On-site, Remote or Hybrid:

Employee Sentiment on the Workplace

Full Research Report

ADPRI Staff

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Executive Summary

The COVID-19 pandemic turned the workplace upside down, with significant share of the American workforce becoming temporarily remote. With widespread vaccination available and improved but persistent health concerns tied to the pandemic still remaining, companies are facing important decisions on whether to make the shift to remote work permanent or have employees return to the office – and how this can be accomplished most effectively.

Companies and managers no doubt have a wide range of considerations on what makes sense for their organizations, and among those is the employee set of preferences and perspective. For employees who have "settled into" remote work – and for those who haven't – what are the costs and benefits of returning to work on-site? In what ways do employees who have already returned to the office, or never left, say that on-site work is better than remote work – and vice versa?

To answer these questions and better understand the opportunities and challenges of returning to on-site work from the lens of employees, ADPRI conducted a survey of 9,000 employees in the U.S. who either worked remotely or on-site at workplace locations) during the pandemic. The comparisons between the experience of remote and on-site workers provides unique insight into the benefits and struggles of each work arrangement and how those experiences vary by industry in the new post-pandemic world of work.

The survey results reveal that on the whole, employees working on-site enjoy crucial advantages over their remote counterparts, particularly in terms of perceived amount of social interaction, work boundaries, and career opportunities. This is true regardless of whether employees are in sectors that are conducive to remote working or those who typically require in-person or on-site work.

Yet, the experience of remote working – now seen from a much larger population than ever before – has its own set of advantages. **Post-pandemic, there may be demand for companies to weave these perks into the new "normal" of work.**

The findings from this report from the perspective of employees indicate that managers and companies should keep the following recommendations in mind when determining work arrangements for their employees in the coming months:

1 **Social connection, promotion opportunities and work/life boundaries are the most cited benefits of on-site work according to employees, and should be a critical area of investigation for firms. Factors to consider include:**

The promise of social experience, more spontaneous conversations, and a deeper connection with teammates and other colleagues.

- Returning to a "normal" workday with cleaner breaks between work and home.

- To both be seen and feel that they are being seen when it comes to hiring and promotions (especially for companies that instituted hiring/promotion freezes during COVID).
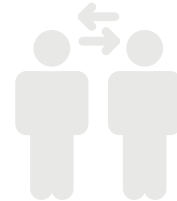
2 **Provide additional support and flexibility in areas where employees may need help acclimating to the change from remote to on-site work:**

a. **Employees may miss the "team spirit"** that flourished in teams of remote workers during the pandemic. Remote workers surveyed since the pandemic are more likely to say their team is "collaborative" and "supportive" and less likely to say it is "gossipy" and "cliquish" than on-site workers.

   Action: A concerted effort to foster a more collective team dynamic that transcends preferential connections (similar to the onset of the pandemic) may be helpful.

b. **Employees may prefer the flexibility** in work hours (time of work) and location.

   Action: Provide employees with the option of a hybrid schedule to ease the transition. It may even promote a new "norm" for work that leverages the best of both remote and on-site working. Employees with family responsibilities may also benefit from the added flexibility to attend to personal and care related needs as their families transition to post-pandemic life.

c. **Employees may prefer the independence** of working from home.

   Action: Promote regular connection and feedback with their manager (especially when on-site/in-person), yet allow the trust and independence established during remote working to continue.

3 **Certain groups may require special attention from companies and managers in the transition from remote to on-site work:**

a. **Recent college graduates** are more likely than other groups to get "lost in the shuffle" of returning to an environment of more spontaneous communication on-site and perceive less of a collaborative and more of a "gossipy" feel on their team.

Action: Managers and companies should foster team building that is targeted to recent college graduates, in order to ensure this group don't lose out on essential team support and mentoring.

b. **Employees whose manager is in a different location** may experience fewer improvements to communication with their manager, despite being back in the office, than employees whose manager is in the same office.

Action: Managers should continue to employ communication methods and frequency used during remote work to ensure communication with direct reports, including conveying progress and workload, doesn't deteriorate.
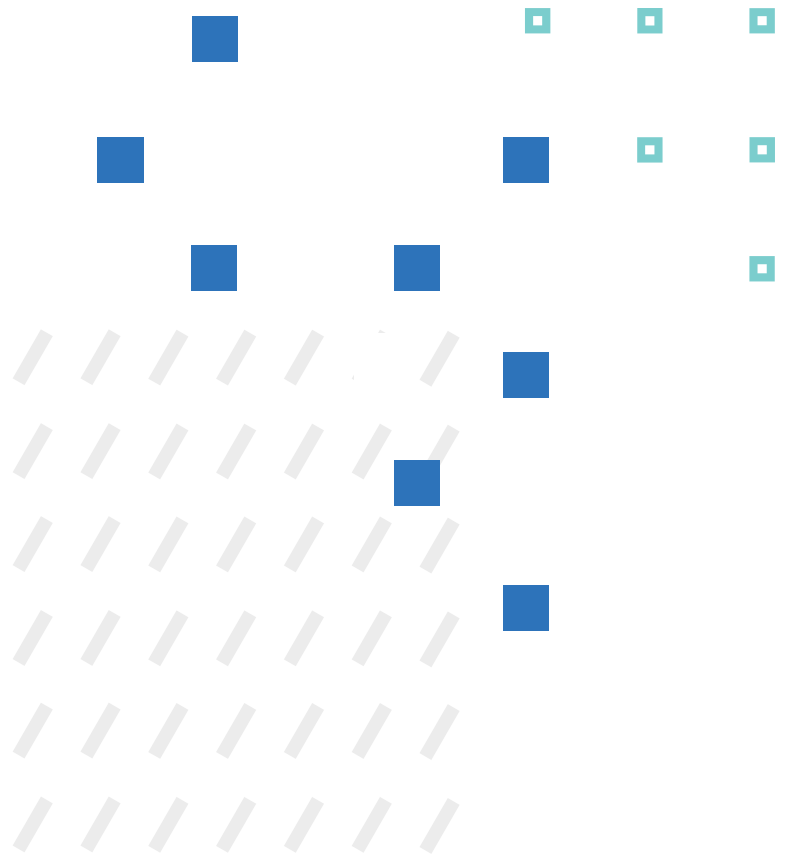
Introduction

The COVID-19 pandemic turned the world of work upside down. Not only did the pandemic constitute an international health crisis that reverberated into our economic and social lives, **a significant share of the American workforce became temporarily remote**.

Prior to the pandemic, only about 13% of the workforce reported teleworking regularly (defined as spending any paid workday during the week working only at home).[1] In May 2020, two months into the pandemic in the U.S., this number nearly tripled: 35% of the workforce said they now teleworked[2] – and this figure comprises those who teleworked due to COVID-19 (and could thus underrepresent the total teleworking workforce). Office buildings became largely vacant as employees connected online through videoconferencing services and worked from their home – once a separate environment from work all together.

With widespread vaccination available and improved but persistent health concerns tied to the pandemic still remaining, companies are facing important decisions on whether to make the shift to remote work permanent or have employees return to the office – and how this can be accomplished most effectively.

Some companies have already asked employees to return to the office or worksite: as of January 2021, the share of the workforce teleworking due to the pandemic had dropped from 35% to 23%.[3]

For employees who have "settled into" remote work – and for those who haven't – what are the tradeoffs of returning to work on-site? In what ways do employees who have already returned to the office, or never left, say that on-site work is better than remote work – and vice versa? How do these preferences vary by industry?

This report will provide companies with data and analyses on what to expect in employee dynamics that may arise when returning to the office from remote work during COVID-19. **Analyzed through the perspectives of employees this report will identify key opportunities and challenges of returning to on-site work in the post-COVID era.**

1 US Bureau of Labor Statistics (BLS) (2020), "Ability to work from home: evidence from two surveys and implications for the labor market in the COVID-19 pandemic", Monthly Labor Review, June 2020, https://www.bls.gov/opub/mlr/2020/article/ability-to-work-from-home.htm#_ednref6

2 BLS (2020), "Supplemental data measuring the effects of the coronavirus (COVID-19) pandemic on the labor market", https://www.bls.gov/cps/effects-of-the-coronavirus-covid-19-pandemic.htm#data

3 Ibid.

Key Definitions

In the context of this study, workers are divided into three main types, defined as follows:

Remote worker: Employees who at the time of research always work from home (5 out of 5 days a week, not including days worked from both home and the workplace).

Hybrid worker: Employees who at the time of research split work time between home and the workplace (i.e. 2-4 days from home).

On-site worker: Employees who at the time of research always work from the office or workplace (i.e. 0-1 days from home).

Data and Methodology

An online survey was conducted in February 2021 among 9,010 full time employees in the United States who work on a team and have not switched employers during the COVID-19 pandemic (since March 1st, 2020). Data was weighted to match the general working population for both employees and managers. Further, the survey was monitored in-field to ensure a balance between remote (fully remote or hybrid) and on-site workers. Conducted nearly a year into the pandemic, this survey separates itself from those conducted earlier in the pandemic in that it draws on the experience of workers who by now have adjusted to remote work and compares it head-to-head with that of workers who have returned to (or never stopped) working on-site.

Key Finding #1:

Returning to on-site work may mean a more social work life with better work boundaries.

Those working remotely largely miss out on positive externalities of on-site work like socializing and the clean break with work that can come with physically leaving the workplace. Indeed, having spontaneous conversations, getting out of their home, and leaving work at the office were ranked as top items missed by remote workers in the survey. This may be exacerbated for the influx of remote workers during the pandemic – three quarters of remote workers surveyed (74%) said they worked with their team in person several times a week or every day before COVID-19.

Looking at the experience of on-site employees (those who are already back working on-site or never left) compared to remote workers, returning to on-site work holds the promise of more meaningful interactions and a clearer delineation between work and home.

On-site employees report having stronger connections and more spontaneous communication with colleagues than remote workers.

Significantly more on-site workers **(70%)** say they have a strong feeling of connection with their teammates than remote workers do **(64%)**.

With colleagues outside their team, **48%** of on-site workers report a strong connection, compared to just **42%** of remote workers.

The stronger connections experienced by on-site workers do not appear to be due to an increased frequency in communication. In fact, on-site workers say they spend less of their time on work-related communication and meetings (on average, accounting for 15% of the typical workday) than remote workers (on average, 25% of the typical workday). This difference exists across sectors, for Professional Services and Information workers as well as for those working in Manufacturing and Trade.

What on-site workers benefit from is quality of communication in terms of more planned and unplanned "face time" with teammates and colleagues they don't work with directly. Not surprisingly, on-site workers are four times more likely than remote workers to connect with their teammates in-person regularly (daily or several times a week).

More fundamentally, working in person facilitates organic communication. More on-site workers (77%) say they engage in spontaneous conversations with their teammates during the work week than remote workers (60%). The kind of conversation that flows from "running into" colleagues is simply harder to come by when working remotely and is visible both in sectors where remote work is a higher possibility, like Information and Professional and Business Services, and those where it may not be, like Health Care, Education, and Retail Trade. This is particularly stark for women, who note a much lower rate of spontaneous conversations when working remotely.

> **Women and workers in Professional and Business Services, Health Care, and Education stand to gain the most in spontaneous conversations going from remote to on-site work.**

Chart 1: Spontaneous conversations (Percent selected Every day/Several times a week)

Category	Remote	On-Site
Total	60	77
Men	63	79
Women	55	75
Professional and Business Services	60	79
Information	70	79*
Health Care	59	77
Education	48	74
Finance and Real Estate	62	77*
Manufacturing	73*	83
Leisure and Hospitality	**	77
Trade (Retail and Wholesale)	62*	77

Remote (n=3042)   On-Site (n=4334)
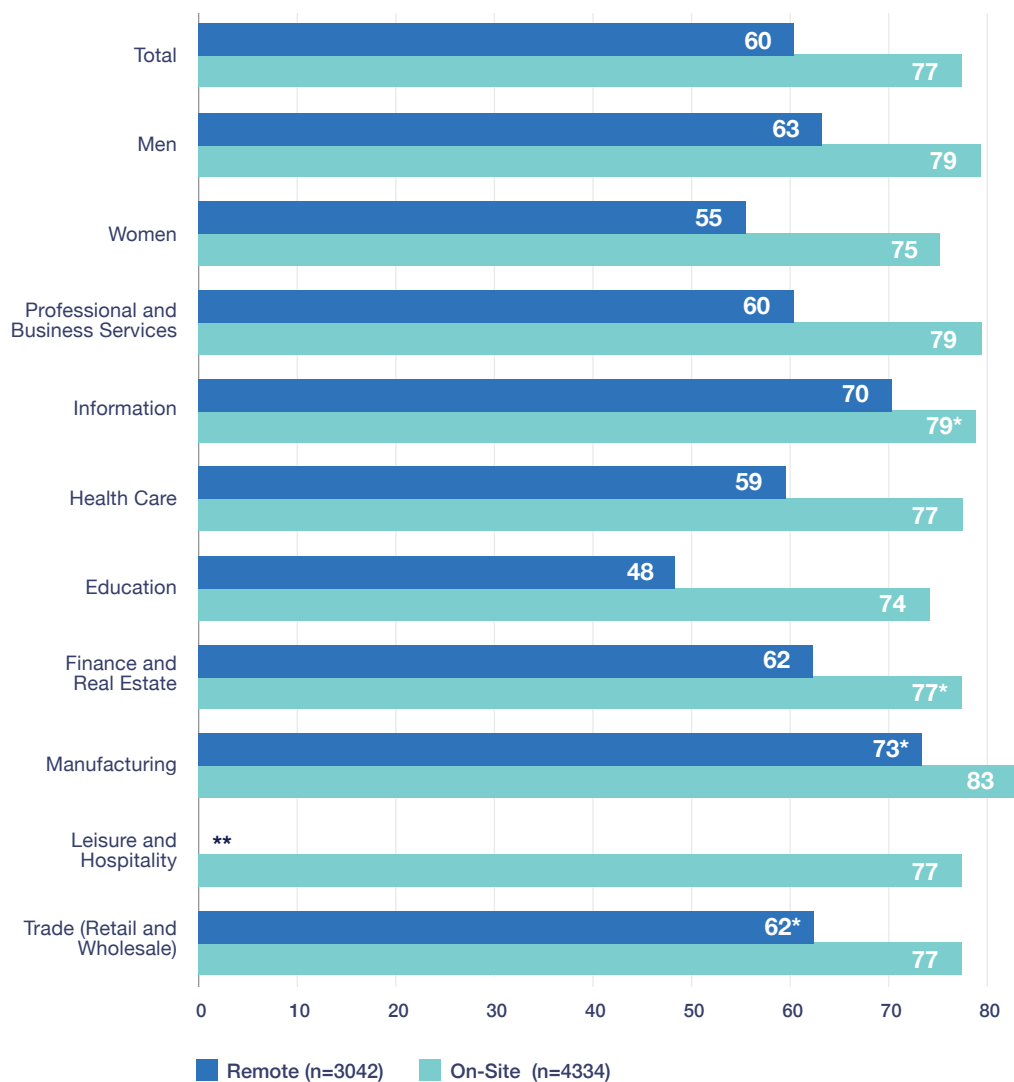
* Base size: 100 > n < 200; ** Base size <100

On-site workers also say they have a shorter work day with a cleaner break between work and home.

In fact, on-site workers report a shorter total workday – on average, one hour less – than remote workers, with work time less broken up due to personal tasks compared to remote workers. Invariably, the pandemic affected work routines and inconvenienced workers across the board, but those working remotely are more likely to say they have longer days due to COVID (39%) compared to on-site workers (21%).

Parents with children in the household – men and women alike – are most likely to say the length of their days increased. Two in 5 parents working remotely say their days increased as a result of COVID, compared to 1 in 4 or 1 in 5 on-site parents. Working on-site "forces" a focus on work rather than childcare, while parents working from home during the pandemic may feel like their workday is longer. Parents returning to on-site work can look forward to a more focused and shorter workday, though it may be less the case initially while their families transition to post-pandemic childcare routines.

> **Remote workers, and especially parents, have workdays that extend beyond "normal" working hours.**

Chart 2: Due to COVID, length of the work day from start to finish increased (% selected)

Remote (n=3042) On-Site (n=4334)
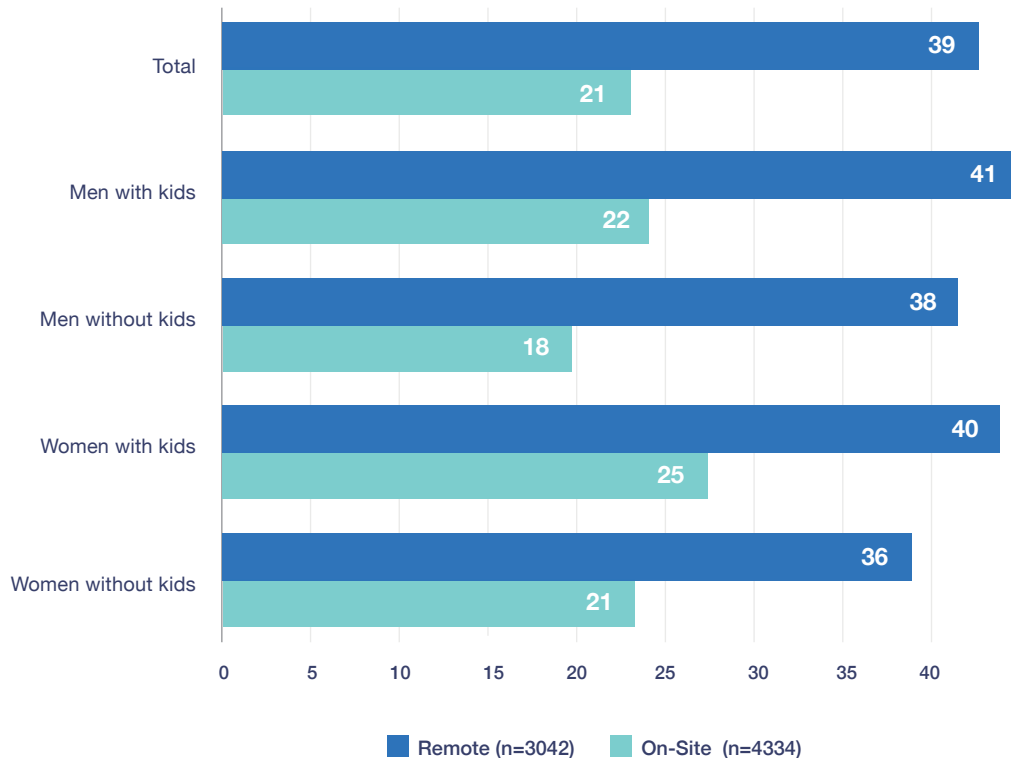
Going back to on-site work can also mean returning to a vibrant work destination

Workers surveyed, including those who are working remotely, indicate they are just as attracted to cities and suburbs as before the pandemic. In other words, perceptions of urban and suburban areas as ideal places to live have not changed significantly since the onset of the pandemic.

> Companies located in urban or suburban areas should still be a draw for talent, even among remote workers.

Chart 3: Ideal area to live (% selected)
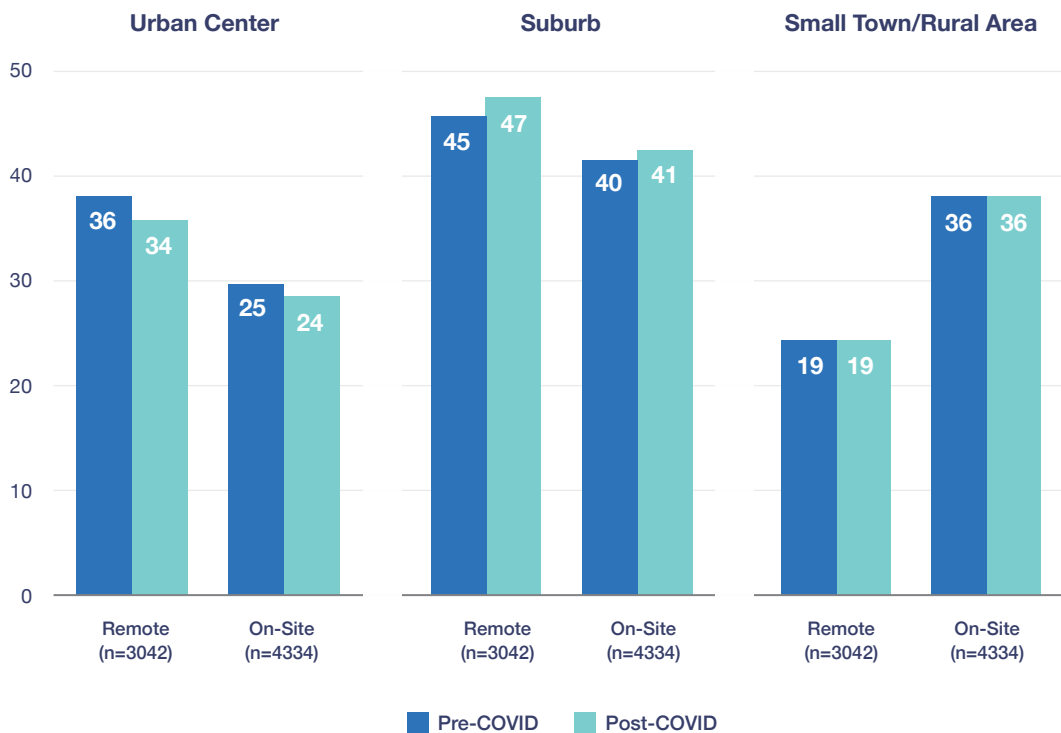
Beyond work life, returning to work on-site has implications for workers' job success and professional growth.

Key Finding #2:

Working on-site sets employees up for job success and professional growth – whether real or perceived.

On-site workers are more likely to have opportunities to advance in their career than remote workers.

When it comes to hiring and awarding promotions, 57% of employees (non-managers) surveyed think that their managers prefer on-site employees over remote workers. This perception is supported by the same share of managers themselves (59%) who say that they actually do prefer on-site e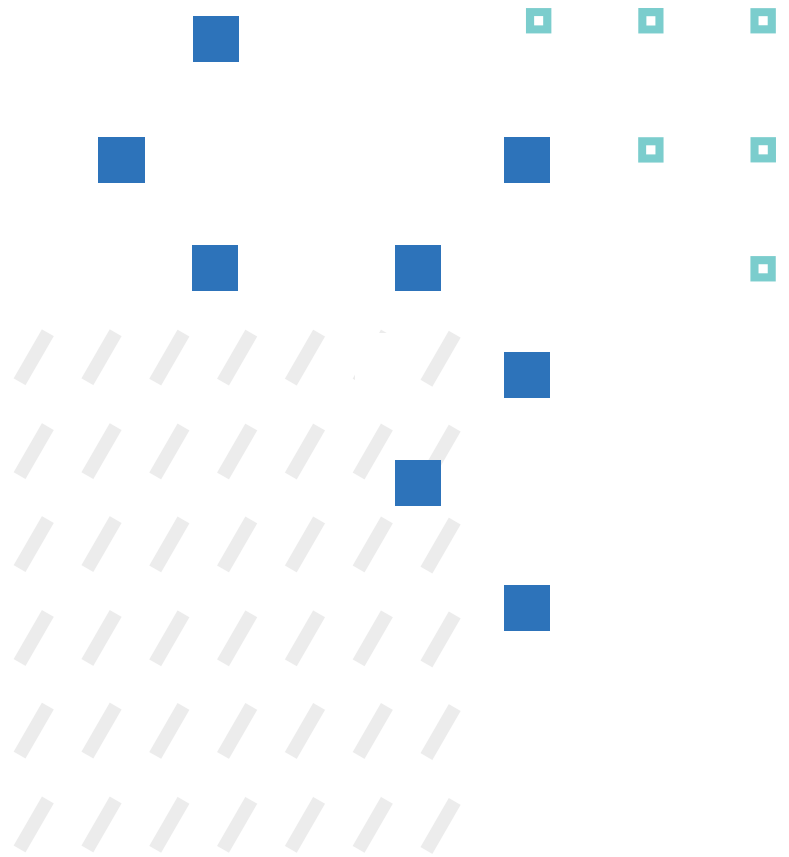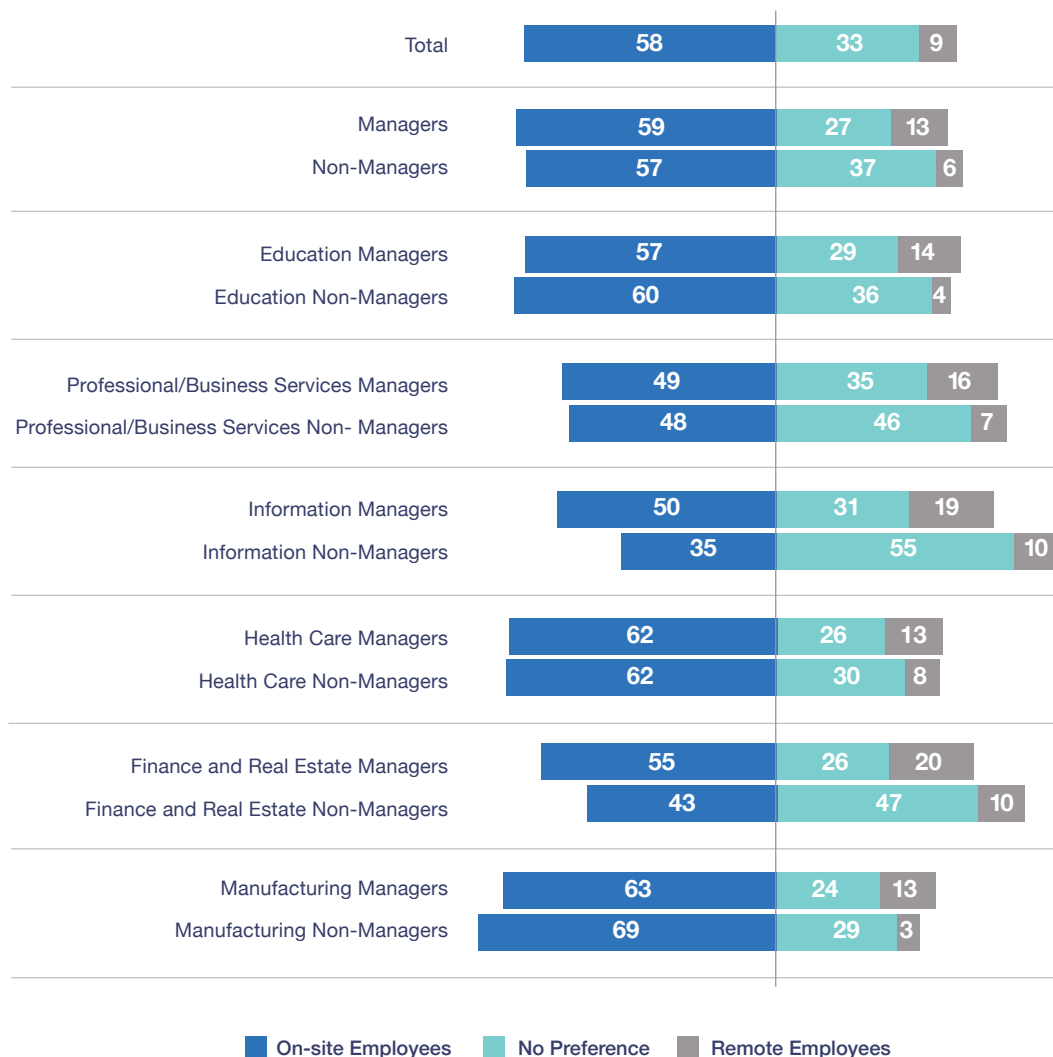mployees when making decisions on hiring and promotions. Managers' preference for hiring/promoting on-site workers is visible across sectors, including in sectors where the nature of the job makes remote working less possible. However, a disconnect exists between managers' and employees' perceptions in sectors that may be more inclined toward remote working, such as Information and Finance/Real Estate; employees in those sectors are more likely to think that location doesn't matter to their manager, while managers in those sectors firmly believe it does.

Managers say they do prefer on-site workers for hiring and promoting, sometimes more than employees think.

Chart 4: Group preferred when hiring or awarding promotions (% selected)

	On-site Employees	No Preference	Remote Employees
Total	58	33	9
Managers	59	27	13
Non-Managers	57	37	6
Education Managers	57	29	14
Education Non-Managers	60	36	4
Professional/Business Services Managers	49	35	16
Professional/Business Services Non- Managers	48	46	7
Information Managers	50	31	19
Information Non-Managers	35	55	10
Health Care Managers	62	26	13
Health Care Non-Managers	62	30	8
Finance and Real Estate Managers	55	26	20
Finance and Real Estate Non-Managers	43	47	10
Manufacturing Managers	63	24	13
Manufacturing Non-Managers	69	29	3

Legend: ■ On-site Employees ■ No Preference ■ Remote Employees

Managers' stated preference for on-site workers is highest if the manager works in the same location as their direct reports (72%). For distributed or virtual teams (where managers work in a different location than team members), a smaller share of managers (46%) say being on-site matters for hiring or awarding promotions. Similarly, employees (non-managers) whose manager is in the same location are most likely to say being on-site matters (71%).

> ## Being on-site matters less for hiring and promotions if the manager is not also on-site.

Chart 5: Group preferred when hiring or awarding promotions – Manager location (% selected)

Group	On-site Employees	No Preference	Remote Employees
Managers	59	27	13
Majority of reports in same location	72	21	7
Majority of reports in different location	46	34	20
Non-Managers	57	37	6
Manager co-located	71	26	3
Manager in different workplace	58	38	5
Manager is remote/from home	34	54	12

■ On-site Employees   ■ No Preference   ■ Remote Employees
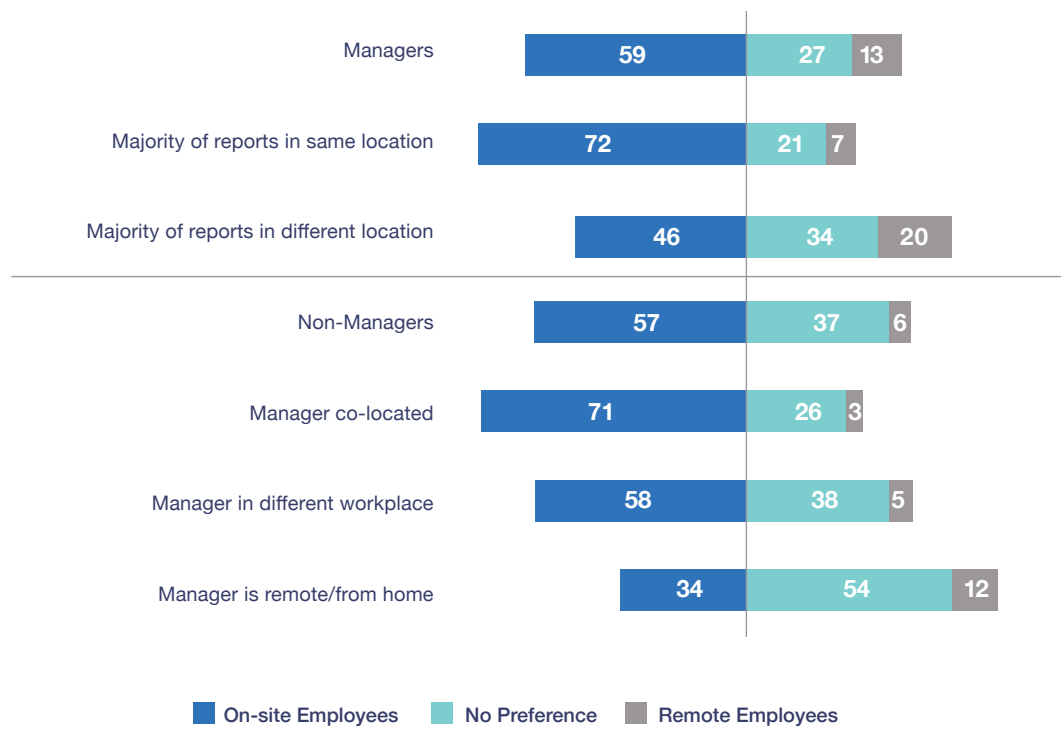
Why do managers and employees think on-site workers have an advantage when it comes to career opportunities? What underlying mindset might be contributing to this perception?

On-site employees are perceived to work more effectively, and have a better relationship with their manager than their remote counterparts.

Nearly half of employees say that "productive" (44%) and "undistracted" (48%) are more likely to be traits describing on-site workers and not remote workers. Only 1 in 3 employees state that for being productive or undistracted it made no difference whether a worker was on-site or remote. This is particularly pronounced among employees in sectors which tend to require in-person or face-to-face tasks, such as Health Care, Education, Manufacturing, Leisure/Hospitality, and Trade, who are more likely to prescribe the description of "productive" and "undistracted" to on-site workers.

Chart 6: Employee group most likely to be described as… (% selected among total)

"Productive"

"Undistracted"

On-site   Remote   No Difference   NA
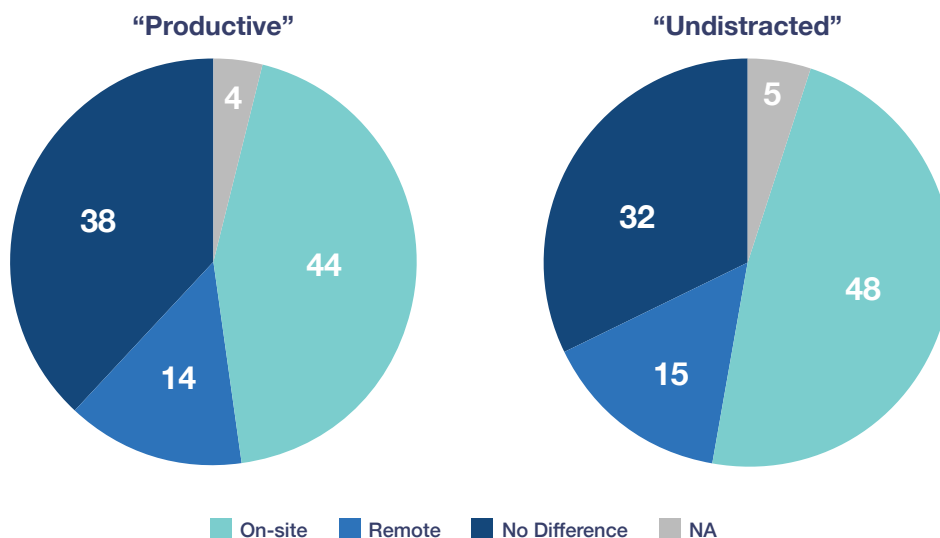
Productive (% selected)	Employees Working On-Site	Undistracted (% selected)	Employees Working On-Site
Total	44%	Total	48%
Professional and Business Services	34%	Professional and Business Services	43%
Information	36%	Information	43%
Health Care	46%	Health Care	52%
Education	40%	Education	48%
Finance and Real Estate	35%	Finance and Real Estate	45%
Manufacturing	51%	Manufacturing	51%
Leisure and Hospitality	44%	Leisure and Hospitality	46%
Trade (Retail and Wholesale)	55%	Trade (Retail and Wholesale)	51%

What is more, on-site workers report fewer bottlenecks communicating with their manager than remote workers – now more than ever. For example, remote workers are more likely to say that since the start of COVID communication with their manager (or with direct reports if they are a manager) has deteriorated (26%). In contrast, on-site workers whose boss also works on-site have experienced less of a difference pre- and post-COVID (just 14% say communication decreased). Also, more remote workers say they face challenges demonstrating their workload and work progress (17%) to their manager than on-site workers, as well as finding time to connect with their manager (25%). On-site workers who can interact with their manager in-person (i.e. their manager works in the same location as they do) report the fewest challenges communicating and staying connected to their manager.

> **On-site workers who work in close physical proximity to their boss report fewer bottlenecks communicating with their managers than remote workers and workers whose boss is off-site.**

Chart 7: Employee-Manager Communication "Bottlenecks" (% selected)

- Remote (n=3042)
- On-Site with co-located manage (n=3623)
- On-Site with remote manager (n=682)
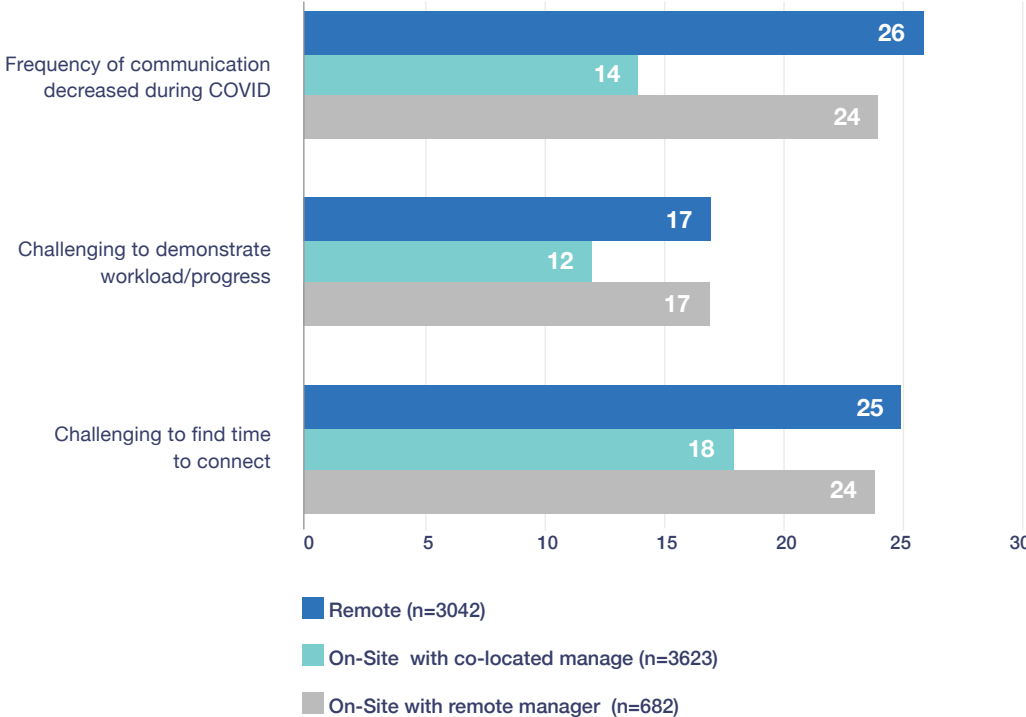
All this is not to say that returning to on-site work is only beneficial for workers; on-site work may also have downsides in comparison to remote work. These potential downsides raise important considerations for companies and managers.
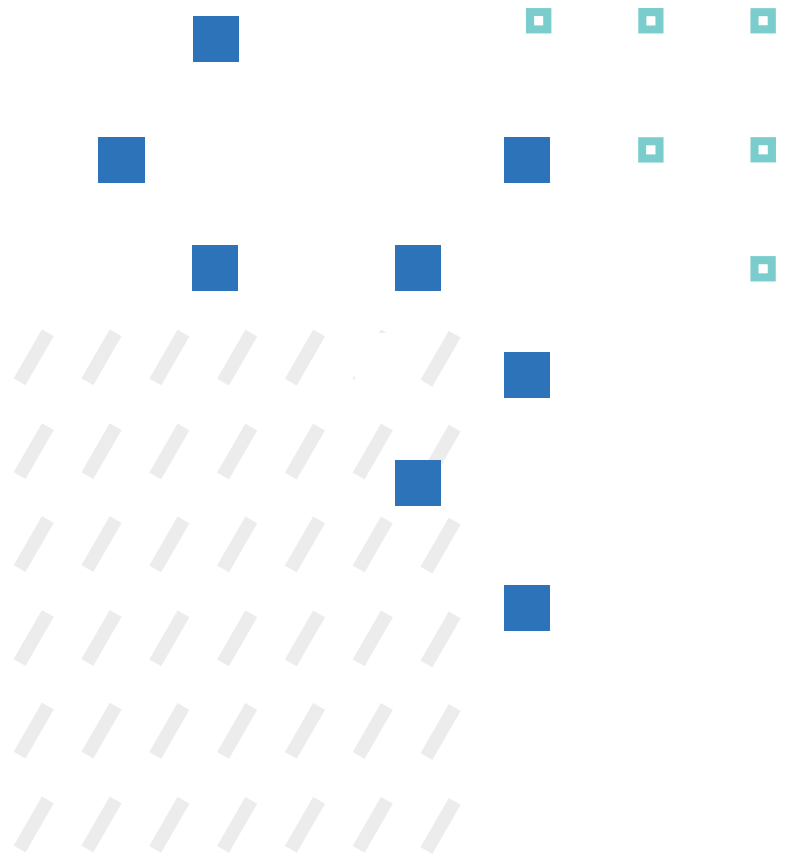
Key Finding #3:

Returning to the office may bring a change in team dynamics and less agility.

Beyond needing to commute again and decreased flexibility in work location and hours, other, less palpable downsides to returning to on-site work exist.

Returning to on-site work might mean gaining stronger personal connection, but losing a "team spirit" among team members. Remote workers surveyed since the pandemic indicate that their teams possess a collective energy that transcends physical separation – or perhaps exists to compensate for it. They are more likely to say their team is "collaborative" (62%, compared to 47% among on-site workers) and "supportive" (66% vs. 59%) and less likely to say it is "gossipy" (9% vs. 20%) and "cliquish" (7% vs. 10%) than on-site workers. In contrast to remote workers' experience, the familiarity of physical proximity for on-site workers may give rise to more instances of workplace gossip and preferential connections that make team dynamics less collaborative and supportive.

This contrast is most acute among recent college graduates (age 18-30) and employees age 50+, with those working remote much more likely than those on-site to describe their team as "supportive" than those on-site. Conversely, for recent college grads in particular, they are most likely to find their team gossipy when on-site. At a stage in their career where team support is imperative, this group of workers may need help adjusting to team dynamics back on-site and deliberate fostering of team relationships.

> **Recent college graduates and employees age 50+ are most affected by contrasts in team dynamics between remote and on-site work.**

Chart 8: Description of team among all employees and by age

	Collaborative	Supportive	Gossipy	Cliquish
Total Remote	62	66	9	7
Total On-Site	47	59	20	10
18–29 Remote	60	67	13	9
18–29 On-Site	52	61	26	10
30–39 Remote	62	62	11	7
30–39 On-Site	47	60	20	9
40–49 Remote	61	66	8	7
40–49 On-Site	44	57	19	11
50+ Remote	63	70	6	4
50+ On-Site	46	60	17	10

■ Remote ■ On-Site
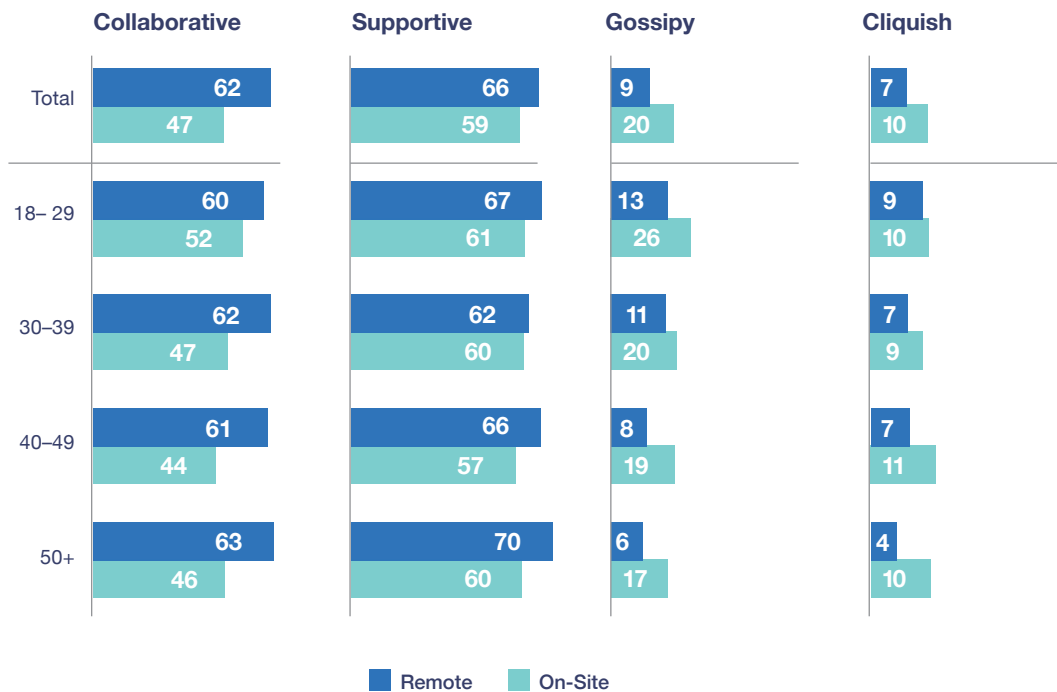
Chart 9: Top team challenges (selected as top 5)

Listening to one another

	Remote	On-Site
Total	15	24
18–29	16	24
30–39	16	24
40–49	15	21
50+	15	24

Ensuring active participation by all

	Remote	On-Site
Total	28	30
18–29	26	35
30–39	30	31
40–49	29	27
50+	25	29

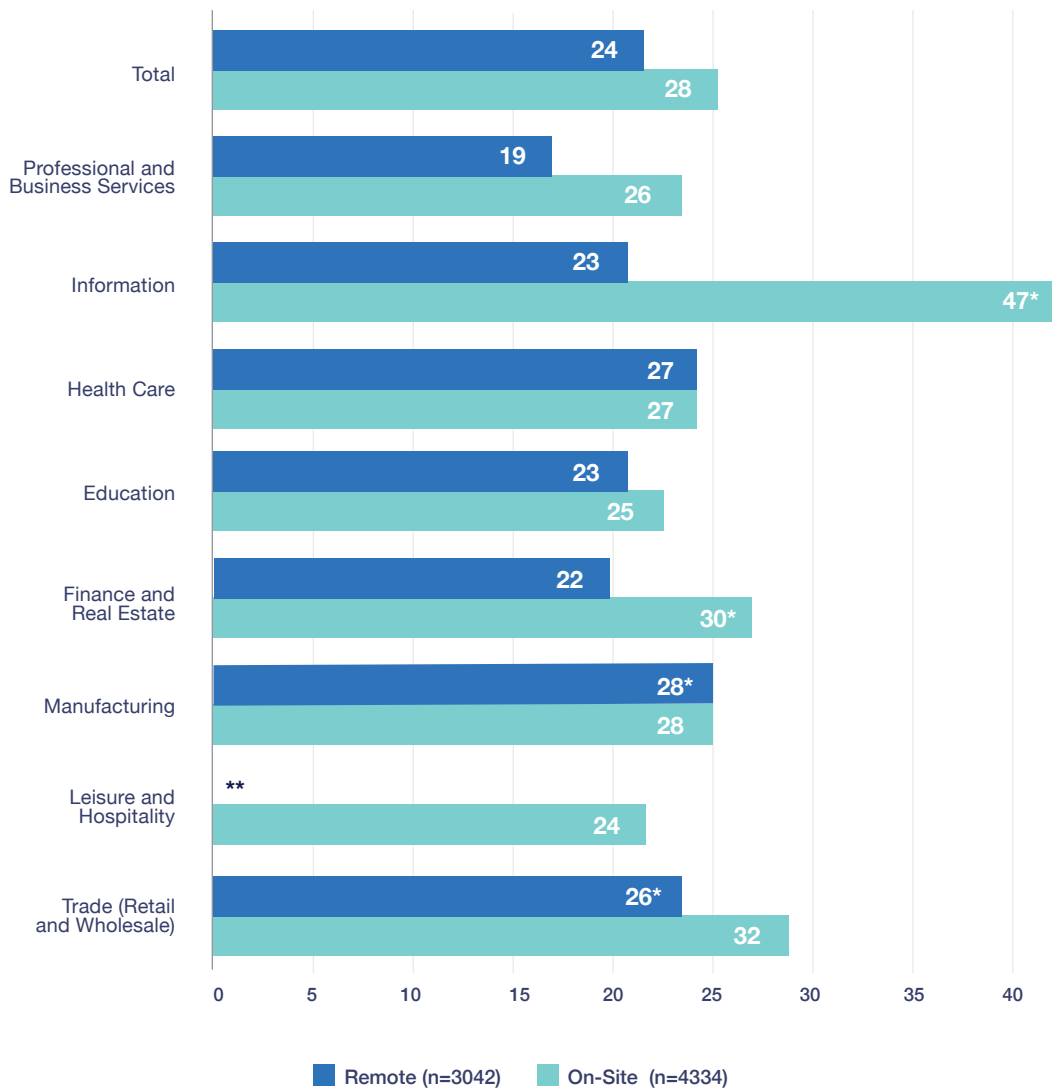■ Remote ■ On-Site
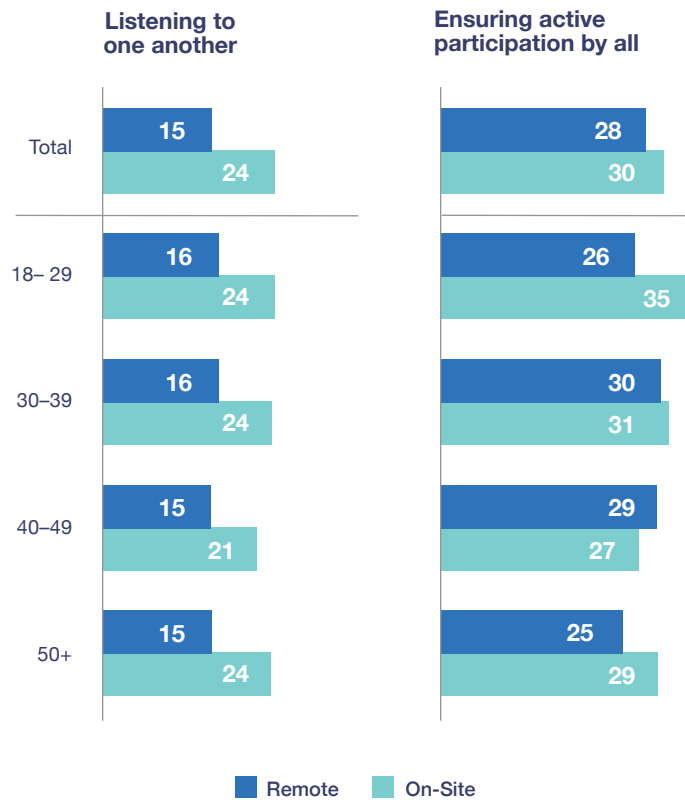
Potentially contributing to this perception, on-site workers are more likely to cite listening to one another and ensuring active participation by everyone on the team are challenges they think their team faces. The contrast between the on-site and remote experience is most prominent among recent college graduates.

Perhaps because the remote environment is reported as conducive to collaboration, remote workers also indicate that their work environment is less "stuffy" and more agile than on-site workers do. On-site workers are more likely to say they feel micromanaged than remote workers. This particularly visible among employees working in Information, Professional and Business Services, and Finance and Real Estate, where notably more on-site workers cite feeling micromanaged than remote workers.

> **More Professional and Business Services, Information, and Finance and Real Estate workers feel micromanaged working on-site than remotely.**

Chart 10: Perception of being micromanaged (% selected completely/somewhat agree)

	Remote (n=3042)	On-Site (n=4334)
Total	24	28
Professional and Business Services	19	26
Information	23	47*
Health Care	27	27
Education	23	25
Finance and Real Estate	22	30*
Manufacturing	28*	28
Leisure and Hospitality	**	24
Trade (Retail and Wholesale)	26*	32

* Base size: 100 > n < 200; ** Base size <100

Additionally, on-site workers surveyed in this study are less likely than remote workers to say that innovation is encouraged in their work environment compared to remote workers – a finding that may be counterintuitive to the traditional perception that innovation is linked to environments of face-to-face interaction[4]. Even during the pandemic, CEOs of leading companies report concerns about the impact of remote work on innovation[5].
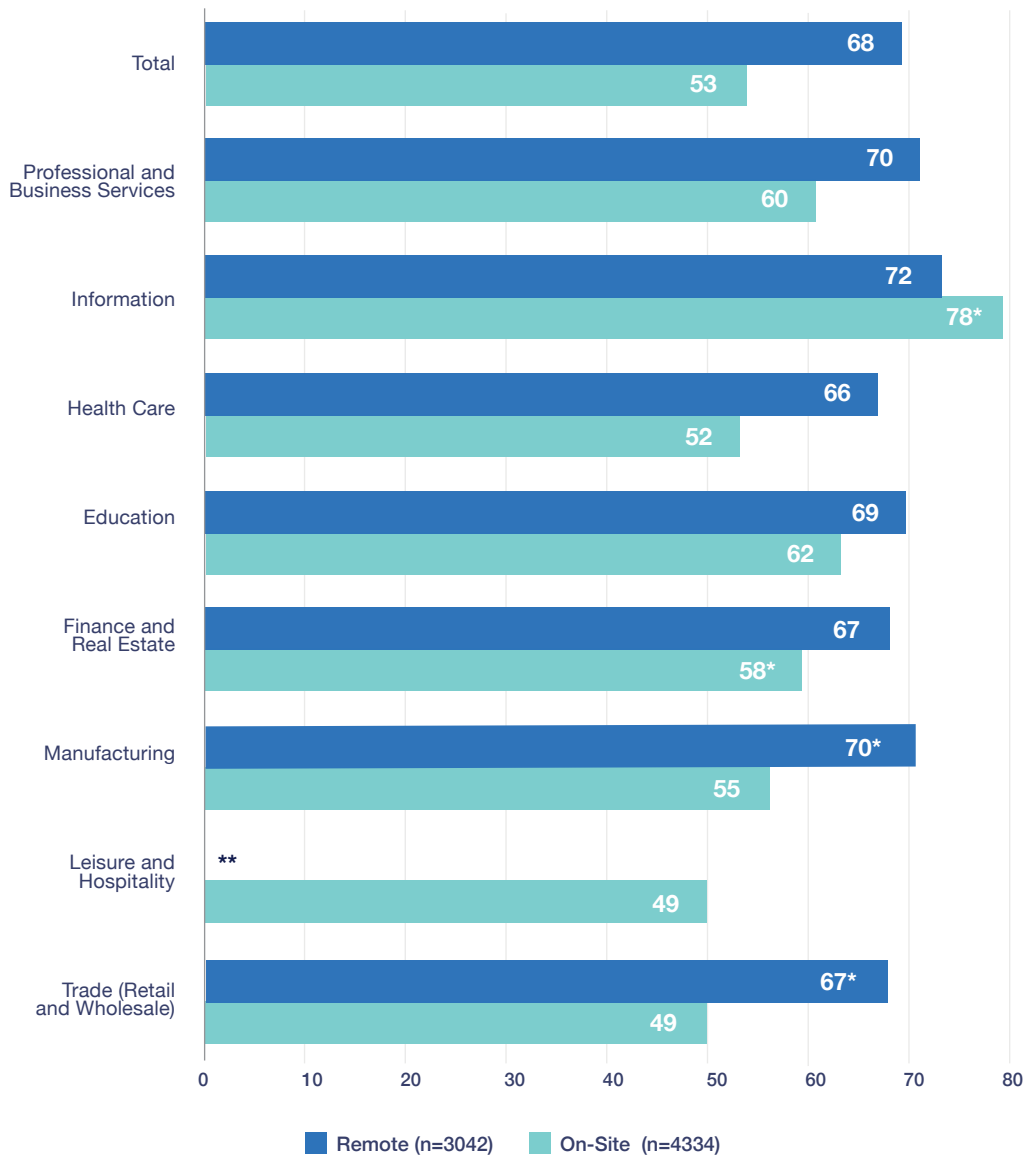
Information workers are an exception to this gap in perception – those on-site are about as likely to say innovation is encouraged as those who are remote. In a range of other sectors, however, a culture of innovation is present for more remote workers than on-site workers. For workers in these sectors, returning to the office may mean less ability to think creatively than they had working at home during the pandemic.

4 Hooijberg, R. & Watkins, M. (2021), "When do we really need face-to-face interactions?", Harvard Business Review, 1/4/2021, https://hbrorg/2021/01/when-do-we-really-need-face-to-face-interactions
5 Cutter, C. (2020), "What CEOs really think about remote work", Wall Street Journal, 9/23/2020, https://www.wsj.com/articles/what-ceos-really-think-about-remote-work-11600853405

An environment of innovation is just as, if not more, likely to occur among remote workers as on-site workers.

Chart 11: Perception of company encouraging innovation

Category	Remote	On-Site
Total	68	53
Professional and Business Services	70	60
Information	72	78*
Health Care	66	52
Education	69	62
Finance and Real Estate	67	58*
Manufacturing	70*	55
Leisure and Hospitality	**	49
Trade (Retail and Wholesale)	67*	49

■ Remote (n=3042)   ■ On-Site (n=4334)

* Base size: 100 > n < 200; ** Base size <100

Given the upsides and downsides of on-site work, a "hybrid" option – working part on-site and part remote – may actually provide workers with most advantageous characteristics of both on-site and remote working.
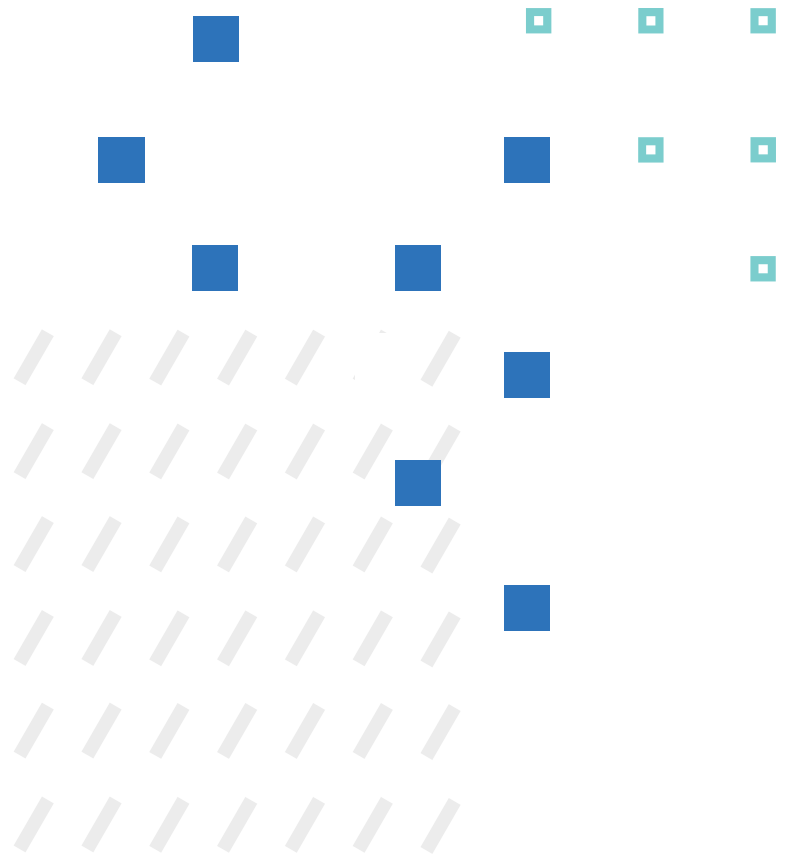
Key Finding #4:

"Hybrid" working may help ease the transition from the pandemic work environment.

Workers who divide their work week between on-site and remote locations (hybrid workers) say they experience better social and manager dynamics than their fully on-site or remote counterparts – combining key upsides of both arrangements.

Social connection and collaboration

Hybrid workers report stronger connections with their teammates and colleagues – even more than on-site workers – as well as better collaboration, closer to the level of remote workers. Seventy-nine percent of hybrid workers say they have a strong connection with teammates (compared to 70% of on-site workers) and 58% a strong connection with other colleagues (compared to 48% among on-site workers). The connections are strongest among parents of children under 18 who are working in a hybrid arrangement (83% say they have a strong connection with their teammates and 62% with their other colleagues).

> **Parents of children <18 benefit from the strongest social connections when working hybrid (remote and on-site).**

Chart 12: Strength of perceived connection, among total and parents of children age <18 (% selected very/somewhat strong)

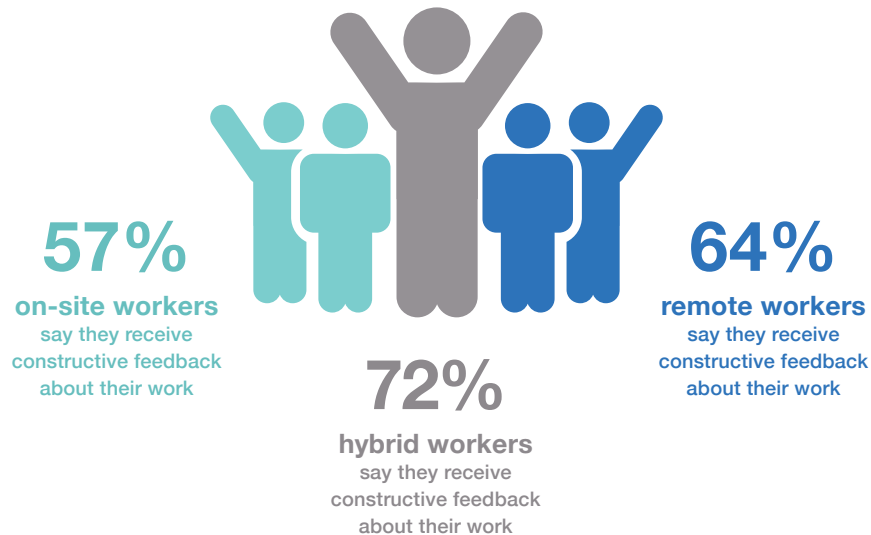|	Strong connection with teammates	Strong connection with other colleagues	Strong connection with teammates (parents)	Strong connection with other colleagues (parents)
Remote	64	42	66	47
Hybrid	79	58	83	62
On-Site	70	48	73	51
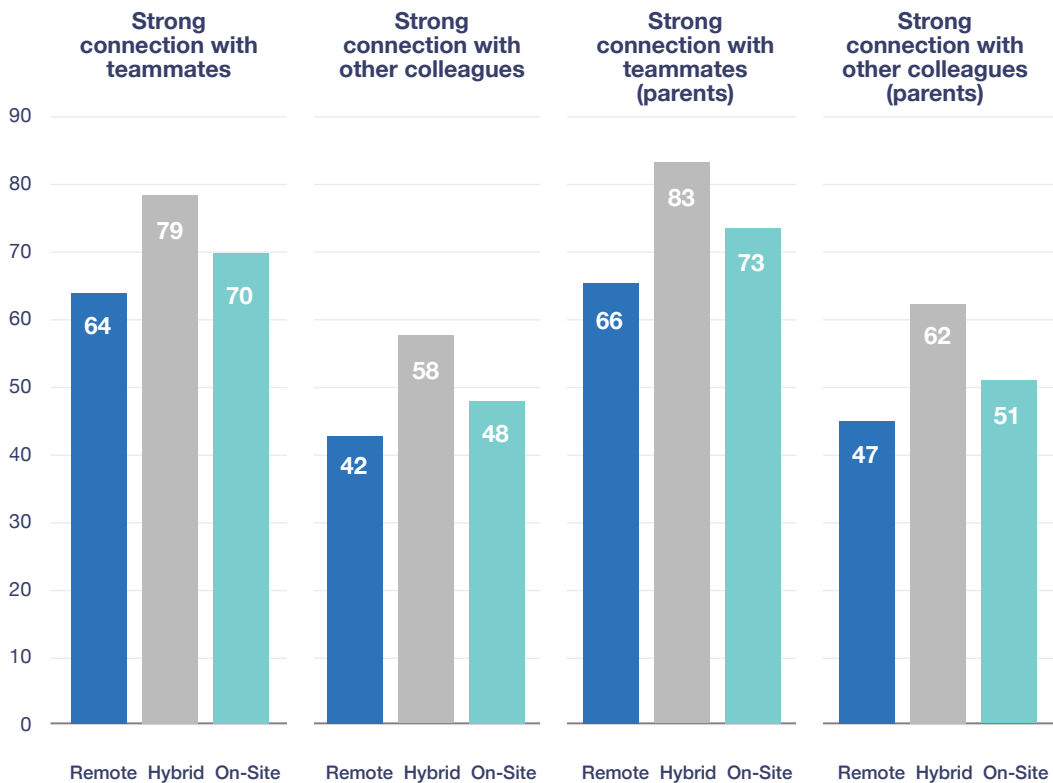
Having a greater flexibility in work location and not seeing colleagues everyday may be part of what is driving hybrid workers to connect to a greater degree when they do see their colleagues. They also seem to take advantage of in-person contact to have spontaneous conversations, with hybrid workers reporting a higher rate (69%) than remote workers (60%) (though not quite as many as fully on-site workers (77%)).

At the same time, hybrid workers still appear to benefit from more of the "team spirit" that remote workers' teams exhibit than fully on-site workers' teams do. Fifty-four percent of hybrid workers describe their team as "collaborative" and 62% as "supportive", significantly more than on-site workers (47% and 59%, respectively).

Manager and career dynamics

In some ways, hybrid employees have the most positive outlook on their managers compared to on-site and remote workers.

57%
on-site workers
say they receive
constructive feedback
about their work

72%
hybrid workers
say they receive
constructive feedback
about their work

64%
remote workers
say they receive
constructive feedback
about their work

Hybrid workers also have a better perception of their career opportunities as they relate to their manager. Sixty-seven percent of hybrid workers agree that their manager actively encourages their career advancement, versus only 49% of on-site workers. It may be the case that hybrid workers have enough face-time to be on their manager's radar but enough distance to merit extra attentiveness.

The result is hybrid workers appear to feel that they are "seen" and their professional growth is supported by their manager, despite not being on-site every day. This, of course, requires the manager to work in the same worksite as the hybrid worker; if managers' worksite is a different location, workers' perception of their manager is similar to remote workers'.

Conclusion

The COVID-19 pandemic has forced many changes in the world of work. As Americans navigate yet another transition – back to the workplace - companies have a unique opportunity to make that transition as smooth as possible, and even incorporate lessons from remote working over the past year. They may also consider the upsides and downsides of on-site work and decide to organize their workforce differently than before the pandemic.

The findings from this report from the perspective of employees indicate that managers and companies should keep the following recommendations in mind when determining work arrangements for their employees in the coming months:

1 **Social connection, promotion opportunities and work/ life boundaries are the most cited benefits of on-site work according to employees.**

- The promise of social experience, more spontaneous conversations, and a deeper connection with teammates and other colleagues.

- Returning to a "normal" workday with cleaner breaks between work and home.

- To both be seen and feel that they are being seen when it comes to hiring and promotions (especially for companies that instituted hiring/promotion freezes during COVID).

2 **Provide additional support and flexibility in areas where employees may need help acclimating to the change from remote to on-site work:**

a. **Employees may miss the "team spirit"** that flourished in teams of remote workers during the pandemic.

   Action: This may require a concerted effort (similarly to the onset of the pandemic) to not only rely on organic communication but foster a more collective team dynamic.

b. **Employees may miss the flexibility** in work hours (time of work) and location.

   Action: Provide employees with the option of a hybrid schedule to ease the transition. It may even promote a new "norm" for work that leverages the best of both remote and on-site working (so long as managers are on site). Employees with children under 18 may also benefit from the added flexibility to attend to personal and child related needs as their families transition to post-pandemic life.

c. **Employees may miss the independence** of working from home.

   Action: Promote regular connection and feedback with their manager (especially when on-site/in-person), yet allow the trust and independence established during remote working to continue.

3 **Certain groups may require special attention from companies and managers in the transition from remote to on-site work:**

a. **Recent college graduates** are more likely than other groups to get "lost in the shuffle" of returning to an environment of more spontaneous communication on-site and perceive less of a collaborative and more of a "gossipy" feel on their team.

   Action: Managers and companies should foster team building that is deliberately inclusive of recent college graduates, in order to ensure this group don't lose out on essential team support and mentoring.

b. **Employees whose manager is in a different location** may experience fewer improvements to communication with their manager, despite being back in the office, than employees whose manager is in the same office.

   Action: Managers should continue to employ communication methods and frequency used during remote work to ensure communication with direct reports, including conveying progress and workload, doesn't deteriorate.
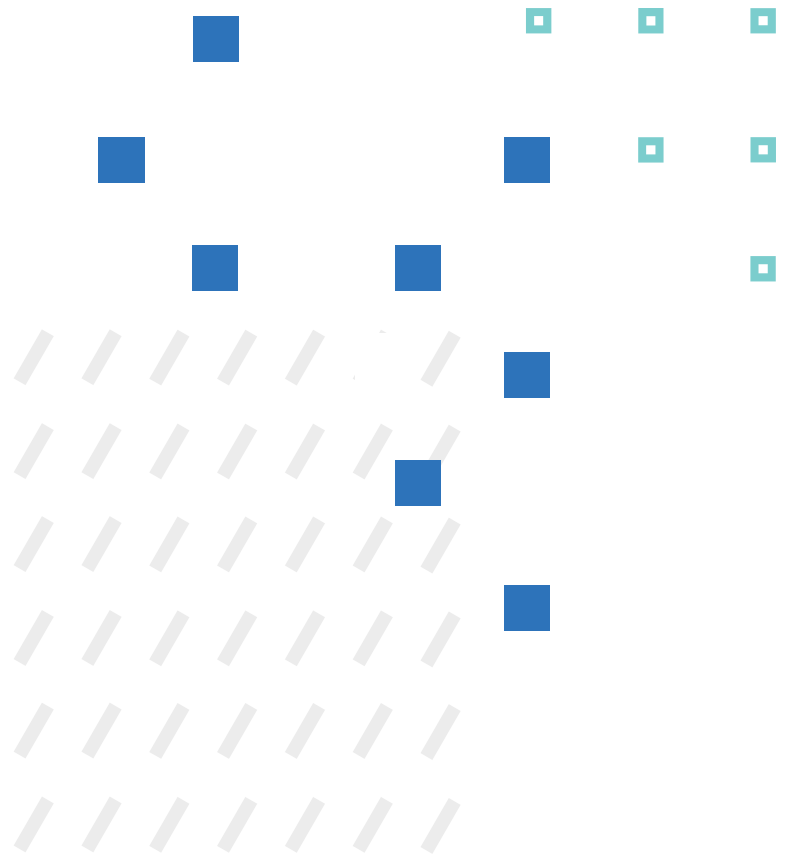
Appendix:
Survey Metadata

Key Finding #1	Question Number	Question Text
Strength of connection with teammates	**H4**	In general, how strong is your **connection** to each of the following?
Strength of connection with other colleagues	**H4**	In general, how strong is your **connection** to each of the following?
Work-related communication / meetings	**H2**	You mentioned your typical work day is **[insert H1A response]** hours. How much of your typical work day do you spend on each of the following
In person communication	**H5**	**Since March 1, 2020,** how often do you typically communicate or connect with teammates in the following ways?
Chart 1: Spontaneous Conversations	**H6**	**Since March 1, 2020,** how often do you have **spontaneous** conversations with your teammates?
Average number of hours worked per day	**H1a**	How many hours per day would you say it is from the time you **"sign on"** or **"start working"** until you **"sign off"** or **"stop working"**?
Chart 2: Due to COVID The length of the work day from start to finish increased	**CV6**	**Due to COVID-19,** would you say the following increased, decreased or didn't change, **compared to before March 1, 2020?**
Chart 3: Ideal place to live – Post-COVID	**CV13**	In which of the following areas would you most prefer to live?
Chart 3: Ideal place to live - Pre-COVID	**CV13a**	Before COVID-19 started, where would you most have preferred to live?

Key Finding #2	Question Number	Question Text
Charts 4-5: Group preferred when hiring or awarding promotions	**M3**	Thinking about all of the people who report to you, do you prefer one of the following groups over the others when it comes to hiring and awarding promotions?
Chart 6: Employee group most likely to be described as Productive and Undistracted	**M2**	As a manager and thinking about direct reports at your company, which **type of direct report** do you feel is more likely to be…?
Chart 7: Employee-Manager Communication Bottlenecks: Frequency of communication decreased	**CV6**	**Due to COVID-19**, would you say the following increased, decreased or didn't change, **compared to before March 1, 2020**?
Chart 7: Employee-Manager Communication Bottlenecks: Workload/progress and Finding time to connect	**C2C**	Thinking just about your experience with your **manager,** which of the following would you say are your biggest challenges?
Finding time to connect	**C2C**	Thinking just about your experience with your **manager**, which of the following would you say are your biggest challenges?

Key Finding #3	Question Number	Question Text
Chart 8: Team descriptors	**H7**	Which of the following words, if any, characterize your team?
Chart 9: Top team challenges	**C2a**	Which of the following would you say are the **biggest challenges your team faces**?
Chart 10: I often feel I am being micromanaged	**M4**	Please indicate how strongly you agree or disagree with each statement below based on your experience with your current company.
Chart 11: My company encourages workers to innovate	**CV9**	Thinking about how you feel **today**, in light of COVID-19, please indicate how strongly you agree or disagree that each statement below **reflects your feelings about work**.

Key Finding #4	Question Number	Question Text
Chart 12: Strength of perceived connections	**H4**	In general, how strong is your **connection** to each of the following?
Spontaneous Conversations	**H6**	Since March 1, 2020, how often do you have **spontaneous** conversations with your teammates?
Team descriptors	**H7**	Which of the following words, if any, characterize your team?
I receive timely and constructive feedback about my work	**M4**	Please indicate how strongly you agree or disagree with each statement below based on your experience with your current company.
My manager actively encourages my career advancement	**M4**	Please indicate how strongly you agree or disagree with each statement below based on your experience with your current company.

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