



2020

COVID-19 Business Impact Survey

Covering the
State of Michigan

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AMERICAN SOCIETY OF EMPLOYERS

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MISSION STATEMENT

ASE's mission is to support employers by providing a broad range of information, services, and training that enables them to successfully manage their most important asset: *their people*

Other Available Surveys

Local Compensation Surveys

Healthcare Insurance Benefits Survey

Michigan Policies and Benefits Survey

National Executive Compensation Survey

National Policies and Benefits Survey

National Sales Compensation Survey

Nonprofit Compensation Survey

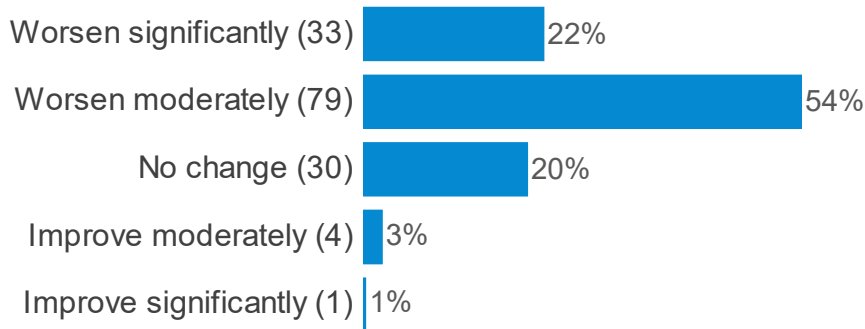
Salaries for Co-op Students and Recent
College Graduates Survey

Salary Budget Survey

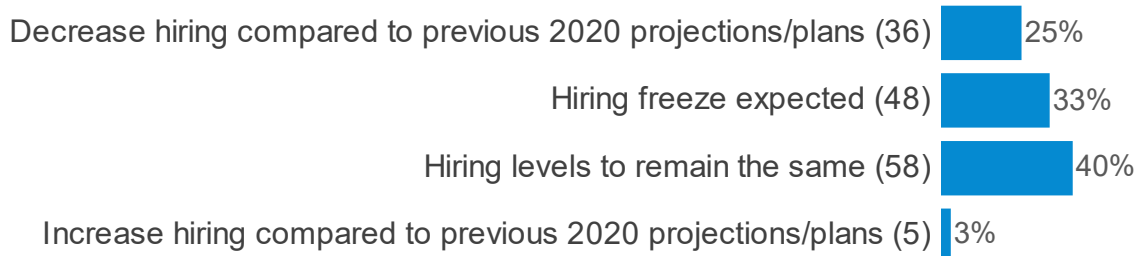
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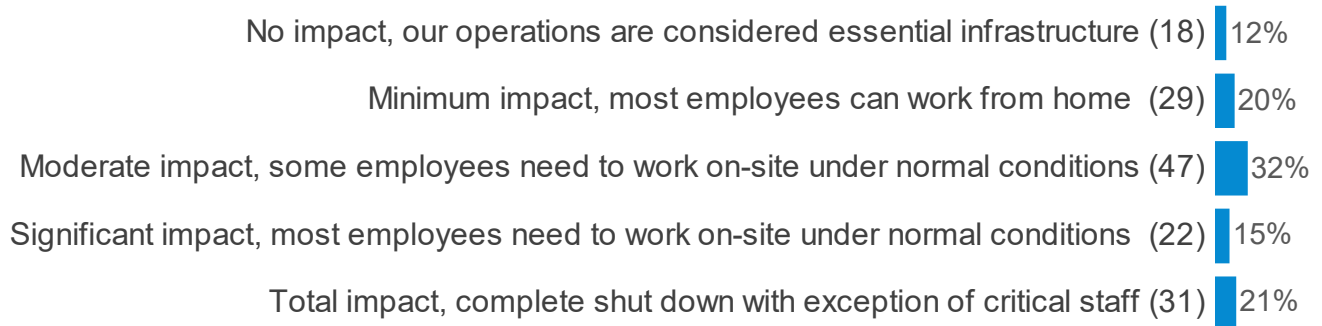
How has your organization's future (i.e., 6 - 12 months) business outlook changed as a result of the COVID-19 pandemic?



Please select the option that matches your organization's 2020 employment outlook:

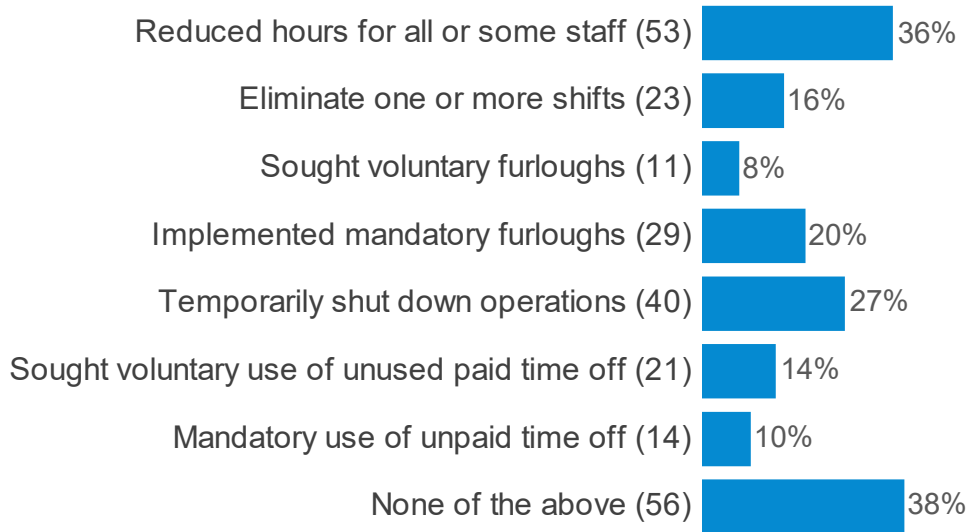


How has this pandemic impacted your business operations?

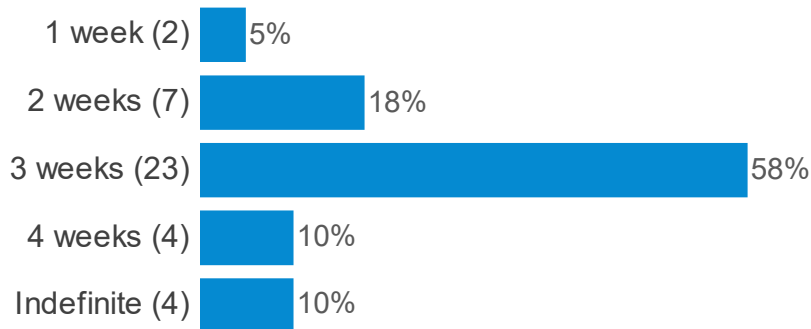


COVID Response Survey

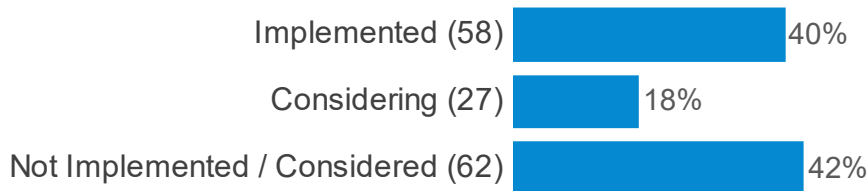
In response to COVID-19 pandemic, has your organization implemented any of the following actions:



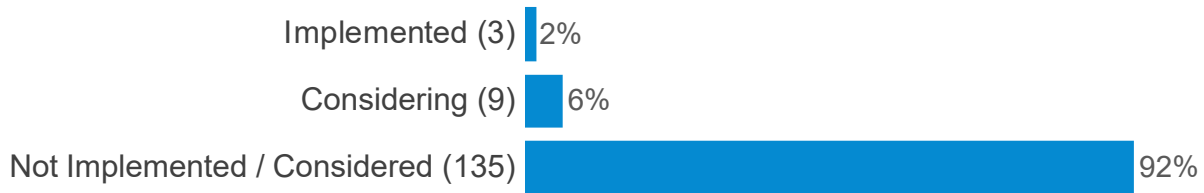
How many weeks is your scheduled shutdown planned:



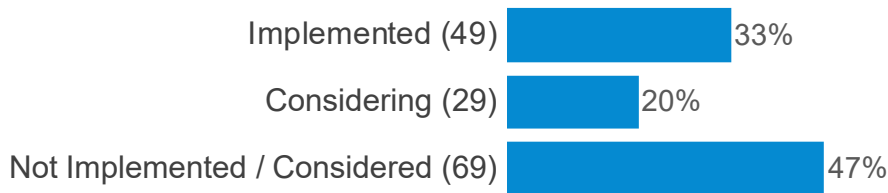
Employment & Recruitment (Hiring freeze)



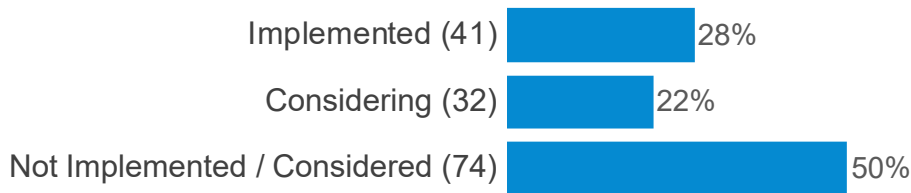
Employment & Recruitment (Increased use of part-time employees)



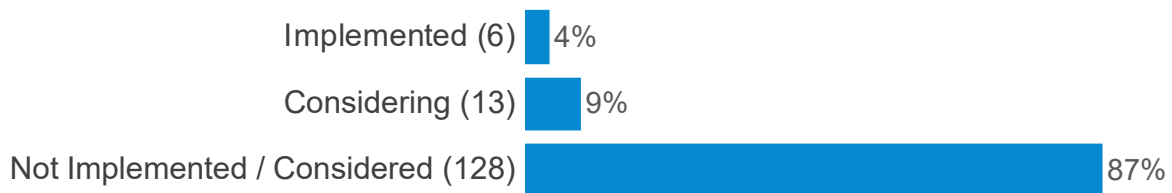
Employment & Recruitment (Reductions in hiring (new hires))



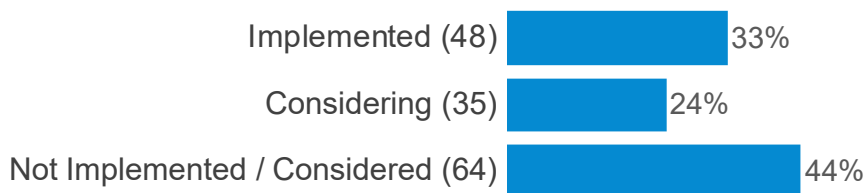
Employment & Recruitment (Reductions in hiring (replacement hires))



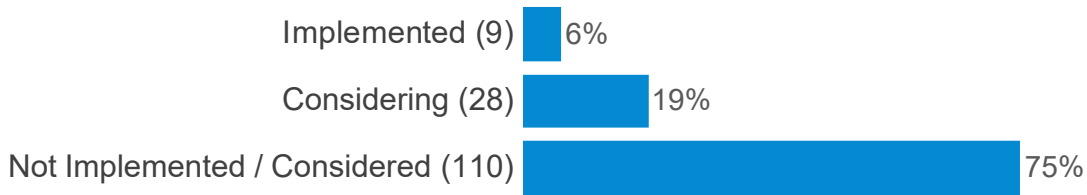
Employment & Recruitment (Sought voluntary separations)



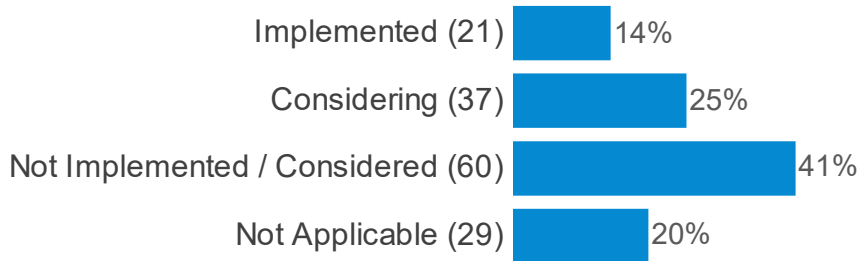
Employment & Recruitment (Staff reductions/Layoffs (temporary))



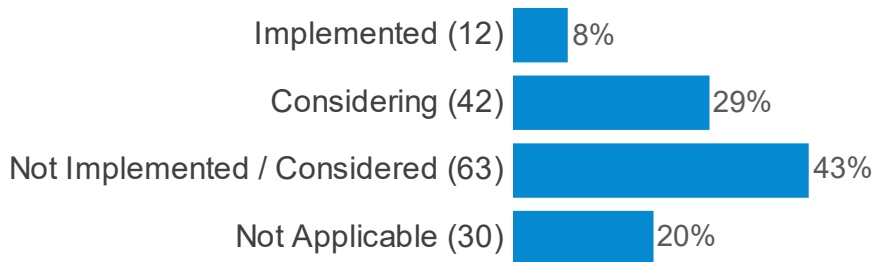
Employment & Recruitment (Staff reductions/Layoffs (permanent))



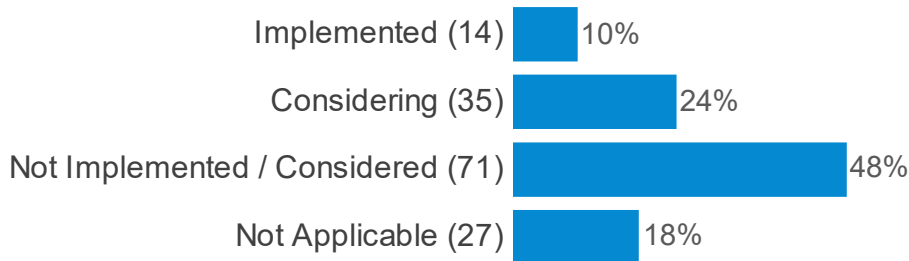
Compensation (Delay merit increases)



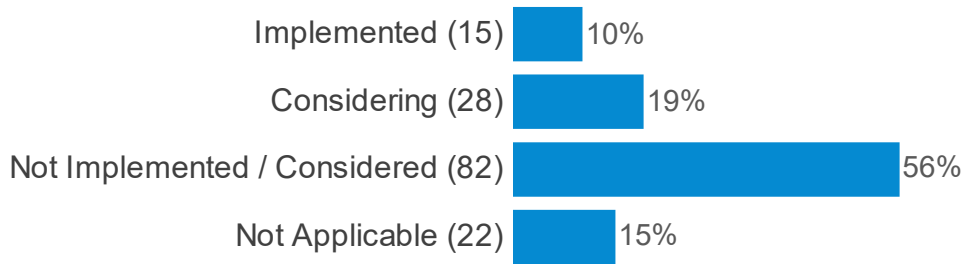
Compensation (Reductions in the size of merit/pay increases)



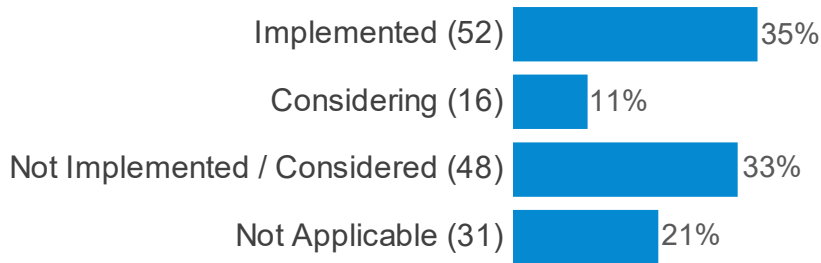
Compensation (Wage/salary freezes)



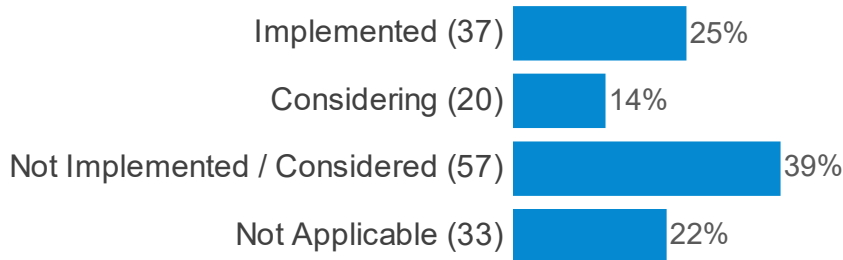
Compensation (Wage/Salary reductions)



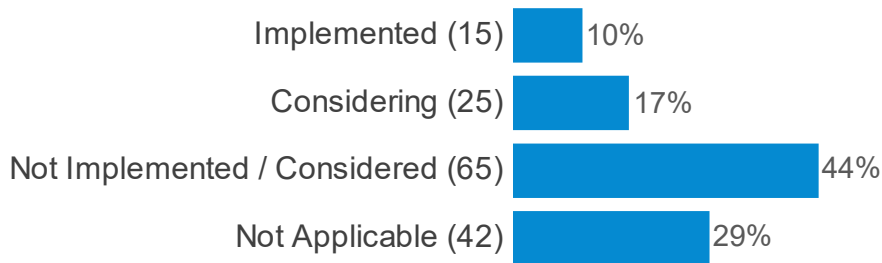
Compensation (Reductions in the use of overtime)



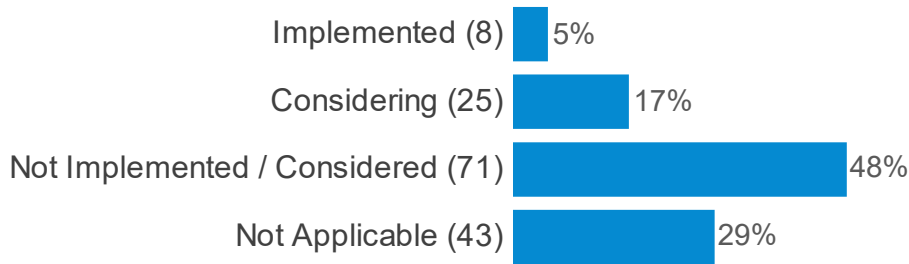
Compensation (Eliminate the use of overtime)



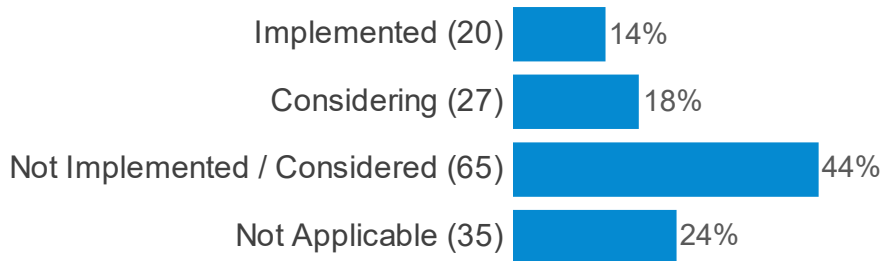
Compensation (Reductions in the size of bonuses/incentive payouts)



Compensation (Eliminate bonuses/incentives)



Compensation (Delay or freeze promotional increases)

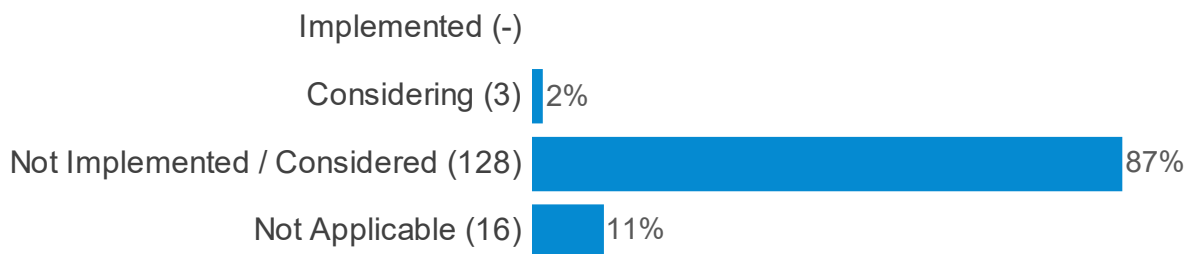


By what percentage have wages/salaries been reduced?

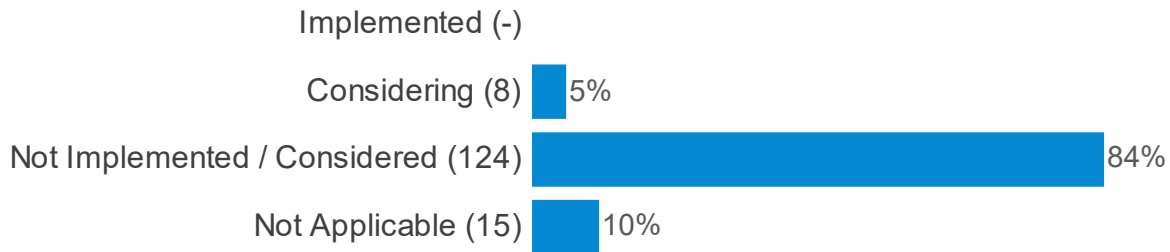
Note: Do not input the "%" symbol. (%)

Count	Mean	Median
15	22.67	20

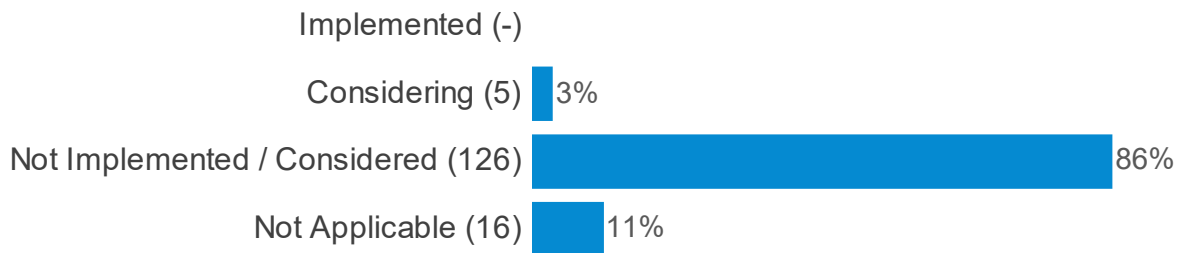
Health Benefits (Health benefit reductions)



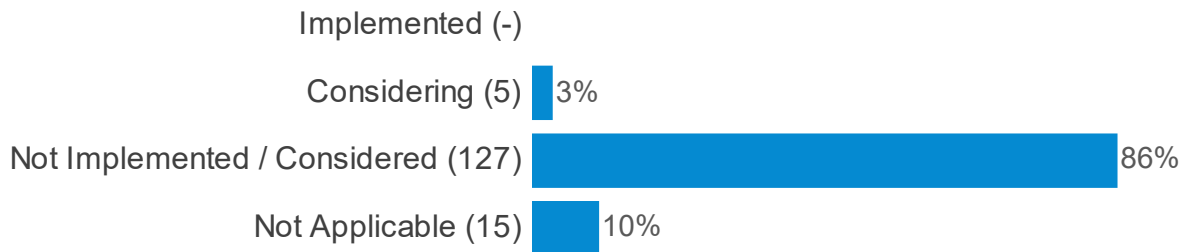
Health Benefits (Increase EE's health benefit cost share (premiums))



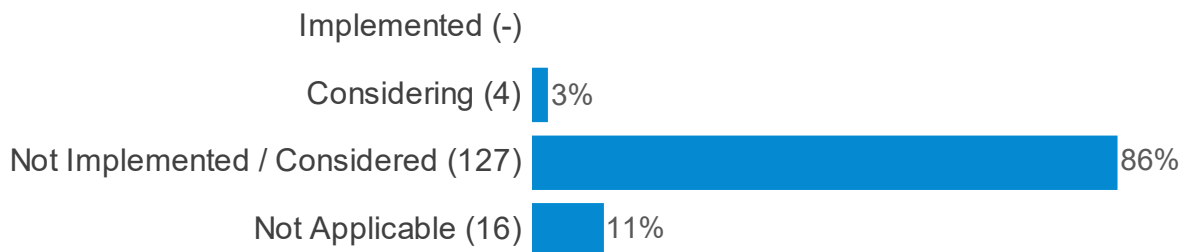
Health Benefits (Increase EE's health benefit cost share (deductibles))



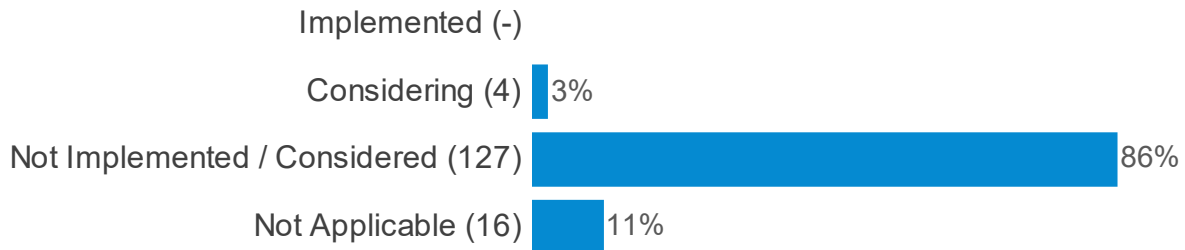
Health Benefits (Increase EE's health benefit cost share (co-pays))



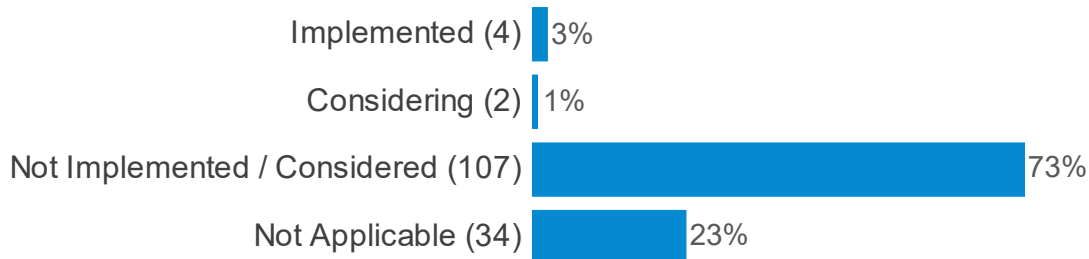
Health Benefits (Reduce dependent health insurance coverage)



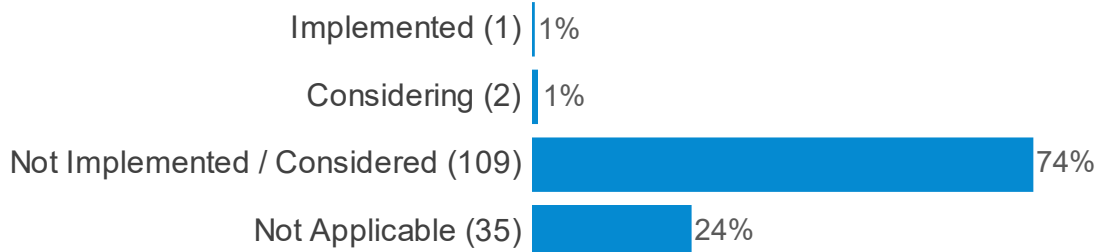
Health Benefits (Eliminate dependent health insurance coverage)



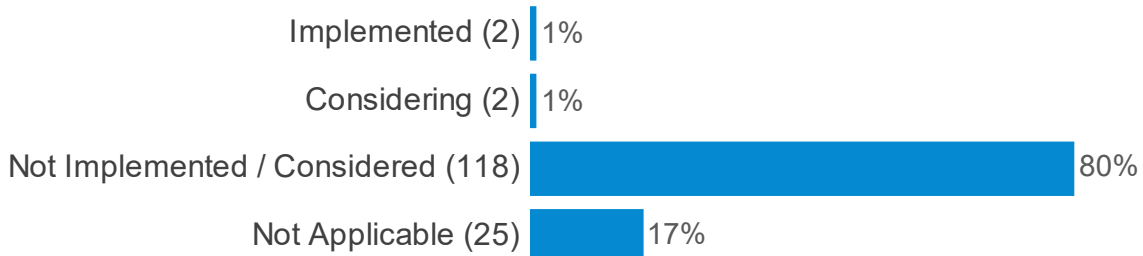
Health Benefits (Reduce wellness benefits)



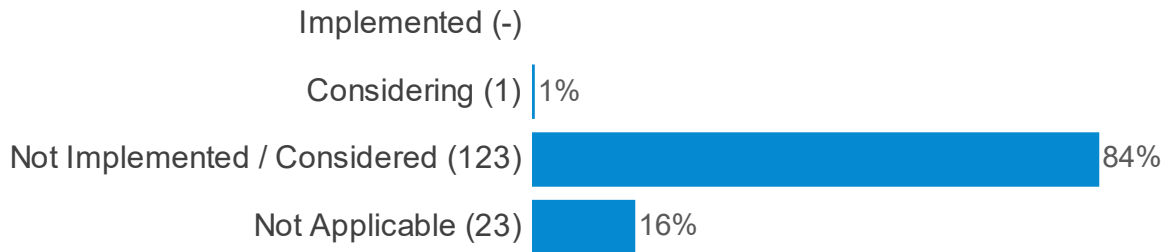
Health Benefits (Eliminate wellness benefits)



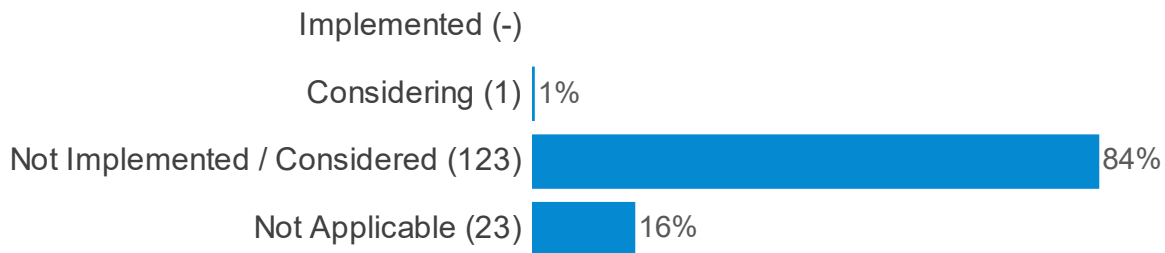
Health Benefits (Spousal surcharges)



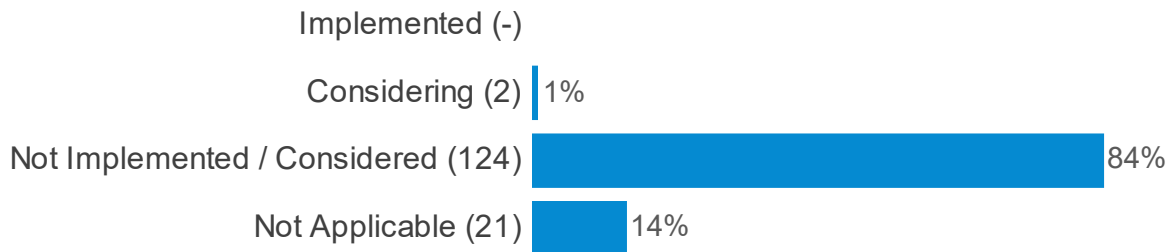
Health Benefits (Reduce vision benefits)



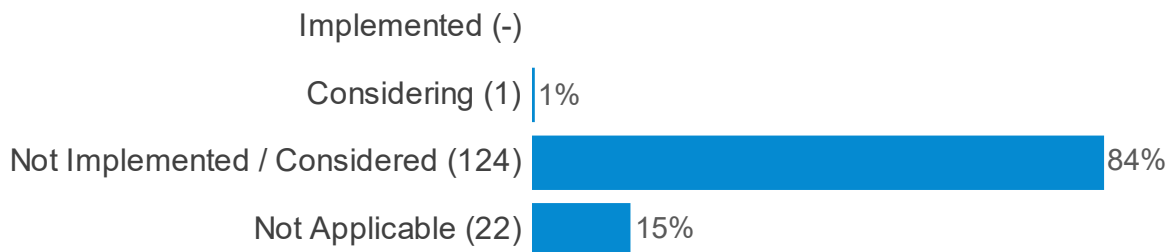
Health Benefits (Eliminate vision benefits)



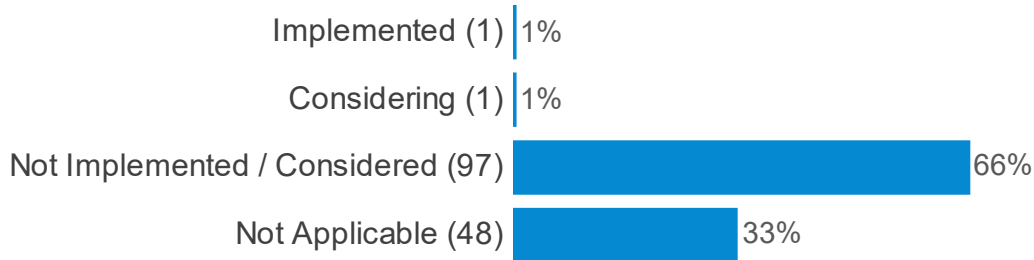
Health Benefits (Reduce dental benefits)



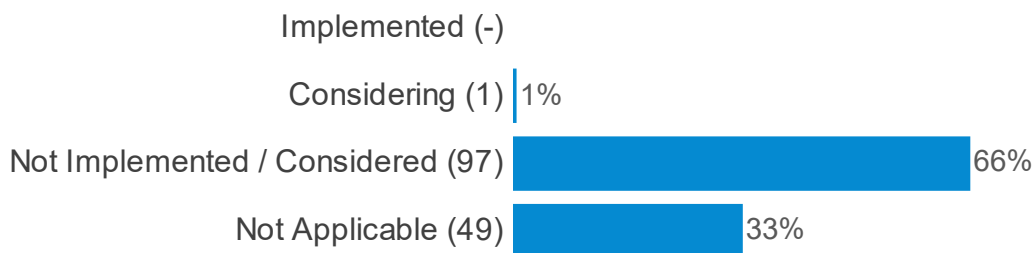
Health Benefits (Eliminate dental benefits)



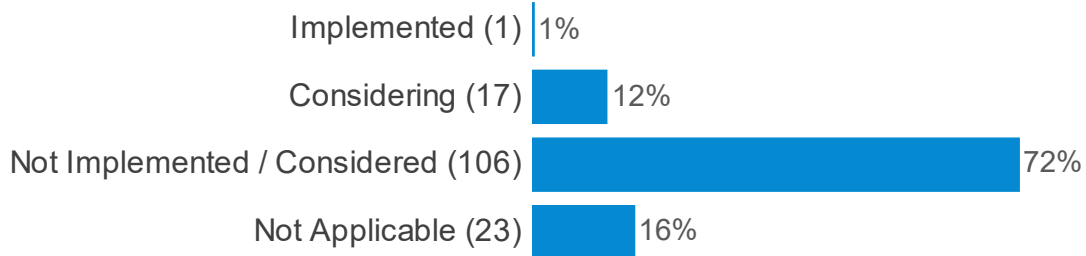
Health Benefits (Eliminate HSA contribution)



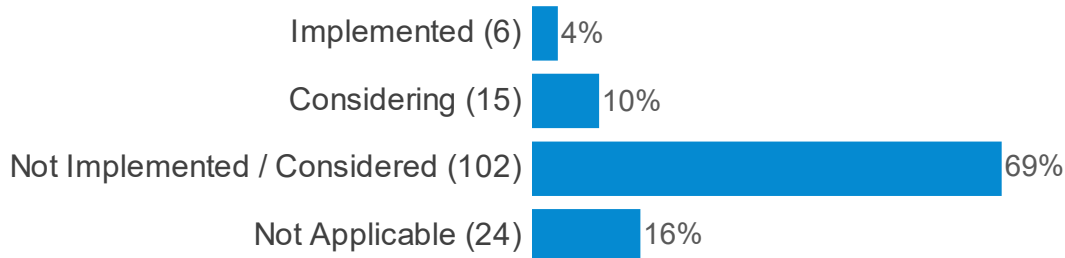
Health Benefits (Reduce HSA contribution)



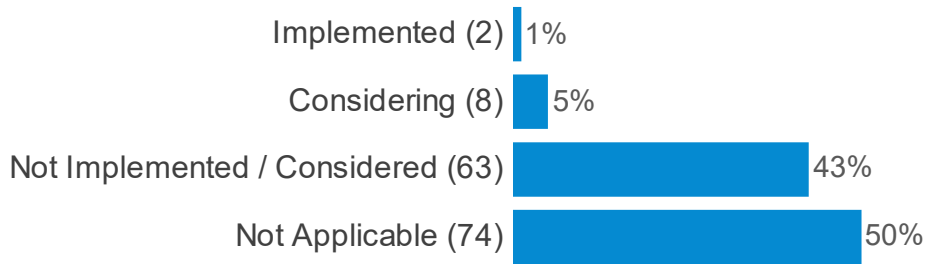
Retirement (Reduce employer 401(k) match)



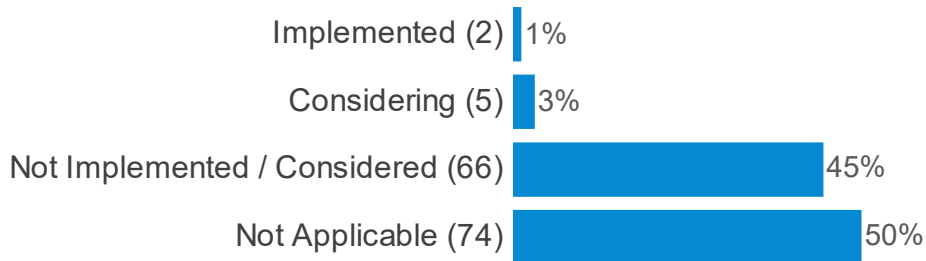
Retirement (Eliminate employer 401(k) match)



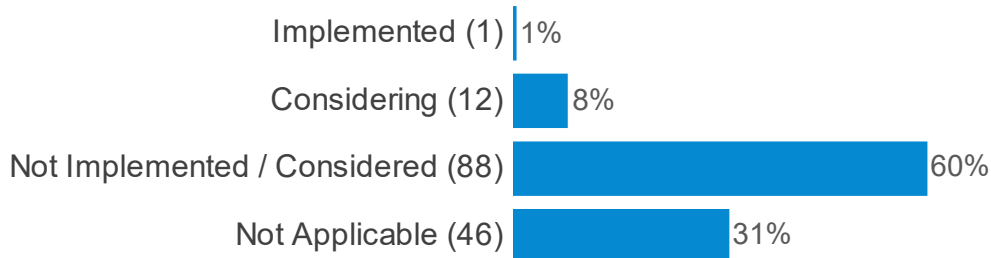
Retirement (Reduce profit sharing program)



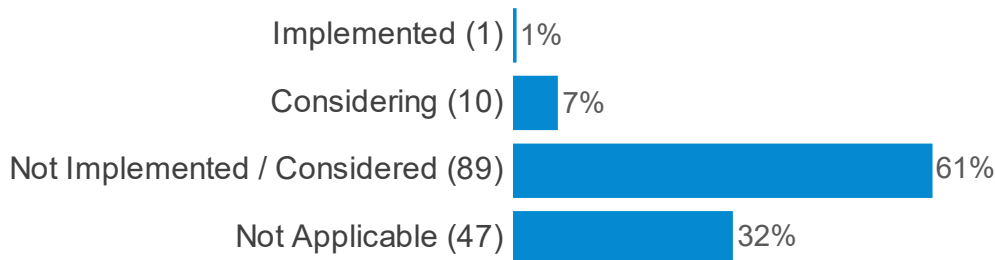
Retirement (Eliminate profit sharing program)



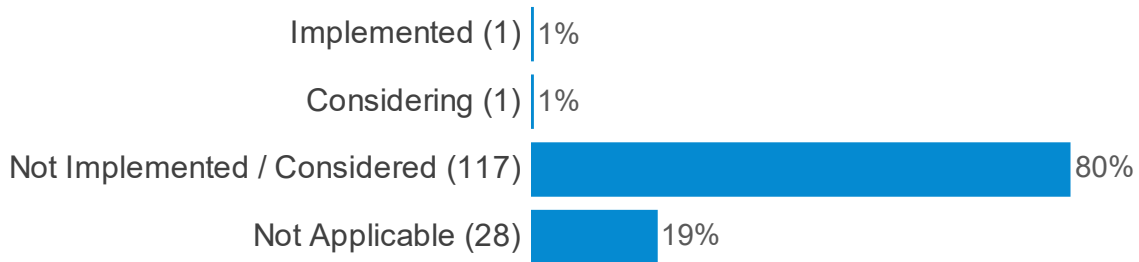
Retirement (Reduce tuition reimbursement/assistance)



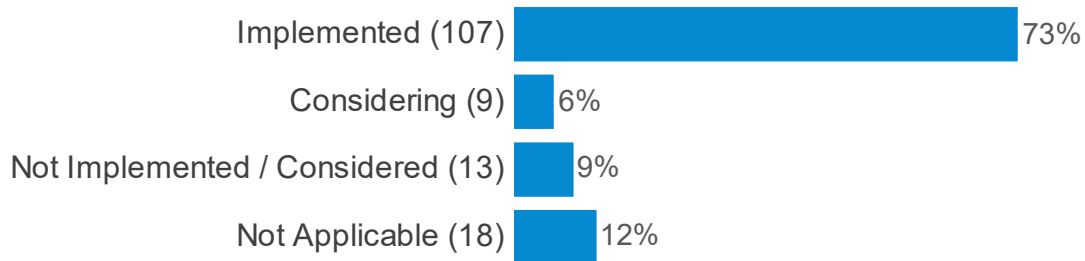
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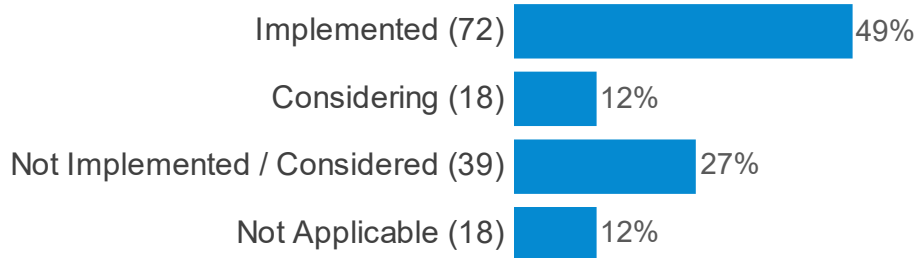
General Cost Cutting Measures (Outsourcing of HR services)



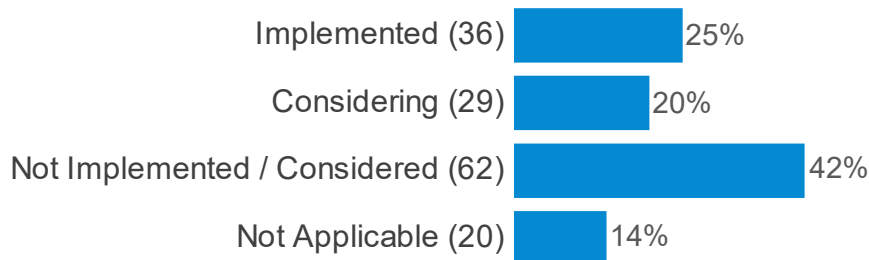
General Cost Cutting Measures (Reduce corporate travel)



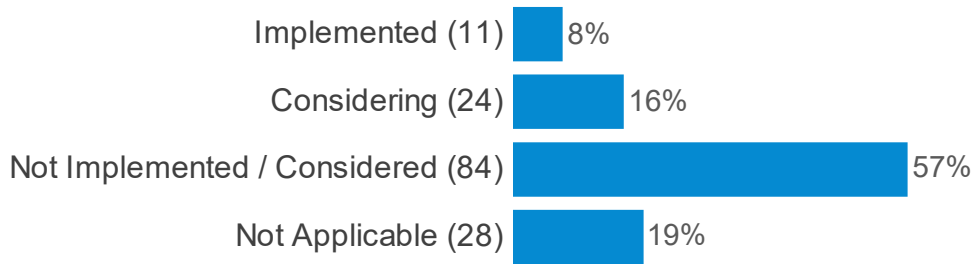
General Cost Cutting Measures (Eliminate corporate travel)



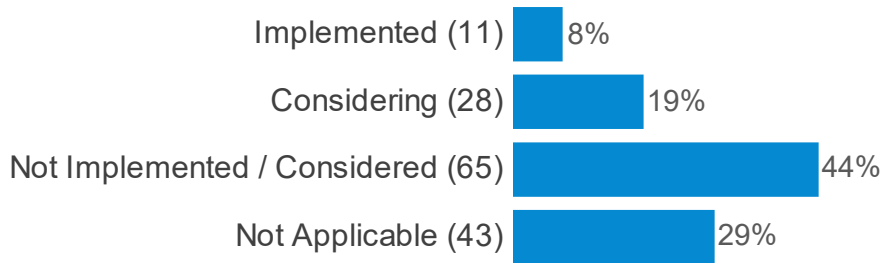
General Cost Cutting Measures (Reduce training budgets)



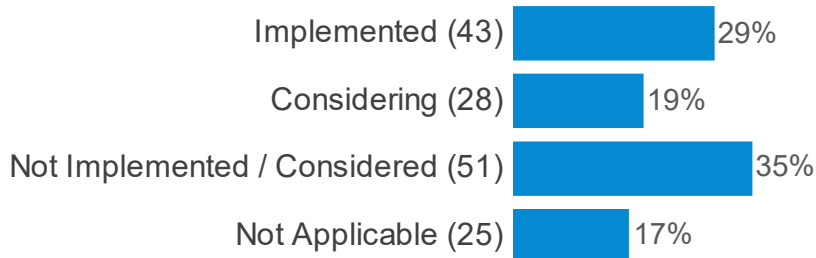
General Cost Cutting Measures (Eliminate training budgets)



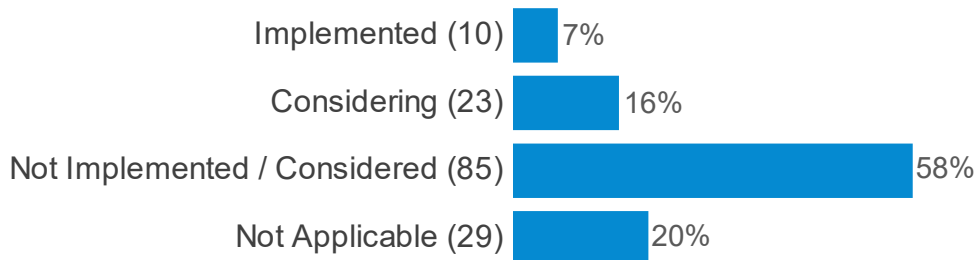
General Cost Cutting Measures (Reduce/eliminate charitable donations/matches)



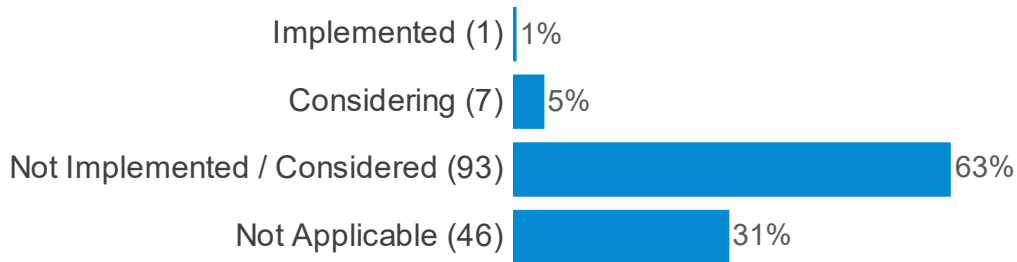
General Cost Cutting Measures (Reduce/eliminate company sponsored social events)



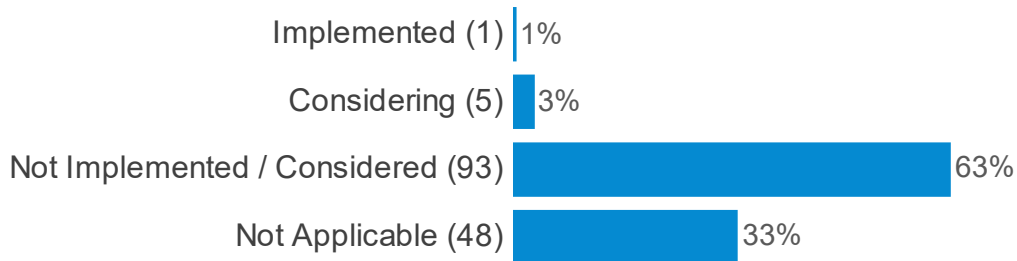
General Cost Cutting Measures (Eliminate employee perks)



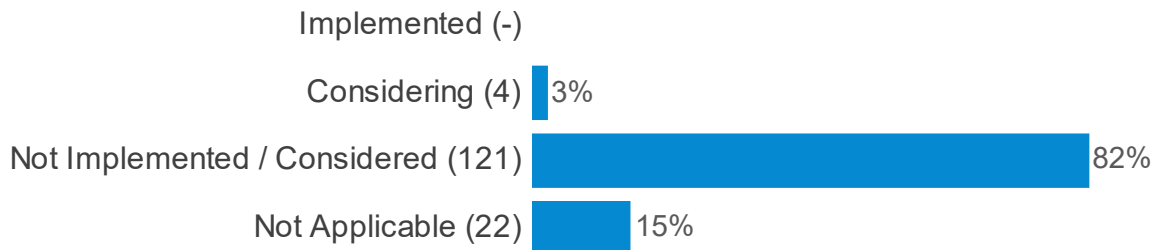
General Cost Cutting Measures (Reduce cell phone reimbursements)



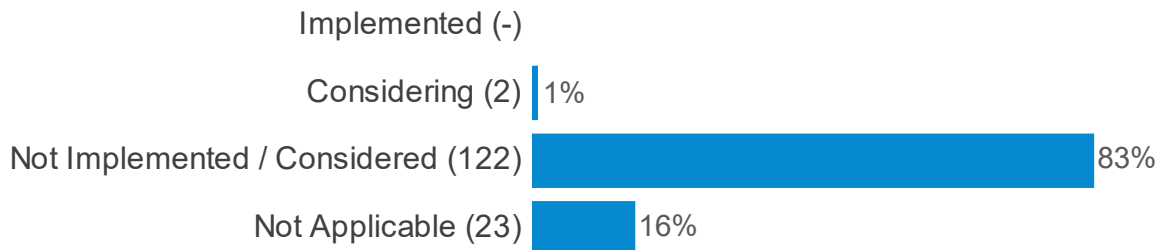
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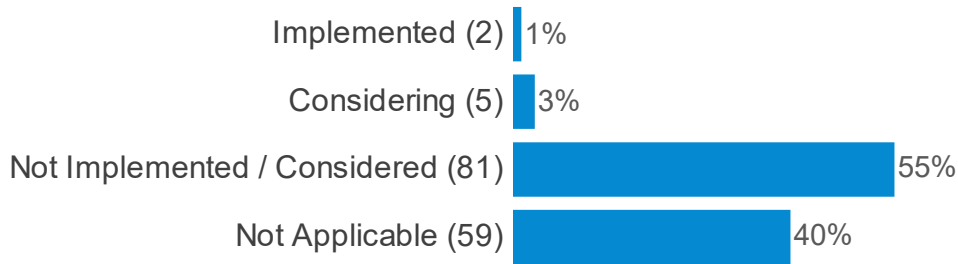
General Cost Cutting Measures (Reduce mileage reimbursement rate below the IRS limit)



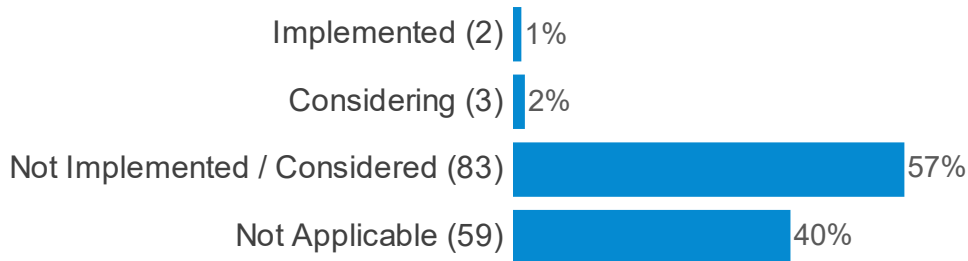
General Cost Cutting Measures (Eliminate mileage reimbursement)



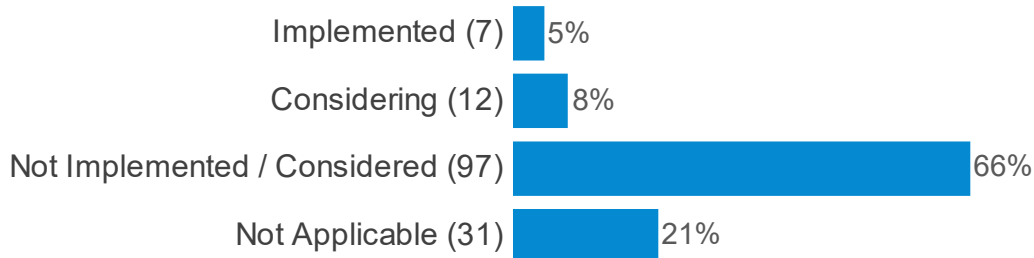
General Cost Cutting Measures (Reduce monthly automobile allowance)



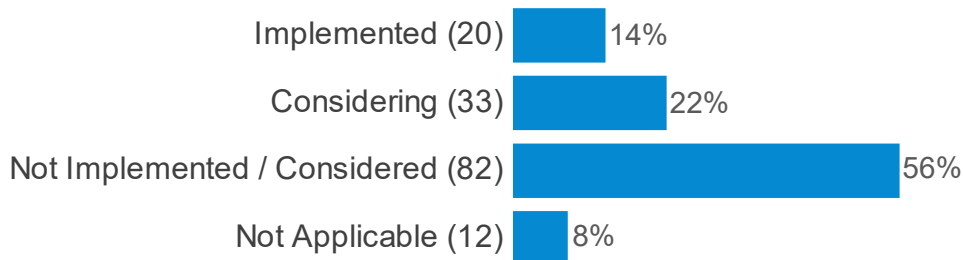
General Cost Cutting Measures (Eliminate monthly automobile allowance)



General Cost Cutting Measures (Reduce expense reimbursement budgets)



General Cost Cutting Measures (Required use of unused PTO / Vacation)



Please describe any other cost cutting strategies or measures your organization has implemented, or is seriously considering in direct response to the COVID-19 pandemic:

- None at the moment. The impact on our company (if any) will not typically be felt until 12-18 months from now (independent insurance agent)
- Reduction in CAM rent charges. Possible reduction in hours of layoffs
- Discretionary marketing expenses; employee relations (lunches) expenses; all training classes & travel for association meetings. Closed all facilities to the public - allowing pick ups of parts from drop boxes outside each building. 36 of 50 employees working from home (from 5 different locations). Social distancing. Stepped up cleaning. All meetings online.
- All events/initiatives on hold - for now.
- We have postponed all non-essential work to the facility (renovation).
- We have contacted all of our creditors/bills to defer payments; we have eliminated some services (online subscriptions, water service, etc.); and we are utilizing Michigan UI's Cost Share program to reduce hours of staff.
- Eliminate non essential travel. But not as a cost cutting strategy, mostly for safety reasons and restrictions in place.
- Researching Michigan Unemployment Workshare program.
- Push back on ordering some replacement equipment for customer as their locations are shut down.
- We are open to anything that doesn't hurt the employees
- We are watching our expenses and keeping critical employees.
- Looking at all options
- No cost-cutting strategies even being discussed. We're an essential infrastructure so we're trying to do our best to make sure our team members feel and are safe and healthy while still serving our membership of 160,000.
- We are a software consulting company we moved to a work from home model. Things are going well. We are in the middle of an office expansion, so all of that is in question.
- We are asking all vendors to consider a 25% reduction in fees/charges.
- Changed our Corporate Responsibility summit from onsite event to totally virtual
- monitoring productivity and reassigning work tasks.
- Distribution facility is working an alternate schedule: 1/2 of associates work one week, other 1/2 work the next week. Reduce the total number of associates in the facility to comply with social distancing. Full pay for all associates up through 4/12. Will be reevaluated at that time.
- you asked about everything we are doing or thinking of doing
- The only thing we have done is that we are not paying bonuses this fiscal year. There may be some impact to our next Fiscal year bonus program as well (fiscal year runs from April 01 - March 31).
- All non essential purchasing has been suspended (needs only - no wants).
- Most of those listed in question #4 are under consideration. We have eliminated the company match of 401K. We have identified candidates for temporary layoff, pending a review of the CARE Act's implications. And, we have explored and are considering a Work Share program for many of the employees not laid off.
- Pull ahead floating holidays that are currently scheduled for time off between Christmas and New Years (3 days) and bring ahead to use to during work stoppage before layoffs.
- Reduced temporary employees on site

Please describe any other cost cutting strategies or measures your organization has implemented, or is seriously considering in direct response to the COVID-19 pandemic:

As an essential employer and member of the food supply, we are up and running as normal. Besides for efforts to minimize the spread of illness, we have made any cost cutting strategies.

we have put off any CAPEX expenditures except our ERP upgrade

Temporary Immediate Leave for direct employee's that have no work

Tele-work Reduction of Shifts

For employees that are not able to work from home, we are continuing income at 80%.

We will continue to work remotely.

It is our company's target to get each and everyone over the period of this corona crisis. The fiscal year 2019 is ending on March 31st, 2020 and is showing a good result. As a responsible employer we consider it to be our duty to be there for our employees and stakeholders, - not only for shareholders, knowing that they are one of the stakeholders. Of course there are limits in everything, but behind each employee we will find a family.

included in questionnaire

Reviewing headcount needs for future (delay or remove).

went on furlough and considering reducing wages

Reduced work week to 32 hrs for hourly employees No payment of PTO balances so there is something to come back to; if permanently furloughed then the balance would be paid out - this is a delay tactic to conserve cashflow

Following the latest legal news to determine any applicability

Higher salary cuts at the executive levels including BoD.

What actions, if any, has your organization implemented to mitigate the financial impact to employees who have lost earnings due to a facility shutdowns or lack of work?

Our Salespeople are mostly on Commission, and we're considering support programs as sales decline due to COVID-19.

None- all facilities remain open. If quarantine required by Company or Dr, employee is paid for up to 14 days.

Everyone is working from home, in whatever capacity they can.

We are continuing to pay everyone their base wage, even if they are non-exempt and unable to work from home.

FFCRA UNEMPLOYMENT

All employees are working from home & will continue to be paid the same as in-office. No layoffs/terminations anticipated.

To-date no financial impact to our employees

Our business remains open and there have been no reductions in workforce.

We have allowed them reduce their 401k contributions.

Liberal application of work-from-home.

Working with customers to encourage them to move forward with implementations and training remotely.

Employees who have childcare issues are being paid straight time to be home. Ill employees are paid straight time to be home. Hourly employees are being paid at time and one-half to work.

We have put 5 employees on a leave of absence for 30 days.

What actions, if any, has your organization implemented to mitigate the financial impact to employees who have lost earnings due to a facility shutdowns or lack of work?

Closely following the Federal Legislation regarding employees at home due to school closures - for tax credits if the school closures are extended

were trying to pay our hourly dtaff until businesses/schools reconvene. we can only due this for a few more weeks and then we will have to lay off.

We are doing our best to find other ways to get some hours to our employees. Very difficult if not impossible due the client base that we have that are completely shutdown

The employees who are continuing to work are doing so at a 20% pay cut to fund the continuation of benefits for those employees who have been laid off.

As of now all of our employees are needed to support customers, especially with the shift to remote users.

Currently working on action plan, we are an essential business and we continue working under the federal and state mandate guidelines.

We have shut down completely but are paying everyone for 2 weeks at 40 hours and continuing their family health care. These are skilled people who cannot be replaced easily. Very much hoping the Federal support will validate our decision to close. Our customers are incredibly pushy in their claims to be "essential" and desire to force us back to work.

Assist employees with UIA applications

We had to layoff employees

We have implemented a Global employee relief fund that can assist employees with the financial impact. We are looking at all government provided programs and taking advantage of these.

Currently paying full wages for the three week shutdown period for employees not able to work remotely. overall monitoring

Additional hours when things get back to normal.

At his point in time (we have no shutdowns nor lack of work,, so that's N/A), we are not affecting time off banks at all NOR pay. Waiting to see how all of the legislation (and FCCRA) shakes out...we will then make sure we follow the proposed guidelines and take care of our team members accordingly.

Our employee are not facing a financial hardship due to the COVID-10 pandemic. We have placed the employees on administrative leave with pay until April 12. Expecting to return to normal after the Governor lift the "mandatory stay".

Advanced award of Personal Sick Time. Continued benefits.

Our workforce went remote so no one has lost earning unless they asked to have their hours reduced due to working remote, Fr example needing time to care for children or others at home.

Full pay for all associates up through 4/12. Will be reevaluated at that time.

We began to send home "at risk" staff immediately with full pay. We sent home staff with respiratory issues (coughing, sneezing) with full pay, we sent all those home that were able to work remotely with full pay (regardless of actual hours worked). Upon the Executive Order, we sent home all non-essential production staff with full pay. We notified all staff in the company that their wages would be guaranteed through April 30th. We are giving each staff member a \$25 Visa gift card. For those that are considered "essential" we have given them a \$5/hr premium for any time worked onsite.

Considering a interest free loan of \$1000 with a 12 month payback for those hourly laid off employees.

Reviewing temporary salary reductions, voluntary temporary layoffs, temporary layoffs, rotating work schedule.

What actions, if any, has your organization implemented to mitigate the financial impact to employees who have lost earnings due to a facility shutdowns or lack of work?

We currently are paying our staff at 100% for the 1st 2 weeks of the "shelter at home" mandate. We are hoping that the Coronavirus Stimulus Bill and other programs will help to keep the financial impact to our employees at a minimum.

For those that we place on temporary layoff, we are planning to continue the company contribution towards their medical benefits.

Some positions are being paid their full salaries as their jobs aren't able to be conducted from home for various reasons, and others had intermittent job responsibilities however received their full salaries as well.

Pull ahead floating holidays that are currently scheduled for time off between Christmas and New Years (3 days) and bring ahead to use to during work stoppage before layoffs. Also, permitting employees to use vacation not yet accrued for 2020 now (pull ahead).

Allowing employees to pull ahead from their next vacation accrual to give them pay now.

We have not shut down nor have lack of work, our challenge is getting folks to come to work despite the incentives to stay home under the Families First Act.

staying in touch with the stimulus bill to make sure we give our employees the best financial options available for their situations

None - situation is changing daily just trying to mitigate long term consequences.

Pay continuation for 2 weeks for employees who don't have the ability to work remotely.

we are continuing to pay those who can't work through the stay at home order

Some manufacturing is considered essential so we are taking volunteers (approximately 165) next week. They will get straight time pay in addition to the 32 hours of pay that those who do not volunteer are getting paid. We are continuing pay exempt associates and asking they work from home.

There are no reductions in salary, but a salary freeze. Depending on how long the crises and the impact on the economy will last, we may cut or eliminate extra-ordinary benefits, but the usual salary should be the last one to be cut.

cover cobra portion difference for 30 days - so impacted employees premiums don't increase

for anyone whose vacation time expired prior to March 31, we paid them regular time if they were unable to work.

We have created a COVID-19 reporting on our leave reporting. This was set up to encourage employees who were sick not to come to work and would not impact their sick time accruals.

our company is providing 4 weeks of medical insurance to employees who have been laid off.

Laid off employees will file for unemployment benefits. Employees with reduced hours are required to use their vacation time.

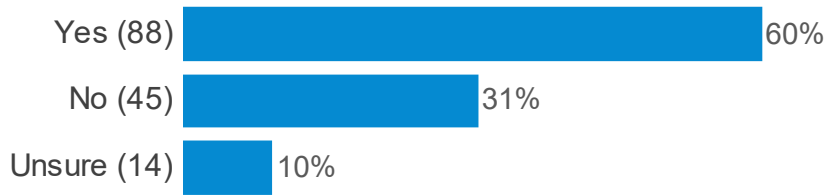
For non-exempts, we are doing a wage replacement program, paying them 30 hours instead of 40 hours. Trying to avoid furlough right now.

60-day furloughs with a skeleton staff working onsite and from home Reaching out virtually to customers which has yielded a great response to keep them afloat in order for us to stay afloat

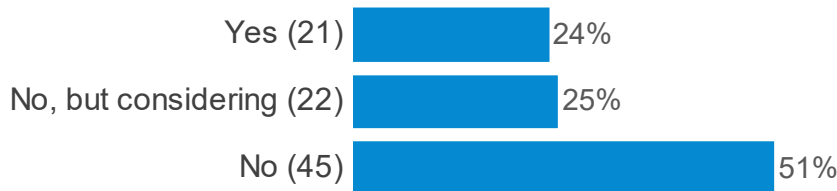
Some employees are working from home - reducing their overhead costs

Lump sum paid at beginning of layoff.

Is your organization and its operations considered essential under the Essential Critical Infrastructure Workforce guidelines?



Is your organization providing any additional incentives to encourage attendance and ensure sustained operations?



What incentives are being offered:

- Paid quarterly incentive early to employees and at a higher amount than normal. Paying staff who has direct contact with customers, premium pay.
- weekly bonuses to those that have to face the public
- Will end up paying "on-site" bonus of 50% of wage to non-exempts who are working. Exempts will get bonus yet to be determined.
- We are just keeping very small operations running and offered premium pay for a couple of employees to come in on a voluntary basis only.
- Flexibility with our attendance policy
- healthy workplace program paid leave of 80 hours + additional 80 hours for full time employees, 40 for part time
- All staff that can work remote are working from home. Hourly production staff are being paid time and one-half daily. Production Supervision is being paid Variable pay weekly.
- Premium pay (shift diff)/bonuses
- On site lunches delivered.
- Only 1-2 employees are allowed in our building at a time. Our staff likes to work remotely, so that in itself is an incentive. We are setting up remote "teams meetings" where they can order a meal from local restaurants, have it delivered for the meeting time and we will reimburse them.
- We are paying our hourly workers for their meal periods and have discounted the price of our meals by 50% for hourly and salaried employees.
- Hourly employees temporary wage increase of \$2 per hour
- No attendance penalties if not working. Shorter hours for same pay.
- \$5/hour premium for any non-exempt staff who have to work onsite. A one time bonus for salaried workers who are required to work onsite.

What incentives are being offered:

A cash bonus, 3 additional PTO days. Impromptu incentives like opening the pop machine one day, free ice cream another day, etc.

125% of base wage for our warehouse/delivery team.

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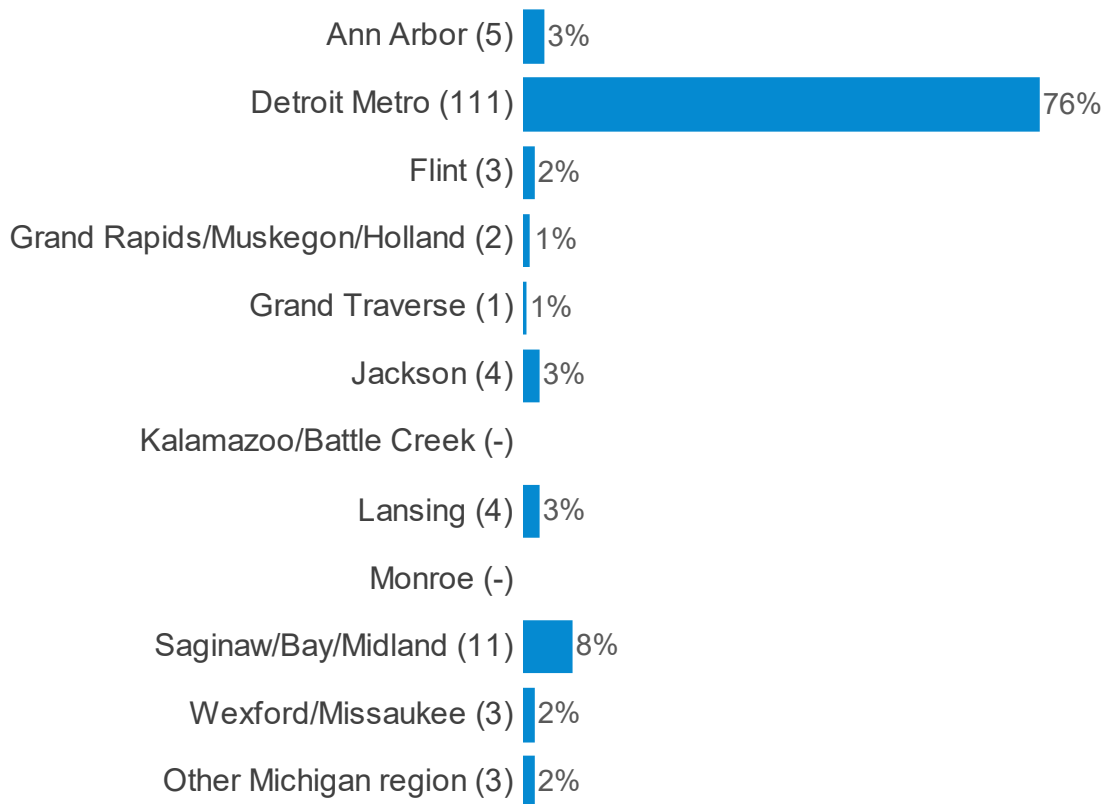
Drastic increase of paid sick leave to bridge the unpaid medical leave until short-term disability and long-term disability insurance will take over.

Onsite production workers do not have a reduced workweek and paying \$100/week for showing up. Salaried employees onsite if making less than \$100K do not bear the brunt of a 20% pay decrease.

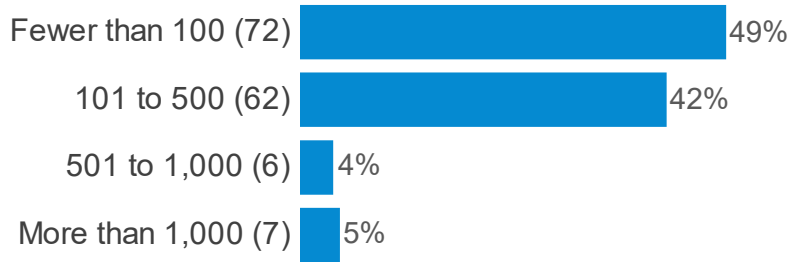
\$3/hr shift premium for non-exempt workers

Premium pay to our essential front line staff.

A majority of the employees reported in the questionnaire work in which geographical area?



How many employees does your organization have in the State of Michigan?



Please select one of the following industry families:

