

IMPACT Manager Guideline

Considerations during the **COVID-19 pandemic**

IMPACT Administration
BAE Systems, Inc.
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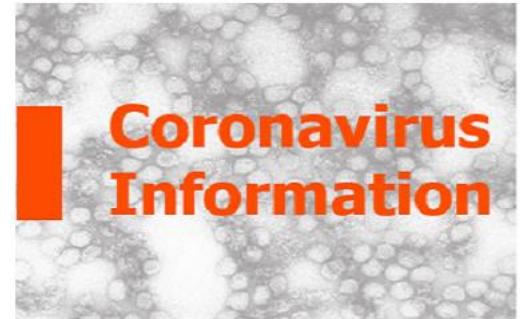
Manager Resource Guide for IMPACT: COVID-19



BAE Systems is committed to supporting our managers and employees during the COVID-19 outbreak. As our employees work to the extent they can, whether remotely or onsite, it is critical for managers to reinforce with their teams the importance of engaging with employees and recognizing their commitment to our mission.

Understanding what efforts are appropriate for IMPACT recognition during the COVID-19 outbreak can be challenging. This document is intended to assist you with tips and recommendations for this unique situation brought on by the COVID-19 pandemic.

Impact Guidelines: COVID-19



- Many unprecedented situations are arising in the midst of the COVID-19 pandemic that could present unique challenges for you as a manager to determine whether or not an employee's effort should be recognized or rewarded.
- To allow for further time and consideration, we are recommending a **RAVE now, REWARD later** approach to recognition, as we are seeing a large number of activities and efforts that will continue throughout the COVID-19 pandemic crisis.
- In cases where you know employee efforts will only happen once, these should be recognized and rewarded at that time to maximize timeliness and positive recognition.
- Understanding the difference among situations will significantly improve long-term utilization of the IMPACT program. If you need additional assistance understanding how to recognize an employee, please contact your local HR business partner.

Before you make a Nomination: COVID-19

- Carefully review award messages and supporting details to ensure multiple awards are not being issued in different amounts to a particular employee.
- Before submitting an award for an employee or coworker, reach out to the manager first to see if an IMPACT award is already in progress based on COVID-19 related events.
- A **RAVE now, REWARD later** approach could result in a single, more significant award for efforts throughout the pandemic after the crisis abates.



Rave

A special thanks for helping an employee or supervisor beyond the scope of one's normal job responsibilities.



Pioneer Award

Contributing to a team or function on a project or other achievement in a way that aligns with the company's core values of trusted, innovative, and bold.



Pathfinder Award

Leading or contributing to a program, project, or possibly sector in a way that aligns with the company's core values of trusted, innovative, and bold.



Trailblazer Award

Leading a team on a significant program or a sector- or enterprise-wide project (Inc. or plc) in a way that aligns with the company's core values of trusted, innovative, and bold.

Who do you want to recognize?

We all like to believe everyone deserves to be recognized, but during crises such as the COVID-19 pandemic, it's important to consider situational criteria when making decisions.

Do ...

- ✓ RAVE often – engaging during this time of social distancing is an important facet of staying connected with employees.
- ✓ For ongoing efforts, consider the **RAVE Now, Reward Later** approach. Keep employees engaged throughout, and look to provide an award for the entirety of their effort after the crisis abates.
- ✓ Nominate awards related to single actions or efforts assisting BAE Systems and its customers during the COVID-19 pandemic.
- ✓ Use award levels consistent with established leveling for our program categories:
 - Rave, Pioneer, Pathfinder, Trailblazer
- ✓ Continue nominating for efforts that are "Above & Beyond" employees' current job responsibilities.

Don't ...

- ✗ Reward telecommuting, as it is not considered an "Above & Beyond" effort, nor is attending a normally scheduled meeting at an open facility.
- ✗ Deliver financial recognition to employees for working overtime when they are receiving overtime in their paychecks.
- ✗ Nominate employees who are not active in PeopleSoft – terminated employees and those on layoff or furlough status are not eligible for IMPACT program awards.
- ✗ Nominate employees for awards to replace lost wages related to office shutdowns related to COVID-19.
- ✗ Award employees as a one-off bonus for continuing to work during the COVID-19 pandemic.

Recognition examples – contact HR about unique situations

Examples of efforts during COVID-19 Crisis	IMPACT Award?	Details regarding IMPACT award recommendation
Employee leads a team to assist in customer scheduled delivery with limited employee resources	Yes	A Pathfinder award may be appropriate, as an additional effort is being made to ensure deadlines are still met despite strained employee resources during a crisis.
Employee assists manufacturing with workload due to department being short-handed	Yes	A Pioneer award may be appropriate as employee is lessening the department workload while short-handed.
Employee partners with customers and multiple stakeholders to shift work and mobilize efforts to minimize disruption to mission and support work	Yes	A Pioneer award may be appropriate if employee is taking actions that will allow employees to continue working and minimizing disruption to business continuity.
Employee manages loading dock to ensure receipt of needed parts when department is short-handed	Yes	A Pioneer award may be appropriate due to the employee remaining onsite when the site was short-handed to manage an activity needed to fulfill customer requirements.
Employee is telecommuting instead of working onsite	No	This is not considered an additional effort, as the same work is being completed, just in a different location.
Employee attends meetings or regular work at open facilities	No	This is not considered an additional effort; the facility is open, and the employee would have had to travel for the meeting or work if there was not a crisis
Employee takes on added responsibilities in a business area/function for duration of the crisis to meet customer schedules	Yes	A Pathfinder award may be appropriate as the employee is taking on additional duties and responsibilities during COVID-19 to ensure deliverables are on time.
An employee conducts required international travel to meet a customer need	Yes	BAE Systems has limited all international business travel except for approved customer-facing matters; thus, requiring an employee to travel internationally during the COVID-19 pandemic would be considered an additional effort. A Pioneer or Pathfinder award could be appropriate (excluding approved international deployments).

IMPACT Monetary Award Guidelines

	Pioneer	Pathfinder	Trailblazer
	\$25 - \$250	\$500 - \$9,999	\$10,000 - \$50,000
Leadership	<ul style="list-style-type: none"> Individual contributor Project team member 	<ul style="list-style-type: none"> Project lead Project team member making a substantial contribution 	<ul style="list-style-type: none"> Project Manager or work stream lead Project team member making a substantial contribution
Scope	<ul style="list-style-type: none"> Department or function One or more team members 	<ul style="list-style-type: none"> Multiple Functions, Business or Sector/Inc.-wide Could require directing work of 4 or more team members 	<ul style="list-style-type: none"> Sector or Inc. or Group wide Could require directing work of 10 or more team members
Complexity	<ul style="list-style-type: none"> Change affects a single process, procedure or business system Single stakeholder 	<ul style="list-style-type: none"> Change impacts more than 2 processes, procedures or business systems At least 2 stakeholders 	<ul style="list-style-type: none"> Change requires harmonization of multiple process, procedures and/or business systems Multiple stakeholders
Duration	<ul style="list-style-type: none"> Devoted several hours, days or weeks to effort in addition to normal job responsibilities 	<ul style="list-style-type: none"> Complex project of more than 4 weeks duration Maintained most or all regular job responsibilities Project takes place over several weeks or substantial work is required after hours and/or over holidays 	<ul style="list-style-type: none"> Very complex, high visibility project of more than 12 weeks duration, possibly as a stretch assignment
Contribution	<p>At least one of the following:</p> <ul style="list-style-type: none"> Reduction or avoidance of cost Increase in productivity or efficiency Improvement in service or quality 	<p>At least one of the following:</p> <ul style="list-style-type: none"> Substantial reduction in cost Substantial increase in productivity or efficiency Significant improvement in service or quality New or added capability 	<p>Two or more of the following:</p> <ul style="list-style-type: none"> Significant business capture Substantial reduction in cost Substantial Increase in productivity or efficiency Significant improvement in service New or added capability

Thank you