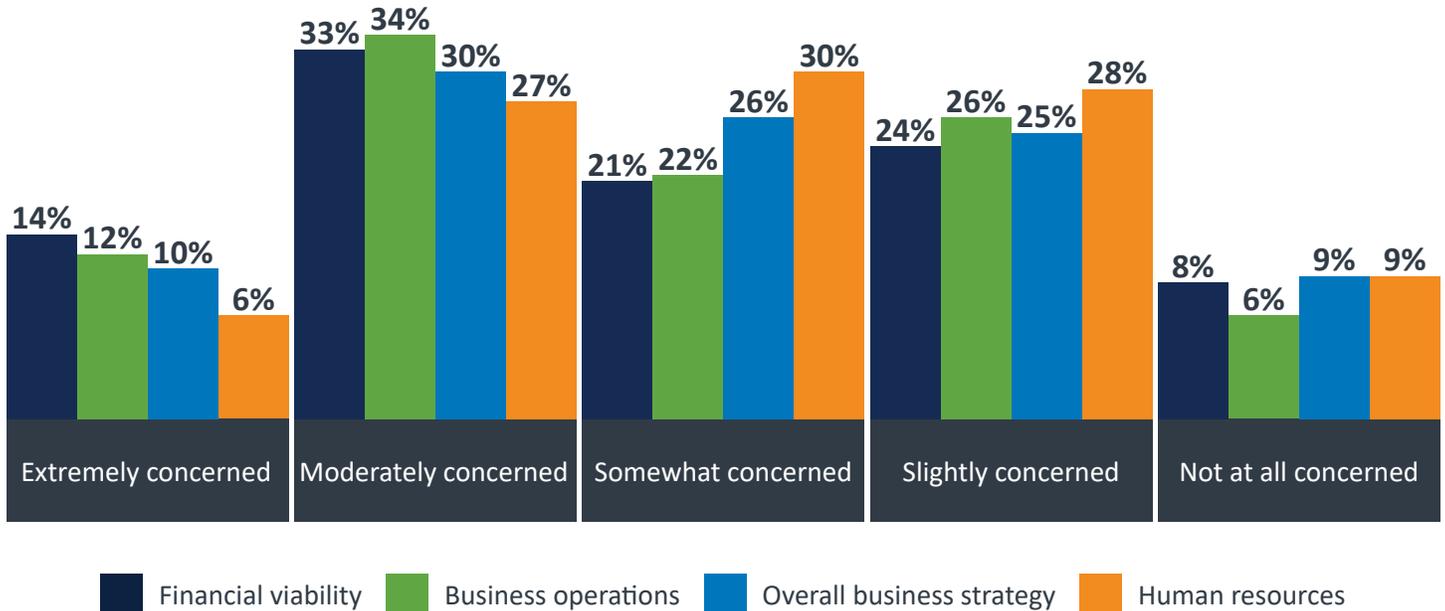


As restrictions are eased for organizations and their employees, quickly flipping the switch to business as usual and preparing for reopen and full resumption of operations may need careful consideration.

Continued Research

Long-term Implications

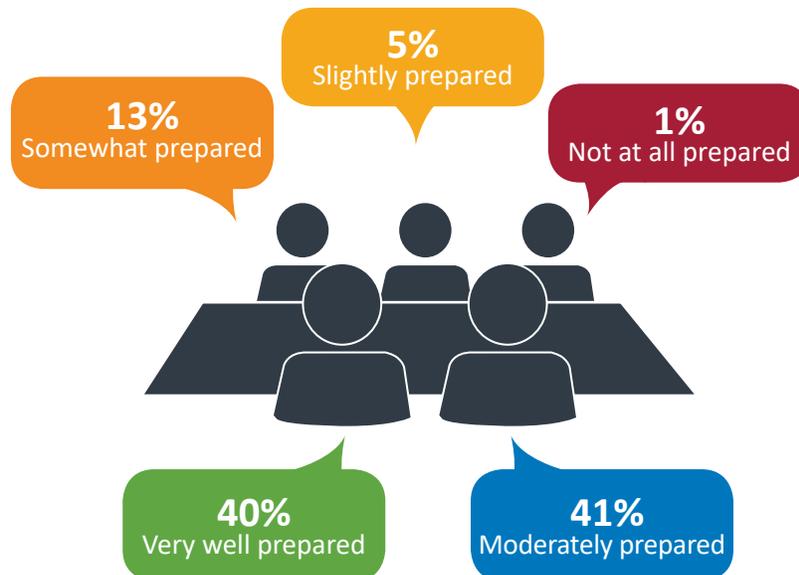
Concern over long-term implications to business remains elevated, particularly in terms of financial viability and business operations. As we get more detailed in various organizational impacts, in general, concern continues.



Workforce Practices and Preparation

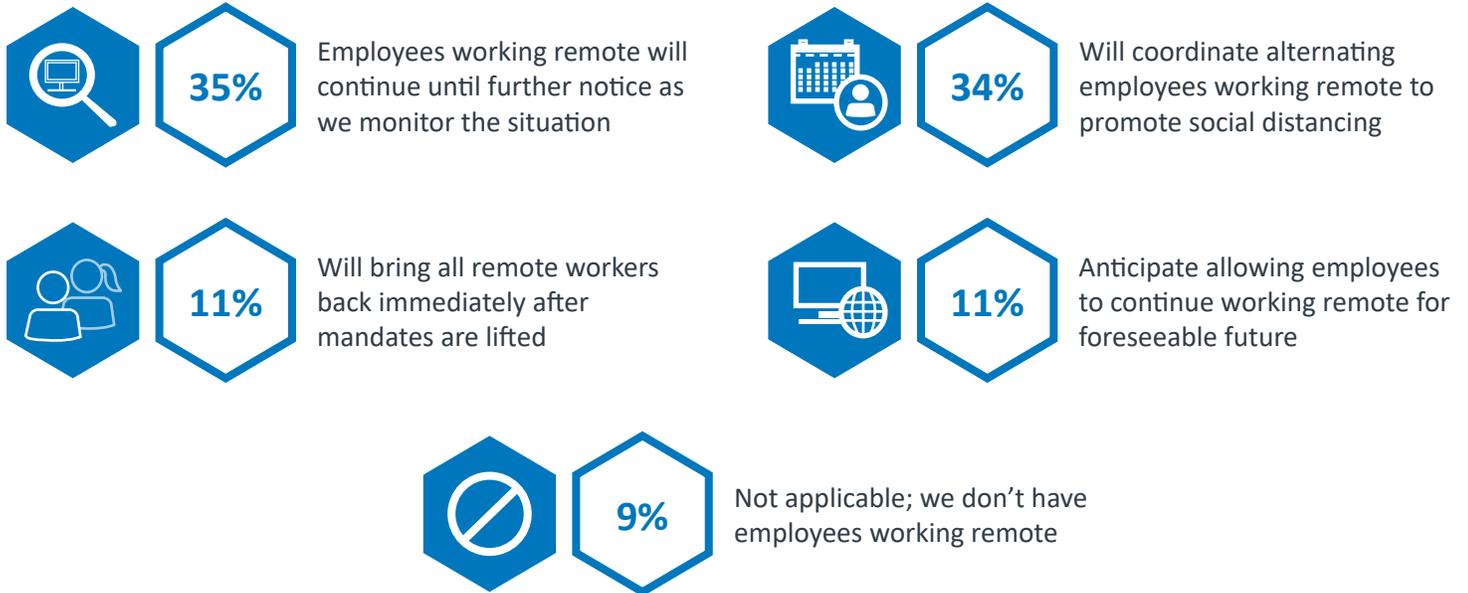
Providing a Safe Work Environment

Over 80% of organizations are very well to moderately prepared to open or resume operations and provide a safe work environment for returning employees.



Return of Remote Workers

As state mandates are lifted, employers exercise caution in their return-to-work strategy for remote workers.



Recruitment/Hiring Plans – In the Next 90 Days

While some organizations have halted hiring in the interim, including interns, most are hiring due to mission critical needs, employee turnover, and/or increased business demand.



Note: Multiple answers can total more than 100%

Changes to Recruitment, Selection, and Onboarding Processes

Social distancing is limiting in-person contact as organizations rely on virtual platforms.

Recruitment



10%

Scripting information for recruiters to address applicant concerns over job security and/or workplace safety

8%

Updating job postings to include information about measures taken to protect employees against workplace exposure

5%

No change or recruiting on hold

Selection



38%

Moving all interviews to phone/video

37%

Conducting final interview in person; all other interviews via phone/video

9%

Eliminating in-person panel interviews; allowing just one interviewer in room with candidate

7%

Temporarily waiving the pre-employment drug screening, due to closures of testing sites

4%

Temporarily waiving background check process, due to delays in receiving background check results

Onboarding



21%

Moving new employee orientation to a virtual platform

14%

Creating elearning (e.g. videos, webinars) modules to replace in-person training/onboarding meetings

Not sure/Don't know

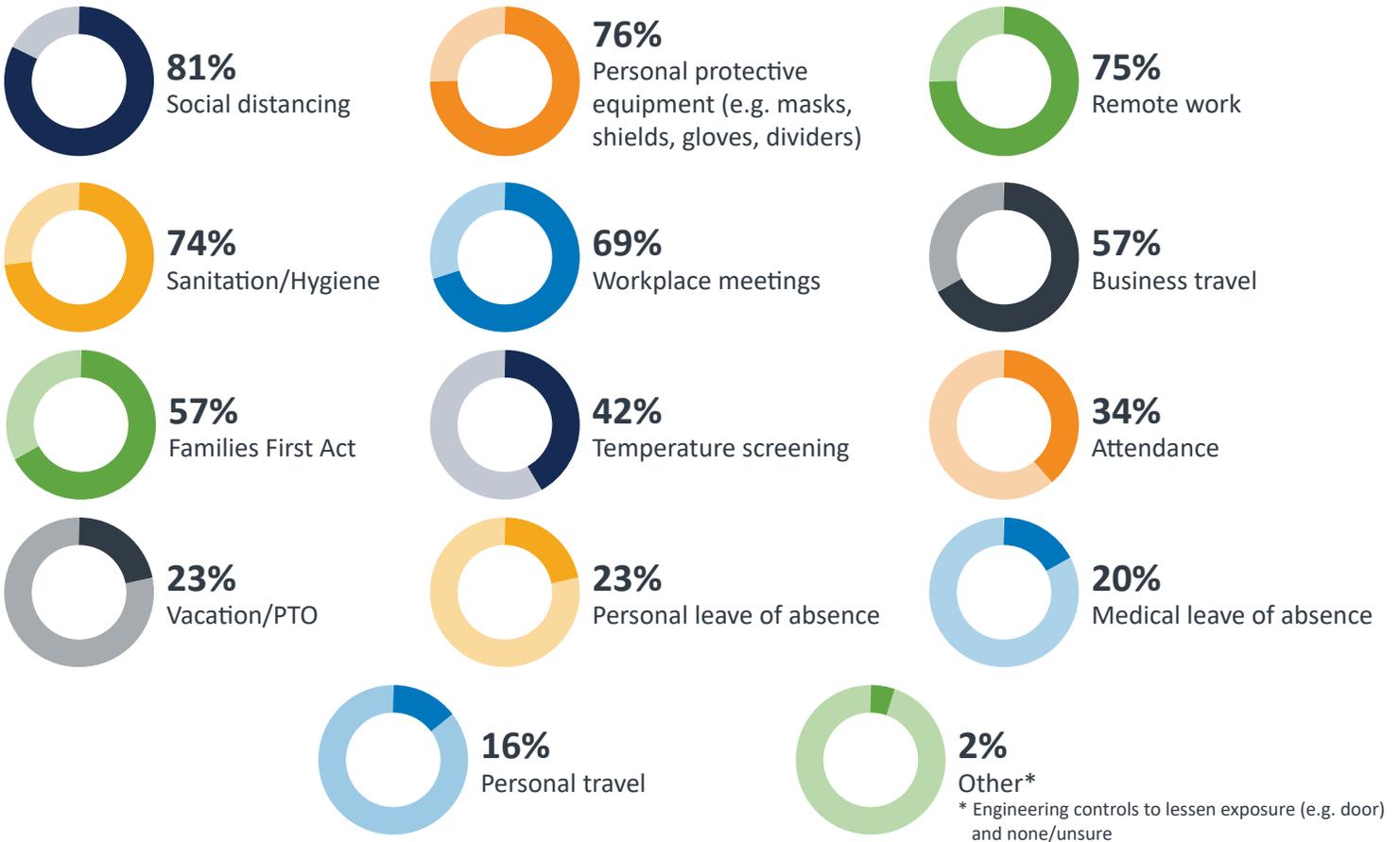
24%

Not sure/Don't know



Adapting to the “New Normal” – Policies and Procedures

The majority of organizations (81%) have adjusted or created policies such as social distancing to adapt to the “new normal;” however, there’s more to think about today, tomorrow, and in the weeks/months that lie ahead:



Note: Multiple answers can total more than 100%

Compensation Actions Due to Business or Financial Disruption Caused by COVID-19

The pandemic has disrupted people practices, leading some employers to adjust compensation:

Delayed, eliminated, or reduced size of merit increases (47%); eliminated overtime (30%); froze wages, salaries, promotional increases, and/or market adjustments (29%); reduced wages/salaries with or without schedule reduction (25%); and reduced or eliminated bonuses/incentives (20%)

Still, almost 20% of organizations have maintained their usual compensation practices, having already given merit increases or continuing as normal with promotional increases and/or market adjustments.

HR Challenges Now

59%	Creating new policies, or updating existing policies, to align with “new normal”	49%	Implementing our workforce safety plan, including ordering supplies, PPE, signage, and documenting, communicating and training employees
45%	Following communication strategy (e.g. consistent flow of information and updates for employees, customers, vendors)	43%	Knowing how to respond to employees who don’t want to work, for various reasons
41%	Looking ahead in workforce planning (e.g. predicting future workforce needs in changing environment)	39%	Employee engagement
33%	Bringing remote workers back when they want to continue working remotely	25%	Communicating difficult decisions to employees (e.g. layoffs, reductions in pay)
16%	Recruiting for talent	16%	Disagreement among management team, related to organization’s practices for safe work environment
6%	Lack of support from senior management	3%	Other* *Employee physical and mental health

Note: Multiple answers can total more than 100%

Business Preparedness 2020 and Beyond

Moving business forward requires current and future preparation. Taking steps early will better position organizations for growth and success as we begin to emerge from the pandemic.



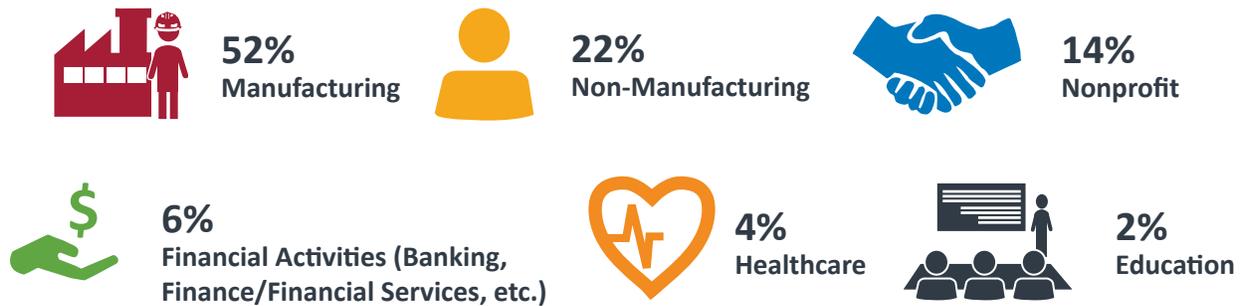
Conclusion

With crisis, there is often opportunity, and COVID-19 is no exception. The data suggests there are opportunities for change and to chart new paths. MRA’s commitment remains to help organizations emerge stronger.

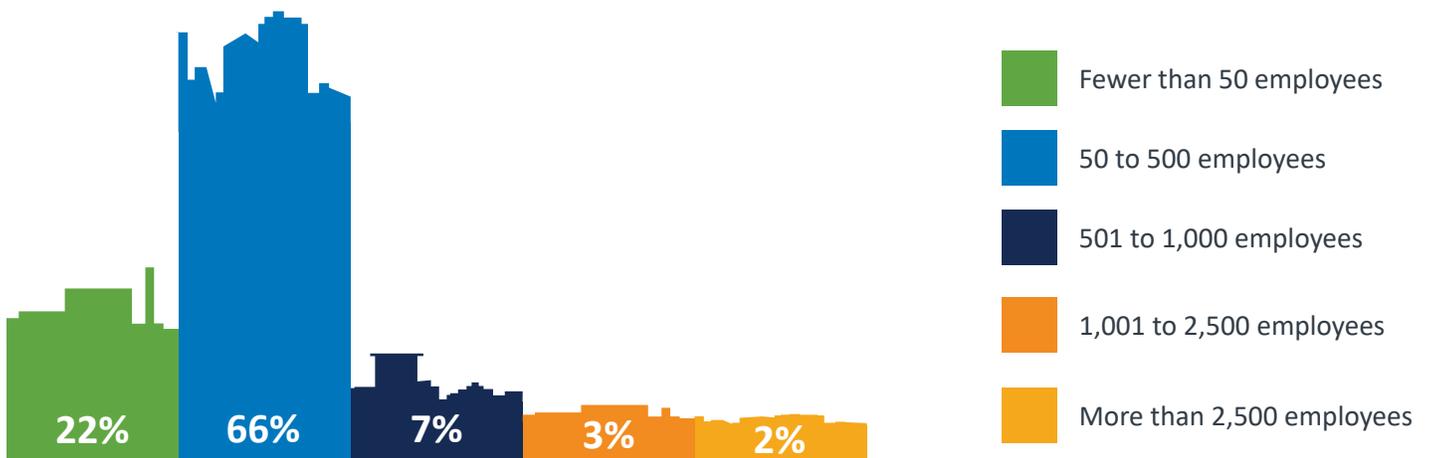
Demographics

Survey participation continues to align with characteristics of MRA’s membership: nearly 50/50 manufacturing and non-manufacturing (with a plus or minus 3% margin of error), and 500 or fewer employees.

Industry Type



Size of Organization



Methodology

514
MRA Participating Organizations

Brief
11 Question Survey

May 12–15, 2020
Data Collected

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

MRA's Total Rewards Team Focuses on Solutions

Our Currently Published Surveys

Compensation Surveys

- Benchmark Compensation*
- Industrial & Production Trades*
- National Executive Compensation
- National IT & Engineering Compensation*
- National Sales Compensation
- National Wage & Salary

Policy & Benefit Surveys

- Health & Insurance Benefits
- Holiday Practices
- National Policies & Benefits

Business Trend Surveys

- Compensation Trends
- National Business Trends
- Turnover

Industry Surveys

- Healthcare Compensation Survey*
- Logistics & Construction Compensation
- Nonprofit Compensation & Benefits*

Hot Topic Surveys

- Advancement of Women in the Workplace Survey
- Business Continuity Coronavirus Workplace Realities—Series
- Compensation Besides Base Pay Survey
- Compensation and Talent Insights for 2020 and Beyond
- Diversity and Inclusion—Best Steps Forward
- Don't Underrate the Power of Soft Skills
- Employee Turnover Survey
- Hiring Interns Survey
- Variable Pay: Your Advantage in a Competitive Labor Market
- Opioid Epidemic Survey
- Sexual Harassment in the Workplace Executive Summary
- Wellness and Wearable Technology Survey
- Your Competitive Edge in Attracting, Retaining, and Rewarding Top Talent

* MRAPay and On-Demand Salary Tool available for these surveys

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Questions?

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