Business Continuity II: Coronavirus
Workplace Realities

The second in an MRA series of Hot Topic Surveys was conducted from March 20-24 to find out what employers are doing in response to business disruption due to the Coronavirus. We realize rapid changes continue to occur; this is a snapshot in time.

Continued Approach and Preparations
One week later, data shows the level of concern has heightened.

Impact on Human Resources

<table>
<thead>
<tr>
<th>Concern Level</th>
<th>Last Week</th>
<th>This Week</th>
</tr>
</thead>
<tbody>
<tr>
<td>Extremely concerned</td>
<td>18%</td>
<td>45%</td>
</tr>
<tr>
<td>Moderately concerned</td>
<td>40%</td>
<td>37%</td>
</tr>
<tr>
<td>Somewhat concerned</td>
<td>25%</td>
<td>13%</td>
</tr>
<tr>
<td>Slightly concerned</td>
<td>14%</td>
<td>5%</td>
</tr>
<tr>
<td>Not at all concerned</td>
<td>3%</td>
<td>1%</td>
</tr>
</tbody>
</table>

Impact on Business Continuity

<table>
<thead>
<tr>
<th>Concern Level</th>
<th>Last Week</th>
<th>This Week</th>
</tr>
</thead>
<tbody>
<tr>
<td>Extremely concerned</td>
<td>27%</td>
<td>56%</td>
</tr>
<tr>
<td>Moderately concerned</td>
<td>38%</td>
<td>33%</td>
</tr>
<tr>
<td>Somewhat concerned</td>
<td>22%</td>
<td>7%</td>
</tr>
<tr>
<td>Slightly concerned</td>
<td>12%</td>
<td>4%</td>
</tr>
<tr>
<td>Not at all concerned</td>
<td>1%</td>
<td>1%</td>
</tr>
</tbody>
</table>
Work From Home
The highest percentage shows one-third of organizations have 25% or less of their employees working remotely, that normally do not.

Note: these findings may be influenced by industry and will likely change over time.

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Employees Working Remotely</th>
</tr>
</thead>
<tbody>
<tr>
<td>6%</td>
<td>100% of employees</td>
</tr>
<tr>
<td>19%</td>
<td>76-99% of employees</td>
</tr>
<tr>
<td>16%</td>
<td>51-75% of employees</td>
</tr>
<tr>
<td>17%</td>
<td>26-50% of employees</td>
</tr>
<tr>
<td>33%</td>
<td>1-25% of employees</td>
</tr>
<tr>
<td>10%</td>
<td>0% of employees</td>
</tr>
</tbody>
</table>

Workplace Realities
Decline in Business
Over half of employers (55%) are experiencing a temporary decline in business.

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Yes or No</th>
</tr>
</thead>
<tbody>
<tr>
<td>55%</td>
<td>Yes</td>
</tr>
<tr>
<td>45%</td>
<td>No</td>
</tr>
</tbody>
</table>

Top 5 Measures Organizations are Taking to Address Temporary Decline in Business
Organizations have restricted company spending (46%) or implemented a hiring freeze (42%), among other tactics.

1. 46% Restricted company spending
2. 42% Implemented a hiring freeze
3. 30% Experiencing a decline, but have not yet taken any measures
4. 25% Evaluating staffing levels and considering a reorganization strategy
5. 24% Temporary layoffs
Pay and Benefits

Pay During Temporary Shutdown

As of survey close (March 24), the majority of organizations (60%) had no plans to temporarily shut down operations. Of those organizations who do have plans, responses indicate they are early in the process of making specific decisions regarding paid or unpaid time.

- 60% No plans
- 17% Unknown
- 13% Paid during temporary shutdown
- 9% Unpaid during temporary shutdown

Hazard Pay

Early indicators suggest hazard pay is not applicable; however, this may change rapidly based on industry implications.

- 68% Not applicable to my employer
- 22% No
- 8% Yes, we are considering, but have not yet made a decision
- 2% Yes, we will be providing a bonus or an hourly differential

Health Insurance Benefits

As of March 24, 46% of employers had made a decision regarding health insurance benefits, whereas the remaining are undecided or pursuing other options. Note, organizations made special mention of contract agreements or carriers offering extended termination dates.

- 46% Employees can remain on group health plan
- 38% Unknown at this time if employees can remain on health plan

Note: Responses less than 10% not included.
Employee Communication and Engagement

Continuous communications will help alleviate problems with the “known,” so you can more effectively deal with the “unknown.”

– Susan Fronk, President and CEO
MRA – The Management Association

Top 5 Methods Used to Communicate and Engage Given the Changing Dynamics

- 68% Daily/weekly updates from our executive team
- 46% Daily/weekly updates from our human resources team
- 41% Daily contact between managers and employees
- 32% Training/meetings virtually or in-person for managers
- 28% Training/meetings virtually or in-person for employees

Conclusion
Concern has escalated; however, as concerns grow, so too does information. Organizations may find relief by accessing resources such as MRA’s Coronavirus webpage.

Demographics
Industry Type

- 50% Manufacturing
- 23% Non-Manufacturing
- 13% Non-Profit
- 5% Healthcare
- 5% Financial Activities (Banking, Finance/Financial Services, etc.)
- 3% Education

Methodology

Brief 10 Question Survey
631 MRA Participating Organizations
March 20-24, 2020 Data Collected

Questions regarding this survey? Contact the Survey Department at surveys@mranet.org or 800.488.4845 ext. 3508.
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