

Frontline Workforce Assessment

This simple assessment provides a starting point for identifying the key attributes and challenges faced by your frontline teams. By answering these questions with your enablement team, you'll gain insights into how work is structured, where systemic barriers exist, and which areas require the most attention.

Of course, this questionnaire is not a standalone solution. Use it alongside other research methods, such as frontline surveys, location visits, roundtable discussions, and one-on-one conversations. These combined efforts will help you develop a nuanced understanding of the realities frontline workers face every day and build the empathy necessary to drive meaningful change.

Each question is designed to prompt reflection on critical aspects of the frontline experience. Your answers will help identify areas where workers feel supported and where gaps may exist, providing clarity as you prioritize initiatives to improve their experience.

- 1. How structured are your frontline workers' schedules?**
 - a. Workers have fixed schedules and highly regimented tasks with little flexibility.
 - b. Workers have some flexibility, but tasks are generally dictated by operational priorities.
 - c. Workers have significant flexibility in their schedules and task management.
- 2. How much autonomy do your frontline workers have in decision-making?**
 - a. Workers must follow detailed instructions with little room for independent decisions.
 - b. Workers can make some decisions but often need approval for deviations.
 - c. Workers have high levels of autonomy in prioritizing and adapting their tasks.
- 3. How mobile are your frontline workers during their shifts?**
 - a. Workers are constantly on the move and have limited access to technology.
 - b. Workers are occasionally mobile but have consistent access to necessary tools.
 - c. Workers are mostly stationary with full access to technology and resources.
- 4. Why do people choose to work in frontline roles within your organization?**
 - a. Workers have highly diverse motivations, ranging from short-term income needs to long-term career aspirations.
 - b. Workers share some similar motivations, such as steady income or skill-building, but their long-term goals vary.
 - c. Workers have largely consistent motivations, such as career growth within the organization or fulfilling specific job requirements.
- 5. What level of access do your frontline workers have to resources like training or communication tools?**
 - a. Workers lack access to many resources, such as email or mobile platforms.
 - b. Workers have limited access to resources, often shared or restricted to certain times.
 - c. Workers have full access to tools and resources required for their roles.
- 6. How frequently do your frontline workers encounter challenging customer interactions?**
 - a. Workers regularly face hostile or demanding customers that impact morale.
 - b. Workers occasionally encounter challenging customers but manage well overall.
 - c. Workers rarely interact with customers or report negative experiences.
- 7. How prevalent is burnout among your frontline workers?**
 - a. Burnout is a significant issue, with workers frequently feeling overwhelmed.
 - b. Some workers experience burnout, but it is not a widespread concern.

- c. Burnout is rare, with workers generally reporting manageable workloads.
- 8. How well are your frontline workers compensated compared to their job demands?**
 - a. Compensation is low and does not meet the basic needs of most workers.
 - b. Compensation is fair but could be improved to better match job demands.
 - c. Compensation is competitive and reflects the effort and skill required.
 - 9. How effective is communication between your organization and frontline workers?**
 - a. Workers struggle to stay informed due to insufficient communication channels.
 - b. Communication is adequate but could be more readily available.
 - c. Communication is clear, timely and easily accessed by all workers.
 - 10. How flexible are schedules and policies for your frontline workers?**
 - a. Schedules are rigid, and policies offer little accommodation for personal needs.
 - b. Schedules allow some flexibility, such as shift swapping or occasional time off.
 - c. Schedules are highly flexible, with workers able to adjust as needed.
 - 11. How clear are career advancement opportunities for your frontline workers?**
 - a. Workers are generally unaware of career paths or lack the training to pursue them.
 - b. Some opportunities are available, but they are not well-communicated to all.
 - c. Career advancement is clear, supported, and actively encouraged.
 - 12. How prepared are your managers to support frontline workers?**
 - a. Managers are poorly trained and struggle to provide effective guidance or support.
 - b. Managers are somewhat prepared but could benefit from additional resources.
 - c. Managers are well-equipped to lead, support, and engage their teams.

Scoring Your Assessment

- Mostly "a" responses: Significant challenges are likely present in your frontline workforce. Addressing systemic issues such as pay, communication, manager support, and burnout should be prioritized.
- Mostly "b" responses: Your frontline workforce is moderately supported, but there are key areas that could benefit from targeted improvements.
- Mostly "c" responses: Your frontline workforce is well-supported, though continuous engagement and improvements are necessary to maintain high performance and morale.

Consider sharing this assessment with your organizational partners to compare perspectives and identify alignment - or misalignment - in how you collectively understand and support the needs of your frontline workforce.