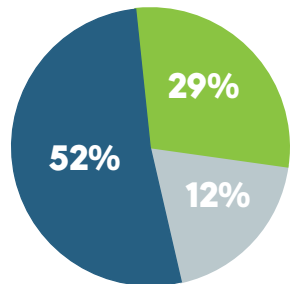


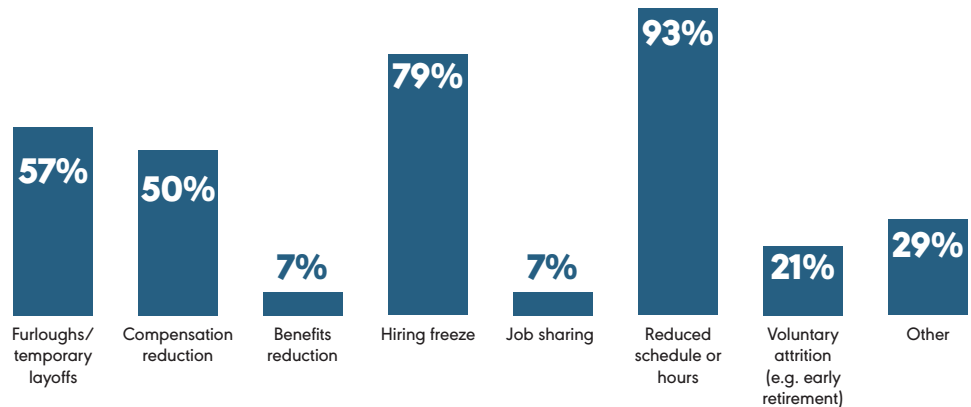
# COVID-19 BEST PRACTICES: Furloughs and Alternatives to Layoffs/RIFs

Is your organization considering furloughs or other alternatives to layoffs/RIFs?



- Yes, we have already furloughed employees/implemented other options.
- We are considering furloughs and/or other alternatives.
- No, we are not considering furloughs and/or other alternatives.

What specific options are you using/considering?



## ADDITIONAL DETAILS

### About that Bonus...

*"We've made the decision not to provide incentive compensation (bonuses) to employees this year. We're considering other measures to reduce compensation costs, but at the moment are still planning salary increases (raises)."*

### Shifting Responsibilities.

*"Redeployment - reassigning employees to other departments with staffing needs."*

*"We have redeployed approximately 12% of our team members from areas currently experiencing significantly low volumes. They are placed in a pool and will receive 100% of their pay through late May. We've created a department that matches their skills with areas where we are significantly over volume. The team member receives a phone call about a match, has 30 minutes to consider it, and let us know. If they turn down two matches or don't respond twice, they no longer receive guaranteed 100% of pay, and will also need to use PTO for payment."*

*"We've done both full and part-time furloughs and have also restructured the organization and consolidated layers of management, resulting in some reductions in force."*

*"Given our industry, some areas are very slow right now and others are busy handling increased*

workloads in connection to COVID-19 activity. We have leveraged strategic workforce planning to identify areas where we can loan resources from slow areas to support the needs of busy areas. In some cases, our vendors have not been able to deliver on services due to COVID-19 challenges so we are looking at potentially placing employees in these jobs on a temp basis (but could become perm as things evolve). In addition, we're looking at longer term redeployment as a way to reduce negative impacts where possible. If we still need to go down the path of furlough or job elimination, we will do our best to hold off until Q3 as we do not want to act too quickly or negatively impact people unless we have to."

**Reduced salaries and/or benefits.**

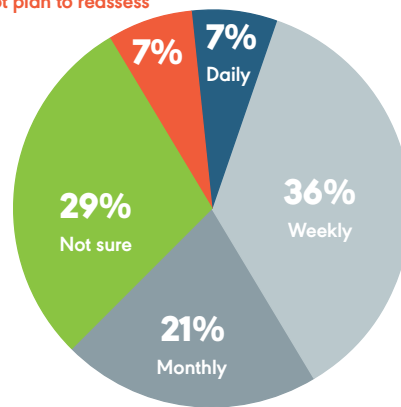
"We implemented a salary reduction for anyone making \$75,000 or more and have suspended the company match to the 401k temporarily."

**Special leave programs.**

"For colleagues who can't work from home due to health reasons that may not qualify for STD we have a special medical leave and for those who can't work from home for other reasons we are allowing unpaid personal leave, so they qualify for unemployment."

How often do you plan to reassess furlough/alternative needs to decide if you should move to permanent separation?

We do not plan to reassess



If your organization needs to terminate employees following a furlough/alternative option, will you offer severance?

