Agenda

• Logistics
• Speaker Introductions
• Employment Outlook
• Employee Sentiment Research Review
• Questions
Logistics

• Attendees in listen only mode.

• Questions welcome. Type question using “Question” function on control panel, and we will answer.

• Audio, technical issues during webinar, call GoToWebinar at 1-800-263-6317.

• We are recording this session, and webinar replay and slides will be posted at www.nirsonline.org/events.
Speakers

Dan Doonan
National Institute on Retirement Security
Executive Director

Joshua Franzel, Ph.D.
Center for State & Local Govt. Excellence at ICMA-RC
Managing Director

Rivka Liss-Levinson Ph.D.
Center for State & Local Govt. Excellence at ICMA-RC
Senior Research Manager
Size of State Government Workforce, August 2019 - January 2021

Size of Local Government Workforce, August 2019 - January 2021

Source: BLS - Current Employment Statistics Survey, Seasonally Adjusted
Tenure rates have been decreased by 12% from 2010-2020: 5.6 years for state and 6.6 for local employees.

Overall sector projected to increase by 5.3% between 2019-2029.

Sources: BLS - Job Openings and Labor Turnover Survey and Employment Projections
Size of State Education Workforce, August 2019 - January 2021

Size of Local Education Workforce, August 2019 - January 2021

Source: BLS - Current Employment Statistics Survey, Seasonally Adjusted
K-12 Workforce
Now and in the Future…

- **Overall**: K-12 workforce represents 41% of total state and local government workforce.

- **Workforce Additions**: Between 2016 and 2028, the level of K-12 teacher hiring will have to increase by an additional 9%, above the past two decade’s relatively flat levels, to keep up with student population growth.

- **Workforce Separations**: Between 2019 and 2029, 6.5% of K-12 teachers projected to retire or change occupations.

- **Future Projections**: Total K-12 teaching job positions projected to increase by 4% between 2019 and 2029.

Sources: SLGE analysis of 2020 Census of Governments; National Center for Education Statistics at IES; BLS Occupational Outlook and Occupational Separations and Openings
About the COVID Impact Survey

• Online survey of 1,205 full-time state and local
government employees fielded Oct. 14- Nov. 2, 2020

• Comparisons, where applicable:
  – All respondents and May 2020 survey of 1,008 S/L employees
  – 494 K-12 S/L employees and 711 non-K-12 S/L employees
  – K-12 employees and March 2020 survey of 400 K-12 workers

• Final data weighted by gender, age, income, and industry
type to reflect the distribution of the S/L government workforces
COVID-19 IMPACT ON EMPLOYEE OUTLOOK: MAY VS. OCT. 2020
**SURVEY FINDINGS**

Update on Public Sector Employee Views on Finances and Employment Outlook Due to COVID-19: May vs. October 2020

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**FEELINGS ABOUT WORKING IN PUBLIC SECTOR DURING COVID-19**

Positive feelings about working in the public sector during COVID have decreased from May to October.

- May: 46% agreed, 30% neutral, 22% disagreed
- October: 44% agreed, 28% neutral, 24% disagreed

Negative feelings about working in the public sector during COVID have increased from May to October.

- May: 15% disagree, 62% neutral, 23% agree
- October: 47% disagree, 39% neutral, 14% agree

**WORKING IN THE PUBLIC SECTOR DURING THE COVID-19 PANDEMIC IS A SOURCE OF PRIDE**

- May: 83% agree, 17% disagree
- October: 80% agree, 20% disagree

**WORKING DURING THE COVID-19 PANDEMIC HAS MADE ME CONSIDER CHANGING JOBS**

- May: 70% would consider, 26% would not consider
- October: 67% would consider, 33% would not consider

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**FINANCIAL OUTLOOK**

Overall, there has been little change in state and local government employee financial outlook from May to October.

- Concerned that the pandemic and related economic crisis will impact being able to save enough to financially secure throughout retirement: 74% in May vs. 74% in October
- Have been negatively impacted financially by the COVID-19 pandemic: 56% in May vs. 54% in October
- Have been able to get the help, information, and resources needed to make smart financial decisions: 53% in May vs. 48% in October
- Will reduce the amount saving for retirement over course of next year (May) / Have reduced retirement savings since the start of the pandemic (October): 26% in May vs. 26% in October

The most significant change was for spending: In May, 65% expected to spend less than normal for either essential or non-essential expenses in comparison to what would have spent had the pandemic not occurred. In October, only 48% said they had reduced the amount they are spending.

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**TRUST IN GOVERNMENT LEADERS**

Trust in government leaders to make appropriate decisions about employee safety during the pandemic has decreased for all levels of government from May to October.

- Confidence in local government leaders: 67% in May vs. 51% in October
- Confidence in state government leaders: 54% in May vs. 41% in October
- Confidence in federal government leaders: 50% in May vs. 29% in October

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**VISIT SLGE.ORG IN JANUARY 2021 TO VIEW THE FULL REPORT**

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**JOB OUTLOOK**

Respondents were nearly 2x more likely to report no change in work in October vs. May.

- 26% reported no change in work in May
- 49% reported no change in work in October

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**REPORT PREPARED BY**

The Center for State and Local Government Excellence at ICMA-RC

**January 2021**
<table>
<thead>
<tr>
<th>Gender</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>36</td>
</tr>
<tr>
<td>Female</td>
<td>64</td>
</tr>
<tr>
<td>Prefer to self-describe</td>
<td>&lt;0.5</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Industry</th>
<th>%</th>
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<tbody>
<tr>
<td>Administration and Finance</td>
<td>4</td>
</tr>
<tr>
<td>Education</td>
<td>53</td>
</tr>
<tr>
<td>Health &amp; Human Services</td>
<td>13</td>
</tr>
<tr>
<td>Public Safety</td>
<td>16</td>
</tr>
<tr>
<td>Parks &amp; Recreation</td>
<td>1</td>
</tr>
<tr>
<td>Public Works/Utilities</td>
<td>4</td>
</tr>
<tr>
<td>Transportation</td>
<td>5</td>
</tr>
<tr>
<td>All Other</td>
<td>3</td>
</tr>
</tbody>
</table>
Figure 8. Perceived Risk of Exposure to COVID at Work

<table>
<thead>
<tr>
<th>Perception</th>
<th>May (n=960)</th>
<th>Oct. (n=1,176)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Extremely risky</td>
<td>21%</td>
<td>23%</td>
</tr>
<tr>
<td>Very risky</td>
<td>19%</td>
<td>24%</td>
</tr>
<tr>
<td>Somewhat risky</td>
<td>30%</td>
<td>29%</td>
</tr>
<tr>
<td>Not too risky</td>
<td>24%</td>
<td>17%</td>
</tr>
<tr>
<td>Not at all risky</td>
<td>7%</td>
<td>7%</td>
</tr>
</tbody>
</table>
Figure 11. Emotions Feeling about the Pandemic While at Work

- Stressed: 44% (May), 52% (October)
- Burnt-out/fatigued: 27% (May), 47% (October)
- Anxious: 33% (May), 25% (October)
- Grateful: 16% (May), 21% (October)
- Afraid: 22% (May), 20% (October)
- Depressed/sad: 17% (May), 18% (October)
- Pessimistic: 22% (May), 16% (October)
- Lonely: 16% (May), 15% (October)
**Figure 1.** Extent to which COVID has Impacted Nature of Job

- Impacted significantly: May (n=989) in blue, Oct. (n=1,195) in blue.
- Impacted somewhat: May (n=989) in blue, Oct. (n=1,195) in blue.
- No impact: May (n=989) in blue, Oct. (n=1,195) in blue.

Note: Percentages may not equal 100% due to excluding responses for “Not sure” from figure.

**Figure 2.** Difficulty Adjusting to Changes to Job as a Result of COVID

- Extremely difficult: May (n=815) in blue, Oct. (n=927) in blue.
- Very difficult: May (n=815) in blue, Oct. (n=927) in blue.
- Somewhat difficult: May (n=815) in blue, Oct. (n=927) in blue.
- Not too difficult: May (n=815) in blue, Oct. (n=927) in blue.
- Not at all difficult: May (n=815) in blue, Oct. (n=927) in blue.
Figure 6. Difficulty Balancing Work and Homelife Demands Since Start of Pandemic (n=1,195)

- Extremely difficult: 10%
- Very difficult: 15%
- Somewhat difficult: 29%
- Not too difficult: 30%
- Not at all difficult: 16%

Figure 7. Had to Work from Home While Also Taking Care of Your Children During Pandemic? (n=294)

- Yes, for a lengthy period: 48%
- Yes, briefly: 30%
- No: 22%
### Figure 30. Perception of Benefits and Retirement (n=1,205)

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly agree</th>
<th>Somewhat agree</th>
<th>Neither agree nor disagree</th>
<th>Somewhat disagree</th>
<th>Strongly disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>People who retire from jobs in state and local government are generally able to live comfortably in retirement (n=701)*</td>
<td>14%</td>
<td>44%</td>
<td>25%</td>
<td>13%</td>
<td>4%</td>
</tr>
<tr>
<td>I am knowledgeable about the retirement investment options offered by my employer</td>
<td>18%</td>
<td>38%</td>
<td>23%</td>
<td>15%</td>
<td>6%</td>
</tr>
<tr>
<td>It is difficult for me to negotiate or raise concerns about my employee benefits</td>
<td>19%</td>
<td>27%</td>
<td>35%</td>
<td>13%</td>
<td>6%</td>
</tr>
<tr>
<td>My employer does a good job of preparing me for retirement</td>
<td>10%</td>
<td>32%</td>
<td>35%</td>
<td>14%</td>
<td>9%</td>
</tr>
<tr>
<td>I’m overwhelmed by the retirement plan options available to me</td>
<td>5%</td>
<td>20%</td>
<td>33%</td>
<td>27%</td>
<td>15%</td>
</tr>
</tbody>
</table>

*K-12 education employees received a different question asking specifically about retiring from jobs in K-12 education, resulting in an n of 701*
**Figure 14.** Feelings about Working in the Public Sector During COVID (% somewhat or strongly agree)

<table>
<thead>
<tr>
<th>Perception</th>
<th>May (n=989)</th>
<th>October (n=1,195)</th>
</tr>
</thead>
<tbody>
<tr>
<td>I value serving my community during this difficult time</td>
<td>61%</td>
<td>63%</td>
</tr>
<tr>
<td>The risks I’m taking working during the COVID-19 pandemic are not on par with my compensation</td>
<td>32%</td>
<td>48%</td>
</tr>
<tr>
<td>The pandemic has made the public more aware of the importance of what I do</td>
<td>48%</td>
<td>44%</td>
</tr>
<tr>
<td>Working in the public sector during the COVID-19 pandemic is a source of pride</td>
<td>45%</td>
<td>43%</td>
</tr>
<tr>
<td>The COVID-19 pandemic makes my work feel more meaningful</td>
<td>39%</td>
<td>37%</td>
</tr>
<tr>
<td>Working during the COVID-19 pandemic has made me consider changing jobs</td>
<td>20%</td>
<td>31%</td>
</tr>
</tbody>
</table>
K-12 EMPLOYEE OUTLOOK
SURVEY FINDINGS
K-12 Public School Employee Views on Finances, Employment Outlook, and Safety Concerns Due to COVID-19
## Table 1. Sample Demographics

<table>
<thead>
<tr>
<th>Gender</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>23</td>
</tr>
<tr>
<td>Female</td>
<td>77</td>
</tr>
<tr>
<td>Prefer to self-describe</td>
<td>0</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Age</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Under 40</td>
<td>38</td>
</tr>
<tr>
<td>40-59</td>
<td>50</td>
</tr>
<tr>
<td>60 or older</td>
<td>13</td>
</tr>
</tbody>
</table>

### Teaching Role (n=484)

<table>
<thead>
<tr>
<th>Yes</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>75</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>No</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>25</td>
<td></td>
</tr>
</tbody>
</table>

- 74% White or Caucasian
- 64% have children
RETURN TO SCHOOL
**Figure 1.** How School is Currently Holding Classes, Oct. 2020 (n=470)

- Fully in-person: 14%
- Fully online/remote learning: 32%
- A hybrid of in-person and online/remote learning: 53%
- Other: 1%

**Figure 2.** Approval of School's Decision/Plan on How to Hold Classes, Oct. 2020 (n=460)

- Strongly approve: 14%
- Somewhat approve: 16%
- Neither approve nor disapprove: 31%
- Somewhat disapprove: 25%
- Strongly disapprove: 15%

**Figure 3.** Employer Solicited Opinion on Plan for How to Hold Classes?, Oct. 2020 (n=460)

- Yes, completed a survey conducted about staff opinions on the plan: 53%
- No, was not able to provide opinion/feedback: 35%
- Yes, discussed it directly with employer: 9%
- No, could have provided opinion/feedback but did not do so: 5%
- Yes, other: 1%

Note: Total combined percentage exceeds 100 due to ability to select more than one "yes" response or more than one "no" response.
Figure 5. Working More or Fewer Hours than Prior to Pandemic?, Oct. 2020 (n=484)

- Significantly more hours: 49%
- Somewhat more hours: 21%
- No change: 20%
- Somewhat fewer hours: 8%
- Significantly fewer hours: 2%

Figure 6. Why Working More Hours, Oct. 2020 (n=200)

- Extra work that online/remote work entails: 78%
- Increased number of parent or student meetings/communications: 52%
- Increased number of work meetings/communications: 50%
- Delays caused by technical issues: 38%
- Social distancing protocols/limitations on class size mean everything takes longer: 34%
- Time dedicated to cleaning and disinfecting: 31%
- The school is short-staffed: 22%
- You want to do everything to ensure you do not get fired/laid off: 15%
- Other: 4%
K-12 WORKERS VS. OTHER GOVERNMENT EMPLOYEES
Figure 8. Extent to which COVID has Impacted Nature of Job

- Impacted significantly: 55% (K-12 n=484), 31% (Other n=705)
- Impacted somewhat: 35% (K-12 n=484), 46% (Other n=705)
- No impact: 10% (K-12 n=484), 22% (Other n=705)

Figure 9. Difficulty Adjusting to Changes to Job as a Result of COVID

- Extremely difficult: 19% (K-12 n=433), 7% (Other n=542)
- Very difficult: 27% (K-12 n=433), 15% (Other n=542)
- Somewhat difficult: 34% (K-12 n=433), 35% (Other n=542)
- Not too difficult: 18% (K-12 n=433)
- Not at all difficult: 34% (Other n=542), 10% (Other n=542)
47% of K-12 workers engaged in some remote work in October

Only 15% of K-12 workers - and 27% of other S/L govt workers – were working remotely before COVID
Figure 14. Difficulty Balancing Work and Homelife Demands since Start of Pandemic

- Extremely difficult: 12%, 8%
- Very difficult: 23%, 10%
- Somewhat difficult: 28%, 30%
- Not too difficult: 27%, 31%
- Not at all difficult: 9%, 20%

K-12 (n=484) vs. Other (n=705)

Figure 15. Work from Home while Taking Care of Kids?

- Yes, for a lengthy period: 60%
  - K-12 (n=149): 39%
  - Other (n=177): 28%
- Yes, briefly: 39%
  - K-12 (n=149): 28%
  - Other (n=177): 32%
- No: 29%
  - K-12 (n=149): 13%
  - Other (n=177): 29%
Figure 16. Perceived Risk of Exposure to COVID at Work

<table>
<thead>
<tr>
<th>Perception</th>
<th>K-12 (n=478)</th>
<th>Other (n=690)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Extremely risky</td>
<td>18%</td>
<td>31%</td>
</tr>
<tr>
<td>Very risky</td>
<td>20%</td>
<td>29%</td>
</tr>
<tr>
<td>Somewhat risky</td>
<td>28%</td>
<td>28%</td>
</tr>
<tr>
<td>Not too risky</td>
<td>8%</td>
<td>30%</td>
</tr>
<tr>
<td>Not at all risky</td>
<td>3%</td>
<td>9%</td>
</tr>
</tbody>
</table>
Figure 19. Emotions Feeling While at Work about COVID-19 Pandemic

- Stressed: K-12 (63%) Other (45%)
- Burnt-out/Fatigued: K-12 (54%) Other (41%)
- Anxious: K-12 (47%) Other (42%)
- Afraid: K-12 (25%) Other (19%)
- Grateful: K-12 (23%) Other (27%)
- Depressed/Sad: K-12 (23%) Other (19%)
- Pessimistic: K-12 (17%) Other (20%)
- Lonely: K-12 (17%) Other (15%)
- Optimistic: K-12 (15%) Other (14%)

(Metadata: K-12 sample size = 484, Other sample size = 705)
Figure 20. Concerns about Job Going Forward (% Very/Extremely Concerned)

- Keeping family safe from contracting the virus: K-12 (61%), Other (48%)
- Staying protected from contracting the virus at work (or once return to the workplace): K-12 (61%), Other (43%)
- Having employee benefits package reduced in some way: K-12 (27%), Other (24%)
- Having pay reduced: K-12 (24%), Other (22%)
- Having hours severely reduced or being furloughed: K-12 (21%), Other (22%)
- Losing Job: K-12 (22%), Other (21%)

Note: K-12 (n=494) Other (n=711)
Figure 22. Employee Views on Working in the Public Sector During COVID (% Somewhat/Strongly Agree)

- The pandemic has made the public more aware of the importance of what I do: 58% (K-12), 35% (Other)
- I value serving my community during this difficult time: 63% (K-12), 63% (Other)
- The COVID-19 pandemic makes my work feel more meaningful: 37% (K-12), 36% (Other)
- Working in the public sector during the COVID-19 pandemic is a source of pride: 38% (K-12), 46% (Other)
- The risks I’m taking working during the COVID-19 pandemic are not on par with my compensation: 55% (K-12), 44% (Other)
- Working during the COVID-19 pandemic has made me consider changing jobs: 38% (K-12), 25% (Other)

Positive views

Negative views
Figure 34. Concern about Being Able to Retire When Want

<table>
<thead>
<tr>
<th></th>
<th>Extremely concerned</th>
<th>Somewhat concerned</th>
<th>Not too concerned</th>
<th>Not at all concerned</th>
</tr>
</thead>
<tbody>
<tr>
<td>K-12 (n=494)</td>
<td>21%</td>
<td>23%</td>
<td>27%</td>
<td>22%</td>
</tr>
<tr>
<td>Other (n=711)</td>
<td>21%</td>
<td>17%</td>
<td>28%</td>
<td>24%</td>
</tr>
</tbody>
</table>

- Extremely concerned
- Somewhat concerned
- Not too concerned
- Not at all concerned

Figure 35. Concern about Being Able to Save Enough to be Financially Secure Throughout Retirement

<table>
<thead>
<tr>
<th></th>
<th>Extremely concerned</th>
<th>Somewhat concerned</th>
<th>Not too concerned</th>
<th>Not at all concerned</th>
</tr>
</thead>
<tbody>
<tr>
<td>K-12 (n=494)</td>
<td>25%</td>
<td>23%</td>
<td>30%</td>
<td>16%</td>
</tr>
<tr>
<td>Other (n=711)</td>
<td>20%</td>
<td>19%</td>
<td>32%</td>
<td>19%</td>
</tr>
</tbody>
</table>

- Extremely concerned
- Somewhat concerned
- Not too concerned
- Not at all concerned
CHANGES IN K-12 EMPLOYEES: MARCH TO OCTOBER 2020
Figure 36. Change in K-12 Employee Satisfaction with Current Employer

<table>
<thead>
<tr>
<th></th>
<th>March (n=400)</th>
<th></th>
<th>Oct. (n=494)</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Extremely satisfied</td>
<td>Somewhat satisfied</td>
<td>Not at all satisfied</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Very satisfied</td>
<td></td>
<td>Not too satisfied</td>
<td></td>
</tr>
<tr>
<td>28%</td>
<td>41%</td>
<td>27%</td>
<td>12%</td>
<td>32%</td>
</tr>
<tr>
<td>Job Element</td>
<td>March (n= 400)</td>
<td>Oct. (n=494)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>------------------------------------------------</td>
<td>----------------</td>
<td>--------------</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Quality of colleagues/coworkers</td>
<td>58%</td>
<td>74%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ability to serve community</td>
<td>58%</td>
<td>83%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Job security</td>
<td>57%</td>
<td>77%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Personal satisfaction from job</td>
<td>56%</td>
<td>75%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Quality of boss/supervisor</td>
<td>54%</td>
<td>64%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Health insurance</td>
<td>59%</td>
<td>52%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Insurance benefits other than health</td>
<td>58%</td>
<td>51%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Leave</td>
<td>50%</td>
<td>69%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Retirement benefits</td>
<td>45%</td>
<td>61%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Work/life balance</td>
<td>50%</td>
<td>40%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Salary</td>
<td>41%</td>
<td>27%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Potential for career advancement</td>
<td>40%</td>
<td>25%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Nontraditional benefits</td>
<td>32%</td>
<td>22%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Figure 39. Change in K-12 Employee Readiness for Retirement and Role of Employer

### I am knowledgeable about the retirement investment options offered by my employer
- **March (n=400)**: 48% Strongly or somewhat agree, 27% Neither agree nor disagree, 26% Somewhat or strongly disagree
- **Oct. (n=494)**: 49% Strongly or somewhat agree, 25% Neither agree nor disagree, 26% Somewhat or strongly disagree

### It is difficult for me to negotiate or raise concerns about my employee benefits
- **March (n=400)**: 44% Strongly or somewhat agree, 35% Neither agree nor disagree, 21% Somewhat or strongly disagree
- **Oct. (n=494)**: 48% Strongly or somewhat agree, 37% Neither agree nor disagree, 16% Somewhat or strongly disagree

### People who retire from jobs in K-12 education are generally able to live comfortably in retirement
- **March (n=400)**: 51% Strongly or somewhat agree, 24% Neither agree nor disagree, 25% Somewhat or strongly disagree
- **Oct. (n=494)**: 45% Strongly or somewhat agree, 29% Neither agree nor disagree, 25% Somewhat or strongly disagree
4 Key Areas of Focus for Stakeholders

• Financial wellness programs
• Remote work
• Employee morale
• Nontraditional benefits
COVID-Related SLGE Resources

Reports

• [Survey Results: Public Sector Employee Views on Finances and Employment Outlook Due to COVID-19](#)

• [Survey Findings: Update on Public Sector Employee Views on Finances and Employment Outlook Due to COVID-19: May vs. October 2020](#)

• [Survey Findings: K-12 Public School Employee Views on Finances, Employment Outlook, and Safety Concerns Due to COVID-19](#)

Infographics

• [Public Sector Employee Views on COVID-19](#)

• [K-12 Education Employee Views on COVID-19](#)

• [African American State and Local Employee Views on COVID-19](#)

• [Public Sector Employee Views on COVID-19: May 2020 vs. October 2020](#)

• [K-12 Education Employee Views on COVID-19: March 2020 vs. October 2020](#)
Questions