Contactless service and operations: Workplaces

Improving and enabling human-oriented service and operations in response to COVID-19
Contactless Service and Operations was developed to provide a framework for reevaluating an organization’s key customer and employee journeys and interactions in light of COVID-19. It focuses on making those journeys and interactions better not just safer.

The goal of the IDEA Framework is to help organizations reimagines mission-critical priorities, investments, and operations while providing the “human” elements related to service.

This document provides a sector specific example on how the process of the IDEA Framework could be applied.

If you would like to view additional details of this approach please click here (link to CxO)

Organizations should follow local regulations and country-specific circumstances before implementation of specific interventions.

This content consists of insights from McKinsey’s operations and design practice and is provided “as is” solely for informational purposes. It does not constitute or is intended to be legal or safety advice. Organizations should consider all applicable laws, standards, and country-specific circumstances before adopting any measures. Organizations should engage their own legal counsel and safety experts to ensure compliance.
The IDEA framework provides a process that can help identify human-centered solutions for evolving business scenarios.

**Identify interactions & areas of concern**
- Identify the types of work environment relevant to the business
- Identify types of in-person interactions for priority journeys within three main buckets:
  - Employee to employee
  - Employee to customer
  - Customer to customer

**Diagnose & prioritize areas of concern**
- Prioritize areas of concern using multiple lenses:
  - Type of interactions
  - Evolution of customer and employee experience
  - Implications on operations and cost

**Develop & Execute solutions**
- Develop and roadmap solutions across three horizons:
  - Immediate needs to continue or re-start critical operations
  - Re-prioritizing and accelerating key initiatives
  - Investment in distinctive long-term solutions

**Adapt & sustain**
- Operationalize solutions across the organization, iterating and adjusting to meet the needs of the evolving situation
- Empower teams to stay ahead of emerging situations and bring learning back to the organization

Organizations should engage their own legal counsel and safety experts to ensure any adopted measures are compliant with applicable laws and standards in their jurisdictions.
The first step of the IDEA framework is to identify interactions and areas of concern across key journeys and interactions.

**Detailed areas per type of interaction and operation**

<table>
<thead>
<tr>
<th>Interaction types</th>
<th>Employee to employee</th>
<th>Employee to vendor</th>
<th>Vendor to vendor</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Material transfer</strong></td>
<td>Handling documents and paperwork</td>
<td>Exchanging plates or utensils in dining area</td>
<td>Meal preparation</td>
</tr>
<tr>
<td></td>
<td>Sharing devices, equipment, and office supplies</td>
<td>Checking in and scanning ID cards</td>
<td>Sharing cleaning equipment</td>
</tr>
<tr>
<td></td>
<td>Copying, scanning, and printing</td>
<td>Package and food pick-up</td>
<td>Sharing service tools</td>
</tr>
<tr>
<td><strong>Internal tasks/processes</strong></td>
<td>Shared office space, meeting rooms, and facilities</td>
<td>Printing, scanning, and copying</td>
<td>Shared air circulation in the office space</td>
</tr>
<tr>
<td></td>
<td>In-person meetings, trainings, services</td>
<td>Processing paperwork and receipt</td>
<td>Touching the same surfaces, including door handles, chairs, and tables</td>
</tr>
<tr>
<td></td>
<td>Accessing projectors, printers, and other digital devices</td>
<td>Cleaning, maintenance, general operations at offices</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Collaborating on tasks</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Interactions during lunch or other breaks</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

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Once identified, organizations are advised to diagnose and prioritize areas of concern.

### Illustrative example

<table>
<thead>
<tr>
<th>Pre-office</th>
<th>At office</th>
<th>Leaving office</th>
</tr>
</thead>
<tbody>
<tr>
<td>Preparation</td>
<td>Commute</td>
<td>Lunch break</td>
</tr>
<tr>
<td>Arrival</td>
<td>Breakfast</td>
<td>Working</td>
</tr>
<tr>
<td>Meeting</td>
<td></td>
<td>Exiting</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Commute</td>
</tr>
</tbody>
</table>

#### Potential interactions of concern

- **E2E**: Sharing the same office space with other employees
- **E2E**: Speaking with other employees
- **E2E**: Having meetings in a meeting room
- **E2E**: Handling shared devices (coffee machine, trash can, etc)
- **E2E**: Traveling between floors and other office locations
- **E2E**: Sharing laptops, pens, and other office supplies
- **E2E**: Having group lunch
- **E2V**: Accessing plates and utensils, and getting meals from staff
- **E2V**: Passing through security checks
- **E2V**: Picking up mail from the front desk
- **V2V**: Dining staff preparing food
- **V2V**: Cleaning crew sharing equipment and supplies
- **V2V**: Maintenance team performing services

Organizations should engage their own legal counsel and safety experts to ensure any adopted measures are compliant with applicable laws and standards in their jurisdictions.
Companiess can seek to develop and execute solutions to help improve safety and experience across key business elements

<table>
<thead>
<tr>
<th>ILLUSTRATIVE EXAMPLE</th>
<th>NONEXHAUSTIVE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Potential levers that could be utilized in solutions</td>
<td>Innovations and improvements could address guest and associate safety and comfort in and around the office</td>
</tr>
<tr>
<td>New offers &amp; services</td>
<td>A IoT capabilities to sense real-time office occupancy</td>
</tr>
<tr>
<td></td>
<td>B Contactless authentication methods (ie, facial recognition)</td>
</tr>
<tr>
<td></td>
<td>C Remote options and day-night shifts to spread out employees</td>
</tr>
<tr>
<td>Policies</td>
<td>D Office layout and flow that support physical distancing</td>
</tr>
<tr>
<td>Processes</td>
<td>E Fully paperless processes (e-signatures, cloud storage, paperwork made digital)</td>
</tr>
<tr>
<td>Digitization</td>
<td>F Remodeled movement flows</td>
</tr>
<tr>
<td></td>
<td>G Upgraded PPE for employees and vendors</td>
</tr>
<tr>
<td></td>
<td>H Improved air filtration and ventilation systems</td>
</tr>
<tr>
<td></td>
<td>I Hygiene zones for employees</td>
</tr>
<tr>
<td></td>
<td>J Worker proximity sensors in office and counter area</td>
</tr>
<tr>
<td></td>
<td>K Scheduled regular disinfection</td>
</tr>
<tr>
<td></td>
<td>L Limited number of people in the office</td>
</tr>
<tr>
<td></td>
<td>M Sanitation of keypads and ID scanners after each use</td>
</tr>
<tr>
<td></td>
<td>N Greater use of clear barriers (ie, plexiglass) between employees</td>
</tr>
</tbody>
</table>

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The last step to consider is to pilot, adapt, and scale solutions as appropriate, keeping employee and customer experience in mind.

### Potential actions to consider

#### Pre-office
- **Getting ready**
  - Needing to go to work in person
  - Researching commute methods
  - Preparing ID, documents, etc
  - Putting on PPE
  - COVID-19 clean certification
  - Communication with employees on safety efforts
  - Provide remote work options for certain periods
  - Enable day-night shifts

#### At office
- **Commute, arrival**
  - Parking in lot
  - Going through public transportation stations
  - Entering office (doors, security, speaking with front desk)
  - Distancing measures at the office
  - Limited number of people in office
  - Checking employee temperatures at the gate
  - Increased sanitation and streamlined entry process

- **Meeting**
  - Occupying meeting rooms
  - Speaking with multiple people in the same room
  - Accessing accommodations (water, coffee, snacks)
  - Courtesy gloves, wipes, and hand sanitizer available
  - **Leverage virtual meeting options, utilizing video conference, online workshop tools**
  - Enforce physical distancing in meeting rooms

- **Working**
  - Working on fixed desk
  - Accessing shared equipment and office supplies
  - Accessing pantry, bathroom, and other common areas
  - Provide sufficient space and distance in the office
  - Remove high-touch objects (clocks, pen, pads)
  - Greater use of clear barriers (ie, plexiglass) between employee/vendors

- **Touch-free office processes**
  - Increased touch-free interactions and controlled movement
  - Touch-free bathrooms
  - **Improved air circulation/filtering and disinfecting with updated ventilation infrastructure**
  - Enforce physical distancing in meeting rooms

#### Leaving office
- **Engaging clients/vendors**
  - Eating at dining areas
  - Group lunch or dinner with colleagues
  - Interacting with mailroom, IT experts, janitors, delivery people
  - Disinfecting high-touch objects (plates, utensils)
  - Enforcing physical distancing in dining areas and other common areas

- **Data-driven intelligent tools to predict needs for meals, packages, and other services**

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