SNAPSHOT

Greater Madison Telework Survey 2021

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Greater Madison Metropolitan Planning Organization

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The contents of this report do not necessarily reflect the views or policy of the U.S. Department of Transportation.

Introduction

The Greater Madison Telework Survey 2021 is the second regional survey conducted by the Greater Madison MPO ("MPO") to assess telework trends and attitudes resulting from the COVID-19 pandemic. Conducted in partnership with Sustain Dane and the Dane County Office of Energy and Climate Change, it also serves to explore how individuals and employers in Dane County perceive and/or use telework as a way to reduce driving and support environmental sustainability.

The Greater Madison MPO is the federally designated metropolitan planning organization for the Madison urban area. The mission of the MPO is to lead the collaborative planning and funding of a sustainable, equitable transportation system for the greater Madison region. The MPO administers RoundTrip, a program that works to reduce vehicle trips, vehicle miles traveled, congestion, and vehicle emissions in Dane County. RoundTrip provides information and assistance to individuals and employers to encourage transportation choices such as walking, biking, public transit, carpooling, vanpooling, telework and flex schedules, for both commute and personal trips.

The Greater Madison Telework Survey 2021 was conducted online from July 20-August 16 to assess the telework experiences, attitudes and plans of non-managers, managers and executives in the Madison region (see Appendix A for full results). It builds upon the results of the Madison Region Remote Work Survey conducted in June 2020. Both surveys support shared learning about regional attitudes and trends, and provide a local perspective on national workplace and commute data.

This summary contains highlights from the 2021 survey along with comparisons to 2020 results. Questions explore the perspectives of respondents sixteen months after the first statewide public health order for COVID-19 went in to place on March 24, 2020. Responses provide a perspective on pre-pandemic commutes; telework benefits and challenges; and desires and expectations for the future. Additional analysis summarized here and included in Appendix A uses an equity lens to explore how respondents with varying demographic characteristics are experiencing telework.

With 61% of respondents working in government/civil services, the survey does not represent the actual distribution of employer types in Dane County. However, the only significant difference found between public and private sector responses was that 17% of private sector respondents anticipate teleworking five+ days per week in the future, compared to 5% from the public sector.

These results provide useful insights for employers and policymakers making decisions about a future in which telework will be commonplace. These include decisions about workplace structures, commuter benefits, sustainability programs, infrastructure investments, and transportation and land use policies. They also offer a view of the evolving nature of workplaces and commutes in the greater Madison region, and the potential for telework to contribute to transportation sustainability.

"Being able to work from home has helped with health issues related to my disability and hopefully will allow me to continue working longer before retirement."

After business returns to normal:

64% expect to telework at least 1 day per week

78% will view an employer more favorably if given the option to telework

Key Findings

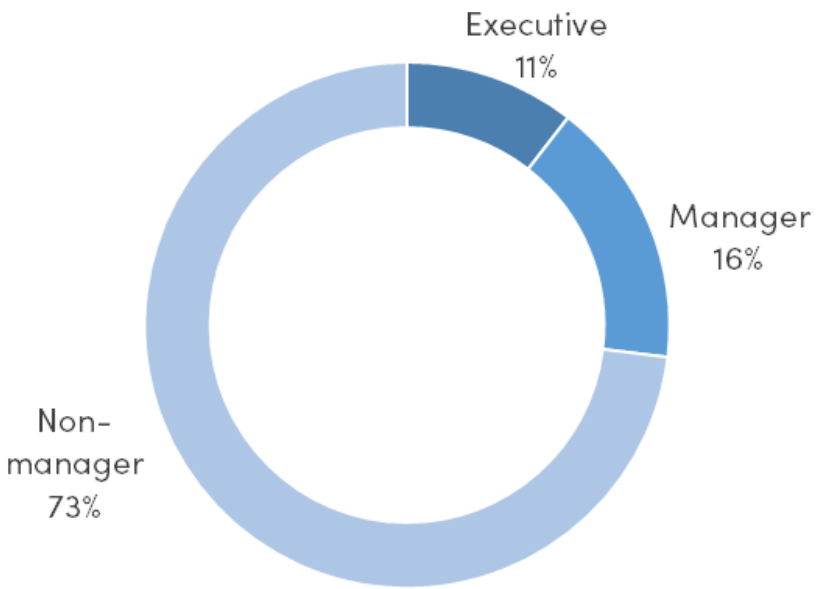
Respondent Demographics

The Greater Madison Telework Survey 2021 was conducted online from July 20-August 16, 2021, and received **1,179 responses** from non-managers (73%), managers (16%) and executives (11%) in the region.

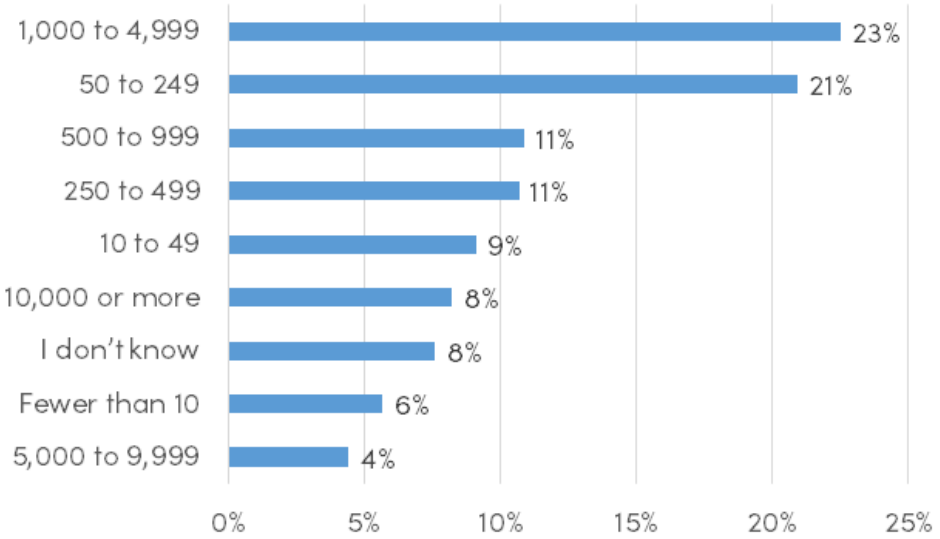
Organizations represented include both public and private employers ranging in size from fewer than ten staff to over ten thousand. Sixty-one percent of respondents were from the public sector.

Pre-pandemic workplace zip codes reported by respondents were concentrated in and around downtown Madison, with by far the largest percentage (40%) reporting 53703 in downtown Madison. Conversely, home zip codes were dispersed throughout Dane County and beyond.

Position



Number of Employees Across all Locations



Definitions

"During the pandemic" was defined as approximately April 2020-May 2021.

87% teleworked at least one day per week during the pandemic

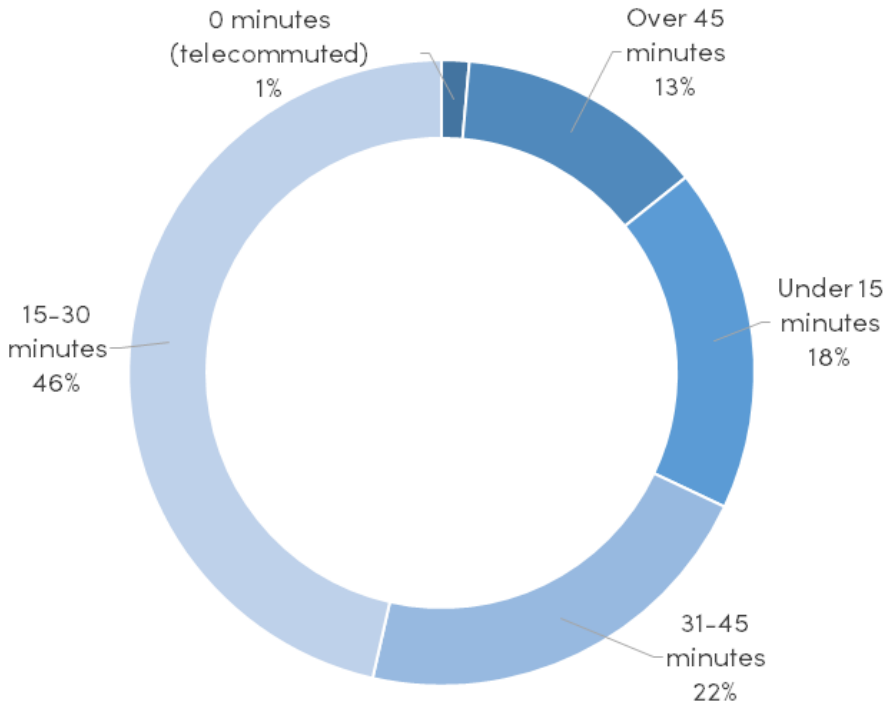
63% teleworked full-time (five+ days per week) during the pandemic

Pre-Pandemic Commuting & Transportation

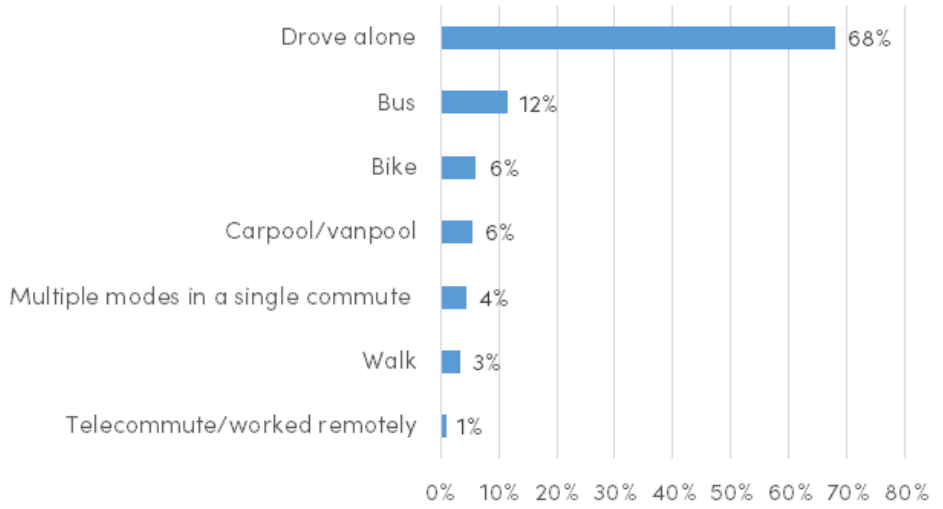
Respondents' pre-pandemic commuting habits were generally consistent with Dane County commute data as a whole. Sixty-eight percent reported driving alone to work prior to the pandemic, while 12% rode the bus, 6% biked, and 6% car/vanpooled. The largest percentage of respondents (46%) commuted between 15-30 minutes, while 35% commuted over 31 minutes.

Of the respondents who reported sometimes using another type of transportation to get to work, the top secondary modes were bicycle (13%), bus (11%) and car/vanpool (6%).

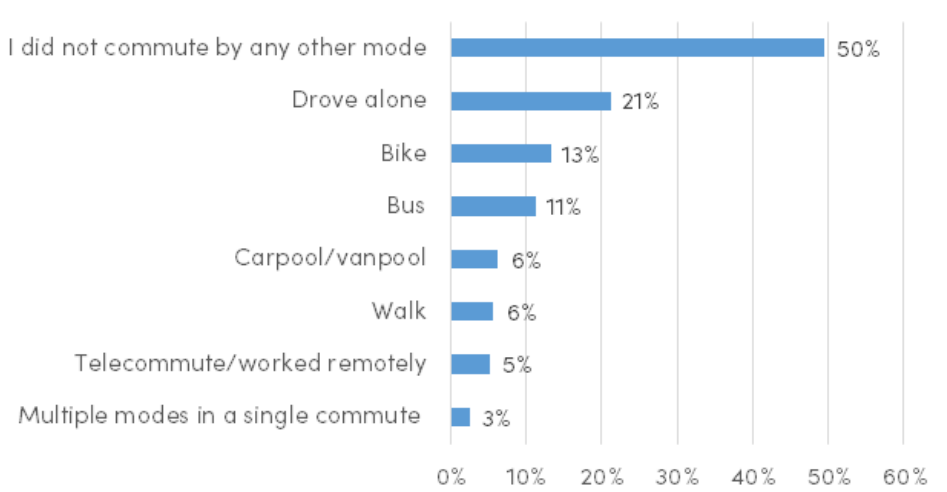
Duration of Door-to-Door Commute Pre-Pandemic



Typical Commute Mode Pre-Pandemic



Prior to COVID-19, did you sometimes commute by another mode? (Select all that apply.)



Perspectives from Executives & Managers

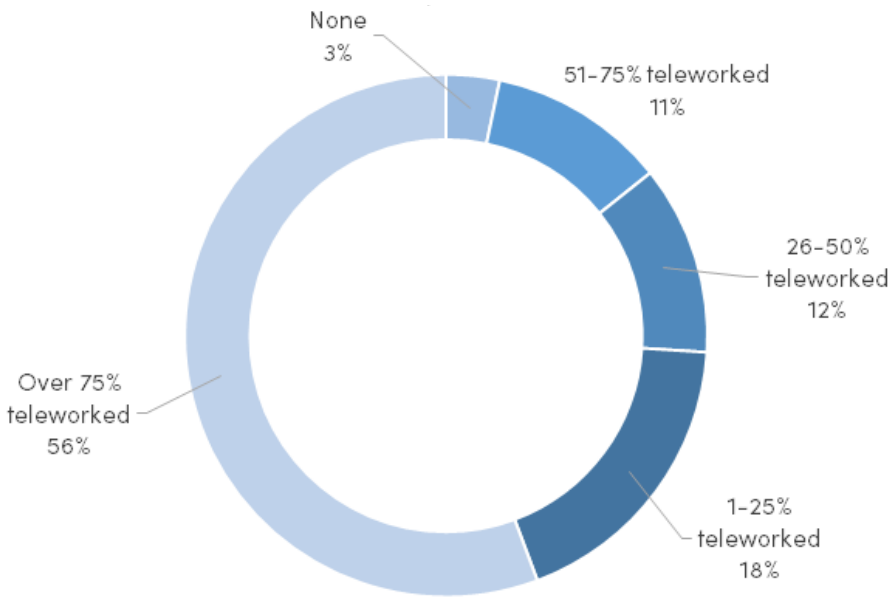
Prior to the pandemic, a common barrier to telework was the concern of many managers and executives about decreased productivity with a more dispersed workforce. Today, experiences during the pandemic have reduced those concerns and led many employers to plan for higher rates of both full- and part-time telework after the pandemic subsides.

"Our office was already overcrowded. We are using this opportunity to re-imagine use of the space and will implement hoteling to support hybrid work schedules."

Of the 27% of survey respondents identifying as executives (11%) and managers (16%), 67% work at organizations where over half of the employees worked from home regularly during the pandemic. Seventy-three percent expect that more employees will work from home on a weekly basis in the future, and 25% expect that more employees will work from home nearly full-time. Of the responding executives and managers:

- 71% are taking steps to make teleworking easier
- 71% have or will soon have a telework policy in place
- 51% view telework as a **sustainability strategy** (e.g., to reduce drive-alone commutes, to reduce greenhouse gas emissions, to reduce office energy use, etc.).
- 49% view telework as a **business strategy** (e.g., to improve competitiveness, recruit/retain talent, etc.)

What percent of your organization's staff teleworked regularly from April 2020-May 2021?



What do non-managers say?

55% feel greater satisfaction with their employer than they did pre-pandemic

45% feel greater satisfaction with their job performance

56% report greater productivity and/or ability to concentrate on work tasks

- 48% have a program that supports commute options such as bus, bike, carpool, vanpool and walking

The top benefits identified by executives and managers include:

- 76% - Improved employee morale and satisfaction
- 54% - More staff access to/participation in virtual professional development opportunities
- 49% - More productivity and/or improved workflows and efficiency
- 41% - More opportunities to hire diverse talent

The top challenges identified by executives and managers include:

- 56% - Management challenges, including difficulty communicating, not knowing what staff are working on, and/or having to spend more time supervising staff
- 42% - Company culture and morale declining

Despite identifying management challenges as a top concern, only 25% of responding executives and managers say that, "problems completing work on time or quality of work declining," is a challenge.

Similarly, while 42% of executives and managers express concern about declining company culture and morale, only 12% of all survey respondents (including executives, managers, and non-managers), report feeling lower morale.

"It is still unclear what the benefits and costs are, since this was always seen as temporary. Expect to learn more in another year or so. I support telework and I think the real challenge is accessibility as defined through language, culture, ability. What are the culture cues and nuances that we need to understand and know working virtually, which is different when working in person, etc."

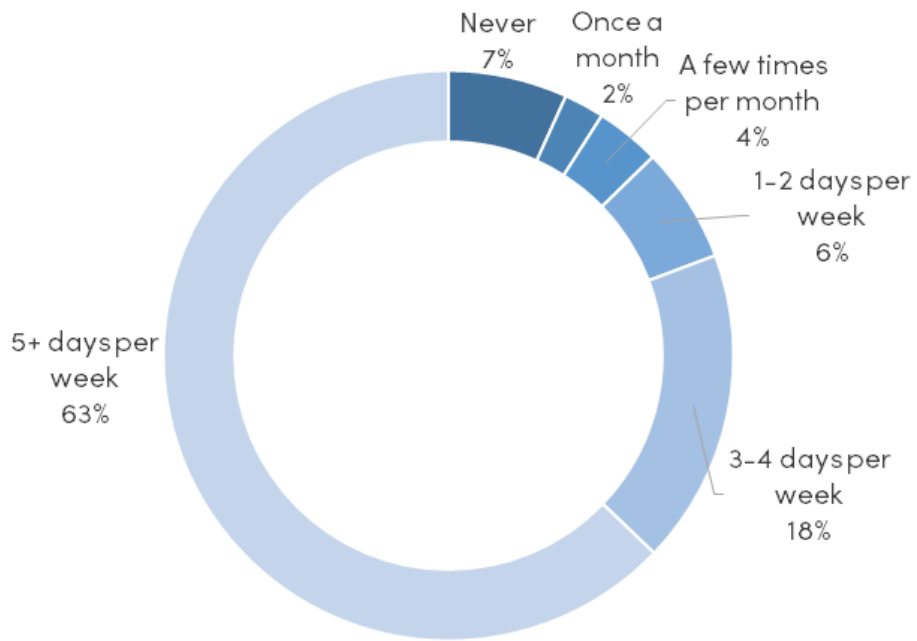
All Respondents:
Pre- and Post-Pandemic Perspectives

When asked to compare their experience teleworking during the pandemic to their experience prior to the pandemic, the majority of respondents indicated feeling the same or better about a variety of work and life factors.

Compared to survey responses from June 2020, the percent of respondents indicating that their experience has been "better" or "somewhat better" when working from home during the pandemic, compared to their experience prior to the pandemic, increased for all of the factors below:

- 86% feel the same or greater satisfaction with their employer
- 81% feel the same or greater overall life satisfaction
- 83% feel the same or greater satisfaction with their own job performance
- 74% feel the same or better about their ability to access necessary job resources
- 87% feel the same or better about their ability to understand work expectations and job goals
- 79% feel the same or better about their ability to communicate with their manager
- 76% feel the same or better about their ability to collaborate with staff at other organizations
- 65% feel the same or better about their ability to collaborate with co-workers

During the pandemic (approx. April 2020-May 2021), how often did you work from home?



36% of respondents reported experiencing no personal challenges as a result of teleworking more frequently

Top Challenges

The percent of respondents reporting a personal or professional challenge decreased for all options between 2020 and 2021.

Challenges reported include:

- 30% - struggling to unplug (down from 35% in 2020)
- 25% - anxiety about the COVID-19 pandemic (down from 53% in 2020)
- 25% - home workspace that is not the same quality as that at work (down from 47% in 2020)
- 24% - lack of access to equipment such as dual monitors, printers, etc. (down from 50% in 2020)
- 21% - difficulty staying motivated (down from 31% in 2020)
- 20% - feeling lonely (down from 30% in 2020)
- 18% - frequent distractions from kids, pets, or other people at home (down from 34% in 2020)
- 17% - internet connectivity issues (down from 39% in 2020)

"I'm in the public relations business and networking has always been critical to my success. I truly miss this, both professionally and personally."

Top Benefits

Respondents reported benefits from telework at higher rates than challenges.

Benefits reported include:

- 70% - more time with family, friends, pets, or to work on household projects/chores (up from 57% in 2020)
- 70% - saving money by not commuting (same as 2020)
- 69% - lowering their carbon footprint due to less driving (new option in 2021)
- 59% - making lifestyle improvements such as sleeping more, exercising more, eating healthier, or learning new skills (new, combined option in 2021)
- 59% - lower stress due to not commuting (up from 45% in 2020)
- 56% - greater productivity and/or ability to concentrate on work tasks
- 45% - higher quality and more comfortable work environment (new option in 2021)
- 23% - Fewer interpersonal conflicts with co-workers and/or management (new option in 2021)

"I actually get more work done, am able to concentrate better, and am happier and healthier."

Telework and Equity

In order to understand whether respondents' experiences have differed based on demographic characteristics, responses to questions about anticipated future barriers (Q24), personal challenges (Q25), and benefits (Q26) were filtered by respondents who identified as non-white; having a disability; non-male; parent/caregiver; and under the age of thirty-five (early career) [see page 84 of Appendix A]. Findings include:

Anticipated barriers to telework in the future (Q24):

- Non-white respondents were more likely to report anticipating barriers to telework in the future. Among non-white respondents, the top anticipated barriers were lack of access to necessary equipment (37%); home workspace that is not the same quality as employer's workspace (31%); and internet connectivity issues (26%).
  - Respondents under thirty-five years old were also more likely to report anticipating barriers in the future.
  - Respondents who were slightly more likely to report that they do *not* anticipate any significant barriers were respondents with a disability, non-male respondents, and those who are parents/caregivers.

Personal challenges due to teleworking more frequently (Q25):

- Non-white respondents were overall more likely to report personal and professional challenges resulting from increased telework. Significant differences for this group were:
  - "Struggling to unplug from work": 36% non-white / 28% white
  - "Feeling lonely": 25% non-white / 19% white
  - "Missing the commute time I spent to exercise or relax": 20% non-white / 14% white
  - "Anxiety about my job and/or stability of my company": 17% non-white / 8% white
  - "Lower morale": 17% non-white / 11% white
- Respondents with a disability were seven percentage points more likely to report feeling anxiety about their job and/or the stability of their company, and ten percentage points more likely to report feeling anxiety about the COVID-19 pandemic.
- Non-male respondents were six percentage points more likely to report "Frequent distractions from kids, pets, or other people at home," and, "Missing the commute time I spent to exercise or relax."

6% of all survey respondents report that accommodations related to their disability have been a benefit of teleworking during the pandemic

"In my everyday challenge with having ADD, teleworking has made my ability to be more productive, less stressed, and more effective so much better. I am able to limit the distractions around me much better"

- Respondents under age thirty-five were much more likely to report having difficulty staying motivated (29% compared with 19% of respondents over age thirty-five), and feeling lonely (27% compared with 18% of respondents over thirty-five).

Benefits due to teleworking more frequently (Q26):

- Non-white respondents were less likely to report benefits, with the exception of saving money due to not commuting.
- Respondents with a disability reported experiencing all benefits at a higher rate than those without. Significant differences for respondents with a disability include:
  - "Lifestyle improvements such as sleeping more, exercising more, eating healthier, or learning new skills" - 12 percentage points higher than respondents without a disability
  - "Higher quality and more comfortable work environment" - 14 percentage points higher than respondents without a disability
  - "Fewer interpersonal conflicts with co-workers and/or management" - 14 percentage points higher than respondents without a disability
- Other respondents who were more likely than their counterparts to report benefits from telework included non-male respondents; those with parent/caregiver responsibilities; and those under age thirty-five. Particular areas of difference for these groups include:
  - "Lifestyle improvements such as sleeping more, exercising more, eating healthier, or learning new skills" - 11 percentage points higher for respondents under age thirty-five and for non-male respondents
  - "Decreased stress due to not commuting" - 8 percentage points higher for non-male respondents
  - "Higher quality and more comfortable work environment" - 9 percentage points higher for respondents under age thirty-five and 8 percentage points higher for non-male respondents
  - "Saving money due to not commuting" - 8 percentage points higher for respondents with parent/caregiver responsibilities
  - "More time with family, friends, pets, or to work on household chores" - 10 percentage points higher for respondents under age thirty-five and 7 percentage points higher for respondents with parent/caregiver responsibilities

"[I am] able to work even when there is a family issue like a sick child, where I need to be home because they aren't at daycare, but can still work. Also cheaper living expenses not paying for daycare. Better morale for myself and my child who has a disability. Able to work more being home than having to leave work for the child with disabilities for disruptions at daycare."

Telework and Sustainability

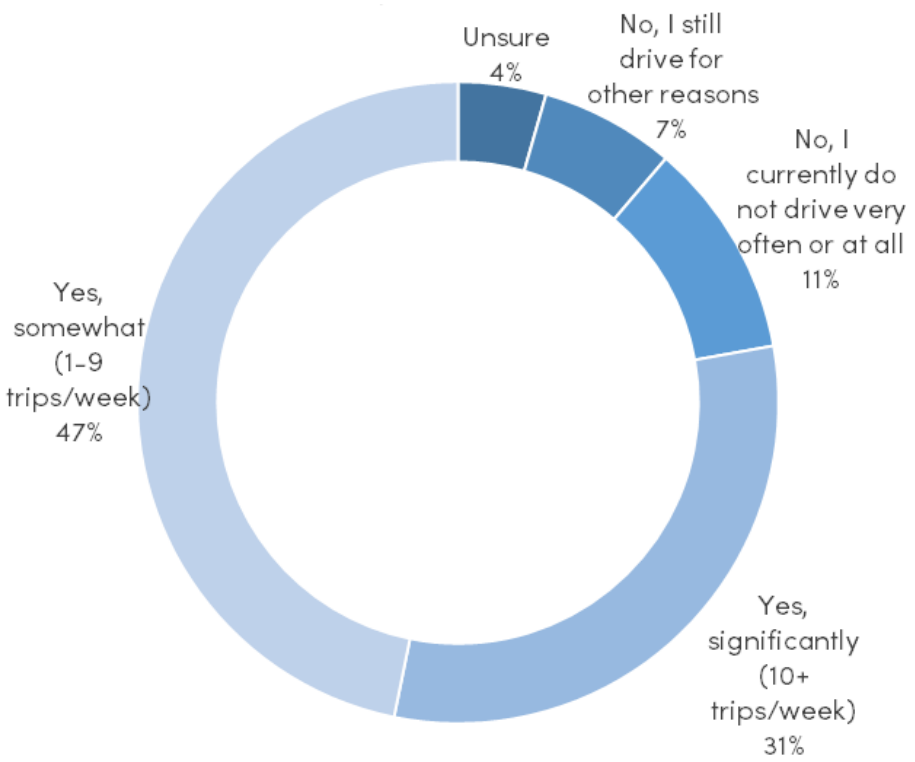
Telework is commonly considered a travel demand management strategy to reduce peak period traffic congestion and vehicle miles traveled (VMT) in cities and regions; however, its impact on VMT is difficult to assess due to the many variables involved, including the impacts that telework can have on trips taken outside of the commute, such as errands, childcare, and entertainment.

The ability of teleworkers to reduce their total VMT through telework may be influenced by many factors including how often they telework; the impact of telework on their trip chaining behavior (i.e., combining multiple trips into one, such as grocery shopping on the way home from work); the availability of convenient alternative transportation options near their homes; and the location of other frequent destinations relative to their home and workplace.

In order to explore how respondents are experiencing the relationship between telework and personal driving habits today, and what they expect that relationship to be in the future, this survey included several questions relating to individuals' and employers' views of the connection between telework, driving, and sustainability.

When asked to consider the benefits of telework, 69% of respondents said they have a lower carbon footprint due to less driving. When asked whether the amount they expect to telework in the future will help them reduce the amount of driving they do in a given week, 47% said it will help them reduce their weekly

Do you believe that teleworking can help you reduce the amount of driving that you do in a given week?

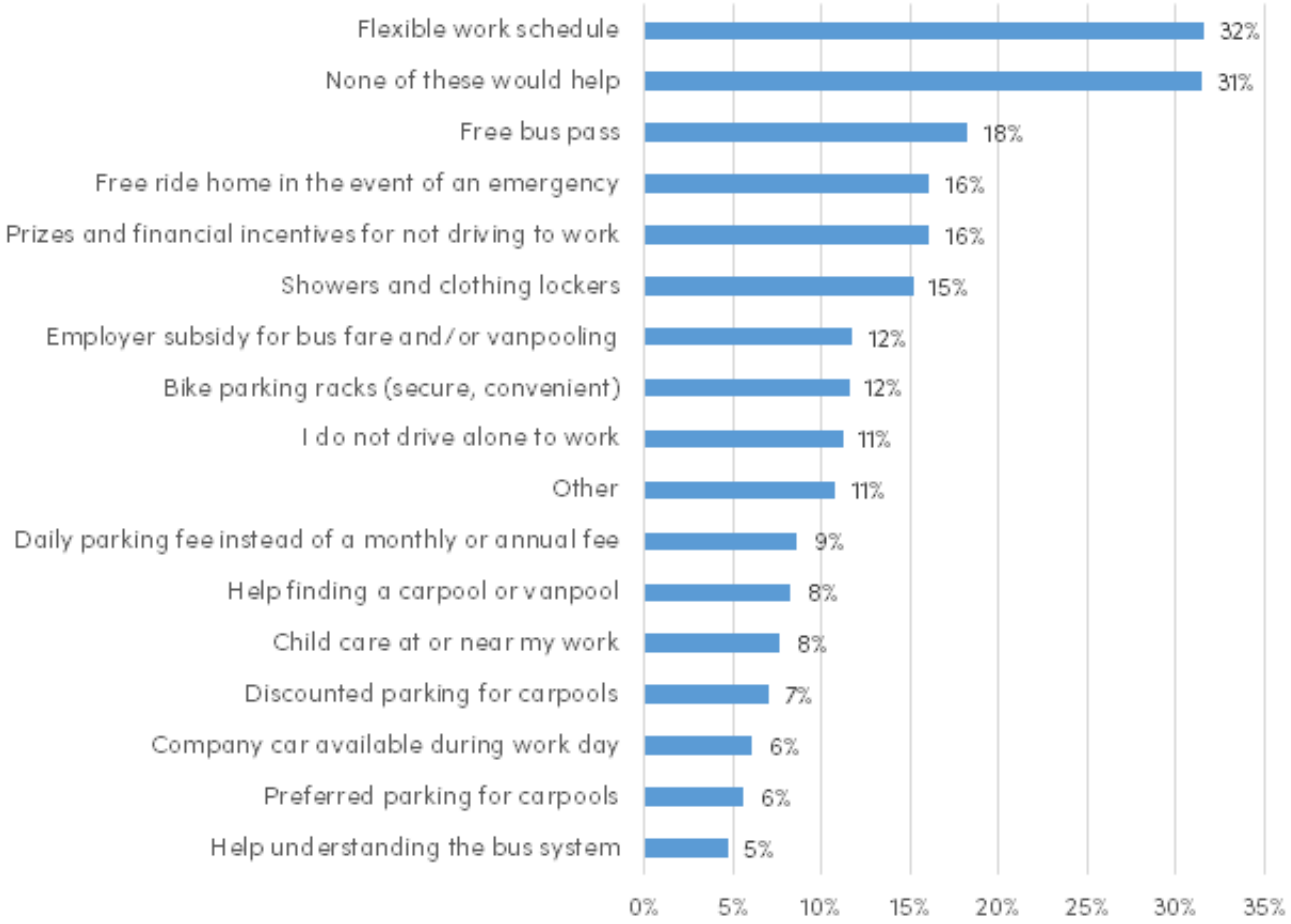


51% of executives and managers say that their organization views telework as a sustainability strategy, such as to reduce drive-alone commutes, to reduce greenhouse gas emissions, to reduce office energy use, etc.

driving by 1-9 trips per week, and 31% said it will help them reduce their weekly driving by 10+ trips per week.

Many respondents who reported not normally commuting by bus, bike, car/vanpool or walking prior to the pandemic, also indicated that the ability to telework part-time during the week makes them more likely to choose a sustainable mode on the days that they commute to the office (see sidebar). Of these, 108 (11%) said they are more likely to bike; 108 (11%) are more likely to take the bus; 48 (5%) are more likely to carpool or vanpool; and 43 (4%) are more likely to walk.

What else would help you reduce how often you drive alone to work? Select all that apply:



Does (or would) teleworking for part of the week make you more likely to use any of the following on the days that you commute to the office? Select all that apply:

11% Yes, bike

11% Yes, bus

5% Yes, carpool/ vanpool

4% Yes, walk

"If I lived on a bike or walk-safe street within 2 miles of work I'd definitely bike or walk."

Preferences and Expectations

Among all respondents, 64% expect to telework at least one day per week when business returns to "normal," with 28% expecting to telework between 1-2 days and 27% expecting to telework between 3-4 days. Twelve percent expect to telework on a monthly basis.

Forty-six percent of respondents say that their employer has a telework policy in place, and 44% are able to participate in the decision about how often they telework. Twenty-nine percent say that their employer will require a minimum number of days in the office each week.

Respondents' preferred strategies to make telework most effective into the future are:

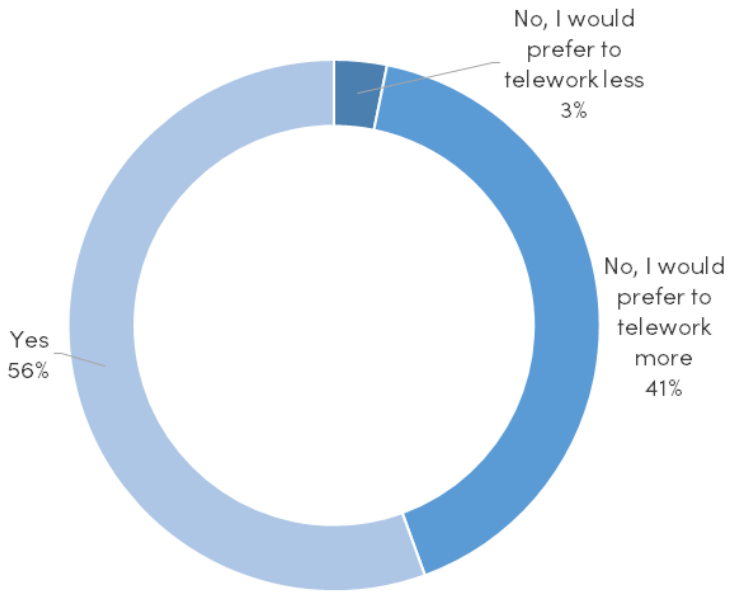
- 57% - flexible start and end times to the day
- 31% - designated "core" work hours, outside of which communications do not require an immediate response
- 31% - in-person social events with co-workers

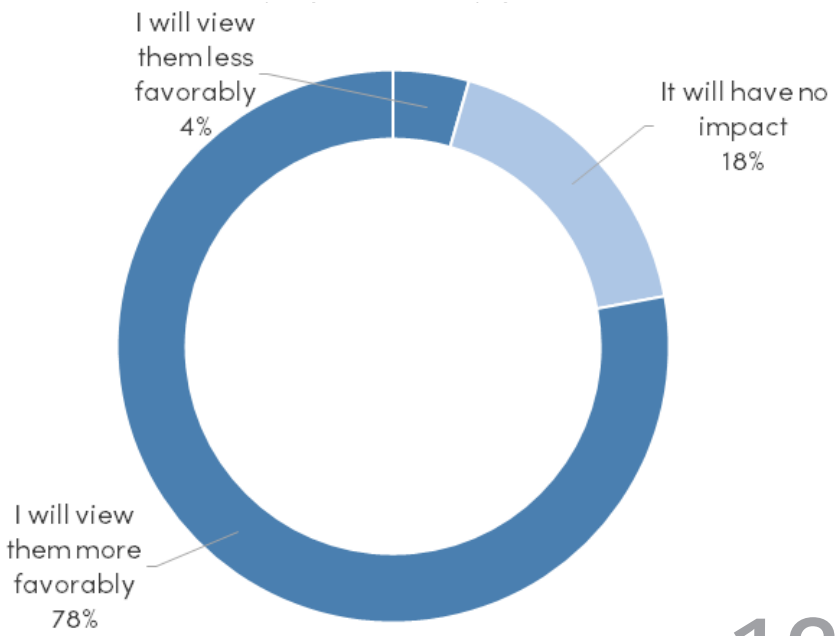
Of the respondents who will continue to be able to telework post-pandemic, the greatest barriers they anticipate include:

- 29% - Home workspace that is not the same quality as my employer's office space
- 28% - Lack of access to equipment like dual monitors, printers, keyboards, etc.
- 20% - Internet connectivity issues

How will having the option to telework impact your view of an employer? >>

Are you satisfied with the amount of telework you expect to do in the future?





Conclusion

These survey results demonstrate that telework is likely to be a common part of workplace structures in the Madison region beyond the pandemic, primarily as a part-time option. As seen when comparing survey results from 2020 and 2021, the challenges and benefits of telework are evolving as employees begin to telework at different rates and employers adjust to new demands. Relative to the long-term impact that telework may have on vehicle miles traveled in the region, responses indicate that telework may have the potential to help employees reduce their overall weekly driving, and in some cases choose alternate commute modes on their in-office days.

As communities continue to navigate the ever-changing circumstances of the COVID-19 pandemic and prepare for the future, this survey highlights opportunities to harness long-term benefits at the individual, workplace, and regional levels. Greater adoption of flexible workplace models that include both telework and flexible schedules offers greater opportunity to reduce driving and peak period congestion, in turn reducing peak-period roadway demand and expanding opportunities to prioritize investments in other modes of transportation.

Agencies and policymakers can help capture sustainability gains from the increase in telework by prioritizing land use and transportation decisions that support alternative transportation choices for trips beyond the commute. Employers can continue supporting telework over the long term while building a workplace culture that elevates telework as one of many sustainable commute options. Individuals can challenge themselves to use telework to reduce their weekly personal driving trips, and to commit to using alternative modes on the days they commute to the office.

By providing insights into the evolving nature of workplace structures, commute trends, and attitudes in the greater Madison region, these results highlight the potential for individuals, employers and communities to work together to capture a variety of transportation-related sustainability gains.

Appendix A

Greater Madison Telework Survey 2021

Full Survey Results: July 20 – August 16, 2021

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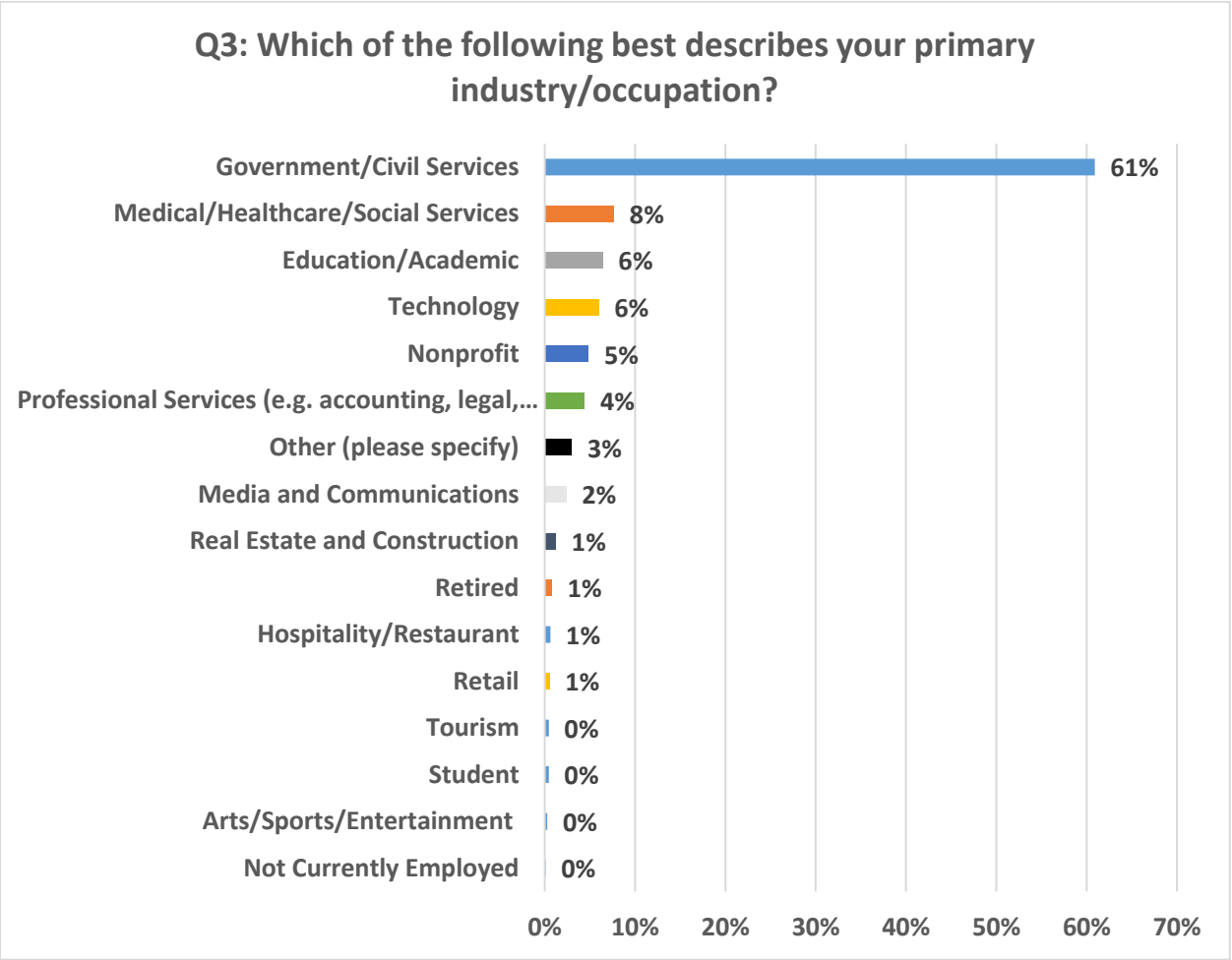
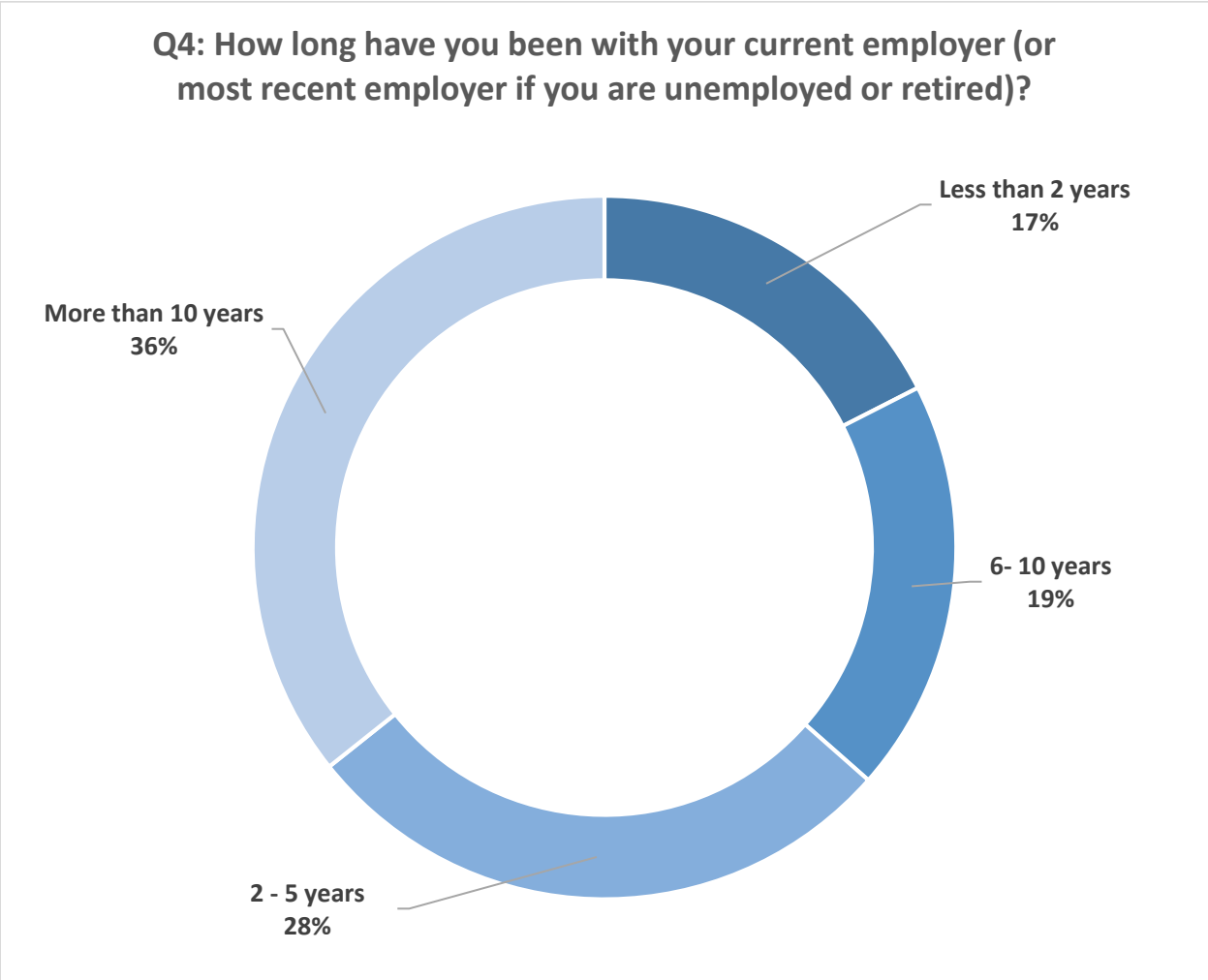


Answer Choices	Response (number)	Response (percentage)
Not Currently Employed	1	0%
Arts/Sports/Entertainment	3	0%
Student	5	0%
Tourism	5	0%
Retail	6	1%
Hospitality/Restaurant	7	1%
Retired	9	1%
Real Estate and Construction	14	1%
Media and Communications	27	2%
Other (please specify)	34	3%
Professional Services (e.g. accounting, legal, government contractors, etc.)	50	4%
Nonprofit	55	5%
Technology	68	6%

Education/Academic	73	6%
Medical/Healthcare/Social Services	87	8%
Government/Civil Services	692	61%
Total Responses	**1136**	**96%**

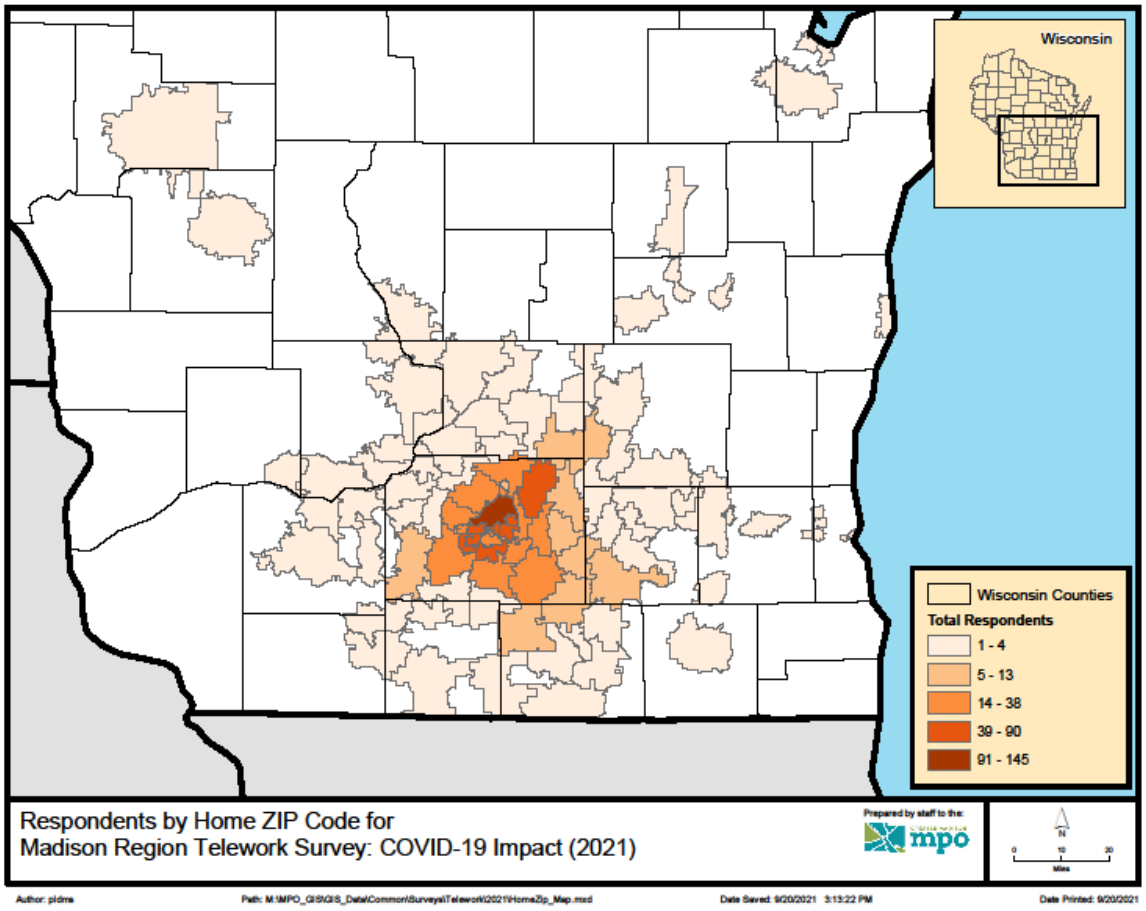
Other Responses:

- Financial
- Transportation Industry
- Manufacturing
- Health Care Information Technology
- Electric / Gas Utility
- Master Naturalist Volunteer Educator
- Insurance/finance
- Logistics
- Financial Services
- finance, insurance, real estate (FIRE)
- Telecommunications
- Stay home parent
- Manufacturing
- Public Library
- Biotechnology
- Brewery
- Logistics
- Services to the trucking industry
- Telecommunications
- Clerk I-II
- Attorney with the State of Wisconsin
- transit - transportation - metro
- Life Sciences
- Zoo
- Customer Service/ ESS worker
- County painter
- Insurance
- automotive
- Sales
- Library
- Civil Engineering
- parking
- Library
- Public Health

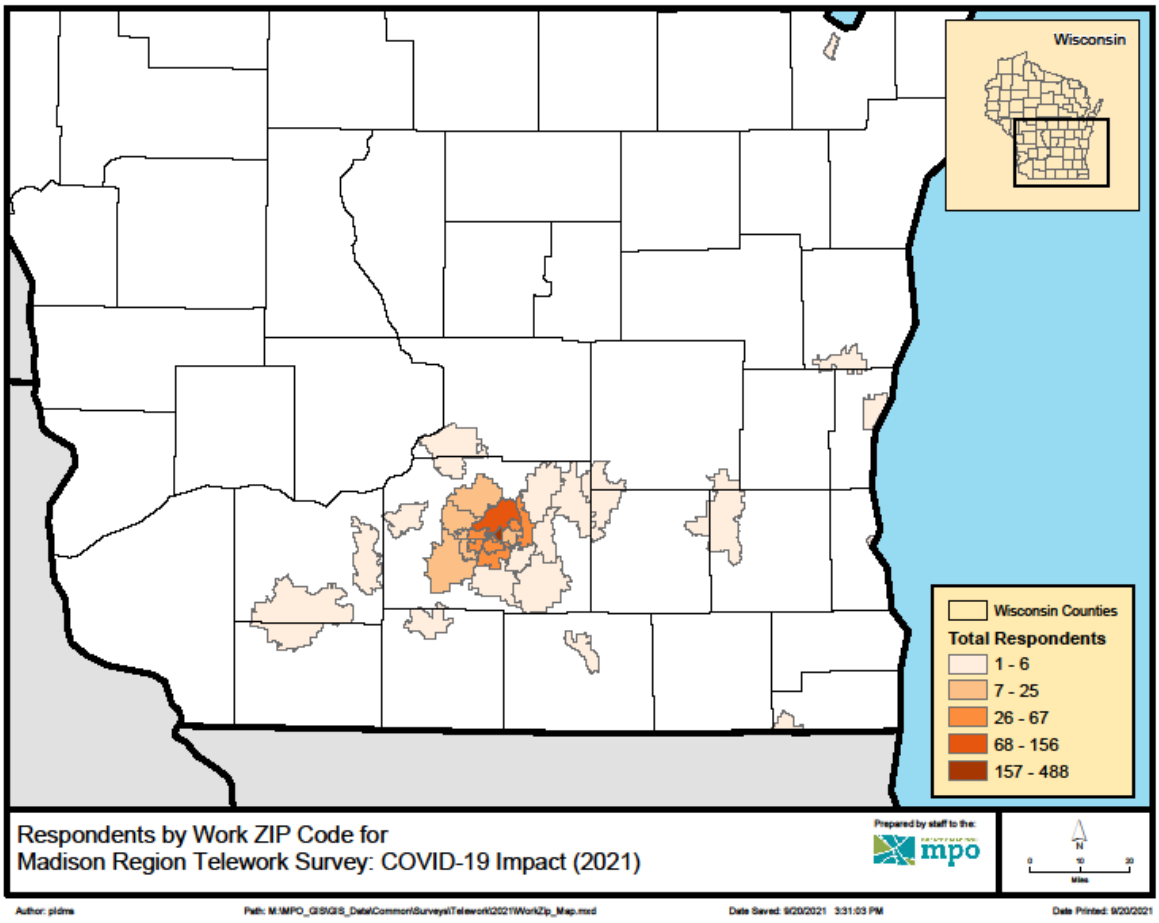


Answer Choices	Response (number)	Response (percentage)
Less than 2 years	197	17%
6- 10 years	214	19%
2 - 5 years	313	28%
More than 10 years	402	36%
Total Responses	**1126**	**96%**

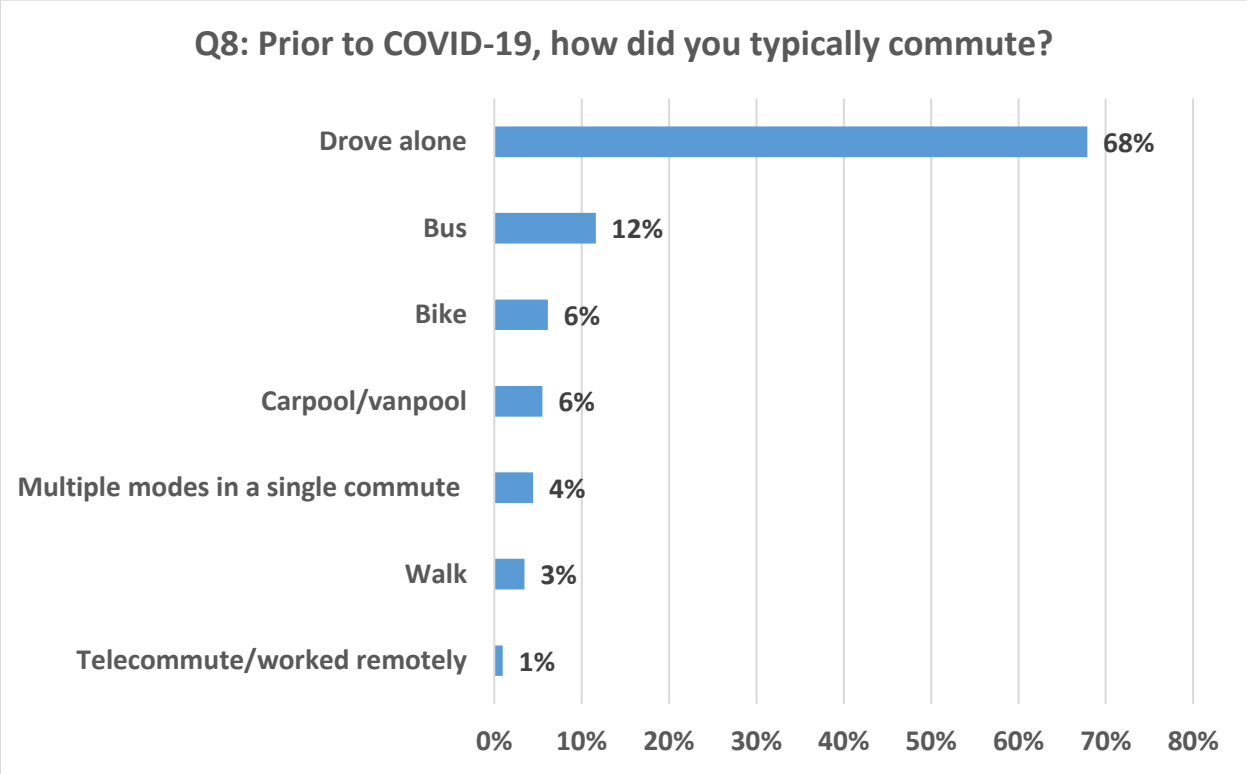
Q5: What is your home zip code?



Q6: What is your workplace ZIP code?
(If you always work from home, enter 0; if you sometimes work from home, enter the ZIP code of the office you use when not working from home)



Answer Choices	Response (number)	Response (percentage)
5,000 to 9,999	50	4%
Fewer than 10	64	6%
I don't know	86	8%
10,000 or more	93	8%
10 to 49	103	9%
250 to 499	121	11%
500 to 999	123	11%
50 to 249	237	21%
1,000 to 4,999	255	23%
Total Responses	**1132**	**96%**



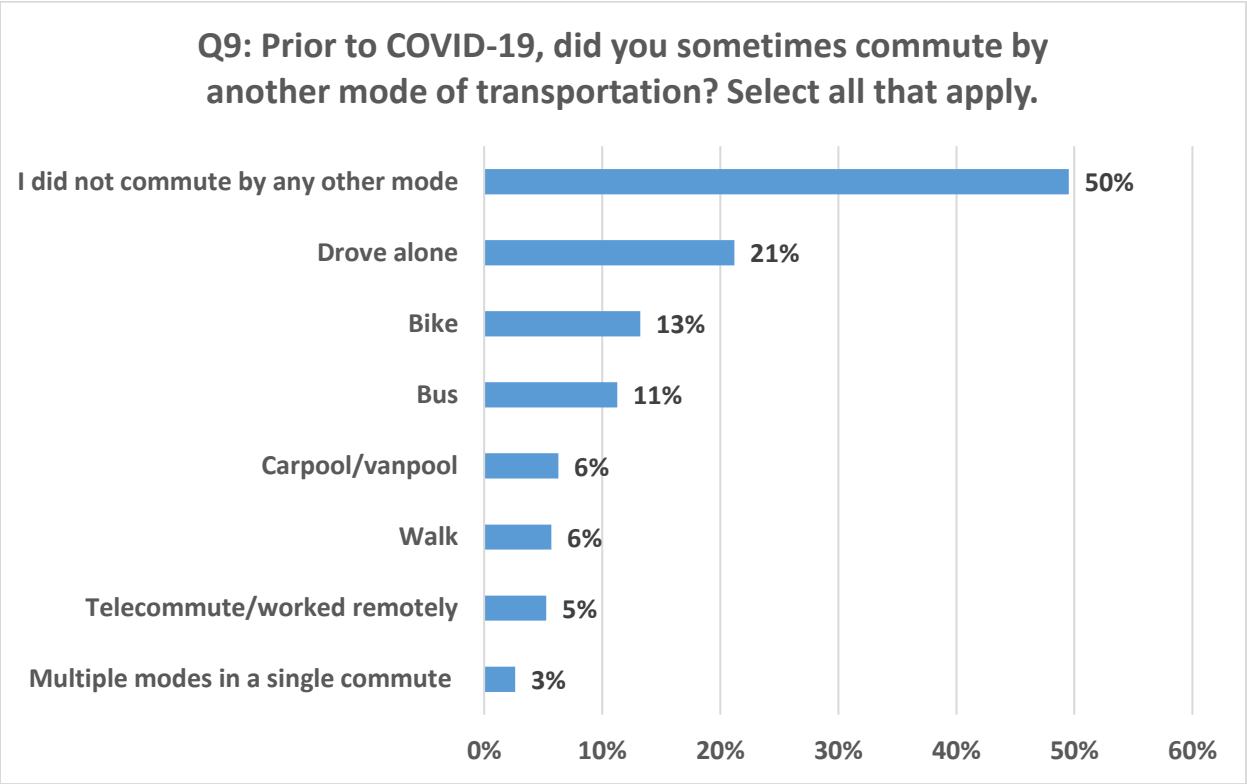
Answer Choices	Response (number)	Response (percentage)
Telecommute/worked remotely	11	1%
Walk	39	3%
Multiple modes in a single commute	50	4%
Carpool/vanpool	62	6%
Bike	69	6%
Bus	131	12%
Drove alone	765	68%
Total Responses	**1127**	**96%**

Other Responses:

- Flew on a jet
- drove solo to bus stop
- I usually took the bus to work and biked home
- drove downtown, biked the rest of the way
- Drove to a bus stop
- Walk and bus
- bike & bus

- Drove alone (colder months) Bicycle (warmer months)
- Drive to Bus
- walk or drive to bus stop
- I drove to the Verona park & ride and took the bus
- Drive. Parked. Last mile (walk bike or bus)
- walked / drove to bus stop
- Drove to bus stop
- drove to bus stop
- drive to bus stop, bus party way in, bike the rest of the way (weather permitting)
- dropped off at work, took bus home (WHEN on schedule), otherwise waited additional 30+ minutes
- I walked about 3 miles to and from bus stops. I just started working from home one day a week when covid started
- car to park and ride, then bus downtown
- Drove with partner to drop him off then drove alone to workplace
- Drove car to bus stop or drove car to street with free parking and walked the rest of the way (~1 mile), depending on weather and timing
- Drove to central van pool dropoff location
- I drove to bus transfer station
- dorve to free parking spot and took bus, sometimes bus only from home
- bike, bus, or drive
- Dropped kids off at school then drove alone to work
- Drove alone to park & ride to take the bus
- I drove, then parked and took a bus
- drove alone then either bussed, e-scootered, walked, or biked
- I drove to a transfer point and caught a bus to campus.
- Drove alone to a parking area then biked to work.
- Carpool/drove alone
- I would either drive alone, or take the bus.
- I drove to a bike trail then walked or biked
- Walk and bus
- drove to bus stop
- I drove to a transfer point, parked, and took the bus to work. Reverse on the way home.
- Drove to the bus stop then bussed or walked
- rode my bike during spring, summer and fall. bus in winter
- Drove to Bus transfer point, took bus, and then walked or biked the remainder to work
- Drive to park, Ride bus, Walk to building
- Drove and bussed or walked to save cost of downtown parking
- drove to bus stop, took bus to work
- drove to bus stop
- Bus part way then walk.
- Drove alone and then bus into downtown

- drove to bus stop
- Carpool to bus stop; then take bus downtown.
- drove alone to bus stop in winter; rode motorcycle in summer
- Drove to bus stop
- Drove to bus stop, then bussed into office
- Car to a bus stop

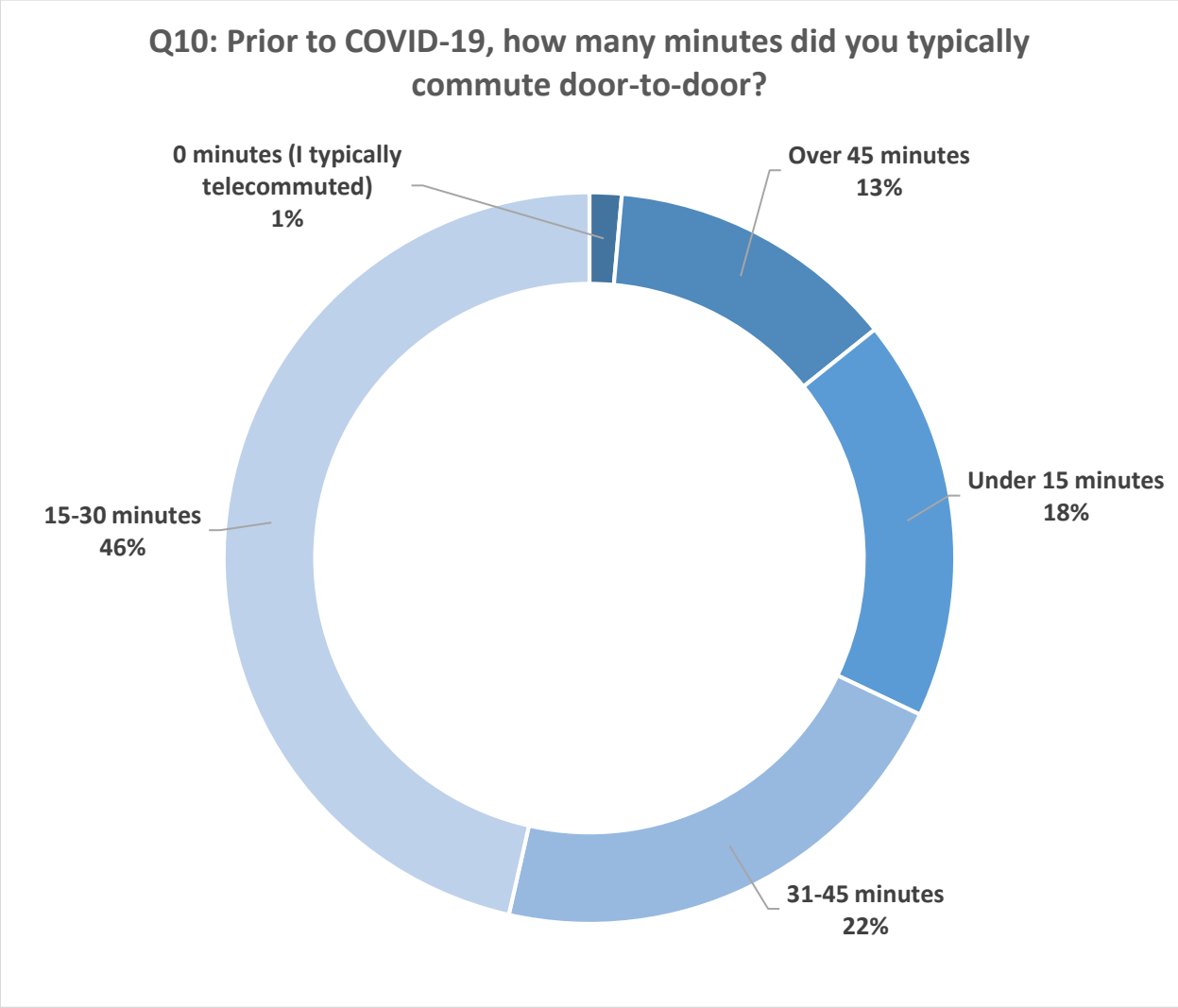


Answer Choices	Response (number)	Response (percentage)
Multiple modes in a single commute	31	3%
Telecommute/worked remotely	62	5%
Walk	67	6%
Carpool/vanpool	74	6%
Bus	133	11%
Bike	156	13%
Drove alone	250	21%
I did not commute by any other mode	584	50%
Total Responses	**1109**	**94%**

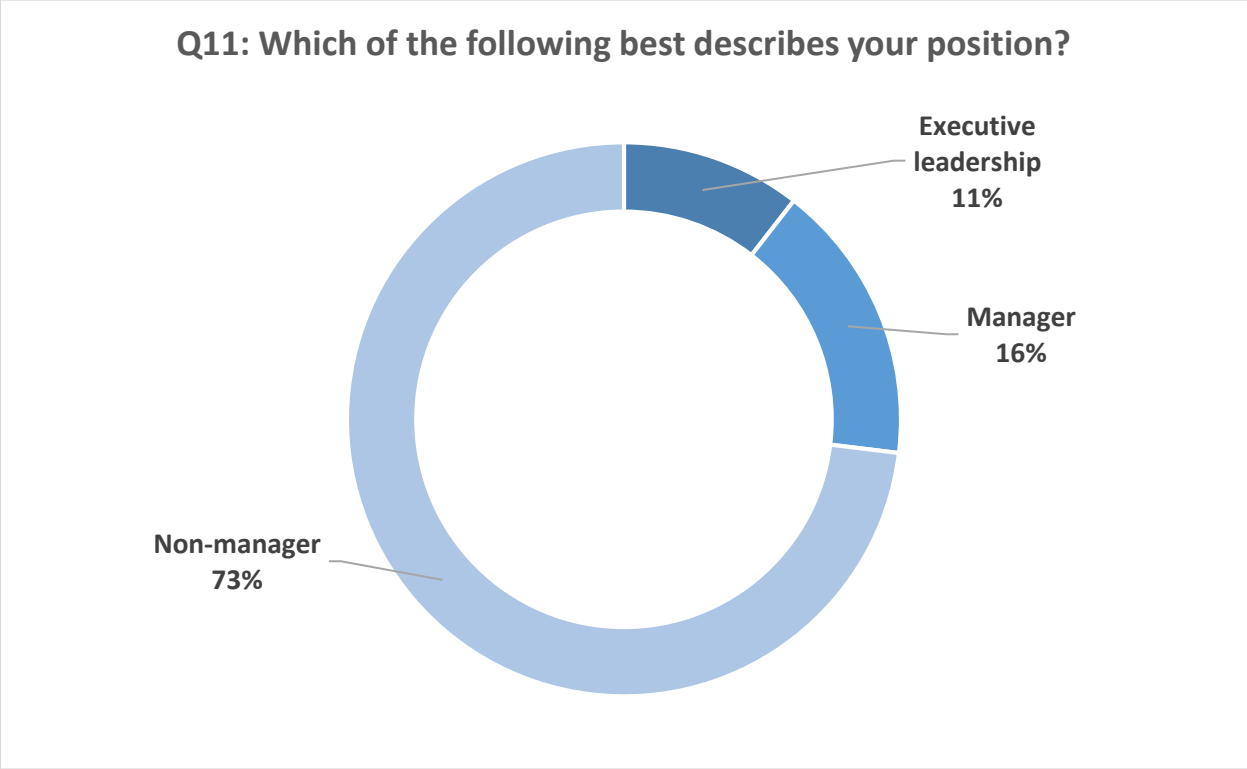
Multiple modes responses:

- A lot of job sites were over 10 miles away from my home.
- bike or walk to bus stop
- Bike to bus or bus in bike home
- Bike to vanpool stop…
- Biked one way and took bus one way
- Biked to the bus stop, but there wasn't always room on the bus for my bike.

- Bus half way and walked half way.
- carpooled to a bus stop
- Drive to a bus stop.
- Drove alone (colder months) Bicycle (warmer months)
- drove alone then bussed, e-scootered, walked or biked
- drove alone to parking then biked 2 miles into work.
- Drove closer and walked
- Drove to a bus stop on the west side, bussed to downtown, walked to my office from bus stop
- Drove to Bus Stop
- drove to bus transfer point and bussed in
- Drove to MSN and flew to Customer
- Husband dropped me off
- I biked or walked to & from bus stops
- I drove from Sauk City to a bus stop near public parking, and took the bus the rest of the way to campus.
- I drove my car and parked on the street and then took the bus in the rest of the way
- I drove to drop off at daycare then drove to the east bus transfer.
- i drove to the bus stop and bussed in or walked in
- I have only been employed in current job during COVID-19; prior to COVID I was with different employer, living in CA
- I lived in NY and took a train and then a bus to work.
- lived in town other than Madison and had to drive to nearest bus stop
- Park and Bike
- scooter
- Uber
- Used employer vehicle
- Walk to bus stop; sometimes Lyft/Uber



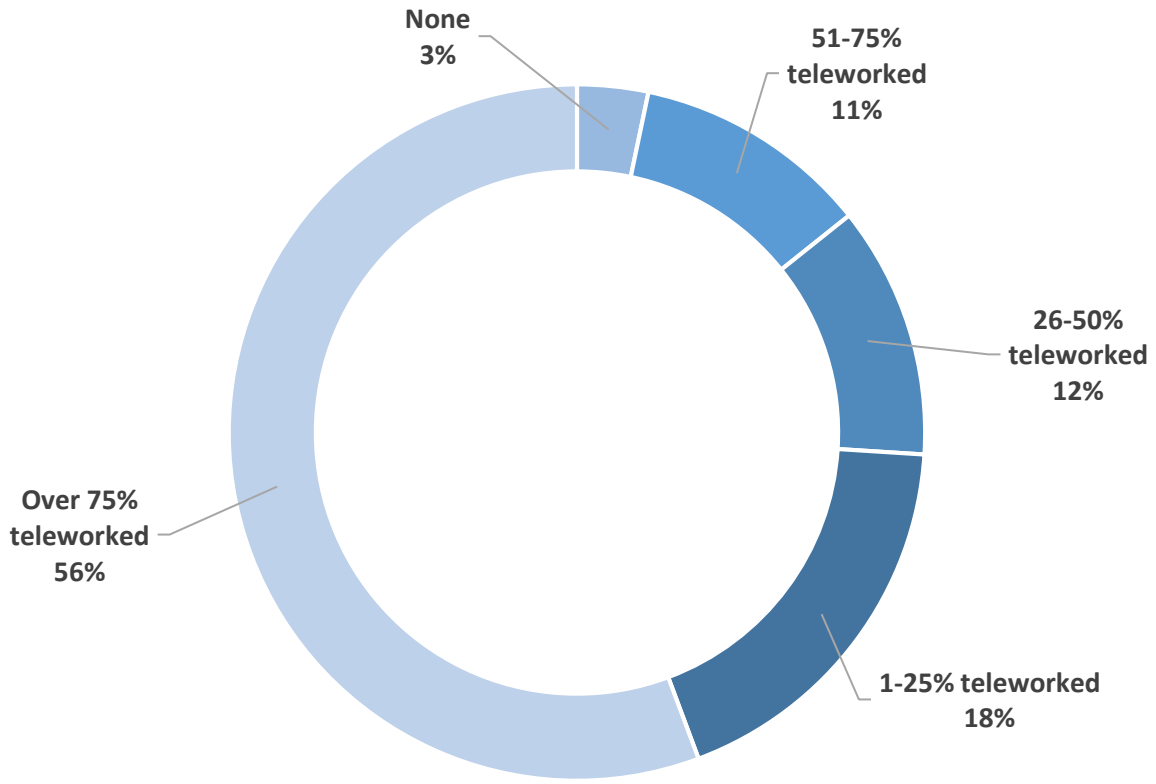
Answer Choices	Response (number)	Response (percentage)
0 minutes (I typically telecommuted)	16	1%
Over 45 minutes	145	13%
Under 15 minutes	201	18%
31-45 minutes	243	22%
15-30 minutes	525	46%
Total Responses	**1130**	**96%**



Answer Choices	Response (number)	Response (percentage)
Executive leadership	119	11%
Manager	186	16%
Non-manager	827	73%
Total Responses	**1132**	**96%**

Q12: What percentage of your organization's staff do you estimate worked from home regularly throughout COVID-19 (approx. April 2020-May 2021)? If your organization has multiple locations, please report for the location you are assigned to work.

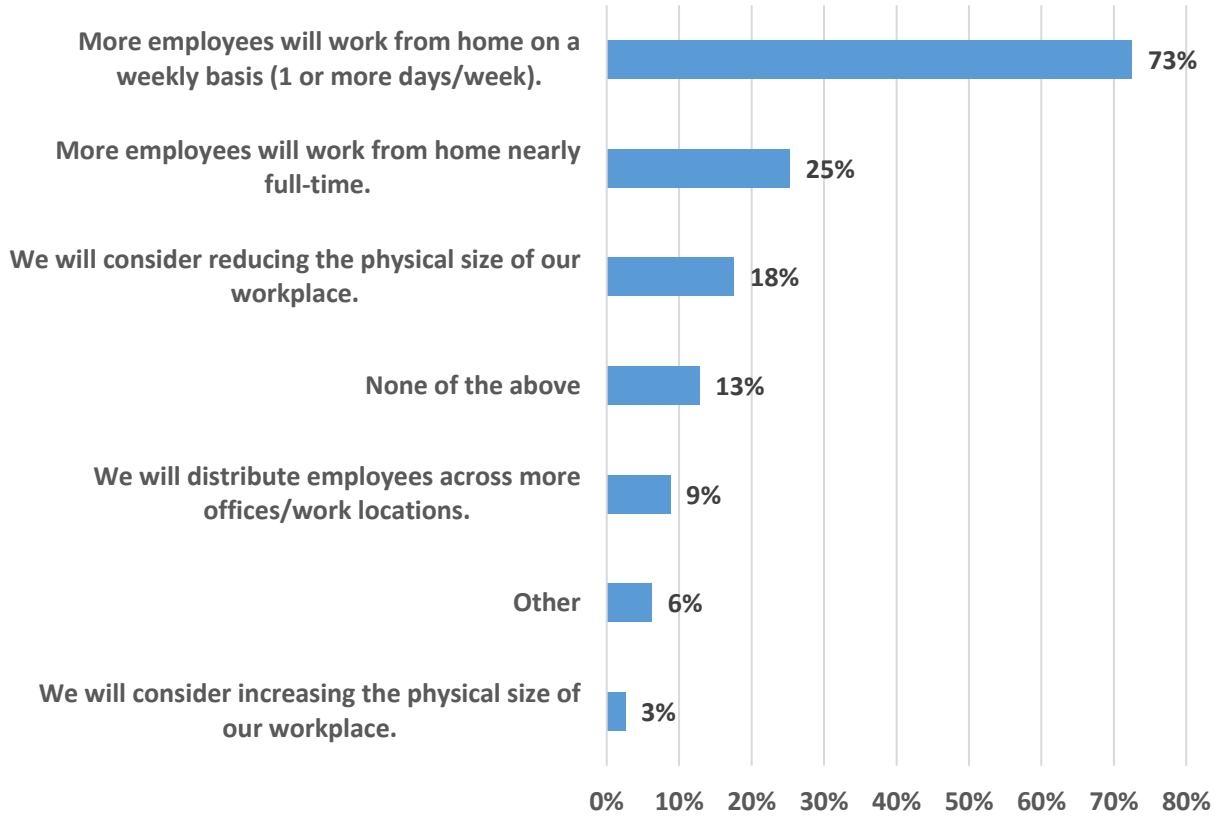
Responses



Answer Choices	Response (number)	Response (percentage)
None	9	3%
51-75% teleworked	30	11%
26-50% teleworked	32	12%
1-25% teleworked	50	18%
Over 75% teleworked	152	56%
Total Responses	**273**	**90% of Executive Leaders and Managers**

Q13: What impact do you believe the COVID-19 pandemic will have on workplace norms at your organization into the future? Select all that apply.

Responses from executives & managers only.

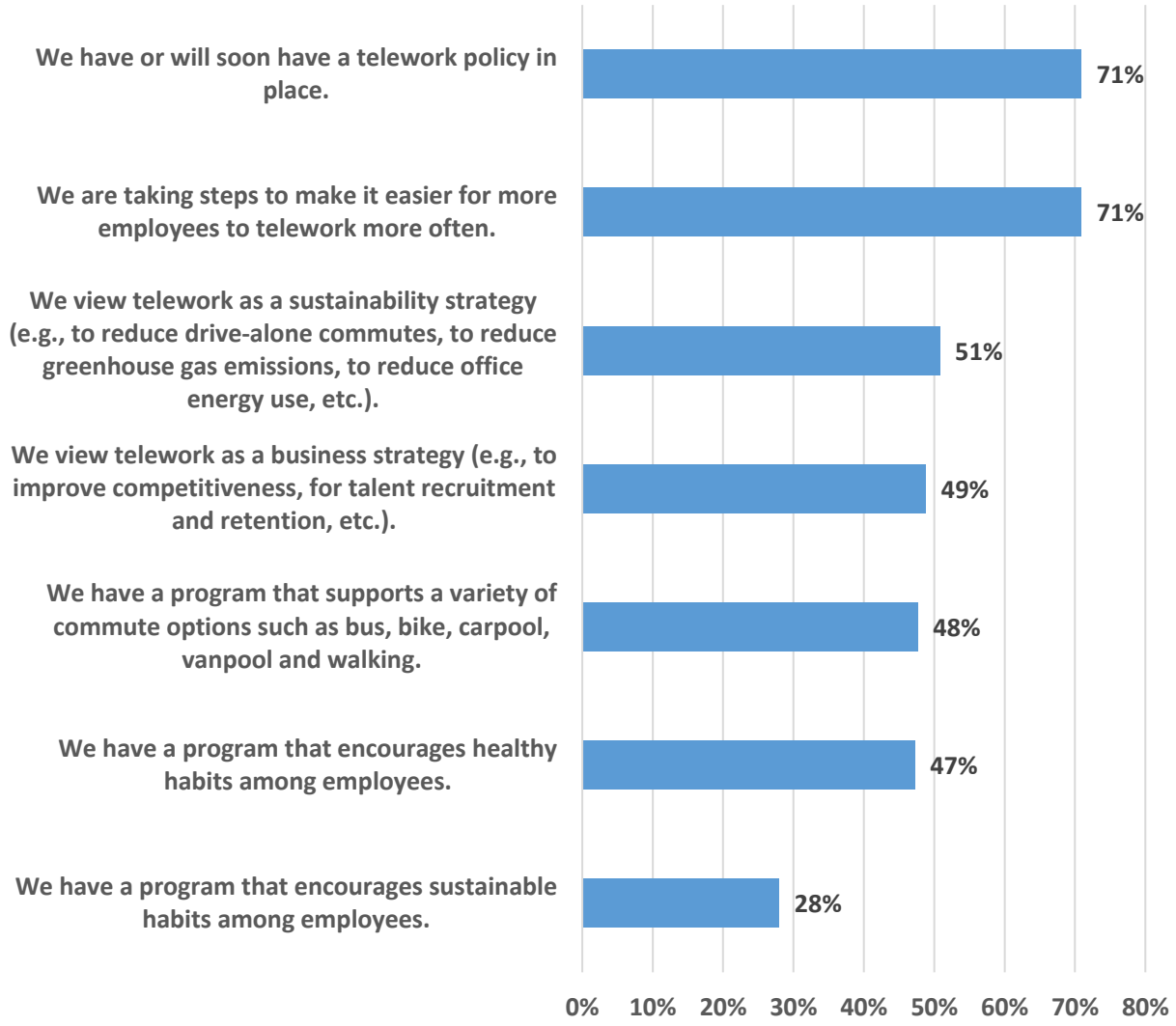


Answer Choices	Response (number)	Response (percentage)
We will consider increasing the physical size of our workplace.	7	3%
Other	17	6%
We will distribute employees across more offices/work locations.	24	9%
None of the above	35	13%
We will consider reducing the physical size of our workplace.	48	18%
More employees will work from home nearly full-time.	69	25%
More employees will work from home on a weekly basis (1 or more days/week).	198	73%
Total Responses	**273**	**90% of Executive Leaders and Managers**

Other Responses:

- Having remote capacity was critical.
- We are back to fully on premise
- Still waiting for Federal policy and it can flip-flop depending on the election.
- Meeting options will adapt based on current infection rates
- remodel of same bldg footprint, but will accommodate fewer people in more space per person
- We already reduced the physical size of our workplace.
- Taught one class at the university. Too large to quantify actions. I also have a communications consulting firm working from home. Too small to quantify!
- We've created a work from home and flex policy for employees
- we will implement policies and procedures so that more employees can work from home on a weekly basis
- Our office was already overcrowded. We are using this opportunity to re-imagine use of the space and will implement hoteling to support hybrid work schedules.
- More employees are requesting to work remote
- We will limit in-person meetings
- flexible in office hours implemented for some office staff
- Have returned to pre-COVID business model. No changes planned due to experience with pandemic.
- We may not need to increase the physical size of out workplace.
- We will offer more flexible workspaces in the office
- Occasional teleworking and flex schedules

Q14: Please check all that apply at your organization:
Responses from executives & managers only.

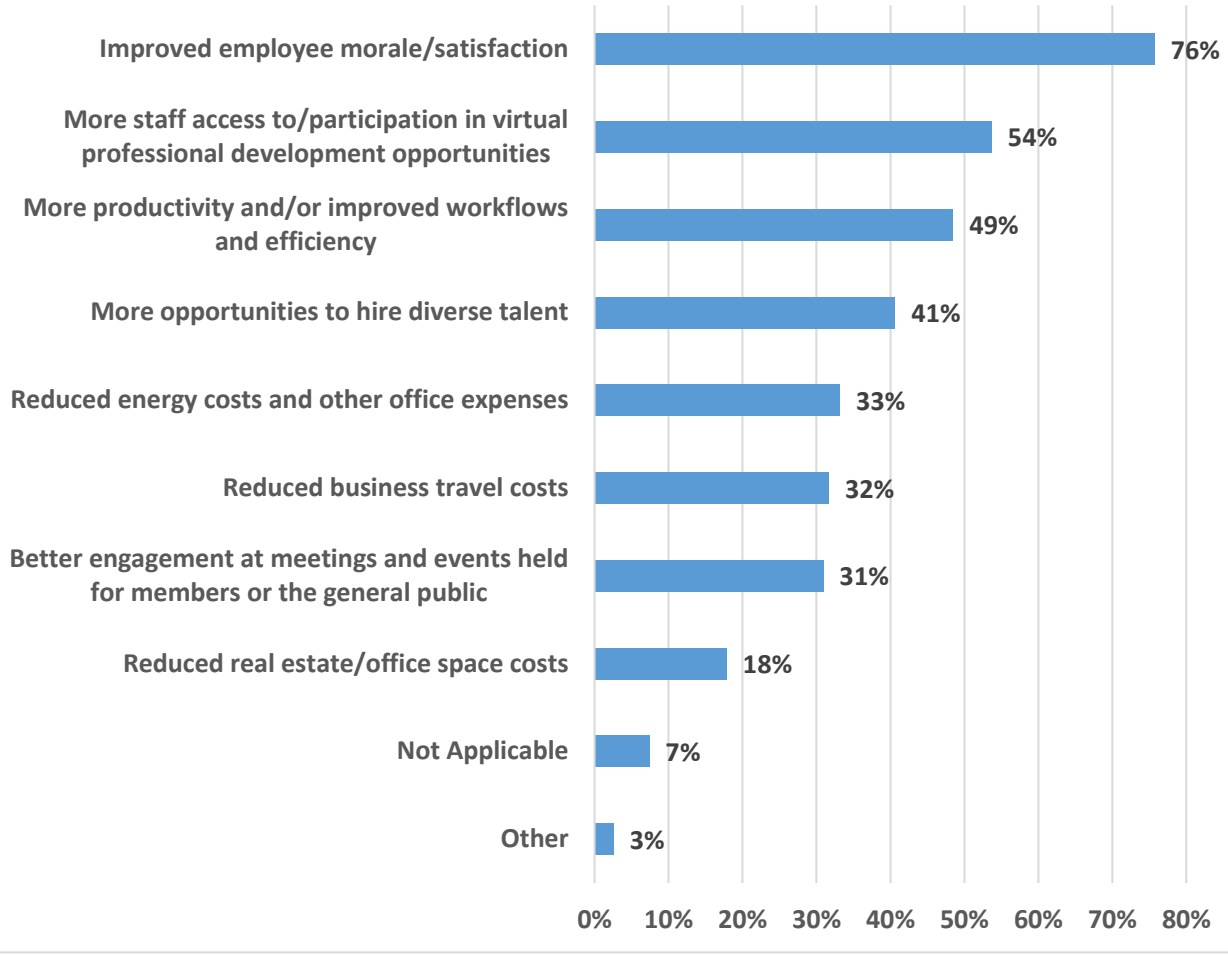


Answer Choices	Response (number)	Response (percentage)
We have a program that encourages sustainable habits among employees.	71	28%
We have a program that encourages healthy habits among employees.	120	47%
We have a program that supports a variety of commute options such as bus, bike, carpool, vanpool and walking.	121	48%
We view telework as a business strategy (e.g., to improve competitiveness, for talent recruitment and retention, etc.).	124	49%

We view telework as a sustainability strategy (e.g., to reduce drive-alone commutes, to reduce greenhouse gas emissions, to reduce office energy use, etc.).	129	51%
We are taking steps to make it easier for more employees to telework more often.	180	71%
We have or will soon have a telework policy in place.	180	71%
Total Responses	**254**	**83% of Executive Leaders and Managers**

Q15: Please tell us about any benefits that your organization sees today and expects to continue to see as a result of increased telework (select all that apply):

Responses from executives & managers only.



Answer Choices	Response (number)	Response (percentage)
Other	7	3%
Not Applicable	20	7%
Reduced real estate/office space costs	48	18%
Better engagement at meetings and events held for members or the general public	83	31%
Reduced business travel costs	85	32%
Reduced energy costs and other office expenses	89	33%
More opportunities to hire diverse talent	109	41%
More productivity and/or improved workflows and efficiency	130	49%

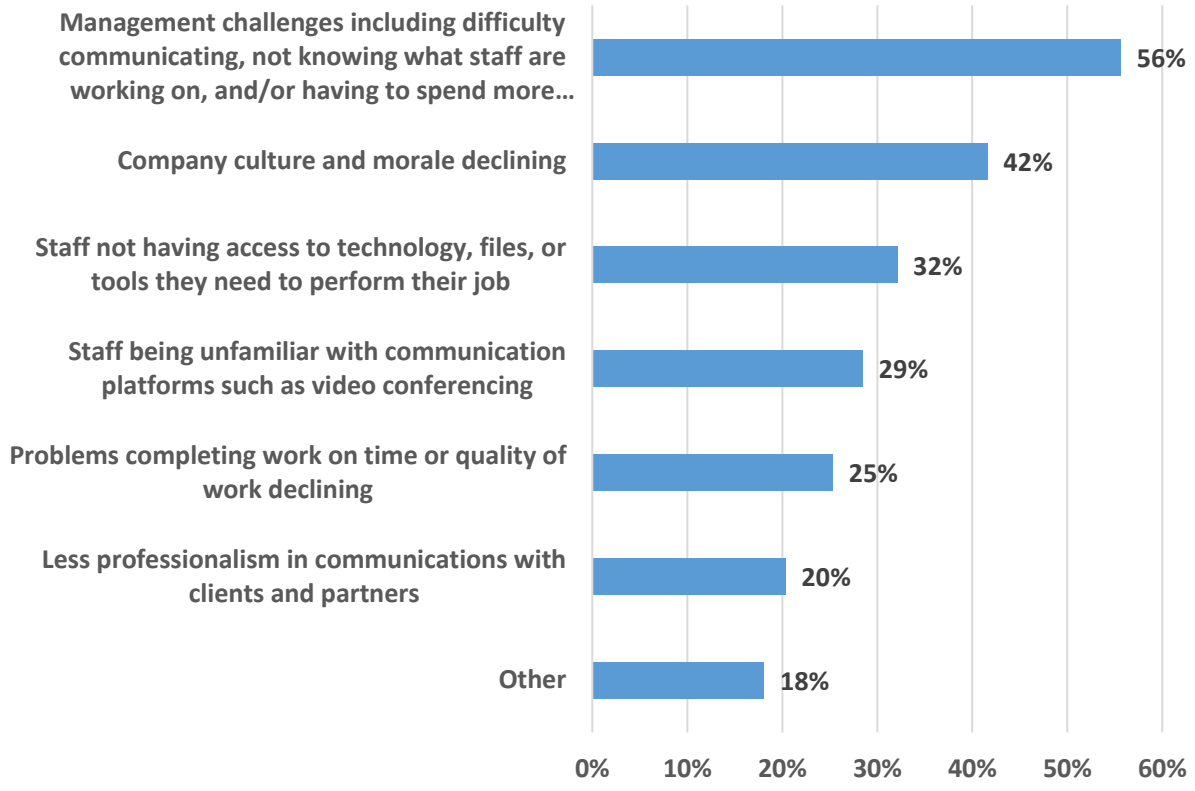
More staff access to/participation in virtual professional development opportunities	144	54%
Improved employee morale/satisfaction	203	76%
Total Responses	**268**	**88% of Executive Leaders and Managers**

Other Responses:

- Able to manage crises more quickly and deal with issues immediately, 24/7.
- Reduced greenhouse gas emissions
- Flexibility
- Better engagement and meeting attendance for association members
- It is still unclear what the benefits and costs are since this was always seen as temperary. Expect to learn more in another year or so. I support telework and I think the real challenge is accessibility as defined through language, culture, ability. What are the culture cues and nuances that we need to understand and know working virtually which is different when working in person etc.
- Have returned to pre-COVID business model. No changes planned due to experience with pandemic.
- my organization doesn't see a benefit to teleworking

Q16: Please tell us about any challenges that your organization sees today and expects to continue to see as a result of increased telework (select all that apply):

Responses from executives & managers only.



Answer Choices	Response (number)	Response (percentage)
Other	40	18%
Less professionalism in communications with clients and partners	45	20%
Problems completing work on time or quality of work declining	56	25%
Staff being unfamiliar with communication platforms such as video conferencing	63	29%
Staff not having access to technology, files, or tools they need to perform their job	71	32%
Company culture and morale declining	92	42%
Management challenges including difficulty communicating, not knowing what staff are working on, and/or having to spend more time supervising staff	123	56%
Total	**221**	**72% of Executive Leaders and Managers**

Other Responses:

- A large percentage of our workforce was essential throughout the whole pandemic. To continue teleworking for office employees that are typically higher paid is creating a rift.
- Challenges between staff who cannot telework due to job function and those who can
- Company culture may not be declining, but it may be harder to define through less frequent in-person interaction and collaboration.
- Coverage and training
- Decreased perception for public accessibility
- Disparity in flexibility between customer contact staff that must be on premises to those that can work remotely
- Employees that do not have a need to telework being unhappy with employees that do.
- Equity about who can work remotely
- Ergonomics, increased equipment to accommodate telework & office work
- families we work with not having access to technology; staff having poor broadband options from home; disengaged staff meetings via vC
- General decline in productivity / accountability. Issues with Staff doing other things than working while on the clock. AODA issues (staff using while at home). Issues with Staff working other jobs while on the clock.
- HAVING THE ONE ON ONE OR IN PERSON EXPERIENCE
- How to balance need to "feel part of the team", especially for new staff. Not insurmountable, just needs to be thought through and added to the mix.
- It is still unclear what the benefits and costs are since this was always seen as temporary. Expect to learn more in another year or so. I support telework and I think the real challenge is accessibility as defined through language, culture, ability. What are the culture cues and nuances that we need to understand and know working virtually which is different when working in person etc.
- It seems staff are disappointed they can't telework full time, so the part time telework is not the morale benefit I would have hoped.
- It's difficult to be "fair" when many jobs require ees to be on site
- Less interaction with public
- Limited management challenges; mainly lack of spontaneity which impacts creativity
- Loss of camaraderie and relationship building
- No comment. Too small to quantify.
- Not all managers able to manage without micromanaging thus negatively impacting employee experience and productivity
- Not all staff have broadband at home. People fear liberal telework will be rescinded.
- Not all staff having the same telework opportunities
- not apply
- Not being able to reach people who work remotely.
- Perceptions that people are not putting in full time hours. Lack of ability to monitor hours worked by all employees.
- Quality of group projects/brainstorming declining
- reduction in teambuilding efforts and impromptu conversations
- Relationship-building with new employees
- Remote training & onboarding of new employees

- Social and emotional support provided by colleagues
- some staff cannot telework due to nature of their work while others can, this results in some resentment among those who cannot telework
- Some tasks are more efficient when working remotely, others are not. It will take a while to adjust.
- Staff being left out of decisions, brainstorming, or other things that are not as pre-planned.
- Staff need training on new tech tools provided to them.
- staff not having in person access to other staff for immediate matters.
- Students will be in school so staff.need to be in buildings
- Team building harder when everyone remote
- telehealth is not always productive for clients. Trust building via video conferencing is difficult.
- work with customers can not be completed remotely

Q17: Does your organization have a helpful remote work resource that you would be willing to share with others? (e.g., policy, agreement, guidelines for managers, etc.). If yes, please upload the file here.

2 Resources Received:

N4N Flextime and remote Work Policy (Numbers 4 Nonprofits)

Teleworking Policy APM 2-34 (City of Madison)

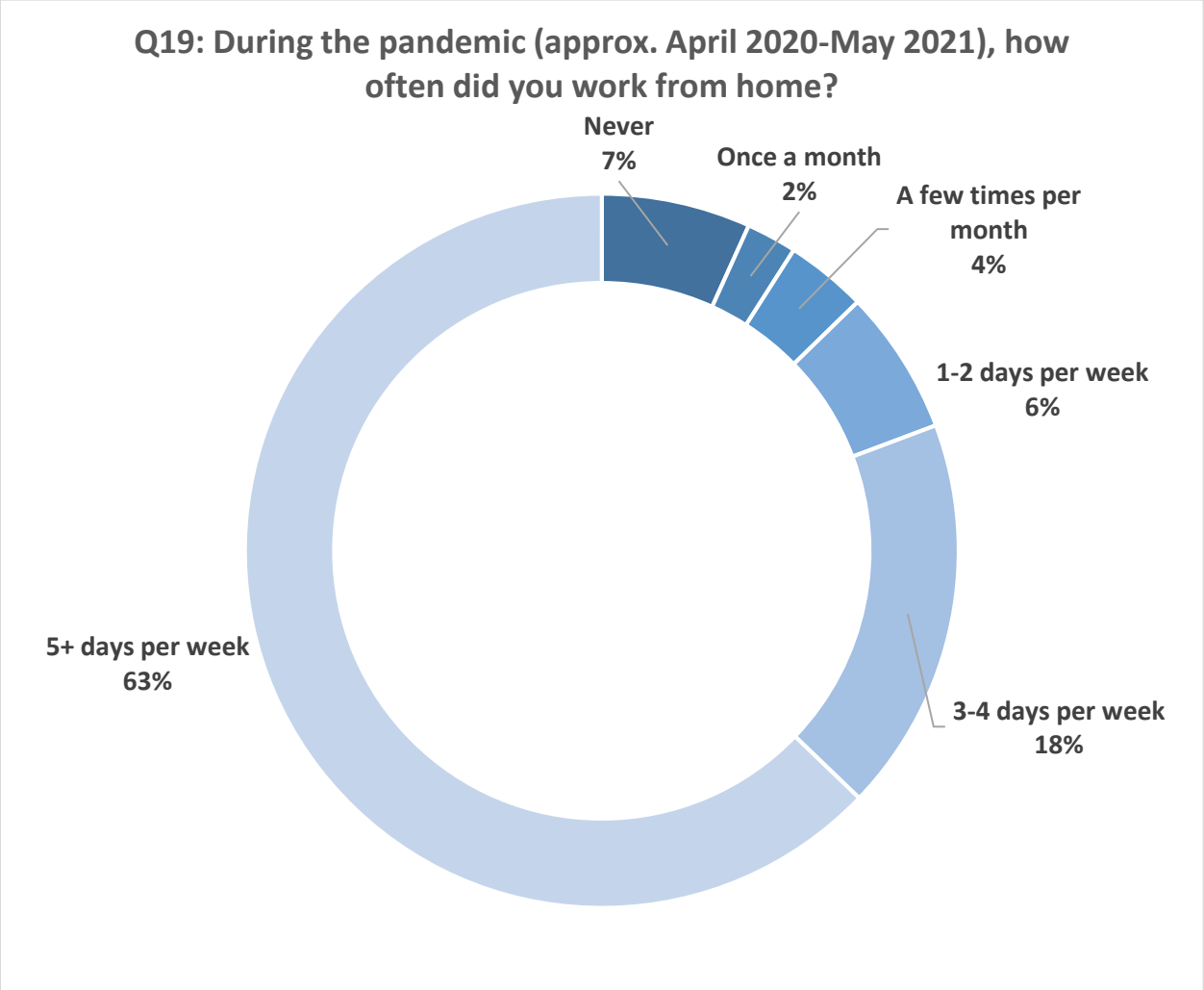
Q18: If you are implementing a hybrid telework/in-office policy, what strategies have you found helpful for facilitating this hybrid model?

- 1 day a week in office so face to face collaboration continues.
- 1) Allowing our employees to come to the office as their assignments require - e.g., there are some tasks that require them to be in the office. 2) Stipulating that at least once a month we will have an in-person staff meeting. 3) Stipulating that while some staff meetings may be carried out via video/phone conference, at least once a month, all faces should be visible via videoconference. We found that this helped staff feel less isolated.
- More reliable IT support. 2) Cloud computing/storage.
- 3 days in office, 2 days remote. We keep one day a week mandatory for in-office, ex. Monday to ensure we have staff meetings and work meetings as needed.
- 3 days telework a week has been teh standard policy
- Abstract strategy
- All employees in the office on specified days to avoid hybrid meeting situations.
- Allowing staff to choose which days they would like to come into the office
- Ask when covid is over. We still restrict office access to <25%, masked and encourage maximum telework. Why aren't you?
- clear policy and open discussion amongst staff
- Clearly stated policy, check in with department heads on policy and if it's working.
- convert assigned office space to "hotel" facilities with clean desk policy.
- Creating a flexible schedule on a weekly basis that distributes time in the office fairly.
- Creating online calendars and spreadsheets for multiple people to use to keep track of projects and update the status of many things.
- Don't let remote work be a privilege only for the most senior team members. This may cause some teammates to feel like you don't trust them enough to work remotely. Telecommuting shouldn't be a privilege, but an integral part of your company's mixed telecommuting culture.
- Employees have assisted in implementing the policy and plan to ensure it is successful. Review and revision of workspaces.
- Establishing a telework form that is used to identify telework days for each employee.
- Frequent and transparent communication as we figure it out. Maintaining open mind and ability to pivot as situation dictates.
- Giving employees as much choice as possible. Coming to the office is not required for anyone, but some choose it on their own schedule. With such a small organization, this amount of flexibility and trust is possible for us.
- good communication
- Group discussion/consensus
- Haven’t implemented it yet as we are still in a pandemic.

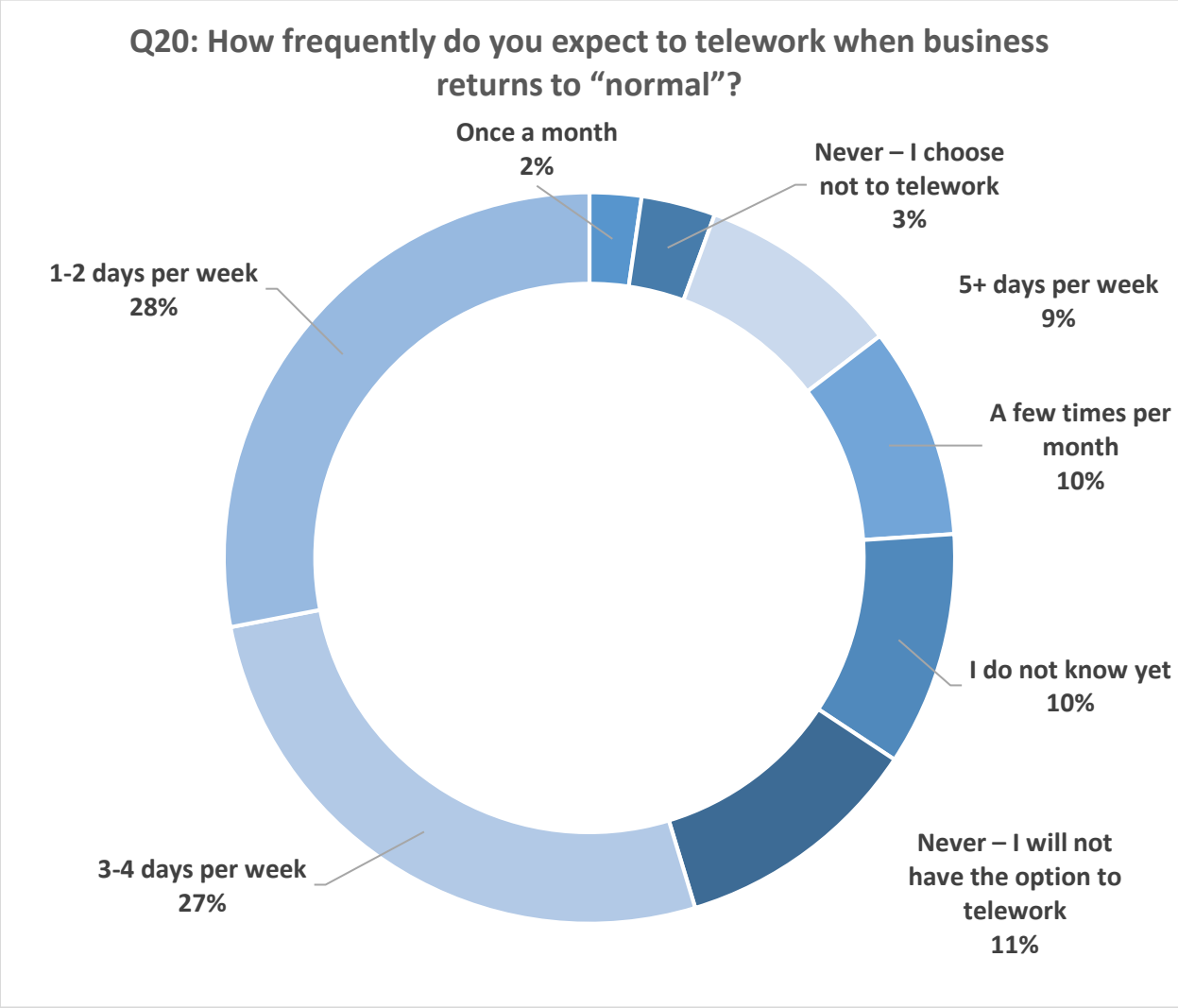
- having a consistent baselines expectation for all employees, but being flexible if possible, based on individual employee situations.
- I can only offer suggestions for my small division within my division, not for City of Madison as a whole. We are working on the hybrid model currently and redesigning meetings and discussing how we communicate as a group.
- Implement the strategy of coming to the office in batches and periods, and then arrange the work plan in advance according to the work content, so that employees can choose the workplace according to the arrangement
- In office mask mandate.
- In process of creating telework policy.
- It would be wonderful if our organization was taking the initiative to implement hybrid work models, however they seem fully committed to a complete return to working from the office by September (depsite Delta variant concerns).
- Learn a comprehensive range of telecommuting skills to improve work efficiency
- Listen to the employees before creating and implementing any changes.
- Making sure all managers understand the policy and allow for it, not looking for loopholes in the system because they don't like teleworking.
- Making sure both office locations are set up to make working comfortable. Diligently using Outlook or other calendar to communicate schedules. Learning and using all technology and software platforms that are in place to improve communication.
- Making sure staff have the needed technology both at home and in the office - such as two big computer monitors, laptops, HDMI cords etc.
- New facility uses a combination of hoteling (reserved desks) and hot desks (unreserved desks) for workers coming on site.
- Not implementing hybrid model. Have returned to pre-COVID business model. No changes planned due to experience with pandemic.
- Offering options and flexibility towards continued productivity and growth
- Organize remote discussions for indefinite periods of time
- Our offices have elected to have Agencies determine the best policy for their staff size/office size. We are encouraged to work 3 days in office and 2 days telecommuting. People who are not vaccinated and don't want to get vaccinated would prefer to stay home in the wake of the new variants of COVID that are spreading across the country. No option of permanently working from home has been offered.
- Our policy and practice is still evolving.
- Overall, we are focused on "deliverables" and "expectations." We are resisting the urge to want to quantify in unreasonable ways that don't make sense (ie more supervision doesn't help). The real question is -- work completion, work satisfaction, customer satisfaction, peer to peer satisfaction. And, then thinking about tools that can help. Our team is small so we have more flexibility to pivot than others I am sure.
- Plan is currently being finalized and has not been implemented yet

- Posted office hours and a regular schedule for being in office and church being open to public.
- Providing computer equipment set ups for both home and in office use
- Regular communication is necessary.
- Rotate staff equally
- Seeking Employee input and requests.
- Self-service and customizable tools for all employees Supports multiple device types, and allows to bring its own device
- Set an expectation of the maximum number of telework days per week (we chose 3). Set a time period to evaluate how things are going (we chose 90 days) Let details be worked out by small work teams (office coverage by day of week, etc.) Push people to get in and experiment with technology for hybrid meetings so that we can fully support engagement and customer service in a hybrid environment.
- Small volunteer force is using a member's Zoom account, so we give out the contact only to those who request to join. We're loving being able to include our members who can't attend due to distance or health issues, it's GREAT change to be able to get more voices in decision-making processes.
- Staff input
- Staff input, determining what work product needs to be done in office, assessing how to best serve community
- Still coming in to work every day. Would love a more supportive teleworking policy
- Still in the planning stages
- surveying employees and public about preferences before we make decisions
- talking to people about their preferences
- The decision of what staff can telework is left up to the Department Manager, decentralizing the decision and leaving it to each dept to find out what works best for the nature of their work and their staff. Works well.
- The nature of our work limits the ability to us telework.
- Training, increased communications
- Transparency and employee input.
- Using Skype to have brief, informal conversations, and to set a "status" that describes whether each person is working from home or in the office
- Video conferencing, change format to round table discussions, document schedules and share where people are
- We allow employees (who can) to telework a couple days a week, at their discretion, trusting them to schedule in-person work on days that will require hands-on activities or collaboration. We have Teams for communications and sharing, but most people seem to prefer in-person collaboration for several things.
- we are implementing a hybrid policy, it is working, though no obvious winning practices have emerged

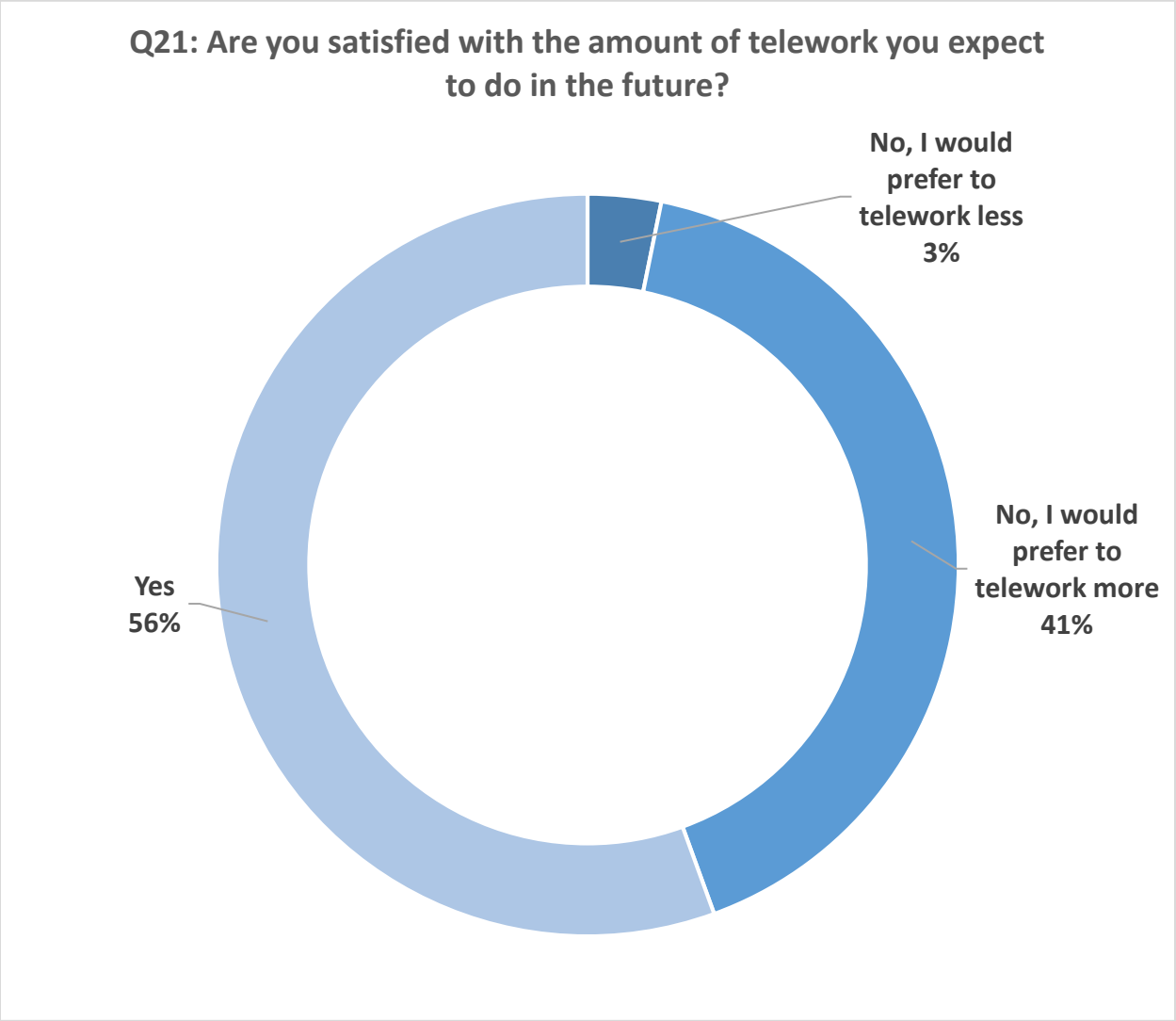
- We are just beginning, but one unit has all employees here on the same days to make working together easier. One unit, for space reasons and social distancing, staggers days employees are in the office.
- We are no longer teleworking, post-pandemic.
- We are requiring one day a week where all staff are present that coincides with unit meetings. The other day they need to be in the office remains flexible according to their work activities. With the understanding we need fair rotation and that there is staff representation in the office everyday of the week.
- We are still in the process of establishing these strategies, but are offering multiple options from full time remote to hoteling to full time onsite depending on the needs of the staff and the department.
- We offered Mondays or Fridays WFH and have half the staff on each day. Also makes the day you are in the office much quieter and conducive to getting work done.
- We plan to implement a hybrid model where attendance is planned so performance teams spend at least one day a week at the office together.
- We rotate based upon office need, which will change when we start seeing more walk-ins off the street.
- We were dysfunctional prior to COVID so I hope that the desire to implement a hybrid policy will force us to fix existing problems that became more apparent during COVID/teleworking so that we can function better as a department and allow some staff to telework on occasion. We would never be able to have all staff telework and never be able to have most staff telework 100% as we still need to meet the needs of our clients and not place a bigger burden on those we serve by employees not being accessible.
- We were hybrid even before Covid, and now with restrictions loosening we find our staff eager to return to in-person opportunities. We've expanded our physical office space to accommodate. We already had robust remote server/cloud based IT systems so were really unaffected by shutdowns, although we missed face-time with clients and colleagues.
- weekly time logs
- Work via video link, report progress at any time
- WORKING ON THIS NOW



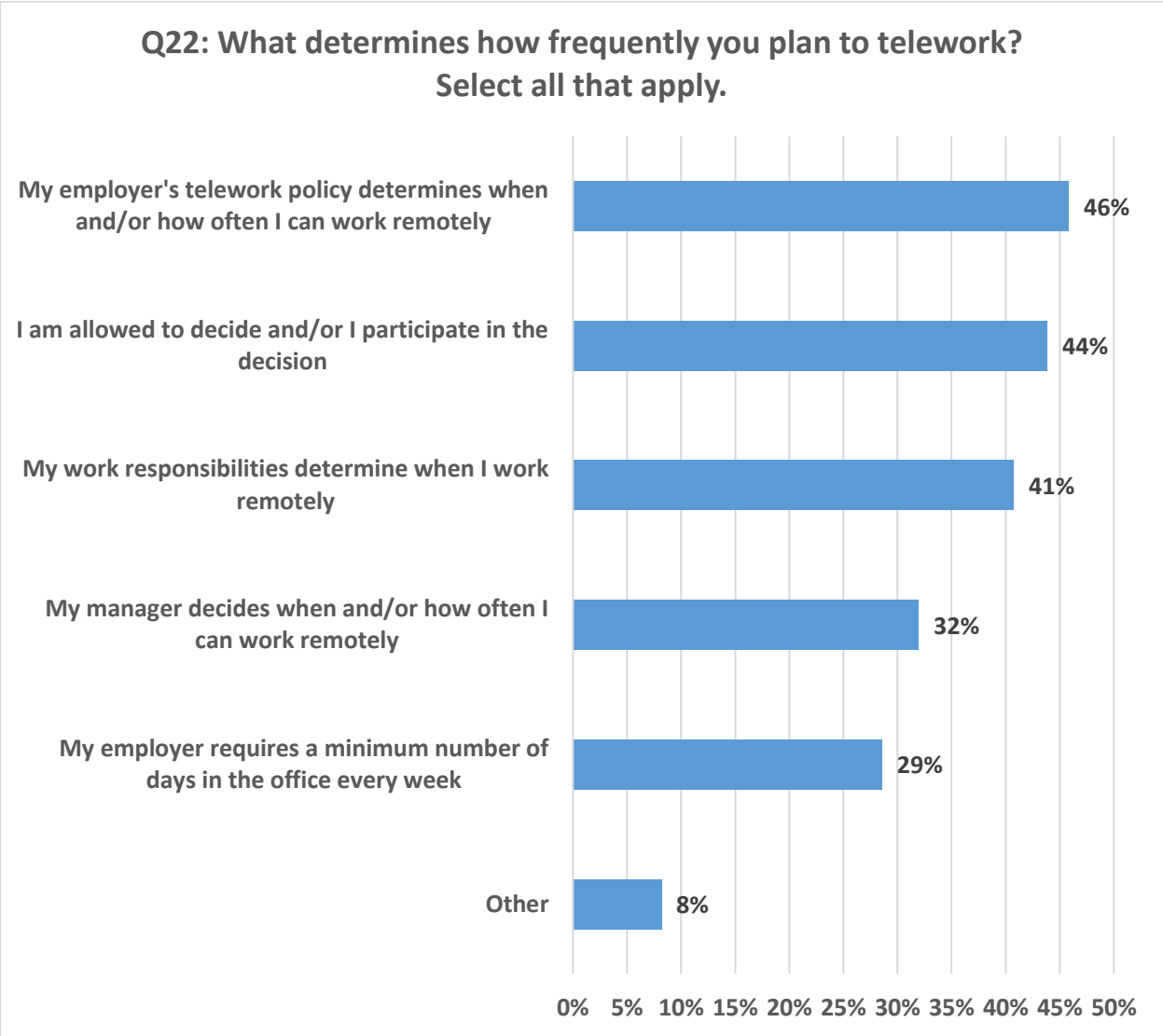
Answer Choices	Response (number)	Response (percentage)
Never	68	7%
Once a month	23	2%
A few times per month	37	4%
1-2 days per week	66	7%
3-4 days per week	180	18%
5+ days per week	632	63%
Total	**1006**	**85%**



Answer Choices	Response (number)	Response (percentage)
Once a month	23	2%
Never – I choose not to telework	33	3%
5+ days per week	91	9%
A few times per month	94	9%
I do not know yet	104	10%
Never – I will not have the option to telework	111	11%
3-4 days per week	268	27%
1-2 days per week	282	28%
Total Responses	**1006**	**85%**



Answer Choices	Response (number)	Response (percentage)
No, I would prefer to telework less	32	3%
No, I would prefer to telework more	413	41%
Yes	556	56%
Total	**1001**	**85%**



Answer Choices	Response (number)	Response (percentage)
Other	82	8%
My employer requires a minimum number of days in the office every week	286	29%
My manager decides when and/or how often I can work remotely	320	32%
My work responsibilities determine when I work remotely	408	41%
I am allowed to decide and/or I participate in the decision	439	44%
My employer's telework policy determines when and/or how often I can work remotely	459	46%
Total Responses	**1001**	**85%**

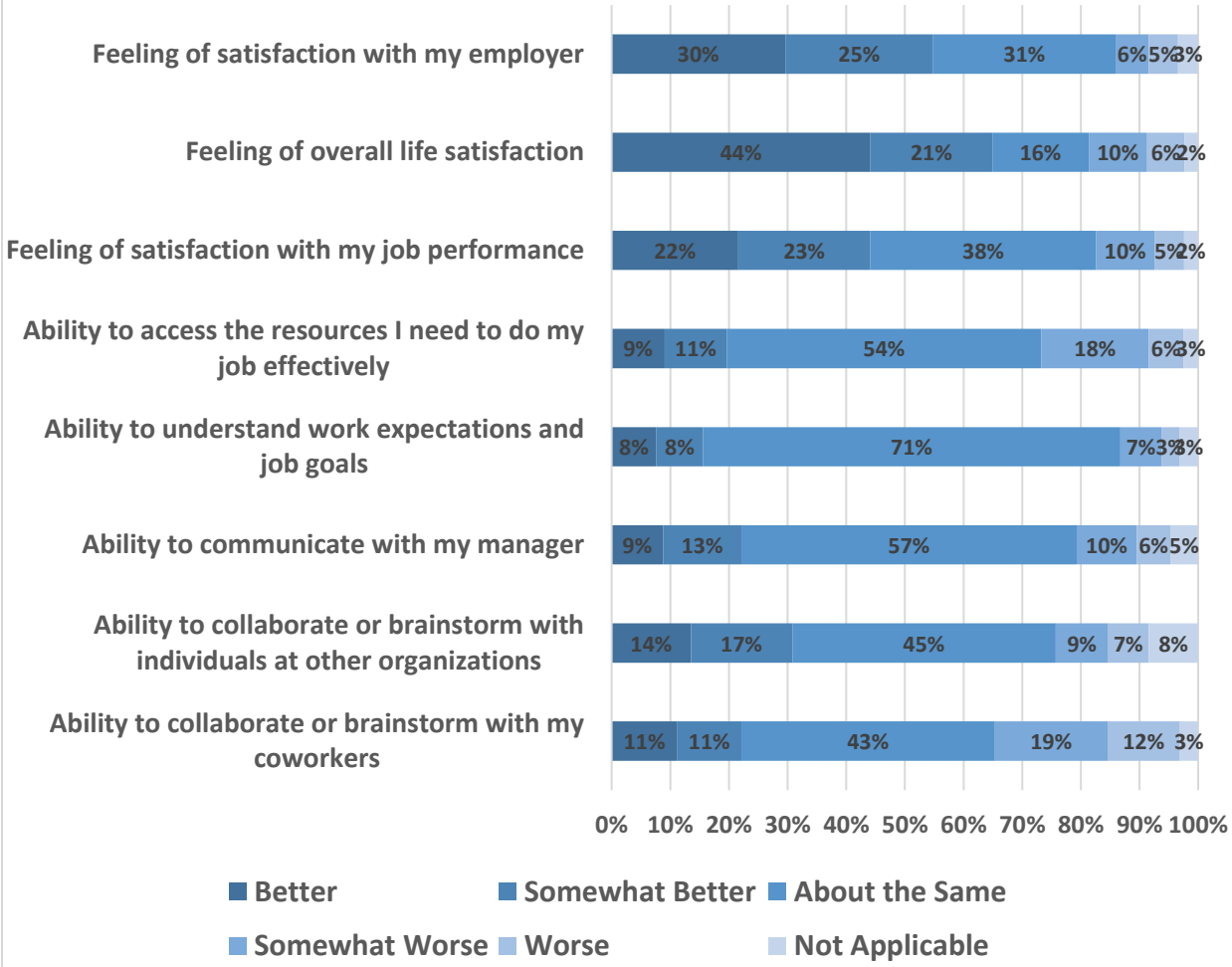
Other Responses:

- ADA
- Anytime we have an increase in infection rates in our area, we will switch modes to primarily remote conversations
- As department head, I have ended all telework.
- bad internet connection at home
- Can really only telework when kids are home sick
- caregiving duties at home with elderly parent
- childcare; only have one vehicle
- Client demand
- Current policy is provisional.
- Dane County Circuit Court does not allow telecommuting at all since 5-17-21
- Density restrictions in my office mean not everyone can be in at once.
- Depends on customer travel
- Details of the telework plan are unknown at this time
- Direct managers state this will not be an option since it is unfair to other employees that choose not to telecommute or cannot due to no equipment or bad internet
- Dont
- don't know
- Employer set min # days, Manager set which days of the week, I chose to work remotely the remaining days
- Employer's telework policy has a maximum number of telework hours permitted per month
- events at my home
- Every 3 weeks I go to the office for a week
- How often my kids are in school.
- I am therapist/skill coach, seeing people in person is billable, telehealth has allowed clients to have greater flexibility in making sessions work for them, specifically being able to talk on the phone.
- I believe my direct supervisor is open to teleworking 3-4 days per week; however, another "manager" within the office is opposed to it and I think she is pushign for a full return to work, which most or all are opposed to.
- I chose not to telework
- I currently stopped telecommuting and am in the office 100% by manager decision.
- I do all my company consulting work from home.
- I get to keep my space.
- I have been told the location of my office (Courthouse) is why I can't telework
- I live far away so I need to work remotely
- I personally have difficulties concentrating when at home & my work environment is highly customized for my needs.

- I want to be in the office to maintain direct face-to-face contacts
- I work at a hospital so no option but to go there.
- I work at the Dane County Courthouse. The judges have statutory authority and the presiding judge has decided that telework is not an option for any employee working in the courthouse, even if our position could easily allow us to have telework at least part of the time.
- I work in a Hospital with no Telework option.
- I work in the office.
- If kids are home, it's not a good option
- if you work less than 3 days in the office you lose your desk
- I'm allowed to choose but I have no co-workers in the office so their is no point
- I'm an Over the road truck driver
- Internet reliability (I live in a rural area) affects my ability to telework
- It is not a productive model for person-person interaction/direct services / housing management.
- it was determined that my position no longer qualifies to telework
- May be different expectations for Supervisors to be in the office as my staff all will have different telework policies
- Members of our team alternate. So we have to come in every 7ish weeks based on our team of 15 and 2 being onsite every week.
- My current position doesn't allow for telework.
- My employer allows teleworking but the COC does not.
- My employer is not staffed sufficiently to provide telework options for my position - they're barely able to provide coverage when I'm not here
- My employer requires a minimum number of days but that was decided with input from all workers
- my employer requires minimum number of days in office or loose your desk
- My employer wants me in the office at least 3 days per week; my health care provider wants me to telecommute 100%; I feel my job requires on-site work 8 weeks a year and everything else can be done remotely.
- My line of work does not allow tele-work, we serve patients at the hospital
- my manager is having us rotate in so I'll rotate into the office 1 week out of 7 weeks so that one person in our position is in the office at all times (there are 7 of us in this position)
- My office has moved to permanent work from home w/ smaller office footprint if we need to use the office occasionally.
- my position truly only allows me to telework when there is an emergency (ie, sick kids) as me teleworking would require someone else to cover for me in the office
- NA
- Need to get a feel for what works best for rest of my team and company culture. For example, if there's an unspoken expectation to go into the office to be visible and considered social.
- No ability to work remotely with retail

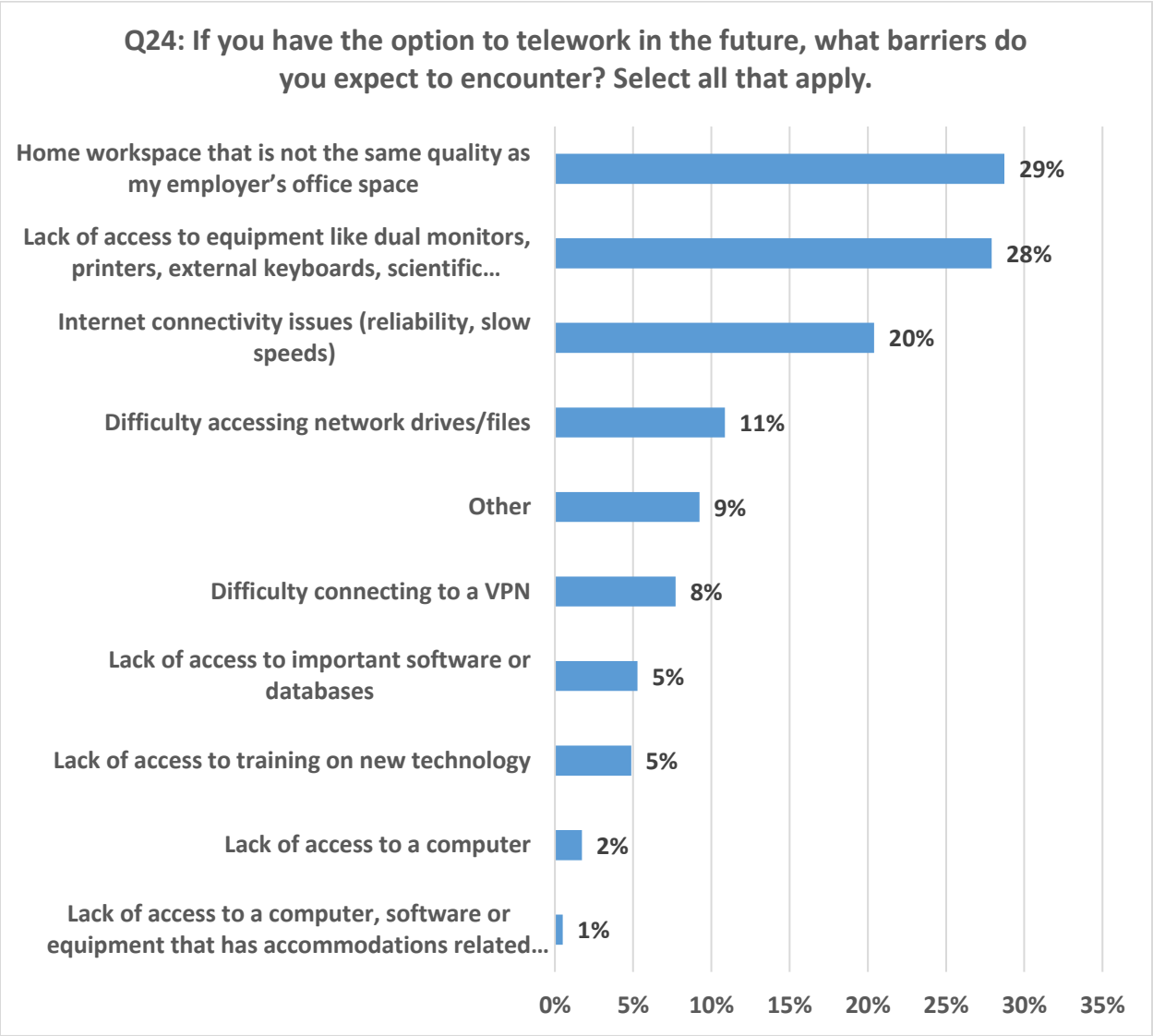
- No information as to if/when I will be returning
- No one knows what the criteria will be from day to day
- not an option
- Not sure yet
- old school views on how work needs to be completed
- Optics of supporting government agency from home.
- Safety of working in the office
- some job duties does not allow for telework
- Some of my work is in the field so I will balance field, office, and teleworking
- Supervisory duties
- technology limitations
- Technology setup in two locations is challenging.
- The details for how this work are still being negotiated. I am speculating that I'll be able to telework as needed as we move forward.
- The nature of my position (business development)
- The state legislature has some level of control over my agency's telecommute policies, so I'm not hopeful about that
- This determination has not been made, but I doubt I will be able to decide how frequently I telework
- This is determined at the department level in the county. I know many departments continue to allow teleworking and will do so when everything "is back to normal".
- unknown reasons that are not disclosed to non-managers
- Unknown. Our telework policy has not been released yet.
- Varied schedule but try to manage 1-2 days of the week not traveling
- We are no longer permitted to telework
- We no longer have the option to telework
- We trust employees to make the right decision but our work requires a lot of collaboration. Most choose to do so in person.
- work in the jail - would need more technology to communicate w/ inmates

Q23: Overall, in thinking about your experience working from home during the pandemic, how did the following compare to your experience prior to COVID-19?



Question	Better	Somewhat Better	About the Same	Somewhat Worse	Worse	Not Applicable
Ability to collaborate or brainstorm with my coworkers	112, 11%	109, 11%	431, 43%	192, 19%	123, 12%	31, 3%
Ability to collaborate or brainstorm with individuals at other organizations	135, 14%	172, 17%	448, 45%	89, 9%	69, 7%	84, 8%

Ability to communicate with my manager	87, 9%	133, 13%	568, 57%	102, 10%	57, 6%	47, 5%
Ability to understand work expectations and job goals	76, 8%	79, 8%	708, 71%	70, 7%	30, 3%	32, 3%
Ability to access the resources I need to do my job effectively	90, 9%	106, 11%	534, 54%	182, 18%	59, 6%	25, 3%
Feeling of satisfaction with my job performance	215, 22%	224, 23%	383, 38%	99, 10%	50, 5%	24, 2%
Feeling of overall life satisfaction	440, 44%	207, 21%	164, 16%	99, 10%	64, 6%	23, 2%
Feeling of satisfaction with my employer	295, 30%	251, 25%	310, 31%	56, 6%	50, 5%	34, 3%
Total Responses	**999, 85%**					



Answer Choice	Response (number)	Response (percentage)
Lack of access to a computer, software or equipment that has accommodations related to a disability	5	1%
Lack of access to a computer	17	2%
Lack of access to training on new technology	48	5%
Lack of access to important software or databases	52	5%
Difficulty connecting to a VPN	76	8%
Other	91	9%
Difficulty accessing network drives/files	107	11%

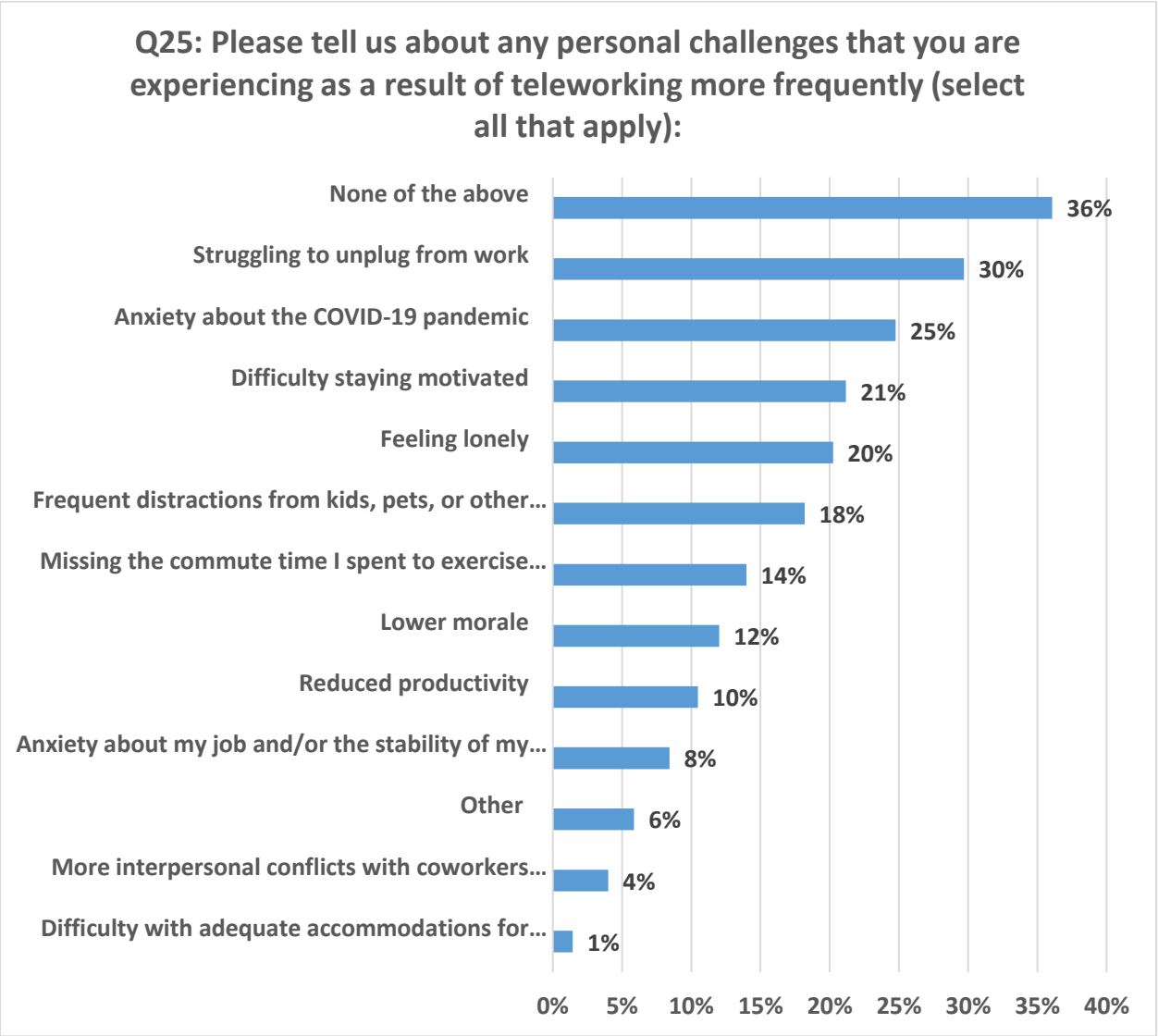
Internet connectivity issues (reliability, slow speeds)	201	20%
Lack of access to equipment like dual monitors, printers, external keyboards, scientific equipment, etc.	275	28%
Home workspace that is not the same quality as my employer's office space	283	29%
Total Responses	**985**	**84%**

Other Responses:

- A minority of management opposed to telework
- Accessing files or co-workers for information
- Asking quick questions verbally vs. electronically.
- attitudes towards teleworking
- Availability to my staff when multiple projects are going on
- Barriers to interacting with the public and serving the public which our primary responsibility
- Being able to print/mail documents (job typically requires 20-50 things to be sent via usps per day)
- Career advancement opportunities
- Children at home
- Clients' internet connectivity issues
- coverage of presence in facility and permission to access financial records remotely
- Coworkers attitude
- Difficulty accessing necessary documents that are not digitized; my work requires a counter to take questions in person from customers
- Difficulty working creatively with colleagues; difficulty forming productive relationships with colleagues; complete lack of work-life boundaries
- Employer antipathy
- Employer resistance and distrust of telework
- Employer restrictions
- Employer's willingness to let me work at home more than three (3) days per week.
- For scanning files I'd have to be in the office
- Have not returned to pre-covid job tasks that are the reason I joined this company
- I do not currently have the means for a video appearance from home. Neither my computer nor keyboard have that technology. I appeared for all meetings by phone.
- I do not have a printer so i have to go to the office to use that.
- I have kids and have to drive them to daycare, so at that point, there's no reason to go back home.
- I live in a broadband desert, although I live within 12 miles of Madison
- If this truly does become more permanent or long-term I would like to have the option of bringing home any/all equipment that I would have had access to in the office to my home office. I'm currently working with a more temporary situation seeing as I've only just started working from home since April - but if this becomes something more permanent I would like to set up a more formal home office for myself that could include dual-monitors, an office chair, office supplies, etc.

- Inability to access books and paper files
- Inability to communicate with manager
- Inability to have the face to face contact with citizens needed for my job
- Inability to receive and send mail at home
- Interaction with co-workers and ability to communicate with co-workers
- INTERNET ACCESSIBILITY and crumbling infrastructure (vulnerable power lines and vast distances, etc.) IS SO BIG and underrated.
- It's not allowed
- Lack of ability to easily interact with more seasoned workers to learn things. Training - I am challenged by learning through zoom, I learn best by in person interaction and ability to ask questions.
- lack of access to files and sensitive documents that cannot be taken home, less access to my team members
- lack of access to files, printer
- Lack of access to needed paper files, keeping those organized when working a hybrid schedule.
- Lack of access to paper files
- Lack of access to physical files; seriously understaffed IT dept if something does go wrong
- Lack of access to printer and scanner
- lack of access to printing and mailing
- lack of access to the synergy of working near my colleagues
- Lack of being able to complete all tasks of the job/especially unable to image workstation remotely and access to necessary equipment.
- Lack of connection with my coworkers
- Lack of desire to lug paper files and laptop to & from work esp on the bus
- Lack of live, human contact and interaction.
- Lack of understanding from people that want to go back to mostly in-person office work
- less easy access to collaborate with more experienced coworkers
- Limited to working in state
- Loss of home space
- Loss of personal space in my home now used as office
- loss of work culture
- Lugging my heavy laptop home
- Management clinging to past practices
- Management have a real 1950's attitude about work schedules, like we all work in a factory
- management not allowing it
- management not letting me
- Manager attitudes
- Manager can work from home but staff can not
- manager interference
- manager's policy differs from employer's policy
- Management wanting to see faces
- Missing casual interaction with coworkers
- More disconnect with staff and leadership team. People retiring and not being fully recognized as we have done in the past. Disorganization with the leadership team.
- Moving required materials (laptop, notes, etc.) between work and home.

- My ability to maintain attention to a screen is limited.
- My employer does not have sufficient staffing to provide telework options for my position
- My employer will take away remote access.
- My employer won't let me remote more than 1 day a week
- my employer's requirement that i work at least 2 days in office
- My Supervisor other than that, no barriers
- need technology to zoom easily w/ inmates
- need to Collab w other employees
- New administration or supervisor doesn’t allow telework
- No designated workspace; mental health burden of being in same room alone 24/7
- noise levels working from home once the F-35s arrive
- not being allowed to work from home
- Office culture that places more value on working onsite (vs remotely)
- Office requires central printing and mailing physical documents, must be on-site to do that (or have someone cover)
- Possibly challenges related to hybrid style communication where some are in office and some at home (need to work out standards for how to approach this)
- security both physical and technology related
- sharing home workspace with husband now working form home
- Social divisions between those who work remotely versus those who are forced to work on site are already becoming apparent.
- Some responsibilities can only be done in the library
- speed of connectivity (home speed slow)
- supervisor not allowing more hours
- Supervisor not being supportive of remote work
- There is better heating/cooling at the office than my apartment
- Validation of "working hours" to Church Council when not in office.
- We have already been told that teleworking is not going to be an option.
- When trucks drive themselves I'll be retired



Answer Choice	Response (number)	Response (percentage)
Difficulty with adequate accommodations for telework related to my disability	14	1%
More interpersonal conflicts with coworkers and/or management	39	4%
Other	57	6%
Anxiety about my job and/or the stability of my company	82	8%
Reduced productivity	102	10%
Lower morale	117	12%
Missing the commute time I spent to exercise or relax	136	14%
Frequent distractions from kids, pets, or other people at home	177	18%
Feeling lonely	197	20%

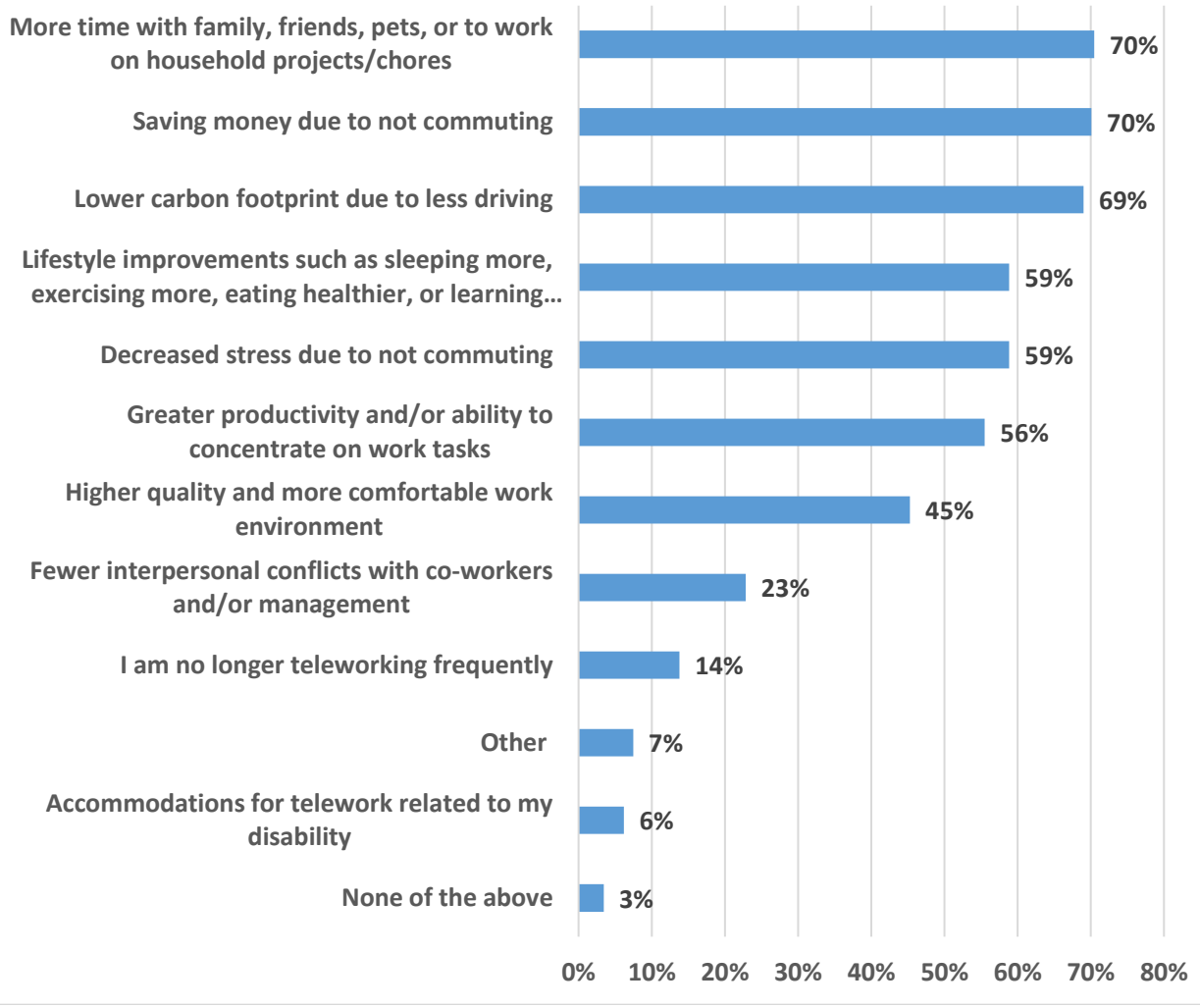
Difficulty staying motivated	206	21%
Anxiety about the COVID-19 pandemic	241	25%
Struggling to unplug from work	289	30%
None of the above	351	36%
Total Responses	**973**	**85%**

Other Responses:

- Added stress on marriage due to lack of space
- Anxiety about going back to work and dealing with the commute.
- Anxiety surrounding return to office with being around more people and having a higher noise-level than when teleworking
- As I no longer have the option to telework, frankly I am bitter and resentful of my colleagues who can and very disappointed that Public Health still doesn't get enough funding to be adequately staffed.
- couldn't work my full hours because of childcare needs
- Difficult to meet and onboard new staff. Hard to teach them to network with other staff.
- Difficulty building relationships with coworkers
- Doing my own tech-troubleshooting when tech trouble arises
- Due to the anxiety of the pandemic itself I had trouble staying motivated at times.
- Feeling like people don't believe I am working even though I am doing exactly what I would be at work
- feeling overwhelmed and often very irritable due to technological issues. Our IT department was constantly changing policies and protocols and these changes were not effectively communicated, or really conveyed at all until it presented itself in our work. Also some coworkers choose not to utilize email daily, which is a complete annoyance given the circumstances.
- flooded with projects (its a norm here).
- hard to 'leave work at work' when work is at home
- I actually did better health wise. I had more time to spend with my kids and workout. I didn't mind working a little bit late because i had extra time without driving.
- I am no longer able to telework
- I have multiple displays on my computer at work that simply can't be replicated at home.
- I need to review original documents at work, so I would need to be in office some days. Employees that are not able to or willing to telework are envious and making things difficult.
- I'm in the public relations business and networking has always been critical to my success. I truly miss this, both professionally and personally.
- Inability to work collaboratively
- Just the unknown due to not knowing what the plan is for the future
- lack of a standing desk
- Lack of access with others to effectively interact, network and build professional \ personal relationships.
- Lack of exercise
- Lack of home space putting stress on marriage
- Lack of Moving around, gained 20 lbs

- Lack of/dwindling relationships with tangential co-workers; difficulty on-boarding & building relationships with new co-workers
- Less contact with those I serve. Feelings that administration cares more about politics that the health of staff, students and the public.
- Less exercise and activity
- Less informal teaming/staffing of cases, asking for help, etc.
- Less movement during work hours = more lethargy before/after work
- Less movement throughout the day, more likely to hyperfocus
- less social interaction with others
- lower morale because of NO TELEWORK but Sup can ??
- Lugging stuff between 2 locations and not having what need in the location where I am. While not lonely, I do miss the more relational aspects of in person meetings. The ability to know collegues at a deeper level, the ability to take care of other business before, after or during meeting breaks.
- miss face to face contact with customers
- Miss seeing my coworker in person.
- My job is being up put up as a potential sacrifice of the yearly budget, during COVID that is more intimidating.
- No art shows = no income
- none
- Not feeling that I am valued as a member of a team. Learning new information via written or zoom meetings is challenging.
- Not for me, - but I know for others, no accountability, and many were not working at all. It was treated like vacation.
- not knowing schedules of co-workers, supervisor often not reachable
- Ongoing concerns with my mental health
- Personal interaction with co-workers
- Pressure to return to in-person work
- Relationships are more transactional than when in the office
- RELY ON OTHERS TO GET WORK TO ME, DIDN'T HAPPEN ON A TIMELY BASIS
- Snacking more often
- Spending more time working without breaks--I simply forget to take them or take them less frequently.
- Starting to get over struggling to unplug
- Struggling to plug into work
- Supervisor is a real piece of work ethically.
- Teleworking prevents being fully able to properly met the needs of the historically underserved in the community
- Tendency to work longer days since I am already at home
- Unhealthy eating as I can snack from my fridge all day
- working more and having less personal time
- Zoom fatigue

Q26:Please tell us about any positive benefits that you are experiencing as a result of teleworking more frequently (select all that apply):



Answer Choice	Response (number)	Response (percentage)
None of the above	35	3%
Accommodations for telework related to my disability	63	6%
Other	76	7%
I am no longer teleworking frequently	140	14%
Fewer interpersonal conflicts with co-workers and/or management	232	23%
Higher quality and more comfortable work environment	460	45%
Greater productivity and/or ability to concentrate on work tasks	564	56%
Decreased stress due to not commuting	598	59%

Lifestyle improvements such as sleeping more, exercising more, eating healthier, or learning new skills	598	59%
Lower carbon footprint due to less driving	701	69%
Saving money due to not commuting	712	70%
More time with family, friends, pets, or to work on household projects/chores	716	70%
Total Responses	**1013**	**86%**

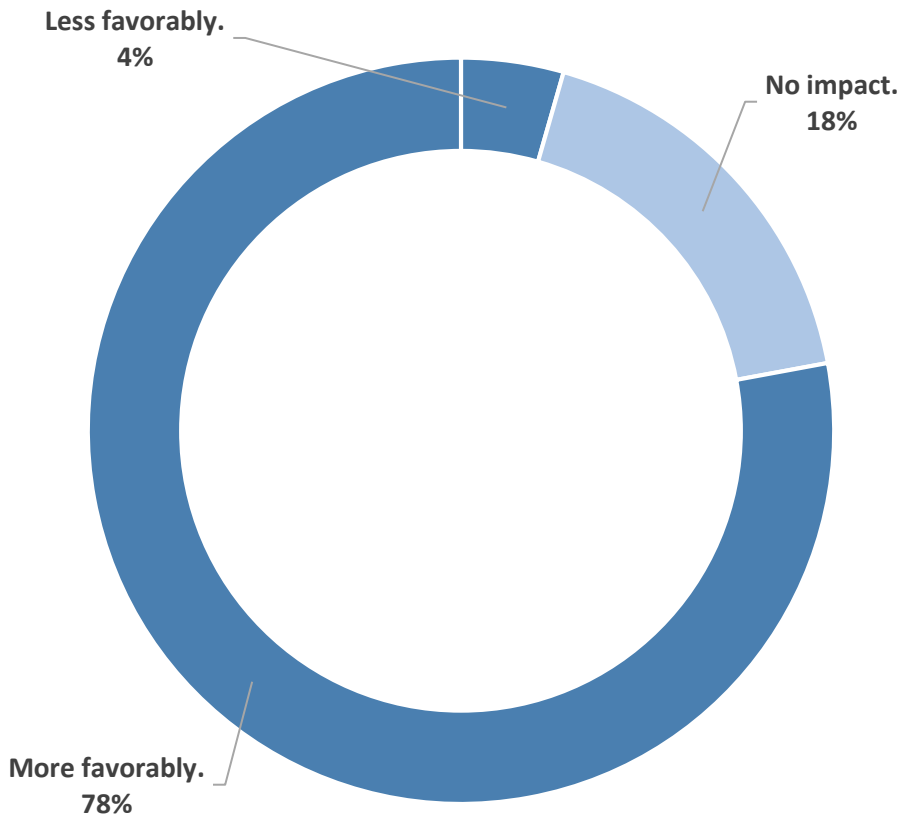
Other Responses:

- 200% positive increase on work/life balance.
- ability to care for disabled family member
- Ability to control temperature
- Ability to regulate the temperature to what is comfortable for my needs. Able to eat healthier with access to my own kitchen.
- Able to respond more quickly in an emergency. Able to communicate with more people at once.
- Able to work even when there is a family issue like a sick child where I need to be home because they aren't at daycare but can still work. Also cheaper living expenses not paying for daycare. Better morale for myself and my child who has a disability. Able to work more being home than having to leave work for the child with disabilities for disruptions at daycare.
- All of the above, unfortunately no longer an option
- Availability to work at my own pace, and work time was not a constraint, I could work at the time that worked best for me.
- avoid bad weather (too hot, cold) and road conditions
- Being able to work any hours needed, as well as short notice overtime. I am able to test any new technology so the county is prepared for any future pandemic or natural disaster that prevents work from being accomplished downtown.
- Better communication on work matters (colleagues and supervisor are more mindful about maintaining active contact)
- Better privacy for medical follow up phone calls to clients
- Better work/life balance
- Connecting with colleagues more efficiently at work and being able to ask questions via Zoom chat instead of speaking up, which can be hard in large in person meetings. Also being able to attend more conferences held virtually at low costs and no need to travel. So efficient and effective.
- Current health issues (Ulcerative Colitis) can be problematic during commute tiome to work in the mornings
- Currently a combination of working remotely and going to office a couple days per week.
- dramatically healthier - way fewer infections
- Eliminates the need to relocate, flexibility in scheduling, potential opportunities to commute when needed by less carbon footprint/increased exercise.
- Fewer distactions from noise
- flexible schedule
- freedom of keeping windows open, fresh air, meaningful lunch break, more time without commuting

- Greater accessibility to services for clients
- having greater level of privacy to tend to consumers' needs
- I actually get more work done, am able to concentrate better and am happier and healthier.
- I also feel more connected with my neighbors
- i am no longer able to telework
- I can't speak up about my anxieties and inability to work in the office with all the distractions. This has been a huge blessing for mental health and work productivity and focus.
- I do not get these benefits any longer but supervisor can
- I get to take my dogs to local dog park on my lunch :)
- I have not yet felt comfortable on the bus and thus spend more money commuting than I did before.
- I like having access to my own bathroom all day
- I recently injured my foot while on the job which is not allowing me to drive. As a result of COVID forcing management to give employees the ability and tools to work from home, i.e. computer, I am still able to do computer work at home without having to use workman's comp hours on my time sheet which is also a savings to my employer.
- I was required to be at work full time but i wish i could continue teleworking on a part time basis
- i'm on crutches and I was able to run the latest meeting from home.
- Improved access to professional service providers located in other cities
- Improved attitued/outlook due to decreased exposure to traffic
- Improved health
- Improved mental health
- In a more controlled COVID free space; don't have to wear mask at home.
- Increased time due to not commuting & dressing up
- Investing in the relationships more since we don’t see each other or do small talk in person.
- it is quieter at home. and my own bathroom
- less "office gossip/complaining" which I think has overall improved office morale
- less depressed over the work i do because i hate my job & having to go to the office increases the depression/mood problems
- less disruptions when working
- Less need for mental health days
- Less office distractions; too multiple to list
- Less stress
- Less time & money spent on grooming and clothing
- Less time lost due to coworkers spending too much time talking about non-work stuff at the office
- Less time socializing, more time working
- Life is less hectic & I get to see my baby more. It has made being a working mom much more tolerable, especially since he's just a babe.
- likely increased longevity
- making it to my childrens sports events sooner
- More ability to multitask, for example, while in meetings.
- More autonomy
- More energy. I'm less tired from long commutes and having to be "on" around lots of people all day. At home I can have space and time to think, focus, and reflect.

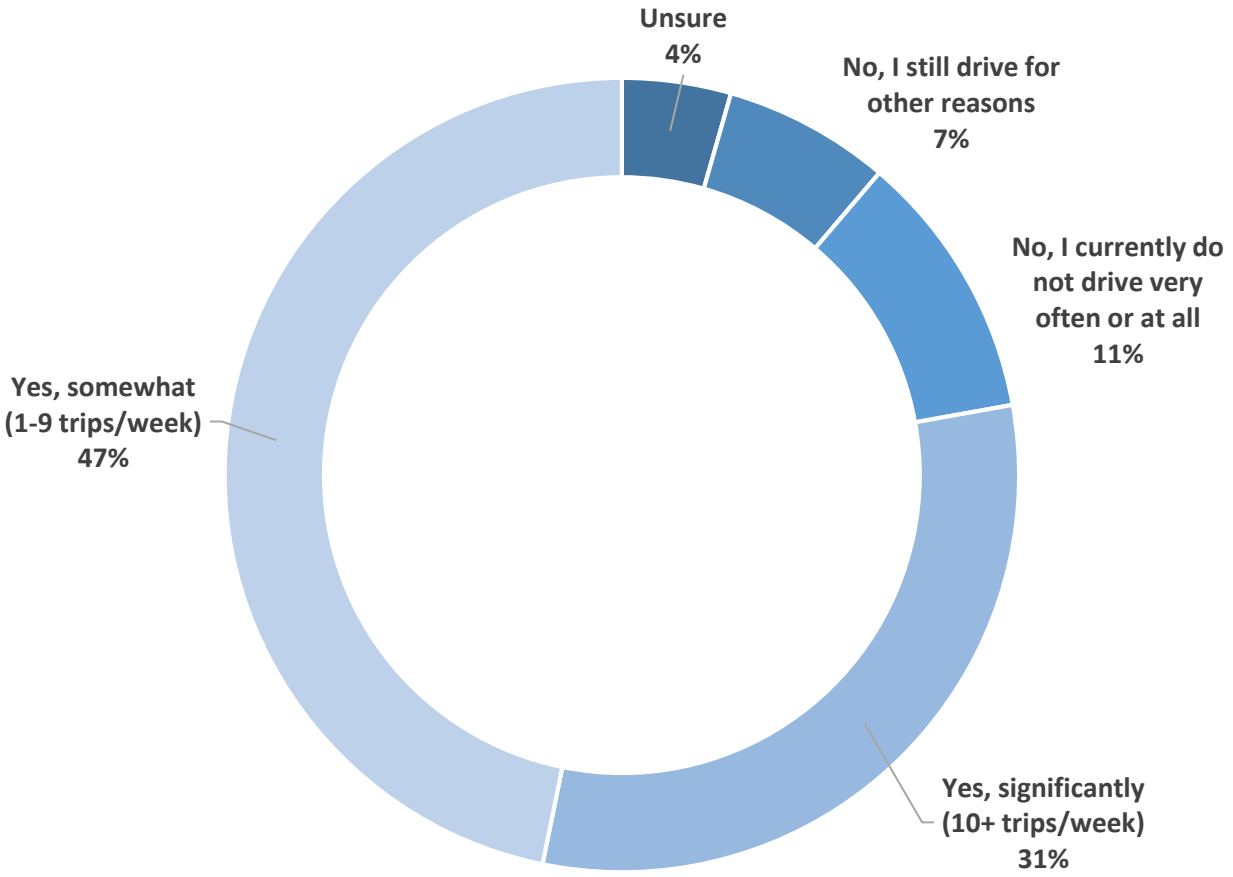
- More flexible schedule
- More scheduling flexibility
- More structure, fewer interruptions; much greater overall satisfaction in life. So much gratitude for this experience/opportunity. I am outwardly happy every work day still.
- More time for other activities since I don't have to commute
- Much better for work - life balance
- My garden and flowers survive.
- my teleworking schedule was just reduced from 5 days a week to 2 days a week.
- No longer sharing a bathroom with people I don't know :)
- Not needing to be socially "on" for 8 hours leads to less exhaustion and a better work/life balance for me. My own lighting, lounge clothes, and predictable noises in my home allow for less sensory discomfort during the workday, allowing me to concentrate better.
- not needing to call in sick as much, more time to do work as I am not driving to different agencies for meetings,personal appointments are easier to manage, I actually feel more connected to the people I serve due to insta messenger on Skype and other communication methods we have know
- Not packing a lunch or eating out
- Overall happiness
- Physically more comfortable as I can control temperature that otherwise is a default and additionally can control the light levels in the 'office' without upsetting others as I have a less common need in regards to lighting preferences due to susceptibility to migraines
- Reduced anxiety for my pet.
- Saving money from lunch, saving time from chatting
- Schedule flexibility to help with daily family tasks
- The noise level from the workplace is better at home
- These are ALL the benefits I experienced when working from home. I was with a different department until January 2021. I had to be trained in my new department so prior to all employees being required to return to work (in my department) I was unable to work from home. Once I was trained enough, the order was given for all to return to the office. In the 11 months I worked from home, I was not sick. I did not call in sick one single day. Consistent, persistent stress and anxiety trigger illness at times.
- wearing more casual clothing while telecomputing
- Windows and pets! Also I move more during the day when I work from home, because I'm able to work in multiple locations.

Q27: When business returns to "normal," how will having the option to telework impact your view of an employer?



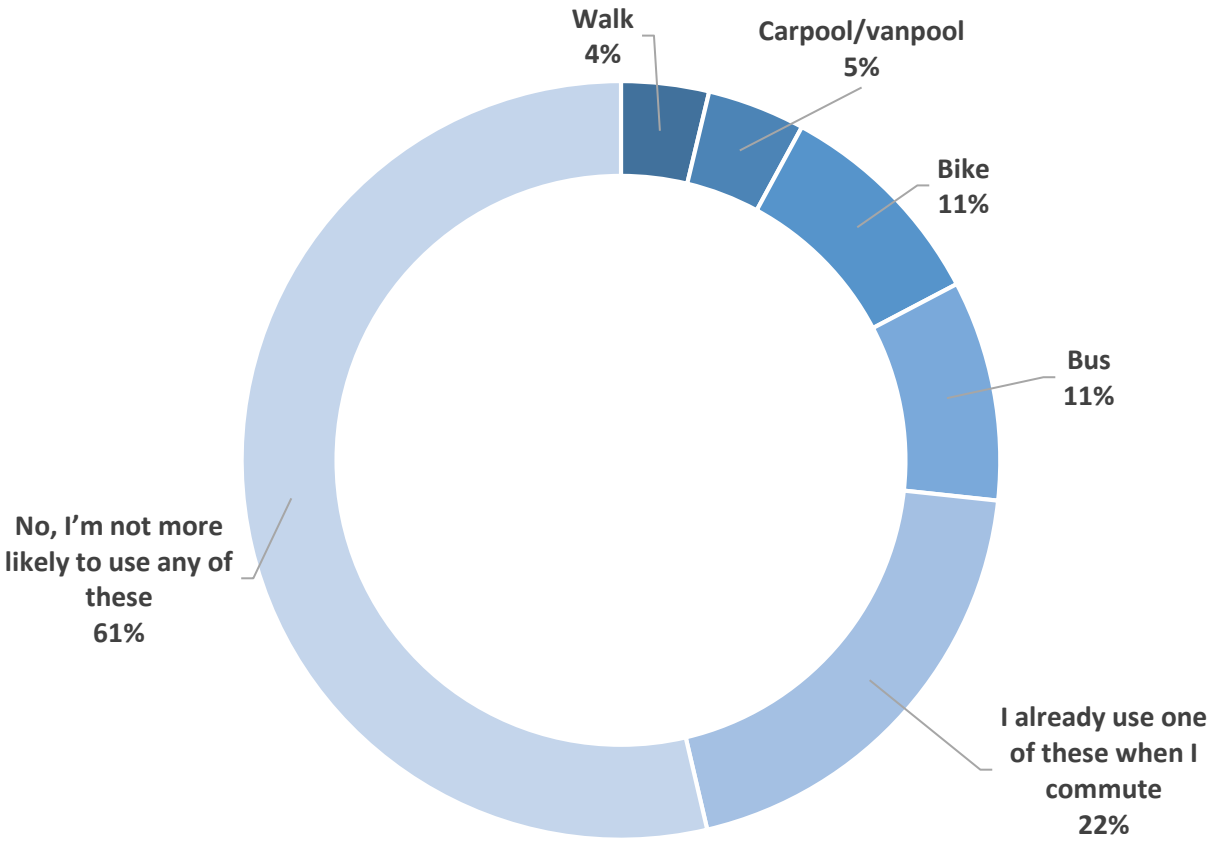
Answer Choice	Response (number)	Response (percentage)
Less favorably.	45	4%
No impact.	179	15%
More favorably.	790	67%
Total Responses	**1014**	**86%**

Q28: Based on the frequency that you expect to telework in the future, do you believe that teleworking can help you reduce the amount of driving you do in a given week?

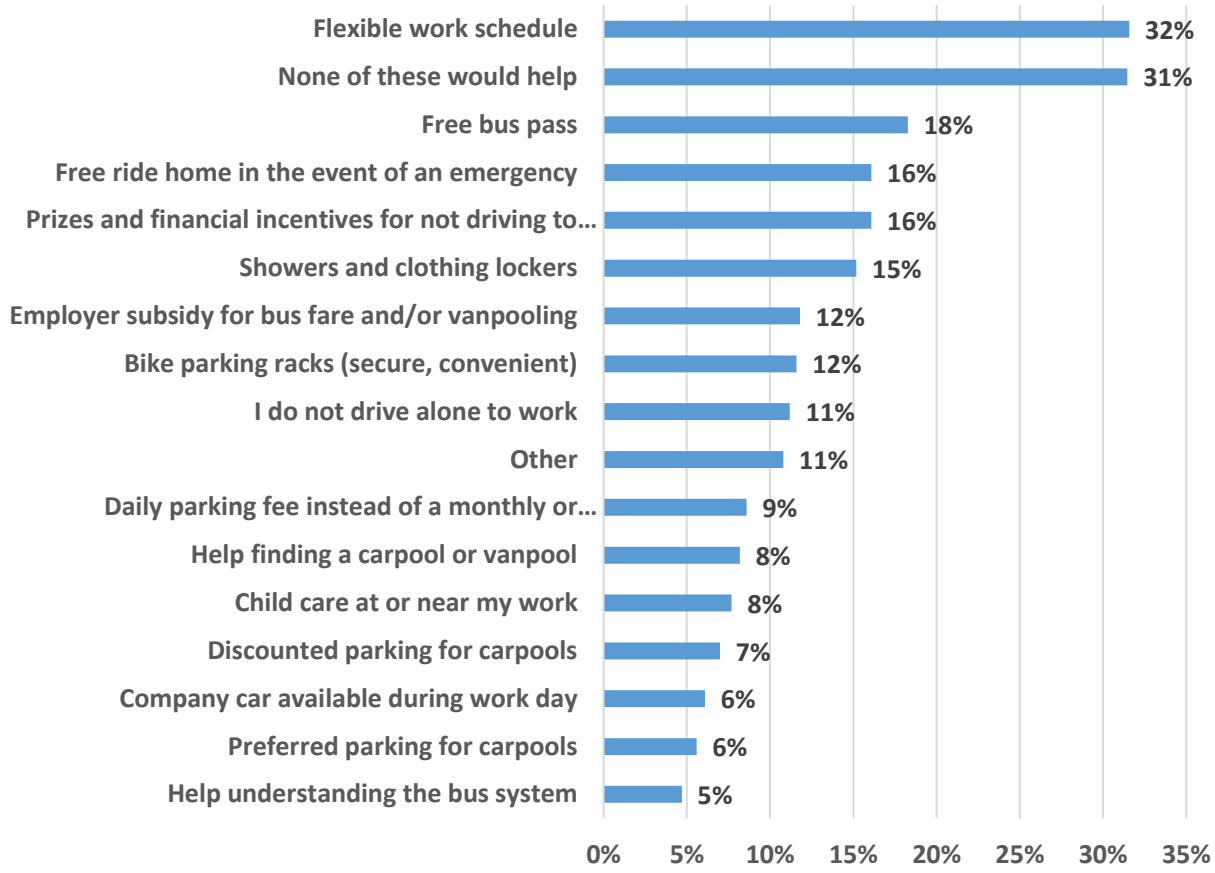


Answer Choice	Response (number)	Response (percentage)
Unsure	45	4%
No, I still drive for other reasons	69	7%
No, I currently do not drive very often or at all	111	11%
Yes, significantly (10+ trips/week)	315	31%
Yes, somewhat (1-9 trips/week)	475	47%
Total Responses	**1015**	**86%**

Q29: Does/would teleworking for part of the week make you more likely to use any of the following options on days when you commute to the office? Select all that apply.



Answer Choice	Response (number)	Response (percent)
Walk	43	4%
Carpool/vanpool	48	5%
Bike	108	11%
Bus	108	11%
I already use one of these when I commute	226	22%
No, I'm not more likely to use any of these	617	61%
Total Responses	**1017**	**86%**



Answer Choice	Response (number)	Response (percent)
Help understanding the bus system	47	5%
Preferred parking for carpools	56	6%
Company car available during work day	61	6%
Discounted parking for carpools	70	7%
Child care at or near my work	77	8%
Help finding a carpool or vanpool	82	8%
Daily parking fee instead of a monthly or annual fee	86	9%
Other	108	11%
I do not drive alone to work	112	11%
Bike parking racks (secure, convenient)	116	12%
Employer subsidy for bus fare and/or vanpooling	118	12%
Showers and clothing lockers	152	15%
Prizes and financial incentives for not driving to work	161	16%

Free ride home in the event of an emergency	161	16%
Free bus pass	183	18%
None of these would help	315	31%
Flexible work schedule	316	32%
Total Responses	**1001**	**85%**

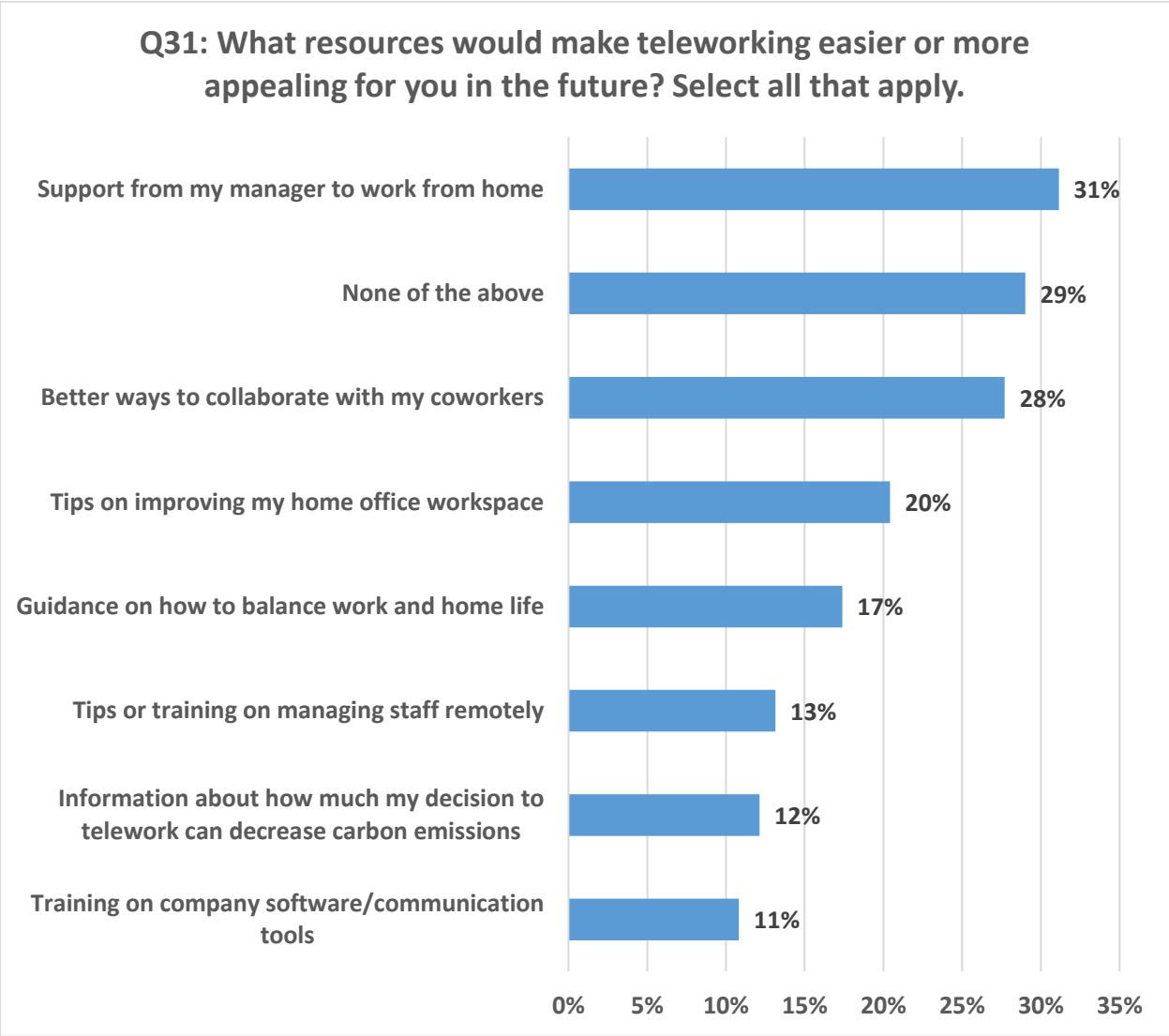
Other Responses:

- 100% working from home
- A bus route that gets me to work in 20 minutes or 30. Now I have to go into town and back out 20 miles to go 5.
- A direct bus route without a transfer
- a job that doesn't require multiple locations, that I drive others
- A more direct bus route would help
- A parkNride with a bus route that would pick up at Hwy 12/18 & Hwy 73 near Deerfield and Hwy 12/18 & CO Rd N near Cottage Grove, with flexible pick up times in the morning and evening downtown similar to the Milwaukee CO Freeway Flyers were, that way if I have to work late or need to start work early I can still catch a bus which is why the vans/carpools don't work for me, I commuted for 15 yrs on Milwaukee Co transit system due to them having bus routes all over the county, Dane lacks having bus routes going further out into the county and the stream of traffic on Hwy 12/18 out by Deerfield/Cambridge would justify a parkNride with a commuter bus, compared to Milwaukee CO which bus routes do interconnect the full county more
- A real bus system that actually would get me to work in <2 hours
- A safe and accessible bike route to american parkway! There are SO MANY commercial offices out there, and there is no way to safely bike to that location from the downtown area. And the BRT project isn't accommodating that HUGE concentration of workers, so better bus access isn't on the table either. Also, if my employer offered co-working space downtown or somewhere closer to home that I could bike to, I'd absolutely bike commute.
- A subsidy for bicycling to work
- Ability to park my laptop at the office
- Access to BRT/high speed rail from suburbs to downtown Madison
- Actual mass-transit to/from home to work.
- An express route from the westside of Madison to the northside. Currently by bus the commute is about an hour, by car its 25 minutes
- Availability of bus line from my home to work.
- Available/efficient public transportation option to and fro
- Being able to afford housing closer to my work location
- Being able to work from home
- Better bike paths and/or bus routes
- better bus system in Madison
- BETTER BUS TIMES (MORE)
- Better parking near bus stops or transfer points
- Better public transportation - I live in the suburbs with very limited public transportation options. Current system would greatly increase my commute time.
- Better, more reliable, efficient public transit in the region that reaches beyond Madison.

- Bringing back my bus route (29) that was eliminated during/after COVID
- Bus route actually within walking distance of my home
- Bus route nearby work location, currently nothing.
- Bus route that doesn't take 3x longer than driving or biking
- bus routes that take less than 30 minutes (it's 15 min by car, ~1 hour by bus)
- Bus service to north side is terrible!
- Bus/rail service to suburbs like Cottage Grove
- Buses that go to my neighborhood
- Cheaper parking downtown
- Choosing to work 10-12 hr shifts when in-person
- Consistent hours/scheduling that would accommodate
- Despite living and working in Madison metro area, there is no convenient bus route to get me to work. Driving: 12 minutes. Bus routes: minimum of 50 minute, often more like 75 minute commute
- Discounted parking rates at parking garages
- dog day care at or very near work
- Employer paid parking pass
- expanded commuter bus service
- Faster/more direct transportation such as train
- Fewer bus transfers, Bus #38 running
- Finding other carpool drivers is hard to do.
- free parking
- FREE PARKING FOR CITY EMPLOYEE'S
- FYI- my bus commute takes almost 90 minutes, while driving my car takes less than 30
- Have van closer to my location ot visit or near my home
- Having good public transportation that allows me to choose how best to get to my destination: Walk, bike take the bus or finally use my car.
- Having the department I work in sufficiently staffed so that I can work from home one day a week, or take a break or vacation or be sick without the anxiety of making someone else then do two jobs.
- Higher frequency of buses coming to downtown and my home stops. Riding the bus adds 1.5 hrs of extra commute to my day.
- I am now retired from the university and have two private sector clients in my business
- i am unable to drive with others or use a bike since I do home visits with clients
- I do not drive to work
- I don't drive alone but occasionally take a taxi instead of the bus
- I have not yet felt safe taking the bus during covid. Particularly with this new surge, I struggle with the more eco choice because I'm concerned about covid exposure.
- I only drive to work if I have an doctor's appointment and need to drive somewhere further than 1 mile
- I'd bus more if buses came more frequently if buses had more space between people & if it didn't take so long to wait for a connecting bus or was a straight-shot without a connecting bus.
- If I have to go into the office I will walk or drive rather than take the bus, until the pandemic is under control. The pandemic has actually increased the number of miles I drive.
- if I lived on a bike or walk-safe street within 2 miles of work I'd definitely bike or walk

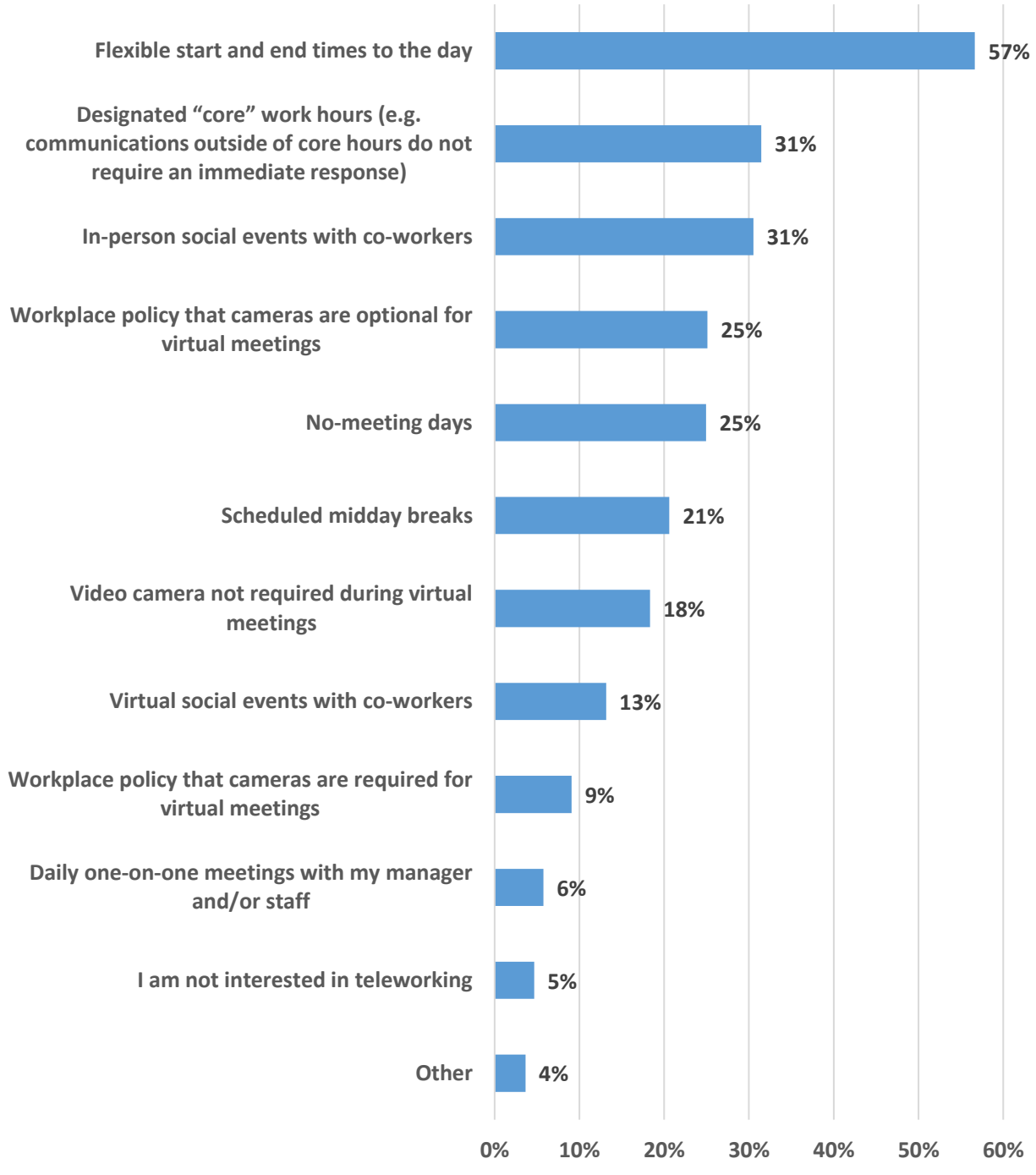
- Improved bus system (eg brt)
- Improved public transportation system
- Increased govt needs for biking infrastructure in our cities surrounding Madison, WI.
- local buses resuming pre-pandemic availability, currently all of my buses come to the square a half hour after my shift ends. I can be home by then if I drive.
- Madison Metro is not effective
- Medical issues that affect ability to bike and walk, currently receiving a ride to work
- More accessible bus system
- More bus routes. My main bus route was cut by Madison Metro, making it more difficult to commute by bus.
- More buses! Routes were reduced and never returned.
- more convenient bus routes from my home
- More convenient, frequent, and express bus routes
- More direct bus route from my neighborhood to my workplace
- More direct/ frequent bus routes between home and work
- More expansive bus system
- More flexible bus schedule
- More frequent and convenient bus service near my job and home
- more rapid crosstown public transportation
- More van/carpool options, mass transit for outside cities
- My employer has an indoor bike room. Love it!!!
- My employer will not allow me to adjust my work schedule 15-30 minutes to utilize a van pool
- My position requires that I have regular access to a personal car at work.
- My schedule is "ridiculous" and does not align with the vanpools from my local area to work.
- no other options available where I live
- Not enough park and ride infrastructure. Adding more park and ride lots with express Metro service directly accessing key employment areas, such as downtown, the UW, and the hospitals.
- One bus line from near home to near work without transfers
- Paid commute time
- Park n' Ride for bikes for people living outside the city/metro
- parking downtown is very expensive
- People, companies, clients etc. need to accept and be ok with meeting virtually and not feel like the work is "less" if do not meet in person. There are situations when meeting in person is important (new people, problem solving, some training/prof dev situations, boost networking and connections, and it is also true that virtual meetings are easier, more helpful, less stressful, and folks focus more on getting things done. Need to balance healthy work with health deliverable expectations
- Possible to pick up multiple kids with a bike/bus.
- Promotion or career change
- Public Transportation to the surrounding towns
- Quicker more frequent transit service
- rapid busing options
- Rapid transit (I could drive 40 min to work or carpool 10-15 min + spend 50 min on the bus)
- Rapid transit options to the far west side/Middleton.
- Re-instate pre-covid bus routes/schedules

- Route #23 (Sun Prairie to Capitol) may be an option in the future, but not while I have little kids who I might need to leave work to get to immediately (i.e. sick kid at school who would be isolated due to COVID precautions)
- Safer biking routes
- Secure parking for bikes and parking for vehicles at Metro's East Transfer Point. N95 or equivalent mask to protect me when I take the bus since people often have their nose hanging out of their masks or wear them on their chins.
- The bus does not go from my home to work in a time effective manner. It takes 1 hour+ to get to a place that's only about 6 miles away. It just doesn't make sense
- The bus schedules changed significantly after covid and now are more difficult to access w/in working hours.
- the spread of COVID 19 lessens
- There is a dire need for a regional park and ride system with express bus service to high employment areas around the isthmus and downtown.
- There is no public transportation where I live to work. Carpool doesn't work for my schedule
- This is too challenging for as far away as I live (Sauk City). Finding someone who lives here and has a similar work schedule/location is very challenging, and the van pools leave far too early.
- Vanpool times do not correspond to my work schedule and my employer is not flexible.
- when my kids graduate from school, I will not have to drive them
- WORK MORE DAYS FROM HOME
- would be great IF there ever were actually a car pool. So far Rideshare has been a non-existent method of transportation for me, zero help getting to/from work. Have to take the unreliable bus. Great when they follow schedule but usually arrive early & take off



Answer Choice	Response (number)	Response (percent)
Training on company software/communication tools	107	11%
Information about how much my decision to telework can decrease carbon emissions	120	12%
Tips or training on managing staff remotely	130	13%
Guidance on how to balance work and home life	172	17%
Tips on improving my home office workspace	202	20%
Better ways to collaborate with my coworkers	274	28%
None of the above	287	29%
Support from my manager to work from home	308	31%
Total Responses	**989**	**84%**

Q32: What strategies do you prefer to make full- or part-time teleworking most effective? Select all that apply.



Answer Choice	Response (number)	Response (percent)

Other	43	4%
I am not interested in teleworking	55	5%
Daily one-on-one meetings with my manager and/or staff	68	6%
Workplace policy that cameras are required for virtual meetings	107	9%
Virtual social events with co-workers	155	13%
Video camera not required during virtual meetings	216	18%
Scheduled midday breaks	243	21%
No-meeting days	294	25%
Workplace policy that cameras are optional for virtual meetings	296	25%
In-person social events with co-workers	360	31%
Designated "core" work hours (e.g. communications outside of core hours do not require an immediate response)	371	31%
Flexible start and end times to the day	668	57%
Total Responses	**970**	**82%**

Other Responses:

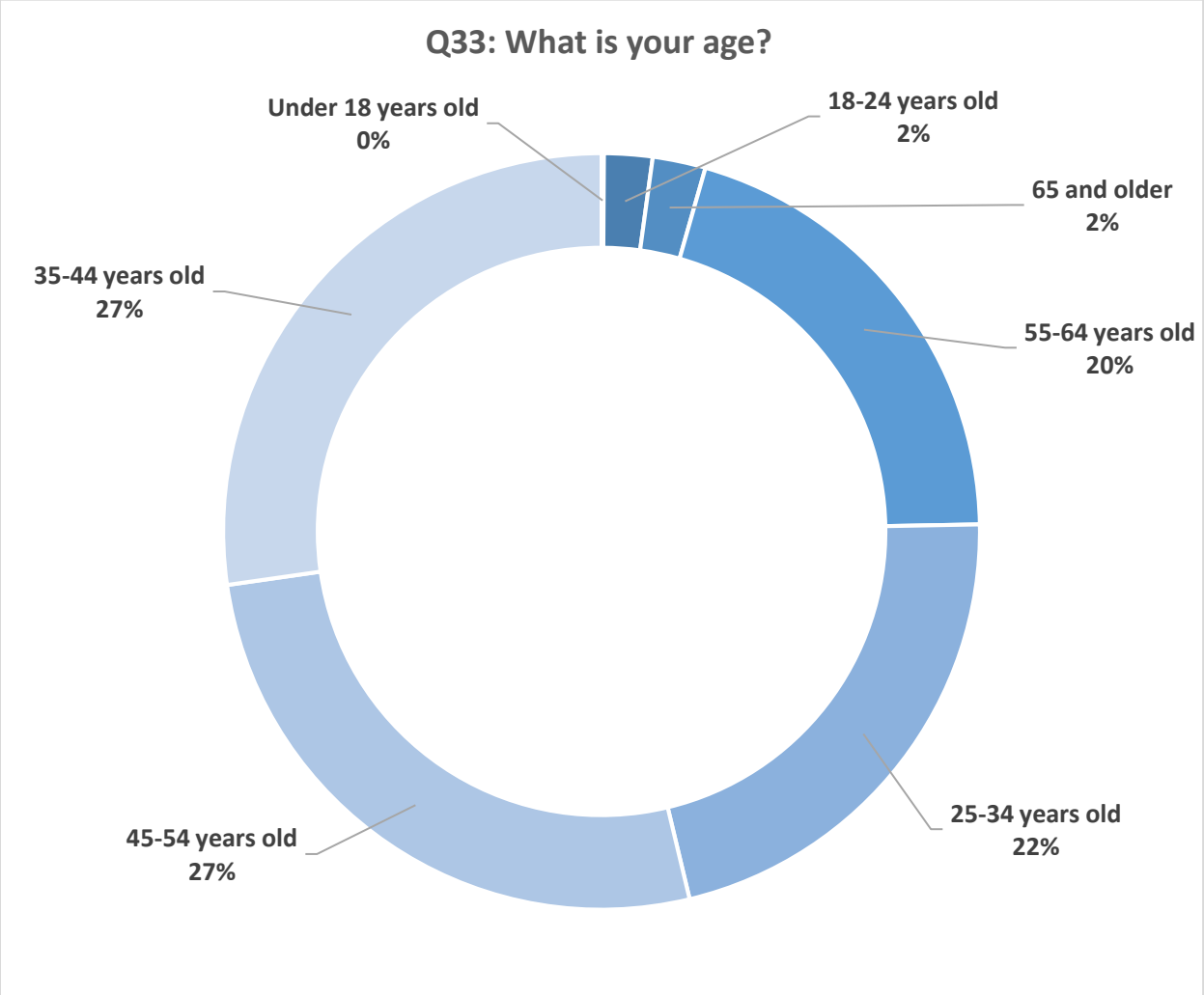
- 4 day work week, added pay for use of home as office
- A network printer at home
- Ability to borrow more computer equipment from work (like bigger monitors)
- Access to dictation service - so much mobile work it's difficult sometimes to document events timely
- access to two monitors at home
- adequate equipment to work from home (hotspot, laptop or surfacePro, good chair)
- Affordable High Speed internet available in rural areas.
- All divisions following the 60/40 split
- Any of the above
- Authorization to telework. We're currently full-time in office with no option to telework.
- Being able to afford a home with a more adequate home office space
- better internet
- Better internet access/hardware
- Biggest issue is lugging the computer home so that makes me want to drive and not bike.
- Cash allowance to pay for home office supplies and equipment.
- Company policy that permits continued telework
- Compensation for use of personal laptop or employer-provided laptop.
- Convince employer that some work can be done remoy
- Culture changes need to happen. I think there may be a tendency to view remote workers as second class, while seeing people who come into the office as better workers
- Different way of learning and communicating with staff.
- Employer paying for at least part of larger data package for internet connection
- Employer reimbursement for internet and set of dual monitors/dock for laptop
- Employer subsidy for home office equipment

- Employer supporting some sort of getting to know you meetings. It's hard to start a new job and not bump into people. You have less context about your work. The isolation is bad for your mental health.
- Employer-provided equipment; phone/internet/electricity payment assistance
- Equipment and software upgrades that allow use of tele-work
- Expectations and training for all on best practices for holding hybrid meetings where some are in person and some are remote
- Fairness to willing employees able to telework
- General engagement w/the technology from all coworkers (vs a bit of a split where some embrace remote communication while others avoid it unless absolutely necessary, making a hybrid setup feel more separate than it needs to)
- Having necessary equipment provided for my home office space. Scanner, VPN
- Having public health properly staffed - we don't have enough staff to allow many of us to telework
- Having the department I work in sufficiently staffed so that I can work from home one day a week, or take a break or vacation or be sick without the anxiety of making someone else then do two jobs.
- Having the option to telework would be great, but moreso management who would at least listen to the employees who are requesting it and have options of coverage they would like to propose.
- hope to ensure the public/client's needs are still being met with some folks teleworking without placing a bigger burden on the client
- How to balance multiple telework schedules from staff and needs to be in meetings
- I already LOVE teleworking. There is nothing needed to convince me.
- I don't want to telework
- I like the balance of teleworking two to three days per week.
- I live in a studio that costs $950. I do not have the space or money to work from home. If I could afford to live in the city that I serve, that would make it working from home- easier or more appealing. I also don't have a fax machine at home, switch is required for my role. Thanks!
- I need to feel like I'm supported in the choice to work from home. It can still be dicey, and I feel like my boss prefers that I'm here. Maybe a generational difference.
- I prefer working in the office as long as i can carpool
- I think collaboration software and methods are key. Microsoft products fail at this
- I think its easy and very appealing already
- I would love to telework every day, but the department wants us in the office a minimum # of days/wk. Plus, still need to come in to get and send snail mail. However, if I could just come in and do what I need to do and go back home to finish working, that would be awesome.
- If allowed?
- if employer provided printer ink
- If the company held employees to a higher standard, jobs were not being done effectively
- incentives to give up office space at the work place
- It would be great if my employer allowed us to use tools like Slack and virtual whiteboards for communicating and collaborating. We're currently pretty limited by IT.
- It's alreadt easy and appealing
- its already more appealing

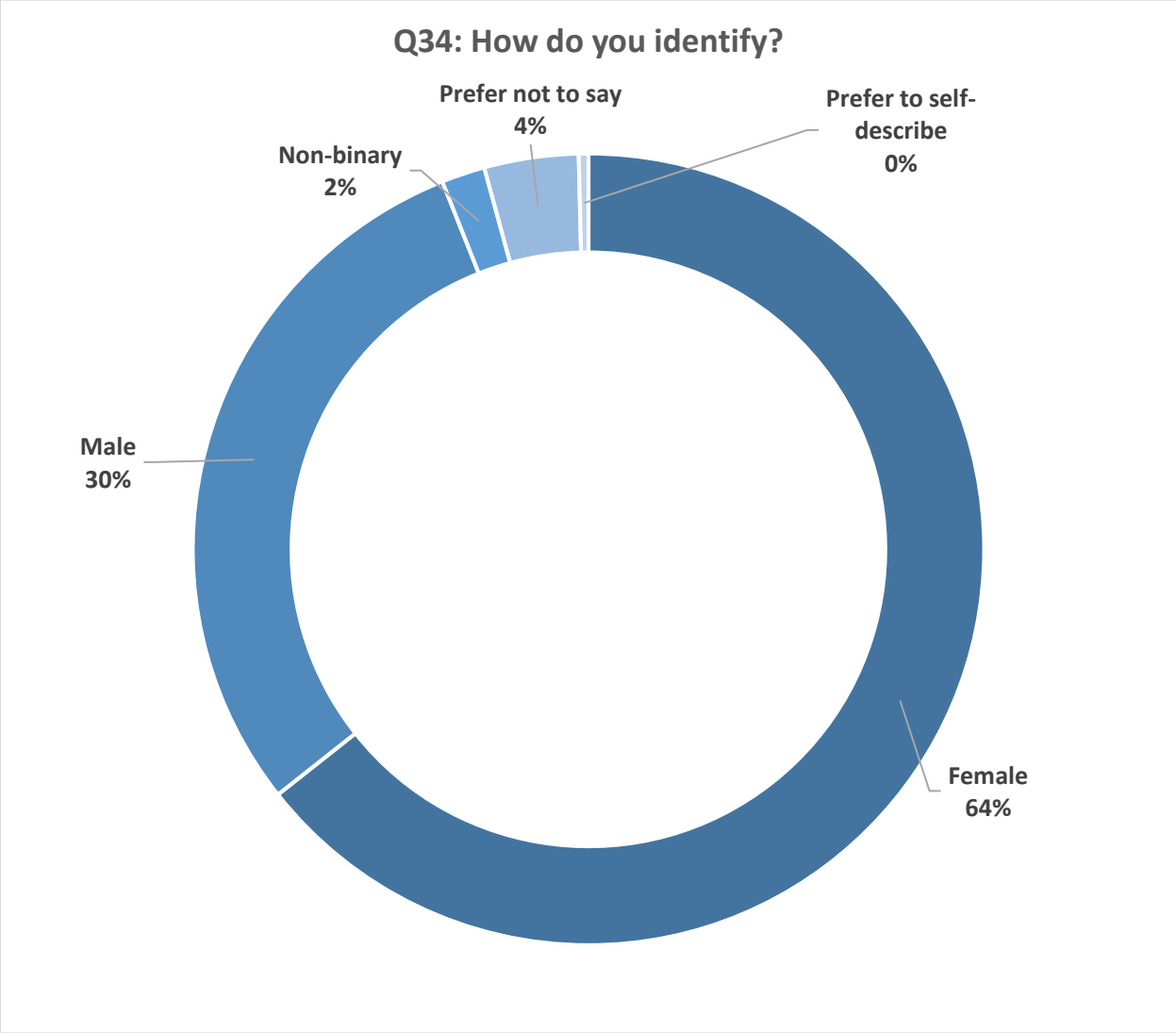
- It's really just a logistics barrier for me at the moment because of daycare
- keeping the schools open
- less nagging from my supervisor about being part of a "team"; i don't like my coworkers or "teams"
- Less stigma for being employed from home. I face a lot of stigma & assumptions that WFH means I'm not a dedicated worker. I hate articles that feed this idea that people working from home are messing about. I've never worked so hard, and I'm very productive.
- More and more accessible online marketplaces for art sales
- more reliable rural internet
- more social opportunities
- my agency has accepted that there are benefits from working remotely and that we can be trusted to work from home
- My Supervisor thinks that people can only be productive at the office. I'm actually more productive at home due to less noise and interruptions. My job sometimes requires me to use the office copier to make signs and notices for my job, but with a little planning ahead I would be able to come in
- ongoing billing options for phone or zoom sessions with clients
- Required city connections to use at home to work with coworkers easier and faster
- RURAL INTERNET ACCESSIBILITY. FULL STOP.
- Stipend for increased electric costs and use of home space
- Stipend for tech or furnishing expenses
- Stipend to pay for work related things (IE printer paper, external camera/ microphone, better desk chair
- Stipends for buying home office equipment
- Subsidized office work space (monitors etc)
- Support from leadership (above my manager) for telework - specifically, that being present isn't the same as working!
- Support from the city/county (perhaps even tax break/financial) when companies or county/city departments encourage/allow more telework time. I would happily work from home more if allowed by employer
- Support from the judiciary to work from home
- Support from upper management and acknowledgment that the past 15 months work output was the same or better than normal
- Support from workplace with technology - I made a lot of personal investments this year in hardware and software (and, this fall, since we're returning in person I'm buying my own PPE); Also, while /guidance/ on how to balance work and home life probably wouldn't help (in theory I know how it's done!), /support/ from my workplace in maintaining such a balance would help -- like, not expecting that I'll answer a flurry of emails while I'm at my dad's funeral, say. Not that I'm bitter.
- Take home work printer & second monitor
- teleworking is already a great experience
- TELEWORKING IS ALREADY MORE APPEALING TO ME
- teleworking on a part time basis is appealing
- Teleworking only works if those working from home are still able to meet the needs of all the public. Currently teleworking throws up significant barriers for those who are disabled, work different shift, and those who do not have secure and regular access to the internet which was

exacerbated by institutions like the public libraries closing their doors to the public. The refusal to see this as an equity issue and how the public is truly being served is galling.

- The ability to partial telework (some days home, some days in office)
- Training on managing hybrid team specifically
- upper management being more on board, immediate supervisor is on board
- weekly meetings with immediate supervisor and co-workers
- Widespread adoption of technology



Answer Choice	Response (number)	Response (percent)
Under 18 years old	1	0%
18-24 years old	21	2%
65 and older	23	2%
55-64 years old	206	20%
25-34 years old	219	22%
45-54 years old	269	27%
35-44 years old	277	27%
Total Responses	**1016**	**86%**



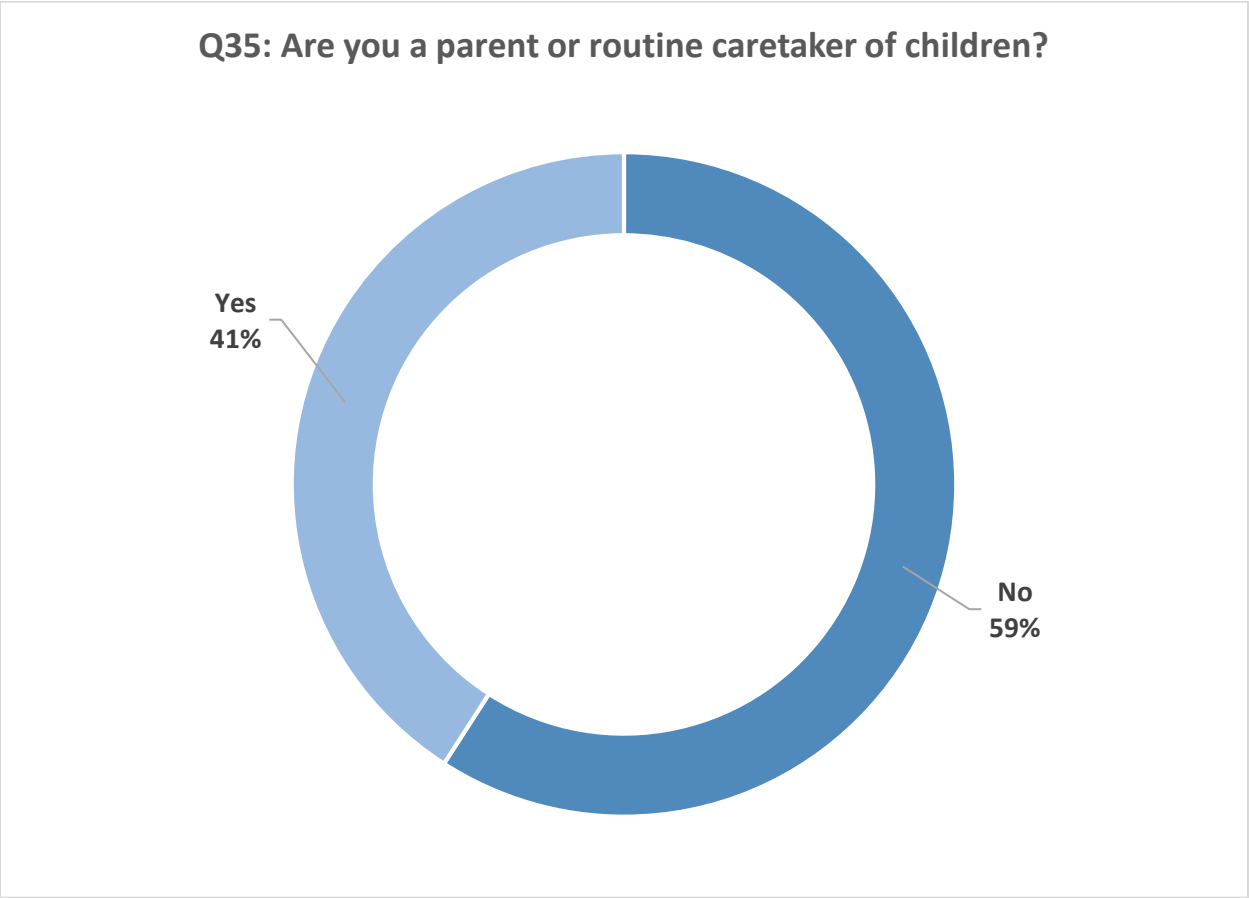
Answer Choice	Response (number)	Response (percent)
Prefer to self-describe	4	0%
Non-binary	18	2%
Prefer not to say	39	4%
Male	300	30%
Female	652	64%
Total Responses	**1013**	**86%**

Prefer to self-describe:

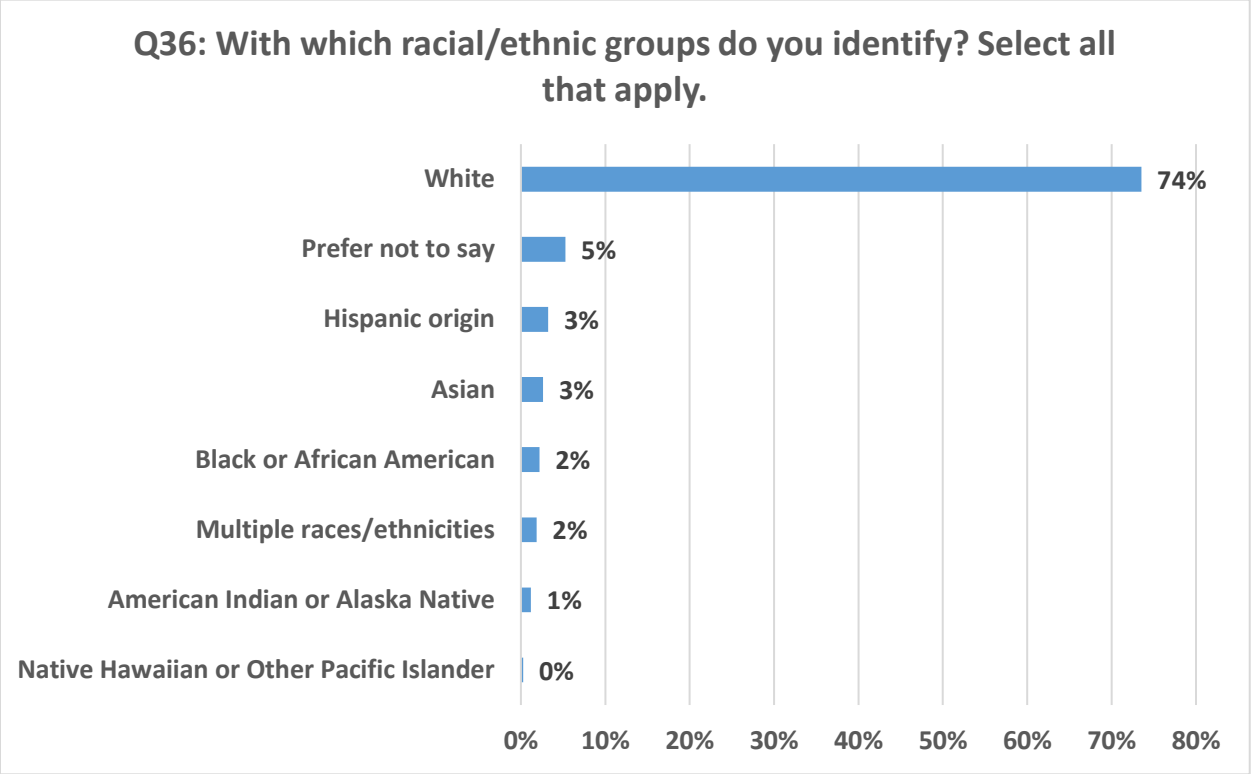
- as a dragon kin
- Hello, these choices aren't great. They should be multiple choice and you're conflating gender and sex. Gender choices would be Nonbinary, Woman, Man. Female and Male are sex. Some

people are nonbinary women. Some people are nonbinary men. Thanks for having a self-describe option. I'm nonbinary

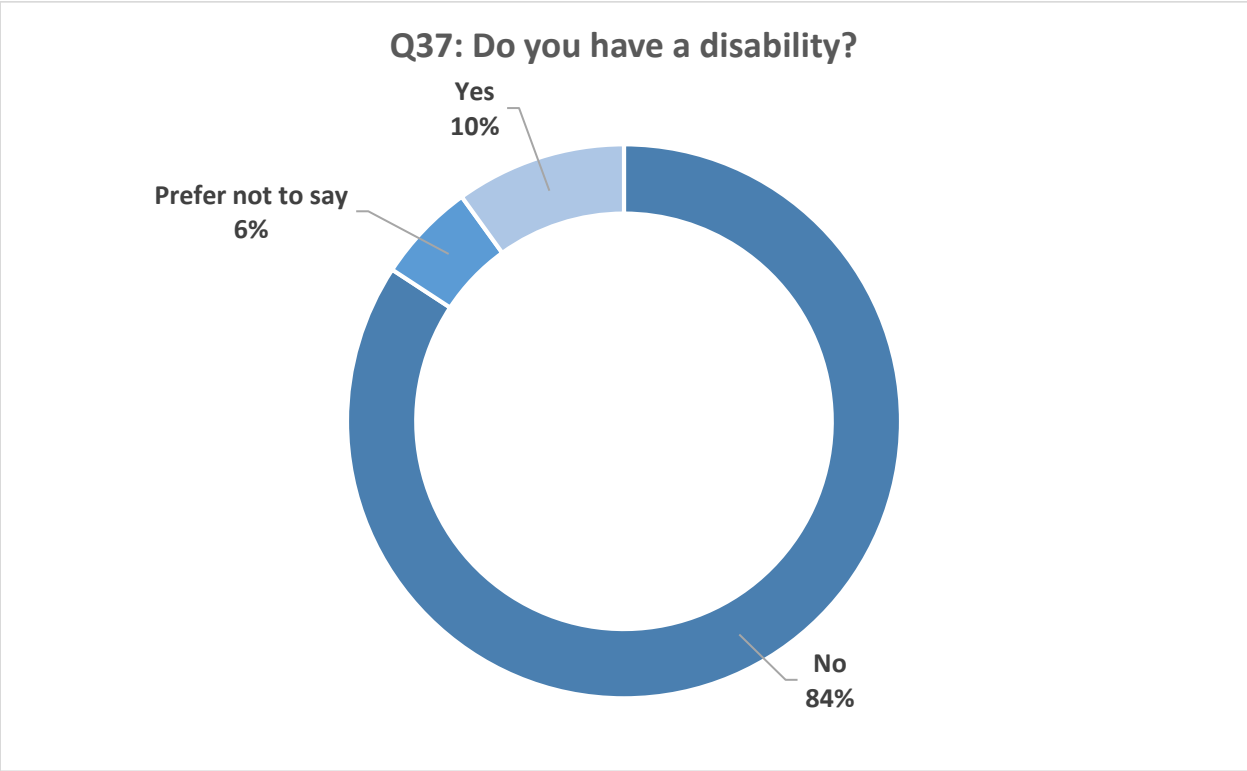
- it
- transman



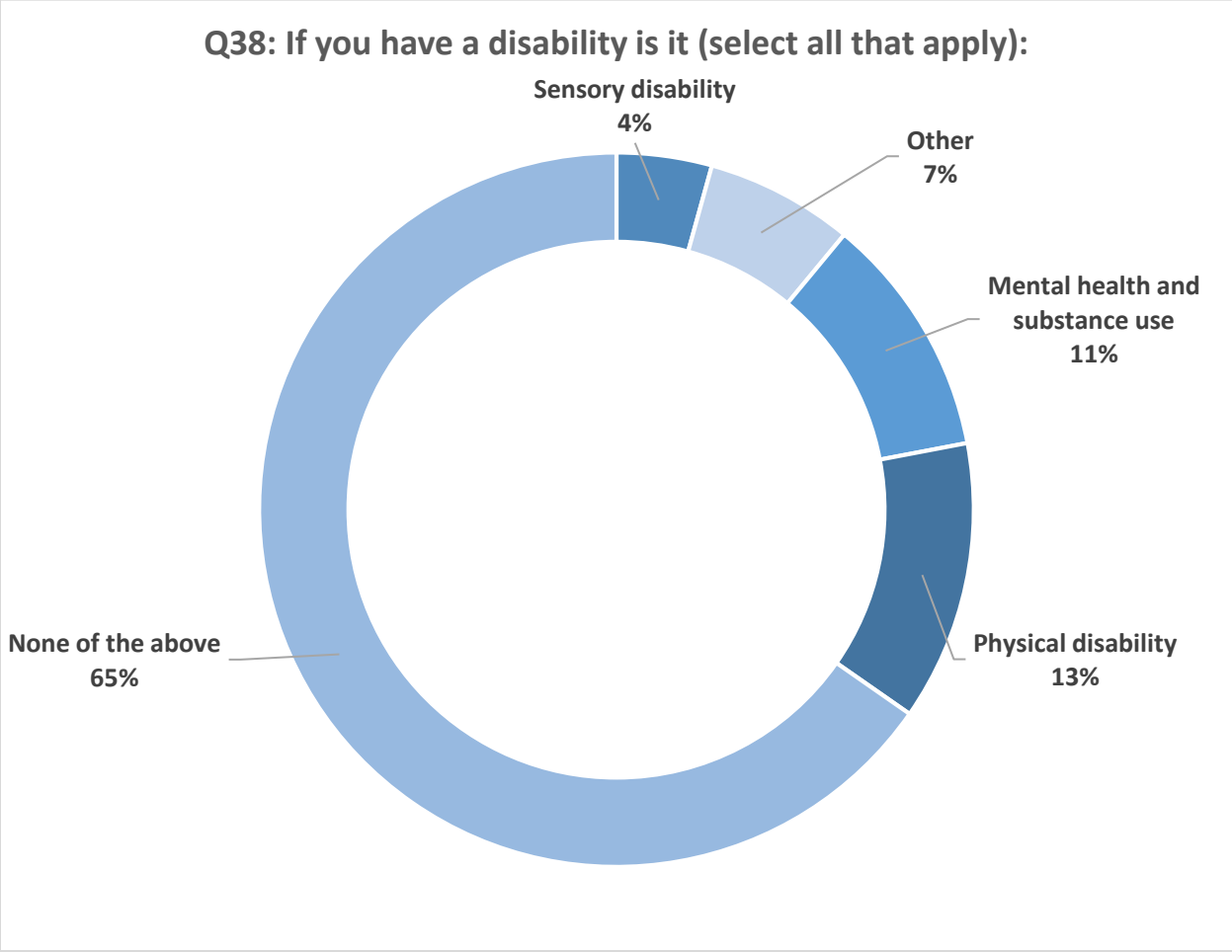
Answer Choice	Response (number)	Response (percent)
No	600	59%
Yes	415	41%
Total Responses	**1015**	**86%**



Answer Choice	Response (number)	Response (percent)
Native Hawaiian or Other Pacific Islander	3	0%
American Indian or Alaska Native	14	1%
Multiple races/ethnicities	22	2%
Black or African American	26	2%
Asian	31	3%
Hispanic origin	38	3%
Prefer not to say	62	5%
White	867	74%
Total Responses	**1015**	**86%**



Answer Choice	Response (number)	Response (percent)
No	854	84%
Prefer not to say	59	6%
Yes	101	10%
Total Responses	**1014**	**86%**



Answer Choice	Response (number)	Response (percentage)
Sensory disability	18	2%
Other	28	2%
Mental health and substance use	46	4%
Physical disability	53	4%
None of the above	273	23%
Total Responses	**383**	**32%**

Other Responses:

- ADHD
- ADHD, Anxiety, MDD
- allergies and lower immune system, being around people who have pets trigger allergies and immune system reacts
- anxiety, loss of hearing & heart issues
- Autistic spectrum

- Disability due to risk posed by covid infection because of underlying conditions which under normal circumstances require no accommodation.
- health impaired
- Hearing impaired-Bilateral cochlear implants
- I have a significant hearing loss to high pitched sounds. This could affect my ability to participate in in-person meetings versus virtual.
- Immunocompromised
- Learning challenge
- Learning disability
- learning disability..why is this an other category
- mental health (not substance use -- why on earth are these paired together?)
- Mental health (please do not lump it together with substance use)
- Mental health only - just because a person has a mental health issue doesn't mean the also have a substance abuse issue - that's pretty offensive
- Mental Health that does not include substance use
- Military disability
- Neurological
- No thanks
- Not sure the purpose of the question, but I have significant osteoarthritis that I need to take actions around daily & causes daily pain. I don't know if that's pertinent to the purpose for asking though.
- prefer not to say
- prefer not to specify
- psychiatric
- Sleep disorder
- sporadic physical limitations due to significant prior surgeries
- temporary disability old pelvic bone fracture && arthritis
- Your categories suck

Q39: Is there anything else you would like to share with us?

- "Mental health" is not in the same category as substance use. At the LEAST you should separate these with an "or" rather than an "and." The body does not contain an organ called a "mental." Brain chemistry and brain structure disorders are physical, because the brain is an organ in the body. So far as categorizing in a constructive way, you might go with "visible disabilty" or "non-visible disability." The challenges with different types are very related to how people are treated in the workplace and in life. I have a sometimes-visible disability that involves wearing braces or using crutches; this has a different impact than the issues I have with a never-visible brain-chemistry disorder.
- 90% of the County, City and State employees should have been back to the office/regular work site by Sept. 2020.
- Anxiety from the close quarters in working environment. I have concerns of the probability of getting COVID. There are more people in the common break areas and restrooms/locker rooms.
- As a County of Dane employee, it would be helpful to have a choice to remain working from home
- As someone with an immune deficiency, work from home has been extra amazing. My health is so much better. I use way fewer sick days and have more energy. I would definitely quit my job if forced to work in the office more than 2 days/week (my employer's upcoming policy). And I will be tempted to apply to places with more generous remote work policies (e.g. full time remote). There are almost no downsides to working from home for me. I'd like the option of going in occasionally, but mostly just to grab lunch with a colleague.
- Because I work in the community and can be called to urgent situations requiring home visits, it is important I drive to work. I'm not able to use alternative transportation.
- Being able to work from home has helped with health issues related to my disability and hopefully will allow me to continue working longer before retirement.
- Being forced to ne back on the road and make visits to several offices a day in a 2-state territory makes me scared and upset. I'm getting less done and I'm terrified of getting sick when others depend on me.
- Broadband access continues to be a key challenge. I live less than 15 minutes from Epic, yet my internet, while technically considered broadband, is not fast enough to support Skype meetings during the day or Netflix streaming at night. I would love to be able to telecommute more and reduce my car trips. The less I drive, the less I want to drive. When I was going in just once a week I made sure to plan my trips and shopping so that I wouldn't have to make more trips later on in the week, and I actually started shopping local a lot more, even if the prices were a little higher just to avoid an extra trip in to Madison.
- Bus would be a more attractive option if the route from my area was not 3x the time it takes to drive downtown.
- By teleworking through the pandemic, my wife and I both get around 1.5 - 2 hours of our life back because we are not having to drive into work. I get to use those 1.5-2 hours (7.5-10 hours per week) to be with my family, go on walks after work, get household tasks done and just enjoy more time. It makes me feel like work is not consuming my entire day everyday and my entire week every week. My performance at work has actually elevated because I can sign on right away in the morning and it's really easy to pop onto my computer at any time after hours too.
- Changing the attitude of the public and managers is key to the work from home environment. It feels very difficult to do.

- Childcare is near work downtown. I used to bus or bike downtown for work. I've been driving to daycare and returning home for work. Once returning to the office 2 days/wk, I'm not optimistic about busing with a 4 year old to daycare. Too hard to bike with him for work. Recreational ok. Therefore, I may be driving alone for the next year. After that, I will return to bus/bike.
- Dane County Management sent mixed messages about teleworking and did not do enough to support smaller department who could easily telework. They have implemented a policy that cannot be grieved and have giver lower level managers latitude to make decisions about teleworking without consulting their staff or critically evaluating the benefits teleworking brought these departments. This is a shame and it is frustrating to see the County Executive tout the county as progressive when he refuses to implement a grievance procedure for the teleworking policy.
- Department head(s) will not discuss the option of telecommuting. Looking to retire or find other employment that offers this option. Quality of life/work morale was very pleasant while working from home and coming into the office "as needed" and on my own schedule made a huge difference and quality/production of work was better.
- Driving gives me anxiety so telework has really improved my mental health overall, even though it can be lonely at times.
- Driving is unfortunately the safest way to get to my office, too many barriers, i.e. the Beltline highway, in between work and home and few crossing options, need to traverse an interchange to get to work. More bike/ped options are needed on the far west side of town, e.g. grade separated from the Beltline to better connect homes and jobs.
- Driving to work is stupid.
- Encouraging teleworking for all the benefits is critical. Thank you for your efforts to help our employers see that.
- Finding work with companies in other cities is easier now. But that also means the competition for Madison jobs could be harder if you compete against remote candidates in other states.
- Flexible start and end times
- For 17 months we proved we could work from home, and provide outstanding services. My job does not require me to be in the office, but since my supervisor does not trust a couple employees, all lose that option.
- For our non-profit some staff need to be present to handle calls, mail and potential in-person visit so not all staff can telecommute every day.
- For people who can not telework due to their position, and lack of proper staffing, it's incredibly difficult to be in meetings with people who are working from home. It's utterly depressing and demotivating. Invest some money into hiring enough staff so that every front line person can have one day a week to work from home and maybe morale would improve.
- For some positions, please make full time tele-working an option as some of us have proven that completely working from home actually increases our productivity and desire to work even better due to less stress from commuting. And capability to take care of household items makes us even happier with our employer.
- Fully staff public health so we can take time off and all can work from home a couple days a week.
- Having the ability to telework has transformed my life and that of my family. I didn't know I could cut this much stress out of my life and enjoy my job so much more by having this option. If my employer decides not to allow telework in the future I will search for another position.

- Having the option of teleworking from home when a child is sick or other circumstances would be great. I did however find teleworking at times challenging because of connectivity from home and not having access to paperwork, hard files that were in the office.
- Hybrid models of working appeal to me because we still need human interaction and acountability
- I am a Dane County Courthouse employee. Our staff advocated for change through Covid to better serve our clientele, had to purchase our own technology which is now collecting dust, and successfully worked hybrid schedules for over a year through the pandemic with many progressive benefits to clients and staff. In May 2021 any/all remote options were taken away by management with staff told we are returning to 2019 procedures. This lack of vision without executive level accountability has been harmful for my mental and physical health, created undue hardship for my family, and does not support important environmental initiatives. Opportunities offered to other county employees are not being offered in the Courthouse "just because." As a senior staff member I am actively seeking other employment.
- I am an independent contractor, so technically self-employed, but report to management at a facility where I rent teaching space.
- I am concerned that telework will increase the environmental impacts of driving, as several studies have shown.
- I am considering changing my mode of transportation once my kids are no longer in daycare.
- I appreciate the ability to telework. This option has improved my job satisfaction.
- I can't commute to work with my husband even though we work in the same building because of the need to be available to pick-up kids if daycare calls. I currently supervise 8 staff members who all have different projects. It will be challenging to figure out how to manage that.
- I changed jobs in the summer of 2020, primarily because of my previous employer's inadequate and appalling response to the pandemic.
- I created a non-profit group that works with the City of Madison to support the Goodman Waves swim & dive team at the Goodman Pool. We do not have employees and are all volunteers.
- I decided to sell my car early in the pandemic since I was working from home. Now if I need to go to the office, my partner drops me off. I am in the process of bringing all my options and may not buy another car.
- I don't understand what I'm supposed to rate for this question: 22. Overall, in thinking about your experience working from home during the pandemic, how did the following compare to your experience prior to COVID-19? Additionally, while I'm technically a manager I have no decision making ability for my company and am as close to a staff worker as I could be so I didn't feel comfortable answering the manager questions.
- I feel a push toward returning to the office and I would rather stay at home. I would like to see a comparison of the pros & cons of both returning to work and teleworking. If we have been able to function teleworking during Covid, why require us to return to the building? My "customers" are employees, not the public. Is there an equity issue? How can that be solved?
- I feel allowing 1 to 2 days a week would increase work, increase office morale, and overall please employees and make them feel valued.
- I feel far more relaxed about my work when I am working at home. I enjoy not being around the work place drama that can sometimes happen.
- I feel that teleworking offers employees the flexibility which results in increased productivity and greater morale of the staff

- I felt more able to balance home and work as I am away from my home for almost 11 hours daily. My pets were less anxious when I was home and I was able to complete my work without incident and also was able to keep up my household while telecommuting. I am disappointed that it is not even a part-time option now.
- I find that I am more productive getting things done around the house when I don't have to drive for an hour and a half a day. Not only do I have more time to do chores but also exercise.
- I get migraines sometimes. I would love a flexible schedule.
- I had a job change & life change at the beginning of the pandemic. I have not met my co-workers, have met my manager a couple times during the pandemic. Many others are in this situation, however minimal attention was paid to this. I think it has negatively impacted the way I view this role & job.
- I had a telework agreement in place before the pandemic, but it was for limited time and mostly to use for working at other locations, like a coffee shop, not home. I receive a free bus pass from the City but I'm not into a bus routine at the moment even though I appreciate it and have used it widely in the past.
- I have anxiety and teleworking has made me more productive and less absenteeism
- I have been able to do my job 100% from home. Our office got called back to work in the beginning of June but is allowing 50% telecommuting in a 2 week period, which I appreciate much. I think there is a concern with some individuals unable to get there work done while telecommuting and hoping that the sour apples don't ruin it for the rest of us. Telecommuting has enabled me to have a better work / life balance by allowing extra time during the day that I would normally have to telecommute. I think that telecommuting should be encouraged to be used by management if at all possible as long as one's work is being completed.
- I have been working remotely for over six years now. I love it. I would be more likely to choose an employer in the future who permits working from home 100% of the time--it would take a pretty serious offer to convince me to choose to commute again. Children were distracting during the pandemic because of increased rate of daycare closures--during normal times, they aren't a problem.
- I have recently turned down two job offers that did not allow remote work. I honestly wont consider any jobs in the future that do not allow remote working or a flexible schedule. One big disincentive for remote working is that I still need to pay for monthly parking, and the parking fee doesnt take into account I'm only coming in part time. Hopefully ramp and private parking lot operators will start offering partial week options. My days in are flexible.
- I have worked for Dane county for 30 years. I applaud Joe Parisi for his forward thinking and how he planned the hybrid models for his employees. There are so many benefits to allowing employees to have the option to work remotely! Unfortunately, the court house workers are not allowed to work from home at all. We were never surveyed as to who would like some remote options. We were just told we had to return to work. Morale is so low here. Staff demonstrated that they were able to perform all job duties while working remote and we are still being told to "return to life as it was in 2019." With so many options by other agencies that allow hybrid models, staff are applying for other jobs. I think more pressure needs to be applied so that a work from home option is available to everyone. Staff are taking time off that they do not need to if they were allowed to work from home. Let's use all that we learned during the pandemic, which is still going on, to move forward, not backwards.
- I like cheese

- I like the idea of teleworking. I thought I would want to do it at least part time after the pandemic. Once I needed to be in the office more often for a two week period for a specific reason, I realized it was less stressful and more productive to not have to be split between two work locations. That is specific to my work functions. I think teleworking is a great option for many people. I would like to see it allowed more broadly for others in my organization. Unfortunately, in order to be "fair" the managers decided no one was allowed to telework all the time, even if their work would allow it. Too bad. I think we really lost out on the benefits of it, including morale.
- I like working from home!
- I LOVE TELEWORKING! I am over 65, and still in the full-time work force because I need the income and also like my job. Teleworking means I don't have to walk, drive or wait for buses in inclement weather! I got to learn new computer skills as we moved to a paperless office. This made my job more mentally stimulating. I hope someone is actually reading this:).
- I love the option to telework. I think actual training on how to conduct effective hybrid meetings would be the most helpful thing. Also real bus service - currently it takes me 15 min to drive, 30 min to bike, and 2 HOURS to bus with multiple transfers and a long walk.
- I love working from home. I get much more done with less interruptions.
- I love working from home. I do not want to go back to in-person.
- I loved teleworking and now I'm being forced to be in the office more than 50% of the time and the pandemic isn't over! It sucks, and I hate not having a choice!
- I moved since CoVid and have a longer commute. I prefer working from home on my non clinic days as office is open, noisy, full of interruptions and difficult to concentrate
- I personally think that employers are trying to push returning to the office simply because they want to micromanage employees. We have been productive and efficient the past 12+ months, why force everyone back to the office now, especially when we've all expressed our dislike for it?
- I realized now that I am back in the office, that most of my teammates were allowed to keep their telecommute schedule, some of them even full time, when I was not allowed to chose at least a couple of days a week. During the months of telecommuting I was assigned to the development of applications that were heavily used due to the pandemic and the adjustment of some city processes, so I do not understand why I could not qualify to keep at least part of a telecommute schedule. Not feeling good about this.
- I really appreciate the flexibility telework provides. I would love to learn more about what that could mean for me in the future with my organization.
- I really enjoy working from home.
- I spend much more time on work tasks than I used to, but my work relationships completely fell apart. I am glad that I was offered the opportunity to telework last year, though -- I know a lot of educators who did not have that opportunity. I wish I could do it this year, too -- my workplace is not using safety measures that I would classify as basic. We're all doomed.
- I think expanded access to teleworking is a good business decision to move forward with for the future; particularly for reducing our collective environmental footprint and affording people in rural areas to have access to government jobs. Funding for expanding broadband infrastructure by federal and state legislation/budgeting is crucial for better governmental services/private business development, including education and health care. More "middle-class" sustaining jobs, both governmental and in private industry, will be a result if administered appropriately, equitably, and fairly.

- I think one of the challenges is that even though you may be teleworking, other agencies I work with might be going back to the office and no longer have virtual options for meetings. That becomes tricky when I myself am still teleworking and live approximately 35 minutes away from most agencies I work directly with. Making one meeting in Madison hard to stomach when I am driving over an hour just for that one meeting because they stopped having a virtual option.
- i think we should be able to work from home as many days as we want as long as we are productive and have work to do so. I would like to only come into the office when I need to.
- I typically need to drive to appointments for my job. When I worked in the office, I could use office space to meet with families. Teleworking could mean driving more to go to people to meet with them.
- I very much hope state agencies are allowed to keep some autonomy for determining telecommuting policies. A hybrid schedule would have so many benefits.
- I want better mechanism for printing/copying while working from home, plus consideration of electricity fee reimbursement.
- I was only able to telework for a few weeks during the pandemic-- started new job in January 2021 & required to train for job at office for few months. The other assistant (has same job as me) & I alternated weeks, where 1 would be in office while the other telework at home. I enjoyed not having to commute every day because commuting is stressful, wastes 1 hour per day driving, and would help reduce pollution. I would LOVE to continue to telework but my supervisor thinks teleworking is a joke and that everyone should have to be in the office in order to be productive. I'm actually more productive when I had the chance to work from home because I wasn't distracted by all the office noise & interruptions. I felt a lot less stressed when I was able to telework. At the office I'm more anxious and less productive due to the constant noise & interruptions.
- I wish my employer, Dane County would allow me to continue teleworking on a part time basis to reduce my commute time.
- I work 32 hours a week.
- I work for an agency that also has to maintain multiple physical spaces open to the public M-Sat. As a result teleworking more regularly doesn't feel possible. When I commute, I am also dropping off a child at daycare which is close to my work. Right now my choices are to drive (25-35 minutes) or spend 1hour+ on a bus or trying to bike hills with a 4 year old.
- I work with people so while doing things via phone and computer became necessary and sometimes convenient, there is no substitute for working with an actual live person in front of you.
- I worked at home from March to October 2020. My responses are based on that experience.
- I would absolutely telecommute forever if they let me. I dislike driving in and parking every day. I love feeling so much less grumpy all the time than I felt when I dealt with city traffic on a daily basis.
- I would like the owner to have more info on the benefits of allowing remote work options
- I would like to telecommute more, but I worry about the status of my job with that. I also have a clerical position that requires checking/opening mail, which is difficult to do from home.
- I would prefer if employers would allow employees who have shown the ability to work from home full time during the pandemic to continue to work from home full time if that is the employees preference.

- I'm way more productive from home, I've used zero sick time since working from home. Big drop in stress levels in an already stressful job. This is a progressive way to be forward thinking when it comes to retention of employees or new employees.
- If an employer does not offer the ability to work from home (at least partially), I would not consider working there.
- If Teleworking is really desired, it needs to be impressed upon employers and encouraged there. My experience has been that those who don't want to telework largely haven't had to (which is good), but those who have, have been required to spend more - if not most now - time in the office even if they can do more than 90% of their job teleworking. Additionally, your commute options were limited. There was no option for 'getting dropped off by spouse/roommate/another individual' which is the other method of commuting I take besides busing and do so about at least once a week as busing is a long commute with lots of contact risks and additionally making me motion sick / being untenable if experiencing a headache or migrane
- I'm appalled at the irresponsibility, cowardice and lack of forethought that has marked the university system's response to covid, and I think this fall will only be worse.
- I'm very happy that Dane County is promoting working from home in the future. I feel lucky and grateful to work for this organization.
- In general, I hate my job, my supervisor, & my coworkers. Never seeing them or seeing them once or twice a month would vastly improve my mental well being and my health.
- In my everyday challenge with having ADD, Teleworking has made my ability to be more productive, less stressed, and more effective so much better. I am able to limit the distractions around me much better.
- In part 3 'During & beyond covid-19' question 11, there wasn't an option for staff who worked completely from home in the beginning, then transitioned to a little of both, to now mainly on site with only a little from home. I ended up averaging it to 1-2 days a week. Also, I wanted to add that I don't think it's appropriate for managers to work the majority of their hours as telework instead of being in their designated buildings where they can actually observe what's happening with their staff and their patrons.
- Increased appetite for teleworking is a game changer for the millennial and younger workforce. If appropriate resources (broadband, office supplies/hardware, technology) are provided by employers, I expect it will offer better quality of life (in addition to reduced emissions and more productivity and employee satisfaction/retention) for the workforce.
- It has been even more difficult to communicate with and received support from our supervisor while they have worked from home.
- It is unlikely that I will consider career options that do not provide telework and will look elsewhere if teleworking is going to be taken away.
- It will be very difficult to go back to working in the office full time knowing that it is possible to effectively do my work from home. The benefits to being in the office that employers often cite don't fit my experience, and the benefits to me of working from home are enormous. I will consider finding a new job if my employer doesn't allow remote work in the future.
- It would be wonderful if we were allowed to telework full time. We have proven that bodies don't need to be physically in the office anymore.
- Just want to thank you for the opportunity to be able to continue to work through this pandemic when others are not so lucky and to be able to work from home.

- lack of communication between supervisor and other co-workers made. there was no meetings, often felt co-workers were not working when you were. supervisor most days not online
- Lumping mental health with substance abuse is pretty insulting.
- M work environment at City County Building is horrible. They have three of us shoved into a small room, which is likely against fire code and it makes for a miserable work environment for all of us that share the space and significantly reduces moral. Any sane person would choose to work from home.
- Make the new jail building include good technology to reduce the amt of people that have to be inside it to speak w/ inmates - would increase safety and security and reduce distractions for deputies.
- Many of the employees in the DCCH would like to work from home and are willing to make sure there is someone in each office, window, etc so that clients are not affected by people working from home. Collectively, workers have tried to talk to management to propose the ideas we have and we have been shot down and have not even had the ideas heard, let alone entertained. Quite frankly, my morale and satisfaction of life has taken a downtrodden turn since returning to work. I have a negative co-worker to see 5 days a week and it is taking a toll on my mental wellbeing, yet again. While working from home, I was able to get back to being the positive person I am and was brimming with happiness, etc. My therapist has noticed that the co-worker's negativity is taking a toll on my mental and physical health once again. If there was a way to allow the DCCH staff to work from home and not have a negative affect on clients, there would be a lot of happy, productive employees.
- Most of the "lockdown" precautions of the past year and a half were entirely unnecessary. "Next time" I will not at all be as cooperative with the authorities.
- My commute/need to drive involves the need to pick up children at multiple schools/daycares. Otherwise, the drive to/from work would be 10 to 15 minutes.
- My current hybrid work situation without the ability to purchase technology means one of my work setups is subpar - old chair and one monitor
- My errand/shopping habits have changed significantly since starting remote work. this wasn't covered in the survey, but it has economic impact on the business campus where I used to work. I don't shop there now and have no need to shop there in the future. my dollars stay in my village - I'm in Dane County, but I have no reason to shop in City of Madison anymore for any reason. car service, hardware store, grocery store, salon visits, occasional meals out - those were part of my weekly work scheduling over lunch or right after work. now, it's all local. that seems important to share.
- My health has improved immensely since working from home and I hardly ever need to take time off for illness or even a "mental health" day!
- My job can be done effectively remotely however management refuses to listen to proposals to allow remote working and still keep business as usual.
- My manager has made teleworking an excellent experience and I intend to continue.
- My office location is on the far east end of the beltline. I live on the far southwest side of Madison which requires me to drive the main roads of Verona Rd and the Beltline to and from the office which is very stressful and has a significantly large risk of getting into an vehicle accident on those two main roadways. I work with private landowners in the western part of the County which, depending upon their needs and their request for my assistance, requires me to drive to the location of their land. Having the ability and flexibility to work from home along

with the allowance to use our own personal vehicle, rather than the requirement of having to use a government provided vehicle to go to these sites, it makes getting to their land significantly easier, significantly less stressful, significantly safer and significantly less time consuming versus if I was required to drive east on the Beltline to pick up a vehicle, then drive west on the Beltline as part of the trip to get to the site, then drive back east on the beltline to return the vehicle, then drive back west on the Beltline and on Verona Rd as part of my trip to my home. Just driving one way from the far east side of the Beltline to the far west end of the Beltline can take up to 30 to 45 minutes depending upon traffic not to mention the increase risk of getting into an accident. Being able to work and drive from home has less carbon footprint because of fewer miles and is less stressful and saves time.

- My organization, UW-Madison not allowing as much remote work is a huge disappointment and missed opportunity.
- My overall mental and physical wellbeing has improved greatly from teleworking. The stress in my life has gone down as well.
- My position can be done anywhere. I wish I could come in on an ad hoc as needed basis, but work primarily from home.
- My quality of life and quality of work have both significantly improved working from home.
- My spouse operates an in-home daycare, which directly impacts my preference not to telework.
- My wife will continue to work remotely while I return to the office, so I'll probably drive alone more often than prior to the pandemic, when we carpooled.
- Overall have had a positive experience teleworking and find I have a superior setup in my home office than what my employer provides (despite them having above average accomedations). The Flexibility of telecommuting is invaluable.
- Please help with Metro bring the bus schedules back to before covid.
- Please, I'm begging the county to continue to allow us the option of teleworking for those departments that have proven it works. There are endless positives.
- Policies and working conditions will change post COVID however some management cannot understand this change. People forced to work in the office daily DURING COVID when office is closed to the public. When office does open some management forcing others to work 5 days in the office when it's not required. Goes against the Division policy and creates a change in work duties. A certain manager has a lack of planning, lack of creating a positive work environment and unwillingness to work positively with certain staff. Lack of leadership from said manager.
- Positions were not effectively able to be done with only teleworking.
- Prior to COVID I rode the bus from a park and ride lot almost every day, however my bus route (29) was eliminated during COVID and will not be reinstated, so taking the bus now would require more time and a transfer, both of which I am not willing to do due to work/life balance and safety concerns.
- Promote telecommuting to improve work efficiency
- Questions 15, 17, and 18 all assume that you did telework. I didn't (and marked that) so they really didn't apply.
- Reliable fast internet is key.
- Right now there is favoritism in my workplace with supervisors. Our department has a couple workers that would probably not do well working from home and it is affecting the responsible ones that would benefit. I have and elderly parent and children that I care for. I also have elderly neighbors around me. I want to be a productive member of the community but right now I have no extra time. The time I got working from home during covid gave me 2+hours a day. I became

healthier and I was a better parent. I had more time for my parent and neighbors to check on them. Now that I am back full-time I don't have that and already I see the difference with my mom being more disconnected knowing I am busy and doesn't want to be a bother.

- Seem to sit more now that I'm at home and need to get up and move around more.
- Since becoming more comfortable teleworking, returning to the office has almost felt silly because I know I could be getting the same work done from home without the need to dress up, add an extra 45 minutes of commuting to each end of my day, and no need to pack a lunch each day.
- Since I did not telecommute some tasks where assigned to me that normally would be done by others. Productivity did decrease as a result of others telecommuting. Traffic was great!
- Since I live in the country driving less is not an option however we do now own an electric vehicle.
- Tax laws need to be changed to allow employees to work from any location in the US or even worldwide.
- Telecommuting discourages frequent unproductive meetings. Camera required during meetings is equivalent to home invasion. I feel my privacy is invaded.
- Telework created an sense of flexibility that was not available prior. Also the use of technology brought the team together and broke down silos as communication was easier, faster and more convenient.
- Telework has been a game changer. It has allowed me to be more productive, reduce stress from juggling schedules and child care and reduced the amount of discretionary time I use. I also think this would be a great opportunity to recruit and retain employees in the future by being forward-thinking and innovative.
- Telework is important for people with health issues that might not be able to drive to work on a specific day but can still work from home
- Telework is the future. My employer is not allowing any telework anymore. I understand some things can only be done in person, but at least allow us an option for a few days a week to telework. Apparently, that's not an option.
- Teleworking has definitely been something I have enjoyed. I like the fact I can start work immediately in the morning which saves time and energy commuting. It's easy to stay engaged with my team via Slack and all my clients are very comfortable doing Zoom meetings. I think I'm more productive because there are no distractions. I hope we can implement a hybrid model when it is safe to return in person.
- Teleworking has given me the chance to participate in so many committees and projects across the department that wouldn't have been available to me before. Flexibility in my work day to do work during the times I am most productive makes me a more valuable employee, as well as much happier to work.
- Teleworking has made me more productive, since I am able to focus on the task at hand, rather than distractions in the workplace. I am also much happier with my job during telework, since I do not have the long commute and traffic, reducing stress and increasing time with my family. Plus, parking is VERY EXPENSIVE in Madison. Would like better broadband access in rural areas.
- Teleworking has massively improved my life and the lives of my co-workers. We fought hard to keep it and settled on teleworking 4 days per week, a huge victory in my view.
- Teleworking has no place in agencies that are customer service driven.

- TELEWORKING HAS SIGNIFICANTLY IMPROVED MY WORK-LIFE BALANCE. BEING HOME WITH MY CHILDREN, WHEN MY CHILDREN WOULD OTHERWISE BE ALONE, HAS BEEN EXTREMELY HELPFUL. I APPRECIATE LESS DRIVING (CARBON EMISSIONS) AND LESS COMMUTE TIME; BEING ABLE TO TELEWORK SAVES ME ALMOST 2 HOURS A DAY IN TRAFFIC. NOW THAT WE HAVE RETURNED BACK TO THE OFFICE, I HAVE CONSIDERED LOOKING FOR FULL-TIME REMOTE WORK, ELSE WHERE.
- Teleworking is a great benefit and I would like to think that management has support from their peers to support this.
- Teleworking is the best!
- Teleworking is the best! I cannot return to the old business-as-usual 8-4:30 M-F downtown stuffy office with closed windows.
- Teleworking policy should differ based on the type of work even with in the same department. Example an IT help desk is different than an IT programmer they should be categories to follow the same standards of teleworking if the bases is to make everyone "comfortable = equal".
- Teleworking should be an equal opportunity for all Dane County work groups that can work from home. Certain managers are making people return to work in spite of others being allowed to work from home. It should not be subjective manager to manager based on personal whims or opinions.
- Thank You
- Thank you for asking employees' opinions and seeking our input! Stay safe!
- Thank you for collecting this regional data - so important!
- Thank you for doing this. I'm excited to see the results
- Thank you!
- Thank you! I believe telework is a really important option to have. There has been a culture change and we should embrace it. I am loving working from home!
- The ability to work from home was such a blessing for someone with chronic pain. I was able to get much more comfortable at home. I was able to use fewer earned-time-off days due to pain, because working from home provided the opportunity to just sit and not have to run around the office all day, where I'm up from my desk several times an hour. I'd give my left and right arms to be able to continue working from home, although I admit that would make me less able to complete my work =)
- The bus routes still stink for my work commute, Covid did nothing to help with that. Madison needs better north-south public travel options.
- The business I work for has chosen our location to be permanent work from home, with the option to check out a cubicle on occasion as needed in our mostly unused office. I am so grateful to be working from home. I do live near Truax in one of the locations of interest for the decibel tests regarding the F-35s. I am very nervous about that day when it comes, both for home-life and work-from-home life. I wish we had some guidance or assistance in that area.
- The difference between 1 day a week in the office (required) and 3 is huge. I would hope that we will be allowed to choose the frequency and have it be on the lower end.
- The dramatic increase in people teleworking has made my job and life more difficult. I haven't found any business or organization able to provide the same level of assistance/communication to those outside their organization.
- The five-day workweek does not fit well into human behavior - especially when caring for family members young and old. Flexibility on hours and days of week are going to be a key ingredient in job satisfaction and retention in the future.

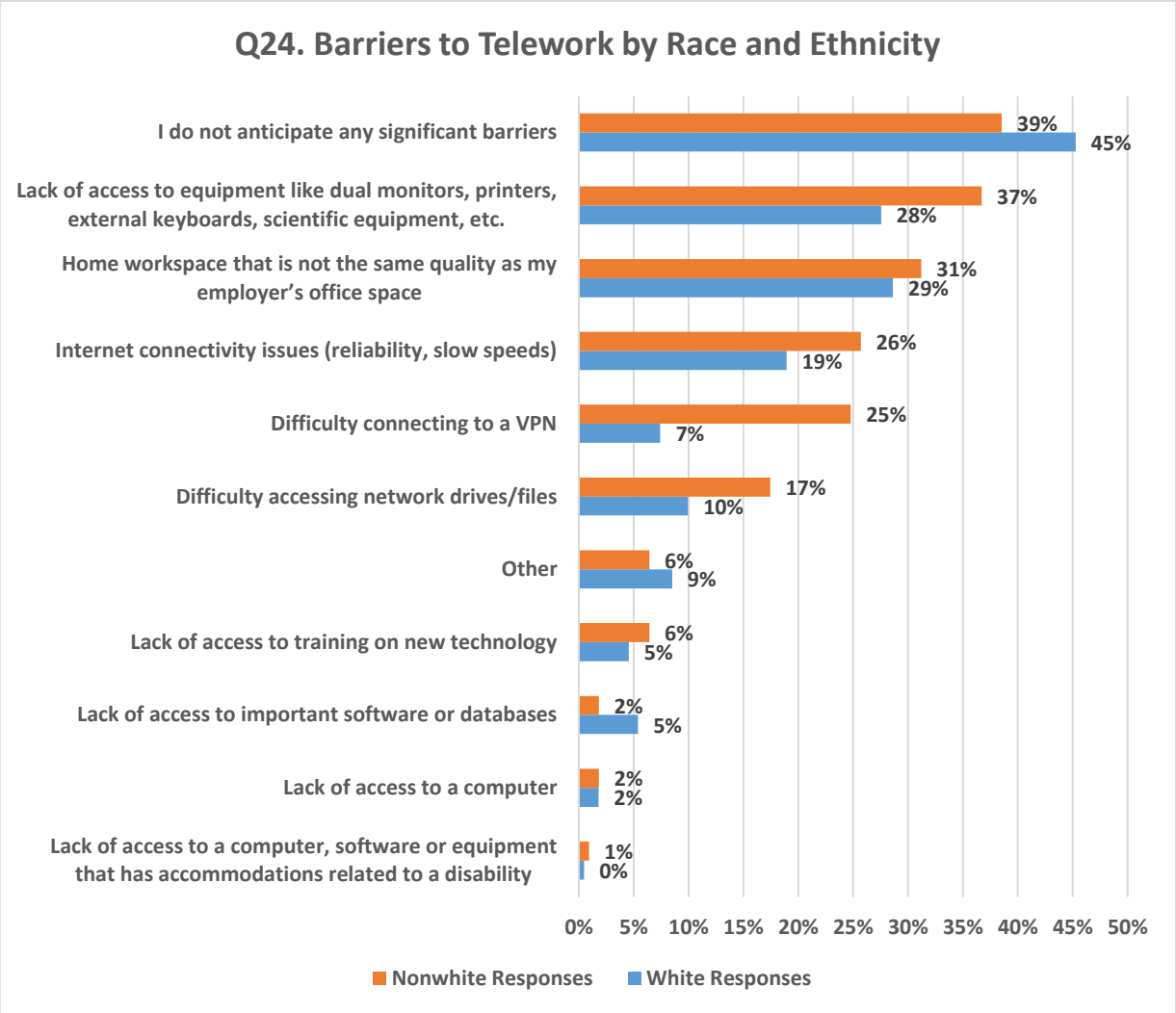
- The gap between manager's opinions and employers' opinions regarding telework has had an extreme negative impact on my workplace
- The only reason I wanted to telecommute is to decrease the risk of COVID to me and my family - and I do not think that risk is over
- The pandemic has exposed several shortcomings with our current system. I am supportive of local initiatives that expand equity and empower folks with more freedom, such as a four-day work week, expanded sick/vacation/family leave, fare-free public transit, universal healthcare/childcare/education, and ultimately a universal basic income. The question isn't whether we have the money to pay for this, but whether we have the political courage to do so before it's too late.
- The rationale for being told no telecommuting after a year of doing it 5+ days per week seems unreasonable and illogical. It's a "because I tell you" situation. I spend 30+ hours alone in my office every week, doing most things by Zoom/the job task requires me to be alone completing work, but have been told telecommuting is not possible.
- this has no bearing on my work and was a complete waste of time and resources. You need to find better ways to use your time and quit spending city money on this.
- This seems a unique opportunity to acknowledge needed changes to the way we work - how much, pay equity issues, quality of life (more vacation, health care)
- This survey implies that we were all able to work remotely over the past year. Our office only offered that option for 1 week.
- Watching your supervisor work from home and being told you cant is not good business, using training as an excuse but doesn't tell/elaborate what training is needed and nothing gets set up is even more demoralizing coming from an agency that so call promotes work/life/home balance????
- We need to use direct conversations and indirect observations to understand employees' challenges and concerns. Take every opportunity to show your employees that you support them and care about them.
- We no longer work remotely, but I am interested in advocating for that option.
- We were told with no notice we were supposed to return full time. No input no nothing. Luck there was some push back and our managers changed their minds. Can't say how much that was appreciated. I was dreading the thought of going back full time and now I will likely stay in my current employment until I am ready to retire. Please encourage other organizations to be flexible if they can. To employees work hard from home and don't take advantage of this option- if they do I fully support them losing this option.
- WFH is a great way to cut down co2 emissions from automobiles. WFH could help small business in small urban villages, little neighborhood corner stores or coffee houses. As people are home more during the day it's possible they could frequent these spots more. Urban villages spread out through city is good policy with smaller grocery store, smaller hardware stores, coffee houses, bars, restaurants in neighborhoods can encourage those neighbors who live close by to walk instead of driving to some other area.
- While being allowed to work remotely, management should not use this as a bargaining tool or constantly threaten to take it away every time there is a conflict or disagreement. My experience has been that every time a issue is brought up to management their first response is "maybe we should just take away teleworking". This creates an environment where people are scared to express anything for fear of retribution (taking away remote working).

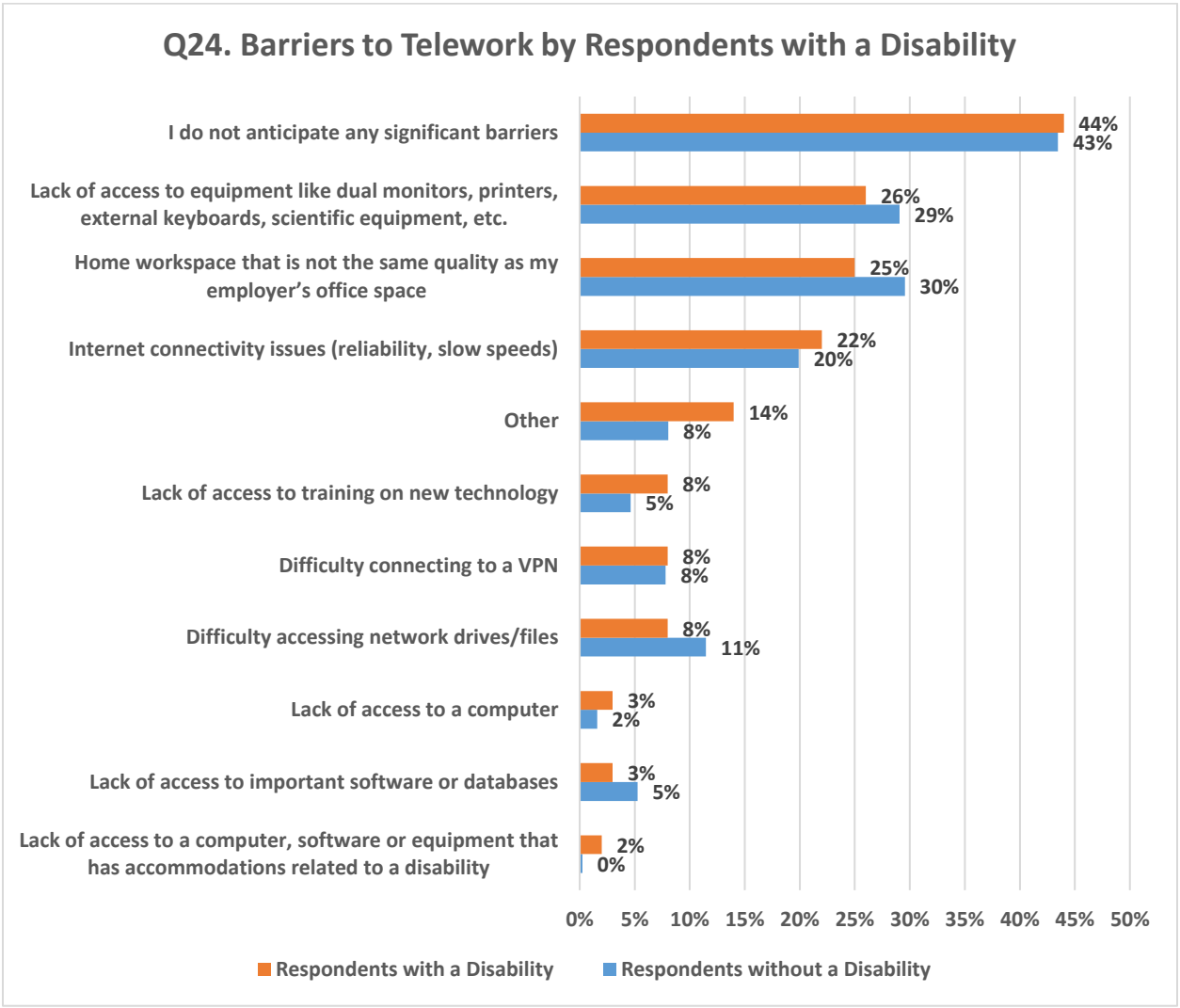
- Widespread use of Zoom and similar technologies enabled me to participate in more community-based meetings and professional learning opportunities. Travel time and expense was greatly reduced in meeting attendance.
- Working from home is not better or worse, just different. Some tasks are more easily done at home, other task are more meaningful in person. Whether work from home is more efficient depends on the task. It seems what people struggle with is the uncertainty and change. All zoom all the time is very transactional and I attend very few meetings where the host gathers meaningful input and feedback. It is easy to have a one way transmission of information but comments in a chat box are not as meaningful as a two way dialog.
- Yes, it would be awesome IF there ever were truly a Rideshare carpool. Never has been, each time I've tried to sign up.
- You guys really need to work on your promotion and media presence. If I had known rideshare was an option in Madison, I think my time at UW Madison would of been less systemically insufferable without a car, money, or a bike at the time.

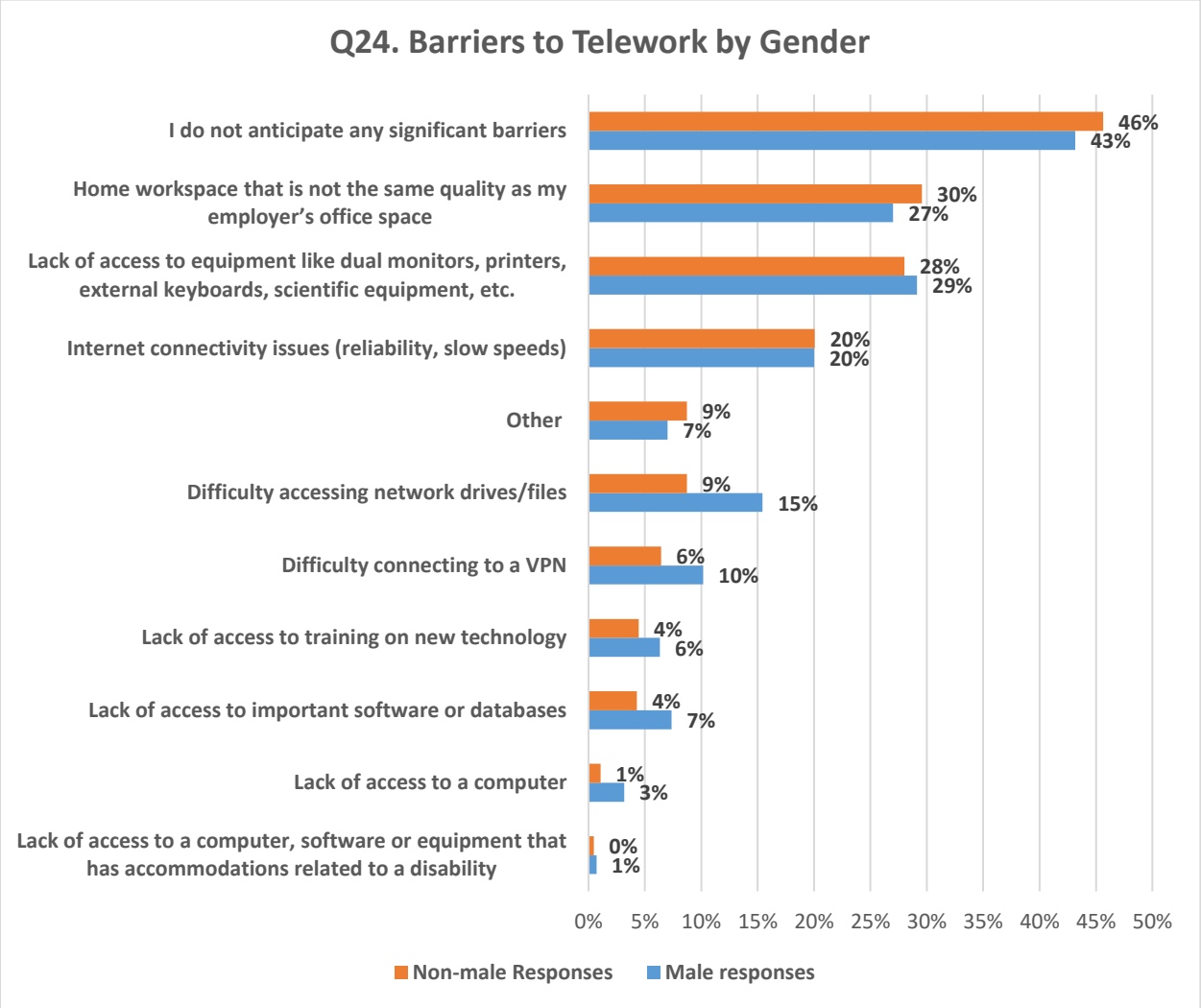
Equity Analysis of 2021 Survey Results

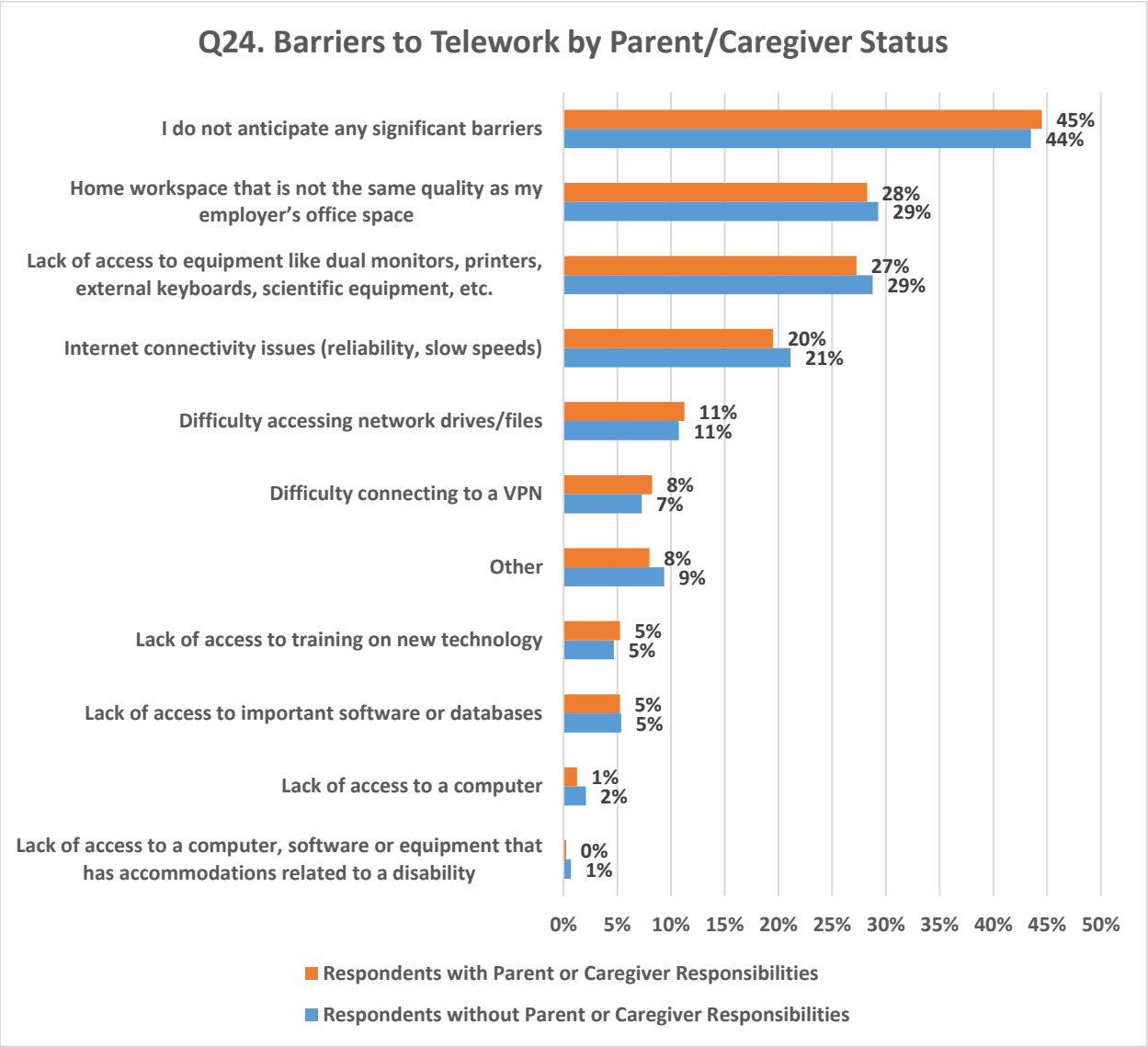
The MPO recognizes the importance of addressing equity considerations through data and is committed to empowering the voices of traditionally underrepresented groups. The cross-tab analysis below shows answers to survey questions 24, 25 and 26 segmented by the following demographic groups: respondents who are non-white; respondents with a disability; respondents who are non-male; respondents who are parents or caregivers; and respondents who are under the age of 35 (early career).

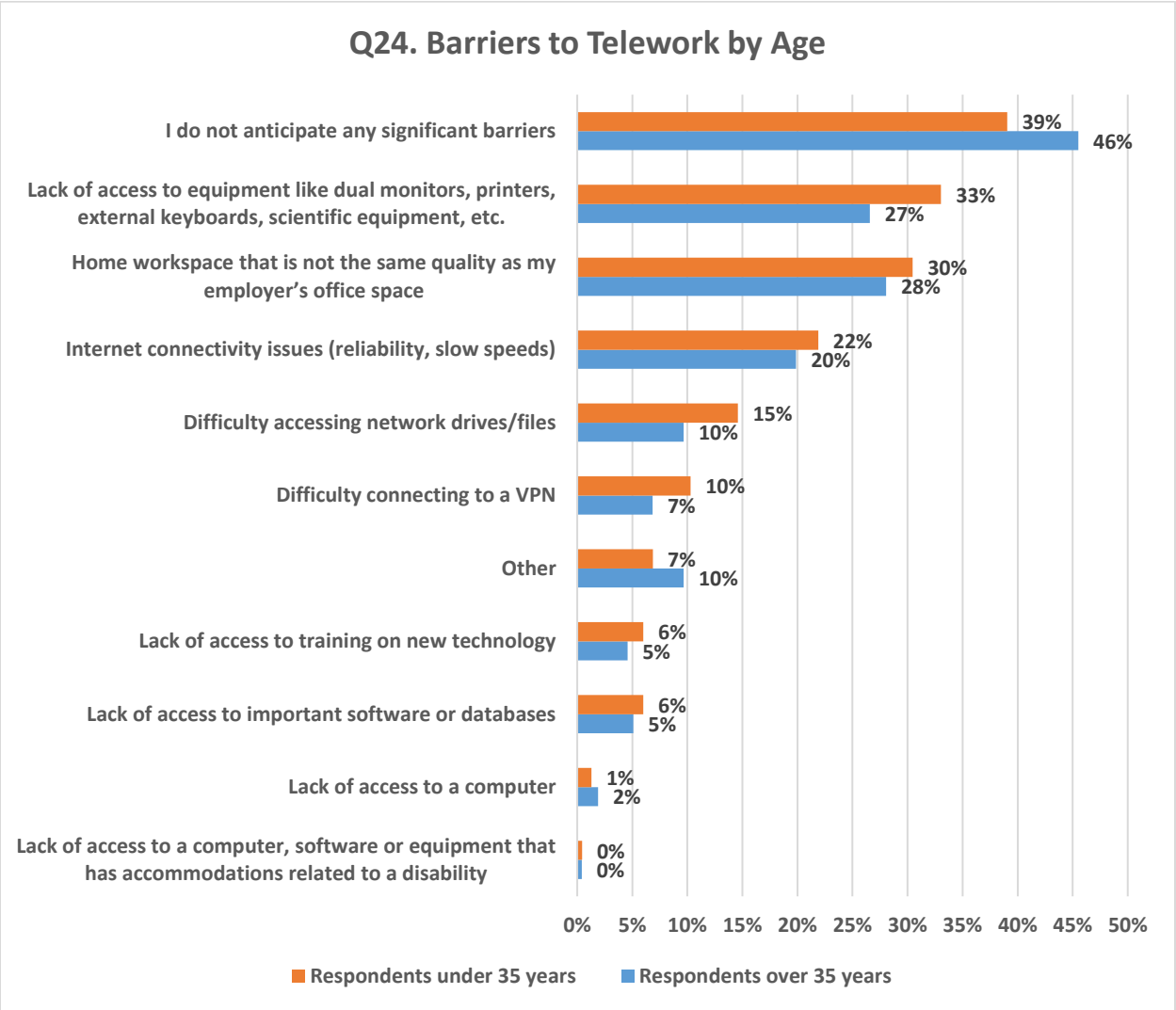
Analysis of Q24: "If you have the option to telework in the future, what barriers do you expect to encounter? Select all that apply":



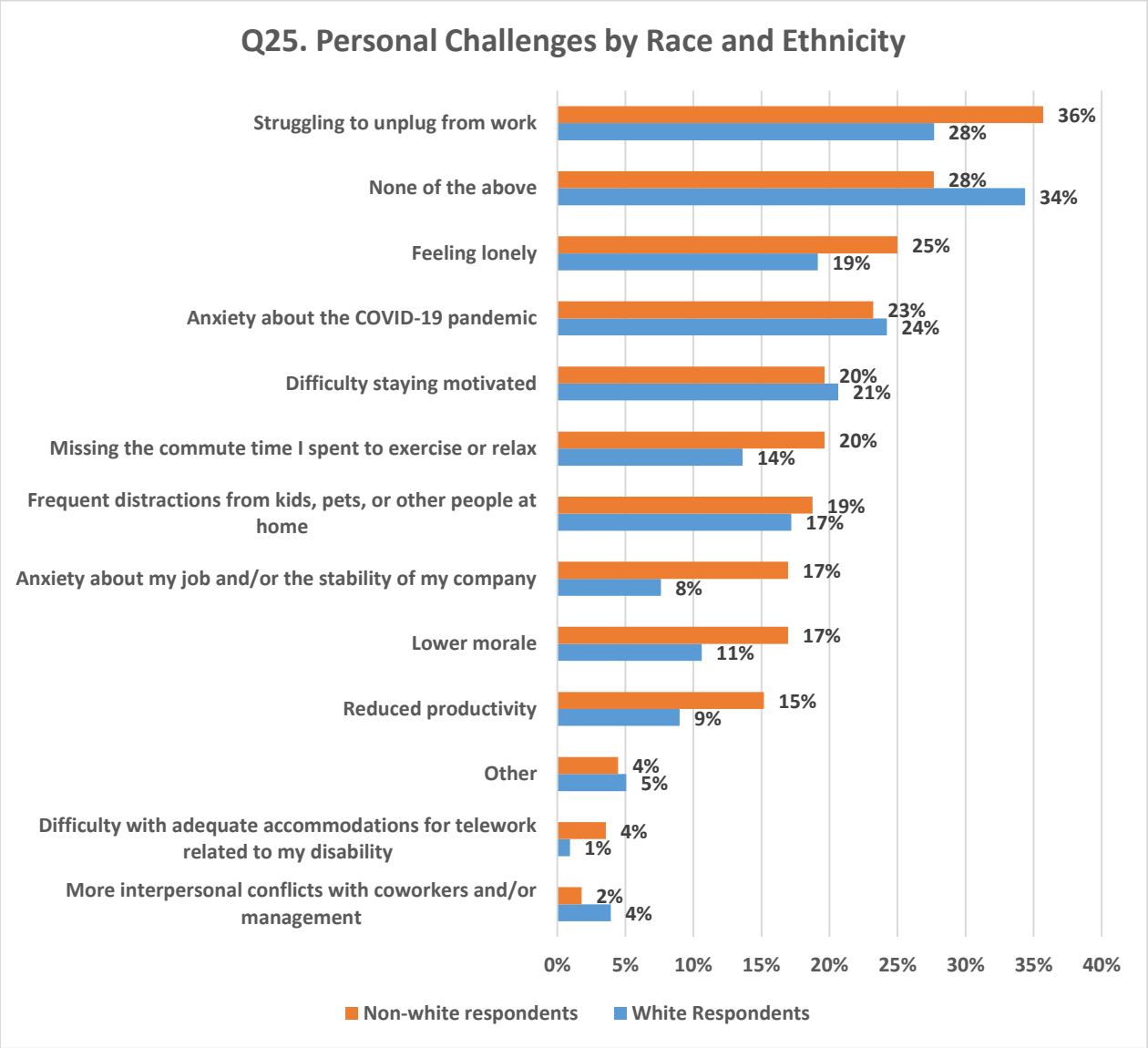

Q24. Barriers to Telework by Respondents with a Disability
I do not anticipate any significant barriers
44%
43%
Lack of access to equipment like dual monitors, printers, external keyboards, scientific equipment, etc.
26%
29%
Home workspace that is not the same quality as my employer's office space
25%
30%
Internet connectivity issues (reliability, slow speeds)
22%
20%
Other
14%
8%
Lack of access to training on new technology
8%
5%
Difficulty connecting to a VPN
8%
8%
Difficulty accessing network drives/files
8%
11%
Lack of access to a computer
3%
2%
Lack of access to important software or databases
3%
5%
Lack of access to a computer, software or equipment that has accommodations related to a disability
2%
0%
0% 5% 10% 15% 20% 25% 30% 35% 40% 45% 50%
Respondents with a Disability
Respondents without a Disability

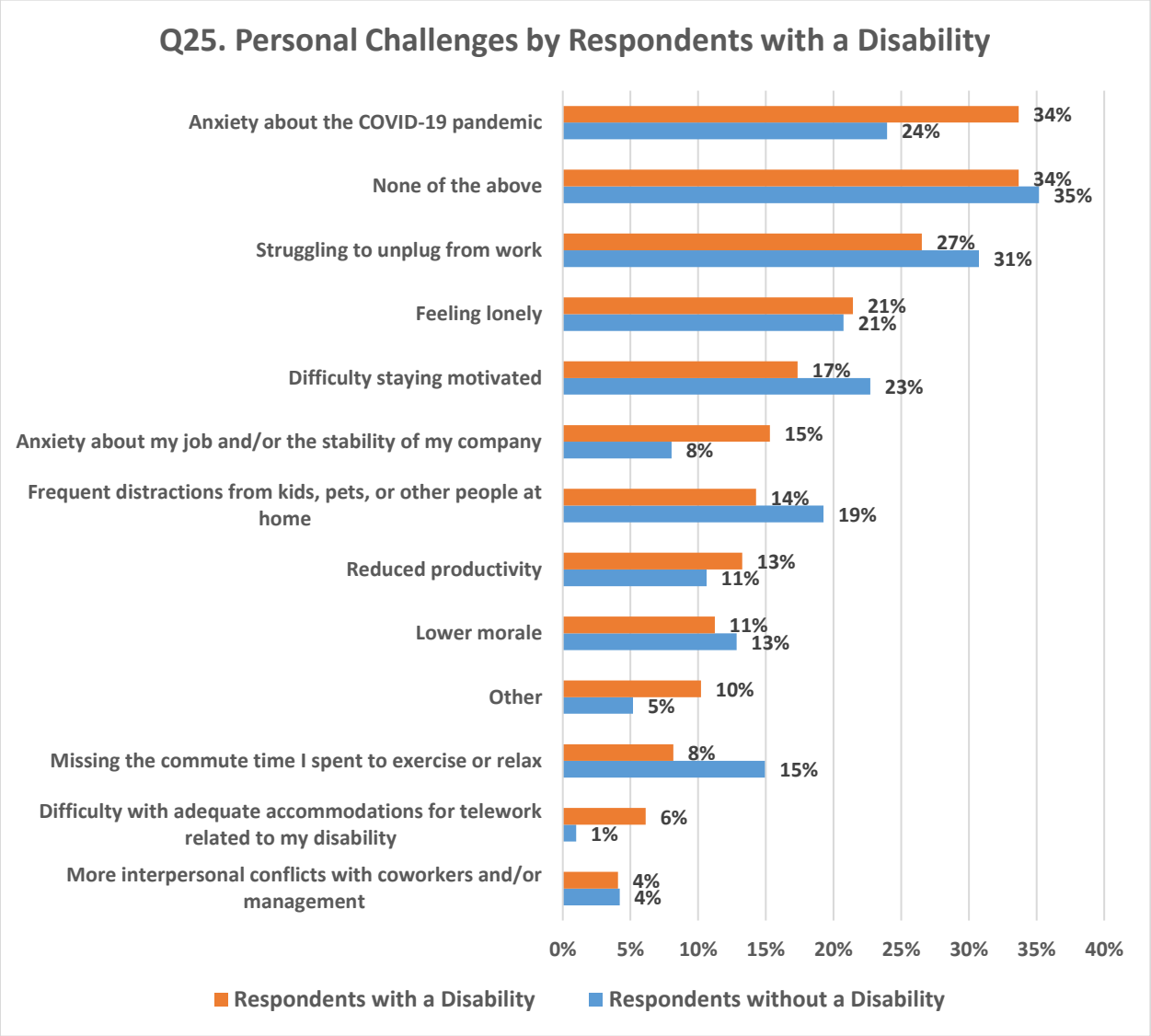

Q24. Barriers to Telework by Gender
I do not anticipate any significant barriers
46%
43%
Home workspace that is not the same quality as my employer's office space
30%
27%
Lack of access to equipment like dual monitors, printers, external keyboards, scientific equipment, etc.
28%
29%
Internet connectivity issues (reliability, slow speeds)
20%
20%
Other
9%
7%
Difficulty accessing network drives/files
9%
15%
Difficulty connecting to a VPN
6%
10%
Lack of access to training on new technology
4%
6%
Lack of access to important software or databases
4%
7%
Lack of access to a computer
1%
3%
Lack of access to a computer, software or equipment that has accommodations related to a disability
0%
1%
0% 5% 10% 15% 20% 25% 30% 35% 40% 45% 50%
Non-male Responses
Male responses

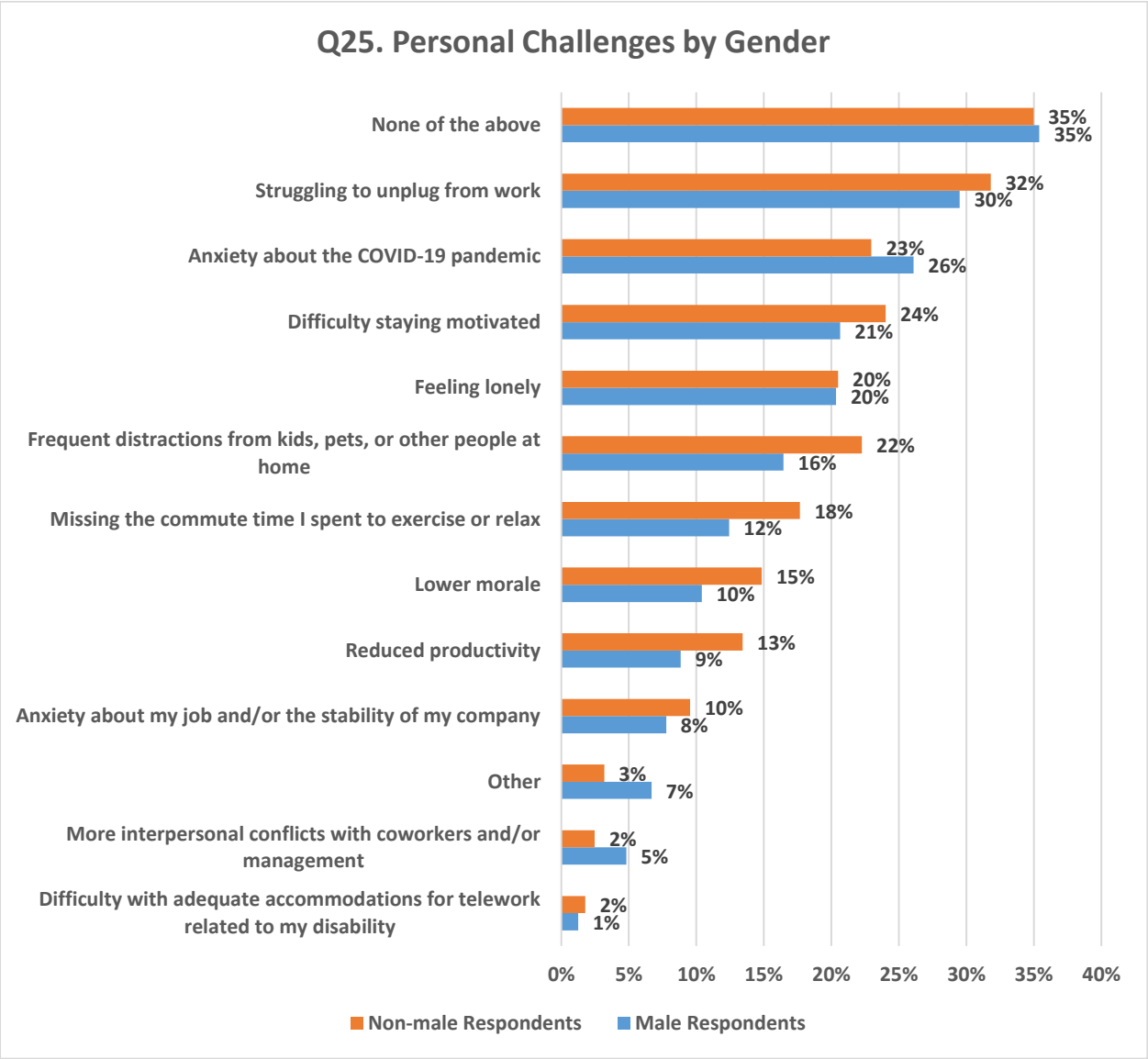

Q24. Barriers to Telework by Parent/Caregiver Status
I do not anticipate any significant barriers
45%
44%
Home workspace that is not the same quality as my employer's office space
28%
29%
Lack of access to equipment like dual monitors, printers, external keyboards, scientific equipment, etc.
27%
29%
Internet connectivity issues (reliability, slow speeds)
20%
21%
Difficulty accessing network drives/files
11%
11%
Difficulty connecting to a VPN
8%
7%
Other
8%
9%
Lack of access to training on new technology
5%
5%
Lack of access to important software or databases
5%
5%
Lack of access to a computer
1%
2%
Lack of access to a computer, software or equipment that has accommodations related to a disability
0%
1%
0% 5% 10% 15% 20% 25% 30% 35% 40% 45% 50%
Respondents with Parent or Caregiver Responsibilities
Respondents without Parent or Caregiver Responsibilities


Q24. Barriers to Telework by Age
I do not anticipate any significant barriers
39%
46%
Lack of access to equipment like dual monitors, printers, external keyboards, scientific equipment, etc.
33%
27%
Home workspace that is not the same quality as my employer's office space
30%
28%
Internet connectivity issues (reliability, slow speeds)
22%
20%
Difficulty accessing network drives/files
15%
10%
Difficulty connecting to a VPN
10%
7%
Other
7%
10%
Lack of access to training on new technology
6%
5%
Lack of access to important software or databases
6%
5%
Lack of access to a computer
1%
2%
Lack of access to a computer, software or equipment that has accommodations related to a disability
0%
0%
0% 5% 10% 15% 20% 25% 30% 35% 40% 45% 50%
Respondents under 35 years
Respondents over 35 years

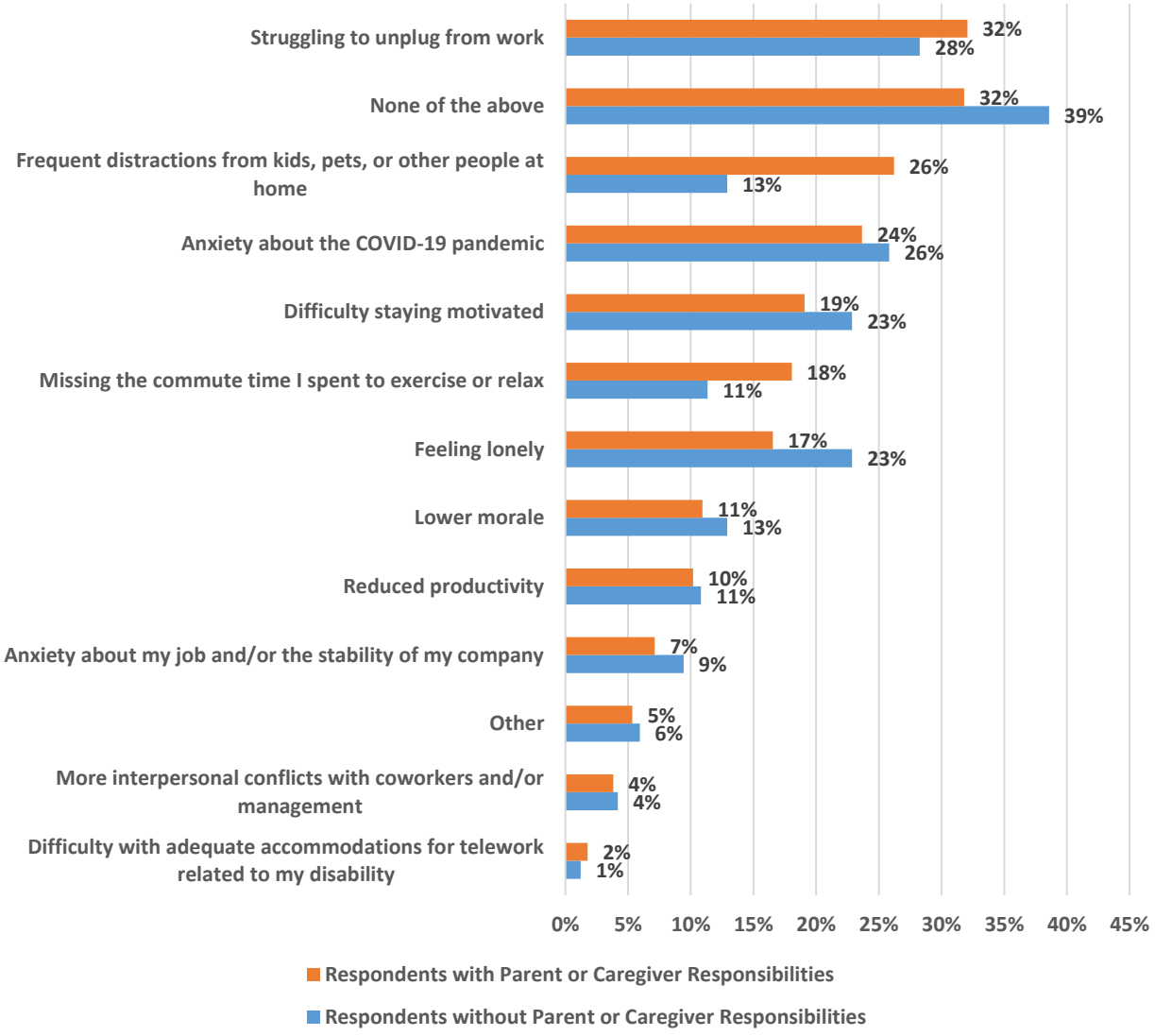
Analysis of Q25: "Please tell us about any personal challenges that you are experiencing as a result of teleworking more frequently":

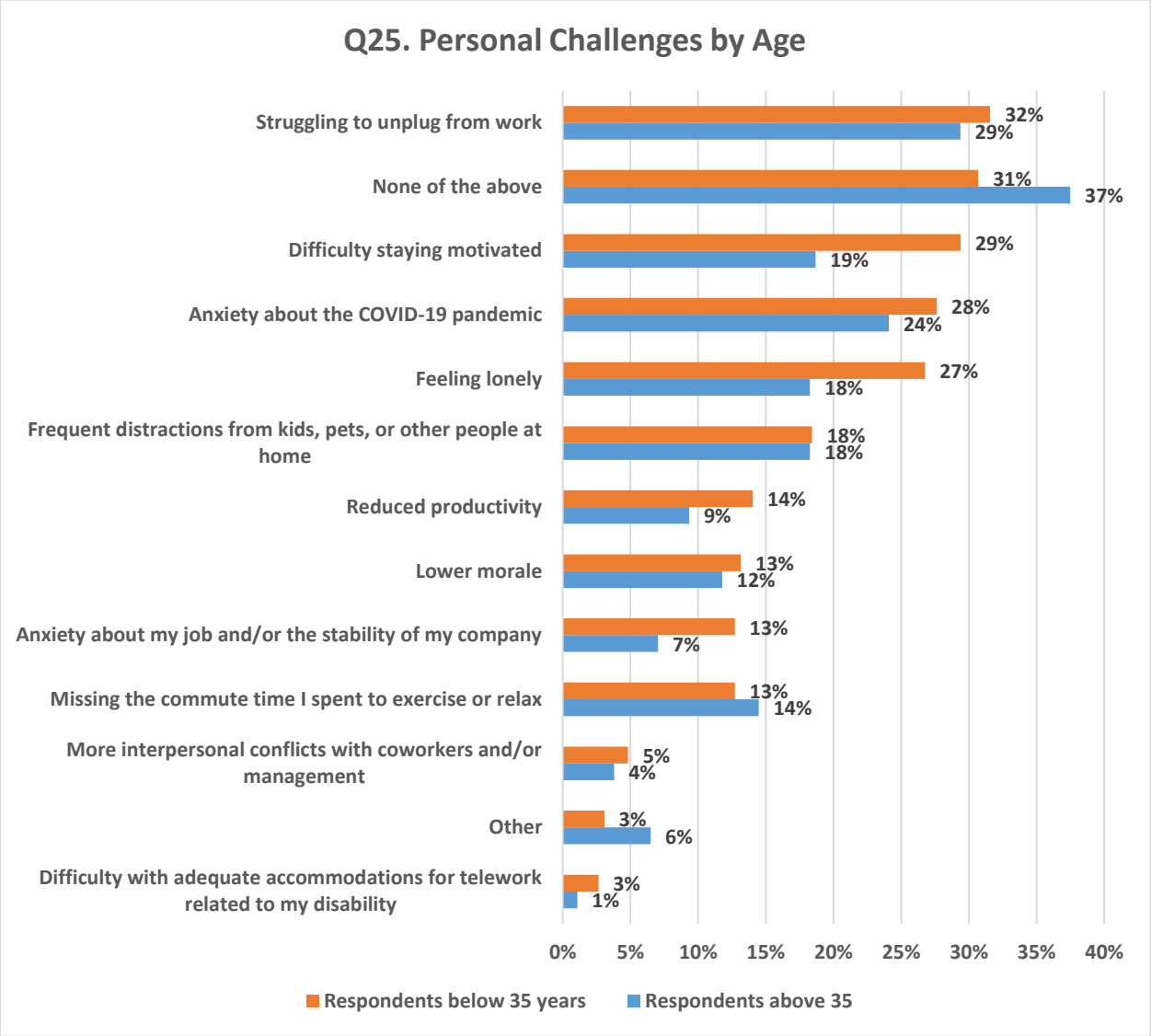



Q25. Personal Challenges by Respondents with a Disability
Anxiety about the COVID-19 pandemic
34%
24%
None of the above
34%
35%
Struggling to unplug from work
27%
31%
Feeling lonely
21%
21%
Difficulty staying motivated
17%
23%
Anxiety about my job and/or the stability of my company
15%
8%
Frequent distractions from kids, pets, or other people at home
14%
19%
Reduced productivity
13%
11%
Lower morale
11%
13%
Other
10%
5%
Missing the commute time I spent to exercise or relax
8%
15%
Difficulty with adequate accommodations for telework related to my disability
6%
1%
More interpersonal conflicts with coworkers and/or management
4%
4%
0%
5%
10%
15%
20%
25%
30%
35%
40%
Respondents with a Disability
Respondents without a Disability

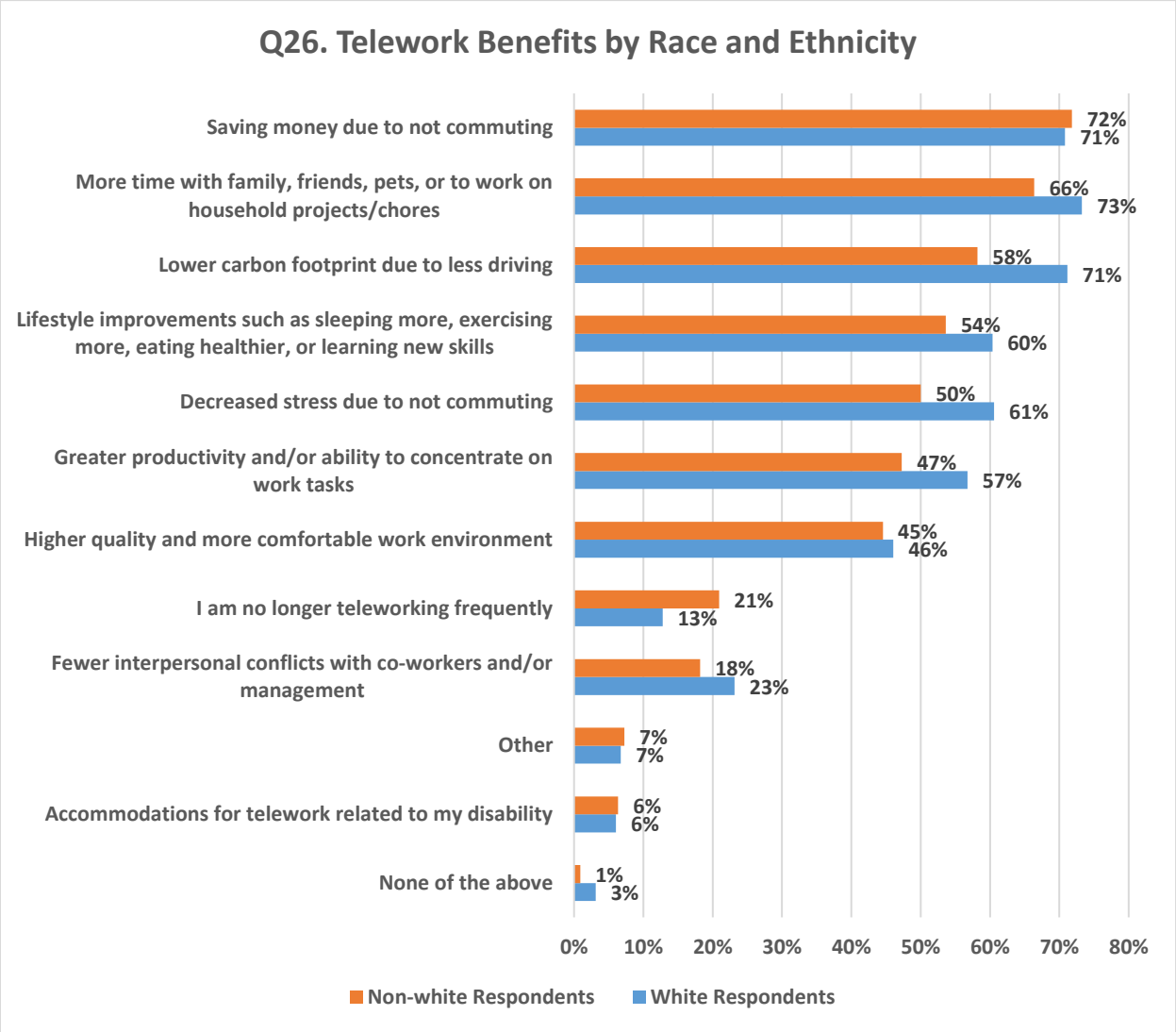

Q25. Personal Challenges by Gender
None of the above
35%
35%
Struggling to unplug from work
32%
30%
Anxiety about the COVID-19 pandemic
23%
26%
Difficulty staying motivated
24%
21%
Feeling lonely
20%
20%
Frequent distractions from kids, pets, or other people at home
22%
16%
Missing the commute time I spent to exercise or relax
18%
12%
Lower morale
15%
10%
Reduced productivity
13%
9%
Anxiety about my job and/or the stability of my company
10%
8%
Other
3%
7%
More interpersonal conflicts with coworkers and/or management
2%
5%
Difficulty with adequate accommodations for telework related to my disability
2%
1%
0%
5%
10%
15%
20%
25%
30%
35%
40%
Non-male Respondents
Male Respondents

Q25. Personal Challenges by Parent/Caregiver Status

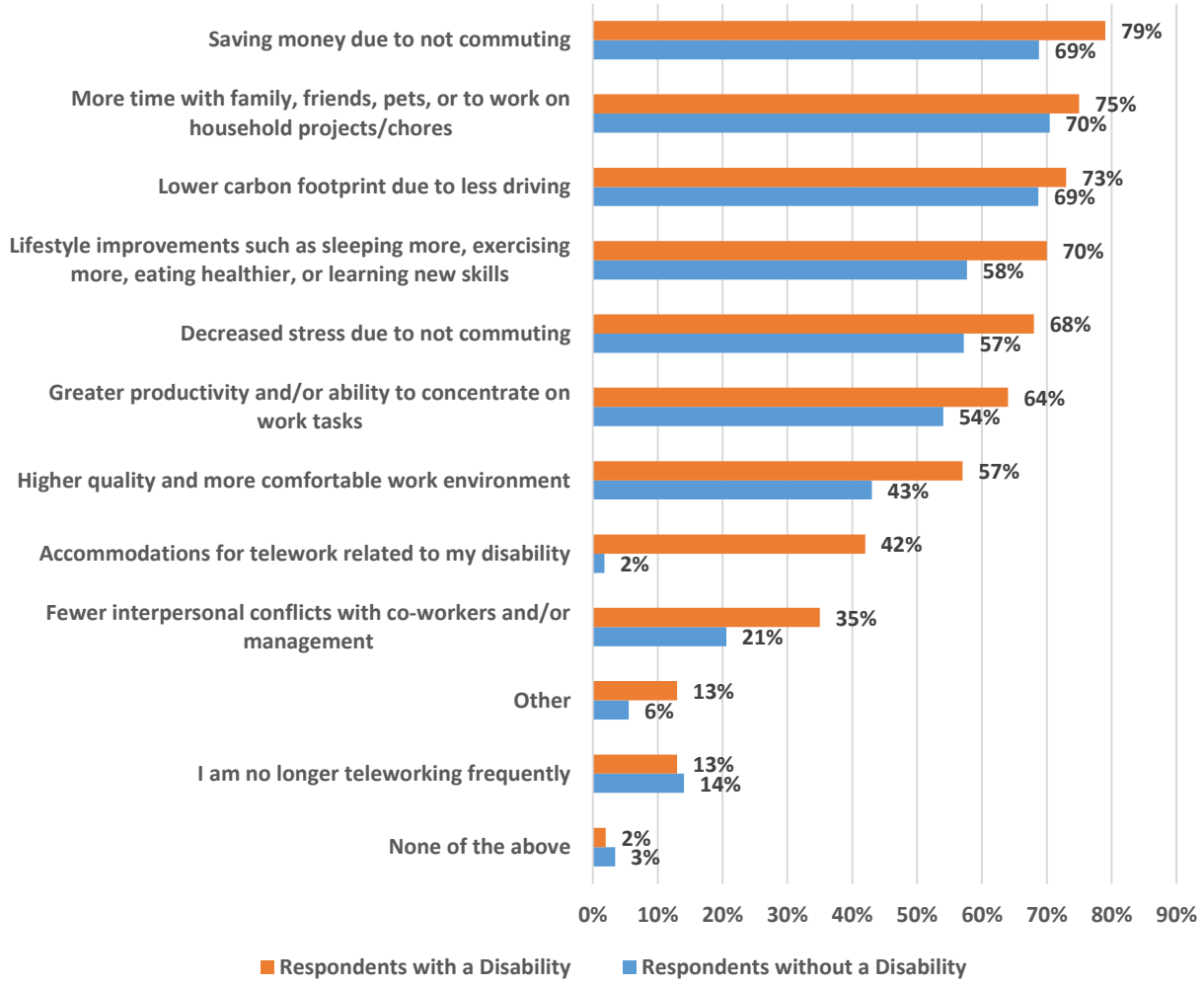


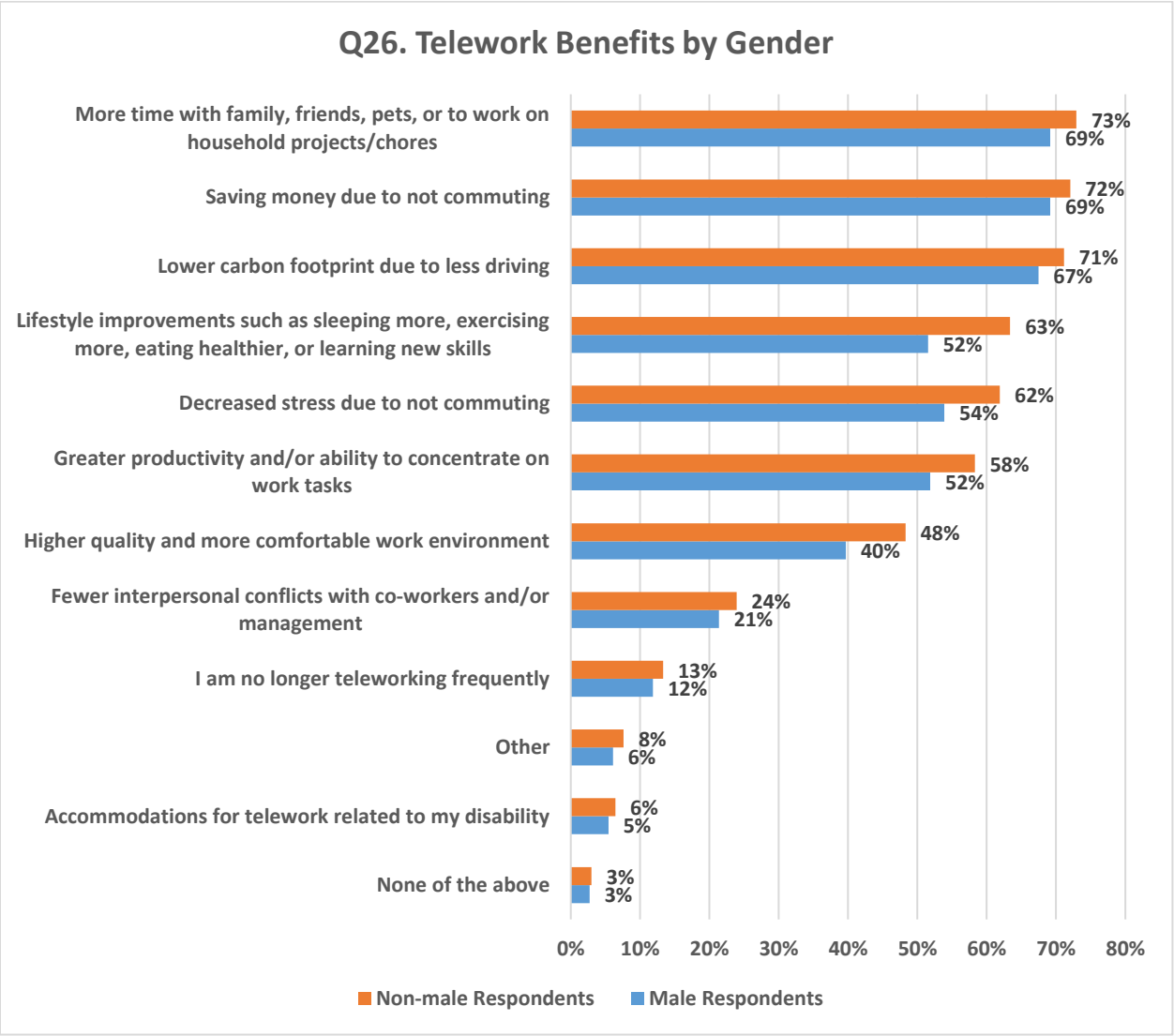

Q25. Personal Challenges by Age
Struggling to unplug from work
32%
29%
None of the above
31%
37%
Difficulty staying motivated
29%
19%
Anxiety about the COVID-19 pandemic
28%
24%
Feeling lonely
27%
18%
Frequent distractions from kids, pets, or other people at home
18%
18%
Reduced productivity
14%
9%
Lower morale
13%
12%
Anxiety about my job and/or the stability of my company
13%
7%
Missing the commute time I spent to exercise or relax
13%
14%
More interpersonal conflicts with coworkers and/or management
5%
4%
Other
3%
6%
Difficulty with adequate accommodations for telework related to my disability
3%
1%
0%
5%
10%
15%
20%
25%
30%
35%
40%
Respondents below 35 years
Respondents above 35

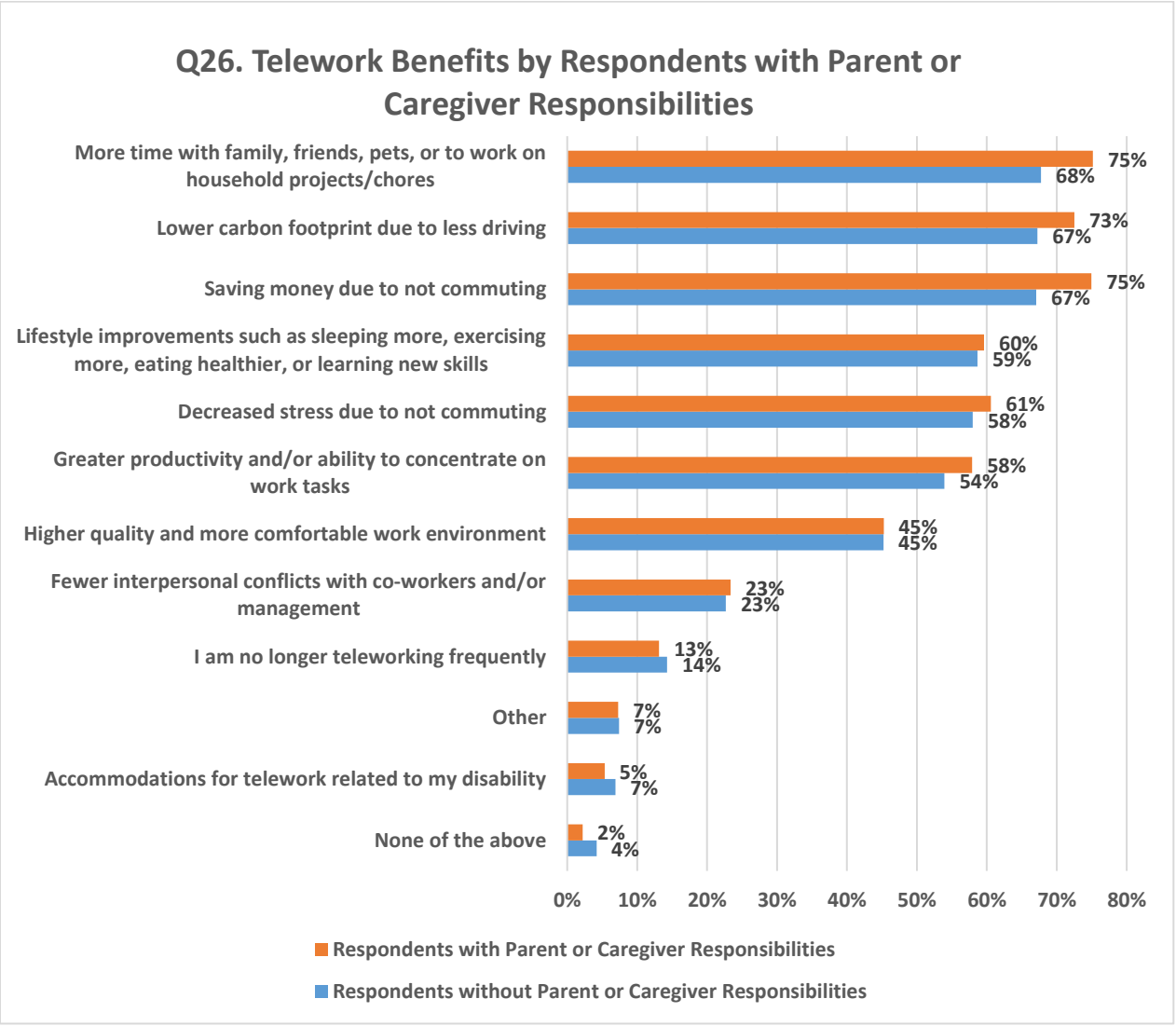
Analysis of Q26: "Please tell us about any positive benefits that you are experiencing as a result of teleworking more frequently":

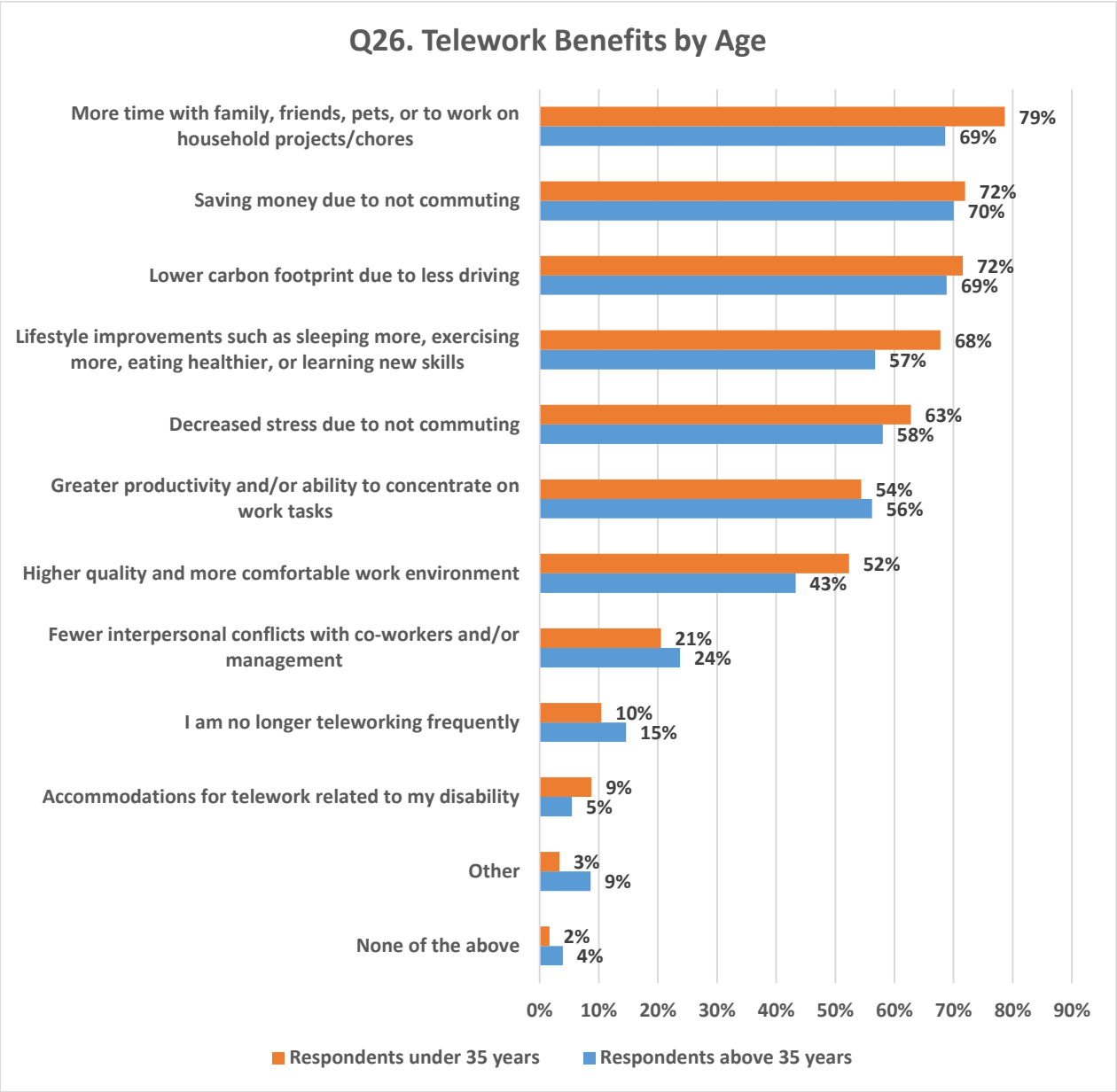


Q26. Telework Benefits by Respondents with a Disability




Q26. Telework Benefits by Gender
More time with family, friends, pets, or to work on household projects/chores
73%
69%
Saving money due to not commuting
72%
69%
Lower carbon footprint due to less driving
71%
67%
Lifestyle improvements such as sleeping more, exercising more, eating healthier, or learning new skills
63%
52%
Decreased stress due to not commuting
62%
54%
Greater productivity and/or ability to concentrate on work tasks
58%
52%
Higher quality and more comfortable work environment
48%
40%
Fewer interpersonal conflicts with co-workers and/or management
24%
21%
I am no longer teleworking frequently
13%
12%
Other
8%
6%
Accommodations for telework related to my disability
6%
5%
None of the above
3%
3%
0%
10%
20%
30%
40%
50%
60%
70%
80%
Non-male Respondents
Male Respondents


Q26. Telework Benefits by Respondents with Parent or Caregiver Responsibilities
More time with family, friends, pets, or to work on household projects/chores
75%
68%
Lower carbon footprint due to less driving
73%
67%
Saving money due to not commuting
75%
67%
Lifestyle improvements such as sleeping more, exercising more, eating healthier, or learning new skills
60%
59%
Decreased stress due to not commuting
61%
58%
Greater productivity and/or ability to concentrate on work tasks
58%
54%
Higher quality and more comfortable work environment
45%
45%
Fewer interpersonal conflicts with co-workers and/or management
23%
23%
I am no longer teleworking frequently
13%
14%
Other
7%
7%
Accommodations for telework related to my disability
5%
7%
None of the above
2%
4%
0%
10%
20%
30%
40%
50%
60%
70%
80%
Respondents with Parent or Caregiver Responsibilities
Respondents without Parent or Caregiver Responsibilities


Q26. Telework Benefits by Age
More time with family, friends, pets, or to work on household projects/chores
79%
69%
Saving money due to not commuting
72%
70%
Lower carbon footprint due to less driving
72%
69%
Lifestyle improvements such as sleeping more, exercising more, eating healthier, or learning new skills
68%
57%
Decreased stress due to not commuting
63%
58%
Greater productivity and/or ability to concentrate on work tasks
54%
56%
Higher quality and more comfortable work environment
52%
43%
Fewer interpersonal conflicts with co-workers and/or management
21%
24%
I am no longer teleworking frequently
10%
15%
Accommodations for telework related to my disability
9%
5%
Other
3%
9%
None of the above
2%
4%
0%
10%
20%
30%
40%
50%
60%
70%
80%
90%
Respondents under 35 years
Respondents above 35 years