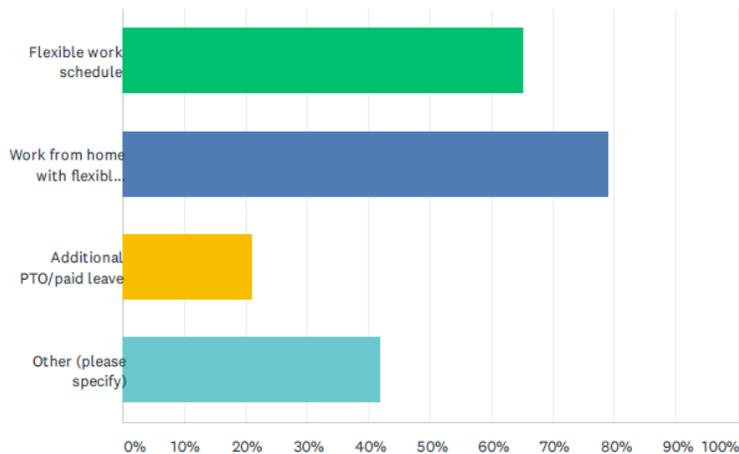


# VIRGINIA BANKERS ASSOCIATION

## VBA Member Bank Survey Results: Accommodations for Working Parents of School-Aged Children

We collected 50 total responses to this survey. Please note that not all questions were required, therefore some respondents skipped questions.

- 1. Approximately what percentage of your working population is affected by these issues (percentage of employees who are parents with children attending school, at least in part, virtually)?**
  - a. Less than 10% - 20% (10 responses)
  - b. 10-25% - 36% (18 responses)
  - c. 25-50% - 22% (11 responses)
  - d. 50%+ - 2% (1 response)
  - e. Unknown – 10 % (5 responses)
- 2. How are you determining the potential impact to staffing? Are you conducting a survey of staff who may have conflicts?**
  - a. Conducting surveys or considering surveys – 38% (19 responses)
  - b. Conversations between managers and employees and/or supervisors are providing information to HR/senior management – 14% (7 responses)
  - c. Relying on employees to seek accommodations and/or self-identify – 6% (3 responses)
- 3. Please select any of the strategies below that you have or are planning to implement to support working parents at your bank while their children are virtual learning for some or all of the week.**



Other –

- FFCRA – 10% (5 responses)
- Support of sourcing local childcare options or learning pods/on-site childcare – 4% (2 responses)
- We are looking into offering a low or no interest loan to help with additional expenses incurred during this time
- Hybrid workplace setting for back office employees

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- Unpaid leave
  - Expanded FMLA through Dec. 2020
  - Families with adjusted gross income less than \$100,000 are eligible for childcare reimbursement up to \$240/mo. per child.
  - Currently where feasible staff able to work remotely and we will continue this through year-end; however, staff have been informed that this is only a temporary measure and that they should be pursuing necessary childcare services.
- 4. If you are offering a flexible work schedule for your branch employees, please describe the circumstances in more detail here:**
- Reduce hours to part-time if possible
  - Reviewing the option of allowing them to leave for a "late lunch" to pick their children up from school due to busing issues. Considering having an early shift where they come in prior to opening and leaving early. Long lunches during the day to go home to check on the virtual learning.
  - While branch lobbies remained closed, we are able to offer some flexibility with scheduling.
  - Staggered, rotating or reduced schedules have been implemented as needed.
  - Because we are efficiently (leanly) staffed, implementing flexible work schedules, particularly for front line employees, would be difficult.
  - Branch employees are on a one-week rotation. We split the branch staff into 2 groups with one group working every other week in the branch. The employees working remotely answer client calls.
  - We are still assessing but will be as accommodating as needed during these first few months. It will most likely resemble what we did during staggered teams while branches were closed, having those at home help with calls and other activities while working around established school schedules.
  - Allowing them to come in later in the morning so they can get their children started with academic work. Considering job sharing practice.
  - Based on each branch, there is the possibility of working with the team based on their needs. Intermittent leave is also an option.
  - Where viable, allowing employees to work their 8-hour schedule at any time during the day that is convenient for their unique situation.
  - Employees who live nearby can come and go during the day to cover peak periods at the bank and then check on the kids during slow periods at the bank.
  - Lobby hours are 10 a.m. - 4 p.m. and Saturday hours are 9 a.m. - noon. Full-time teammates are not being penalized for reduced work schedule. In addition, an additional stipend is being provided for branch associates.
  - Can include working later hours where branches are open or working on Saturdays where branches are open.

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## VBA Member Bank Survey Results: Accommodations for Working Parents of School-Aged Children

### 5. If you are offering extended work from home opportunities with or without a more flexible schedule, please describe the circumstances in more detail here:

- Potential for corporate positions
- Potentially allowing WFH a couple days a week to supervise virtual learning with older children.
- Flexible schedules are permitted for current remote workers, as long as the work gets completed in a timely manner. We expect remote workers to also be responsive to internal & external customers as well. We ask that they use good judgement.
- Certain administrative positions are set up to work from home, but most are salaried with some degree of flexibility already present in their work schedule; Hourly employees have an increased burden to accurately document their hours worked but have some schedule flexibility depending on the nature of their duties.
- Though we will consider on a case by case basis as needs arise, we currently are not providing work from home opportunities.
- We feel a flexible schedule is critical and have discussed the possibility of hiring temporary workers to fill in, as well as offering a period of approved Over Time for those without children that might be willing to work additional hours for extra \$\$.
- Those that can work from home do not necessarily have to work during the 8-5 time; we are allowing them to work evening hours if needed and only if their position allows that flexibility.
- At home access to computer system from 6:00 AM until 9:00 PM. Considering allowing employee to split day with morning and evening hours.
- As long as you get your work done, take the time you need to take care of your children. Working after hours or through lunch is an option
- Associates with pre-existing conditions or age-related that are unable to return to their customer facing role are being retrained to handle other responsibilities (PPP, customer phone contact, etc.).
- Departmental managers have flexibility to allow staff to work remotely with work demands dictating the who, when and how. Staff working remotely have been informed that they should be pursuing means to meet childcare needs as option to work remotely could end sooner than the target date of 12/31/20.
- Our employees will plan their workload around their child/children's schedule. Any "rush" situations that arise during an employee's alternate work schedule will be directed to another individual who can be their backup as needed.
- For exempt folks we are using an honor system for hours worked. They need to be available to take calls, answers questions, work on projects, attend meetings and be responsive during traditional bank hours.
- We developed a new Work from Home policy. The request must be approved by the supervisor and HR. Checklist such as sufficient office space and internet speed must be met.

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## VBA Member Bank Survey Results: Accommodations for Working Parents of School-Aged Children

### 6. If you are offering additional PTO/paid leave, please describe the circumstances in more detail here:

- No additional PTO/paid leave except for FFCRA covered leave – 12% (6 responses)
- 10 additional days of leave
- We gave 5 additional PTO days to all employees at the beginning of the pandemic
- Not at this time but may consider on a case by case basis, depending on an individual's use of the expanded family & medical leave benefit, and impact on setting a precedent.
- The Bank has agreed to pay any employee up to 1 week of any unused vacation at the end of the year (2020).
- For our frontline staff, we will offer paid leave to those who cannot make other arrangements for home schooling.
- We offered an additional 2 weeks of paid time off so that employees could use intermittently to help with school aged children.
- We are reviewing this for branch team members only, however, we have not made a decision at the time of this survey.
- We will pay 2/3 regular wage under FFCRA and allow employees to elect to use PTO to make up the difference.
- We are allowing our employees to go negative with their PTO balance. Our policy allows it up to the point of what an employee would earn by end of year, but we are considering letting them go further than that mark and determining by end of year how to reconcile.
- No- We already offer more than competitive PTO accrual with minimum level of three weeks annually.
- For employees that are at work and cannot take PTO, we have offered to payout unused PTO over the annual carryover to reward on site work.
- We provide continuing pay at the employee's regular rate without requiring the use of PTO when quarantining is required.
- We are allowing employees to bank more PTO time and sell back more PTO days this year.

### 7. Please describe any other accommodations you plan to make for your employees that were not mentioned above:

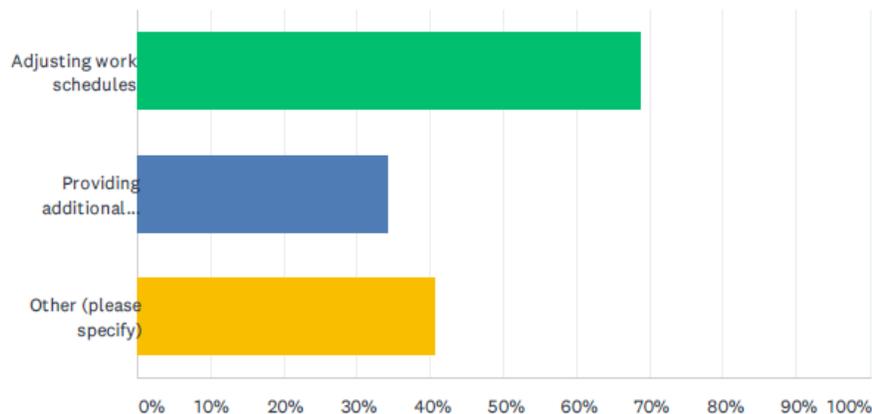
- As mentioned, the interest free loan program to assist with tutor expenses, or facility expenses (such as YMCA, etc.) that parents are not accustomed to having to pay. Also encouraging employees to pursue pod teaching opportunities. We are compiling all resources in a community page on our HRIS so that all parents have access to programs and resources. Lastly, we know how stressful this is becoming for parents, so we are sending regular communications that reassure our employees that we will be as flexible as possible and to reach out to HR to discuss their specific needs for additional help, and we are utilizing the resources available through EAP. I've worked with John to identify several good webinars to get out to our employees, and we will continue to promote these resources.
- Staff members may bring children that are too young to attend school to work with them.

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- We instituted Bank Approved Paid Leave (BAPL) for anyone who is sick or who has symptoms, we are considering something similar for school or childcare issues directly related to the school schedules.
- 1. Employees who have to stay home to take care of kids because of school closings will be paid as if they worked – in other words, you do not have to use vacation or PTO. 2. If you stay home, and are able to telework, we expect you to do so. 3. For branch employees, this will require a little bit of coordination because we need to keep our branches open. Try to come to work for at least a portion of each day. We can adjust shifts and move folks around as necessary. 4. If you are a part time employee and are willing to work extra hours in the branches, we will pay you time-and-a-half for hours worked beyond your normal schedule, up to 40 hours per week.
- Many of our employees have hired college age students to assist with the care of their children as needed.

### 8. What adjustments are you making for employees who cannot telework from home, i.e. frontline personnel/branch staff/tellers?



#### Other –

- At the onset we paid a "recognition" bonus to all of our retail associates. We provide lunch on occasional, surprise visits from leadership, internal recognition via our intranet.
- Adjusting work schedules to the extent possible
- We pay certain employees \$100 bonus each day they are required to work in the office.
- I believe too much of our industry has relied on telework rather than overcoming back to work issues. We found telework possible but not optimal.
- Being trained to handle other responsibilities (PPP, customer phone contact, etc.).
- Raise for front line non officers.

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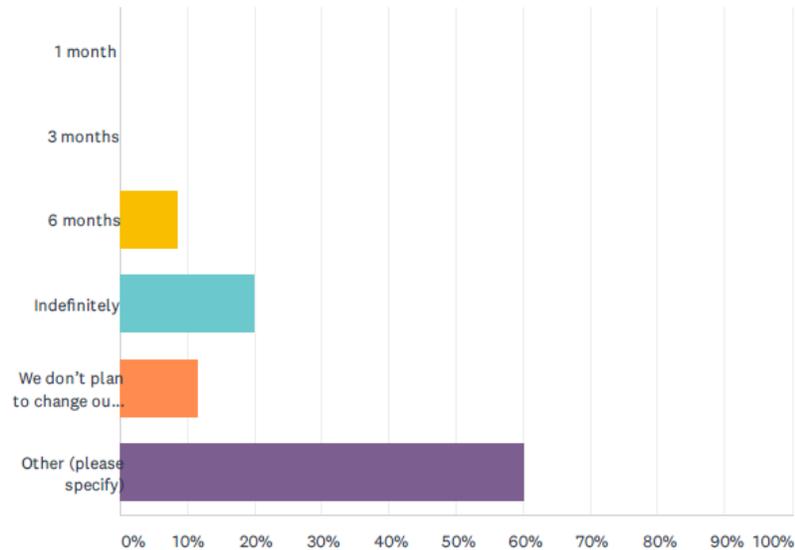
## VBA Member Bank Survey Results: Accommodations for Working Parents of School-Aged Children

- 9. How do you plan to handle the situation if multiple employees are out in one department?**
- Utilize cross-trained employees; share with other branches; schedule rotations; job-sharing
  - We have contingency plans in place for each branch location, in case we encounter any circumstances with staffing levels.
  - Utilization of part-time teller staff
  - If a number of frontline employees at one location are absent, we could (and have) closed lobby doors at that location and recruited volunteers from other branches to run the drive thru and answer phones. Employees in support areas are sufficiently cross trained to continue operations. We could also facilitate remote work assignments if necessary.
  - Send Operations work to a less busy branch. Close lobby for understaffed branches.
  - For customer facing jobs, we have established platoons that rotate so that one can come in if one is out. Back room can telework.
  - Trying to hire more floating teller positions
- 10. What other strategies will you implement to support working parents at your bank while their children are virtual learning?**
- More flexibility and simple understanding navigating the changes.
  - EAP support, childcare/learning pod locator services, create a "culture of caring" and grace with conflicting priorities, provide IT support/equipment to help parents work from home
  - We have a task force of parents that are providing information and we are working with their requests - so far, the primary concern has been a reassurance that we will continue to work with employees during this challenging time.
  - Support from Senior Management to encourage those parents that at juggling work and school
  - Developing an online tutoring program to help parents who may need it
  - Tuition reimbursement for employees also pursuing degrees.
  - reduced hours and flexible arrangements as needed case by case
  - If parents are working remotely, it is our policy that they have a dedicated, private work environment. This is very difficult with young children in the house. We are acknowledging this challenge at this time an being flexible/accommodating.

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## VBA Member Bank Survey Results: Accommodations for Working Parents of School-Aged Children

### 11. How long is your bank prepared to keep updated policies or newly implemented strategies for working parents in place?



Other –

- For as long as we can feasibly do so without major impact
- We will do what we need to accommodate employees through the end of the year, reassessing strategies and resources as we move along. We anticipate that Sept will be the worst month and are then hoping that everyone gets into a bit of a routine, and that options are a little more available. Many of our schools are just finalizing decisions with very little direction, so employees don't know what they don't know yet!
- We will review quarterly.
- It really depends on the outcome of the virus and local, state, and federal requirements imposed.
- through 12/31/2020
- We reserve the right to adjust all polices as events dictate.
- We are reviewing periodically based on conditions with a commitment to provide two-week notice (if possible) before changes are implemented.
- Until schools return to in-person learning

### 12. Is there anything else you would like to report on your bank's policies in this space?

- We make sure to note that all policies during this time are subject to change with short notice, based on rapidly changing circumstances.
- The Bank already had a pandemic plan in place allowing employees to work remotely. Laptops had been purchased and a secure portal to login remotely was in place. We also tested this plan annually. The transition to remote work was immediate, although we had to

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## **VBA Member Bank Survey Results: Accommodations for Working Parents of School-Aged Children**

fine tune our procedures and network to be more effective and efficient while working remotely.

- Regardless of what banks are able to do, communication is the key. Our employees need to hear and know they have our support and that we are working with them to get through this. Thanks for pulling this survey together and I'm anxious to see the results!
- Our CEO consistently reminds us to do what is right for the employees.
- The cost to implement the new DOLI standards may influence our continued ability to pay employees who have to stay home to take care of children.
- Not having an end date, we will need to be nimble and adapt to all situations as they continue to arise.