



# Tactics Catalog: Maintain Employee Engagement During the COVID-19 Pandemic

# Employee Empowerment

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The degree to which employees have accountability and control over their work in a supported environment.

TACTIC	TARGET AUDIENCE	REQUIRED STAKEHOLDERS
<p><b>Proactively talk to employees about their personal situations</b> to understand any challenges they may be experiencing, such as family care constraints. Then, negotiate suitable solutions for both parties.</p>	Onsite and Remote	Managers
<p><b>Solicit feedback from onsite and remote employees.</b> Gather employees' perspectives on their transition to new ways of work, either in the workplace under new conditions or working from home. Inquire whether employees need any additional tools to improve their work conditions, such as physical barriers to encourage physical distancing onsite or additional computer monitors at home, if available. Communicate how this feedback will be actioned to employees.</p>	Onsite and Remote	HR/ Managers
<p><b>Foster participation in decision making.</b> Ask if employees are experiencing or foresee any challenges to completing their job responsibilities and if they have any solutions in mind to resolve them. Giving employees a voice demonstrates their value to the organization and generates buy-in for subsequent decisions.</p>	Onsite and Remote	Managers
<p><b>Prioritize health and safety.</b> Help employees who must work onsite feel more comfortable by providing them with health and safety precautions to prevent exposure to COVID-19.</p>	Onsite	Managers
<p><b>Ensure collaboration tools are available for employees to do their jobs.</b> If these tools have not already been implemented, check collaboration vendors who are offering free services during the pandemic period to help organizations get back on their feet.</p>	Remote	HR/ Managers
<p><b>Establish a check-in cadence for managers and direct reports</b> that works for both parties during this pandemic. Find a balance that supports direct reports without micromanaging work. This may mean more frequent check-ins with employees than your regular cadence, as fewer informal conversations occur with remote working.</p>	Remote	Managers

# Manager Relationships

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The professional and personal relationship an employee has with their manager. Manager relationships depend on the trust that exists between these two individuals and the extent that a manager supports and develops the employee.

TACTIC	TARGET AUDIENCE	REQUIRED STAKEHOLDERS
<p><b>Put CEO messaging in context</b> for direct reports by communicating how the information impacts them and clarify any questions that they may have.</p>	All	Managers/ Senior leaders
<p><b>Maintain trust with employees by transparently sharing what you do and do not know.</b> Communicate to your team that you are available to answer any questions and provide support. However, things are changing by the minute, and it can be very difficult to maintain a grasp on all information. Be honest with direct reports when you do not have an answer for them and communicate the steps you will take to answer their inquiry. See the <a href="#">LMS Download: Master the 3i's of Employee Engagement</a>.</p>	All	Managers
<p><b>Use a variety of communication channels.</b> Different target audiences will have access to different communication channels. For example, laid-off employees may not have access to the intranet, a platform that organizations may be using to communicate to remote employees. Use a variety of communication methods, such as mobile messages and emails, to ensure relevant communications are reaching all employees.</p>	All	Managers
<p><b>Continue to have one-on-one conversations with direct reports.</b> During this pandemic, consistent one-on-one conversations have resulted in a 51% increase in employee engagement ("COVID-19 Weekly Culture Pulse Survey," O.C. Tanner Institute, 2020). Ask direct reports their preferred cadence for these conversations and try your best to accommodate them. If direct reports are working virtually, set up a meeting via virtual collaboration tools, such as Zoom or Microsoft Teams. If direct reports are onsite, continue to have these conversations in-person while practicing social distancing rules.</p>	Onsite and Remote	Managers

# Manager Relationships

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The professional and personal relationship an employee has with their manager. Manager relationships depend on the trust that exists between these two individuals and the extent that a manager supports and develops the employee.

TACTIC	TARGET AUDIENCE	REQUIRED STAKEHOLDERS
<p><b>Have frequent formal and informal conversations with laid-off employees.</b> If the intent is to bring back laid-off employees, routinely provide updates on the organization’s situation and connect with them on a personal level. It can be as simple as checking in with them intermittently to understand their concerns, experiences, and needs. More frequent check-ins will have a significant impact on how connected laid-off employees feel to the organization.</p>	Laid off	Managers
<p><b>Provide laid-off employees with equipment.</b> Temporarily laid-off employees are still an asset to the organization. Demonstrate their value and prevent undesirable turnover by including them in any gestures extended to working employees. For example, if items such as work tools, work equipment, or protective equipment are being purchased for employees, purchase these items for laid-off employees too. Protective equipment (e.g. masks), in particular, can be sent directly to laid-off employees to use right away.</p>	Laid off	Senior leaders/ HR

# Learning & Development

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A cooperative and continuous effort between an employee and the organization to enhance an employee's skill set and expertise and meet an employee's career objectives and the organization's needs.

TACTIC	TARGET AUDIENCE	REQUIRED STAKEHOLDERS
<p><b>Encourage employees to focus on development opportunities.</b> The pandemic has resulted in increased capacity and decreased demands in some areas/departments in the organization. In these circumstances, ask employees to spend time on development. HR should leverage available resources (free online college and university courses, McLean &amp; Company's <a href="#">LMS Downloads</a>, HR-facing <a href="#">McLean Academy</a>, IT-facing <a href="#">Info-Tech Academy</a>) and direct interested employees to them.</p>	All	HR/ Managers/ Senior leaders
<p><b>Promote virtual learning.</b> The knee-jerk reaction during the pandemic should not be to suspend all learning and development (L&amp;D) activities. Virtual learning is often only thought of for remote employees; however, it is a good option for onsite employees to ensure appropriate social distancing. If there is capacity, work with the L&amp;D team and vendors to explore migrating in-person learning opportunities to eLearning (e.g. use a learning management system). If a learning management system is not available, consider virtual collaboration channels such as Microsoft Teams, WebEx, and Slack for virtual facilitation.</p>	Onsite	HR
<p><b>Equip employees with virtual learning opportunities.</b> HR can curate and direct employees to webinars, podcasts, and eLearning modules on relevant learning paths, remote work, pandemic preparedness, and collaborative tools.</p>	Remote	HR
<p><b>Encourage collaborative learning.</b> The lack of human interaction in remote learning can make employees feel disconnected from one another and disengaged. HR and managers should host and/or empower employees to host social learning opportunities like virtual lunch and learns or set up platforms to share their learnings with each other via written or video blogs.</p>	Remote	HR/ Managers

# Learning & Development

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TACTIC	TARGET AUDIENCE	REQUIRED STAKEHOLDERS
<p><b>Train employees and managers on effective work-from-home practices.</b> This may be the first time employees are working from home, and it can be stressful to adapt. Train employees on skills, competencies, and tips required for remote work, and provide manager training on managing remote teams. Keep in mind that delivery methods cannot salvage unengaging content – avoid being technical and instead provide information on how to maneuver everyday challenges like creating a routine or balancing work and childcare. Refer to <a href="#">McLean &amp; Company's COVID-19 Resource Center</a> for resources on supporting remote work.</p>	Remote	HR/ Managers
<p><b>Focus on reskilling laid-off employees.</b> As business needs and organizational capacity adapt to the pandemic, reskill laid-off employees to prepare for the future.</p>	Laid off	HR/ Managers

# Coworker Relationships

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The extent to which colleagues, who work together but do not report to one another, get along with and support each other.

TACTIC	TARGET AUDIENCE	REQUIRED STAKEHOLDERS
<p><b>Create a network of support.</b> Leverage employee resource groups to set up a free and for-sale forum to help employees connect and support each other's needs. For example, if an employee needs disinfectant wipes, they can use the forum to see if anyone has a spare box or if anyone has recently been to a store that had them in stock.</p>	All	Senior leaders
<p><b>Onboard redeployed employees.</b> Treat redeployed employees as though they are new employees to the organization. Introduce them to their new coworkers and assign a buddy to familiarize them with their new department.</p>	All	HR/ Managers
<p><b>Create volunteer opportunities for employees to help one another.</b> Set up a volunteer system for remote employees to pick up and deliver groceries to employees working onsite. This helps demonstrate the organization's appreciation for essential workers.</p>	Onsite and Remote	HR
<p><b>Honor the safety of employees.</b> Prepare communications to resolve tensions between coworkers that may arise from not respecting social distancing or other safety guidelines. Create escalation plans to deal with employees who continue to neglect these guidelines.</p>	Onsite	HR
<p><b>Master long distance between remote employees.</b> Encourage employees to set calendar invitations with their coworkers for informal meetings like coffee chats and daily catch-ups to replicate social interactions in the workplace.</p>	Remote	Managers
<p><b>Use remote work to get to know your team better.</b> While on virtual meetings, have coworkers share their workspaces and introduce the team to their partners, children, pets, etc.</p>	Remote	Managers

# Coworker Relationships

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The extent to which colleagues, who work together but do not report to one another, get along with and support each other.

TACTIC	TARGET AUDIENCE	REQUIRED STAKEHOLDERS
<p><b>Prevent social loafing.</b> Remote work may spark conflict in teams if some members feel their coworkers are not pulling their weight. To combat this, publicize the accountabilities and expectations of team members. Avoid micromanaging tasks by focusing on outputs while also staying on top of any social loafing activity.</p>	Remote	Managers
<p><b>Use the buddy system.</b> Assign laid-off employees a buddy who is still employed to provide a source of contact and maintain a connection to the organization. To ensure conversations are beneficial and respectful, provide a guide for buddies about things to discuss and topics to avoid.</p>	Laid off	HR

# Rewards & Recognition

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Rewards (such as cash, cash equivalents, and tangible and intangible gifts) and recognition that employees receive as a form of acknowledgement for a job well done.

TACTIC	TARGET AUDIENCE	REQUIRED STAKEHOLDERS
<p><b>Amp up recognition.</b> Acknowledge that employees coming onsite to work are putting their health and safety at risk and this warrants ongoing recognition. For example, the O.C. Tanner Institute provided lunch every day for employees to limit the need to go out and purchase food (“COVID-19 Weekly Culture Pulse Survey,” O.C. Tanner Institute, 2020). This protected the health and safety of employees while showing appreciation for their continued work. In fact, when frontline workers are recognized more frequently, they are 68% more likely to feel engaged (“The Power of Appreciation in a Scary Time,” HRD, 2020). Use McLean &amp; Company’s <a href="#">Recognition Ideas Catalog</a> for a variety of recognition methods.</p>	<p>Onsite</p>	<p>HR/ Managers/ Senior leaders</p>
<p><b>Purchase household staples.</b> The pandemic has caused a shortage of necessary groceries and household staples, which sell out quickly due to high demand. Onsite employees are often unable to purchase these items during business hours and may have to pay more owing to price gouging. Provide daily-living expenses or purchase household staples for onsite employees to support them. For example, provide onsite employees \$50 to \$100 per week to purchase necessary groceries.</p>	<p>Onsite</p>	<p>Senior leaders</p>
<p><b>Foster peer-to-peer recognition.</b> Receiving recognition from leaders only can cultivate unhealthy competition between employees, and remote work can be lonely and social isolation can exacerbate feelings of disconnect. Managers should mitigate these risks by encouraging employees to recognize each other on an ongoing basis. While McLean &amp; Company does not recommend investing in a new platform or technology amidst the pandemic, leverage existing platforms like Bonusly to allow peers and leaders to recognize each other with badges, shout-outs, collecting points, and redeeming rewards like gift cards. Alternatively, this can also be done by setting up a channel for peer-to-peer recognition in collaboration tools such as Microsoft Teams or Slack.</p>	<p>Remote</p>	<p>Managers</p>

# Rewards & Recognition

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Rewards (such as cash, cash equivalents, and tangible and intangible gifts) and recognition that employees receive as a form of acknowledgement for a job well done.

TACTIC	TARGET AUDIENCE	REQUIRED STAKEHOLDERS
<p><b>Recognize frequently and visibly.</b> The transition to remote work is difficult and requires more encouragement and motivation. Managers should use day-to-day recognition to consistently motivate and acknowledge efforts visibly. For example, if you have daily scrums, take five minutes to recognize employee efforts in navigating the new environment and highlight their contribution.</p>	<p>Remote</p>	<p>Managers</p>
<p><b>Recognize service.</b> Even if temporary, layoffs are emotionally and financially hard for employees. Acknowledge that their service to the organization was pivotal and be empathetic. Senior leaders should reiterate, on a regular basis, that laid-off employees are critical for the organization to succeed.</p>	<p>Laid off</p>	<p>HR/ Managers/ Senior leaders</p>

# Culture

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The degree to which an employee identifies with the beliefs, values, and attitudes of the organization.

TACTIC	TARGET AUDIENCE	REQUIRED STAKEHOLDERS
<p><b>Stay true to your values.</b> Leverage organizational values to guide the pandemic response and make that connection clear to the organization. For example, if trust is a value, senior leaders should communicate, “We value trust. That’s why we are enabling every employee to flex their schedule according to their needs.”</p>	All	Senior leaders
<p><b>Implement tactics to build employee resilience.</b> Resilience enables employees to embrace change and persevere through challenging times, a skill that is especially important during this pandemic. McLean &amp; Company research shows that there is a strong positive correlation between engagement and measures closely related to resilience (McLean &amp; Company, 2019; N=160,525; 149,662). For more information on how to build employee resilience, refer to McLean &amp; Company’s <a href="#">Develop a Resilient Workforce</a> blueprint.</p>	Remote	Managers
<p><b>Continue onboarding practices, virtually.</b> Use McLean &amp; Company’s <a href="#">Adapt Your Onboarding Process to a Virtual Environment</a> blueprint for new and redeployed employees.</p>	Remote	HR/ Managers
<p><b>Have a point person for laid-off employees.</b> Provide an HR contact for laid-off employees to ensure they have all the documents required to apply for unemployment insurance and to answer any clarification questions they might have. This will demonstrate the employer’s commitment to provide as much support as they can during this uncertain time.</p>	Laid off	HR
<p><b>Invite laid-off employees to virtual town halls.</b> This will make it clear that the organization still values laid-off employees. Ensure that the town halls are broadcasted on a medium accessible to all.</p>	Laid off	HR

# Company Potential

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An employee’s understanding and commitment to the organization’s mission, as well as the employee’s excitement about the organization’s mission and future.

TACTIC	TARGET AUDIENCE	REQUIRED STAKEHOLDERS
<p><b>Hold regular organization-wide meetings and town halls.</b> Communicate shifts in organizational strategy as well as actions the organization is taking to support employees through the pandemic. Be honest and transparent, especially about tough decisions (e.g. closures, layoffs, etc.). Emphasize that, although there are current pains, there is a long-term vision for organizational viability and that employees are at the center of that vision. Reserve time for a Q&amp;A session for employees to ask questions.</p>	All	Senior leaders
<p><b>Reframe messages from senior leadership in the team’s context.</b> Ease the uncertainty for employees by reiterating messages from senior leadership in a way that makes sense for each team, clearly explaining the direct and indirect impacts (i.e. what it means for the team). Make clear the role the team plays in, or their contribution to, any visionary or strategic messages.</p>	All	Managers
<p><b>Emphasize and reiterate dedication to the organization’s mission and values.</b> This emphasis unites people during a time when many may feel lost and isolated. Clearly communicate alignment between shifts in strategy due to the pandemic and the organization’s mission and values.</p>	All	HR/ Managers/ Senior leaders
<p><b>Communicate quick wins and success stories.</b> Explain what was done, how it was done, who was involved, and specifically highlight the impact of their work/actions on the organization’s success. Not only does this motivate employees, it is a method of sharing ideas for what others can do. For example, if an employee succeeds in making a large sale during times of low sale margins, share details of this deal with the organization to highlight the company’s promising future and inspire others to attempt similar sales strategies.</p>	All	Managers



Ensure appropriate communication channels are used to reach onsite, remote, and laid-off employees.

# Customer Focus

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The employee’s belief in the organization’s strategy and ability to meet the customer’s needs and wants.

TACTIC	TARGET AUDIENCE	REQUIRED STAKEHOLDERS
<p><b>Understand the impact on customers.</b> Reach out to customers to learn about how the pandemic has affected them and communicate that the organization is committed to being supportive through this difficult time. Communicate key actions and next steps on the availability of services, products, and flexibility around payments. For example, several banks have responded to the financial impact of job loss on customers and waived monthly fees, extended payment deadlines, increased credit limits, and lowered minimum payments (ABC News, 2020). Keep employees up to date on what the organization is doing for customers and involve them in the decision-making process.</p>	All	Senior leaders
<p><b>Adapt the customer experience.</b> Identify which aspects of the customer experience must be prioritized, paused, and/or introduced, and involve employees in brainstorming new ways to meet customers’ shifting needs. For example, Amazon has added more delivery and pick-up options and is prioritizing household staples. It has also limited the purchasing quantities of items that are in high demand. As a safety measure, Amazon lets customers select “unattended delivery,” a no-contact delivery option (Amazon Blog, 2020).</p>	All	Senior leaders
<p><b>Increase capacity where needed.</b> Review organizational capacity and allocate people resources to areas that need the most support to meet customer needs. For example, to meet increased demands on order fulfillment, Amazon has partnered with Lyft to hire drivers into roles at distribution centers (Amazon Blog, 2020). Similarly, grocery chains like Loblaws are hiring temporary workers (“These Canadian Companies...,” CTV News, 2020). See McLean &amp; Company’s <a href="#">Streamline Your Workforce During a Pandemic</a> blueprint for more information.</p>	All	HR/Senior leaders

# Customer Focus

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The employee’s belief in the organization’s strategy and ability to meet the customer’s needs and wants.

TACTIC	TARGET AUDIENCE	REQUIRED STAKEHOLDERS
<p><b>Leverage employees’ transferable skills to innovate products and services to help the community through the crisis.</b> Evaluate the industry the organization operates in and identify what your organization can do to help fight the pandemic/support those on the front line (e.g. hospitals). Employees’ transferable skills play a significant role in such ventures, so keep them informed and involved when exploring these opportunities. For example, Ford Motors has partnered with healthcare providers to build ventilators, as automobiles share similar principles and parts that could be replicated (Barron’s, 2020). O.C. Tanner, an engagement and recognition vendor, repurposed its manufacturing facility to make medical equipment (PR Newswire, 2020). Similarly, several distilleries are making hand sanitizer to support their community (“Distilleries across Canada...,” CTV News, 2020).</p>	<p>All</p>	<p>Senior leaders/ Managers</p>
<p><b>Help employees deliver on the customer experience by keeping safety top of mind.</b> Create a safe environment for employees to work in and ensure they are equipped to provide a safe customer experience. For example, Costco has addressed increased demand by implementing social distancing guidelines to maintain 2.5-meter (8.2-foot) gaps between employees and customers. It also increased sanitization protocols such as wiping down shopping carts and credit card machines and setting up sanitization stations for customers to do the same.</p>	<p>Onsite</p>	<p>Senior leaders</p>

# Department Relationships

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The extent to which employees from separate departments work together to get things done.

TACTIC	TARGET AUDIENCE	REQUIRED STAKEHOLDERS
<p><b>Optimize your workforce with redeployment.</b> Avoid viewing departments as individual silos. Make the most of your workforce by redeploying employees to departments in need of additional resources. Present redeployment as an opportunity for growth rather than as a threat to one’s job. For more information, refer to McLean &amp; Company’s <a href="#">Streamline Your Workforce During a Pandemic</a> blueprint.</p>	All	Senior leaders
<p><b>Provide consistent messaging across departments.</b> Keep employees up to date through a platform that all departments have access to, such as a knowledge management system or a breakroom bulletin board. For example, communicate any changes to workflows or working conditions such as which departments are working onsite (partially or fully) and which are working remotely.</p>	All	HR
<p><b>Create a knowledge-sharing platform.</b> Provide employees with a platform to ask general questions that can be answered by anyone within the organization. Ensure that the platform is accessible to all employees, whether featured on an organizational hub on the intranet or an onsite bulletin board.</p>	Onsite and Remote	HR
<p><b>Keep morale high with success stories.</b> Share success stories of each department across the organization to share learnings and avoid a fragmented organizational culture.</p>	Onsite and Remote	HR/ Managers
<p><b>Get work done with cross-functional teams.</b> Bring diverse skillsets, knowledge, and experience together using cross-functional teams to respond more effectively and efficiently to shifts in strategic projects and/or organizational strategy.</p>	Onsite and Remote	Senior leaders
<p><b>Set up virtual coffee chats.</b> Use this time as an opportunity to get to know other departments. Create a virtual hang-out room for coffee breaks where employees can jump in at any time during the day and chat with employees from other departments.</p>	Remote	HR

# Senior Management Relationship

The degree to which an employee believes senior management is trustworthy, is transparent, and values employee feedback/input.

TACTIC	TARGET AUDIENCE	REQUIRED STAKEHOLDERS
<p><b>Establish feedback loops.</b> Create a feedback loop channel, such as McLean &amp; Company's <a href="#">Employee Experience Monitor</a> or <a href="#">Pandemic Engagement Pulse Check</a>, for employees to direct insights to senior leaders regarding what is working and should be maintained as well as what needs to be improved. This tactic will only positively impact engagement if senior leaders act on the feedback received or explain their rationale for not acting on it. This will establish support and transparency from the leadership team to the rest of the organization.</p>	All	Senior leaders/HR
<p><b>Create personable video messages.</b> Rather than sharing organizational updates via email, have senior leaders video record their organizational updates to share internally and/or externally. Video messages have shown to increase trust that leaders support employee wellbeing by 28% ("COVID-19 Weekly Culture Pulse Survey," O.C. Tanner Institute, 2020). For example, Marriott's CEO, Arne Sorenson, shared a message on behalf of Marriott to employees regarding the impacts that COVID-19 has had on the organization and what they are doing in response (Marriott International). This video went viral, and Arne Sorenson became the model of what leadership should look like during this pandemic.</p>	All	Senior leaders
<p><b>Provide employees with a sense of purpose.</b> Consistently reinforce the organization's purpose during internal communications by explaining how employee contributions are enabling the organization to survive and why it matters. When leaders connect employees to the organization's purpose, employee engagement increases by seven times and employees are 49% less likely to burn out ("2020 Global Culture Report," O.C. Tanner Institute, 2020).</p>	All	Senior leaders

# Compensation & Benefits

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Compensation refers to the level of fairness an employee attributes to their compensation given the work they do and what they could make elsewhere in a similar role. Benefits refers to the competitiveness of an organization's medical benefits and additional perks in the employee's opinion.

TACTIC	TARGET AUDIENCE	REQUIRED STAKEHOLDERS
<p><b>Expand leave policies and offer flexibility.</b> The disruption caused by COVID-19 makes leave policies (especially paid leave) and schedule flexibility critical to effectively supporting employees.</p>	All	HR
<ul style="list-style-type: none"> <li>Do not enforce disciplinary policies for unscheduled absences of hourly employees.</li> </ul>	All	HR
<ul style="list-style-type: none"> <li>Ensure all employees – including those without benefits – can take time off work for quarantine or to be treated for COVID-19 without stressing about their financial wellbeing or job security. Increase sick days above the legally required minimum; provide sick leave to hourly, contract, and contingent workers.             <ul style="list-style-type: none"> <li>Uber and Lyft provided sick pay for affected drivers, as they have no paid leave or benefits otherwise. Uber provided 14 days of sick pay for any workers in quarantine or diagnosed with COVID-19; Lyft provided funds to affected drivers (The Washington Post, 2020).</li> </ul> </li> </ul>	All	HR
<ul style="list-style-type: none"> <li>Provide paid leave above the legally required minimum.             <ul style="list-style-type: none"> <li>Apple provided unlimited paid leave to hourly employees, including frontline employees, in quarantine or diagnosed with COVID-19 (The Washington Post, 2020).</li> <li>Walmart provided up to two weeks of pay to hourly employees placed in quarantine or diagnosed with COVID-19. If they are unable to return to work after this period, additional pay may be provided for up to 26 weeks (The Washington Post, 2020).</li> </ul> </li> </ul>	All	HR
<ul style="list-style-type: none"> <li>Implement a childcare and eldercare policy that provides flexibility and time off. Refer to McLean &amp; Company's <a href="#">COVID-19 Child Care Policy for Every Organization</a> resources for guidance.</li> </ul>	All	HR
<ul style="list-style-type: none"> <li>Offer unpaid sabbaticals – employees forego a paycheck but secure their position and benefits.</li> </ul>	All	HR



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# Compensation & Benefits

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Compensation refers to the level of fairness an employee attributes to their compensation given the work they do and what they could make elsewhere in a similar role. Benefits refers to the competitiveness of an organization's medical benefits and additional perks in the employee's opinion.

TACTIC	TARGET AUDIENCE	REQUIRED STAKEHOLDERS
<p><b>Expand and/or tailor benefits for all employees.</b> Ensure benefits adequately cover health services needed during the pandemic. Employee contributions can be raised in order to help provide new, suitable benefits (e.g. protective equipment, COVID-19 tests).</p>	All	HR
<p><b>Hold financial wellbeing sessions.</b> Provide information on benefits and aid employees have at their disposal (e.g. employer-provided benefits, federal aid), and tips for managing and saving money during tough times. This can be done virtually (e.g. WebEx) to be inclusive to remote, onsite, and laid-off employees. Alternatively, both in-person and virtual sessions can be held.</p>	All	HR
<p><b>Provide a bonus or lump-sum payment to assist employees with pandemic-related costs.</b> Such a gesture can help offset financial costs associated with school closures, eldercare, setting up home workstations, etc.</p> <ul style="list-style-type: none"> <li>E.g. Facebook provided a \$1000 bonus to support its workforce in working remotely (CNBC, 2020).</li> </ul>	All	HR
<p><b>Conserve compensation budget.</b> Conserved money can be reallocated to employees (e.g. bonuses, benefits, temporary pay increase, etc.) or used to prevent layoffs (e.g. used to pay employee salaries).</p> <ul style="list-style-type: none"> <li>Leaders can opt to take temporary pay cuts and eliminate fringe benefits.             <ul style="list-style-type: none"> <li>E.g. CEOs of major airlines are opting to forego or cut their base pay, as well as to cut their variable and fringe benefits ("More Airline CEOs Take Pay Cut Amid Outbreak," HRD, 2020).</li> </ul> </li> <li>Shift dollars budgeted for bonuses to wages.</li> </ul>	All	HR



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# Compensation & Benefits

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TACTIC	TARGET AUDIENCE	REQUIRED STAKEHOLDERS
<p><b>Provide a bonus or temporary pay increase to employees working onsite during the pandemic.</b> Show appreciation to employees unable to work remotely, as they are exposing themselves to the health and safety concerns associated with COVID-19 (e.g. hazard pay). Determine what amount is realistic and affordable for the organization, noting that a pay increase will enhance engagement to a limit, with significant increases resulting in no additional increase in engagement. If using this tactic, appropriate sick leave should be in place to ensure employees are not encouraged to work while sick.</p> <ul style="list-style-type: none"> <li>• E.g. Walmart, Metro, Loblaws, and Empire, among others, provided pay increases to frontline workers during COVID-19 (CBC, 2020).</li> <li>• E.g. Olymel, a Canadian meat packaging and food processing company, provided a fixed bonus of \$2 per hour to all hourly workers (Food Engineering, 2020).</li> </ul>	Onsite	HR
<p><b>Tailor fringe benefits to remote workers.</b> Many employees are working from home for the first time during the COVID-19 pandemic, and the shift to remote work was very sudden, meaning many employees likely do not have fully fitted workstations at home. Given that COVID-19, and in turn, remote work, is expected to continue long term, provide benefits such as home-office reimbursement (e.g. for ink, a printer, ergonomics, room dividers) to ensure the long-term health and wellness of remote employees. Employee contributions can be raised to help provide new, suitable benefits.</p>	Remote	HR
<p><b>Extend benefits for laid-off employees.</b> If the goal is to bring back these employees, extend their benefits to keep them covered while laid off, or at least for a few additional weeks.</p>	Laid off	HR
<p><b>Provide laid-off employees with information on how to convert to private coverage</b> if the organization cannot afford to maintain their benefits coverage while they are laid off.</p>	Laid off	HR



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# Work Environment

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The extent to which employees feel physically and emotionally comfortable and safe in their workplace.

TACTIC	TARGET AUDIENCE	REQUIRED STAKEHOLDERS
<p><b>Implement social distancing in all workspaces/teams, such as:</b></p> <ul style="list-style-type: none"> <li>• Shut down every other workstation if they are near (i.e. within six feet) one another.</li> <li>• Separate teams into different areas (e.g. half the team in one area, the other half in another area), on top of having team members maintain six feet of distance from one another.</li> <li>• Prevent individuals, even those on the same team, from crossing paths by outlining different walking routes.</li> </ul>	Onsite	Facilities/ Managers
<p><b>Implement advanced cleaning and sterilization measures, such as:</b></p> <ul style="list-style-type: none"> <li>• Clean workstations between every shift and upgrade cleaning to ensure items that may not always get cleaned (e.g. desk drawer handles, remotes, keyboards) are sterilized.</li> <li>• Put hand sanitizer at every entrance and exit to encourage employees to sanitize before and after commuting.</li> <li>• Put hand sanitizer in workspaces and common areas as well as at every workstation.</li> <li>• Put disinfectant wipes at every workstation.</li> </ul>	Onsite	HR
<p><b>Provide funding and guidance to create ergonomic home workstations.</b> Many employees are working remotely for the first time. Given the suddenness of the shift, many employees may not have ergonomic home workstations set up. See McLean &amp; Company's <a href="#">Ergonomic Workspaces Infographic</a> for guidance and tips.</p>	Remote	HR

# Work-Life Balance

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The extent to which employees feel they can maintain a healthy balance between their work and personal lives.

TACTIC	TARGET AUDIENCE	REQUIRED STAKEHOLDERS
<p><b>Adjust employees' goals and deadlines; prioritize work and set aside non-priority work.</b> Ensure employees are not taking on the workload of laid-off employees nor working extra hours to make up for productivity losses associated with staffing reductions and layoffs.</p>	Remote and Onsite	Managers
<p><b>Encourage employees to unplug.</b> Encourage employees to turn off work devices or disable work-related notifications after hours. Given that remote employees report "unplugging after work" as their greatest challenge (Buffer, 2019; N=2,471), encourage employees to separate themselves from work devices rather than keeping them open in their living spaces (e.g. keeping work laptop open on the dining room table).</p>	Remote and Onsite	Managers
<p><b>Encourage remote employees to take breaks and step away.</b> Remote employees are less likely than onsite employees to physically step away from their workstation to stretch or walk. Encourage remote employees to set alarms or calendar notifications to prompt them to take breaks throughout the day.</p>	Remote	Managers
<p><b>Provide guidance and tips for fostering employee wellbeing while working from home.</b> Many employees are working from home for the first time. Given the suddenness of the shift, as well as the disruption to education, childcare, and eldercare, work-life balance and wellbeing are likely to be impacted. See McLean &amp; Company's <a href="#">Wellness and Working From Home</a> infographic for guidance and tips.</p>	Remote	HR
<p><b>Encourage remote employees to leverage status indicators on communication platforms.</b> Most communication platforms (e.g., Jabber, Microsoft Teams) include a status indicator that allows employees to signal to others whether they are available, busy, away from their computer, or would like to not be disturbed. Encourage remote employees to use status indicators to manage their time and ensure they can focus. Due to communication and collaboration technology, remote employees technically are often accessible at all times and may feel that they are expected to respond immediately, which may become overwhelming and distract from their work.</p>	Remote	Managers

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