



SURVEY SUMMARY REPORT

Remote Worker Policies and Practices During the Time of COVID-19

WITHIN THE NOT-FOR-PROFIT SECTOR | MARCH 2021



PRM Consulting Group

Remote Worker Policies and Practices During the Time of COVID-19 (Within the Not-for-Profit Sector)

March 2021

PRM Consulting Group, Inc. (PRM) regularly researches and tracks human resource policies and practices as part of our client research. And, in the wake of the COVID-19 pandemic, we received questions from many organizations asking us how other organizations are setting their geographic pay policies for remote workers in this new environment. As a result, in February 2021 we conducted a pulse survey to obtain, analyze, and summarize how not-for-profit employers are changing their pay programs and other policies related to employees who are working at home due to the pandemic.

The pulse survey was conducted online and included ten questions related to geographic pay differentials and other compensation policy/practice changes for the remainder of the current calendar year. Invitees included diverse national-level not-for-profits, many of which participate in PRM's annual *Management Compensation Report of Not-for-Profit Organizations*, and a total of 242 organizations responded to the survey by March 1, 2021.

This report summarizes the results of PRM's remote worker pulse survey. For the tables associated with each survey question, the "Number of Responses" column indicates the total number of survey respondents who selected the answer, while the "Percent of Total" column indicates the number of responses to any question as a percent of all survey respondents.

The [Attachment](#) provides an alphabetical listing of the survey respondents.

Survey Results

Question #1: Does your organization have a geographic pay policy – i.e. do you maintain separate salary ranges for employees working remotely in different locations?

Overall, approximately 80% of the responding organizations reported they currently do not have a geographic pay policy, although about 20% of them may implement such a policy in the future as a result of COVID-19.

Question #1	Number of Responses	Percent of Total
Yes	48	19.8%
No – we do not need/have no plans to implement	144	59.5%
No – but we have considered/may implement in the future	50	20.7%

Question #2: If yes, has your organization applied its geographic pay policy to remote workers during the pandemic?

However, among those organizations who have a geographic pay policy, 60% of them reported they have not applied the policy for remote workers during the pandemic.

Question #2	Number of Responses	Percent of Total
Yes	19	39.6%
No	29	60.4%

Question #3: When the pandemic is behind us, on what basis will your organization require employees to return to the office?

The majority of survey respondents (about 86%) indicated they plan to adopt some form of flexible work schedule, most commonly a policy that permits a flexible work schedule for all employees. Only about 4% of survey respondents indicated they plan to return to a normal pre-COVID-19 work environment (i.e., 5 days/week at the office), whereas approximately 10% of them plan to work entirely or almost entirely on a remote basis for the foreseeable future.

Question #3	Number of Responses	Percent of Total
5 days/week	10	4.1%
3 days/week	24	9.9%
We plan to adopt a flexible schedule for all employees	137	56.6%
We plan to adopt a flexible schedule for certain employees only	48	19.8%
We plan to work 100% remotely or nearly so for the foreseeable future	23	9.5%

Question #4: What is your organization's estimated time frame for returning to normal in-office working hours?

Almost half of all survey respondents (49%) indicated their plans to return to normal in-office work hours are still unknown. Otherwise about 32% of survey respondents anticipate a longer rather than a shorter time horizon for returning to normal office hours. And, approximately 10% of survey respondents plan to maintain their current remote work practices in some form for the future.

Question #4	Number of Responses	Percent of Total
By the end of the first quarter 2021	3	1.2%
By mid-year 2021	20	8.3%
After mid-year 2021	77	31.8%
Unknown/to be determined	117	48.3%
Not planned; we will maintain remote work practices in some form	25	10.3%

Question #5: What is your organization's policy regarding the current salaries for remote workers who have moved to a lower cost-of-living area?

The most common policy is to maintain current salaries and salary ranges for remote workers moving to lower cost-of-living areas, as reported by nearly half of all survey respondents (49%). However, many organizations (about 41%) indicated they have no formal policy for remote worker salaries.

Question #5	Number of Responses	Percent of Total
Maintain current salaries and salary ranges/no change	121	50.0%
Salary decisions vary on a case-by-case basis	21	8.7%
No formal policy	100	41.3%

Question #6: Will your organization limit future pay opportunities for remote workers who have moved to a lower cost-of-living area?

Additionally, most survey respondents (approximately 84%) reported they have no plans to limit future pay opportunities for remote workers moving to lower cost-of-living areas; approximately 10% of them indicated the policy will be applied on a case-by-case

basis, and only about 6% reported they will have a uniform policy that applies to all remote workers who have moved to lower cost-of-living areas.

Question #6	Number of Responses	Percent of Total
Yes – for all remote employees in lower cost-of-living areas	15	6.1%
Yes – for some remote employees in lower cost-of-living areas	24	9.8%
No	207	84.1%

Question #7: Does your organization provide remote workers with any reimbursement for home office operating expenses during the pandemic?

Approximately half of all survey respondents (48%) reported they provide reimbursement for remote workers’ home office expenses, and the majority of them provide reimbursement for all employees who are working remotely. But, slightly more than one-third (36%) indicated they do not currently nor do they plan to provide reimbursement for home office expenses.

Question #7	Number of Responses	Percent of Total
Yes, but only for selected employees	20	8.3%
Yes, for all employees working remotely	96	39.7%
No – and we have no plans to adopt such a policy	87	36.0%
No – but we are considering or may consider such a policy in the future	39	16.1%

Question #8: If yes, is there a limit/cap on the amount? Please also describe the basic policy.

Among those respondents providing reimbursement for home office expenses, 74% of them reported there is a limit/cap on the amount.

Question #8	Number of Responses	Percent of Total
Yes	86	74.1%
No	30	25.9%

A summary of the monthly allowances and annual stipends for remote worker home office expenses is as follows:

Employee Home Office Expenses	Number of Responses	Summary Statistics			
		25 th %ile	Mean	Median	75 th %ile
Monthly Allowance	91	\$40	\$57	\$50	\$63
Annual Stipend	92	\$250	\$336	\$250	\$500

The definitions of the reported summary statistics are as follows:

- 25th percentile represents the figure above which 75% of all reported figures fall.
- Mean represents the simple average of all figures reported.
- Median represents the figure above and below which half of all reported figures fall.
- 75th percentile represents the figure above which 25% of all reported figures fall.

Among the 183 survey respondents reporting they reimburse for home office expenses, approximately half currently do not have a formal policy, and they did not report a specific dollar amount. It should be noted the 25th percentile and median annual stipends are the same; half of the responding organizations reported an annual stipend of \$250 or less and, among these organizations, the typical stipend is \$250.

Question #9: What changes are being considered or have been made to your organization’s pay and benefits programs as a result of COVID-19?

Approximately 57% of survey respondents have already made or anticipate making changes to their pay and benefits practices as a result of the pandemic. The most common changes reported are reduced merit increases, delayed merit increases, and/or more flexible benefits, each reported by over 24% of all survey respondents.

Question #9	Number of Responses	Percent of Total
Reduced merit increases	60	24.4%
Delayed merit increases	73	29.7%
Reduced bonuses	25	10.2%
Suspended bonuses	48	19.5%
Modified benefits to provide more flexibility	61	24.8%
Increased employee premiums for certain benefits	15	6.1%
No changes	105	42.7%

Question #10: What has been the impact of the pandemic on turnover at your organization?

Most survey respondents (nearly 70%) indicated there has been little to no change in their turnover, and 19% of them reported a decrease in turnover as a result of the pandemic.

Question #10	Number of Responses	Percent of Total
Increased turnover	26	10.7%
Decreased turnover	47	19.4%
No significant change	169	69.8%

In summary, the results of PRM's remote worker pulse survey indicate:

- Over half of all respondents (**60%**) do not currently have or have **no plans to implement a geographic pay** policy for remote workers;
- About **76%** of survey respondents plan to adopt a **flexible work schedule** for some or all employees;
- Half of all survey respondents (**50%**) will **maintain their current salaries and salary ranges** for remote workers regardless of remote workers' locations;
- About one-half (**48%**) of survey respondents currently **reimburse** some or all of their remote workers **for home office expenses**;
- Approximately **57%** of survey respondents have already made or anticipate making **changes to their pay and/or benefits programs** as a result of COVID-19; and
- Most survey respondents (**70%**) indicated there have been **no significant changes in turnover** since the beginning of the pandemic.

We hope this information is of value to your organization as part of your pay and benefits planning for 2021. Please contact me if you have any questions about the survey results or would like additional information about the services PRM provides.

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About PRM Consulting Group, Inc.

PRM is a full service management consulting and outsourcing firm specializing in people resource management. Our mission is to provide tailored solutions for our clients at a fair price. By keeping this commitment, we earn repeat business. More than 90% of the firm's work results from projects and services from repeat clients. PRM consultants have served many of our clients for decades, with one client relationship having been maintained continuously since 1971.

Our client base includes private sector/commercial companies, along with not-for-profit and public sector organizations who believe that people are the ultimate drivers of organizational success.

PRM was formed in 2000 through combining the operations of PRM Consulting, Kennedy & Rand Consulting, Inc. and Jimmy Jones & Associates. The company is headquartered in Washington, DC, and has offices in Rockville (MD), Morristown (NJ), Chicago (IL), Atlanta (GA) and Richmond (VA).

Alphabetical Listing of Survey Respondents

ACT
 Afterschool Alliance
 AIChE (American Institute of Chemical Engineers)
 Albert and Elaine Borchard Foundation
 Alliance for Justice
 Alzheimer's Association
 American Academy of Ophthalmology
 American Academy of Pediatrics
 American Alliance of Museums
 American Anthropological Association
 American Association for Cancer Research
 American Association for Clinical Chemistry
 American Association of Anatomists
 American Association of Colleges of Nursing
 American Association of Community Colleges
 American Association of Oral & Maxillofacial Surgeons
 American Association of Petroleum Geologists
 American Association of Physicists in Medicine
 American Association of Physics Teachers
 American Astronomical Society
 American Behcet's Disease Association
 American Board of Family Medicine
 American Chemistry Council
 American College of Cardiology
 American College of Chest Physicians
 American College of Clinical Pharmacology
 American College of Emergency Physicians
 American College of Financial Services
 American College of Physicians
 American College of Surgeons
 American College of Trial Lawyers
 American Concrete Institute
 American Council for an Energy-Efficient Economy
 American Councils for International Education
 American Epilepsy Society
 American Farm Bureau Federation
 American Foundation for Suicide Prevention
 American Helicopter Society International
 American Immigration Lawyers Association
 American Institutes for Research
 American Lung Association
 American Mathematical Society
 American Meteorological Society
 American Oil Chemists' Society
 American Physiological Society
 American Phytopathological Society
 American Rental Association
 American Society for Clinical Oncology
 American Society for Clinical Pharmacology & Therapeutics
 American Society of Clinical Oncology
 American Society of Cytopathology
 American Society of Hematology
 American Society of Transplantation
 American Speech-Language-Hearing Association
 American Statistical Association
 American Veterinary Medical Association
 ANA Enterprise
 AOAC International
 Apartment & Office Building Assn. of Metro. Washington
 APIC – Assn. for Profs. in Infection Control & Epidemiology
 Arundel Community Development Services
 ASAE: The Center for Association Leadership
 ASHRAE
 ASIS International
 Association for Iron and Steel Technology
 Association for Supervision & Curriculum Development
 Association of Home Appliance Manufacturers
 ASTRO – American Society for Radiation Oncology
 Barth Syndrome Foundation
 Benevolent and Protective Order of Elks of the USA
 Biophysical Society
 Blumont
 Botanical Society of America
 Cable and Telecommunications Association for Marketing
 California Dental Association
 CARE International
 CASSS-International Separation Science Society
 Casualty Actuarial Society
 Catalyst
 Catholic Relief Services
 Center for Disaster Philanthropy
 Center for International Private Enterprise Inc
 Center for Law and Social Policy
 Childfund International
 Chlorine Institute
 Clinton Foundation
 Colorectal Cancer Alliance
 Competitive Enterprise Institute
 Computing Technology Industry Association
 Concern Worldwide
 Congress of Neurological Surgeons
 Consumer Reports
 CoreNet Global
 Corus International (IMA/LWF)
 Council for Agricultural Science and Technology
 Council for Christian Colleges and Universities
 Credit Union Executives Society
 Directed Energy Professional Society
 Emerging Markets Traders Association
 Environmental And Energy Study Institute
 EveryLife Foundation
 Family, Career And Community Leaders of America
 Farm Sanctuary
 Federation of American Societies for Experimental Biology

FHI 360
Fight for Children
Forum for Youth Investment
Geochemical Society
GeoScienceWorld
Global FoodBanking Network
Government Finance Officers Association
Habitat for Humanity International
Healthcare Distribution Management Association
Hemisfair Conservancy
Heritage Foundation
HIMSS
Huntington's Disease Society of America
Hydrocephalus Association
IEEE
IESC (International Executive Service Corps)
IFSCC (Int'l. Federation of Societies of Cosmetic Chemists)
IMAPS - Int'l. Microelectronics Assembly & Packaging Soc.
Immune Deficiency Foundation
Independent Community Bankers of America
Information Technology Industry Council
INFORMS
Innovations for Poverty Action
Institute for Health Care Improvement
Institute of Environmental Sciences and Technology
Institute of Food Technologists
Institute of International Education
Institute of Management Accountants
Institute of Real Estate Management
International Peace Institute
International Republican Institute
International Rescue Committee
International Society on Thrombosis & Haemostasis
Internews
IREX
JHPIEGO
Jobs for the Future
Junior Achievement Worldwide
KaBOOM!
Leading Edge
Little Kids Rock
Lupus Foundation of America
Lutheran World Relief
Management Sciences for Health
MEDA
Medical Society of the State of New York
Medical Teams International
Mercy Corps
Metals Service Center Institute
Million Dollar Round Table
Mortgage Bankers Management Association
Moving Picture Institute
NACE International
NAFSA
National Academy of Public Administration
National Association of Colleges and Employers
National Association of Convenience Stores
National Association of Home Builders
National Athletic Trainers' Association
National Breast Cancer Foundation
National Council of Juvenile and Family Court Judges
National Democratic Institute
National Eczema Association
National Endowment for Democracy
National Foundation for Ectodermal Dysplasias
National Funeral Directors Association
National Futures Association
National Health Council
National Kidney Foundation
National Multiple Sclerosis Society
National Organization for Rare Disorders (NORD)
National Osteoporosis Foundation
National Pork Board
National Society of Professional Engineers
Near East Foundation
NeighborWorks America
NORC at the University of Chicago
Oak Ridge Associated Universities
Orbis
Orthopaedic Research Society
Out & Equal
PAI
Paintcare, Inc.
Personal Care Products Council
Pew Research Center
Plan International
Population Connection
Population Services International
Power to Decide
Presbyterian Church (USA)
Prevent Blindness
Project Bread
Project Management Institute
Public Broadcasting Service
Public Citizen Foundation
Quality Health Strategies
R Street Institute
Radiological Society of North America
Rise Against Hunger
Room To Read
SAE International
Safe Horizon
Save the Children
Scholarship America
School to School International
Senior Service America
Services for the Underserved
Sigma Xi, The Scientific Research Honor Society
Society for Cardiovascular Angiography & Intervention
Society for Laboratory Automation and Screening

Society for Mining, Metallurgy & Exploration
Society for Sedimentary Geology
Society of Petroleum Engineers
Specialty Graphic Imaging Association
Sustainable Forestry Initiative
Synergos
Technical Education Research Centers (TERC)
TechnoServe
Tent Foundation
The ALS Association, National Office
The Center for Victims of Torture
The Electrochemical Society
The Hunger Project
The LAM Foundation

The Marfan Foundation
The Slomo and Cindy Silvian Foundation
Tides
Tides Advocacy
Tourette's Association of America
United Spinal Association
University Corporation for Atmospheric Research
Urban Land Institute
US Pharmacopeial Convention
Water for People
Women Employed
World Vision International
Young Women's Leadership Network
Zero to Three

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