in the future.



While we don't know for certain how many will work remotely in the future, we are working towards the goal of getting back to similar trajectory as before. We may interact differently—more fist bumps and fewer handshakes, more Zoom meetings and fewer face-to-face meetings, more Skype and fewer chats over the cubicle wall—but we will get back to our new normal.

New Social and Business Etiquette

Company Initiatives

1. Once supplies are again available to be purchased, we will install hand sanitizer dispensers outside of each restroom and by each entrance to the building.
2. Once supplies are again available to be purchased, we will make disinfectant wipes and rubber gloves available for employee use. These can be used as desired to clean your own office space, including phone handsets, keyboards, monitors, light switches, door handles, desktops, etc.
3. We will post more information throughout the building with hygiene tips about coughing and sneezing etiquette, washing hands, and avoiding contact greetings such as handshakes.
4. Our janitorial staff will continue to provide daily cleaning in the common areas of the building including restroom, lobbies, breakrooms and meeting areas.
5. We will set new capacity limits for each meeting room.
6. All meetings are required to offer a Zoom remote option.
7. We have purchased and will provide face coverings to any employee who wishes to use them prior to the lifting of the state of emergency order in Michigan. Guests will be offered an optional face covering and gloves if they wish to use them.
8. When visiting at client sites, we will honor requests to wear face coverings or make other adjustments as requested by our clients.

Employee Initiatives

1. Do not come to work if you are sick. While we appreciate your need to contribute to your team, spreading germs to others in close proximity to you can cause far more harm than the work you would produce.
2. Keep your office space clean. Remove clutter from your desk. Wipe down surfaces weekly.
3. Follow proper hygiene etiquette.
4. Respect others' personal space. While projects may require us to work close to one another, be courteous and use technology resources to share screens when possible.
5. When hosting meetings, be sure to monitor the new capacity limits on the room and do not exceed them.
6. Remember all meetings should offer a Zoom remote option.
7. Employees are not required to wear face coverings but may do so if they wish.

