# CHRO Panel HR Wellbeing & Resilience Webinar FAQ

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| **Question** | **Answer** |
| Once the vaccine comes out will HR be able to make return to work mandatory? | At Ross, we at looking at which teams/roles may continue to work remotely beyond COVID-19 and which teams/roles are better suited for onsite. I suspect we will have many teams taking a hybrid approach and are looking at our facilities to see how we can support that model moving forward.  At that point, I suspect we would continue to ensure we have any/all necessary safety precautions in place for employees. |
| Do panelists have any recommendations for good books on resilience building? | *Resilience at Work: How to Succeed No Matter What Life Throws at You,* Dr. Debora Khoshaba, Dr. Salvatore R. Maddi  *Resilience: It’s Not About Bouncing Back,* Jennifer Eggers & Cynthia Barlow |
| Not everyone is "made" for working remotely. What are you doing for staff who were great performers in the office but are struggling to work from home? | For those employees who have struggled with working from home:   * Provided tips/best practices on how to work successfully from a home office. * Encouraged use of our EAP for coping/mental health resources that may address underlying causes for struggles. * Where possible, made periodic office-based work available to them. |
| How are you handling staff that refuse to wear masks and jeopardize safety of others? | All employees who are accessing our main facilities are required to complete online training and acknowledgment that they will follow all protocols and processes in place related to COVID-19, prior to being granted access.  In cases where employees contravened any of our COVID-19/H&S protocols, we have started with conversations, seeking to understand why they were not compliant, reminding them of the importance, etc. – involving the employee’s manager where necessary. So far that has been successful in addressing issues. |
| Which techniques work the best for building resilience? | Unfortunately, there is no clear answer for this one, as it depends entirely on your organization.  Resilience techniques should be selected to meet your unique needs. We recommend selecting one to two per priority.  Select the techniques based on two principles:   1. Opportunities available:    1. Select techniques that will ensure the most problematic needs are getting attention. These needs can be uncovered through employee feedback and aligned with current organizational priorities (e.g. facilitating effective team communication to support employees working from home in isolation). 2. Organizational strengths    1. Leverage techniques already in place that can be used to support building resilience (a strong culture, effective communication channels, strong leadership, existing wellness programs, etc.).    2. Don’t fix something that is already working for your organization.   For more information on different types of resilience techniques and matching them to your organizational needs, see our [*Resilience Techniques Catalog*](https://hr.mcleanco.com/research/resilience-techniques-catalog). |

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