

# MFI Exchange: HUMAN RESOURCE MANAGEMENT

**MCPI CONFERENCE, 25 August 2022**

# Covid-19 Pandemic: CHALLENGES, STRATEGIES, & LEARNINGS IN HRM

## (Dark Phase)

CHALLENGE	STRATEGY	LEARNING
(1) Fragmented health & safety protocols	<p>Established Risk Management Task Force with the HR Director and Compliance Officer as members</p> <p>Collaborated closely with MFI Leaders</p>	<p>Intensify risk management and compliance even prior to crisis.</p> <p>When you are battling with the unknown, collaboration is the key.</p>

# Covid-19 Pandemic: CHALLENGES, STRATEGIES, & LEARNINGS IN HRM

## (Dark Phase)

CHALLENGE	STRATEGY	LEARNING
(2) Workforce management, especially of field staff	<ul style="list-style-type: none"><li>• Issuance of COE &amp; digital IDs</li><li>• Intensified monitoring &amp; communication via social media</li><li>• Flexible working arrangements</li><li>• Strict internal protocols</li><li>• Digital transactions</li><li>• Virtual training/ IEC/gatherings/ counseling</li></ul>	<p>Establish more flexible/agile structures and systems for quicker response to crisis.</p> <p>Maximize technology, keeping in mind that the user is a priority.</p>

# Covid-19 Pandemic: CHALLENGES, STRATEGIES, & LEARNINGS IN HRM

## (Dark Phase)

CHALLENGE	STRATEGY	LEARNING
(3) Reduction in salaries/benefits vs. retrenchment	<p>Work rotation schedule</p> <p>Rationalization of benefits</p> <ul style="list-style-type: none"> <li>• Covid Care Fund</li> <li>• Extended HMO to probationary employees</li> <li>• Allowed alternative means of livelihood</li> </ul>	<p>Resistance/friction is inevitable. But, an employer-employee relationship built on trust and sincerity will smoothen things out.</p> <p>Be persistent with communication. Listen.</p> <p>Exercise flexibility &amp; creativity.</p>

# Covid-19 Pandemic: CHALLENGES, STRATEGIES, & LEARNINGS IN HRM

## (Recovery Phase)

CHALLENGE	STRATEGY	LEARNING
(4) Retaining staff (especially key officers)	Reinstatement/creation of agile benefits  Management retention program	Balancing act:  In our continuous attempt to balance employee welfare, financial/operational sustainability, & compliance to regulations, let us keep in mind that “people” is still the center
(5) Attracting new talents	Policy changes, especially in recruitment  More flexible compensation packages	