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.

![Graph showing concern levels for different areas of business](image)

<table>
<thead>
<tr>
<th>Concern Level</th>
<th>Financial viability</th>
<th>Business operations</th>
<th>Overall business strategy</th>
<th>Human resources</th>
</tr>
</thead>
<tbody>
<tr>
<td>Extremely concerned</td>
<td>14%</td>
<td>33%</td>
<td>21%</td>
<td>14%</td>
</tr>
<tr>
<td>Moderately concerned</td>
<td>12%</td>
<td>34%</td>
<td>22%</td>
<td>12%</td>
</tr>
<tr>
<td>Somewhat concerned</td>
<td>10%</td>
<td>30%</td>
<td>26%</td>
<td>21%</td>
</tr>
<tr>
<td>Slightly concerned</td>
<td>6%</td>
<td>27%</td>
<td>30%</td>
<td>24%</td>
</tr>
<tr>
<td>Not at all concerned</td>
<td>6%</td>
<td>30%</td>
<td>26%</td>
<td>25%</td>
</tr>
</tbody>
</table>

**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.

- **35%** Employees working remote will continue until further notice as we monitor the situation
- **34%** Will coordinate alternating employees working remote to promote social distancing
- **11%** Will bring all remote workers back immediately after mandates are lifted
- **11%** Anticipate allowing employees to continue working remote for foreseeable future
- **9%** Not applicable; we don’t have employees working remote

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.

- **41%** Recruit/hire for mission critical jobs only
- **32%** Recruit/hire to accommodate employee turnover
- **22%** All Recruit/hire plans on hold
- **20%** Recruit/hire to accommodate increased business
- **8%** Cease hire for internships
- **4%** Cease hire temporary workers or paying independent contractors
- **4%** Recruit/hire because our current employees are unable/unwilling to work

Note: Multiple answers can total more than 100%
Organization Readiness: Coronavirus Workplace Realities

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

Note: Multiple answers can total more than 100%
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:

- **81%** Social distancing
- **76%** Personal protective equipment (e.g. masks, shields, gloves, dividers)
- **75%** Remote work
- **74%** Sanitation/Hygiene
- **69%** Workplace meetings
- **57%** Business travel
- **57%** Families First Act
- **42%** Temperature screening
- **34%** Attendance
- **23%** Vacation/PTO
- **23%** Personal leave of absence
- **16%** Personal travel
- **2%** Other*
  * Engineering controls to lessen exposure (e.g. door) and none/unsure

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.
## Organization Readiness: Coronavirus Workplace Realities

### HR Challenges Now

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

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.

- 48% Evaluating what will need to change post-COVID-19
- 30% In the process of conducting strategic business planning so we will be prepared
- 13% Have not had time to think about what comes next
- 6% Don’t see making any changes
- 3% Reevaluated business processes, formally completed strategic planning, and are ready
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

- **52%** Manufacturing
- **22%** Non-Manufacturing
- **14%** Nonprofit
- **6%** Financial Activities (Banking, Finance/Financial Services, etc.)
- **4%** Healthcare
- **2%** Education

Size of Organization

- **22%** Fewer than 50 employees
- **66%** 50 to 500 employees
- **7%** 501 to 1,000 employees
- **3%** 1,001 to 2,500 employees
- **2%** More than 2,500 employees

Methodology

- **514** MRA Participating Organizations
- **Brief** 11 Question Survey
- **Data Collected** May 12–15, 2020

Questions regarding this survey? Contact the Survey Department at surveys@mranet.org or 800.488.4845 ext. 3508.
MRA’s Total Rewards Team
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Turn to MRA to build your powerful
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- Industrial & Production Trades*
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- National IT & Engineering Compensation*
- National Sales Compensation
- National Wage & Salary

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

Business Trend Surveys
- Compensation Trends
- National Business Trends
- Turnover

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- Logistics & Construction Compensation
- Nonprofit Compensation & Benefits*

Hot Topic Surveys
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- 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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