

COVID-19: Challenges to Project Management

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SOUTHERN ILLINOIS UNIVERSITY
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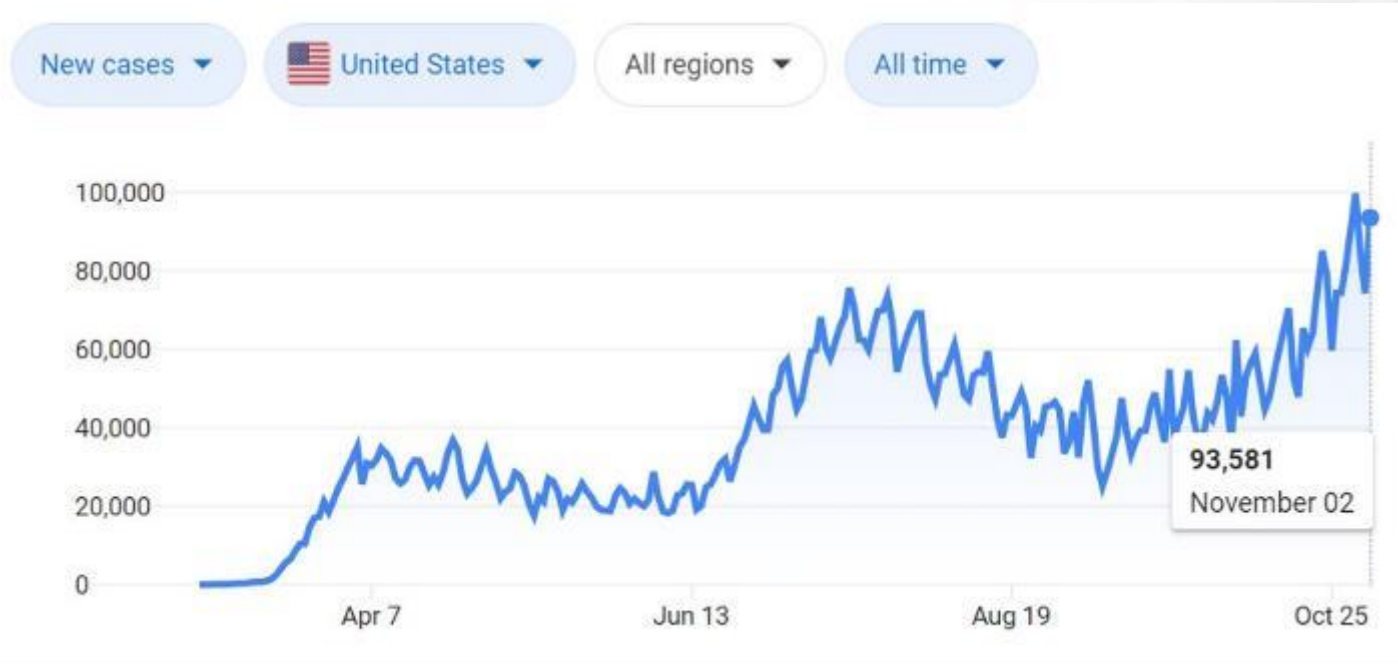
COVID-19: The Worldwide Pandemic

Surreal, Unprecedented, Dystopian

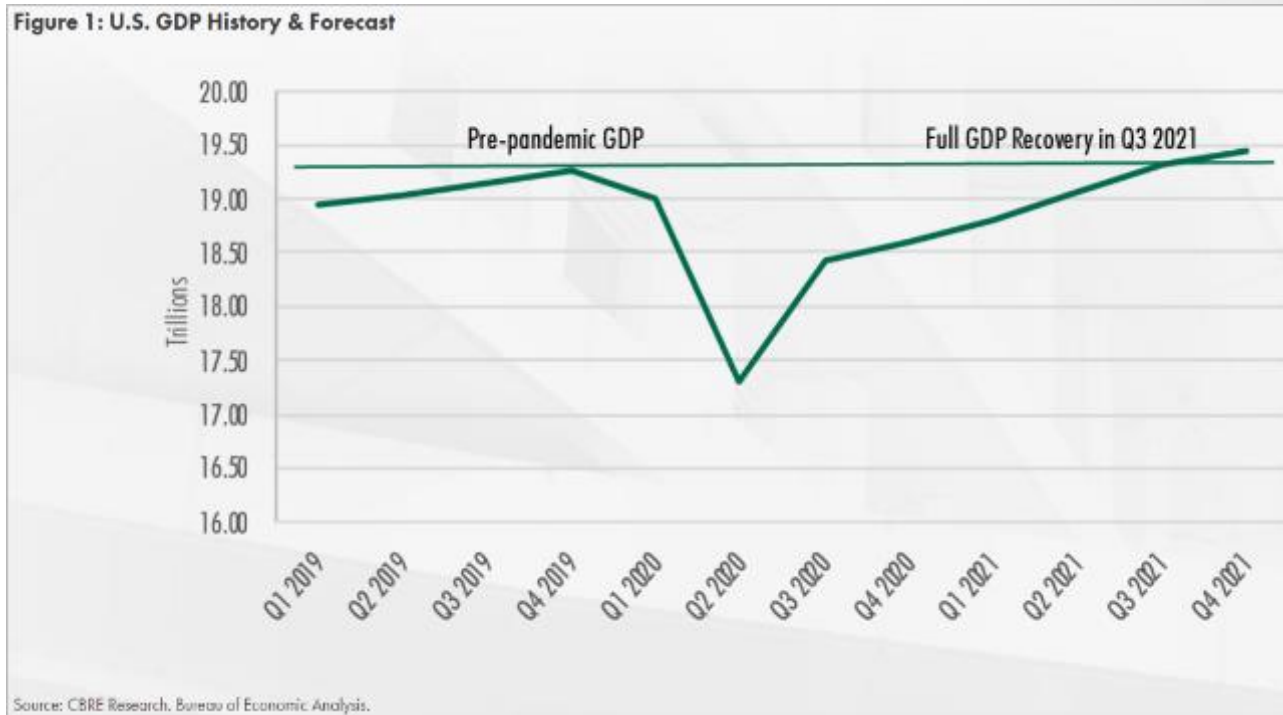


- Global Confirmed COVID-19 cases
51,636,989
- U.S. Confirmed COVID-19 cases
10,311,361
- The U.S. GDP, the economy's total output of goods and services, fell at a **rate of 31.4% in the April-June quarter**

U.S. Daily COVID Case Growth



Despite surge in cases, analysts not predicting a double-dip recession due to vaccine and stimulus hopes in 2021



Job gains in healthcare and community services, steep losses in food, retail and hospitality

Top 15 occupations by absolute increases in job postings			Top 15 occupations by absolute decreases in job postings ¹		
	Number	%		Number	%
Interpreters and translators	19,902	268	Retail supervisors	-51,593	-15
Respiratory therapists	10,587	52	Childcare workers	-45,165	-36
Family and general practitioners	9,189	18	Retail salespersons	-42,551	-12
Physicians and surgeons	6,281	9	App-software developers	-33,583	-11
Registered nurses	5,510	1	Food-prep supervisors	-32,196	-22
Manual laborers and warehouse stockers	4,420	9	Light-truck delivery drivers	-30,820	-21
Internists	4,301	12	Customer-service representatives	-29,817	-12
Psychiatrists	3,469	13	Office and administrative supervisors	-28,425	-18
Obstetricians and gynecologists	1,878	13	Food-prep workers	-25,583	-20
Writers and authors	1,707	51	Personal-care aides	-24,926	-25
Loan interviewers and clerks	1,673	19	Restaurant cooks	-24,160	-30
Surgeons	1,502	7	Accountants and auditors	-20,895	-15
Chemistry and biology R&D managers	1,343	6	Heavy- and tractor-trailer truck drivers	-20,517	-3
Anesthesiologists	1,207	19	Maintenance and repair workers	-20,367	-16
Heating and air-conditioning installers ²	962	63	Restaurant servers	-16,556	-30

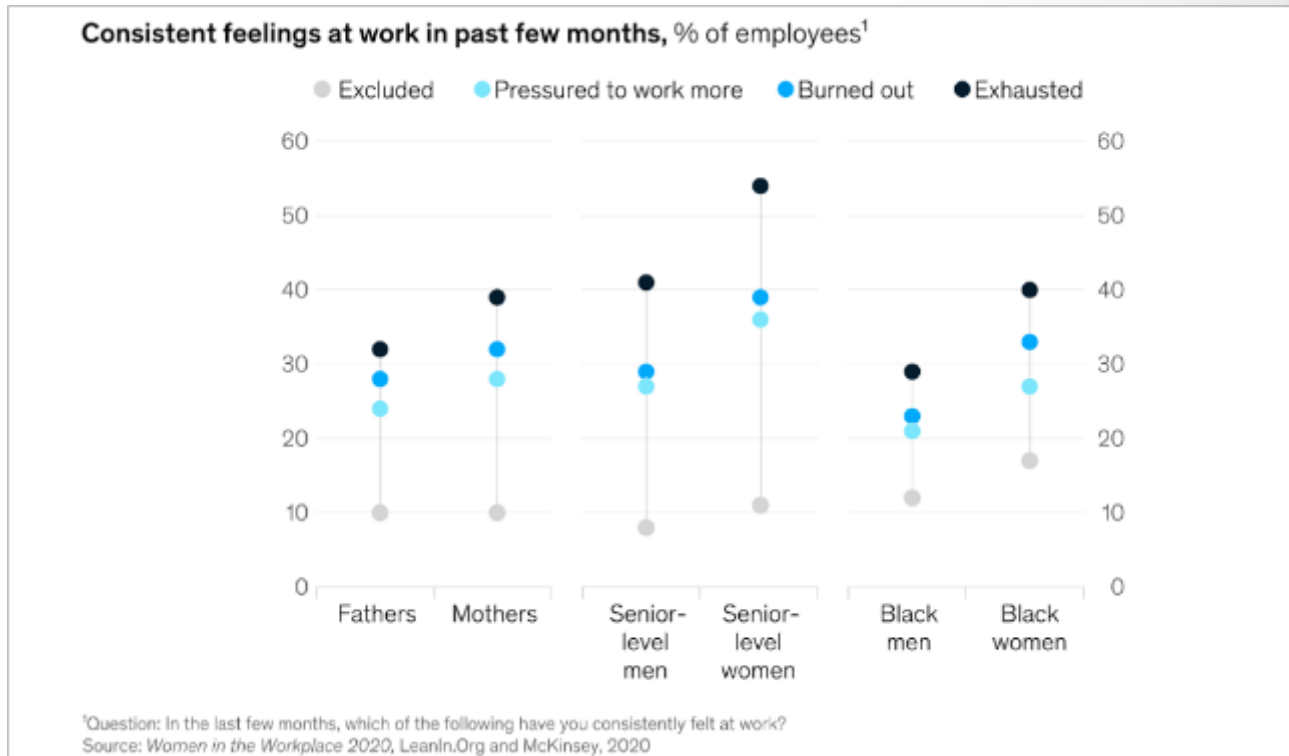
Note: Unidentified occupations were removed from chart; only occupations with at least 500 job postings in February 2020 were analyzed; names of occupations adjusted for clarity; occupations shown do not represent the full one-million decline.

¹Mar 18–Apr 16, 2020.

²Military-only occupations excluded from chart.

Source: Emsi job-posting data; McKinsey Global Institute analysis

Those with jobs feeling “burnout” of pandemic and 2020



Digital Platforms



- Netflix
 - 182.8 Million subscribers; 16 Million new
- Zoom
 - 12.9 Million users
- Digital health solutions
- Digital content solutions
- Virtualization of “social events”
- Virtualization of professional events
- Remote work/work from home
- First-grade ZOOM

New vocabulary

Infodemic

Pandemic fatigue

Zoom towns

WFH

Lockdown

Super-spreader

Corona-bubble

Corona-buddies

Case positivity

The New Normal

Zoom burnout



Risk Management

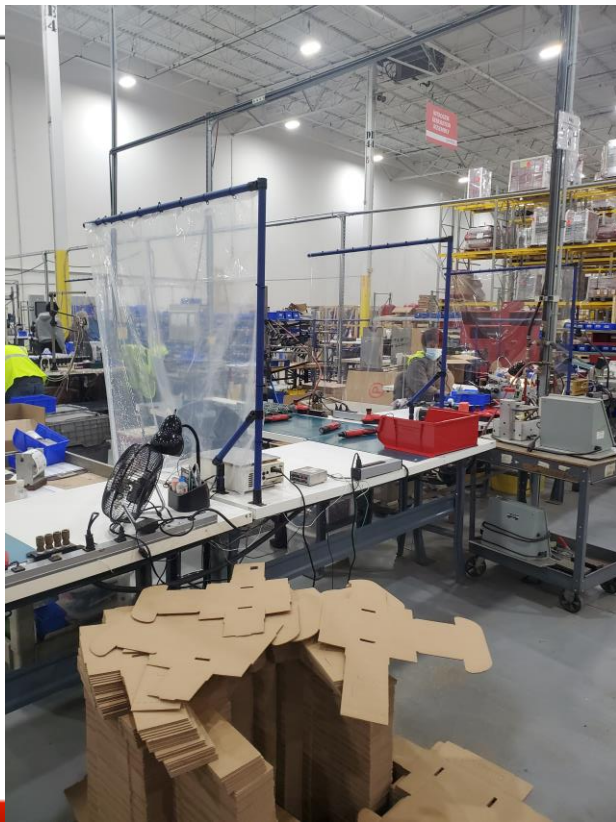
- Analytics
 - accounts receivable, business forecast, labor utilization.
- Renewed focus on business continuity planning.
- Challenge of how to manage untrusted home networks.
- A huge increase in hacking attempts
- Hackers know that security precautions are not in effect –WFH.



Cost Management



- Business forecast is dismal so capital projects are on-hold.
- Cost cutting is a **BIG DEAL**.
- Projecting a 17% to 19% revenue "kill" this year.
- Cut general and administrative costs by 20-30%.
- Business has developed crash plans.
- Furloughs, salary reductions, reduced hours, no discretionary spending
- Yet, FLEXIBILITY/AGILITY is the key.



COVID Preparedness

- **25% Work from Home (WFM) Test March Thursday, March 12th**

- Selected users who would provide quality feedback
- Conference call to discuss pro's & con's held at end of the day

- **Manufacturing continue to work in the plant**

- Workcells reconfigured to accommodate “Social Distancing”
- Barriers added between assemblers in areas where “Social Distancing” not possible

- **Cases in North America**

- 3 Cases in St. Louis Plant, all related to interaction from outside of plant
- NO Employee to Employee Transmission in Manufacturing
- 1 Case of Employee to Employee Transmission in New York

- **98% Of North America Workforce working remotely by March 19th**

Communications Management

95% of the people are working remotely due to COVID-19.

- Microsoft Teams was implemented more than 1 year prior
- 50% Of Potter Departments were utilizing Teams prior to COVID
- Potter Departments adapted to Teams quickly
 - File Sharing
 - Chat sessions
 - Teams Meetings
- Teams has become a HUGE success for Potter Globally
 - More than 3,000 meetings a month via MS Teams



HR Management: Work from Home



- 25% Work from Home (WFM) Test
March Thursday, March 12th
 - Selected users who would provide quality feedback
 - Conference call to discuss pro's & con's held at end of the day
- 98% Of North America Workforce working remotely by March 19th
- Manufacturing continues to work in the plant—social distancing

Procurement Management

- Cancelling IT contracts for outsourcing services.
- Focus on Vendor Management: re-negotiating contracts.
- Putting any new projects on-hold.
- IT had to cut costs, even with the big crunch and increased workload.
- Trying to go the extra mile on workstations, servers, phones
- Hardware replacement projects postponed





Highland Communication Services



- Serve 2500 customers from soup to nuts (fiber build out, installation, in home support, billing, product development, etc.)
- We have 3 technicians, 1 CSR dedicated to HCS
- Our biggest concerns were:
 - Supply Chain Management
 - Resource Management
 - Risk Mitigation

Supply Chain

- Proprietary GPON technology
- Parts out of Asia were very long lead time
- Circuits ordered were delayed by 60 days



Human Resources is the Primary Concern



- Settled on getting it- protecting against getting it all at the same time
 - **Rule:** Prior to COVID, no more than 2 people off at a time
 - We are public servants – here to serve the people
- One person in office to receive shipments
- One technicians entering homes for 2 weeks; then isolate
 - Prioritized those with children needing remote learning
 - Those needing to work from home
 - All future installs were on delay for 2 weeks to accommodate
- 1-2 technicians managing outdoor work

Risk Management

- Protect our staff for serving the citizens
- Protect citizens to avoid lawsuit
 - CDC Triage on customers
 - Daily temp checks, etc.
 - Besides PD and EMS, we are the only group entering homes
 - Only group (KNOCKING ON WOOD) without any cases



Looking to the Future

- **Alton Steel**
 - “Plans are nothing; planning is everything.” Dwight D. Eisenhower.
- **Highland**
 - “You may have to fight a battle more than once to win it.”
Margaret Thatcher.
- **Potter**
 - “The best thing about the future is that it comes one day at a time.”
Abraham Lincoln

Accelerating out of COVID-19: *The New Normal*

- **People:**
 - The future of work: “anytime, anywhere.”
 - The gig-economy: freelance; global talent sourcing.
- **Technology:**
 - Digital platforms.
 - Reliability, Scalability.
- **Processes:**
 - Ability to pivot.
 - Adaptability/flexibility.



Accelerating out of COVID-19

- “Worrying is like paying a debt you don’t owe,” Mark Twain.
- “The road to success is always under construction.” Lily Tomlin.
- “You see things and you say, ‘Why?’ But I dream things that never were; and I say, ‘Why not?’”
- “If you come to a fork in the road, take it.” Yogi Berra.

Questions?