

Getting Back to Business post COVID-19

Your Practical Guide



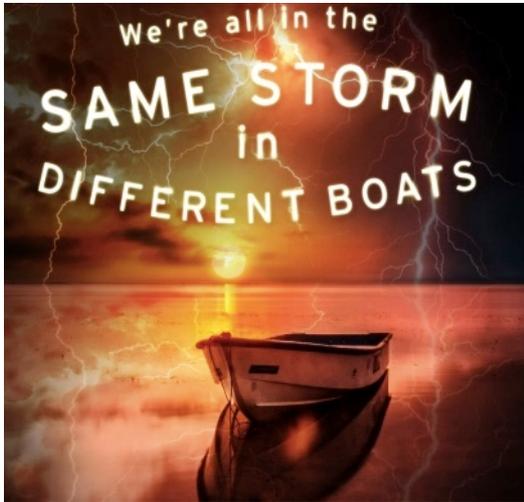
May 2020

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1 Welcome

As we embark back on the next phase of managing this Pandemic, this quote I keep hearing and I'm sure you've heard so often



In early March 2020, Australia was forced to immediately settle into a new (and temporary) socially distancing and self isolating way of being. We picked ourselves up out of our office based jobs, moved to working from home practically overnight and worked collectively on business as usual, or what the new usual has turned out to be. It has impacted each of us, and yet our experiences and responses will be different - same storm, different boat.

Business has not been immune to these changes, and as a society and business there are more complex issues for organisations and employees, as our 'return to work' is imminent. Business need to start navigating appropriate programs and be flexible as the work situation and arrangement may and could change.

Planning is paramount, along with care, transparency, consultation, inclusion and engagement being essential as business eases teams back into the new world order.

So, what are the elements that business leaders and HR practitioners need to be considering to safeguard lives, livelihoods, communities and their business?

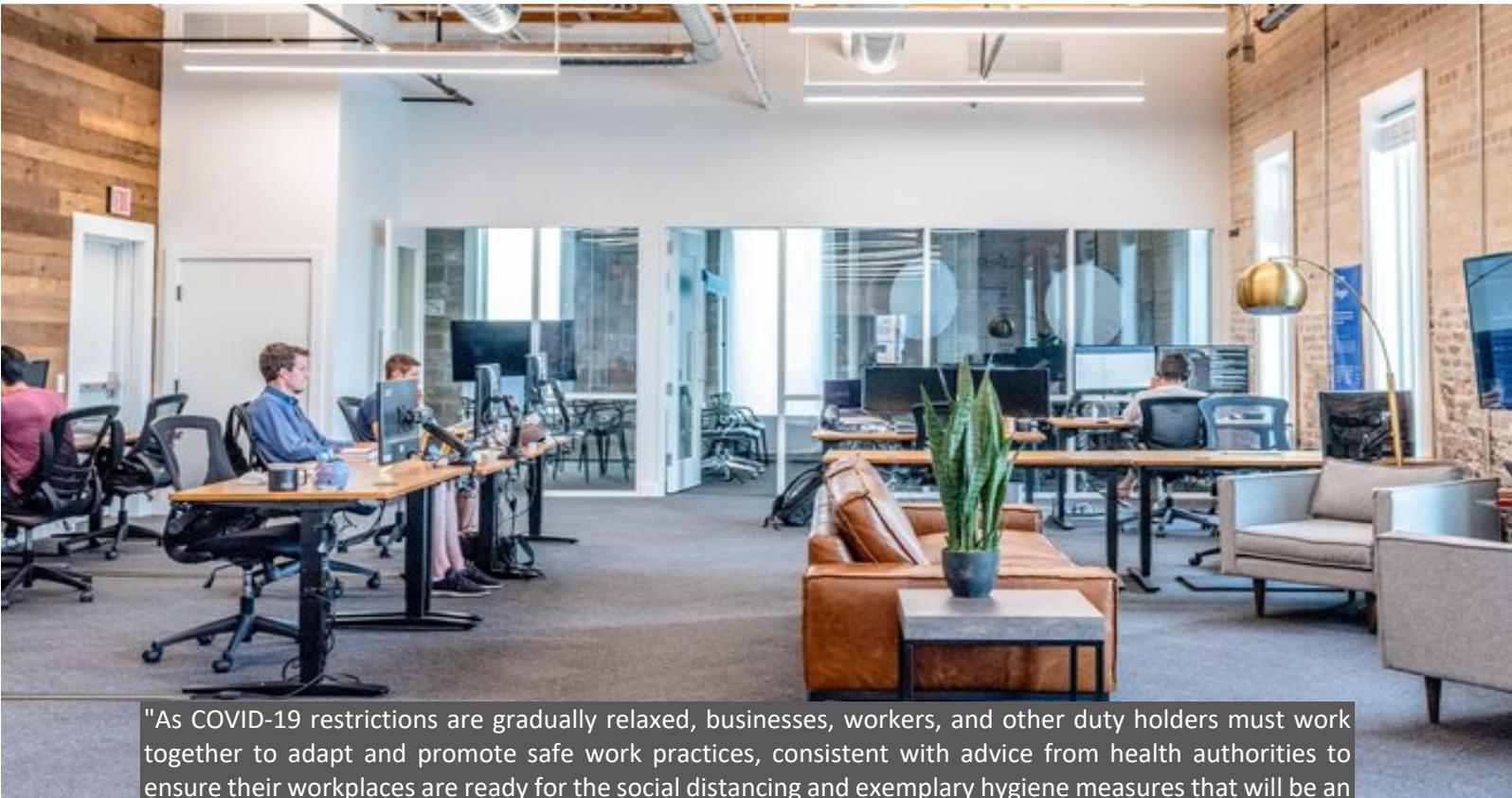
We have endeavoured to provide you with insights and considerations across:

- Health and Safety;
- People Management;
- Mental Wellness; and
- Legal

On behalf of the Team @ Inspired People Solutions, we trust you will find this Guide and the resources provided useful. As always, we are here to help guide you and assist you with managing your HR issues and ensuring the ongoing success of your business.

Helen Butler
Director | HR & Talent Business Partner
Inspired People Solutions





"As COVID-19 restrictions are gradually relaxed, businesses, workers, and other duty holders must work together to adapt and promote safe work practices, consistent with advice from health authorities to ensure their workplaces are ready for the social distancing and exemplary hygiene measures that will be an important part of the transition."

- Safe Work Australia

2 Safety

So what does a safe work site look like post COVID-19?

Heba Hussein, our OHS Specialist has provided us with some considerations on what the working environment may look like as we begin our approach to restrictions easing.

2.1 Managing the Risk of Transmission

Planning is key to ensure that the health and safety of workers and others who enter the workplace following the pandemic is not impacted.

This includes:

- The effective implementation of COVID-19 controls, and
- Ensuring that the health and safety of workers and others is not put at risk from changes that are made to work arrangements because of this pandemic.

Planning also needs to consider commute, building premises, suppliers, customers, clients, and other members of the public.

2.2 Management by Numbers

Large volumes of workers returning to a shared workplace such as an office represents a huge risk for the spreading and contracting of viruses.

- Plan a staggered reintroduction to the office.
- Establish a process such that a rotating group of people work from the office every few days.
- Consider creating these groups across functional lines, both to ensure coverage across roles and to support distancing rules.

2.3 Remote Working

Resist the temptation to open the doors to everyone on the same day. Consider continuing some form of remote working for the short to medium term. What have your staff said about their return to work preferences? Do some wish to continue remote working?

Acknowledge that rolling lockdowns and exits may continue for some time in regions where the threat of COVID-19 remains high.

Business may also need to consider that a return to remote working may be forced if a staff member suddenly contracts the virus or presents with symptoms. Have a contingency plan in place as this may occur.



2.4 Getting Physical

Reopening workplaces will not entirely remove all restrictions imposed during COVID-19.

Businesses will need to observe regulations governing social distancing, staff gatherings and hygiene practices. You will also be monitoring staff levels in lifts, foyers, restrooms, floor space etc.

Is your pre-virus working environment suited to these new restrictions?

Do you need to reconfigure your office space? The requirement for 1.5m between workers impacts on individual seating arrangements and shared spaces. Refer to the Resources section of this Guide for some great tools to help you consider the implications of physical distancing, as well as awareness communication for staff.

2.5 Management of Direct Risks

Business will need to manage direct risks quickly and systematically, including ensuring that all staff adhere to the measures.

Business will also need to appoint an internal or external resource to direct preparation activities and manage the implementation of risk control measures including:

- social distancing;
- hygiene and use of personal protective equipment;
- workplace entry and exit requirements;
- how to manage a situation if a staff member becomes ill or contracts COVID19 at work;
- confirm that the ventilation and air conditioning system is properly designed and maintained. There are emerging studies which suggest timeframes of people working within air conditioned office space will have to adhere to more stringent timeframes and requirements, so bear this in mind as well.
- You should also have staff re-do their OHS Assessments if they continue to work from home to ensure ongoing ergonomic health, as well as exercise, stretching and property wellbeing (refer to our Resources section below and our website at Inspired Word for templates).

2.6 Management of Indirect Risks

Business needs to consider how to manage the indirect risks as a result of changes to usual work arrangements.

- What are the triggers that may lead to stress and anxiety among workers?
- What are the most effective communication methods for your team now, especially if some are returning to work and some may remain at home?
- What is the plan to keep workers informed on issues, and the associated risks and control measures?
- What is the plan to support workers mental health at work and at home?
- What is the commute your employee(s) will take to work and does this lead to exposure?
- Will a return to work impact on that employee's lifestyle and personal circumstances ie. Children returning to day care, School thereby increasing exposure risks?
- Are there other hazards that may present a greater risk to workers as a result of returning to the office?



3 Maintaining Communication

COVID-19 forced organisations to step up their communication and connectedness with their Teams. It's been a really wonderful thing to be part of and observe you doing!

Many have communicated with workers more in the last couple of months than they traditionally would under normal conditions.

Returning or staggering back to 'usual' workplaces is not the time to relax this. Progress that has been made on business initiatives while working remotely and we would encourage you to continue when workers start to return. It is easy for a change in environment to cause a disruption of focus, but keeping lines of communication open helps to overcome this.

Maintaining a regular frequency of communication also provides reassurance to staff who will naturally have questions about the future of the business and their role. Two-way communication channels should be introduced to capture workplace sentiment around how staff are feeling and what they need.

Please remember the elements that you've implemented during your working remotely that has worked well, especially if you have Teams who are staggering their return to work – some still at home and some returning to the office – keep up your online meetings, communication methods and tools that have worked for you. It's time to blend and be flexible and adaptable, keep the momentum and connectedness going.

3.1 Keeping Informed

As business starts to welcome back staff, it is important to monitor relevant information sources and keep up to date with the latest information and advice to ensure that any action taken is appropriate and timely.

- closely monitor the information provided by the Australian Government Department of Health, advice from state or territory government agencies, including health departments and WHS Regulators (see Resources for recommended links);
- discuss COVID-19 updates at senior management meetings, HR & OHS committee meetings (where applicable);
- determine what actions need to be taken by the business to meet the primary duty of care;
- inform workers of any changes to control measures, as the situation develops; and
- provide workers with continued access to official government sources for current information and advice and update them regularly, whether there are changes or not.

3.2 Identifying Risk

It is necessary to assess how work is carried out to identify, understand and implement systems to reduce risk. A practical way of doing this is to identify each key operation within the business, and breakdown the tasks in each operation. For each operation/task, consider the following OH&S factors (under normal circumstances):

- how close do your employees interact with each other?
- does the task(s) involve interaction with the public?
- what facilities are in place to promote good hygiene practices?
- what is the cleaning standard? You'll need to speak to your cleaning suppliers to mitigate your risk.
- are there groups of workers or individuals who might be at a higher risk of contracting the COVID-19 virus?
- Could they perform these duties whilst working from home?

(Please refer to our latest PodCasts on "Returning to the new normal" for practical examples of this.

3.3 Consultation and Communication

Consultation with workers when planning for the recommencement of operations and returning workers to the workplace is key. This includes:

- assessing the risk that COVID-19 presents to the health and safety of workers;
- deciding on the control measures to put in place to eliminate or minimise the risk of exposure to COVID-19;
- deciding on the adequacy of facilities for the welfare of workers (e.g. handwashing facilities, social distancing measures, common areas (tea rooms, lifts, foyers etc);
- proposing other changes to the workplace as a result of COVID-19 which may affect health and safety (catering for staff etc); and
- allowing workers a reasonable opportunity to express their views or raise issues about the workplace.



3.4 Adequate Resources and Processes

Once risk control measures have been decided, it is imperative the business has the right resources and processes in place to manage the risks of exposure to COVID-19 in the workplace.

3.5 Employee Safety

- Are you keeping your workers safe from exposure to COVID-19 in the workplace?
- How are you informing your existing and new workers how to comply with and take measures to keep themselves safe from exposure to COVID-19, e.g. during induction, updating your HR Policies and Standard Operating Procedures?
- How are you communicating and discussing distancing and hygiene rules in the workplace?
- What is your consultation mechanism to ensure workers understand the risk control measures and how are you collecting feedback on the effectiveness of those measures?
- How are you providing ongoing guidance to the workforce?
- How are you receiving feedback about what is working and what isn't, and then tweaking your processes to ensure you are minimising your employees' risk?

Consider these practical ways to monitor the health, safety and wellbeing of workers:

- daily health checks
- discussing options with workers
- procedures for identifying and responding to situations of workers who are, or become ill at work
- Identify Wellbeing Champions in your Teams (refer to our PodCast with Amy Phillips) <https://inspiredpeople.com.au/helen-butler-amy-phillips-team-connection-during-cvoid-19/>

3.6 Responding to a suspected or confirmed case of COVID-19 in the workplace

Business will need to consider how to respond if a worker is suspected or is confirmed to have COVID-19, including how the business will support that worker, and the steps that need to be taken to ensure the workplace *remains* safe for other workers. The process will need to identify under what circumstances the health and safety regulator must be notified.

Reviewing your Measures (your “Plan”)

Business will also need to have a process in place to ensure risk control measures remain relevant and effective. Consider the following:

- How will you determine whether the work processes/risk controls are effective?
- Who is responsible for reviewing the plan?
- How often should your plan be reviewed?
- How will changes to the plan be communicated?





4 Your People

A businesses greatest asset, its people, have been impacted by this pandemic. People's lives have changed, personally and professionally, as well as physically and emotionally. Who knows what the "new normal" entails for all of us going forward.

Your Employees have embraced and no doubt thrived as they were literally overnight thrown into working from home at mid-March, and have adapted beautifully. Now is the time for business to be prepared for a brave new world order and adopt a flexible and agile approach in return.

Aside from OH&S and risk considerations, one of the key issues that business will need to contend with and manage early relates to flexibility. Really, most Managers have lead and worked collaboratively with their teams. There's been the remote work move quickly, then those with Children who have had to continue to work and them HomeSchool – work practices have in turn, been more agile, flexible and adaptive because of COVID-19.

Extending upon the HR Policy framework and a thorough review of your people policies as we embark on this new normal.

Business will need to develop a HR policy that includes the measures the business is actively taking to mitigate the spread of coronavirus. The policy also needs to specify the expectations of all staff so mutual obligations can be met, mitigating any risk to business and ensuring optimal employee health, wellbeing and support.

The policy may focus on:

- Personal leave arrangements
- Working from home requests & individual flexibility requests (and subsequent agreements)
- Travelling/Commuting measures
- General Hygiene Rules
- Ongoing ergonomic assessment and review of working from home arrangements
- Responsibilities of the mutual obligations in managing the control of infectious diseases

Additionally, business will need to have strict measures in place that relate to meetings, social events, travel and post-travel requirements, and working from home policies and agreements.

Please bear in mind that during this “return to normal” there has historically been a reluctance by Managers to allow flexible work arrangements or remote working as there has been a management style of “presenteeism” rather than “measured output”. Since we have all been thrust into the remote working environment and adjusted superbly, Managers should be prepared to welcome and be ready for flexible work requests. It could be as simple as working from home some days, however, also be prepared for reduced hours, reduced workload, change to roles and potential job-share requests.

Some people are touting flexibility over the next 12-18 months to be your single greatest attraction and retention tool. We agree and applaud this initiative. This is where your business can shine. However, flexibility doesn’t just need to centre around working from home options.

Business should be seriously considering flexibility policies and ensure individual agreements are put in place to meet the needs of individuals and the business. Businesses that dismiss working from home requests or other flexibility requests and fail to consider staff anxiety, lifestyle pursuits etc may mean they fail to retain their best employees and also, fail attract the best talent. When receiving these requests, consider how productive have employees been working reduced hours at home? Have they produced just as much in 6 hours at home as opposed to 8 in the office? It’s time for an industrial revolution of a new kind!



‘Your number one priority is to gain loyalty by continuing to treat each employee with empathy and care. Manage any request as highly individualised and tailor your responses with your employees’ wellbeing and business security in mind. Employees are your greatest assets’

4.1 Flexible Working Arrangements

Check out our FlexConnect website for more tools and resources on Flexibility. Check out our PodCasts Page at Inspired People & Chewing the Fat on Flexibility (all on iTunes) for examples of how flexibility has worked for Employers & Employees.

Here are things options your employees may ask you to consider, as they return to work:

- **Telecommuting** – a regular & consistent pattern of working from home
- **Flexible hours of work** – varying the start and finish times to assist with peak hour congestion or family commitments
- **Compressed working weeks** – working longer hours in less days
- **Time off in lieu** – flexi time options as compensation for working overtime
- **Part-time** – may be for the remainder of the year to balance kids returning to school and other commitments
- **Job sharing** – spreading the load for those workers who require part-time, flexible work

4.2 What has COVID-19 taught us?

The changes to our worklife that COVID-19 has delivered to us have resulted in brilliant benefits to businesses.

Many have uncovered stronger collaboration and connectedness within and across teams, more productive working routines and a reinforcement of positive health practices.

You should now seek to embed the lessons learned into how you conduct business in future.

Cross division collaboration, communication tools, leaner more efficient teams, and automation opportunities come to mind.

4.3 Compliance

Once options and opportunities are considered, they need to be documented in an Individual Flexibility Agreement, ensuring award or industrial agreement provisions for flexibility requests are considered.

Documentation needs to provide clarity and clear understanding of the expectations **and** duration of the Agreement. This is a document that should be attached to the employee's file and employment agreement.

It is important to note that any flexibility agreement entered into is not set in stone. Document clearly when you should review the practice you've agreed to so it can be reviewed for relevance and effectiveness and changed to suit both parties when required.

Whilst business is considering flexibility and what works best for everyone, the 'return to the office' is an optimum time to review all HR policies | It is also a great time to redesign job roles to ensure employees are satisfied and motivated in the new world.



5 Workplace Wellbeing

5.1 Successful Transformation into the New Norm

As the COVID-19 cases rose globally, conversely so did the impact on individual's and community's mental health.

Sharp rises in pre-existing mental health challenges were also becoming apparent due to the stringent rules of self-isolation. Individuals are reported to be five times more anxious than pre-COVID (Rossell, 2020). Further, Obsessive Compulsive Disorder (OCD), acute stress panic attacks, agoraphobia and substance abuse are reportedly on the rise and, most concerning, individuals suffering from depressive symptoms have an opportunity to easily become disconnected from friends, family and colleagues.

The double-edged sword of 'working from home' (WFH) has also exacerbated some mental health conditions. We refer you to our most recent PodCast with Angela Olanda on employee welfare, behaviours that are exacerbated during the handling of this Pandemic and the changes that have taken place in your employees' worlds.

On a positive note, some workers have saved time travelling, gained greater autonomy, observed lower absenteeism, have had the ability to walk the dog or play with kids at lunch time and complete some of those household chores. There's been more collaboration and connectedness between employees with online cups of tea, chatting about hobbies for example. Conversely, some have found themselves becoming more distracted and for some, home/life boundaries have become blurred. Not to mention the extra role of home-schooling for some, along with the workload and household duties, a lack of face to face social interaction, some struggled with the sudden adjustment to an altered way of working, which has required a significant amount of self-awareness, discipline and conscious self-care.

This temporary way of working and the challenges it presented now gives way to a new unknown. These are things to consider as you return to the new normal, whatever that may be:

- Workplace layout: Taking into consideration social distancing will teams be scattered over their workplace and also some working from home?
- What will communication between teams be like?
- How will people's behaviour be when they are finally physically face to face again?
- How will mental health issues along with PTSD be represented in the new way of working?

As we've mentioned previously, people's responses to this Pandemic has been broad and wide ranging. This is something you are unable to control, but can be equipped to care for and resource appropriately.



We would thoroughly encourage you to engage with a EAP or Psychologist, or Beyond Blue and LifeLine to provide support to your team and allow them to seek professional help during this time.



6 Prepare your Business

6.1 Team Bonding – Morale Boosters

For staff who have been away from their workplaces for weeks or months, returning may be unsettling. Much may have changed in the interim. Some of their old teammates may not be returning later or not at all. Leaders need to invest in efforts to rebuild workplace morale. Acknowledge any staff concerns and dispiritedness and treat announcements regarding the new operating environment with sensitivity.

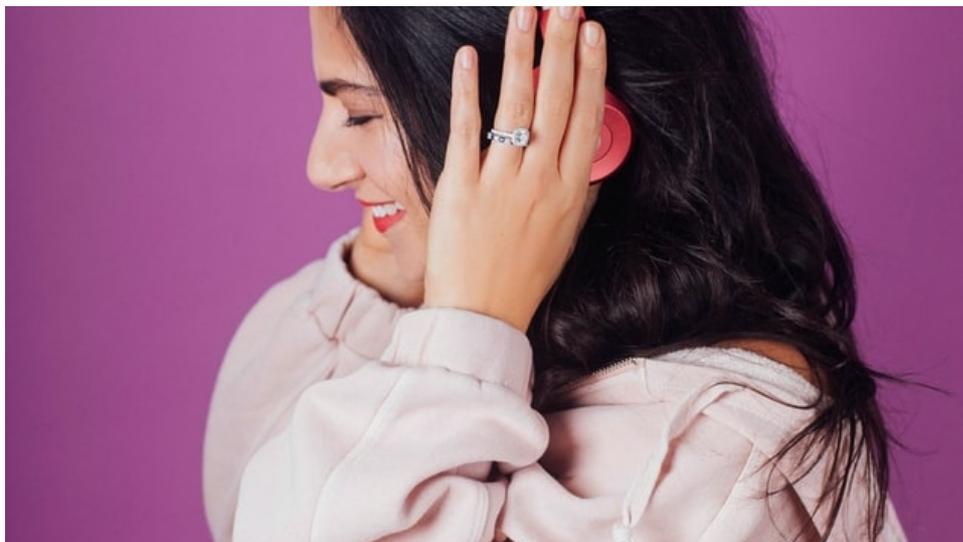
There are many ways businesses can improve workplace culture, including:

- promoting achievements
- encouraging cross-functional collaboration and painting a positive vision of the future
- when the time is right, and regulations permit, consider a fun team-building event to lift spirits and let off some steam.

Business Leaders will need to invest in efforts to rebuild workplace morale and motivation. Recognise that teams who have adjusted to WFH for weeks or months may feel unsettled when back in the office with some team members not back in the short term or not coming back at all.

Here are some useful considerations:

- Use the first week back to listen, observe and acknowledge staff concerns.
- Collaborate with your Team and ask for feedback on what work should look like going forward – Work with your Team to create your “New Way of Work”, make it a combined and consultative approach.
- Provide opportunity for staff to speak up about their anxieties moving forward.
- Communicate changes openly and honestly to reduce any ambiguity.
- Discuss openly any new software to be used to communicate and manage tasks moving forward for great collaboration and connectedness.
- Keep lines of communication open between and within teams and their members – this will help to overcome a disruption of focus and provide reassurance to staff who will naturally have questions about the future of the business and their role.
- ‘Check in’ personally to see how the team member is settling both personally and professionally. Staff will feel valued and heard and will be motivated to maintain their purpose.
- Create a ‘buddy’ system within your teams to emphasis the ‘bystander’ effect of looking out for each other is another important component of maintaining strong team culture and connectivity.
- Introduce two-way communication channels, such as staff questionnaires to capture workplace sentiment around how staff are feeling and what they need.
- We would encourage you to listen to some of our PodCasts where we have interviewed Managers and answered some of your FAQs on employee health, wellbeing and mitigating risks on returning to work.





6.2 Practice being 'SMARTER'

Management methods such as SMARTER have been so well used during this Pandemic phase, and we would highly recommend this method as it provides great frameworks and commitment to output.

- **Specific** – goals are clear and set with real numbers and deadlines. This helps all team members know what they each have to achieve, and the type of outcome that is expected and agreed upon.
- **Measurable** – use metrics or data to make sure goals are trackable and achievable. This helps team members to confirm where they are at, what they still need to do and seek help if required.
- **Attainable** – goals need to be possible to accomplish, so make them ambitious but achievable.
- **Relevant** – goals need to be aligned to the business mission and vision and make sense within the job function. Ask yourself, how are they improving our business?
- **Timeframes**– be specific and set a timeframe: when does it start and end? Set milestones and agree on when they will be reached. Your communication and evaluation by output has been part of this Pandemic, ensure your team members discuss their abilities, expectations and outcomes to meet agreed deadlines.
- **Evaluated** – support team members to reach their targets by assessing the progress on a regular basis and helping them overcome any obstacles. Provide specific feedback well before the expected delivery to support the development of the team member which also assists with the final output and review.
- **Reward/Review/Recognition** – it is important to praise staff for performance. Communication and collaboration are key at this stage – a whole team review and analysis can result in future projects being more streamlined, effective and closer team collaboration and creativity once strengths and room for improvement are identified. Do this in a positive and consultative way.

6.3 We are ALL in this Together

- Empower teams through delegation of tasks, decision making and creation.
- Make it a real team effort to maintain enthusiasm towards the outcomes.
- To eliminate miscommunication and maintain clarity on objectives and requests, nominate someone to summarise the meeting and distribute minutes and TO DO lists with due dates.
- Post project delivery, ask the team about lessons learned while executing on the objective. What would they do differently next time? Why? What could they manage easily? What were the main challenges? Were they able to overcome them and how? Who could work with who to build on their portfolio of skills?
- Make this a valuable and personal discussion over a social time, office or WFH drinks and lunch so there's some bonding and social connection as well.

6.4 The importance of Emotional Intelligence

'EQ is an individual's ability to recognise and evaluate their own emotions along with the emotions of others.'

This unprecedented time has been difficult for so many and we may never understand the full impact. The Managers who will succeed and ensure their employees remain engaged and successful are those who shine a light on their Teams' Emotional Intelligence.

Managers who stay calm under pressure, resolve conflict effectively and respond to co-workers with empathy, care and concern for their wellbeing.

If you hold a management role in your business, practice good self-care yourself and check in with your own emotional triggers, maintain your motivation, actively listen to your teams' needs and don't underestimate the power of your positive attitude; people will follow your lead.

It's your job as a Manager to lead your team but also look after yourself as well. Don't forget to promote team health and morale by perhaps incorporating some of these tips:

- Exercise. We've included some links below whether it be walking, jogging, cardio, yoga or meditation: try them all, but its important to remind your teams to take regular breaks away from their desks and adhere to some self care. With restrictions easing national parks, walking trails are opening up and perhaps set some exercise goals for your team – leave work early and do a trail near your hours?
- Drink your water!
- Seek additional online positive psychology and relaxation techniques such as mindfulness meditation. Headspace or Smiling Mind are great tools to investigate for 'taking time out and being present' moments.

- Protect your boundaries and clock off at a reasonable time; especially if you are managing a flexible team. We recommend making a 'to do' list for the next day's work, attach it to your office 'desk' and walk away to relax and recharge those batteries. Don't go back into the office if you can. After work hours, enjoy other areas of your home and family.

6.5 Identifying potential issues within your Teams

It is important for Managers to learn to recognise if anyone in their Team is struggling either face to face or virtually. Common signs fall in three categories:

- Emotional symptoms/signs
 - Becoming easily agitated, frustrated, and moody
 - Noticeably overwhelmed (i.e. losing control or need to take control)
 - Having difficulty relaxing and quietening their mind
 - Feeling bad about themselves (lonely, worthless, and depressed – negative commentary)
- Cognitive symptoms/signs
 - Forgetfulness and disorganization
 - Inability to focus on the task at hand
 - Poor sense of judgment
 - Making mistakes
 - Being pessimistic or seeing only the negative side to the current situation
 - Constant worrying
- Physical symptoms/signs (which they may reported)
 - Low energy
 - Headaches
 - Stomach issues
 - Rapid heartbeat
 - Issues with sleeping

If you or a team 'buddy' is noticing these signs in members, ask the question: "are you ok?". This can open a conversation for proactive next steps in company mental health policy.

Remember, 'Tomorrow is Another Day'

There will be good days and bad days. More restful days and more stressful days. Be aware of this and expect it. If you felt you did not achieve what you wanted, it is ok. Be kind to yourself. Take some time out that night, and start again the next day with a fresh outlook. This will take some getting used to...





7 Legal Snapshot

Over the last few weeks, as business has moved through various states and we are potentially about to see the worst of it with a number of businesses having to pivot to remain open, but as the staggered re-openings take place, some businesses unfortunately, won't be viable. So, what should you be aware of as HR Practitioners:

7.1 Employment Law

Whilst there have been legislative changes around stand downs, and some changes to modern awards, the law surrounding unfair dismissal, general protections and even the underlying basis for stand downs, has not changed. And nor has the government decided that it will take a relaxed approach to breaches of law.

Continue to follow all requirements of the Fair Work Act & National Employment Standards. Keep up to date with our regular updates on our [Twitter Feed](#) (BInspiredPeople) and [Inspired Word](#).

We have provided links below in the Resources section and are happy to put you in touch with our Employment Law Partners, if you need further advice.

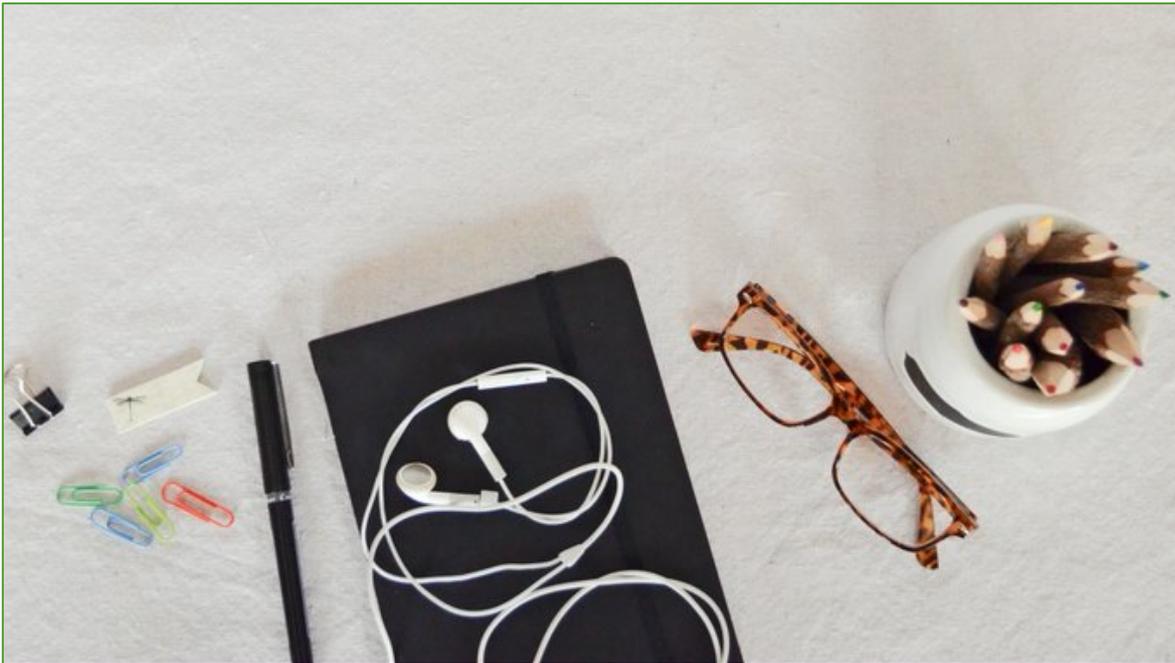
7.2 JobKeeper

The Federal Government has introduced the JobKeeper scheme and this has different ramifications for different businesses and also the employees of that business, whether they be classified as Permanent or Temporary or Casual. This is constantly changing with case law recently re-defining Casuels, and if you're unsure about any element of this package and your obligations as an Employer, contact us, the Fair Work Ombudsman or your Lawyer.

Has COVID-19 allowed you to develop new products or ways of doing business?

There are a range of considerations you will need to think about in this space, if COVID-19 has allowed you to be more creative, create more or vary your offering and diversify your product range.

From contractual terms between business partners, company structures, suppliers and customers, timeframes, and ethical and origin of supply through to Trademark & IP issues, managing risk and seeking indemnity, we can refer you onto our Lawyers who will be able to assist you with advice going forward.



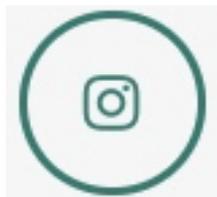
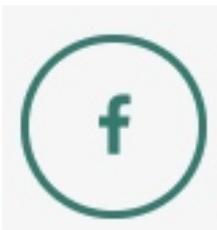
8 Conclusion

We trust that you enjoyed this resource, and you have been able to take away some key learnings or considerations that will help you navigate our world and workplaces post COVID-19.

We are here to support you. Reach out to us with your Questions.

Your Inspired People Solutions Team

[Contact Us Here](#)



9 Resources

Here's some resources to assist you in formulating your plans going forward:

<https://coronavirus.fairwork.gov.au/>

<https://www.health.gov.au/resources/publications/3-step-framework-for-a-covidsafe-australia>

<https://www.safeworkaustralia.gov.au/covid-19-information-workplaces>

<https://www.beyondblue.org.au/>

<https://inspiredpeople.com.au/your-guide-to-working-remotely/>

<https://inspiredpeople.com.au/new-podcast-helen-butler-alison-baker-leonie-green/>

<https://inspiredpeople.com.au/podcasts-2/>

<https://twitter.com/BIInspiredPeople>

https://www.who.int/teams/risk-communication/employers-and-workers?gclid=EAlaIQobChMI2OL6sv6-6QIVB38rCh2u3Q4rEAAAYASAAEgIosfD_BwE

https://www.who.int/docs/default-source/coronaviruse/getting-workplace-ready-for-covid-19.pdf?sfvrsn=359a81e7_6

<https://hallandwilcox.com.au/thinking/back-to-work-practical-tips-for-employers-as-covid-19-restrictions-ease/>

Working remotely

[Working remotely without going stir crazy](#)

[Getting Started with Remote Working](#)

[Webinars on Working Remotely](#)

Exercises

[Best Stretches for Office Workers](#)

[10 Best Stretches for Office Workers](#)

[29 Exercises You Can Do At \(Or Near\) Your Desk](#)

[Stretches for office workers](#)

['Workout in Your Workplace'](#)

COVID-19

[Cognitive bias and impact of COVID-19](#)

[Coping with Coronavirus anxiety](#)

[Beyond Blue](#)

Working with Kids @ Home

[Community Help & Resources](#)

[Education Resources](#)

[Fun & Activities](#)

