

# The **DOUBLE DOUBLE SHIFT**

Performance Management for Women During a Pandemic

The current pandemic is heightening the existing gender inequity in the workplace. Many women are working a "double-double shift," taking on at least an **extra 20 hours of work each week**<sup>1</sup>.

Women are:



Dedicating **2.3 hours more per day** on childcare than fathers<sup>2</sup>



Spending **1.7 hours more per day** on housework than fathers<sup>3</sup>



Providing around **70%** of childcare during **business hours**<sup>4</sup>

This is leading to women:



Working in chunks of time, as they try to find time for other responsibilities



Not being available electronically every minute of the workday

**A different approach to feedback and performance, which takes such changes into account, is needed.**

## FOCUS ON 3 C's

Culture  
Capability of Managers  
Clarity

### CULTURE



**59%** of organizations check promotion criteria for fairness and relevance

**66%** of organizations require clear metrics for evaluation



Has your organization...

FAIRNESS

Determined if all employees have consistent performance objectives against which they are assessed?

FEEDBACK

Analyzed performance feedback language for differences by gender?

Provided training and learning resources on how to give high-quality feedback and to avoid bias?

FUTURE-FOCUS

Integrated content into learning resources that dispels myths between differences in men and women?

Offered internal project marketplaces?

### CAPABILITY OF MANAGERS



**only 39%** of women believe gender diversity is a high priority for their managers

**77% of men but only 70% of women** feel supported by their managers during the pandemic<sup>5</sup>



BARRIERS

Provided a PM playbook that highlights the role bias can play in accurate assessment?

Reassessed HR practices to account for the increased use of remote working and alternative working approaches?

### CLARITY

Women are:



**16%** less likely than men to find current data they received useful

**2x** as likely as men to say having data-based insights would help in improving performance



TODAY'S GOALS

Provided resources and guides on how to set clear goals and review them continuously?

Looked into ways to provide data-based feedback directly to employees?

LONG-TERM DIRECTION

Communicated with employees your awareness of the impact of COVID-19 and lockdown on their home and working lives, and that the future will be different?

## TAKE ACTION



Identify areas that need improvements



Involve critical stakeholders



Develop a timeline for implementing change



Implement a feedback and review process

For more details, download our report:

<https://redthreadresearch.com/2020/06/25/women-pm-covid/>

<sup>1</sup> "The impact of the coronavirus pandemic on gender equality," CEPR Policy Portal / Titan Alon, et al, April 2020.  
<sup>2</sup> "Parents, especially mothers, paying heavy price for lockdown," UCL News, May 2020.  
<sup>3</sup> "Parents, especially mothers, paying heavy price for lockdown," UCL News, May 2020.  
<sup>4</sup> The impact of Covid-19 on gender equality, Titan Alon, Matthias Doepke, Jane Olmstead-Rumsey and Michèle Tertilt, April 2020, Northwestern University, [https://faculty.wcas.northwestern.edu/~mdo738/research/Alon\\_Doepke\\_Olmstead-Rumsey\\_Tertilt\\_COVID\\_2020.pdf](https://faculty.wcas.northwestern.edu/~mdo738/research/Alon_Doepke_Olmstead-Rumsey_Tertilt_COVID_2020.pdf)  
<sup>5</sup> "Study: Pandemic taking greater toll on women in the workforce", Human Resources Executive, July 2020, <https://hrexecutive.com/study-pandemic-taking-greater-toll-on-women-in-the-workforce/>

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