

Project Requirement:

Assessing the productivity and morale implications of working remotely and outline an ideal policy for the post-pandemic future, presented in the form of a single page report or dashboard

Objective and Key Considerations

Before developing the report/dashboard, I began by asking key strategic questions:

- **Purpose:** To condense and analyze a large volume of survey responses to evaluate how remote work influences employee productivity and morale.
- **Audience:** Senior management of a typical organization.
- **Decision Context:** To inform post-pandemic workplace strategies, particularly regarding remote work adoption.
- **Design Focus:** Present findings clearly and concisely to support strategic decision-making.

From these considerations, I defined the main outcomes for the report:

- Offer a generalized recommendation for a future remote work policy.
- Identify the positive and negative impacts of remote work on employee wellbeing and morale.
- Evaluate changes in productivity under remote working conditions.
- Present insights in a high-level, actionable format.

Key Metrics and Comparative Approach

Even before exploring the dataset, I outlined the key metrics necessary to address the brief.

- **Productivity:**
With survey data available from both 2020 and 2021, I planned to assess productivity levels in each year, then compare them year-over-year (YoY). If available, I would also compare productivity in remote versus traditional office settings. This would help determine whether remote work improved or hindered productivity and whether those effects persisted over time.
- **Morale and Wellbeing:**
Similarly, I would examine changes in morale-related indicators between standard office work and remote work, as well as how these evolved from 2020 to 2021.

Data Review Process

Once the goals and metrics were defined, I reviewed the datasets. The challenge lay in the format and scale of the surveys—approximately 1,500 respondents each, with 73 questions in 2020 and 109 in 2021. Many questions were wordy, making initial inspection difficult.

To manage this, I transposed the survey questions into a new table format, treating question headers as individual entries. This made the data easier to navigate and review systematically.

I also added categorization columns aligned with my focus areas—productivity, morale, and policy relevance. As I went through each question, I tagged those related to these metrics. This structure helped streamline my analysis and served as a useful reference when importing the data into Power BI.

For example, here’s a snippet of questions identified from the 2020 and 2021 surveys that pertain to productivity:

2020 Survey	Morale	Productivity	Policy
<p>This question is about your productivity. Productivity means what you produce for each hour that you work. It includes the amount of work you achieve each hour, and the quality of your work each hour.</p> <p>Please compare your productivity when you work remotely to when you work at your employer’s workplace.</p> <p>Roughly how productive are you, each hour, when you work remotely?</p>		Y	
2021 Survey	Morale	Productivity	Policy
<p>This question is about your productivity. Productivity means what you produce for each hour that you work. It includes the amount of work you achieve each hour, and the quality of your work each hour. Please compare your productivity when you work remotely to when you work at your employer’s workplace.</p> <p>Roughly how productive are you, each hour, when you work remotely?</p>		Y	
<p>Now think about the productivity of the employees you manage. Roughly how productive are the employees you manage, each hour, when they work remotely?</p>		Y	

Once I reviewed and listed out all the questions that I thought would solve my goals, I was happy to move onto the next step and start some provisional review and analysis of the survey results. Here are the list of questions that I thought that will solve my goal.

2021	Productivity	Given image above
	Morale Barriers	<ol style="list-style-type: none"> 1. Have the following barriers to remote working improved or worsened for you over the past 6 months? - Poor management 2. Have the following barriers to remote working improved or worsened for you over the past 6 months? - Motivation 3. Have the following barriers to remote working improved or worsened for you over the past 6 months? - Feeling left out and/or isolated 4. Have the following barriers to remote working improved or worsened for you over the past 6 months? - My health and safety when working remotely 5. Have the following barriers to remote working improved or worsened for you over the past 6 months? - Difficulty collaborating remotely
	Morale Feelings	<ol style="list-style-type: none"> 1. How strongly do you agree or disagree with the following statements? - On days when I work remotely I feel better 2. How strongly do you agree or disagree with the following

		<p>statements? - On days when I work remotely I am more active</p> <p>3. How strongly do you agree or disagree with the following statements? - I feel better on days when I see my colleagues in person</p>
	<p>Morale Working Time</p>	<p>1. Think about your experience this year. On a day when you work remotely, how many hours would you spend doing the following activities? For example, a response of '1' means 1 hour. A response of '0.5' means half an hour. Your responses should add to 24 hours. - Preparing for work and commuting</p> <p>2. Think about your experience this year. On a day when you work remotely, how many hours would you spend doing the following activities? For example, a response of '1' means 1 hour. A response of '0.5' means half an hour. Your responses should add to 24 hours. - Working</p> <p>3. Think about your experience this year. On a day when you work remotely, how many hours would</p>

		<p>you spend doing the following activities? For example, a response of '1' means 1 hour. A response of '0.5' means half an hour. Your responses should add to 24 hours. - Caring and domestic responsibilities</p> <p>4. Think about your experience this year. On a day when you work remotely, how many hours would you spend doing the following activities? For example, a response of '1' means 1 hour. A response of '0.5' means half an hour. Your responses should add to 24 hours. - Personal and family time</p> <p>5. Think about your experience this year. On a day when you work remotely, how many hours would you spend doing the following activities? For example, a response of '1' means 1 hour. A response of '0.5' means half an hour. Your responses should add to 24 hours. - Sleep</p>
	<p>Policy - Employee Expectations</p> <p>Policy - Retention and Attraction</p>	<p>1. Imagine that COVID-19 is cured or eradicated. Going forward, how much of your work time would</p>

		<p>you prefer to work remotely? If you work a 5 day week, each day of remote working equals 20% of your time.</p> <p>2. How strongly do you agree or disagree with the following statements? - My team works well together when they work remotely</p> <p>3. How strongly do you agree or disagree with the following statements? - Offering remote work helps me to recruit employees</p> <p>4. How strongly do you agree or disagree with the following statements? - Offering remote work helps me retain employees</p>
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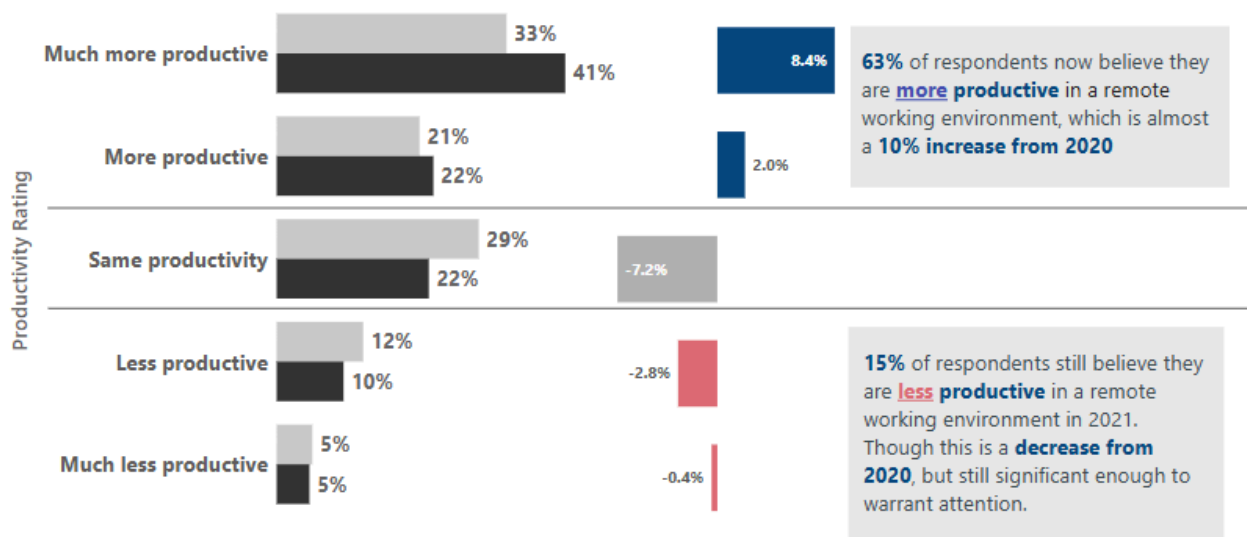
Productivity - Self Assessment

To assess changes in productivity, I focused on employee self-ratings from both the 2020 and 2021 surveys. Each year featured a question asking workers to compare their productivity when working remotely versus on-site.

Although the original responses included a wide range of percentage-based categories, I consolidated these into five broader groups for clarity. I also calculated the year-over-year (YoY) percentage change within each group to highlight trends in perceived productivity gains or losses. Supporting text was included to clearly interpret the results for decision-makers.

Self-assessment of productivity in 2020 and 2021

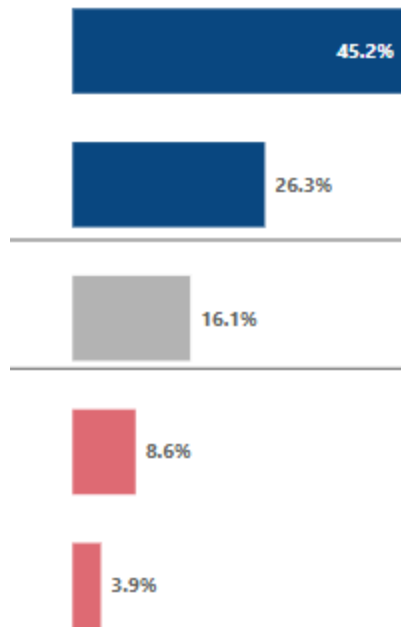
% Change between 2020 and 2021



Productivity - Management Assessment

To complement self-reported data, I incorporated managerial perspectives using a question that asked supervisors to rate their teams' productivity under remote work conditions. This added depth and credibility to the narrative by aligning employee perceptions with managerial observations.

Management Opinion

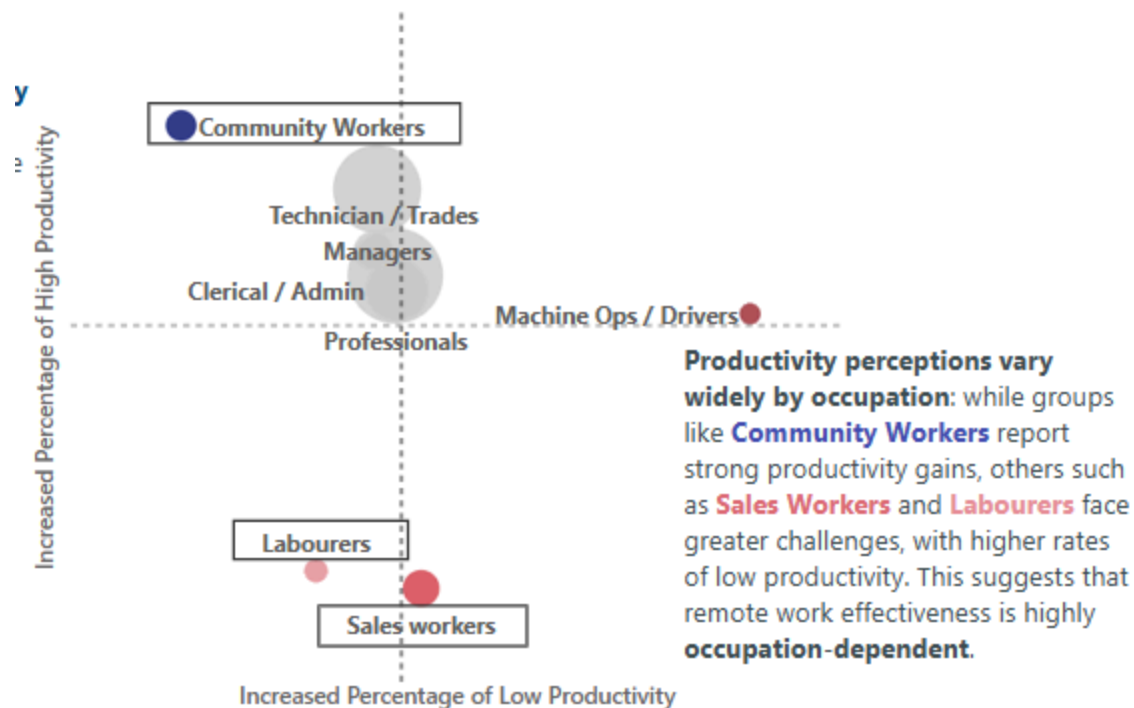


In **2021**, it was observed that **near 72% of managers** reported an increase in their team's productivity. This assessment closely aligned with employees' own self-evaluations, suggesting a strong correlation between managerial views and **individual perceptions of improved productivity** in remote work settings.

Productivity - Occupation

To enhance granularity, I broke down productivity data by occupation. While the overall trend showed increased productivity, this deeper cut helped identify roles that experienced lower productivity when working remotely—valuable for organizations considering occupation-specific support or policies.

Productivity split between occupation groups

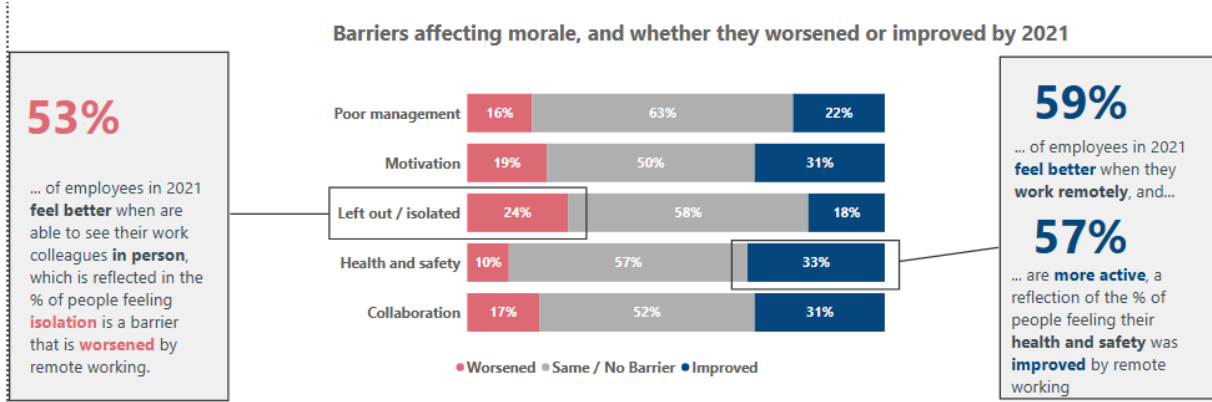


Morale - Barriers

While the surveys didn't directly measure morale, the 2021 survey included questions about common barriers to remote work—such as motivation, isolation, health, collaboration, and management quality.

I treated these as morale-related factors. Using Power Query, I unpivoted the data and standardized responses into three categories: "worsened," "no change," or "improved." This approach offered a clear snapshot of how remote work impacted employee wellbeing and working conditions.

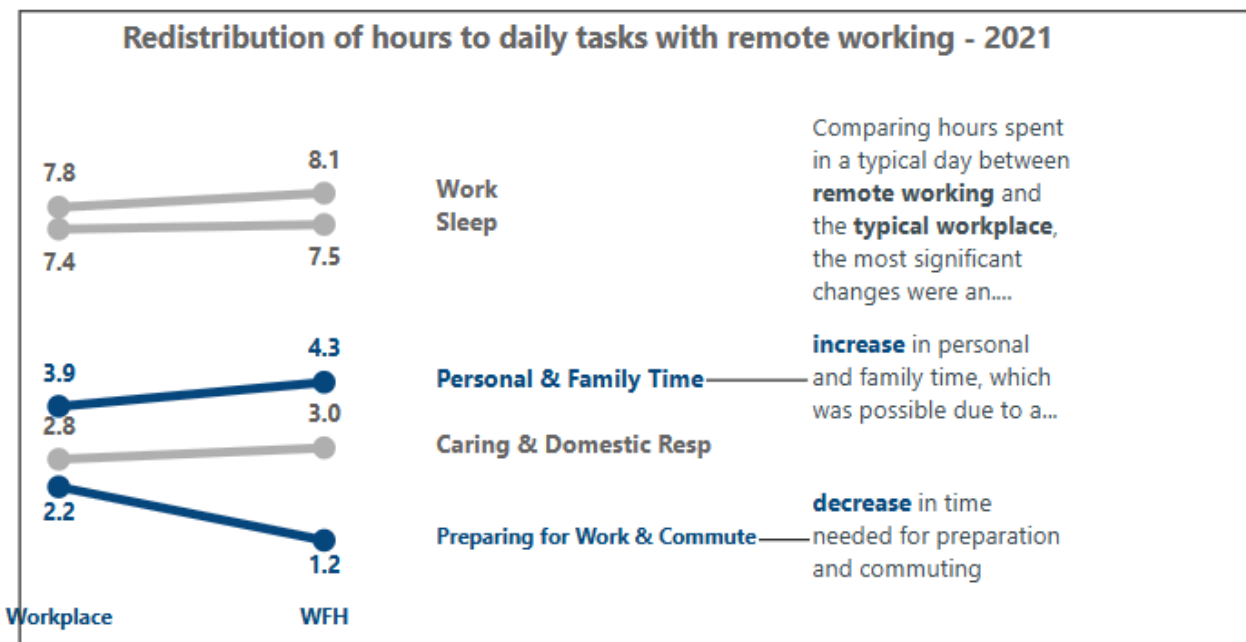
Further supporting insights were drawn from questions directly addressing isolation, health, and wellbeing. These were visually grouped together to strengthen the overall morale narrative with a more comprehensive view.



From looking at the data and seeing that people were more active and feeling better, I thought that it would be great if I can deep dive on the amount of time each employee spends when they work from the office vs work from home.

Morale - Working Times

Again, I performed unpivot columns in Power Query to consolidate the data. Analysis of how employees allocated time when working remotely vs. in-office revealed a significant drop in commuting hours and a rise in personal/family time. This suggests a potential link between remote work and improved wellbeing.



Policy - Employee Expectations

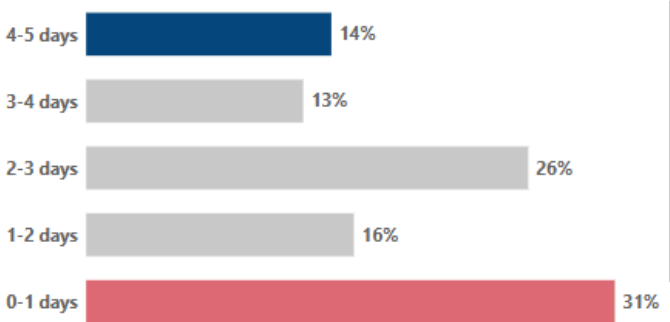
To inform future policy, I consolidated responses regarding the preferred number of remote workdays into simplified day-based categories. This provided a clear visual of employee preferences—revealing strong interest in continued remote work, but also showing that a notable portion of employees still favored office work.

The positive impact on productivity and morale detailed aside have resulted in a sizeable majority of people wanting to now work **at least one day** a week remotely (69%), with 14% wanting to work close to full time remotely.

However, there is a significant portion (31%) of employee who have indicated that they want either minimal or no remote work at all

Companies will need to accommodate this spectrum to **attract and retain talent**

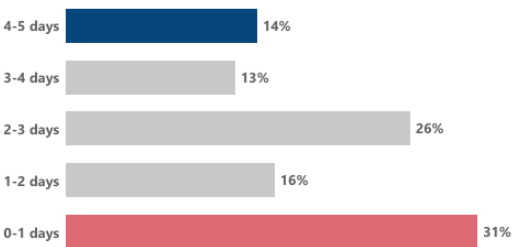
Post-COVID - Employees desired remote working workweek



Policy - Retention and Attraction

Lastly, manager-level responses regarding remote work’s impact on retention and talent attraction were included as high-level key performance indicators (KPI cards). Rather than using charts, I opted for simple numerical highlights and supporting narrative to emphasize their strategic importance.

Post-COVID - Employees desired remote working workweek



related to an overall preference of flexibility

Management assessment of retention and attraction

68% ... of management personnel also believe that offering a flexible remote work policy will **improve retention** of employees

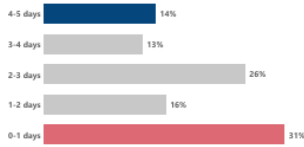
59% ... of management personnel also believe it would assist in **attracting new talent** through recruitment

Final Report

A **hybrid remote work policy** has the potential to boost productivity, work morale and retention in the Post-COVID world, and companies need to adapt.

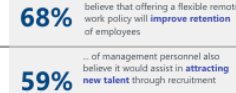
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Post-COVID - Employees desired remote working workweek



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Management assessment of retention and attraction



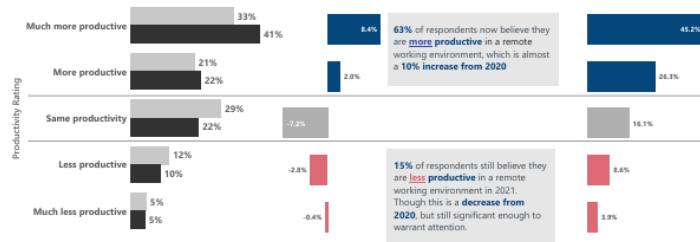
Remote Work Analysis

An analysis of survey of 1,500 remote workers from the Australian state of New South Wales, taken in August-September 2020 and March-April 2021, which aimed to capture the shift in remote work experiences and attitudes during different stages of the COVID-19 pandemic and gain insights on its long term implications.

Survey sample sizes were 1,507 for the 2020 survey, and 1,512 for the 2021 survey

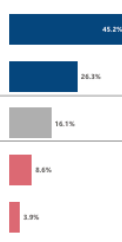
Both employee and manager agree that the general level of **productivity increased** on average through 2020 and 2021. However, certain subsets of occupations experience lower productivity rates

Self-assessment of productivity in 2020 and 2021

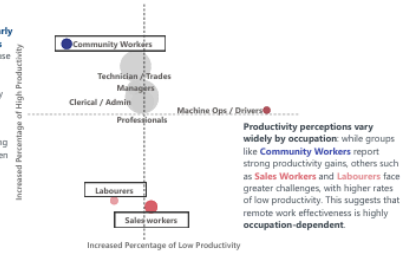


% Change between 2020 and 2021

Management Opinion

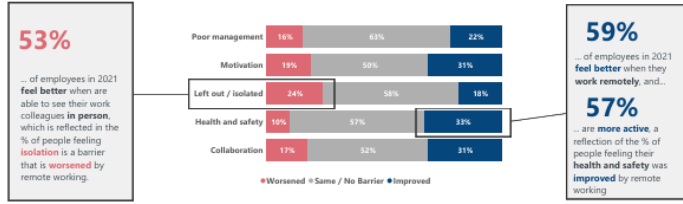


Productivity split between occupation groups



Morale may be improved through being more active and having more personal time due to the elimination of the commute, but steps will need to be taken to address the issue of isolation from colleagues.

Barriers affecting morale, and whether they worsened or improved by 2021



Redistribution of hours to daily tasks with remote working - 2021

