

March 18 COVID-19 Pandemic Response Survey

Last updated at 0500 GMT on 23 March 2020
All responses from 18-22 March

Building from a series of member Virtual Sessions in mid-March, this 10-question COVID-19 survey addresses topics where no clear best practice emerged in our discussions.

The results below are organized into three sections:

Section A: Remote Work and Social Distancing *(pg. 2)*

Section B: Recruiting, Onboarding and Terminations *(pg. 8)*

Section C: Compensation and General Wellbeing *(pg. 11)*

Participating companies:

GE
Dell
Roche
Wyndham Destinations
Aditya Birla
National Australian Bank

Amgen
Dow
Tapestry
JT International
KPMG
ENI

nVent
Wolters Kluwer
MARS
BASF
Whirlpool
COFRA Holding

SECTION A: Remote Work and Social Distancing

Survey Questions:

1. How are you provisioning and teaching managers to effectively lead remote teams?
2. How are you accommodating associates who must work from home and homeschool their children/provide childcare?
3. What measures are you taking for personnel who must be on site (i.e., staggered shifts, extra comp, social distancing, temperature checks, etc.)?
4. How are you tracking productivity/performance for remote work?

Member info (anonymized in this non-member version)	Provisioning and enabling managers	Lack of childcare	Measures for onsite workers	Tracking productivity and performance of remote workers
<p>.....</p>	<p>We've setup a website with information, tech tips, a curated set of learnings, resources, etc for managers and staff helping them adapt to working remotely. The focus is on both remote technology and remote management practices. We have added curated content to our LMS to support these themes.</p>	<p>We are working to be flexible during this period of uncertainty. We continue to pay our staff knowing that they are balancing home/family priorities. For hourly employees, we have them code their time as paid-homecare time. We are providing resources and pointing them to external websites where they can access resources for kids/families.</p>	<p>We have staggered shifts, additional compensations and social distancing protocols in place.</p>	<p>We have not steered into productivity measures and performance tracking. we are continuing to use our standard performance management process and sales tracking processes.</p>
	<p>We have provided online resources via e-mail and an internal website. We are also encouraging continued informal sharing of best practices at team meetings.</p>	<p>Leaders are asked to provide maximum flexibility if it doesn't impact overall productivity or safety. This includes continued pay for those unable to work.</p>	<p>We are exploring shift options per site, social distancing, asking those who can to stay home, and increased pay if there is a government or company leadership mandate to close the site, while some must continue to report.</p>	<p>We ask employees to maintain standard hours, be available via phone, text, instant message, or e-mail, and for leaders to check in with employees to ensure everything is going well.</p>

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	We are offering a variety of web-based sessions / curated content	We are fully on work from home now, except for our distribution center. Employees in a group that must work can take PTO or any available LOA if they have childcare/school challenges	Staggered shifts where possible, social distancing	We're not doing anything particular on this. People are doing their best
	Have given some general advise/tips on remote working. The number of remote teams has grown over the years.	We allow them flexibility they need to balance working from home and supporting children.	Most non-production employees now work from home. For factories we have staggered shifts as well as the other range of measures generally recommended	No specific tracking. We remain focused as far as possible on the business objectives, just have to deliver in a different way. It is accepted that there may be some loss of productivity.
	Online classes	Set up charge code for resources impacted by school closures	All of our offices have been closed globally	Chargeability/utilization
	We have a Leading Virtual Teams course available to employees. The course is currently a web-ex and we are looking at how to adapt it to on-line. Also, we are providing tips and tools for virtual teams on our learning site.	We expanded daycare from 10 days to 25 days for 2020; this includes in-home care and reimbursement for in-home care that is "out of network". We are reviewing whether we can provide work-from-home.	Workspace distancing, temperature checks, social distancing, weekly meal allowance, free virtual doctor visits, onsite medical professionals	No change

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	Before the Crisis we had 5,000 working in " Smart Working." Now we are at 15,000 and our managers are ok managing their people remotely (3 weeks already)	This is the most complex thing—managing children and their schools and their homework and the fact that they cannot do anything but stay at home	We have decreased the % of colleagues who are working in the fields. We are checking temperatures, keeping social distancing (minimum 1 m), disinfecting after each shift the field and keeping disinfectant gel at stations, moving by stairs instead of elevators	Yes, we are tracking.
	We are currently evaluating options and curriculum around leading virtual teams, providing connectivity & technology trainings, as well as considering how to leverage our existing LMS platform for employees.	Currently we are leveraging a flexible work environment, requiring (in most locations or non-critical operations) that those who can work from home do so.	We are currently staggering shifts and also adjusting shift work for personnel where possible. We are emphasizing social distancing and also enhancing protections in common spaces, cleanings, etc. We are not yet temperature testing in the US.	We are not currently tracking individual productivity for remote workers.
	We have put together a quick tool kit to get something out quickly that covers several areas.	If you can WFH, we are telling managers and employees to figure it out and flex hours and workloads as we don't want to take on extra expense now. For hourly employees we are working through solutions but have been able to juggle hours / shifts to accommodate thus far	Yes, social distancing, bringing in food, checking in to make everyone feels valued. No to extra comp. No temperature checks.	Honestly, haven't even thought about that yet.
	We have toolkit and resources available on our digital learning platform	We are being flexible. No official position/policy yet	We are running staggered shifts; additional hygiene protocol	Not tracking differently. Remote working is not unusual across our company

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	We are preparing tools and training for leaders that will be issued via Webex and email.	We have 80hrs of back up care through a vendor. Once that is exhausted and/or the vendor is not available, a per diem cash payment will be available during the crisis period.	We have issued global best practices on social distancing and cleaning. At all our sites we are practicing staggering shifts, reworking processes to reduce contact, offering boxed lunches to grab and go. At some sites we are conducting temp checks.	We are counting on managers to track and manage performance and output.
	Sharing internal and external materials on how to work effectively remotely, and lead teams effectively remotely.	Have provided guidance to work from home and acknowledged many will have children at home with them, and that is ok	Maximum number of people in an enclosed space at once (e.g. recruitment center, training rooms at Plant sites), temperature checks at entry, social distancing	No defined process for this
	Weekly webinars for managers providing guidance/support; no specific teaching yet. Actively promoting LinkedIn Learning as a way to continue to learn & stay mentally fit. Focus on providing info & updates with tips and sharing experiences	We are providing flexibility to parents, allowing them to adjust their working hours as needed around their children's schedule so they can manage both.	Maintaining absolute minimum staffing in offices with staggered shifts as required. Focus on people who take care of building/IT/facilities. Advising social distancing protocols. Approval from manager if an individual needs to be in the office	No plans in place yet

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	Most managers are already leading a geographically dispersed team, with some employees in home office. Each manager has a dedicated HR Leader available for regular coaching. Online courses and podcasts are available on our on demand catalog as well.	We follow local laws and regulations, and any applicable workplace arrangements. Employees are invited to discuss options with their managers and, if necessary, use personal business time/vacation or permissive if eligible (policies vary by country)	Regular communications on personal hygiene, observing social distance, and not coming to work if they exhibit symptoms. Quarantine policies aligned with the guidance outlined by the CDC. Screening IF required by authorities/authorized by company	We have a performance development system in place that provides "real time" feedback. Managers are scheduling regular touch points with employees, discuss priorities, coach, and share real time insights. PD can be performed remotely by phone/Skype.
	Offering virtual classes, live and on demand. We were already doing a lot of remote working so not new for most our leaders.	Just being generally flexible and accepting that there will be a level of disruption not normally experienced with those WFH.	Driving working for home for those who can so that those in the office can properly social distance. Constant disinfection of surfaces, sanitizer dispensers everywhere. Ongoing almost daily communication on how to protect yourself and others.	Unchanged
	Our G+ communities are sharing articles and other pieces of information. This is on top of our agile leadership programs. We have also deployed technology to support continued interactions with guides on how to use the different tools.	We have committed to continue to pay our people even in circumstances where they are not able to work a full schedule or need to care for children due to school closures.	With the limited people needed to work on site, we have emphasized continued hygiene measures and staggered work and lunch shifts.	We are not tracking

Member info (anonymized in this non-member version)	Provisioning and enabling managers	Lack of childcare	Measures for onsite workers	Tracking productivity and performance of remote workers
	We are provisioning additional technology as quickly as possible, prioritized by business criticality, to associates that can work remotely. We have developed and launched training and resources on leading remote teams through our LMS.	We are providing as much flexibility as we can based on the role.	This is evolving rapidly as the environment continues to shift, but we have implemented staggered shifts and social distancing measures.	(no answer)
	We have Microsoft teams as digital solution. have been building awareness and handholding managers to get comfortable with the digital mode of communicating with the teams, peers and other during work from home. IT and HR teams have held webinars.	We have work from home for all office related staff, and if work permits work from home for others. Managers are prioritizing employee and family wellbeing on a case by case basis to maintain business continuity	We have sanitized environment, temperature checks, protective gear, social distancing and thinning the staff present by setting alternate day working.	Not yet. Managers are responsible to balance business priority along with employee wellbeing. It is early days in our major markets
	<ul style="list-style-type: none"> - Weekly People Leaders Calls - Making resources accessible - Twice daily all company emails - Online training on working remotely 3 times a day (zoom and Teams) 	Still working through, Schools have not closed yet in our largest market. For those colleagues that can work from home, we will relax policy on being primary carer. Details are TBD	<ul style="list-style-type: none"> - Staggered shifts (team A and B) with 2 weeks in the office and 2 weeks work from home - Social distancing - Turned one building into business critical only to reduce number of staff 	Utilising data analytics through Outlook and program monitoring.

SECTION B: Recruiting, Onboarding and Terminations

Survey Questions:

1. Are you continuing to onboard new employees? If so, how are doing it (i.e., I-9 requirements in the U.S., background checks, drug screens, etc.)?
2. What are you doing with internships and co-ops?
3. What is your current guidance on layoffs and terminations?

Member info (anonymized in this non-member version)	Are you continuing to onboard new employees?	Internships and co-ops?	Layoffs and terminations
	Yes, we've changed to doing this process virtually including i-9s, background checks, and onboarding.	We are developing our thinking about our currently committed internships. We won't hire new interns, but for those committed, we are thinking through what a virtual experience might look like..	None
	We are continuing to onboard those already receiving an offer for now, but we will continue to monitor for those with a start in future months.	Our plan is to continue for now via remote work options, when at all possible.	No current plans
	Yes, for employees who had accepted start dates in the short term. Virtual onboarding via zoom for critical topics; background checks are done via our web based onboarding tool; working out I-9	No change in policy at this time	Business as usual
	Yes as far as possible. No specific additional measures above our standard recruitment practices.	Continuing those where possible	Business as usual as far as possible
	(no answer)	TBD	TBD
	All onboarding is currently being done virtually	n/a	No change to our plan design at this time. No communications indicate any anticipated layoffs

Member info (anonymized in this non-member version)	Are you continuing to onboard new employees?	Internships and co-ops?	Layoffs and terminations
	We have suspended hiring. We will resume at the end of this period, but for certain the hiring budget will be less than what had been forecasted	(No answer)	No layoffs companywide during the crisis.
	On a case by case basis we are still doing professional hires. Hourly personnel is still on. In general, we have not had to change our background, drug screen, or verification as these are online processes. We are monitoring the drug screen process closely.	We remain committed to those offers that have been made.	Evaluating as structurally necessary at this point- considering all other avenues first.
	Yes. We are slogging through it. I have an FAQ I can share about i-9s.	That's a mix. It depends on the work. We are trying to honor prior commitments and in some countries we must by law.	As a company, we are committed to doing everything we can to support our employees, our customers, and our partners through this situation. We will do our very best as a company to take prudent steps to protect the business and our shareholders.
	Still on-boarding. No new actions or requirements	No action has been taken to pause or cancel	n/a
	We are still onboarding and have instituted remote i-9 verification	We are honoring the commitments and utilizing remote working to onboard and manage performance	None at this time
	Defined virtual onboarding process (including i-9) and have begun executing	No decision yet, but exploring the possibility of delaying or creating a virtual experience	No actions taken in this space yet
	Yes; Facilities teams are supporting those who are joining and managers are going ahead with onboarding as usual but using conference call tools like Skype/Teams etc. for initial video meetings	n/a.	No layoffs currently expected at this time due to the virus

Member info (anonymized in this non-member version)	Are you continuing to onboard new employees?	Internships and co-ops?	Layoffs and terminations
	Yes. We are actively monitoring the evolving list of delays due to temporary court or lab closure. Start dates can be delayed. The I-g process remains unchanged. Established government guidelines are followed even if a hire has to work remote.	No companywide decisions made on internships and co-ops at this time	Currently standard policies, guidelines and benefits remain in place for layoffs and terminations
	Yes, where critical and virtually. IT equipment and other materials being shipped to individuals' homes.	On pause where feasible	We are monitoring the situation closely and liaising with business leaders to align on approach. Performance related measures including exits, where appropriate, are continuing.
	(no answer)	We have temporarily postponed our summer internships and will revisit at a later date	(no answer)
	Early days in India. For employees who were expected to join, during the lockdown, we shall get them to join remotely and stay in their home location. the payroll and joining formalities will begin. Maybe not the work.	Summer is on us and internships were to begin April 1st week. We will enable the students to do field work remotely, digitally.	There are to be no layoffs or terminations during the pandemic. that is the government advice too.
	Recruitment freeze in place but for those that have been offered roles, trying to push out onboarding and keep limited team onsite to onboard	n/a	Still working through this at this time

SECTION C: General Wellbeing & Compensation

Survey Questions:

1. How are you helping associates with the wellbeing challenges that accompany the life disruptions caused by COVID-19?
2. What are your plans in the event of further disruptions to mobility like public transit closing?
3. What are you doing regarding equity plans, grants and incentive plans given the current economic disruptions?

Member info (anonymized in this non-member version)	Helping employees with wellbeing challenges	Further disruptions, like the closing of public transit	Equity and incentive pay
	Websites, resources, flexibility, managers' support, etc.	(no answer)	No changes yet
	We are providing resources via e-mail and an internal website, as well as requesting leaders and employees to check in at least once daily.	To be handled on a country by country basis	We have discussed with our compensation committee but have not yet made adjustments to targets or plans.
	Heavy marketing of our EAP and all the offerings of our health plans. Leaders are checking in regularly.	n/a	Too early to say
	Information guidance, regular team communications, Company-wide communications from management. Line management expected to play their role to support and re-assure.	Work from Home as far as possible. Open question for production.	Currently no actions. Targets stay in place. Actual performance will be reviewed during the course of the year.
	(no answer)	n/a—all offices are closed	TBD
	Medical professionals onsite; large global Webex meetings with a doctor on the virus; lots of high touch and lists of what we are doing for them	If roads close then we will provide hotel rooms close to offices; meal/laundry allowances for folks in hotels	Starting to review options including additional grants, metrics, outstanding long-term performance unit considerations, pulling "all employee" annual bonuses forward, etc.

Member info (anonymized in this non-member version)	Helping employees with wellbeing challenges	Further disruptions, like the closing of public transit	Equity and incentive pay
	(no answer)	We are already here in Italy and we are still operating	At the moment, no changes
	Emphasizing communication and leveraging our EAP programs.	(no answer)	We have not yet adjusted plans
	We are putting out quick tips	Most sites we have open and people we have working in remote locations commute by car	Nothing
	Flexibility left up to managers. Wellbeing resources available virtually	n/a	No position yet taken
	EAP providing tips on learning to handle stress	None at this time	We are revisiting incentives and goals but no changes have been made at this time
	Health & Wellness workstream providing information and guidance to employee population daily	Direction to all employees that can work from home that they must work from home	Not aware of any actions in this space yet.
	Comms & HR developing initiatives/sharing info to help colleagues settle into new routine – tips and tricks, setting up at home, how to structure a routine at home. Using internal engagement platforms - for virtual coffee/social check-ins	Everyone is required to work from home, except a very small group of employees who are ensuring the maintenance of the building / assets in office - so no additional plans at present; but maintaining watching brief	Cash-based plans only. No plans currently to deal with 2019/20 year. Will be reviewing performance measures for 2020/21 (started 1 March)

Member info (anonymized in this non-member version)	Helping employees with wellbeing challenges	Further disruptions, like the closing of public transit	Equity and incentive pay
	Leaders and HR leaders stay connected with associates across the globe. We check on them and keep them informed. We also provide them with different resources: benefits info, Health Coach hotline, "Live and Work Well" links etc.	We have no official plan to share at this time, we have a Crisis Management Team focused on addressing critical issues related to Coronavirus. The team is monitoring information received by medical experts and government and will plan accordingly.	At this time, no companywide action relative to the current economic disruptions has been taken
	We have a taskforce in place to address this topic	We do not have a situation like this at this time especially with the lockdowns that are happening across the world and the majority of our people working from home.	We continue to provide these elements of compensation
	(no answer)	(no answer)	We are still determining
	Guidelines for work from home, self-quarantine, medical leave, no travel, seek medical assistance etc provided. Expect employees and managers to stay in touch digitally. Employee assistance programs, informal communications are active.	We have been locked down effective March 21st for 10 days, to thin the crowds on public transport. Today is day long curfew. Offices are closed, WFH enabled. Plants working with skeletal staff.	We have the questions but no answers yet. Over the next 3-4 weeks, we will be able to assess the economic impact and outlook that needs to be factored into the decision making. Our cycle is July to June.
	Have a third-party source for people to call any time of the day that have onsite psychologists to speak with colleagues	Still working through at transit is still open.	n/a