



Enabling Remote Working

in an Uncertain Environment



Client Situation

- Udayan Care is one of India's leading NGOs in childcare with a 25-year rich history of working across 15 states
- Udayan Care's headquarters in Delhi was impacted by the Covid-19 induced lockdown which forced them to move to a work-from-home model for which they were not prepared
- Udayan Care had concerns for the safety and well-being of its employees and was hesitant to instantly open its office despite easing of lockdown restrictions
- However, work pressure on employees had increased during the work from home phase and Udayan Care wanted to ensure that productivity was not hampered, and employee morale did not suffer
- Udayan Care's management thus wanted to make the organization well equipped to deliver value through a work from home model and understand what it would take for them to make this transition in a structured manner

Avalon team undertook this pro-bono project to assist Udayan team in addressing this challenge

Our 3-Phase Approach



01

Voice of Employee

02

Policy Recommendation

03

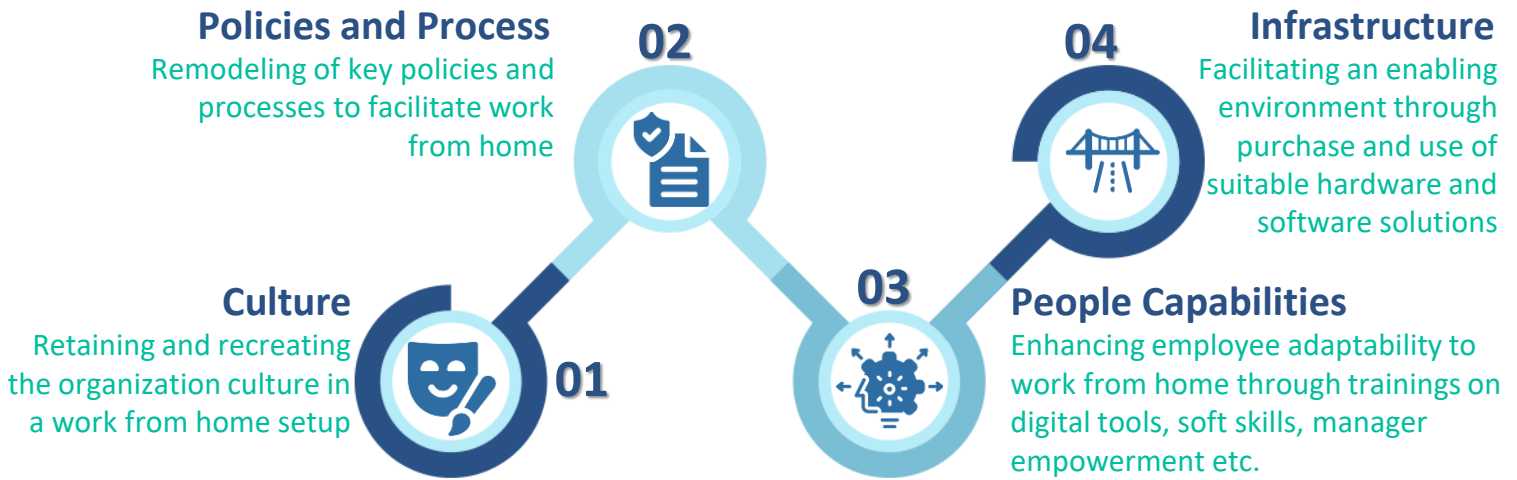
Enabling Solution Identification & Implementation Plan

- Detailed discussions were held with Udayan Care's management to understand their organization structure, working model and other nuances around working in the social sector
- An anonymous voice of employee survey was designed to gain feedback from employees on their work from home experience and assess the infrastructure enablers in terms of internet connectivity, computing devices availability etc.
- The survey results were analyzed across various dimensions such as seniority levels, departments, age, number of years of experience etc. and an assessment of employee perception w.r.t. work from home and availability of enablers was done
- In-depth interviews were conducted with select Members of the Board, Top Management, Department Heads and a few employees to get greater understanding of the issues and challenges



Solution Framework

Avalon's **Remote Working Framework** consisting of 4 key elements was used for solutioning:



Key Findings and Recommendations

- ◀ The survey analysis revealed that employees had a fear of contracting COVID-19 and were keen to continue to work from home. Based on the survey results, insights from the focused interviews and our understanding of the organization's working model, a recommendation was made to implement a **structured 3-month remote working model which can be extended based on the pandemic situation and needs of the hour**
- ◀ The key theme of the policy was to ensure at least the **same productivity levels as experienced in office**. A set of **20+ solutions based on Avalon's remote working framework** were identified and a **cost benefit analysis** was also done
- ◀ Benefits from a clear Remote Working policy was also identified as follows:
 - ❖ **Immediate / Short Term (0-6 months):** Ensures **safety and morale of employees**, and business continuity in the current situation of high incidence in Delhi
 - ❖ **Medium-term benefits (6-12 months):** Proactive and caring response towards employees during COVID-19 pandemic leading to **higher employee engagement and retention pull** even during post pandemic period
 - ❖ **Long term benefits (1 year+):** Possibility to **recruiting talent without constraint of from across the globe and digital transformation** of the organization leading to expansion of the core programs
- ◀ The project was **completed in a span of 2 weeks** which helped the Client take quick corrective actions



Client Speak

“Avalon's support to Udayan Care was extremely timely given the uncertainty of COVID and its effect on our work with children and youth that could not be affected due to the lockdown. Their professionalism was exemplary.”

– Dr. Kiran Modi, Founder and Managing Trustee

“A forced lockdown was a shock to Udayan Care, an organization whose work is hinged on field work with vulnerable populations. Avalon came to our rescue to ensure we transitioned effectively to WFH with minimal loss to productivity and most importantly, helping our staff feel cared for.”

– Ms. Aneasha Wadhwa, Executive Director

The
Avalon Edge

Entrepreneurship
Dedication To Excellence
Great Value Creation
Ethical Approach

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