BUILDING FROM THE BOTTOM UP

WORKER PERSPECTIVES ON UPWARD MOBILITY

Introduction

In 2020, Harvard Business School's Project on Managing the Future of Work designed two surveys to understand the barriers and contributors to low-wage workers achieving upward mobility and the employer actions that would best help these workers. In the fall of 2020, a third-party firm administered the two surveys—one to a panel of employers and one to a panel of low-wage workers.

This survey instrument was administered as an online survey of 1,025 low-wage workers in the U.S. aged 21 or older conducted September–November 2020 by the Project on Managing the Future of Work at Harvard Business School.

The worker survey included questions about the worker's demographics, their employment history, their current employment circumstances, their current primary employer, their beliefs about their opportunities for or barriers to upward mobility, their primary employer's actions to support low-wage workers' upward mobility, their perspectives on their primary employer, their attitudes about upward mobility, and their thoughts about their prospects for future upward mobility.

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METHODOLOGY

The worker survey was fielded to 1,025 workers in the U.S. aged 21 or older from September-November 2020. To ensure the survey was representative of the population of low-wage workers, quotas were set during survey collection for the following variables: upward mobility achievement, wage, firm size, age, race, gender, education level, geography, and industry. In order to gather enough respondents, some of these quotas were relaxed near the end of survey collection. (For a detailed picture of the survey demographics, see Appendix III in the main report.)

All respondents were consistently employed for the three years prior to January 2020. Respondents were either employed at the same company over the prior three years or had switched companies or roles, but were consistently employed (e.g., were not unemployed for longer than one month) for the entire period. All respondents who were not employed as a full-time or part-time worker—that is, students, freelance or gig workers, temporary workers, those who were self-employed, those who were unemployed, and those who were retired—were all excluded from this survey. Additionally, all respondents who had a bachelor's degree or more were excluded.

Low-wage workers were defined as anyone earning $40,000 per year or less (approximately $20 per hour for 40 hours per week). To calculate annual income from hourly wage, the researchers used an approximation of 2,000 hours per year for full-time work, multiplied by the hourly wage rate. Thus, any respondent who selected they earned more than $40,000 per year was not included. Respondents who worked at more than one company at a time were asked to answer the questions about their primary company at which they worked the most hours per week. Reminders were given about the definition of upward mobility, defined as follows in the survey: "Upward mobility is an improvement in skills that enhances a worker's productivity and results in an increase in the worker's pay or a promotion or both."

Due to the timing of the survey collection during the Covid-19 pandemic, respondents were asked to answer all questions in the survey from the perspective of their situation in January 2020, prior to the outbreak of Covid-19 in the United States, unless otherwise specified. Frequent reminders were provided to respondents throughout the online survey to ensure respondents were answering questions about their situation pre-Covid. A section was included at the end of the survey to understand the impact of Covid-19 on respondents' employment situation and attitudes toward upward mobility.

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Notes on how to read this survey:
Text blocks in brackets are programming instructions for the survey firm. TERMINATE means that the survey should end immediately for a respondent with that answer choice.

Introduction

Thank you for being willing to participate in this survey! We appreciate you taking the time to contribute to this research. Through this survey, we seek to understand the **upward mobility** of workers like you and the actions companies can take to increase the **upward mobility** of workers like you.

We define **upward mobility** as an improvement in skills that enhances a worker's productivity and results in an increase in the worker's pay, a promotion, or both.

EXAMPLE OF UPWARD MOBILITY

One example of upward mobility is a Retail Sales Associate earning $13.50 per hour who becomes a Customer Service Representative earning $17.00 per hour and then a Warehouse Supervisor earning $25.75 per hour. Another example is a Hotel Desk Clerk earning $12.50 per hour who becomes a Hospitality Front Office Shift Lead earning $18.75 per hour and then an Operations Supervisor earning $30.50 per hour.

DEFINITIONS

Throughout the survey, we have provided definitions of key terms. Anywhere a word or phrase is highlighted, you can hover over the word or phrase (or tap, if you are using a mobile device) to view the definition. To hide the definition, move your cursor away (or tap elsewhere on the screen, for mobile devices).

A NOTE ABOUT THIS SURVEY'S TIME PERIOD GIVEN COVID-19

We would like to learn about your employment experiences and your perspectives on actions your current company may have taken to support your upward mobility. We understand that your employment situation may have changed in response to the recent novel coronavirus pandemic (COVID-19).

However, we want to understand your typical employment situation. As you complete this survey, please answer any question about your employment from a perspective of your employment in January 2020, prior to the outbreak of COVID-19 in the United States.

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YOUR PARTICIPATION IN THIS SURVEY

We expect the survey to take approximately 40 minutes to complete. You may stop the survey and return to it at any time. We encourage you to finish the survey in one session as the survey may reach its quota, and you would not be able to resume the survey once the quota has been reached.

We will keep all information you provide strictly confidential. Your responses will not be used for any kind of solicitation, marketing, or advertising purposes. We will use your responses only in aggregate and only for research purposes. Thank you for participating in this research.

Screening questions

This first set of questions will identify whether you are part of the target population for this research. Please answer the following questions to the best of your ability. If you are not a part of the target population that this survey is meant for, the survey will immediately end for you during this approximately 10-question "Screening questions" section. We are grateful for your time.

A1. How old were you in January 2020?

a. 0-20 years TERMINATE
b. 21-24 years
c. 25-34 years
d. 35-44 years
e. 45-54 years
f. 55-64 years
g. 65 years and over
h. Prefer not to answer TERMINATE

A3. What was the highest level of education you had completed by January 2020? If you were pursuing a degree or in the midst of training at that time, please choose the highest level already completed.

a. Less than a high school diploma
b. High school degree or equivalent (e.g., GED)
c. Some college, no degree
d. Trade school or vocational training
e. Associate degree (e.g., AA, AS)
f. Bachelor's degree (e.g., BA, BS) TERMINATE
g. Master's degree (e.g., MA, MS, MEd) TERMINATE
h. Professional degree (e.g., MD, DDS, DVM) TERMINATE

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A4. Which of the following best describes your employment status in January 2020? Select one.

a. Student TERMINATE
b. Temporary worker (employed by a staffing agency) TERMINATE
c. Freelance or gig worker (e.g., Lyft driver, graphic design freelancer) TERMINATE
d. Self-employed (e.g., tradesperson, independent professional) TERMINATE
e. Company owner TERMINATE
f. Full-time employee and part-time employee (35 or more hours per week per company at one or more companies *and* less than 35 hours per week per company at one or more different companies)
g. Full-time employee (35 or more hours per week per company at one or more companies)
h. Part-time employee (less than 35 hours per week per company at one or more companies)
i. Retired TERMINATE
j. Unemployed TERMINATE
k. None of the above TERMINATE
l. Prefer not to answer TERMINATE

(According to the Bureau of Labor Statistics, a part-time worker is one who works less than 35 hours per week)

A8. Were you consistently employed during the three years before January 2020?

If you were unemployed for any period longer than one month during this time, please select "No."

a. Yes
b. No TERMINATE

A4new. What was your expected total annual income from all companies you worked at in January 2020? Please include tips and commissions.

If you worked at more than one company in January 2020, please combine the annual income you expected to receive from each company you worked at to calculate an expected total annual income.

a. $14,000/year or less (approximately $7/hour or less for 40 hours/week)
b. $14,001 – $20,000/year (approximately $7.01 – $10.00/hour for 40 hours/week)

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c. $20,001 – $30,000/year (approximately $10.01 – $15.00/hour for 40 hours/week)
d. $30,001 – $40,000/year (approximately $15.01 – $20.00/hour for 40 hours/week)
e. $40,001/year and above (approximately $20.01/hour and above for 40 hours/week) TERMINATE

To calculate annual income from hourly wage, the researchers used an approximation of 2000 hours/year for full-time work, multiplied by the hourly wage rate.

FOCUS ON YOUR PRIMARY COMPANY AS OF JANUARY 2020

When answering questions about your company in this survey, unless otherwise specified, please answer about the company you worked at in January 2020, prior to the emergence of COVID-19 in the United States. If you were working at multiple companies in January 2020, please answer the questions about the *primary* company you worked at, meaning the company you worked at for the most hours each week.

A5new. What was your average hourly wage at your primary company in January 2020? Please include tips and commissions.

a. $7/hour or less
b. $7.01/hour – $10.00/hour
c. $10.01/hour – $15.00/hour
d. $15.01/hour – $20.00/hour
e. $20.01/hour and above TERMINATE

A5. In January 2020, was your primary company a:

a. Private for-profit company (i.e., a company that is owned by private individuals—a company that members of the public cannot buy stock in on a public stock exchange)
b. Public for-profit company (i.e., a company that investors can buy stock in on a public stock exchange)
c. For-profit company, but I am not sure if it was public or private
d. Not-for-profit/philanthropy TERMINATE
e. Governmental entity TERMINATE
f. I don't know

A6. Which region did you work in (i.e., where was your primary physical worksite located) in January 2020?

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a. New England (Connecticut, Maine, Massachusetts, New Hampshire, Rhode Island, Vermont)
b. Middle Atlantic (New Jersey, New York, Pennsylvania)
c. East North Central (Indiana, Illinois, Michigan, Ohio, Wisconsin)
d. West North Central (Iowa, Kansas, Minnesota, Missouri, Nebraska, North Dakota, South Dakota)
e. South Atlantic (Delaware, Washington D.C., Florida, Georgia, Maryland, North Carolina, South Carolina, Virginia, West Virginia)
f. East South Central (Alabama, Kentucky, Mississippi, Tennessee)
g. West South Central (Arkansas, Louisiana, Oklahoma, Texas)
h. Mountain (Arizona, Colorado, Idaho, New Mexico, Montana, Utah, Nevada, Wyoming)
i. Pacific (Alaska, California, Hawaii, Oregon, Washington)
j. I did not work in the United States TERMINATE

A7. Approximately how many workers did your primary company employ in January 2020? If your company has multiple locations, please include workers at all locations, including corporate headquarters, subsidiaries, and any company branches.

a. 1 – it's a sole proprietorship / I'm self-employed TERMINATE
b. 2 – 9
c. 10 – 49
d. 50 – 99
e. 100 – 499
f. 500 – 999
g. 1,000 – 9,999
h. 10,000 or more

A9. How long had you been working at your primary company as of January 2020?

a. Less than a year
b. 1 year
c. 2 years
d. 3 years
e. 4 years
f. 5 years
g. 6 – 10 years
h. More than 10 years

[Respondents that select one of the 3+ years options [CODES D THROUGH H] for the above question should be tagged as the category "At current company for 3+ years"; others should be tagged as "Changed companies during the last 3 years" [CODES A THROUGH C]. See notes below for how we will use this in four subsections of our sample. This question is in this screening section in case survey company needs to

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use responses to this question to fill quota for these category segments so that we can do statistically significant analyses; if worker is going to be terminated out of survey we want that to happen as soon as possible so we are not wasting their time answering more questions than will be used.]

A10. Did you receive a promotion, a pay increase due to your job performance, or both between January 2017 and January 2020 at any company you worked at during that time (or by changing companies)?

a. Yes
b. No

[This question determines whether respondent should answer red highlighted section later in survey or green highlighted section later in survey "Experienced upward mobility" (answer "Yes" to this question) respondents should fill out the green section. "Have not experienced upward mobility" respondents should fill out the red section.]

A11. [For respondents who say "Yes" to the above] Where did you get that pay increase or promotion?

a. At the primary company I worked at as of January 2020
b. At one of the other companies I worked at as of January 2020 (not my primary company)
c. At a company that I left before January 2020 (at a company I was no longer working at as of January 2020)
d. By leaving a previous company and taking a higher-level and/or higher-paying role at the primary company I worked at as of January 2020
e. By leaving a previous company and taking a higher-level and/or higher-paying role at one of the other companies I worked at as of January 2020 (not my primary company)
f. Other (please specify) [free text]

[Within the two main categories of "Experienced upward mobility" and "Have not experienced upward mobility" we will want to review two segments within each category of respondents, for four total segments broken out as follows:

Experienced upward mobility

"Experienced upward mobility; have been at their current company for the past three years"

A. Respondents who answer one of the "At current company for 3+ years" responses to question 9 and answer "Yes" to mobility question 10

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"Experienced upward mobility; have not been at their current company for the past three years"

B. -Respondents who answer one of the "Changed companies during last 3 years" responses to question 9, answer "Yes" to mobility question 10

Have not experienced upward mobility

"Have not experienced upward mobility; have been at current company for the past three years"

C. Respondents who answer one of the "At current company for 3+ years" responses to question 9 and answer "No" to mobility question 10

"Have not experienced upward mobility; have not been at their current company for the past three years"

D. Respondents who answer one of the "Changed companies during last 3 years" responses to question 9 and answer "No" to mobility question 10]

About you

Thank you for completing the screening questions! Please continue filling out the survey until the final "end of survey" screen at the end of section 7 to receive your reward. We hope you will stick with this survey until the end; we are relying on your responses to help employers understand what they can do to be more helpful to workers like you!

This next section is the first of the seven core survey sections. This section includes questions about you and your employment in January 2020, prior to the emergence of COVID-19 in the United States. Please answer each of the following questions as if it were January 2020. Please answer the following questions to the best of your ability.

B1. What is your gender? Please select all that apply

a. Female
b. Male
c. Prefer to self-describe: ___ [free text]
d. Prefer not to answer

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B2. What is your race/ethnicity? Please select all that apply

a. Black or African American
b. Middle Eastern or North African
c. Asian or Asian American
d. American Indian, Alaska Native or Other Indigenous
e. Native Hawaiian or Other Pacific Islander
f. Hispanic or Latinx
g. White
h. Prefer to self-describe: ___ [free text]
i. Prefer not to answer

B3. How would you rate your level of the following in January 2020?

1 Very poor	2 Poor	3 Moderate	4 Fair	5 Excellent	6 I don't know

a. English fluency
b. Creativity
c. Quantitative skills (i.e., the ability to use data and numbers)
d. Relationship-building skills (i.e., the ability to build strong relationships with people)
e. Communication skills (i.e., the ability to clearly convey information to another person)
f. Critical thinking skills (i.e., the ability to evaluate an issue and understand the connection between different ideas)
g. Problem-solving skills (i.e., the ability to collect information and solve problems based on that information)
h. Teamwork/collaboration skills (i.e., the ability to work well with others on a team)
i. People leadership skills (i.e., the ability to manage other team members)
j. Technical skills specific to your role (i.e., knowledge of certain equipment, systems, or tools)
k. Physical skills (i.e., strength, physical endurance)
l. Prefer not to answer

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B4. To provide a more complete picture of the personal challenges that can limit upward mobility, please mark whether any of the following apply: [checkbox format]

a. I have a disability
b. I have criminal convictions
c. I have a history of drug and/or alcohol abuse
d. I am currently (as of January 2020) subject to wage garnishment [hover-over definition: "Wage garnishment occurs when a court issues an order requiring the employer to withhold a certain amount of the employee's paycheck and send it directly to the person or institution to whom they owe money"]
e. I have experienced homelessness
f. I have other personal challenges (please specify—examples could include exposure to trauma and/or violence, intensive caregiving responsibilities, and so on) [free text]
g. None of the above
h. I prefer not to answer

We will keep all information you provide strictly confidential.

B5. What is your first language (i.e., the language you first learned to speak)? (Please select all that apply if you learned more than one language at the same time)

a. English
b. Arabic
c. Burmese
d. Cambodian
e. Cantonese
f. Cape Verdean Creole
g. French
h. Greek
i. Hmong
j. Haitian-Creole
k. Italian
l. Korean
m. Mandarin
n. Portuguese
o. Russian
p. Somali
q. Spanish
r. Toishanese
s. Vietnamese
t. Other (please specify) [free text]

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B6. Are you a U.S. citizen?
   a. Yes
   b. No
   c. Prefer not to answer

B7. [If No to U.S. citizen] When you moved to the United States to live, what was your immigration status?
   a. Immediate relative or family-sponsored permanent resident
   b. Employment-based permanent resident
   c. Other permanent resident
   d. Granted refugee status or granted asylum
   e. Non-immigrant (e.g., diplomatic, student, business, or tourist visa)
   f. Other
   g. Prefer not to answer

B8. [If non-citizen in the question two above this and if non-permanent arrival (the first three answer choices) in the question directly above this] Has your status been changed to permanent resident? [For analysis purposes, those who answer "No" to this question should be tagged as "potential unauthorized immigrant or still waiting on paperwork"]
   a. Yes
   b. No
   c. Prefer not to answer

B9. Did you submit a resume when you initially applied for the primary job you held in January 2020?
   a. Yes
   b. No

B10. Were you a member of a union in January 2020?
   a. Yes
   b. No

B11. What was your marital status in January 2020?
   a. Single, never married
   b. Married or domestic partnership
   c. Widowed
   d. Divorced
   e. Separated

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f.

B12. How many other working adults were living in your family household in January 2020?

If you live in a nonfamily household, meaning you live alone or share the housing unit only with nonrelatives with whom you do not share your income, please select "Zero."

a. Zero
a. One
b. Two
c. Three
d. Four
e. Five or more

B13. How many non-working dependent adults (i.e., age 18 or older) were you supporting in January 2020?

a. Zero (no non-working dependent adults)
b. One
c. Two
d. Three
e. Four
f. Five or more

B14. How many dependent children (i.e., under age 18) were you supporting in January 2020?

a. Zero (no dependent children)
b. One
c. Two
d. Three
e. Four
f. Five or more

B15. What was your family household's average total annual income from paid work (i.e., income from all working adults in your family household) in January 2020?

If you live in a nonfamily household, meaning you live alone or share the housing unit only with nonrelatives with whom you do not share your income, please select your total personal income.

a. Less than $20,000
b. $20,000 to $29,999
c. $30,000 to $39,999
d. $40,000 to $69,999
e. $70,000 to $99,999
f. Over $100,000

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Your employment

Thank you for completing section one! Please continue with the survey until the end—all of your responses help us understand the situations of workers like yourself, and we want you to get your special reward upon completion! Thank you for taking the time to fill out this survey.

This second core section asks about you and your employment situation in January 2020, prior to the emergence of COVID-19 in the United States. Please answer the following questions to the best of your ability.

YOUR PRIMARY COMPANY AS OF JANUARY 2020

REMINDER

When answering questions about your company in this survey, please answer about the company you worked at in January 2020, prior to the emergence of COVID-19 in the United States. If you were working at multiple companies in January 2020, please answer the questions about the *primary* company you worked at, meaning the company you worked the most hours at each week.

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C1. What best describes the industry of your primary company in January 2020?

a. Accommodation and Food Services
b. Administrative and Support (e.g., office and building support services, cleaning, security)
b2. Waste Management and Remediation Services
c. Agriculture, Forestry, Fishing and Hunting
d. Arts, Entertainment, and Recreation
e. Construction
f. Educational Services
g. Finance and Insurance
h. Health Care and Social Assistance
i. Information
j. Management of Companies and Enterprises
k. Manufacturing
l. Mining, Quarrying, and Oil and Gas Extraction
m. Professional, Scientific, and Technical Services
n. Public Administration
o. Real Estate and Rental and Leasing
p. Retail Trade
q. Transportation and Warehousing
r. Utilities
s. Wholesale Trade
t. Other Services (except Public Administration) (e.g., personal care services, repair and maintenance)

C2. What was your primary occupation in January 2020? "Occupation" here refers to the general type of role you worked in, rather than a specific "job," which is a specific role within a company.

Please begin typing; the form will start to populate a list of suggested occupations based on your input. If you cannot find your exact occupation title, please select a title similar to your occupation. For example, a frontline fast food worker may be called a "team member" at some restaurants, but to find their occupation they should type in "Food" and they will find "Combined Food Preparation and Serving Workers, Including Fast Food," the occupation that fits with their general type of role. If you cannot find any titles similar to your occupation, you may use the "Other" text box to type in your occupation.

a. Retail Salespersons
b. Customer Service Representatives
c. First-Line Supervisors of Retail Sales Workers
d. Laborers and Freight, Stock, and Material Movers, Hand

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e. Secretaries and Administrative Assistants, Except Legal, Medical, and Executive
f. Combined Food Preparation and Serving Workers, Including Fast Food
g. Stock Clerks and Order Fillers
h. Maintenance and Repair Workers, General
i. Nursing Assistants
j. Cooks, Restaurant
k. [Full list is included for survey firm in separate attachment. It has ~200 options. This should be set up so the respondent starts typing and the answers show up, rather than displaying the whole long list at once; only the top 10 are included in this Word document to conserve space]
l. Other (please specify your occupation here if you cannot find an occupation similar to your own by typing in the box above) [free text]

C3. What was your level at your primary company in January 2020?
a. Entry-level
b. Above entry-level, but not a manager
c. Front-line manager (manager, supervisor)
d. Middle manager (director, senior manager)
e. Other (please specify) [free text]

C4new. [For respondents who answer "Full-time employee *and* part-time employee" or "Full-time employee" (f or g) in A4] How many companies did you work at as a full-time employee in January 2020? Please do *not* include any freelance or gig work, which are work arrangements outside of a long-term employer-employee relationship, like working as a Lyft driver.
f. 1
g. 2
h. 3 or more

Reminder: a full-time employee at a company is one who works at that company 35 or more hours per week.

C4. [For respondents who answer "Full-time employee and part-time employee" or "Part-time employee" (f or h) in A4] How many companies did you work at as a part-time employee in January 2020? Please do *not* include any freelance or gig work, which are work arrangements outside of a long-term employer-employee relationship, like working as a Lyft driver.
a. 1
b. 2
c. 3 or more

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Reminder: a part-time employee at a company is one who works at that company less than 35 hours per week.

C5. In addition to your part-time and/or full-time work arrangements, did you also regularly work one or more freelance or gig jobs (i.e., work arrangements outside of a long-term employer-employee relationship, like working as a Lyft driver) in January 2020?
   a. Yes
   b. No

C6. How many total hours did you work per week *across all of your jobs* (including freelance or gig jobs) in January 2020?
   a. 0-4
   b. 5-14 hours
   c. 15-24 hours
   d. 25-34 hours
   e. 35-44 hours
   f. 45-54 hours
   g. 55-64 hours
   h. 65 hours or more per week

C7. Did the primary job you had in January 2020 require you to have a certain credential (e.g., a degree or license in your field of work or a certificate for a certain skill) before you could be hired? [for this question, please include as written (the definition in the question text itself); for future instances of the word "credential" or "credentials" please set up a hover-over definition: please show the definition "A degree or license in your field of work or a certificate for a certain skill" whenever a respondent hovers over the word credential or credentials]
   a. Yes
   b. No

C8. Please select the number four (4) from the response options below. (This is an attention check—thank you for carefully reviewing the questions in this survey.) [Participants who fail 2 or 3 of the 3 total attention checks should be terminated from the survey due to failure to pay attention. This is the first attention check]
   a. 1
   b. 2
   c. 3
   d. 4
   e. 5

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[Note: after approximately the first two weeks of survey collection, the survey team decided to remove the attention checks from the survey as they felt the quality checks Dynata was doing were sufficient]

C9. How many total years had you been working as of January 2020? Please include only the years worked when you were age 18 and above and when you were working as a full-time and/or part-time employee for most of the year.

For example, if you were a full-time student for two years and worked only over the summer and a few hours part-time each week while in school, those two years should not be included in this total number of years working.

a. 3 years
b. 4 years
c. 5 years
d. 6 – 10 years
e. More than 10 years

C10. During those working years, (beginning with age 18), how many different companies have you worked in, including the companies you worked at in January 2020?

a. 1
b. 2
c. 3
d. 4
e. 5
f. 6-10
g. More than 10 companies

These questions can be used to create a "company change index" (#times changed companies/#years working) as one measure of a worker's employment stability/lack thereof.]

C11. How long had you been in your primary *job* as of January 2020?

a. Less than a year
b. 1 year
c. 2 years
d. 3 years
e. 4 years
f. 5 years
g. 6 – 10 years
h. More than 10 years

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C12. [For respondents tagged as "Changed companies during the last 3 years" (in Q A9, choices (a) through (c))] Did you change industries over the past three years before January 2020?

a. Yes
b. No

C13. [For respondents tagged as "Changed companies during the last 3 years" (in Q A9, choices (a) through (c)) AND who answer "Yes" to Q C12] Which industry were you working in before you changed industries?

a. Accommodation and Food Services
b. Administrative and Support (e.g., office and building support services, cleaning, security)
b2. Waste Management and Remediation Services
c. Agriculture, Forestry, Fishing and Hunting
d. Arts, Entertainment, and Recreation
e. Construction
f. Educational Services
g. Finance and Insurance
h. Health Care and Social Assistance
i. Information
j. Management of Companies and Enterprises
k. Manufacturing
l. Mining, Quarrying, and Oil and Gas Extraction
m. Professional, Scientific, and Technical Services
n. Public Administration
o. Real Estate and Rental and Leasing
p. Retail Trade
q. Transportation and Warehousing
r. Utilities
s. Wholesale Trade
t. Other Services (except Public Administration) (e.g., personal care services, repair and maintenance)

C14. Was your primary company's headquarters located within the U.S. or outside the U.S. in January 2020?

a. Within the U.S.
b. Outside the U.S.
c. I don't know

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C15. Were the majority of your primary company's workers located within the U.S. or outside the U.S. in January 2020?

a. Within the U.S.
b. Outside the U.S.
c. I don't know

C16. Did your primary company have multiple locations in January 2020?

a. No, only one location
b. Yes

C17. [If answer "Yes" to multiple locations] How many fellow workers were employed at the location you worked at in January 2020?

a. 1 – I am the only worker at this location
b. 2 – 9
c. 10 – 49
d. 50 – 99
e. 100 – 499
f. 500 – 999
g. 1,000 – 9.999
h. 10,000 or higher

C18. Was your primary worksite located in a primarily rural or urban area in January 2020?

a. Rural
b. Urban
c. I don't know

C18new. Did you typically work remotely for your primary company in January 2020?

a. Yes
b. No, I worked at a physical worksite with other workers from my company

C19. Did your primary company use a franchise model in January 2020?

A franchise model is an arrangement in which the company owner (i.e., "parent company") gives an individual the rights to operate other locations (i.e., "franchises") of the company using the same brand, business model, and so on. For example, McDonald's uses the franchise model. McDonald's restaurants are "franchises" that are owned and operated by independent local business owners, while McDonald's corporate is the "parent company."

a. Yes
b. No
c. I don't know

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C20. [If "yes" on prior question] Did you work at the parent company or the franchise in January 2020?

a. Parent company
b. Franchise
c. I don't know

C21. How many workers, including yourself, did your manager/supervisor at your primary company supervise in January 2020?

a. 0 – 5 workers
b. 6 – 10 workers
c. 11 – 15 workers
d. 16 – 20 workers
e. 21 or more workers
f. I don't know

Your experience with company practices

Thank you for completing section two! When you complete this next section, you will be more than halfway done, well on your way to receiving your special reward for finishing the full survey! This next section is the longest section of the survey. Thank you for your patience as you go through this—you are making a difference in the lives of workers like you by sharing your thoughts about your company and your upward mobility. Thank you for sticking with this survey!

This third core section focuses on business practices that could help support your upward mobility. Please answer the questions in this section about the company you worked at in January 2020, prior to the emergence of COVID-19 in the United States. If you were working at multiple companies in January 2020, please answer the questions about the *primary* company you worked at, meaning the company you worked the most hours at each week.

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COMPANY PRACTICES SUB-SECTIONS

The questions in each sub-section ask about your awareness of and experience with company practices the researchers have identified that can support the upward mobility of workers. Each sub-section includes company practices relevant to a particular stage of your time at a company:

- Pre-employment
- Hiring
- Onboarding
- On-the-job support
- Pathways for advancement
- Offboarding and post-exit

DEFINITION OF UPWARD MOBILITY REMINDER

Upward mobility is an improvement in skills that enhances a worker's productivity and results in an increase in the worker's pay, a promotion, or both.

DEFINITION OF CAREER PATHWAYS

We use the term career pathways to describe the opportunities for progression for workers to upgrade their skills such that the skill upgrade results in a pay increase, promotion, or both.

A career pathway is a sequence of jobs that would help a worker grow their skills so they can move up to a higher-paying position, such as the pathway of moving from a Retail Sales Associate up to a Customer Service Representative and then up to a management position like Warehouse Supervisor.

THE "OTHER" TEXT BOXES ARE NOT REQUIRED

In many of the following questions, you will see an "Other" option where you have the option to type in additional information. If you do not type information into these "Other" text boxes, you do not need to select a response for the "Other" option; you can move forward to the next page without selecting a response for the "Other" option.

PRE-EMPLOYMENT

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One action a company can take to support the upward mobility of workers like yourself during the pre-employment stage, before hiring, is to communicate career pathways during the recruitment process.

The questions in this section ask about actions your primary company may have taken to support your upward mobility at this stage.

PRE-EMPLOYMENT

D1. Does your primary company: [Always/Often/ Sometimes/Rarely/Never/I don't know response option for each; practice list to be randomized]

a. *Internally* communicate success stories of workers at my company who start at my pay level and then go on to achieve career progression within the company (i.e., share these success stories *within* my company)
b. *Externally* communicate success stories of workers at my company who start at my pay level and then go on to achieve career progression within the company (i.e., share these success stories *outside of* my company)
c. Describe the job expectations (e.g., daily responsibilities and the expectations beyond that, such as food servers being expected to clean the restrooms) *during the hiring process* for workers at my pay level
d. Describe career pathways *on the company website*
e. Describe career pathways *in job postings* for workers at my pay level
f. Describe career pathways *in job interviews* for workers at my pay level
g. Describe total compensation (i.e., pay ranges and benefits) for different roles on the career pathways *on the company website*
h. Describe total compensation (i.e., pay ranges and benefits) for different roles on the career pathways *in job postings* for workers at my pay level
i. Describe total compensation (i.e., pay ranges and benefits) for different roles on the career pathways *in job interviews* for workers at my pay level
j. Any other practice not listed here. Please describe: [free text]

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PRE-EMPLOYMENT

D2. Which of the below company practices would be helpful to your upward mobility? Please select all that you believe would be helpful to your upward mobility.

a. *Internally* communicating success stories of workers at my company who start at my pay level and then go on to achieve career progression within the company
b. *Externally* communicating success stories of worker at my company who start at my pay level and then go on to achieve career progression within the company
c. Describing the job expectations (e.g., daily responsibilities and the expectations beyond that, such as food servers being expected to clean the restrooms) *during the hiring process* for workers at my pay level
d. Describing career pathways *on the company website*
e. Describing career pathways *in job postings* for workers at my pay level
f. Describing career pathways *in job interviews* for workers at my pay level
g. Describing total compensation (i.e., pay ranges and benefits) for different roles on the career pathways *on the company website*
h. Describing total compensation (i.e., pay ranges and benefits) for different roles on the career pathways *in job postings* for workers at my pay level
i. Describing total compensation (i.e., pay ranges and benefits) for different roles on the career pathways *in job interviews* for workers at my pay level
j. [Pipe free text from previous question]

D2new. Please rank the company practices you selected as helpful. Please rank from 1="most helpful" to [insert number of practices they selected in previous question]="least helpful."

PRE-EMPLOYMENT

D3. [For respondents who do not select all of the practice options above as being helpful] For the practices in this section that you do not think would be helpful to your upward mobility (listed below), why do you not think they would be helpful? Please select all that apply

[List options from the above section that respondent did *not* say were helpful here]

a. They would not help enough to make a difference in my upward mobility
b. I am not interested in moving up
c. Other (please specify) [free text]

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D4. When your primary company designs practices like those described in this section, do they ever seek input from you or your coworkers (e.g., through interviews, focus groups, surveys)?
   a. Consistently
   b. Sometimes
   c. Never
   d. I don't know
   e. Does not apply; my company has not designed any programs like those listed above

HIRING

One action a company can take to support the upward mobility of workers like yourself during the hiring process is to relax unnecessary job requirements, like specific degree requirements and criminal background checks.

The questions in this section ask about actions your company may have taken to support your upward mobility at this stage.

D5. Does your primary company: [Always/Often/ Sometimes/Rarely/Never /I don't know response option for each; practice list to be randomized] [Participants who fail 2 or 3 of the 3 total attention checks should be terminated from the survey due to failure to pay attention. This question contains the second attention check]

   a. Relax degree requirements for jobs like mine (e.g., not requiring a four-year college degree)
   b. Relax criminal background checks for jobs like mine (i.e., not requiring a criminal background check before workers can be hired))
   c. Relax English language fluency requirements for jobs like mine (i.e., not requiring high levels of English language fluency before workers can be hired)
   d. Practice skills-based job descriptions (i.e., using skills and competencies as the requirements for the job rather than a degree or credential)
   e. Practice name-blind resume review for jobs like mine (i.e., not looking at the name of the person applying for a job when reviewing their resume)
   f. Work with trusted community organizations (e.g., local nonprofits) to recruit candidates for jobs like mine
   g. Please select "Never" as the response option for this statement. Thank you for your attention to this survey (this is an attention check)
   h. Any other practice not listed here. Please describe: [free text]

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D6. Which of the below company practices would be helpful to your upward mobility? Please select all that you believe would be helpful to your upward mobility.

a. Relaxing the requirement for specific degrees for jobs like mine (e.g., not requiring a four-year college degree)
b. Relaxing criminal background checks for jobs like mine (i.e., not requiring a criminal background check before workers can be hired)
c. Relaxing English language fluency requirements for jobs like mine (i.e., not requiring high levels of English language fluency before workers can be hired)
d. Practicing skills-based job descriptions (i.e., using skills and competencies as the requirements for the job rather than a degree or credential)
e. Practicing name-blind resume review for jobs like mine (i.e., not looking at the name of the person applying for a job when reviewing their resume)
f. Working with trusted community organizations (e.g., local nonprofits) to recruit candidates for jobs like mine
g. [Pipe free text from previous question]

D6new. Please rank the company practices you selected as helpful. Please rank from 1="most helpful" to [insert number of practices they selected in previous question]="least helpful."

D7. [For respondents who do not select all of the practice options above as being helpful] For the practices in this section that you do not think would be helpful to your upward mobility (listed below), why do you not think they would be helpful? Please select all that apply

[List options from the above section that respondent did *not* say were helpful here]

a. They would not help enough to make a difference in my upward mobility
b. I am not interested in moving up
c. Other (please specify) [free text]

D8. When your primary company designs practices like those described in this section, do they ever seek input from you or your coworkers (e.g., through interviews, focus groups, surveys)?

a. Consistently
b. Sometimes
c. Never
d. I don't know
e. Does not apply; my company has not designed any programs like those listed above

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ONBOARDING

DEFINITION OF ONBOARDING

Onboarding is the process of bringing a new employee into an organization and helping them learn the information, tools, and skills they need to be successful in their new role.

Some actions companies can take to support the upward mobility of workers like yourself during the onboarding process are to communicate the skills, training, experience, and certifications required to move upward and to pair new workers with a mentor.

The questions in this section ask about actions your company may have taken to support your upward mobility at this stage.

DEFINING SOFT SKILLS

Soft skills is a term that means the interpersonal behaviors and attributes necessary for success at work, such as the ability to communicate well with other people, teamwork, professionalism, and on-time attendance. [Anywhere else in the survey after this soft skills definition page, please have "the interpersonal behaviors and attributes necessary for success at work, such as the ability to communicate well with other people, teamwork, professionalism, and on-time attendance" show up as a hover-over definition wherever the term "soft skills" is used]

D9. During the onboarding process, does your primary company: [Always/Often/ Sometimes/Rarely/Never/I don't know response option for each; practice list to be randomized]
   a. Communicate upward mobility opportunities and pathways for workers at my pay level
   b. Communicate the pay ranges at different levels of progression for workers at my pay level (e.g., what the pay range is for the job the next level above you, the job two levels above you, etc.)
   c. Communicate expectations for soft skills required to move up for workers at my pay level
   d. Communicate expectations for technical skills (e.g., knowledge of certain equipment, systems, or tools) required to move up for workers at my pay level
   e. Communicate expectations for qualifications or credentials required to move up for workers at my pay level

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f. Communicate how workers can obtain the skills, training, certifications, and experience required for progression for workers at my pay level
g. Communicate how workers can request help when needed (e.g., providing a method to swap shifts in the event of an emergency) for workers at my pay level
h. Pair new workers at my pay level with a buddy or mentor in the initial phase of employment
i. Speak with new workers at my pay level to understand what personal circumstances might affect the worker's ability to perform as required for success (e.g., reliable transportation to work, reliable childcare, financial stability)
j. Discuss challenges that workers at my pay level may have in moving up (e.g., skill deficiencies, care responsibilities, transportation needs, schedule concerns)
k. Any other practice not listed here. Please describe: [free text]

D10. Which of the below company practices would be helpful to your upward mobility (during the onboarding process)? Please select all that you believe would be helpful to your upward mobility.

a. Communicating upward mobility opportunities and pathways for workers at my pay level
b. Communicating the pay ranges at different levels of progression for workers at my pay level (e.g., what the pay range is for the job the next level above you, the job two levels above you, etc.)
c. Communicating expectations for soft skills required to move up for workers at my pay level
d. Communicating expectations for technical skills (e.g., knowledge of certain equipment, systems, or tools) required to move up for workers at my pay level
e. Communicating expectations for qualifications or credentials required to move up for workers at my pay level
f. Communicating how workers can obtain the skills, training, certifications, and experience required for progression for workers at my pay level
g. Communicating how workers can request help when needed (e.g., providing a method to swap shifts in the event of an emergency) for workers at my pay level
h. Pairing new workers at my pay level with a buddy or mentor in the initial phase of employment
i. Speaking with new workers at my pay level to understand what personal circumstances might affect the worker's ability to perform as required for success (e.g., reliable transportation to work, reliable childcare, financial stability)

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j. Discussing challenges that workers at my pay level may have in moving up (e.g., skill deficiencies, care responsibilities, transportation needs, schedule concerns)
k. [Pipe free text from previous question]

D10new. Please rank the company practices you selected as helpful. Please rank from 1="most helpful" to [insert number of practices they selected in previous question]="least helpful."

D11. [For respondents who do not select all of the practice options above as being helpful] For the practices in this section that you do not think would be helpful to your upward mobility (listed below), why do you not think they would be helpful? Please select all that apply
[List options from the above section that respondent did *not* say were helpful here]

a. They would not work with my life needs outside of work
b. They would not work with my job schedule
c. They would not help enough to make a difference in my upward mobility
d. They don't seem like they would be worth the time to participate in them
e. I cannot afford the cost of participating in them
f. I am not interested in moving up
g. Other (please specify) [free text]

D12. When your primary company designs practices like those described in this section, do they ever seek input from you or your coworkers (e.g., through interviews, focus groups, surveys)?

a. Consistently
b. Sometimes
c. Never
d. I don't know
e. Does not apply; my company has not designed any programs like those listed above

ON-THE-JOB SUPPORT

Some actions companies can take to support the upward mobility of workers like yourself while on the job are to provide benefits, like worker assistance programs and family caregiving support, that can help you manage your life outside of work so you can bring your best self to work.

The questions in this section ask about actions your company may have taken to support your upward mobility at this stage.

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ON-THE-JOB SUPPORT*: BENEFITS*

D13. Does your primary company: [Always/Often/ Sometimes/Rarely/Never /I don't know response option for each; practice list to be randomized]

a. Provide adequate notice of upcoming shifts (i.e., communicates upcoming work schedules far enough in advance) for workers at my pay level
b. Provide stability in scheduling (e.g., consistent start time for shifts, consistent hours week-to-week, and advance notice of working days) for workers at my pay level
c. Provide caregiving assistance (e.g., time off for appointments, Worker Assistance Program or care concierge access) for workers at my pay level to look after family
d. Provide a flexible sick time policy for personal sick time (e.g., workers allowed to take advances on sick leave that would be accrued in later months) for workers at my pay level
e. Provide a flexible sick time policy for caring for a sick family member (e.g., workers permitted to stay home to take care of sick family member) for workers at my pay level
f. Provide transportation assistance for workers at my pay level
g. Provide tuition benefits for workers at my pay level
h. Provide worker stock options program or other worker ownership structure for workers at my pay level
i. Any other practice not listed here. Please describe: [free text]

D14. Which of the below company practices would be helpful to your upward mobility? Please select all that you believe would be helpful to your upward mobility.

a. Providing adequate notice of upcoming shifts (i.e., communicating upcoming work schedules far enough in advance) for workers at my pay level
b. Providing stability in scheduling (e.g., consistent start time for shifts, consistent hours week-to-week, and advance notice of working days) for workers at my pay level
c. Providing caregiving assistance (e.g., time off for appointments, Worker Assistance Program or care concierge access) for workers at my pay level to look after family
d. Providing a flexible sick time policy for personal sick time (e.g., workers allowed to take advances on sick leave that would be accrued in later months) for workers at my pay level
e. Providing a flexible sick time policy for caring for a sick family member (e.g., workers permitted to stay home to take care of sick family member) for workers at my pay level
f. Providing transportation assistance for workers at my pay level
g. Providing tuition benefits for workers at my pay level

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h. Providing worker stock options program or other worker ownership structure for workers at my pay level
i. [Pipe free text from previous question]

D14new. Please rank the company practices you selected as helpful. Please rank from 1="most helpful" to [insert number of practices they selected in previous question]="least helpful."

ON-THE-JOB SUPPORT: MENTOR AND SUPERVISOR SUPPORT

D15. Does your primary company: [Always/Often/ Sometimes/Rarely/Never /I don't know response option for each; practice list to be randomized]

a. Provide a mentorship program for workers at my pay level
b. Hold my supervisor and/or mentor accountable for my upward mobility (e.g., make increasing my upward mobility part of my supervisor and/or mentor's formal job responsibilities)
c. Empower supervisors and/or mentors to make judgment calls to help workers at my pay level balance life demands outside of work (e.g., giving the afternoon off for a care appointment)
d. Any other practice not listed here. Please describe: [free text]

D16new. Do you have a supervisor or mentor who: [Always/Often/ Sometimes/Rarely/Never/I don't know response option for each; practice list to be randomized]

a. Communicates the impact of the work of workers at my pay level on the company's success
b. Communicates benefits and how I can access them
c. Coaches me on how to move up
d. Holds performance review conversations with me at regular intervals
e. Any other practice not listed here. Please describe: [free text]

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ON-THE-JOB SUPPORT*: MENTOR AND SUPERVISOR SUPPORT*

D16. Which of the below company practices would be helpful to your upward mobility? Please select all that you believe would be helpful to your upward mobility.

a. Providing a mentorship program for workers at my pay level
b. Holding my supervisor and/or mentor accountable for my upward mobility (e.g., making increasing my upward mobility part of my supervisor and/or mentor's formal job responsibilities)
c. Empowering supervisors and/or mentors to make judgment calls to help workers at my pay level balance life demands outside of work (e.g., giving the afternoon off for a care appointment)
d. Having a supervisor who communicates the impact of the work of workers at my pay level on the company's success
e. Having a supervisor and/or mentor who communicates benefits and how I can access them
f. Having a supervisor and/or mentor who coaches me on how to move up
g. Having a supervisor and/or mentor who holds performance review conversations with me at regular intervals
h. [Pipe free text from previous questions—any free text they write into D15 as one line, and any text they write into D16new as another line]

D16new. Please rank the company practices you selected as helpful. Please rank from 1="most helpful" to [insert number of practices they selected in previous question]="least helpful."

ON-THE-JOB SUPPORT: LEARNING AND DEVELOPMENT

D17. Does your primary company: [Always/Often/ Sometimes/Rarely/Never/I don't know response option for each; practice list to be randomized] [Participants who fail 2 or 3 of the 3 total attention checks should be terminated from the survey due to failure to pay attention. This question contains the last attention check]

a. Offer training programs that teach English language skills for workers at my pay level
b. Offer training programs that teach basic adult education or GED for workers at my pay level
c. Offer training programs that teach soft skills required to move up for workers at my pay level

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d. Offer training programs that teach technical skills (e.g., knowledge of certain equipment, systems, or tools) required to move up for workers at my pay level
e. Offer training programs that teach digital literacy (e.g., how to use digital technology or communication tools) for workers at my pay level
f. Offer training programs for qualifications or credentials required to move up for workers at my pay level
g. Offer training programs that teach financial literacy (e.g., how to save money, how to avoid debt) for workers at my pay level
h. Please select "Often" as the response option for this statement. Thank you for your continued attention to this survey (this is an attention check)
i. Any other practice not listed here. Please describe: [free text]

D18. Which of the below company practices would be helpful to your upward mobility? Please select all that you believe would be helpful to your upward mobility.

Learning and development

a. Offering training programs that teach English language skills for workers at my pay level
b. Offering training programs that teach basic adult education or GED for workers at my pay level
c. Offering training programs that teach soft skills required to move up for workers at my pay level
d. Offering training programs that teach technical skills (e.g., knowledge of certain equipment, systems, or tools) required to move up for workers at my pay level
e. Offering training programs that teach digital literacy (e.g., how to use digital technology or communication tools) for workers at my pay level
f. Offering training programs for qualifications or credentials required to move up for workers at my pay level
g. Offering training programs that teach financial literacy (e.g., how to save money, how to avoid debt) for workers at my pay level
h. [Pipe free text from previous question]

D18new. Please rank the company practices you selected as helpful. Please rank from 1="most helpful" to [insert number of practices they selected in previous question]="least helpful."

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ON-THE-JOB SUPPORT

D19. [For respondents who do not select all of the practice options above as being helpful] For the programs and policies in this section that you do not think would be helpful to your upward mobility (listed below), why do you not think these programs would be helpful? Please select all that apply

[List options from the full above section (Benefits, Mentor and supervisor support, and Learning and development) that respondent did *not* say were helpful here]

a. They would not work with my life needs outside of work
b. They would not work with my job schedule
c. They would not help enough to make a difference in my upward mobility
d. They don't seem like they would be worth the time to participate in them
e. I cannot afford the cost of participating in them
f. I am not interested in moving up
g. Other (please specify) [free text]

D20. When your primary company designs programs like those described in this section, do they ever seek input from you or your coworkers (e.g., through interviews, focus groups, surveys)?

a. Consistently
b. Sometimes
c. Never
d. I don't know
e. Does not apply; my company has not designed any programs like those listed above

PATHWAYS FOR ADVANCEMENT

Some actions companies can take to support the upward mobility of workers like yourself in advancing along a career pathway are to communicate the career opportunities available to workers at your level and the actions a worker like you can take to move upward on a career pathway.

The questions in this section ask about actions your company may have taken to support your upward mobility at this stage.

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DEFINITION OF CAREER PATHWAYS REMINDER

We use the term **career pathways** to describe the opportunities for progression for workers to upgrade their skills such that the skill upgrade results in a pay increase, promotion, or both.

PATHWAYS FOR ADVANCEMENT

D21. Does your primary company: [Always/Often/ Sometimes/Rarely/Never/I don't know response option for each; practice list to be randomized]

a. Create career pathways for workers at my pay level
b. Describe career pathways and skills progression on an ongoing basis in company communications
c. Describe how total compensation (i.e., pay ranges and benefits) will change for the next role level in performance reviews for workers at my pay level
d. Describe the skills, training, certifications, and experience needed to get to the next role level in performance reviews for workers at my pay level
e. Describe how to obtain the skills, training, certifications, and experience needed to get to the next role level in performance reviews for workers at my pay level
f. Reward (i.e., increase wages, change job title, offer a bonus) workers at my pay level for reaching milestones of skills, training, credentials, or experience
g. Publicly recognize workers at my pay level for reaching milestones of skills, training, credentials, or experience
h. Communicate examples of success stories of workers at my pay level to current workers at my pay level
i. Provide opportunities for workers at my pay level to interact with successful role models who progressed from jobs at my pay level
j. Any other practice not listed here. Please describe: [free text]

D22. Which of the below company practices would be helpful to your upward mobility? Please select all that you believe would be helpful to your upward mobility.

a. Creating career pathways for workers at my pay level
b. Describing career pathways and skills progression on an ongoing basis in company communications
c. Describing how total compensation (i.e., pay ranges and benefits) will change for the next role level in performance reviews for workers at my pay level
d. Describing the skills, training, certifications, and experience needed to get to the next role level in performance reviews for workers at my pay level
e. Describing how to obtain the skills, training, certifications, and experience needed to get to the next role level in performance reviews for workers at my pay level

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f. Rewarding (i.e., increase wages, change job title, offer a bonus) workers at my pay level for reaching milestones of skills, training, credentials, or experience
g. Publicly recognizing workers at my pay level for reaching milestones of skills, training, credentials, or experience
h. Communicating examples of success stories of workers at my pay level to current workers at my pay level
i. Providing opportunities for workers at my pay level to interact with successful role models who progressed from jobs at my pay level
j. [Pipe free text from previous question]

D22new. Please rank the company practices you selected as helpful. Please rank from 1="most helpful" to [insert number of practices they selected in previous question]="least helpful."

D23. [For respondents who do not select all of the practice options above as being helpful] For the practices in this section that you do not think would be helpful to your upward mobility (listed below), why do you not think they would be helpful? Please select all that apply
[List options from the above section that respondent did *not* say were helpful here]

a. They would not work with my life needs outside of work
b. They would not work with my job schedule
c. They would not help enough to make a difference in my upward mobility
d. They don't seem like they would be worth the time to participate in them
e. I cannot afford the cost of participating in them
f. I am not interested in moving up
g. Other (please specify) [free text]

D24. When your primary company designs practices like those described in this section, do they ever seek input from you or your coworkers (e.g., through interviews, focus groups, surveys)?

a. Consistently
b. Sometimes
c. Never
d. I don't know
e. Does not apply; my company has not designed any programs like those listed above

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OFFBOARDING AND POST-EXIT

Offboarding is the process that takes place when a worker leaves a company. Sometimes companies learn how they can better support workers' upward mobility by gathering information about why workers leave the company to identify what the company could do to make other workers' experiences better.

The questions in this section ask about actions your company may have taken at this stage to help improve how they are supporting the upward mobility of workers.

D25. Does your primary company: [Always/Often/ Sometimes/Rarely/Never/I don't know response option for each; practice list to be randomized]

a. Track why workers at my pay level quit or take jobs at other companies
b. Track which company or industry workers at my pay level move to when they quit this company
c. Ask workers at my pay level leaving this company if they felt valued while in the job
d. Hold exit interviews when workers at my pay level are leaving (e.g., have conversations with workers who are leaving the company to discuss their reasons for leaving and experiences at the company)
e. Any other practice not listed here. Please describe: [free text]

D26. Which of the below company practices would be helpful to your upward mobility? Please select all that you believe would be helpful to your upward mobility.

a. Tracking why workers at my pay level quit or take jobs at other companies
b. Tracking which company or industry workers at my pay level move to when they quit this company
c. Asking workers at my pay level leaving this company if they felt valued while in the job
d. Holding exit interviews when workers at my pay level are leaving (e.g., having conversations with workers who are leaving the company to discuss their reasons for leaving and experiences at the company)
e. [PIPE free text from previous question]

D26new . Please rank the company practices you selected as helpful. Please rank from 1="most helpful" to [insert number of practices they selected in previous question]="least helpful."

D27. [For respondents who do not select all of the practice options above as being helpful] For the practices in this section that you do not think would be helpful to

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your upward mobility (listed below), why do you not think they would be helpful? Please select all that apply
[List options from the above section that respondent did *not* say were helpful here]

a. They would not help enough to make a difference in my upward mobility
b. I am not interested in moving up
c. Other (please specify) [free text]

Your thoughts about your primary company

You are more than halfway done! Thank you for your time and effort filling out the survey this far. That was the longest section; the remaining sections are all shorter. Please continue with the survey until the end to receive your reward. We appreciate your important responses!

This fourth core section asks a variety of questions about your perspectives on your primary company and job as of January 2020, prior to the emergence of COVID-19 in the United States. Please answer the following questions to the best of your ability.

YOUR PRIMARY COMPANY AS OF JANUARY 2020 REMINDER

As a reminder, if you were working at multiple companies during January 2020, please answer the questions about the primary company you worked at, meaning the company you worked the most hours at each week.

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YOUR THOUGHTS ABOUT YOUR COMPANY CULTURE

E1. Please indicate how strongly you agree or disagree with the following statements for your primary company:

1 Strongly agree	2 Agree	3 Neither agree nor disagree	4 Disagree	5 Strongly disagree

a. I feel like I belong at my company
b. I feel valued by my company
c. My company is a great place to work
d. My company believes workers at my pay level are crucial to the company's success
e. My company has a culture that prioritizes "hiring from within" over "hiring from outside" (e.g., promoting current workers when possible before trying to fill open positions with workers from outside the company)
f. My company's culture inspires me to try to move up

YOUR THOUGHTS ABOUT OPPORTUNITIES AT YOUR COMPANY

E2. Please indicate how strongly you agree or disagree with the following statements for your primary company:

1 Strongly agree	2 Agree	3 Neither agree nor disagree	4 Disagree	5 Strongly disagree

a. I have many opportunities to move up in my company
b. I see the benefits (e.g., increase in pay, skills, productivity) of moving up in my company
c. I know of other workers who have moved up on a path I would like to follow
d. I am confident that I know what I need to do to move up from my current role to one with higher pay and responsibility at my company
e. Through my normal job responsibilities, I have the opportunity to develop soft skills that I need to move up
f. Through my normal job responsibilities, I have the opportunity to develop technical skills (e.g., knowledge of important equipment, systems, or tools) that I need to move up
g. Through my normal job responsibilities, I have the opportunity to develop leadership skills (e.g., managing others) that I need to move up
h. I can explain how what I've learned and done in this job is related to future jobs I would be interested in

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YOUR THOUGHTS ABOUT YOUR PRIMARY COMPANY

E3. In my organization, I see a path forward for me to move __ job levels upward.
   a. 1 level
   b. 2 levels
   c. 3 levels
   d. 4 levels
   e. 5 or more levels
   f. I do not see opportunities to move upward in my organization

E4. Do you have, or have you previously had, a supervisor and/or mentor who has helped you be more successful in your career?
   a. Yes
   b. No

E5. [For those who respond "Yes" to mentor who helped move upward] My supervisor and/or mentor helped me be more successful by: [Response options to be randomized]
   a. Coaching me on how to be more productive in my job
   b. Connecting me with professional development opportunities (e.g., trainings and other skill-building opportunities)
   c. Sharing career advancement opportunities (e.g., other jobs I could apply for)
   d. Encouraging me
   e. Showing me how I can move up through my work
   f. Allowing me the flexibility I need to balance life demands outside of work
   g. Other (please specify) [free text]

E6. Has your company spoken with you to understand whether this is an issue for you? [Yes/No/This does not apply to me option for each; response options to be randomized]
   a. Your care responsibilities (e.g., childcare; caring for a sick family member)
   b. Your transportation needs
   c. Your need for a particular skill or certification
   d. Your need for more training
   e. Your need to develop skills like problem solving and leadership
   f. Your language and communication skills
   g. Your scheduling concerns
   h. Your household's financial circumstances
   i. Your need for flexible time off
   j. Your need for paid leave
   k. Your access to safe shelter
   l. Your health concerns

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E7. [For respondents who respond that they have worked at two or more companies during their career (meaning they select any response other than "1") in Q C10] Please select all of the following factors that were important to your decision to move to your primary company as of January 2020 from your previous primary company.

Location

a. Control over work location
b. Convenient to get to work location
c. I moved to a residence in a different location

Benefits and policies

d. Level of pay
e. Stable and predictable pay
f. Control over hours
g. Stable and predictable hours
h. Flexible sick time policy
i. Caregiving assistance benefit
j. Transportation assistance benefit
k. Tuition benefits
l. Other company benefits (e.g., healthcare benefits)
m. Worker stock options program or other worker ownership structure

Opportunities

n. Opportunities for upward mobility
o. Clear communication about opportunities for upward mobility
p. Skill development opportunities (e.g., training programs)
q. Job security

Work environment

r. Supportive team members
s. Supportive supervisors
t. Type of work fits my interest and goals
u. Other (please specify) [free text]

E7new. Please rank the selected factors in order of importance. Please rank from 1="most important" to [insert number of factors they selected in previous question]="least important."

E8. [For respondents who responded "Part-time worker" (meaning answered (h) in QA4] Why do you remain a part-time worker? Please select all that apply

a. I cannot find full-time openings that fit my interests and pay criteria
b. I have applied to full-time openings but not gotten a full-time job offer
c. I make more money across multiple part-time jobs than I would from a full-time job
d. I do not have the time to get the qualifications or credentials (e.g., a certain license, certificate, or diploma) necessary to be hired for a full-time role

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e. I want to move to a full-time role but I cannot take the financial risk of giving up any of my part-time roles
f. I am satisfied with what I am doing
g. I have personal circumstances (e.g., family caregiving demands, transportation issues) that prevent me from being able to work more hours at a single company
h. I am not the primary provider for my family so do not need to work full time
i. Other (please specify) [free text]

E9. How likely is it that you would recommend your current job to a friend?

0 Not at all likely		1	2	3	4	5 Neutral	6	7	8	9	10 Extremely likely

E10. Why have you stayed at your current company? Please select all that apply
a. I enjoy my job
b. I don't enjoy my job but think it's better than other jobs I could get
c. I value the opportunities for growth in pay, skills, and responsibility available to me through this job
d. I want to leave, but I don't know how to get a new job
e. I want to leave, but I feel constrained by life circumstances (transportation, family caregiving needs, etc.)
f. I want to leave, but I don't have confidence in my ability to get a new job
g. I want to leave, but I do not have the time to advance my education or skills
h. I have good transportation to my current place of work
i. I have friends and/or family members who work here
j. I like the flexible schedule this company offers
k. I like the stable schedule this company offers
l. I will do better by staying in this company than changing companies
m. I feel valued at this company
n. I feel supported by my team and/or friends at this company
o. Other (please specify) [free text]

E11. In the future, would you prefer to stay at your current company or seek other opportunities at a different company?
a. If my company offers me a higher paying role, I would prefer to stay at my company
b. If my company offers me more skills training, I would stay longer at my current pay level
c. If my company offers me more responsibility, I would stay longer at my current pay level

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d. Even if my company *doesn't* offer me higher pay, skills training, and more responsibility, I would prefer to stay at my current company
e. Even if my company offers me higher pay, skills training, and more responsibility, I think I would have better opportunities at a different company within my industry
f. Even if my company offers me higher pay, skills training, and more responsibility, I think I would have better opportunities at a different company outside my industry

Your upward mobility [for respondents who have not experienced upward mobility]

[Those who answer "No" to A10 should be given section F. All of the other sections of the survey should be given to all respondents; sections G and F are the only ones that aren't given to all respondents; which of those two sections the respondent sees will be dependent on their answer to A10.]

Thank you for all of your responses so far! You are contributing to positive changes in the way companies support the upward movement of workers like you—we sincerely appreciate the effort you are putting into taking this survey. Thank you for continuing with this—only three more sections left!

Earlier you responded that you have not experienced an increase in pay or a promotion over the past three years. The following questions in this fifth core section seek to understand the barriers you are facing and your thoughts about your upward mobility in the future.

Upward mobility is an improvement in skills that enhances a worker's productivity and results in an increase in the worker's pay, a promotion, or both.

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F1. What have been the biggest barriers to your upward mobility? Please indicate how strongly you agree or disagree that each of the following items has been a barrier to your upward mobility:

1 Strongly agree	2 Agree	3 Neither agree nor disagree	4 Disagree	5 Strongly disagree	6 Does not apply

Personal circumstances

a. I do not have reliable transportation to and from work
b. I do not have reliable caregiving options for looking after family
c. I do not feel comfortable asking my manager/supervisor for assistance when I have personal issues preventing me from moving up (e.g., lack of transportation, family caregiving issue)
d. I cannot afford the upfront costs for actions I need to take to move upward (e.g., training fees, relocation costs)
e. I don't have the time needed to get the training, certifications, and/or skills needed to move up
f. I can't stay in my job long enough to move up
g. Other (please specify) [free text]

Education and skills

a. I do not have the English language fluency needed to move up
b. I do not have the soft skills needed to move up
c. I do not have the technical skills (i.e., knowledge of certain equipment, systems, or tools) needed to move up
d. I do not have the literacy skills needed to move up
e. I do not have the numeracy skills (i.e., the ability to understand and work with numbers) needed to move up
f. I do not have a secondary diploma or a GED
g. Other (please specify) [free text]

Job structure

a. My company does not give me autonomy (i.e., independence) at work
b. My company does not provide a *stable* enough work schedule
c. My company does not provide a *flexible* enough work schedule
d. Other (please specify) [free text]

Company and industry opportunities

a. My *industry* does not have many opportunities for me to move to a job with higher pay, skills, and productivity
b. My *company* does not have many opportunities for me to move to a job with higher pay, skills, and productivity
c. Other (please specify) [free text]

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Mentorship

a. I do not have a role model or mentor at work
b. I don't have anyone at work to turn to for advice about how to move up
c. I don't have anyone at work who I trust
d. I do not have a sense of belonging at work
e. I don't have anyone at work who cares about my advancement
f. Other (please specify) [free text]

Career pathways

a. I don't know what training, certifications, and/or skills are needed to move up within my company
b. I don't know how to get the training, certifications, and/or skills needed to move up within my company
c. I was not aware of career pathways *in my current area of work* (i.e., function or department) within my company
d. I was not aware of career pathways *outside of my current area of work* (i.e., function or department) within my company
e. I don't know what I need to do to move to a job with higher pay, skills, and productivity within my company
f. My company does not provide the training and/or certifications I need to move up within my company
g. Other (please specify) [free text]

Attitudes about upward mobility

a. I don't have any interest in moving up
b. I don't want to take on the additional responsibility that would be required if I were to move up
c. I don't believe moving up is possible
d. My family and/or peers are not supportive of me trying to move up
e. I do not want to be rejected for a promotion
f. I worry if I apply to a higher-level job and my application is not accepted there will be negative consequences for my job
g. Other (please specify) [free text]

F2. What action did you take to try to move up in your career over the past three years? Please select all that apply

a. I applied for a different job in my company but was not selected
b. I applied for a job at a different company but was not selected
c. I asked for a pay increase at my current company but was denied
d. I asked for a promotion at my current company but was denied
e. I did not take any action to try to move up
f. Other (please specify) [free text]

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F3. Do you expect to have upward mobility in your future (at your current company or elsewhere)?
   a. Yes
   b. No
   c. I don't know

F4. [If Yes to expect future upward mobility in F3] How long do you think it will take you to get your next pay raise and/or promotion?
   a. < 1 year
   b. 1-2 years
   c. 3-5 years
   d. 6-10 years
   e. More than 10 years

F5. [If Yes to expect future upward mobility in F3] Which three of the following seven categories of contributors do you think will be most helpful to your future upward mobility? [Ask respondent to select exactly three categories]
   a. Personal circumstances (i.e., being able to address personal life needs (e.g., caregiving responsibilities) to be successful at work)
   b. Education and skills (e.g., having the education and skills needed to move up)
   c. Job structure (i.e., having enough independence, stability, and flexibility at work)
   d. Company and industry opportunities (i.e., the opportunities for moving up in this company and/or industry)
   e. Mentorship (i.e., having supportive relationships at work)
   f. Career pathways (i.e., company training and development opportunities)
   g. Attitudes about upward mobility (i.e., interests and beliefs around moving up)

F6. [If Yes to expect future upward mobility in F3] Looking at the top three categories of contributors you selected, please divide up 100 points across the categories based on how important you believe each category will be to your future upward mobility. Please give the most important category the most points. The points you assign to the three categories must add up to 100 total points.
   a. [placeholder: show respondent's selected category from F5]: ___ points/100
   b. [placeholder: show respondent's selected category from F5]: ___ points/100
   c. [placeholder: show respondent's selected category from F5]: ___ points/100

F7. [If Yes to expect future upward mobility in F3] Which of these specific contributors within your top three categories do you think will be most helpful to your future upward mobility? Please select all that apply

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[Show only the three categories and the response options for those of the below seven categories that the respondent selected as being most helpful in F6, two questions above]

Personal circumstances

a. Having reliable transportation to and from work
b. Having reliable caregiving options for looking after family
c. Feeling comfortable asking my manager/supervisor for assistance when I had personal issues preventing me from moving up (e.g., lack of transportation, family caregiving issue)
d. Being able to afford the upfront costs for actions I needed to take to move upward (e.g., training fees, relocation costs)
e. Having the time needed to get the training, certifications, and/or skills needed to move up
f. Being able to stay in my job long enough to move up
g. Other (please specify) [free text]

Education and skills

a. Having the English language fluency needed to move up
b. Having the soft skills needed to move up
c. Having the technical skills (i.e., knowledge of certain equipment, systems, or tools) needed to move up
d. Having the literacy skills needed to move up
e. Having the numeracy skills (i.e., the ability to understand and work with numbers) needed to move up
f. Having a secondary diploma or a GED
g. Other (please specify) [free text]

Job structure

a. Having enough autonomy (i.e., independence) at work
b. Having a *stable* enough work schedule
c. Having a *flexible* enough work schedule
d. Other (please specify) [free text]

Company and industry opportunities

a. My *industry* having many opportunities for me to move to a job with higher pay, skills, and productivity
b. My *company* having many opportunities for me to move to a job with higher pay, skills, and productivity
c. Other (please specify) [free text]

Mentorship

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a. Having a role model or mentor at work
b. Having someone at work to turn to for advice about how to move up
c. Having someone at work who I trust
d. Having a sense of belonging at work
e. Having someone at work who cares about my advancement
f. Other (please specify) [free text]

Career pathways

a. Knowing what training, certifications, and/or skills are needed to move up within my company
b. Knowing how to get the training, certifications, and/or skills needed to move up within my company
c. Being aware of career pathways *in my current area of work* (i.e., function or department) within my company
d. Being aware of career pathways *outside of my current area of work* (i.e., function or department) within my company
e. Knowing what I needed to do to move to a job with higher pay, skills, and productivity within my company
f. Having my company provide the training and/or certifications I need to move up within my company
g. Other (please specify) [free text]

Attitudes about upward mobility

a. Being interested in moving up
b. Wanting to take on the additional responsibility that would be required if I were to move up
c. Believing moving up was possible
d. My family and/or peers being supportive of me trying to move up
e. Not being afraid to be rejected for a job application
f. Not worrying that if I applied to a higher-level job and my application was not accepted there would be negative consequences for my job
g. Other (please specify) [free text]

F8. [If No or I don't know to expect future upward mobility in F3] Which three of the following seven categories of barriers do you think will be most limiting to your future upward mobility? [Ask respondent to select exactly three categories]

a. Personal circumstances (i.e., not being able to address personal life needs (e.g., caregiving responsibilities) to be successful at work)
b. Education and skills (e.g., not having the education and skills needed to move up)
c. Job structure (i.e., not having enough independence, stability, and flexibility at work)

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d. Company and industry opportunities (i.e., the opportunities for moving up in this company and/or industry)
e. Mentorship (i.e., not having supportive relationships at work)
f. Career pathways (i.e., company training and development opportunities)
g. Attitudes about upward mobility (i.e., interests and beliefs around moving up)

F9. [If No or I don't know to expect future upward mobility in F3] Looking at the top three categories of barriers you selected, please divide up 100 points across the categories based on how limiting you believe each category will be to your future upward mobility. Please give the most limiting category the most points. The points you assign to the three categories must add up to 100 total points.
a. [placeholder: show respondent's selected category from F8]: ___ points/100
b. [placeholder: show respondent's selected category from F8]: ___ points/100
c. [placeholder: show respondent's selected category from F8]: ___ points/100

F10. [If No or I don't know to expect future upward mobility in F3] Which of these specific barriers within your top three categories do you think will be most limiting to your future upward mobility? Please select all that apply

[Show only the three categories and the response options for those of the below seven categories that the respondent selected as being most limiting two questions above]

Personal circumstances
a. I do not have reliable transportation to and from work
b. I do not have reliable caregiving options for looking after family
c. I do not feel comfortable asking my manager/supervisor for assistance when I have personal issues preventing me from moving up (e.g., lack of transportation, family caregiving issue)
d. I cannot afford the upfront costs for actions I need to take to move upward (e.g., training fees, relocation costs)
e. I don't have the time needed to get the training, certifications, and/or skills needed to move up
f. I can't stay in my job long enough to move up
g. Other (please specify) [free text]

Education and skills
a. I do not have the English language fluency needed to move up
b. I do not have the soft skills-needed to move up
c. I do not have the technical skills (i.e., knowledge of certain equipment, systems, or tools) needed to move up
d. I do not have the literacy skills needed to move up

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e. I do not have the numeracy skills (i.e., the ability to understand and work with numbers) needed to move up
f. I do not have a secondary diploma or a GED
g. Other (please specify) [free text]

Job structure

a. I do not have enough autonomy (i.e., independence) at work
b. I do not have a *stable* enough work schedule
c. I do not have a *flexible* enough work schedule
d. Other (please specify) [free text]

Company and industry opportunities

a. My *industry* does not have many opportunities for me to move to a job with higher pay, skills, and productivity
b. My *company* does not have many opportunities for me to move to a job with higher pay, skills, and productivity
c. Other (please specify) [free text]

Mentorship

a. I do not have a role model or mentor at work
b. I don't have anyone at work to turn to for advice about how to move up
c. I don't have anyone at work who I trust
d. I do not have a sense of belonging at work
e. I don't have anyone at work who cares about my advancement
f. Other (please specify) [free text]

Career pathways

a. I don't know what training, certifications, and/or skills are needed to move up within my company
b. I don't know how to get the training, certifications, and/or skills needed to move up within my company
c. I am not aware of career pathways *in my current area of work* (i.e., function or department) within my company
d. I am not aware of career pathways *outside of my current area of work* (i.e., function or department) within my company
e. I don't know what I need to do to move to a job with higher pay, skills, and productivity within my company
f. My company does not provide the training and/or certifications I need to move up within my company
g. Other (please specify) [free text]

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Attitudes about upward mobility

a. I don't have any interest in moving up
b. I don't want to take on the additional responsibility that would be required if I were to move up
c. I don't believe moving up is possible
d. My family and/or peers are not supportive of me trying to move up
e. I do not want to be rejected for a promotion
f. I worry if I apply to a higher-level job and my application is not accepted there will be negative consequences for my job
g. Other (please specify) [free text]

Your upward mobility [for respondents who have experienced upward mobility]

[Those who answer "Yes" to A10 should be given section G. All of the other sections of the survey should be given to all respondents; sections G and F are the only ones that aren't given to all respondents; which of those two sections the respondent sees will be dependent on their answer to A10.]

Thank you for all of your responses so far! You are contributing to positive changes in the way companies support the upward movement of workers like you—we sincerely appreciate the effort you are putting into taking this survey. Thank you for continuing with this—only three more sections left!

Earlier you responded that you have experienced an increase in pay and/or a promotion over the past three years. The following questions in this fifth core section seek to understand the contributors to your upward mobility and your thoughts about your upward mobility in the future.

Upward mobility is an improvement in skills that enhances a worker's productivity and results in an increase in the worker's pay, a promotion, or both.

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G1. What have been the biggest contributors to your upward mobility? Please indicate how strongly you agree or disagree that each of the following items has been a contributor to your upward mobility:

1 Strongly agree	2 Agree	3 Neither agree nor disagree	4 Disagree	5 Strongly disagree	6 Does not apply

Personal circumstances

a. I had reliable transportation to and from work
b. I had reliable caregiving options for looking after family
c. I felt comfortable asking my manager/supervisor for assistance when I had personal issues preventing me from moving up (e.g., lack of transportation, family caregiving issue)
d. I could afford the upfront costs for actions I needed to take to move upward (e.g., training fees, relocation costs)
e. I had the time needed to get the training, certifications, and/or skills needed to move up
f. I could stay in my job long enough to move up
g. Other (please specify) [free text]

Education and skills

a. I had the English language fluency needed to move up
b. I had the soft skills -needed to move up
c. I had the technical skills (i.e., knowledge of certain equipment, systems, or tools) needed to move up
d. I had the literacy skills needed to move up
e. I had the numeracy skills (i.e., the ability to understand and work with numbers) needed to move up
f. I had a secondary diploma or a GED
g. Other (please specify) [free text]

Job structure

a. I had enough autonomy (i.e., independence) at work
b. I had a *stable* enough work schedule
c. I had a *flexible* enough work schedule
d. Other (please specify) [free text]

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Company and industry opportunities

a. My *industry* had many opportunities for me to move to a job with higher pay, skills, and productivity
b. My *company* had many opportunities for me to move to a job with higher pay, skills, and productivity
c. Other (please specify) [free text]

Mentorship

a. I had a role model or mentor at work
b. I had someone at work to turn to for advice about how to move up
c. I had someone at work who I trust
d. I had a sense of belonging at work
e. I had someone at work who cares about my advancement
f. Other (please specify) [free text]

Career pathways

a. I knew what training, certifications, and/or skills are needed to move up within my company
b. I knew how to get the training, certifications, and/or skills needed to move up within my company
c. I was aware of career pathways *in my current area of work* (i.e., function or department) within my company
d. I was aware of career pathways *outside of my current area of work* (i.e., function or department) within my company
e. I knew what I needed to do to move to a job with higher pay, skills, and productivity within my company
f. My company provided the training and/or certifications I need to move up within my company
g. Other (please specify) [free text]

Attitudes about upward mobility

a. I was interested in moving up
b. I wanted to take on the additional responsibility that would be required if I were to move up
c. I believed moving up was possible
d. My family and/or peers were supportive of me trying to move up
e. I was not afraid to be rejected for a job application
f. I did not worry that if I applied to a higher-level job and my application was not accepted there would be negative consequences for my job
g. Other (please specify) [free text]

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G2. [For respondents who answer "Yes" (a) to question A10] What action did you take that led to these positive increases in your upward mobility?
Select all that apply
   a. The upward movement happened automatically based on my performance
   b. The upward movement happened automatically due to my length of time in the organization
   c. I applied for a different job in my company and was accepted
   d. I applied for a different job at a different company and was accepted
   e. I applied for a different job within my company and was not accepted but was moved upward to a different job than I applied for
   f. Other (please specify) [free text]

G3. Do you expect to have further upward mobility in your future (at your current company or elsewhere)?
   a. Yes
   b. No
   c. I don't know

G4. [If Yes to expect further upward mobility in G3] How long do you think it will take you to get your next pay raise and/or promotion?
   a. < 1 year
   b. 1-2 years
   c. 3-5 years
   d. 6-10 years
   e. More than 10 years

G5. [If Yes to expect further upward mobility in G3] Which three of the following seven categories of contributors do you think will be most helpful to your future upward mobility? [Ask respondent to select exactly three categories]
   a. Personal circumstances (i.e., being able to address personal life needs (e.g., caregiving responsibilities) to be successful at work)
   b. Education and skills (e.g., having the education and skills needed to move up)
   c. Job structure (i.e., having enough independence, stability, and flexibility at work)
   d. Company and industry opportunities (i.e., the opportunities for moving up in this company and/or industry)
   e. Mentorship (i.e., having supportive relationships at work)
   f. Career pathways (i.e., company training and development opportunities)
   g. Attitudes about upward mobility (i.e., interests and beliefs around moving up)

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G6. [If Yes to expect further upward mobility in G3] Looking at the top three categories of contributors you selected, please divide up 100 points across the categories based on how important you believe each category will be to your future upward mobility. . Please give the most important category the most points. The points you assign to the three categories must add up to 100 total points.

a. [placeholder: show respondent's selected category from G5]: ___ points/100
b. [placeholder: show respondent's selected category from G5]: ___ points/100
c. [placeholder: show respondent's selected category from G5]: ___ points/100

G7. [If Yes to expect further upward mobility in G3] Which of these specific contributors within your top three categories do you think will be most helpful to your future upward mobility? Please select all that apply

[Show only the three categories and the response options for those of the below seven categories that the respondent selected as being most helpful two questions above]

Personal circumstances

a. Having reliable transportation to and from work
b. Having reliable caregiving options for looking after family
c. Feeling comfortable asking my manager/supervisor for assistance when I had personal issues preventing me from moving up (e.g., lack of transportation, family caregiving issue)
d. Being able to afford the upfront costs for actions I needed to take to move upward (e.g., training fees, relocation costs)
e. Having the time needed to get the training, certifications, and/or skills needed to move up
f. Being able to stay in my job long enough to move up
g. Other (please specify) [free text]

Education and skills

a. Having the English language fluency needed to move up
b. Having the soft skills needed to move up
c. Having the technical skills (i.e., knowledge of certain equipment, systems, or tools) needed to move up
d. Having the literacy skills needed to move up
e. Having the numeracy skills (i.e., the ability to understand and work with numbers) needed to move up
f. Having a secondary diploma or a GED
g. Other (please specify) [free text]

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Job structure

a. Having enough autonomy (i.e., independence) at work
b. Having a *stable* enough work schedule
c. Having a *flexible* enough work schedule
d. Other (please specify) [free text]

Company and industry opportunities

a. My *industry* having many opportunities for me to move to a job with higher pay, skills, and productivity
b. My *company* having many opportunities for me to move to a job with higher pay, skills, and productivity
c. Other (please specify) [free text]

Mentorship

a. Having a role model or mentor at work
b. Having someone at work to turn to for advice about how to move up
c. Having someone at work who I trust
d. Having a sense of belonging at work
e. Having someone at work who cares about my advancement
f. Other (please specify) [free text]

Career pathways

a. Knowing what training, certifications, and/or skills are needed to move up within my company
b. Knowing how to get the training, certifications, and/or skills needed to move up within my company
c. Being aware of career pathways *in my current area of work* (i.e., function or department) within my company
d. Being aware of career pathways *outside of my current area of work* (i.e., function or department) within my company
e. Knowing what I needed to do to move to a job with higher pay, skills, and productivity within my company
f. Having my company provide the training and/or certifications I need to move up within my company
g. Other (please specify) [free text]

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Attitudes about upward mobility

a. Being interested in moving up
b. Wanting to take on the additional responsibility that would be required if I were to move up
c. Believing moving up was possible
d. My family and/or peers being supportive of me trying to move up
e. Not being afraid to be rejected for a job application
f. Not worrying that if I applied to a higher-level job and my application was not accepted there would be negative consequences for my job
g. Other (please specify) [free text]

G8. [If No or I don't know to expect further upward mobility in G3] Which three of the following seven categories of barriers do you think will be most limiting to your future upward mobility? [Ask respondent to select exactly three categories]

a. Personal circumstances (i.e., not being able to address personal life needs (e.g., caregiving responsibilities) to be successful at work)
b. Education and skills (e.g., not having the education and skills needed to move up)
c. Job structure (i.e., not having enough independence, stability, and flexibility at work)
d. Company and industry opportunities (i.e., the opportunities for moving up in this company and/or industry)
e. Mentorship (i.e., not having supportive relationships at work)
f. Career pathways (i.e., company training and development opportunities)
g. Attitudes about upward mobility (i.e., interests and beliefs around moving up)

G9. [If No or I don't know to expect further upward mobility in G3] Looking at the top three categories of barriers you selected, please divide up 100 points across the categories based on how limiting you believe each category will be to your future upward mobility. Please give the most limiting category the most points. The points you assign to the three categories must add up to 100 total points.

a. [placeholder: show respondent's selected category from G8]: ___ points/100
b. [placeholder: show respondent's selected category from G8]: ___ points/100
c. [placeholder: show respondent's slected category from G8]: ___ points/100

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G10. [If No or I don't know to expect further upward mobility in G3] Which of these specific barriers within your top three categories do you think will be most limiting to your future upward mobility? Please select all that apply

[Show only the three categories and the response options for those of the below eight categories that the respondent selected as being most limiting two questions above]

Personal circumstances

a. I do not have reliable transportation to and from work
b. I do not have reliable caregiving options for looking after family
c. I do not feel comfortable asking my manager/supervisor for assistance when I have personal issues preventing me from moving up (e.g., lack of transportation, family caregiving issue)
d. I cannot afford the upfront costs for actions I need to take to move upward (e.g., training fees, relocation costs)
e. I don't have the time needed to get the training, certifications, and/or skills needed to move up
f. I can't stay in my job long enough to move up
g. Other (please specify) [free text]

Education and skills

a. I do not have the English language fluency needed to move up
b. I do not have the soft skills-needed to move up
c. I do not have the technical skills (i.e., knowledge of certain equipment, systems, or tools) needed to move up
d. I do not have the literacy skills needed to move up
e. I do not have the numeracy skills (i.e., the ability to understand and work with numbers) needed to move up
f. I do not have a secondary diploma or a GED
g. Other (please specify) [free text]

Job structure

a. I do not have enough autonomy (i.e., independence) at work
b. I do not have a *stable* enough work schedule
c. I do not have a *flexible* enough work schedule
d. Other (please specify) [free text]

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Company and industry opportunities

a. My *industry* does not have many opportunities for me to move to a job with higher pay, skills, and productivity
b. My *company* does not have many opportunities for me to move to a job with higher pay, skills, and productivity
c. Other (please specify) [free text]

Mentorship

a. I do not have a role model or mentor at work
b. I don't have anyone at work to turn to for advice about how to move up
c. I don't have anyone at work who I trust
d. I do not have a sense of belonging at work
e. I don't have anyone at work who cares about my advancement
f. Other (please specify) [free text]

Career pathways

a. I don't know what training, certifications, and/or skills are needed to move up within my company
b. I don't know how to get the training, certifications, and/or skills needed to move up within my company
c. I am not aware of career pathways *in my current area of work* (i.e., function or department) within my company
d. I am not aware of career pathways *outside of my current area of work* (i.e., function or department) within my company
e. I don't know what I need to do to move to a job with higher pay, skills, and productivity within my company
f. My company does not provide the training and/or certifications I need to move up within my company
g. Other (please specify) [free text]

Attitudes about upward mobility

a. I don't have any interest in moving up
b. I don't want to take on the additional responsibility that would be required if I were to move up
c. I don't believe moving up is possible
d. My family and/or peers are not supportive of me trying to move up
e. I do not want to be rejected for a promotion
f. I worry if I apply to a higher-level job and my application is not accepted there will be negative consequences for my job
g. Other (please specify) [free text]

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Your attitudes about upward mobility

Thank you for completing section five—only two very short sections left! Your responses are critical to this research. We greatly appreciate your patience with these detailed questions, and we want you to know that your responses are contributing to research that will help shed new light on what employers can do to help more workers move upward. Thank you!

This sixth core section asks about your perspectives on upward mobility.

Upward mobility is an improvement in skills that enhances a worker's productivity and results in an increase in the worker's pay, a promotion, or both.

H1. Who is responsible for your overall upward mobility? Please rank the following options from most responsible to least responsible:

a. I am responsible
b. My company is responsible
c. Education institutions (e.g., high schools, colleges) are responsible
d. The government is responsible
e. I don't know

H2. Please indicate how strongly you agree or disagree with each of the following statements:

1 Strongly agree	2 Agree	3 Neither agree nor disagree	4 Disagree	5 Strongly disagree

a. I want to move up in my career
b. I have the skills to move up but other barriers are preventing me from doing so
c. I believe I should have the opportunity to move up
d. I believe all workers should have the opportunity to move up
e. If I work hard, I will be able to move up
f. If I know what skills I need to move up and I am able to get the training I need to acquire them, I will be able to move up

H3. [For those who disagree with "I want to move up in my career" (meaning answer 4 "Disagree" or 5 "Strongly disagree" in H2] I do not want to move up in my career because: Please select all that apply

a. I am satisfied with my current situation
b. It seems impossible to move up
c. I do not want to put myself out there to be rejected

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d. I do not believe the next role would work with my life demands outside of work
e. I do not have the soft skills needed to move up
f. I do not have the technical skills (e.g., knowledge of certain equipment, systems, or tools) needed to move up
g. I do not have the qualifications or credentials required to move up
h. I do not need higher pay to support my family or lifestyle
i. I am not interested in learning new skills
j. I am not interested in taking on more responsibility
k. The pay I would receive for moving up is not worth the effort
l. The pay I would receive for moving up is not worth the extra responsibility I would need to take on
m. I am intimidated about moving up
n. I am not confident I am good enough to move up
o. Other (please specify) [free text]

Your final thoughts

You've made it to the last section of the survey! Once you hit submit on the very last screen, you will have completed the survey. Thank you for all of your responses so far—your ideas and perspectives are contributing to important research. We appreciate all of the time and effort you have dedicated to this.

The following questions in this seventh core section ask about your final thoughts on your company and your future upward mobility given your responses in the previous sections. This is the final section of the survey.

I1. How would you grade your current company's performance in increasing the upward mobility of workers at your pay level?

1 Very poor	2 Poor	3 Fair	4 Good	5 Excellent	6 I don't know

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I2. Please rate how important the following factors would be to you if you were to search for another job:

1 Not at all important	2 Low importance	3 Neutral	4 Important	5 Very important	6 I don't know

Location

a. Control over work location
b. Convenient to get to work location

Benefits and policies

c. Level of pay
d. Stable and predictable pay
e. Control over hours
f. Stable and predictable hours
g. Flexible sick time policy
h. Caregiving assistance benefit
i. Transportation assistance benefit
j. Tuition benefits
k. Other company benefits (e.g., healthcare benefits)
l. Worker stock options program or other worker ownership structure

Opportunities

m. Opportunities for upward mobility
n. Clear communication about opportunities for upward mobility
o. Skill development opportunities (e.g., training programs)
p. Job security

Work environment

q. Supportive team members
r. Supportive supervisors
s. Type of work fits my interest and goals

Another factor not listed here

t. Other (please specify) [free text]

I2new. Throughout this survey, we have asked about your employment in January 2020, prior to the emergence of COVID-19 in the United States. However, these next questions ask about your employment after January 2020. Did your employment at your primary company change between January 2020 and today?

Examples of employment changes are having your hours or pay reduced, choosing to leave the company, or being fired or furloughed.

a. Yes
b. No

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I3new. [If "Yes" in Q I2new] How did your employment at your primary company change between January 2020 and today?

Please select all that apply

a. I was permanently fired
b. I was furloughed
c. My hours were reduced
d. My pay was reduced
e. I chose to leave that primary company due to health concerns
f. I chose to leave that primary company due to family caregiving needs
g. I chose to leave that primary company for a different company
h. Other (please specify) [free text]

I3. Is your employment status today different from your January 2020 employment as a "[PIPE in respondent's answer to Q A4 here]"?
   a. Yes
   b. No

I4. [If "Yes" in Q I3] Which of the following best describes your main employment status as of today, when you are filling out this survey? Select one
   a. Student
   b. Contract or temporary worker
   c. Freelance or gig worker (e.g., Lyft driver, graphic design freelancer)
   d. Self-employed (e.g., tradesperson, independent professional)
   e. Company owner
   f. Full-time employee and part-time employee (35 or more hours per week per company at one or more companies and less than 35 hours per week per company at one or more different companies)
   g. Full-time employee (35 or more hours per week per company at one or more companies)
   h. Part-time employee (less than 35 hours per week per company at one or more companies)
   i. Retired
   j. Unemployed
   k. None of the above
   l. Prefer not to answer

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I5. [For those who answer "Yes" to changed employment status in I3 and select anything other than one of the three full-time or part-time employee options (options (f) through (h)) for current (today) employment status in I4] Please indicate how strongly you agree or disagree with the statement "I am confident I will be able to get a full-time or part-time job within the next six months"

1 Strongly agree	2 Agree	3 Neither agree nor disagree	4 Disagree	5 Strongly disagree

I6. [For those who answer "No" to changed employment status in I3 or those who select "Yes" to changed employment status in I3 and select one of the four full-time or part-time employee options (options (f) through (i)) for current (today) employment status in I4] Please select the answer choice that most closely matches your thoughts about your ability to increase your upward mobility over the next year.

1 It is unlikely I will be able to increase my upward mobility	2 It is somewhat unlikely I will be able to increase my upward mobility	3 It is neither more unlikely nor more likely that I will be able to increase my upward mobility	4 It is somewhat likely I will be able to increase my upward mobility	5 It is likely I will be able to increase my upward mobility	6 I don't know

I7. [For those who answer "No" to changed employment status in I3 or those who select "Yes" to changed employment status in I3 and select one of the four full-time or part-time employee options (options (f) through (i)) for current (today) employment status in I4] Please rate the effect of COVID-19 on your ability to increase your upward mobility over the next year.

1 COVID-19 makes it much more unlikely I will be able to increase my upward mobility	2 COVID-19 makes it somewhat more unlikely I will be able to increase my upward mobility	3 COVID-19 makes it neither more unlikely nor more likely that I will be able to increase my upward mobility	4 COVID-19 makes it somewhat more likely I will be able to increase my upward mobility	5 COVID-19 makes it much more likely I will be able to increase my upward mobility	6 I don't know

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I8. What is the one action **you** can take that would be most helpful to your upward mobility?

[Free text] [Note: only these three free text questions should be required to be filled out; all other free text options should be set as optional]

I9. What is the one action **your company** can take that would be most helpful to your upward mobility?

[Free text]

I10. What is the one action **society** can take that would be most helpful to your upward mobility?

[Free text]

[End of survey]

Thank you for taking the time to complete this survey. Your responses will be used to help understand factors related to the upward mobility of workers like yourself and the actions employers can take to increase the upward mobility of workers like yourself. We are grateful for your participation in this important work.

There can sometimes be distressing feelings that arise from thinking about your career and personal circumstances. If you feel distressed, consider reaching out to your physician or a mental health professional. The Substance Abuse and Mental Health Services Administration's National Helpline for free and confidential treatment referral and information can be accessed by 1-800-662-HELP (4357) or TTY: 1-800-487-4889. A national behavioral health treatment services locator can be found at https://findtreatment.samhsa.gov/.

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