

Navigating the New Normal

00:00 As we navigate this new normal, your health, safety and
00:03 comfort are the absolute most important things to us.
00:07 And to those colleagues who have been serving our customers and
00:09 performing essential functions this whole time on site, we thank you.
00:13 Now we know the situation is fluid and there's still so much uncertainty.
00:17 Which is why I sat down with our chief technology and
00:19 operations officer Michele Trolli.
00:21 Our senior director of corporate services Keith Belanger and
00:24 the lead of our new normal task force Alison Sagraves.
00:27 [MUSIC]
00:30 Allison, what's one word to describe the process of having to bring
00:34 18,000 employees back to work in this new posture safely?
00:38 Monumental.
00:40 That's a good one.
00:41 Why monumental?
00:43 Because it's so important that we get this right for so many reasons.
00:49 We have customers who count on us.
00:51 We have employees who count on us and
00:56 whose safety and comfort we have to take into consideration.
01:00 And monumental, to me just describes the enormity of the task, but
01:06 also the significance and seriousness of the task
01:12 of really doing it thoughtfully and getting it right.
01:16 And I think we do it right
01:17 it is kind of a monument to our values and our principles.
01:24 And Michelle and
01:25 when Allison says doing it right, what does that mean to you?
01:28 How do you translate that?
01:30 What does right mean?

01:31 Let's start with the principles.

01:32 Our first and foremost principle has always been the safety and

01:36 health of our colleagues and our customers.

01:39 With very close second to making sure that we are there in the communities serving

01:45 , present and understanding their needs at a very difficult time for them as well.

01:52 And so the part of the challenge here is the balancing

01:57 of all of these sometimes at odds competing objectives.

02:02 And getting it right means finding that balance that we can

02:06 hit on those principles.

02:07 So Allison, as you're leading this task force, what are some of the things that

02:12 you're taking into consideration as we move forward and get back to work?

02:17 First and foremost is the health and safety and comfort of our employees and

02:21 our customers.

02:22 So every decision we make is seen through that lens.

02:26 And so that's what we think of first.

02:28 And then we want to be sure that we are there for

02:31 our customers in their time of need.

02:35 So those are two of a number of principles

02:38 that we abide by when we make our decisions.

02:41 Can you talk a little bit more about the work streams.

02:43 How many are there and what do they consist of?

02:45 Yes, we have added some work streams.

02:47 So we are up to, I believe nine work streams and

02:50 sub committees that we just added.

02:52 So our work streams start with health safety, wellness and science.

02:58 And that is around how do we make sure that we understand all of

03:02 the science, and things that need to be done to keep our workplace safe.

03:07 Then we have a work stream called workforce readiness.

03:11 And that's around how do we ensure that our workforce is ready at home or

03:16 at work, to be able to be as productive as possible.

03:19 And we have the right policies and so forth.

03:22 So a lot of the communications that we've been sending out and

03:26 policies have been coming out of that group.

03:28 Then we have workplace readiness, and that is really around ensuring that

03:33 all of our workplaces have all of the proper safety protocols in place.

03:37 To ensure that our workplaces are safe for our customers and employees.

03:42 We have another one, other work stream having to do with government orders.

03:47 And just kind of intelligence around what's happening with different

03:52 governments, regions, geographies, test and learn.

03:55 We've talked about I'm running the new normal group, and

03:59 then Maya Dillon is running our communication's group.

04:02 We've also added a group to look at productivity and outcomes.

04:08 A new task force that's really going to be combined under workforce and workplace.

04:13 Having to do with the employee experience to ensure that we're

04:17 considering all of the challenges employees are facing.

04:20 Whether it's childcare, school aged children, elder care, disabilities

04:26 We have employees facing many different types of challenges.

04:30 And so we're assembling a team, cross functional team representing.

04:35 We've heard from employees that face these challenges who

04:39 very much want to be part of this team to help us design solutions.

04:43 That work stream will be addressing how we make it possible for

04:49 employees to successfully handle work and handle their home responsibilities.

04:55 Keith how long have you been at that bank?

04:56 33 or 34 years on time ever seen.

04:59 I know.

05:00 I was gonna ask, has anything really ever compared to this?

05:05 Or have you ever been in this type of situation where you have had to make these

05:08 types of decisions?

05:08 No this is like I say it's unprecedented and
05:12 that's been the big challenges, every day is different.
05:18 The rules, there aren't any.
05:22 If there are, they change tomorrow.
05:24 So the only thing that's certain is the uncertainty.
05:28 What type of feedback have you been getting so far?
05:29 And I guess you've been testing a few things.
05:31 Can you just talk a little bit about what you've been testing and what we're hearing
05:36 from those that may be in the office trying some of the stuff out.
05:39 Tom Hayes, and what we've done is for the most part,
05:42 we've done most of the testing at M&T Center.
05:44 Because that happens to be the corporate site that
05:47 has the most people in it on any given day.
05:49 So it's a good thing one to get lots of different reactions.
05:57 And two, it's a place where we can make the most impact
06:01 fast by actually doing it there.
06:02 So we've done everything there from the employee self
06:07 assessments that we push out to employees that are expected to
06:12 come in any given day to the temp checking that we have been doing.
06:17 Where we initially had nurses there that were assessing
06:21 the temperature of incoming employees and contractors and visitors.
06:27 And then eventually we moved from that to a tablet where you just stay in front of
06:32 a tablet.
06:33 And within two seconds it tells you whether you can proceed or not.
06:37 But then we've done all kinds of additional testing there where we've
06:42 rolled out signage throughout the space reminding folks of social distancing.
06:49 We've installed floor decals to indicate the spacing that you should
06:54 observe when you're lining up in an elevator lobby as a for instance.
06:58 We signal that you only want four people in an elevator and

07:03 shown people by way of floor decals again where we'd like them to stand in an elevator.

07:08 And then we've done things like prop doors open, so

07:11 that you don't have to open doors when doors don't need to be locked.

07:15 We've installed touchless fixtures in places throughout the building.

07:18 And we've installed hand sanitizer stations throughout.

07:23 So a whole bunch of different things that we then are replicating across

07:27 the bank's other corporate sites.

07:29 It's really been clear there's no silver bullet here.

07:32 There's no one right answer that is going to check off health and safety.

07:38 So that we've, one of the reasons for testing and

07:40 learning and the magnitude that Allison is talking about, is there's many dimensions.

07:45 And it's the collective and

07:47 how all of these things come together to give us the confidence,

07:50 and hopefully give our employees the confidence that we're abiding by that

07:54 first principle of health and safety.

07:56 So no one of these items is alone and that's why test and learn is so

08:01 valuable because it allows us to combine and try to see what is additive.

08:07 How are you guys thinking about what returning looks like?

08:10 I would just like to make sure that we acknowledge that we have

08:15 over 5,000 people that are actually coming in every day.

08:19 Working in our branches, serving customers and

08:22 about 1,000 people supporting functions in our offices.

08:27 So we actually do have quite a sizable footprint of people coming in I would like

08:31 to think.

08:31 Last thing, so to our employees finish the sentence, don't feel guilty for.

08:38 What's something that you hope that employees don't feel guilty for

08:41 as they navigate this new world.

08:43 Don't feel guilty for being honest, truthful,

08:48 authentic about what you need from the bank.

08:52 And don't think that working from home is something that
08:57 is any less relevant than working from an office.

09:01 We're pledging.

09:02 We're promising,
09:04 pledging to our employees that we are gonna design solutions that keep them safe.

09:10 We are pledging that we're gonna continue
09:14 to listen to them through pulse surveys and other means.
09:18 So that we can again design solutions that work for our colleagues.

09:23 And we're also pledging that we will continue to communicate.

09:27 We've had numerous communications from the office of the chair, and
09:30 we're gonna beef that up.

09:31 We're gonna have podcasts such as this.

09:33 We're gonna have blogs and WebExes to help
09:37 the employee base through what I think is like as I said, gonna be a marathon.

09:41 And at the same time, I think we need a pledge from our employee base.
09:48 That they're gonna continue to do a great job.
09:51 That they're gonna keep talking and
09:54 keep the line of communication open to us.

09:58 And that they're gonna follow guidelines that we're establishing in the betterment
10:02 of the organization.

10:04 So I think if we each keep these pledges to each
10:08 other that commitment is gonna go a long way.

10:13 And gonna be very helpful in us being successful in meeting our objectives.

10:18 [MUSIC]

10:20 Thank you so much for listening.

10:22 We've set up an inbox meetandtalk@mtb.com.

10:24 And I would love to get your feedback and
10:27 have you assist with generating content for these podcasts in the future.

10:30 What is important to you?

10:32 Who would you like to hear from?

10:33 What questions do you have?

10:35 Contact me Kristen Cronyn and let's meet and talk.

10:38 [MUSIC]

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