NAVIGATING COVID-19

RETURNING TO THE WORKPLACE

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BETTER WORKPLACES
BETTER WORLD™

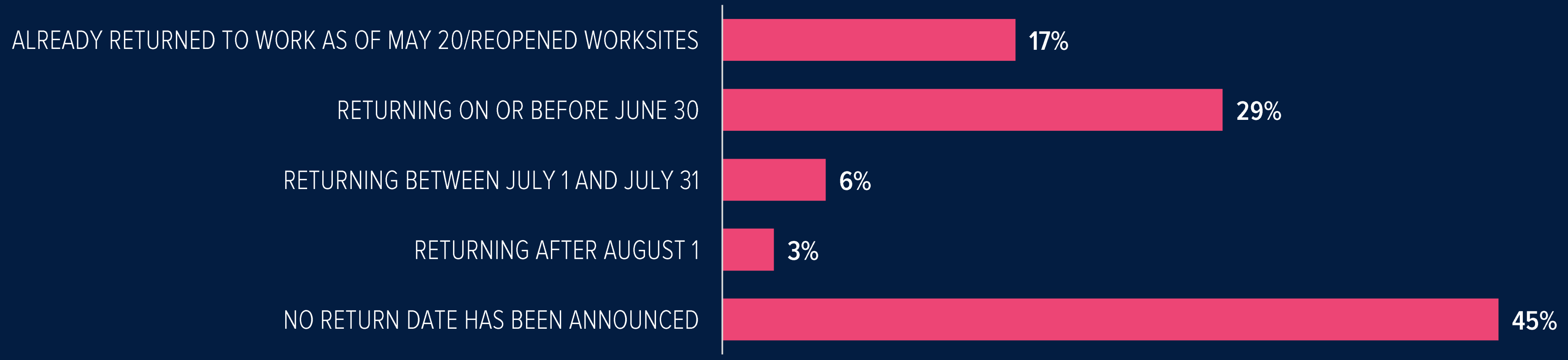
SHRM COVID 19 RESEARCH: WHEN WILL WORKERS RETURN?

OVER HALF

OF ORGANIZATIONS PLAN TO RETURN TO WORK BY THE END OF JULY (53%)

NEARLY 1 IN 5

HAVE ALREADY REOPENED OR NEVER CLOSED PHYSICAL WORKSITES (17%)



45% OF ORGANIZATIONS

HAVE NOT ANNOUNCED A RETURN TO WORKSITE DATE

ORGANIZATION SIZE DIFFERENCES

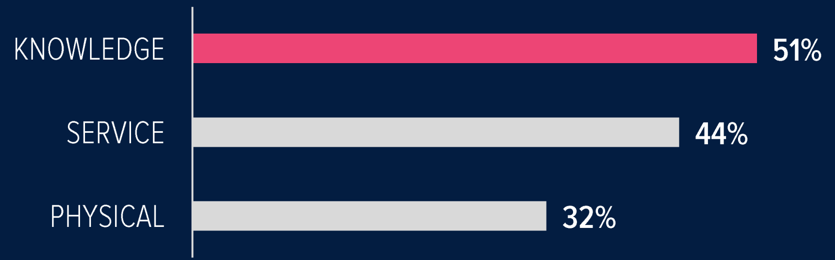
LARGE ORGANIZATIONS (500+ EMPLOYEES) ARE LEAST LIKELY TO HAVE ANNOUNCED A RETURN DATE:

52%

OF LARGE ORGS HAVE NOT ANNOUNCED, COMPARED TO 44% OF SMALL (1-99) AND 41% OF MEDIUM ORGANIZATIONS (100-499)

INDUSTRY DIFFERENCES

KNOWLEDGE INDUSTRY ORGANIZATIONS ARE LEAST LIKELY TO HAVE ANNOUNCED A RETURN TO WORKSITE DATE:



PHYSICAL INDUSTRIES ARE OVER TWICE AS LIKELY AS OTHERS TO HAVE ALREADY RETURNED (35%)

FOR ORGANIZATIONS WITH A SET RETURN TO WORKSITE DATE:

39% WILL IMPLEMENT A *PHASED* RETURN STRATEGY (E.G., CRITICAL TEAMS RETURN FIRST)

19% WILL IMPLEMENT AN *ALTERNATING* RETURN STRATEGY

11% WILL RETURN *ALL* EMPLOYEES WORKING FROM HOME TO IN-PERSON, FULL-TIME WORK IMMEDIATELY

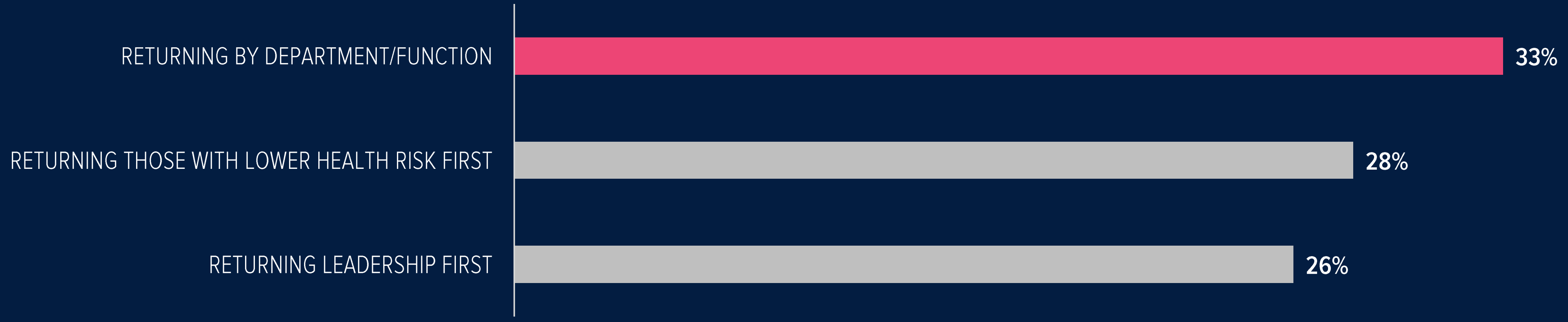
11% WILL RETURN *SOME* EMPLOYEES TO THE WORKSITE WHILE OTHERS WILL WORK REMOTE INDEFINITELY

10% WILL ALLOW EMPLOYEES TO *CHOOSE* WHETHER THEY PREFER TO WORK FROM HOME, OR WILL DETERMINE CASE-BY-CASE

INDUSTRY DIFFERENCES

PHYSICAL INDUSTRY ORGANIZATIONS ARE ABOUT TWICE AS LIKELY TO USE ALTERNATING RETURN STRATEGIES (28%), COMPARED TO SERVICE OR KNOWLEDGE INDUSTRY ORGANIZATIONS

AMONG ORGANIZATIONS IMPLEMENTING PHASED RETURN TO WORK STRATEGIES, PHASING BASED ON DEPARTMENT/FUNCTION IS MOST COMMON



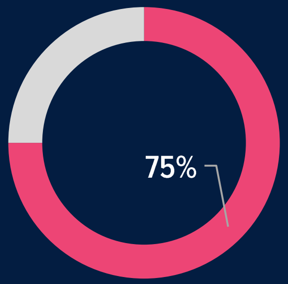
68% OF ORGANIZATIONS REPORT THEY *PROBABLY* OR *DEFINITELY* WILL ADOPT BROADER OR MORE FLEXIBLE WORK FROM HOME POLICIES FOR ALL WORKERS

ORGANIZATION SIZE DIFFERENCES

73% OF LARGE (500+) ORGS WILL OFFER GREATER WORK FROM HOME POLICIES

TWO-THIRDS OF SMALL (1-99) ORGS SAY THE SAME

INDUSTRY DIFFERENCES



KNOWLEDGE INDUSTRY ORGANIZATIONS ARE MOST LIKELY TO PLAN TO ADOPT BROADER WORK FROM HOME, VERSUS 63% OF SERVICE AND PHYSICAL ORGS.

OVER 1 IN 4 ORGANIZATIONS

WILL PROBABLY OR DEFINITELY ALLOW WORKERS:

- WHO DID NOT PREVIOUSLY WORK REMOTELY TO DO SO PERMANENTLY (26%)
- TO WORK FROM HOME FULL-TIME THROUGH THE REST OF 2020 (29%)

A MAJORITY OF ORGANIZATIONS ARE IMPLEMENTING CHANGES TO MAKE SOCIAL DISTANCING BETWEEN WORKERS MORE FEASIBLE, INCLUDING:

85% ENFORCING SPACED SEATING IN COMMON AREAS

83% REDUCING AVAILABLE SEATING IN COMMON AREAS

83% SETTING LIMITS ON THE NUMBER OF EMPLOYEES IN COMMON AREAS

- SPACING WORKSTATIONS FURTHER APART (79%)
- REMOVING/REDUCING SHARED WORKSPACES (78%)

- ADDING FLOOR MARKERS OR PHYSICAL BARRIERS (71%)
- ADDING PARTITIONS BETWEEN WORKERS AND/OR CUSTOMERS (69%)

OTHER CHANGES ORGANIZATIONS ARE MAKING:

OVER 3 IN 4

ARE ADDING OR CONSIDERING IMPLEMENTING NEW ‘CONTACTLESS’ PROCEDURES (77%)

OVER 2 IN 3

ARE ADDING OR CONSIDERING ADDITIONAL TOUCHLESS FIXTURES AT THEIR WORKSITE (68%)

89%

OF ORGANIZATIONS HAVE OR ARE CONSIDERING REQUIRING EMPLOYEES TO WASH HANDS OR USE HAND SANITIZER WHEN ENTERING WORK LOCATIONS, OR WHEN GOING TO/FROM BREAKS

ORGANIZATIONS ARE ALSO MAKING CHANGES TO ADDRESS THE NUMBER OF PEOPLE ON-SITE AT ONCE

81%

LIMITING THE NUMBER OF ON-SITE *WORKERS*

75%

STAGGERING START, STOP AND BREAK TIMES OF WORKERS

78%

REDUCING THE NUMBER OF ON-SITE *CUSTOMERS*

HEALTH AND SAFETY MEASURES BEING IMPLEMENTED OR CONSIDERED BY ORGANIZATIONS INCLUDE:

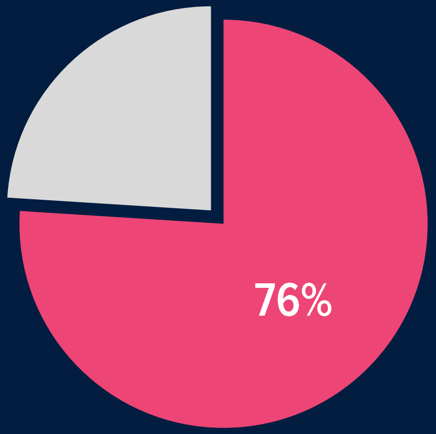
OF ORGANIZATIONS REQUIRING PPE, 80% **ARE PROVIDING AND PAYING FOR IT**

16% ARE UNSURE ABOUT HOW THEY'LL DEAL WITH IT, AND 3% ARE MAKING EMPLOYEES PAY

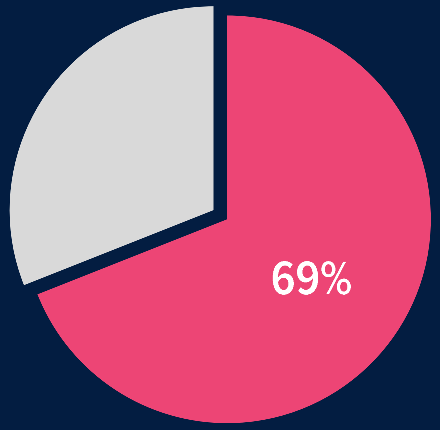
SHRM COVID 19 RESEARCH: ADDITIONAL SAFETY MEASURES

OVER 3 IN 5 ORGANIZATIONS HAVE IMPLEMENTED OR ARE CONSIDERING ADDITIONAL SAFETY MEASURES FOR HIGH-RISK POPULATIONS:

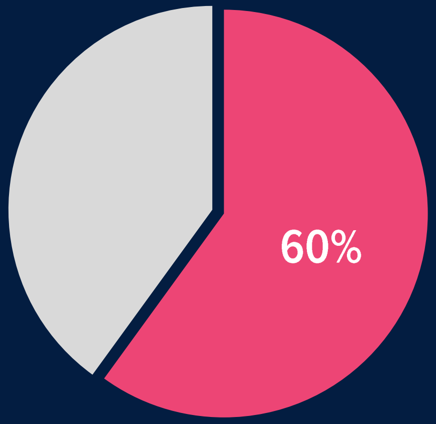
HIGHER-RISK EMPLOYEES (E.G., THOSE WITH CERTAIN HEALTH CONDITIONS)



EMPLOYEES LIVING WITH A HIGHER-RISK INDIVIDUAL (E.G., FAMILY MEMBER OR ROOMMATE)



EMPLOYEES LIVING WITH A FRONTLINE WORKER (E.G., HEALTHCARE WORKERS)



- OUR ORGANIZATION IS IMPLEMENTING OR CONSIDERING ADDITIONAL SAFETY MEASURES FOR THIS POPULATION
- OUR ORGANIZATION IS NOT CONSIDERING ADDITIONAL SAFETY MEASURES FOR THIS POPULATION

ONLY ABOUT HALF OF ORGANIZATIONS

ARE CONSIDERING OR IMPLEMENTING ADDITIONAL SAFETY MEASURES FOR EMPLOYEES THAT HAVE RECOVERED FROM COVID-19 (49%) OR LIVE WITH SOMEONE THAT HAS RECOVERED (52%)

ONLY 38% OF ORGANIZATIONS

ARE CONSIDERING OR IMPLEMENTING ADDITIONAL SAFETY MEASURES FOR EMPLOYEES THAT USE PUBLIC TRASPORT

2 IN 5 ORGANIZATIONS

THAT HAVE ALREADY RETURNED TO WORK OR THAT DIDN'T CLOSE HAVE A DEDICATED PLAN FOR EMPLOYEES WITH CHILDCARE RESPONSIBILITIES (42%)

24% OF ORGANIZATIONS *WITHOUT* A SET RETURN TO WORK DATE HAVE A CHILDCARE PLAN

32% OF ORGANIZATIONS *WITH A SET RETURN TO WORK DATE* HAVE A CHILDCARE PLAN

INDUSTRY IMPACTS ORGANIZATIONAL PLANS FOR CHILDCARE

OVER 7 IN 10

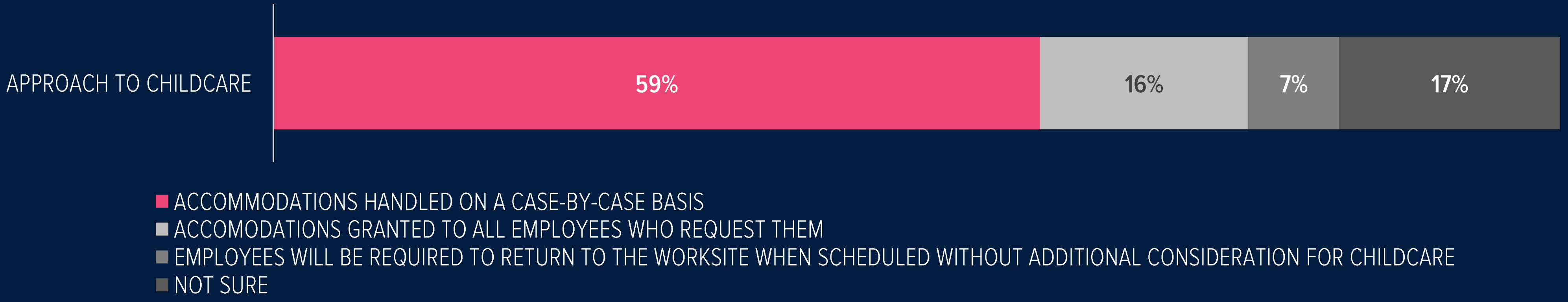
KNOWLEDGE INDUSTRY ORGANIZATIONS HAVE OR PLAN TO CREATE A WORKSITE PLAN AROUND CHILDCARE (71%)

OVER 1 IN 4

PHYSICAL INDUSTRY ORGANIZATIONS ARE ***NOT*** GOING TO INCLUDE CHILDCARE IN RETURN TO WORK PLANS (28%)

NEARLY 6 IN 10

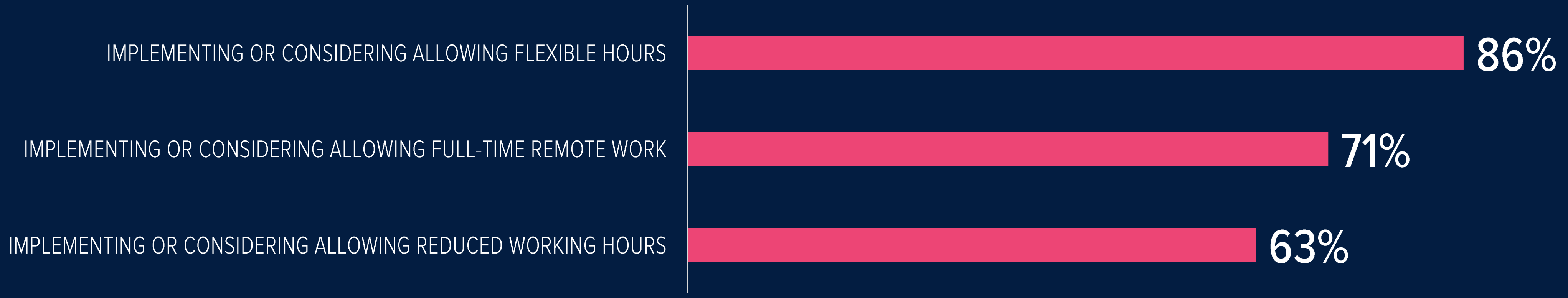
ORGANIZATIONS PLAN TO HANDLE CHILDCARE ACCOMMODATION REQUESTS ON A CASE-BY-CASE BASIS (59%) – 7% WILL NOT GRANT ANY ACCOMMODATIONS



ORGANIZATION SIZE DIFFERENCES

SMALL ORGANIZATIONS (1-99) ARE MORE THAN TWICE AS LIKELY AS LARGE ORGANIZATIONS (500+) TO PLAN TO OFFER CHILDCARE ACCOMMODATIONS TO ALL EMPLOYEES WHO REQUEST THEM– 22% VERSUS 9%

ORGANIZATIONS ARE MAINLY RESPONDING TO CHILDCARE ACCOMMODATION NEEDS WITH FLEXIBILITY-RELATED STRATEGIES



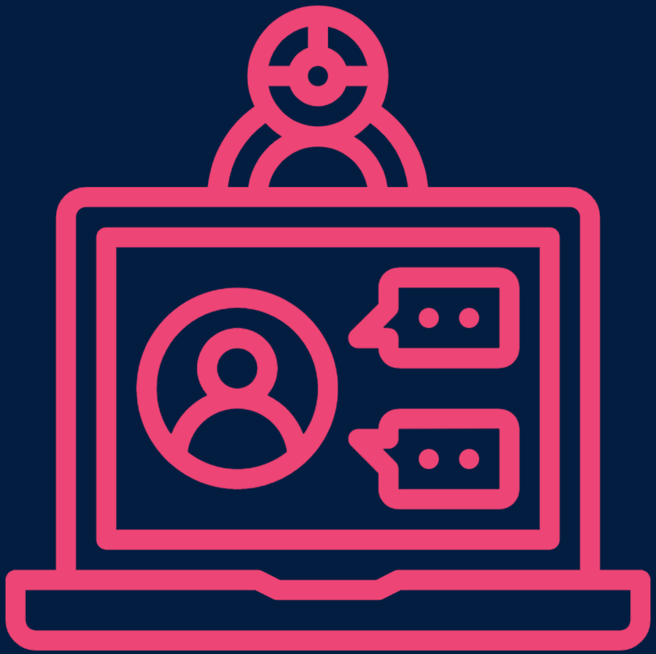
ACCOMMODATIONS WITH DIRECT COSTS ARE MUCH LESS COMMON: ONLY 9% OF ORGANIZATIONS ARE CONSIDERING OR PROVIDING SUBSIDIES TO PARENTS TO AFFORD CHILDCARE, ONLY 7% ARE CONSIDERING OR PROVIDING ON-SITE CHILDCARE SERVICES

1 IN 10

ORGANIZATIONS PLAN TO KEEP NEW CHILDCARE POLICIES INDEFINITELY

46%

OF ORGANIZATIONS SAY CHILDCARE POLICIES WILL BE ADJUSTED TO ACCOMMODATE EMPLOYEES RETURNING TO THE WORKSITE, BUT WILL EVENTUALLY RETURN TO PRE-COVID-19 POLICIES



65% OF ORGANIZATIONS

PLAN TO USE VIDEO INTERVIEWS MORE OFTEN OR MUCH MORE OFTEN IN FUTURE

53% PLAN TO USE IN-PERSON INTERVIEWS LESS OFTEN OR MUCH LESS OFTEN DURING THE PANDEMIC AND BEYOND

OVER 1 IN 3

ORGANIZATIONS ARE MORE WILLING TO CONSIDER EMPLOYING FULLY REMOTE WORKERS GOING FORWARD, COMPARED TO PRIOR TO COVID-19

27%

OF ORGANIZATIONS ARE REVIEWING OPEN POSITIONS TO DETERMINE IF THEY CAN BE COMPLETED REMOTELY

22%

OF ORGANIZATIONS ARE MODIFYING POSITIONS TO BE COMPLETED REMOTELY

90% OF HR PROFESSIONALS

REPORT THAT THEY ARE *NO MORE OR LESS LIKELY* TO HIRE FROM ALTERNATIVE TALENT POOLS AS A RESPONSE TO COVID-19

9% OF ORGANIZATIONS ARE MORE LIKELY TO HIRE VETERANS THAN BEFORE

8% OF ORGANIZATIONS ARE MORE LIKELY TO HIRE OLDER WORKERS THAN BEFORE

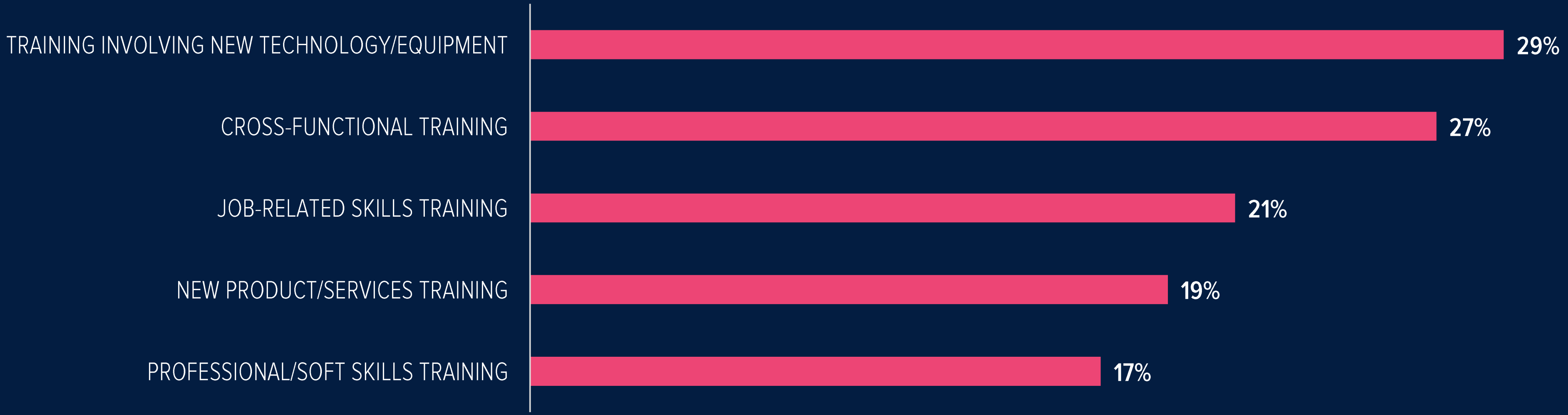
5% OF ORGANIZATIONS ARE MORE LIKELY TO HIRE INDIVIDUALS WITH DISABILITIES THAN BEFORE

3% OF ORGANIZATIONS ARE MORE LIKELY TO HIRE WORKERS ON TEMPORARY VISAS THAN BEFORE

68% OF ORGANIZATIONS HAVE SUSTAINED FUNDS IN THEIR BUDGET ASSOCIATED WITH UPSKILLING/RESKILLING THROUGHOUT COVID-19

6% HAVE INCREASED FUNDS, 25% HAVE DECREASED FUNDS

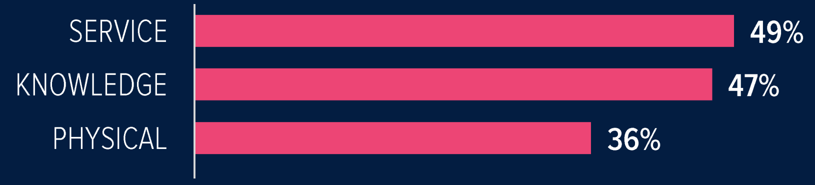
TYPES OF TRAINING AND DEVELOPMENT ORGANIZATIONS HAVE INCREASED



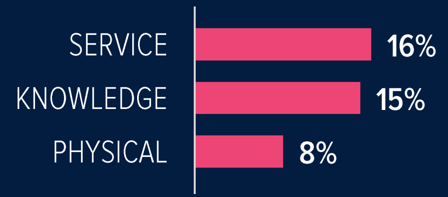
SERVICE & KNOWLEDGE

INDUSTRY ORGANIZATIONS ARE THE MOST LIKELY TO OFFER ADDITIONAL UPSKILLING/RESOURCES TO DIFFERENT GROUPS

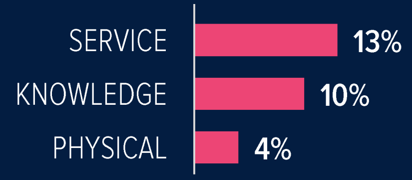
UPSKILLING/RESKILLING FOR ACTIVE EMPLOYEES



UPSKILLING/RESKILLING FOR FURLOUGHED EMPLOYEES



UPSKILLING/RESKILLING FOR LAID-OFF EMPLOYEES



12%

OF ORGANIZATIONS REPORT THEIR SEVERANCE PACKAGES ARE MORE GENEROUS THAN PRIOR TO COVID-19

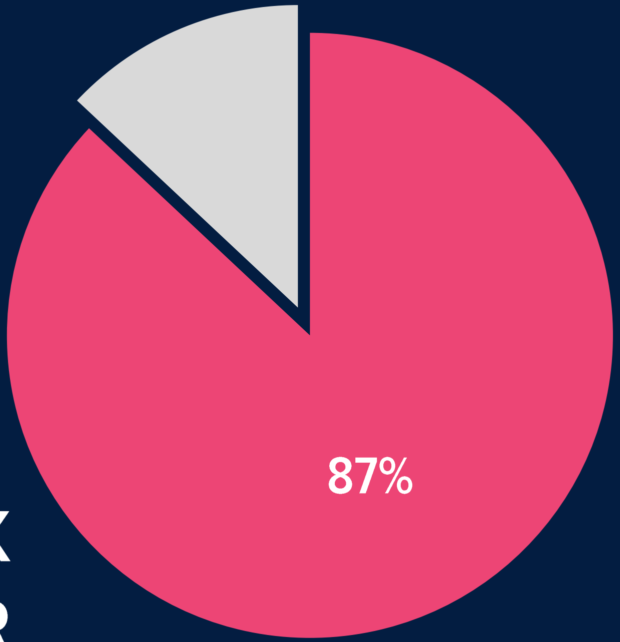
7% REPORT SEVERANCE PACKAGES ARE NOW LESS GENEROUS

INDUSTRY DIFFERENCES

INCREASES TO SEVERANCE PACKAGES WERE GENERALLY CONSISTENT ACROSS INDUSTRIES:

14%	KNOWLEDGE INDUSTRY
11%	SERVICE INDUSTRY
11%	PHYSICAL INDUSTRY

OVER 4 IN 5



HR PROFESSIONALS REPORT THEIR WORK HAS BEEN ESPECIALLY CRUCIAL TO THEIR ORGANIZATION SINCE THE PANDEMIC BEGAN

68%

OF HR PROFESSIONALS REPORT THAT LEADERS HAVE RELIED MORE ON HR FOR SUCCESS SINCE THE PANDEMIC BEGAN

82%

OF HR PROFESSIONALS FEEL THAT THEIR SENIOR LEADERS HAVE MADE APPROPRIATE BUSINESS DECISIONS DURING THE PANDEMIC

79%

OF HR PROFESSIONALS TRUST THEIR SENIOR LEADERS TO MAKE THE RIGHT DECISIONS DURING RECOVERY

OVER HALF

OF HR PROFESSIONALS FEEL THEIR WORK IS MORE APPRECIATED THAN BEFORE THE PANDEMIC (51%)– ONLY 13% FEEL LESS APPRECIATED

*For the purposes of this analysis, the 14-industry standard demographic list was condensed into four categories based on the **type of work done by the majority of workers** in that industry.*

Service-type Industries:

- Accommodation or food service *(such as hotels or other travel accommodations, restaurants and other food services, or drinking places)*
- Health care *(such as doctors' offices, dentists, optometrists, home health care services, hospitals, social services, or nursing care facilities)*
- Retail trade *(such as auto dealers, household or electronics stores, grocery stores, clothing stores, etc.)*
- Other services *(such as auto repair, electronics repair, barber shops and beauty salons, dry cleaning, funeral homes, or working in private homes)*
- Education *(such as K-12 teachers or administrators, colleges or universities, or business or trade schools)*

Knowledge-type Industries:

- Finance, insurance or real estate *(such as banking, financial investing, insurance companies, real estate agents, or other goods and equipment rental)*
- Government, public administration or military *(such as state, local or national government, justice and safety activities, national security, or military)*
- Administrative support services *(such as business support, travel arrangements, security services, landscaping, or waste management)*
- Professional, scientific, or technical services *(such as legal, accounting, computer systems, advertising, or scientific research services)*

Physical-type Industries:

- Construction
- Manufacturing
- Wholesale trade *(such as the wholesale trade or sale of vehicle parts and supplies, furniture and construction materials, plumbing and heating equipment, clothing or food and beverage supplies)*
- Transportation and warehousing *(such as airline, trucking, bus or metro, taxis, couriers or messengers, or warehousing and storage)*

This survey was fielded electronically to a random sample of SHRM members from May 13 through May 20, 2020. 1087 HR professionals responded to the survey in full or in-part. Academicians, students, consultants, self-employed, retired and HR professionals who were furloughed or laid off were excluded from the sample. Respondents represented organizations of all sizes from 2 to 25,000+ employees across the U.S. in a wide variety of industries.