

1. During this CMCO, where companies have opted for a hybrid approach in operations (remote working, virtual meetings, social distancing, contactless transactions), how has HR played a role in minimising risk in business disruptions?
  
2. What kind of framework can we develop to determine optimal allocation and acquisition of talent in situations that require us to adapt quickly to the changing business climate?
  
3. As businesses are starting to resume operations in Malaysia and lockdowns are progressively lifted across the globe, what are your plans and considerations in bringing the workforce back to support the operations? How do you balance the multiple pressures of business needs (to recover) and employee safety?
  
4. With the Malaysian economy set to slip into a recession that the finance minister said would be the worst that Malaysia has ever seen, what can HR leaders do to quickly help their employees face new challenges? Is upskilling the workforce to adapt to changes in the new “normal” part of the plans?
  
5. How did you keep pace with employee sentiments while on MCO then CMCO, their views on the tightened measures lifting, and any net change in mindset? Which aspect was hardest hit? Further, how do you use such information to build a more cohesive recovery plan?
  
6. In assessing employee sentiment and wellbeing, did you have a conscious focus on mental health – if so, how did your line managers identify and ease employee anxiety especially around work life balance, family commitments and job security?
  
7. What has been the resulting impact of the MCO on your company culture – what has changed visibly? For example, there are companies that are relooking at potentially working from home for long term approach. How do you manage these changes?
  
8. The outbreak of the pandemic and its impact on our working life and business have given us a strong example of how organisations need to be more adaptable and resilient to sudden changes. How do you think HR leaders can help build an organisation culture that supports continual innovation and resiliency?
  
9. Let us do a quick poll, in your organisations, do you see two groups emerging: One group which wants normalcy (going back to pre-COVID days) and the other wants more flexibility? How do you determine the future of work for your organisation, keeping both demographics’ needs in mind? What’s the best way to keep both parties excited for work?

10. In this entire journey that we have all been jolted into, what have been the biggest challenges for you to contend – on a personal level? What's been the hardest task on your list, and how did you accomplish it?

11. Some are worried that relaxing MCO into CMCO may potentially cause a spike in cases. What are your learnings from this MCO and what would you do differently to manage the next wave, if needed, as an organisation?