

2.2.1. What kind of advice? Which themes ?

Under this category of services, we include all the services which entail Eos to deliver individual advice to companies on the multitude of aspects regarding COVID-19.

For many employers' organisations this service may be a simple continuation of what they do already, with of course focus for Corona related themes.

A number of employers' organisations hence limit their services offer to labour law and HRM. That is a deliberate choice. They feel having competencies mainly in that field, and hence stick to their strength in order to provide for top quality services in their comfort zone of core competency.

Their themes for advice:

- Individual cases of individual labour law or HR management on a range of issues (frequent questions: can I oblige my workforce to take holiday ? Can I dismiss my workers, how much does this costs, are there alternatives, can I delay the payment of wages, can I diminish wages, can I pay premiums to those who work, what is the gross cost? How can I measure performance of a home workers, what can I do if performance is not good?)
Important is to note that ideally the employers' organisation looks at the specific questions from different angles. Legally, but also from an HR viewpoint and a cost viewpoint, and gives a holistic quality level reply.
- Cases of collective labour law or HRM (labour rules in general, rules for home work, dispute and disciplinary rules)
- HR policies. Remuneration policies, disciplinary policies, setting up telework, absenteeism policies or motivation.

Other employer' organisations have broader competencies and also stretch into services – directly or with partners – which are broader and also cover fields such as management advice, company law advice, financial advice and trade.

Their themes:

- Company management
- Financial management
- Legal and company law issues
- Tax issues

And still others see opportunities and try to respond to the needs of their members by expanding the coverage of their present services to annexed fields, where they gather new competencies, or bring in additional competencies via partners of allies.

The most important criterium to determine the boundaries of action is the quality and the value proposition an employers' organisation can offer to its members. If quality is guaranteed, an expansion to some other fields than the core competency is no issue. But if not, we think it is advisable to take too many risks by venturing in uncharted (service- advice) waters.

The outcome should in any case be that companies receive good quality replies to individual queries related to COVID-19 issues.