

2.2.2. How do we get organized to give quality level advice and strong delivery?

The traditional added value features of any advice obviously also apply to the services and advice role of employers' organisations in the COVID-19 context.

- Accuracy: the advice is contents wise correct and goes in depth
- Rapidity of reply : the availability to receive calls and the rapidity of replies
- Client orientation: the advice looks at the issue from the clients- member perspective; in the contacts with the client the advisor listened very well; in his reply he starts from the clients question.
- Solution orientation: the advice gives a real solution or multiples solutions, about which pro's and con's, or risks are well weighted
- Multi disciplinarity: the advice is multi angled, and looks at the issue from different perspectives which may be relevant for the client. like law, HR and financial

The requirements in terms of quality of the advice will require careful handling of the question raised by the members. In a number of cases, a referral to outside specialists is indicated, if the employers' organisation staff is not capable of dealing properly with the issue. The limitation of advice to the field of traditional strength of the employers' organisation hence warrants quality failures. Another possibility is the setting up of employers organisations' networks. Cooperation with other employers' organisations according to the specialty and strength of each or conclusion of partnership with outside consultancy companies .

The formulation of advice requires no specific investments in carriers. Most advice will be formulated via telephone and mail, and can be continued in the Corona distance society.

Interesting cases can anonymously serve as example case for communication purposes, or for trainings .

In some cases, they can also be useful to be signaled to the lobby team, which has to be aware of cases in reality to make arguments or propose solutions.

Good resources are key.

- staff handling these services should be have at least one high level staff member as a back up
- the availability of a good network of specialists, which can be called in, or to whom the member request can be referred to, is an essential part of the "equipment" of the employers' organisation for the delivery of these services
- staff connectivity has to be well organized for the periods of activity of the employers' organisation where staff works from home. This connectivity concerns as well the links between the staff members amongst themselves (joint short staff meeting 1x day?) as the stability and quality of connections with the member client (internet, WhatsApp, telephone, skype, other)
- follow up: the use of CRM to register clients and services must be underlined