GALLUP®

Leadership Insights for Readiness to Return to Work Pulse

Adapting and leading with resilience will be critical to successfully managing through this challenging time. We have created this guide to assist you in supporting your team as they return to the workplace, as well as having meaningful conversations about the organization's return to work strategy, health policies and communications.

In your communications, it is important to be thoughtful about how individuals are processing the messages they are receiving from you and the organization. Acknowledging their concerns and fears while encouraging them to take action to overcome them will be important in building trust, showing compassion, reinforcing stability and instilling hope through meaningful conversations.

Readiness to Return to Work Pulse

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The goal of this pulse survey is to help leaders and managers evaluate the readiness of employees to come back to the physical workplace and to make appropriate tactical adjustments.

The group of questions you see below are available in the Readiness to Return to Work Pulse Modules questions category for both Employee Engagement Q12 and Employee Custom survey templates on Gallup Access. Questions within each Question Group module are optional and can be removed when added. You can also add your own custom questions to the survey.

While the questions are optional for your organization, we highly recommend that you include this question: **I can now return to work safely.**

Q#	Question Text	Scale	Does Question Have Gallup Database Comparison?
RECOMMENDED SURVEY INTRODUCTION As you respond to the questions below, please think about them relative to your return to workplace due to the COVID-19 pandemic.			
	Optional Screener #1: Which of the following best describes your working arrangement as a result of COVID-19?	• There has been no change in my working arrangement. • I am now working from home. • I have returned to the workplace part of the time. • I have returned to the workplace full-time.	N/A

Q#	Question Text	Scale	Does Question Have Gallup Database Comparison?
	Alternative Optional Screener #1: Please think about how COVID-19 has affected your work situation. Which of the following best describes where you currently work?	• I am working from home due to COVID-19. • I previously worked from home and continue to do so. • I have returned to the workplace part of the time. • I have returned to the workplace full-time. • I have continued to work from the workplace.	N/A
	Optional Screener #2: Are you now working reduced days or hours as a result of COVID-19?	Yes No	N/A
1	I can now return to work safely.	5 Strongly Agree 4 3 2 1 Strongly Disagree	
2	My life circumstances allow me to easily return to the workplace.		
3	I can do my job well while practicing the health policies at my workplace.		
4	I trust my coworkers to practice the health policies at my workplace.		
5	I will be safe if I follow the health policies at my workplace.		
6	My supervisor is an active supporter of the changes that affect our workgroup.		X
7	My organization cares about my overall wellbeing.		X
8	*For those who responded 1-4 in Question #1:* What is the PRIMARY reason you do not feel completely safe to return to work?	Open-Ended	

Meaningful Conversation Starters

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As leaders and managers, you may be used to receiving individualized results for your team to help you act on results. The Readiness to Return to Work Pulse is for the organization as a whole and can also be used on an individual team basis to help determine whether or not team members are ready to come back to the physical workspace.

I can now return to work safely.

- High results discussion starters:
  - What has contributed to your feeling of safety?
  - What else can we do to make you feel safe returning to the workplace?

- o What advice would you give others to make them feel more safe returning to the workplace?
- Low results discussion starters:
  - o What gaps exist in making you feel safe returning to the workplace?
  - o What can I/we do to make you feel safer returning to the workplace?
  - o When do you feel you would be ready to return to the workplace safely?
  - o How can we best communicate ongoing plans around promoting workplace safety?

My life circumstances allow me to easily return to the workplace.

- High results discussion starters:
  - o What life circumstances make it easier for you to return to the workplace?
  - o How do you see your life circumstances changing in the future that may have an impact on returning to the workplace?
  - o What have you been doing in your life outside of work that has made it easier to return?
  - o What advice would you give to others who may be struggling with life circumstances preventing them from easily returning to the workplace.
- Low results discussion starters:
  - o What life circumstances must change to allow you to easily return to the workplace?
  - o How do you see your life circumstances changing in the future?
  - o How can I/we best support you in safely returning to the workplace?

I can do my job well while practicing the health policies at my workplace.

- High results discussion starters:
  - o What enables your ability to practice safe health policies?
  - o How can we continue to equip you to practice health policies?
  - o What advice would you have for others trying to perform while practicing the health policies?
  - o How do you see your job changing over the next several months in continuing to practice the health policies?
- Low results discussion starters:
  - o What prohibits you from performing your job while practicing the health policies?
  - o What materials and equipment do you need to feel safe while doing your job?
  - o How do you see your job changing over the next several months in continuing to practice the health policies?

I trust my coworkers to practice the health policies at my workplace.

- High results discussion starters:
  - o What behaviors are your coworkers doing that builds trust for you?
  - o What else can I/we do to build more trust?
  - o What else can the organization do to build trust in our health policies?
  - o What advice would you give to others who do not feel that same level of trust in coworkers practicing health policies?
- Low results discussion starters:
  - o What actions – or inactions – have caused your distrust in coworkers practicing our health policies?
  - o How can we drive greater accountability for individuals around safe work practices?
  - o What short-term or long-term changes need to be made to build greater trust?

I will be safe if I follow the health policies at my workplace.

- High results discussion starters:
  - o What has contributed to your feeling of safety?

- o What circumstances impact your feeling of safety?
    - o What has been beneficial in our communications around these health policies?
    - o How can we help others to feel safe following our organization's health policies?
- Low results discussion starters:
    - o What health policies will make you feel safe at the workplace?
    - o How can we improve our health policies to make you feel safe?
    - o How do you see your feeling of safety evolving over the next several months?

My supervisor is an active supporter of the changes that affect our workgroup.
- High results discussion starters:
    - o How have I/we supported the changes that are affecting our team?
    - o What improvements can we make to our communications about the changes?
    - o What changes do you see our workgroup needing to make in the future?
    - o What has been the most important signal of support for you during these changes?
- Low results discussion starters:
    - o What gaps exist in showing support for the changes? Is it a lack of modeling behavior? Is it a lack of communication?
    - o How can I/we be a better supported of the changes that impact our workgroup?
    - o How can we collaboratively show our support of the changes?

My organization cares about my overall wellbeing.
- High results discussion starters:
    - o Where is your wellbeing strongest? What has contributed to you thriving in that area?
    - o How have different elements of your wellbeing changed as a result of the COVID-19 crisis? What is contributing to these fluctuations?
    - o What have you been doing in your free time to keep busy? Can you still partake in any of your hobbies?
    - o What advice do you have for others trying to maintain or improve their wellbeing during this time?
- Low results discussion starters:
    - o What aspect of your wellbeing is most impacted right now (career, social, financial, physical, community)? What is contributing to that impact?
    - o Are we doing enough to make you feel connected to our team/organization?
    - o What can we improve upon to focus on enhancing your wellbeing?