



# COVID-19 Human Resources Policy Survey



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## Introduction

The COVID-19 Human Resources Policy Survey collected data from organizations across the United States to gauge their reactions to the spread of the virus as a workforce issue. This report focuses on human resources (HR) policies related to the outbreak, and includes topics such as planning, working arrangements, salary continuation and time off.

Conducted from March 3 to March 8, 2020, the survey was released during the second week of the month. Over 400 organizations provided data, and represent all types of industries.

Gallagher thanks all participating organizations for their contributions. Please contact us with any questions.

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## Survey Findings Preview

This report on the HR response to COVID-19 observes a point in time during a rapidly evolving situation. While continued monitoring and vigilance are required under these unique business and human circumstances, it provides a valuable baseline as of early March 2020.

As expected, the survey found that levels of HR preparedness for this novel coronavirus varied across a continuum. Separate findings from healthcare and non-healthcare respondents are included, given strong participation from the healthcare industry and an inherent contrast in preparedness.

A comparison of healthcare and other industries reveals key findings that are not surprising, considering the distinctions that exist. Data shows that healthcare organizations are more likely to have full or partial emergency plans in place, backed by a communication strategy. Conversely, they're less likely to provide full wage continuation if an employee is involuntarily unable to work, and have a greater tendency to require the use of personal time off.

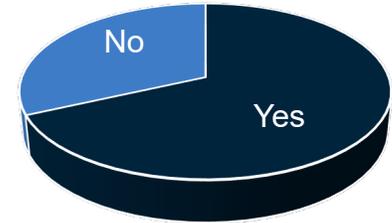
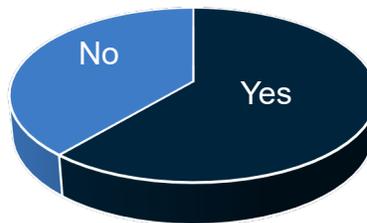
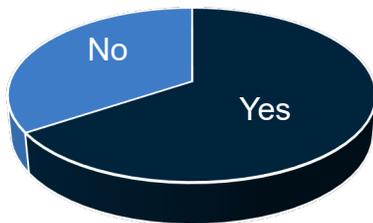
Finally, healthcare organizations are more likely to utilize contract workers and additional pay (also known as premium pay in healthcare) to help ensure that necessary staffing levels are maintained.

For additional commentary regarding pandemic preparedness, please visit [ajg.com](https://www.ajg.com/pandemic) at <https://www.ajg.com/pandemic>.

## HR-related emergency planning around COVID-19.

Stage of planning	All participants	Healthcare	Non-healthcare
Have a comprehensive plan in place	13%	24%	8%
Have a partial plan, but still developing some aspects as the situation evolves	50%	59%	45%
Developing a plan	22%	15%	25%
Do not have a plan and are not developing one at this time	15%	2%	22%

Percentage of organizations that are modifying policies to allow employees who do not normally telecommute to work from home if feasible.

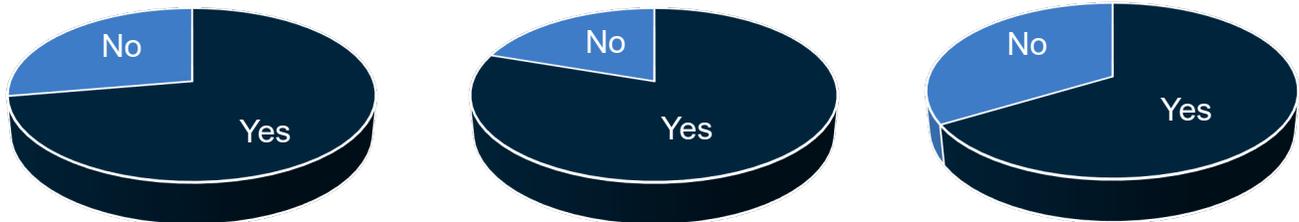


All participants	Healthcare	Non-healthcare
66%	61%	68%

If an employee can't telecommute and is involuntarily unable to report to work, will they be eligible for full wage continuation?

Full wage continuation?	All participants	Healthcare	Non-healthcare
Yes	45%	34%	51%
No	55%	66%	49%

Percentage of organizations that will require employees to use PTO if they are not eligible for full wage continuation.

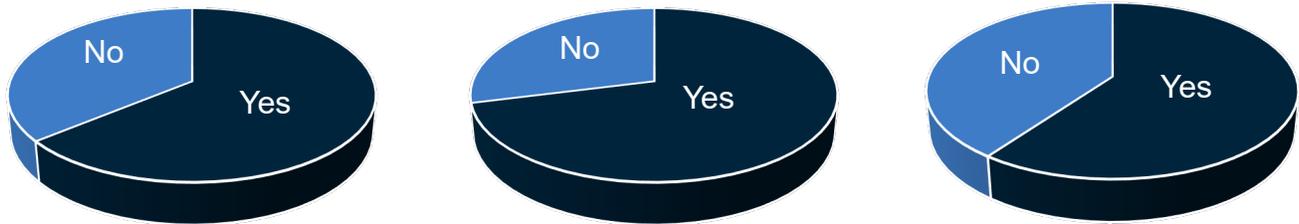


All participants	Healthcare	Non-healthcare
72%	80%	66%

Compensation policy for employees who can't report to work due to symptoms that align with COVID-19.

Stage of planning	All participants	Healthcare	Non-healthcare
Paid for the duration of illness regardless of sick leave or PTO balance	15%	12%	17%
Paid for the duration of illness using sick leave or PTO balance, supplemented by advance of additional sick/vacation	22%	19%	24%
Paid for the duration of illness using sick leave or PTO balance, supplemented by donations of leave from other employees	11%	19%	7%
Paid for the balance of sick leave or PTO only with remaining time unpaid	48%	49%	47%
Do not currently offer paid sick leave, and any absence will be unpaid	3%	1%	5%

Percentage of organizations that offer additional pay for healthy workers who pick up additional shifts, responsibilities and/or fill in for workers who are not able to report to work.

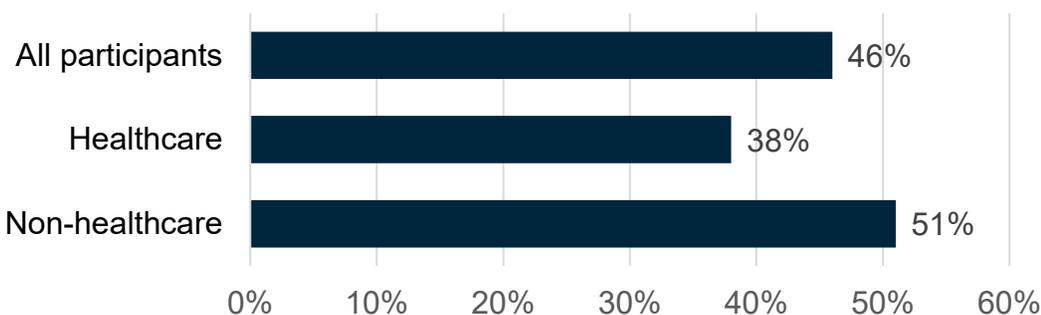


All participants	Healthcare	Non-healthcare
64%	71%	60%

Components of current COVID-19 HR-related emergency plans.

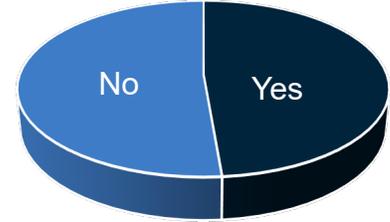
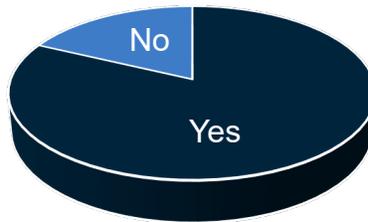
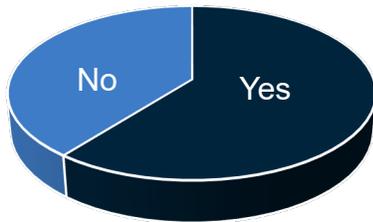
Emergency plan components	All participants	Healthcare	Non-healthcare
Guidelines for domestic travel	42%	47%	39%
Guidelines for international travel	53%	56%	51%
Flexible work hours or staggered shifts	70%	64%	73%
Use of contractors to maintain business operations	26%	35%	20%

Percentage of organizations that would consider modifying attendance or compensation policies for employees who refuse to come to work over their perceived exposure risk to COVID-19.





Percentage of organizations that have developed a communication strategy related to COVID-19.



All participants	Healthcare	Non-healthcare
61%	82%	49%



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