**COVID-19 Employee Survey**

Bank of Recommended Questions

**BACKGROUND:** People, culture, and change leaders have been at the heart of organizational responses to COVID-19 from day one. As the situation begins to stabilize, organizations are shifting from crisis management to planning for the future. Now is the time to define what the new world looks like and employees’ role within it. In order to best support forward-planning, we recommend fielding regular surveys of your employee populations. Why? Doing right by your people has direct business impact. Our research\* shows:

1. **Employee pride is high:** most workers give very high grades to their employers’ response to the crisis; approx. 80% are proud to work for their employer
2. **Communication matters:** for employees who have been receiving frequent updates from their company, they are more likely to believe their employer puts their safety above profits (by 46pts) and that the company’s response is exactly what it should be (by 57pts)
3. **However, this doesn’t convert into trust:** only 6% of workers say they will feel safe when their employer says it is safe**.** The majority trust the CDC but trust has declined.
4. **What you do for employees matters to consumers:** 80% agree that in the future they will prefer to buy from companies that treated employees well during the COVID-19 pandemic.

**HOW TO USE THIS RESOURCE:** This should be regarded as a repository of recommended questions from which to draw in order to tailor a survey specific to the needs of your organization. Note that you will also need to add standard demographic questions if you want to be able to sort the data by location, function, etc.

**QUESTION BANK:**

*Background questions*

1. Which of the following best describes your current work situation:
   1. I am working from home my typical number of hours
   2. I am working from home a reduced number of hours
   3. I am working at my usual workplace my typical number of hours
   4. I am working from my usual workplace a reduced number of hours
   5. I am currently not working any hours
   6. Other: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
2. Please describe the nature of your role:
   1. I typically work in an office environment
   2. I typically work in a plant or warehouse
   3. I typically work in a retail store servicing customers’ needs
   4. I typically work in a clinic, hospital or other healthcare delivery setting
   5. I spend most of my time on the road rather than in an office or other facility
   6. Other: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

*Personal well-being*

1. Which of the following personal challenges are you currently dealing with as a result of the COVID pandemic? Please select all that apply.
   1. Caring for children during the day
   2. Providing care to parents or other elderly
   3. Taking care of sick friends or family
   4. Taking care of disabled
   5. Dealing with shelter-in-place orders that make it difficult to get the supplies and services you need
   6. Helping family or friends who have experienced job losses or furloughs
   7. Working from home
   8. Managing a job loss or reduction in pay
   9. My own illness or someone close to me
   10. My own mental health issues
   11. Feelings of isolation
2. I am familiar with [or have taken advantage of] the following company-provided programs or resources:
   1. Employee assistance program
   2. Helpline
   3. Childcare services
   4. [Insert custom answer choice]
3. Compared to last week, I am feeling:
   1. More optimistic about the future
   2. The same
   3. Less optimistic about the future
4. I or someone I know has been infected with COVID-19.
   1. Yes
   2. No

*Experience working from home [note: need to screen for WFH]*

1. On a scale from 1-5 (5 being strongly agree), to what extent do you agree with the following statements:
   1. I have the technology set-up I need to work effectively from home.
      1. If no, what is not working? \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
   2. My productivity at home is less than what it was at my workplace.
   3. My productivity at home is greater than what it was at my workplace.
   4. My manager is finding ways to check in with me on a regular basis.
   5. I have been able to reach IT and other support services to get the help I need.
   6. I need further accommodations to successfully work for home.
      1. If yes, what do you need? \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
   7. I find it harder to concentrate on work than when I was in my workplace.
   8. My family members do not understand why I appear to be working all the time.
   9. I find it stressful to be working from home.
   10. My colleagues are all over the world which makes my hours unpredictable
   11. The technology I use at home does not always work properly

*Frontline employee experience [note: need to screen for FL]*

1. On a scale from 1-5 (5 being strongly agree), to what extent do you agree with the following statements:
   1. I feel safe from infection at my place of work
   2. I feel the company is treating me fairly considering the risks I am taking
   3. The company has taken measures to protect me as much as possible

*Confidence in the company’s response*

1. On a scale from 1-5 (5 being strongly agree), to what extent do you agree with the following statements:
   1. My company is taking measures to care for its people during this difficult time.
   2. My company is taking measures to care for its people beyond what is legally required.
   3. We have done a good job moving to a work-from-home model on short notice.
   4. Leadership is keeping me up to date on the company’s response to COVID-19.
   5. The COVID-related communications I am receiving are frequent enough.
   6. I am getting the COVID-related information I need.
   7. I am confident in leadership’s ability to guide us through this chapter.
   8. We are responding to this challenge in a way that is consistent with our values.
   9. I am proud of what my company has done to help others less fortunate during this COVID-19 emergency.

*Awareness of potential impacts*

1. On a scale from 1-5 (5 being strongly agree), to what extent do you agree with the following statements:
   1. I am beginning to understand how our business strategy may need to shift in response to COVID-19.
   2. I understand how I need to serve my customers or clients (internal or external) differently during this challenging time.
   3. I do not understand how my company is not going to have layoffs
   4. I do not understand how my company is going to make its numbers
   5. Our company leadership should reduce its pay to help others keep their jobs
   6. I would reduce my hours or pay if it meant others could keep their jobs
   7. I live in fear of losing my job
   8. I am concerned about meeting my performance targets
   9. I am concerned that I will be held to unrealistic standards when it comes to my performance review

1. [Open-ended] What concerns do you have right now that keep you up at night?
2. [Open-ended] What concerns do you have about the future?

*My role*

1. I understand how I can support the business during this challenging time.
2. I would like to know of opportunities to support the communities where we do business during this challenging time.

*The future*

1. On a scale from 1-5 (5 being a major concern), which of the following concerns do you think will be most significant when we return to the workplace?
   1. Pressure to continue the work-from-home model for employees where possible
   2. Concerns about the cleanliness of the workplace
   3. A resurgence or second wave of the virus
   4. Guidance from government leaders that contradicts company guidance
   5. A decrease in demand for our products or services
   6. Work being delayed or put on hold indefinitely
   7. Insufficient programs or resources to support infected or impacted employees
   8. Fear of furloughs or layoffs
   9. Learning new ways of working
2. How much do you think your workplace will change when you return to work like it was before COVID 19?
   1. Significantly
   2. To some extent
   3. Not all

*Ideas and suggestions*

1. [Open-ended] What ideas or suggestions do you have for sustaining “business as usual” as much as possible during this challenging time?

**ABOUT US:** United Minds, a Weber Shandwick consultancy dedicated to organizational transformation, harnesses the power of people to solve critical business challenges through COVID-19 and beyond. [contactus@unitedmindsglobal.com](mailto:contactus@unitedmindsglobal.com)

\* *Source: KRC COVID-19 Consumer Poll, April 21, 2020*