SURVEY RESULTS
Workforce Policies in Times of Crises
About i4cp

i4cp is a research firm that discovers next practices in human capital. Our member organizations rely on i4cp to ensure that their efforts will make the greatest impact on the business today and in the future. Through superior research, peer collaboration, tools, and data, we provide insights that help organizations better anticipate, adapt, and act in a constantly changing business environment.

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About this report

This report provides preliminary results from our recent study. More complete results, including charts, market performance breakdown and other analysis, are made available exclusively to i4cp corporate members.

In this survey, multiple questions used the well-accepted 1-5 Likert-type scale, with a 1 rating generally designated as “not at all” and a 5 rating as “a very high extent.” Mean scores are the average of those ratings.

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Survey Responses

1. What is your organization’s current policy on employees continuing to work remotely vs. returning to the office?

- **It is indefinite for now—we are in a holding pattern but haven’t announced a specific date**
  - 29.9%

- **We have announced that we are allowing employees to work remotely through the end of 2020**
  - 21.5%

- **Employees may return to the office now voluntarily, but it is not mandatory**
  - 19.6%

- **We have asked employees to return to the office based on local and state guidance**
  - 13.1%

- **We have announced that we are allowing employees to work remotely through Q1 of 2021**
  - 10.3%

- **Many employees have already returned to the office**
  - 2.8%

- **Don't know**
  - 1.9%

- **Other (please specify)**
  - 0.9%

n = 107
2. To what extent is the recent increase in COVID-19 cases across the U.S. affecting your organization’s timeline / decisions on working remotely vs. returning to the office?

- We are rethinking our approach but haven’t announced anything: 34.6%
- It hasn’t had any effect on our timeline or decisions: 26.9%
- We’ve already announced a new approach as a result of increases: 20.2%
- Other (please specify): 15.4%
- Don’t know: 2.9%

n = 104
3. How engaged has your current CFO (or comparable role, such as chief administrative officer) been in decisions about health benefits (copays and deductibles, company v. employee contribution levels, plan design, administration, choice of benefits consultants, etc.)?

- We conduct an investigation and based on the outcome may take action ranging from termination to suspension, required education, etc. (51.0%)
- We currently have no policy that addresses this (23.1%)
- Zero tolerance – employees who express or endorse (i.e., liking/sharing) such views are terminated (11.5%)
- Other (please specify) (7.7%)
- It’s inconsistent—how we respond is all over the place (6.7%)

n = 104
4. Have you noted any of the following changes in your organization that you attribute to the current crisis-driven environment (e.g., COVID19 pandemic, work from home, ongoing social unrest, uncertainty)? (check all that apply)

<table>
<thead>
<tr>
<th>Change</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>What we seek to develop among leaders (e.g., skills, attributes,</td>
<td>49.0%</td>
</tr>
<tr>
<td>capabilities, mindset) is changing</td>
<td></td>
</tr>
<tr>
<td>Our leaders are more effective in a virtual environment</td>
<td>36.5%</td>
</tr>
<tr>
<td>New leaders are emerging</td>
<td>36.5%</td>
</tr>
<tr>
<td>How quickly we deal with leaders who don’t consistently reflect our</td>
<td>21.2%</td>
</tr>
<tr>
<td>organizational values is changing</td>
<td></td>
</tr>
<tr>
<td>How we select people for leadership development is changing</td>
<td>15.4%</td>
</tr>
<tr>
<td>Other (please specify)</td>
<td>13.5%</td>
</tr>
<tr>
<td>Our leaders are less effective in a virtual environment</td>
<td>12.5%</td>
</tr>
</tbody>
</table>

n = 104
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