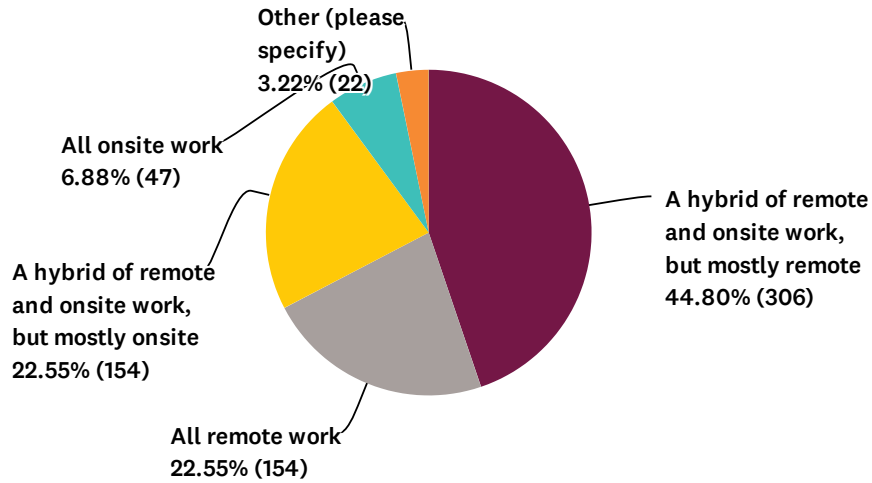


Q1 How has your firm or company's workforce been deployed during the pandemic?

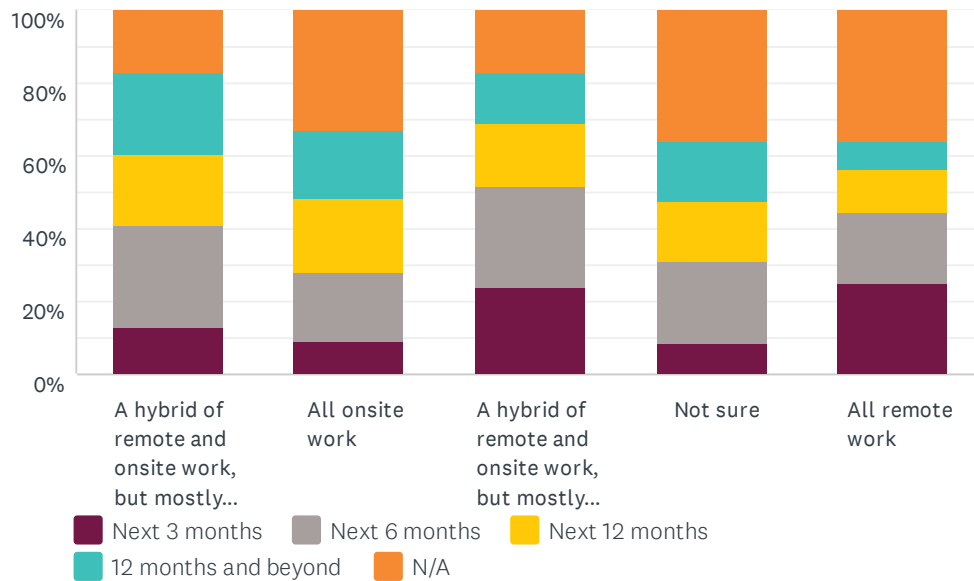
Answered: 683 Skipped: 0



ANSWER CHOICES	RESPONSES	
A hybrid of remote and onsite work, but mostly remote	44.80%	306
All remote work	22.55%	154
A hybrid of remote and onsite work, but mostly onsite	22.55%	154
All onsite work	6.88%	47
Other (please specify)	3.22%	22
Not sure	0.00%	0
TOTAL		683

Q2 How will your firm or company's workforce be deployed in the future?

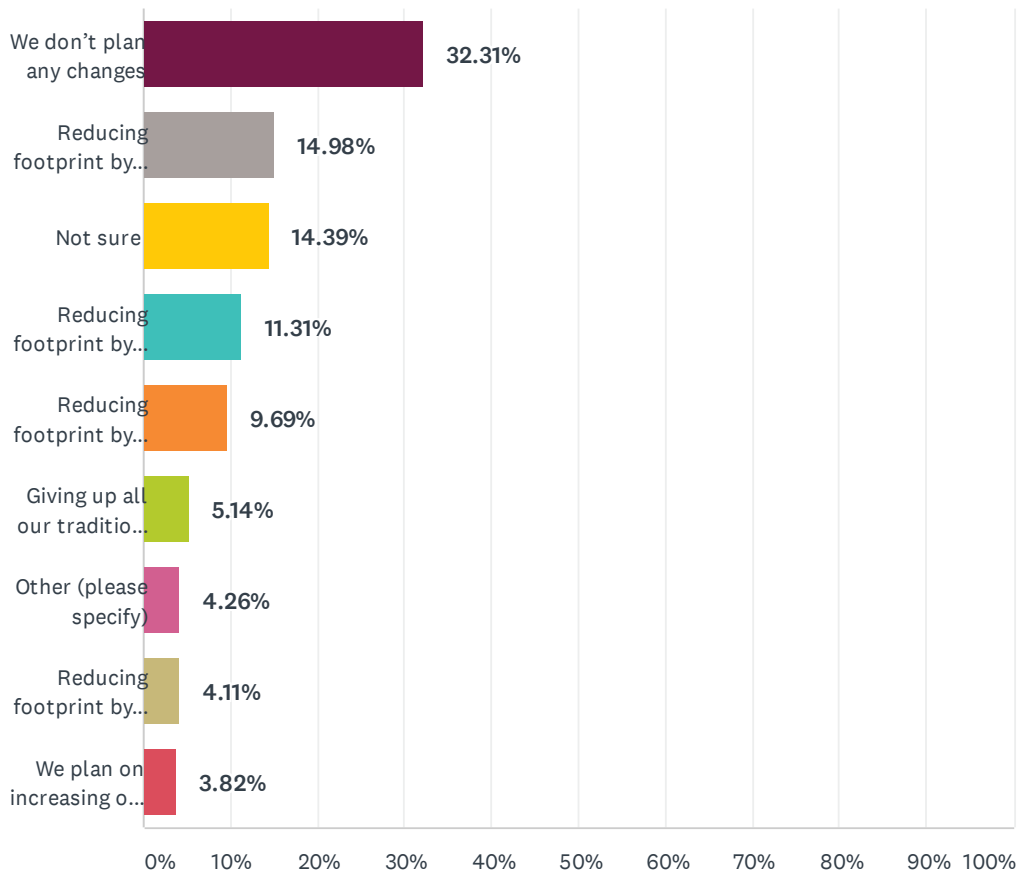
Answered: 679 Skipped: 4



	NEXT 3 MONTHS	NEXT 6 MONTHS	NEXT 12 MONTHS	12 MONTHS AND BEYOND	N/A	TOTAL
A hybrid of remote and onsite work, but mostly onsite	12.87% 69	28.36% 152	19.40% 104	22.39% 120	16.98% 91	536
All onsite work	8.84% 41	19.18% 89	20.26% 94	18.97% 88	32.76% 152	464
A hybrid of remote and onsite work, but mostly remote	23.87% 127	27.82% 148	17.29% 92	13.91% 74	17.11% 91	532
Not sure	8.27% 33	22.81% 91	16.54% 66	16.29% 65	36.09% 144	399
All remote work	25.22% 114	19.47% 88	11.73% 53	7.52% 34	36.06% 163	452

Q3 Given changes in workforce deployment, what changes will your firm or company make to your office footprint?

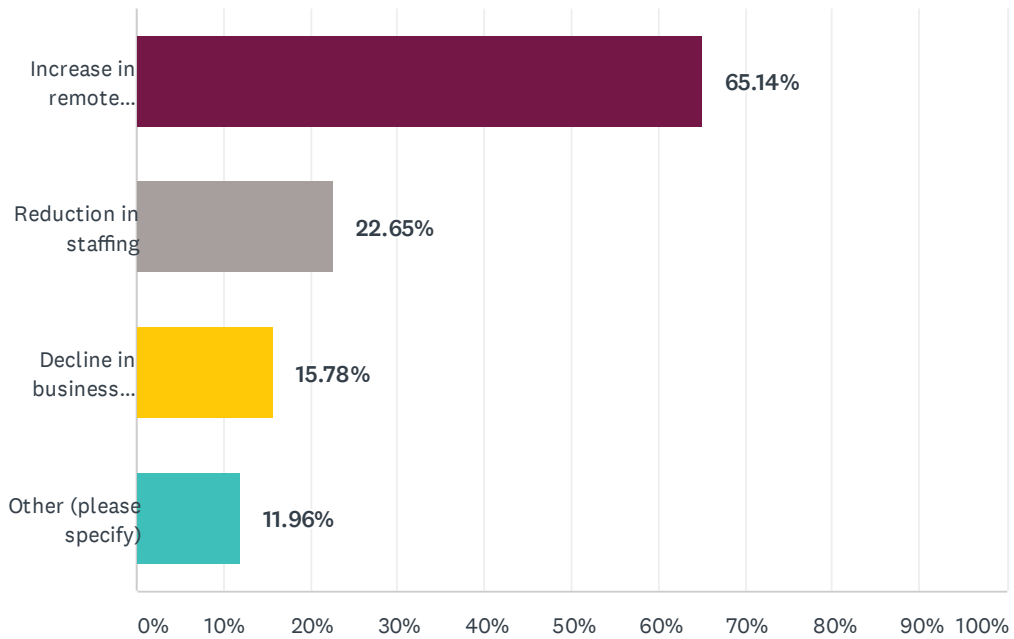
Answered: 681 Skipped: 2



ANSWER CHOICES	RESPONSES	
We don't plan any changes	32.31%	220
Reducing footprint by 25 – 49%	14.98%	102
Not sure	14.39%	98
Reducing footprint by 50% or more	11.31%	77
Reducing footprint by 10 – 24%	9.69%	66
Giving up all our tradition office space	5.14%	35
Other (please specify)	4.26%	29
Reducing footprint by less than 10%	4.11%	28
We plan on increasing our office space	3.82%	26
TOTAL		681

Q4 If reducing your office footprint, what are the reasons? (select all that apply)

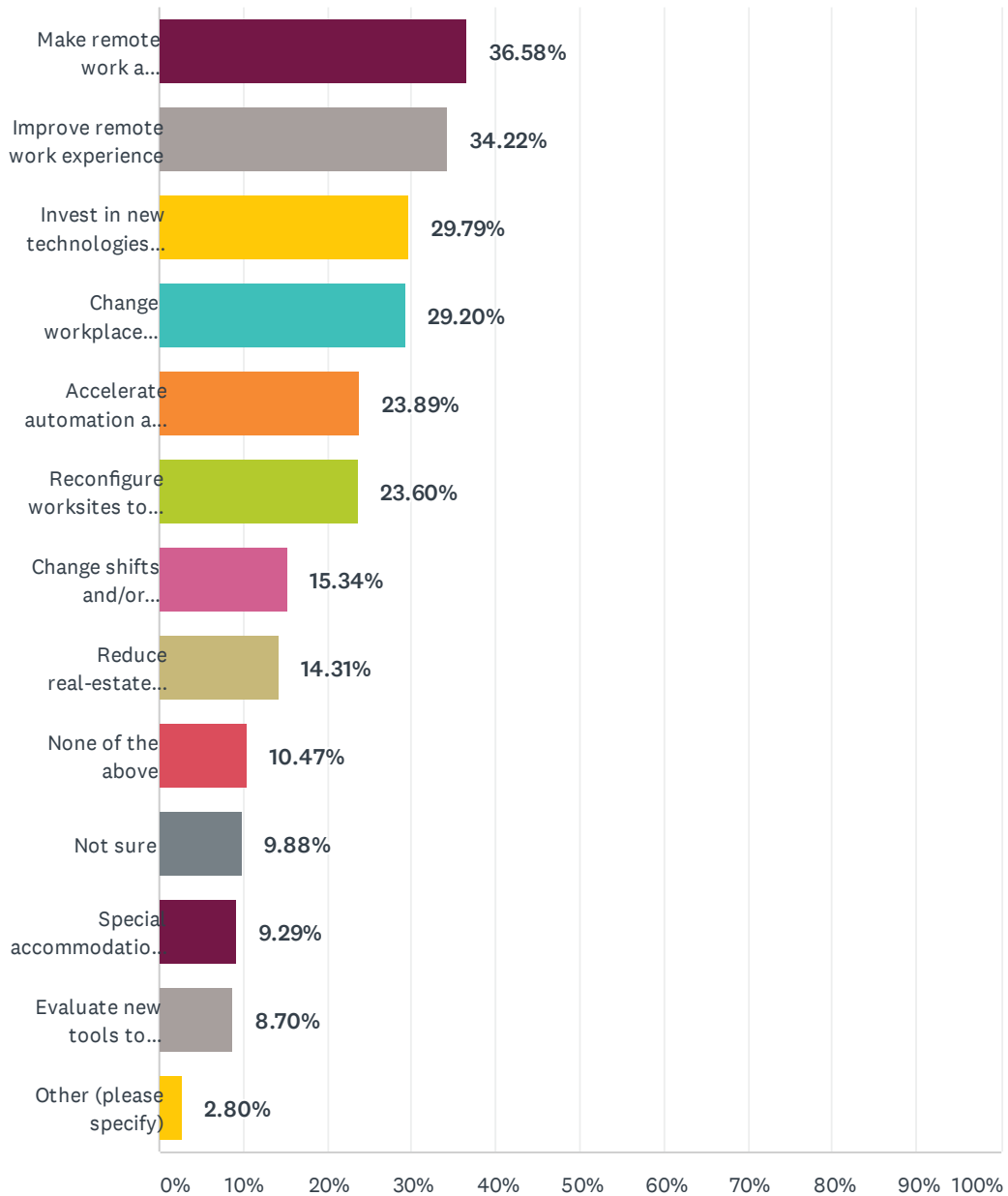
Answered: 393 Skipped: 290



ANSWER CHOICES	RESPONSES	
Increase in remote operations	65.14%	256
Reduction in staffing	22.65%	89
Decline in business operations	15.78%	62
Other (please specify)	11.96%	47
Total Respondents: 393		

Q5 Which of the following is your firm or company planning to implement as you plan for the future of your office and onsite work? (select all that apply)

Answered: 678 Skipped: 5

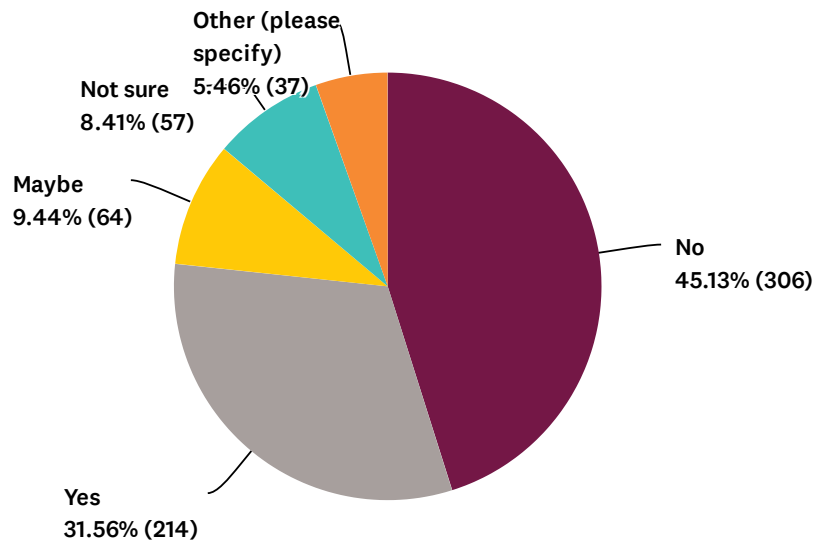


Future of Work Survey

ANSWER CHOICES	RESPONSES	
Make remote work a permanent option for roles that allow it	36.58%	248
Improve remote work experience	34.22%	232
Invest in new technologies to support remote work or changes to physical offices	29.79%	202
Change workplace safety measures and requirements	29.20%	198
Accelerate automation and new ways of working	23.89%	162
Reconfigure worksites to promote physical distancing	23.60%	160
Change shifts and/or alternate staffing to reduce exposure	15.34%	104
Reduce real-estate footprint	14.31%	97
None of the above	10.47%	71
Not sure	9.88%	67
Special accommodations for employees with childcare responsibilities	9.29%	63
Evaluate new tools to support workforce location tracking and contract tracing	8.70%	59
Other (please specify)	2.80%	19
Total Respondents: 678		

Q6 Is your firm or company requiring employees to have a COVID vaccine to return to the office and/or interact in person with others related to business operations?

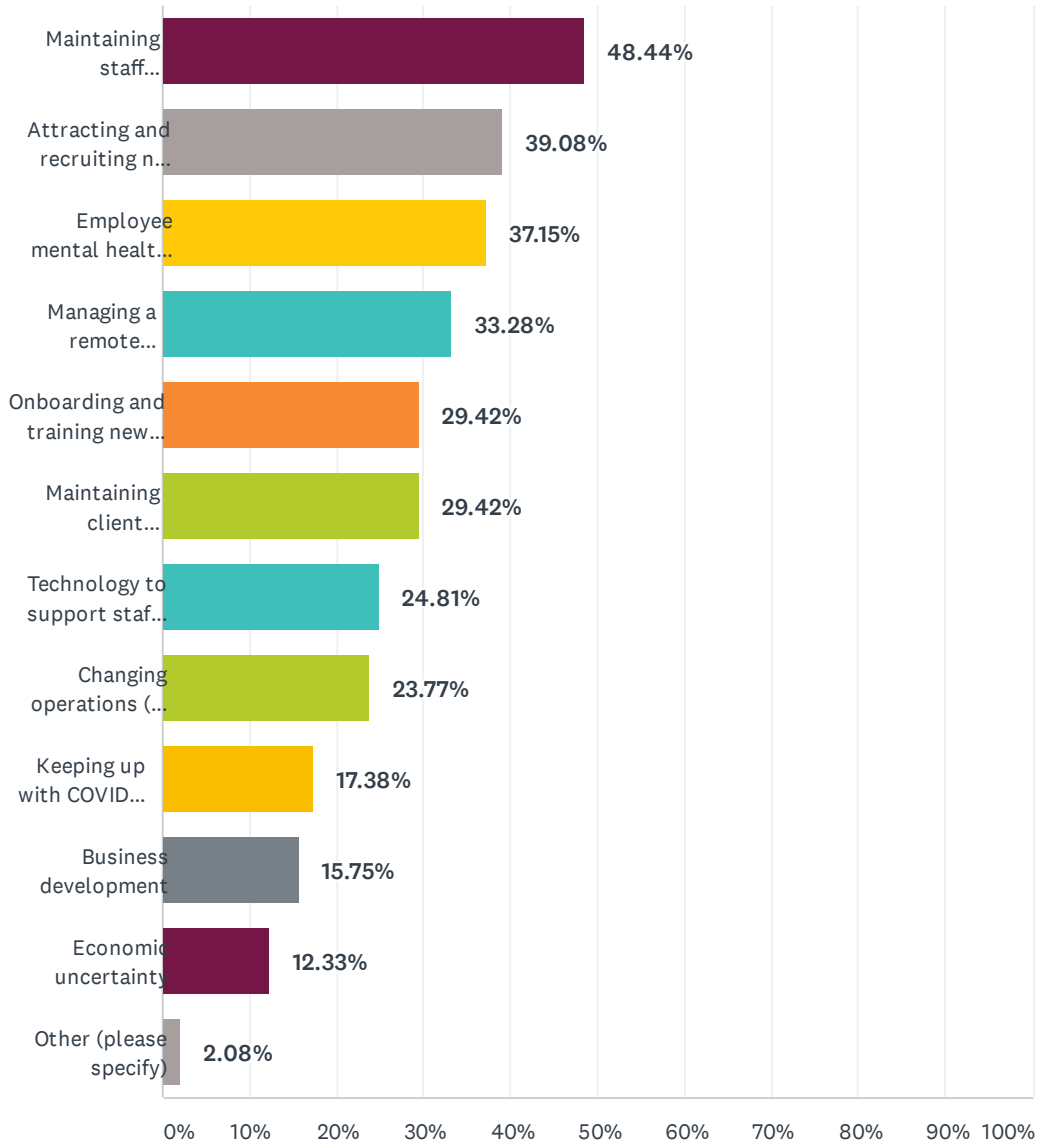
Answered: 678 Skipped: 5



ANSWER CHOICES	RESPONSES	
No	45.13%	306
Yes	31.56%	214
Maybe	9.44%	64
Not sure	8.41%	57
Other (please specify)	5.46%	37
TOTAL		678

Q7 What are your most pressing concerns that may impact your firm or company related to the future of the workplace? (select all that apply)

Answered: 673 Skipped: 10



Future of Work Survey

ANSWER CHOICES	RESPONSES	
Maintaining staff connectivity, engagement and morale	48.44%	326
Attracting and recruiting new staff	39.08%	263
Employee mental health and wellbeing	37.15%	250
Managing a remote workforce	33.28%	224
Onboarding and training new staff	29.42%	198
Maintaining client relationships	29.42%	198
Technology to support staff and clients in a remote environment	24.81%	167
Changing operations (eg. reopening the office, virtual meetings, reworking or reducing physical space)	23.77%	160
Keeping up with COVID relief programs (eg. PPP, EIDL, ERC, etc.)	17.38%	117
Business development	15.75%	106
Economic uncertainty	12.33%	83
Other (please specify)	2.08%	14
Total Respondents: 673		

Q8 What types of technologies is your firm or company planning to implement or would like more information/training on to support future of work?

Answered: 247 Skipped: 436

Themes of open-ended responses included:

- Budget management, cost management, internal control, cash management, investment and financing, standards, tax management, credit, financial instruments, etc
- IT technology, and programming
- Technology for telecommuting
- Contact tracing has been implemented using an internally developed app
- Ideas to utilize Microsoft Teams in public accounting firms
- paperless workflow
- Technology to support employees and customers in a remote environment
- Better remote meeting software applications. Improved cameras. Better secure file transfer protocols
- Better conference room technology interfacing with remote participants.
- cloud programs
- Cloud based, automated financial systems, new HRIS and enhancements to video conferencing technology and VOIP system
- deeper cyber security protocols, and ensuring use of two factor authentication
- Training regarding cybersecurity
- Learning Distance Technology

Q9 What advice would you give other firms and companies as they consider the future of work and potential hybrid of in-office and remote staff?

Answered: 259 Skipped: 424

Themes of open-ended responses included:

- Be flexible, offer work options. Make sure the lines of communication are active both ways. Staff upward and partners downward.
- Be open minded and flexible
- Trust your staff. Train your managers. A good manager can manage in person or remote. A bad manager still can't handle either.
- Job seekers are looking for more of a hybrid approach instead of full time at the office
- Make sure your security is designed for remote work
- Give staff enough time to make the transition and learn to make the transition to telecommuting
- Forget the past; focus on the new world of work
- Consider the mental health concerns of remote work and not getting out of the house
- Do not lose the connectivity of the firm by folks working independent of the others
- Maintaining the collective learning opportunities and efficiencies of working together is very important. Also, the job satisfaction coming with working together, especially for younger staff, should not be underestimated. Without addressing that, turnover will be high. Younger professionals will move to a more engaging work environment
- Continue to take the "pulse" of staff regarding work preferences. Encourage some in-office days
- Work with the staff to figure to solution. Junior staff in particular are tech savvy, agile and want to be part of the solution.
- Provide training and support of employees not familiar with technologies
- Social connection is key to developing young inexperienced staff

Q10 How can the VSCPA be most helpful to support you and/or your business over the next 6 months?

Answered: 207 Skipped: 476

Themes of open-ended responses included:

- Continue to put out best practices for both all types of organizations.
- Keep us informed of what are Firms (and company) best practices related to work office environment.
- Keep promoting the professionalism and skill set of a CPA and why it is important to hire a CPA.
- More webinars / seminars on Virtual Meeting Applications. Other than that..... Keep Up The Good Work!
- Keep the awesome CPE and updates coming!; value add training opportunities; more free CPE
- Share lessons learned, success stories, how interns/new hires want to be recruited
- By publishing articles and providing training for employers wishing to recruit, train, and maintain a partially remote staff.
- Continue to provide information on technology, future staffing/profession, legislative issues.
- Keep the excellent communications related to VA legislative developments.
- Keep bringing ideas to membership via webinars
- Push creative speakers and thinking
- Continue to share research and tools as we move forward to meet the business challenges of today and tomorrow. Remember we need to lead the way by practicing what we preach.
- Share as much resource material as possible, not only through surveys but through round table discussions so employers can see what others are doing without having to recreate the wheel.

Q11 Please provide any additional comments about future of work.

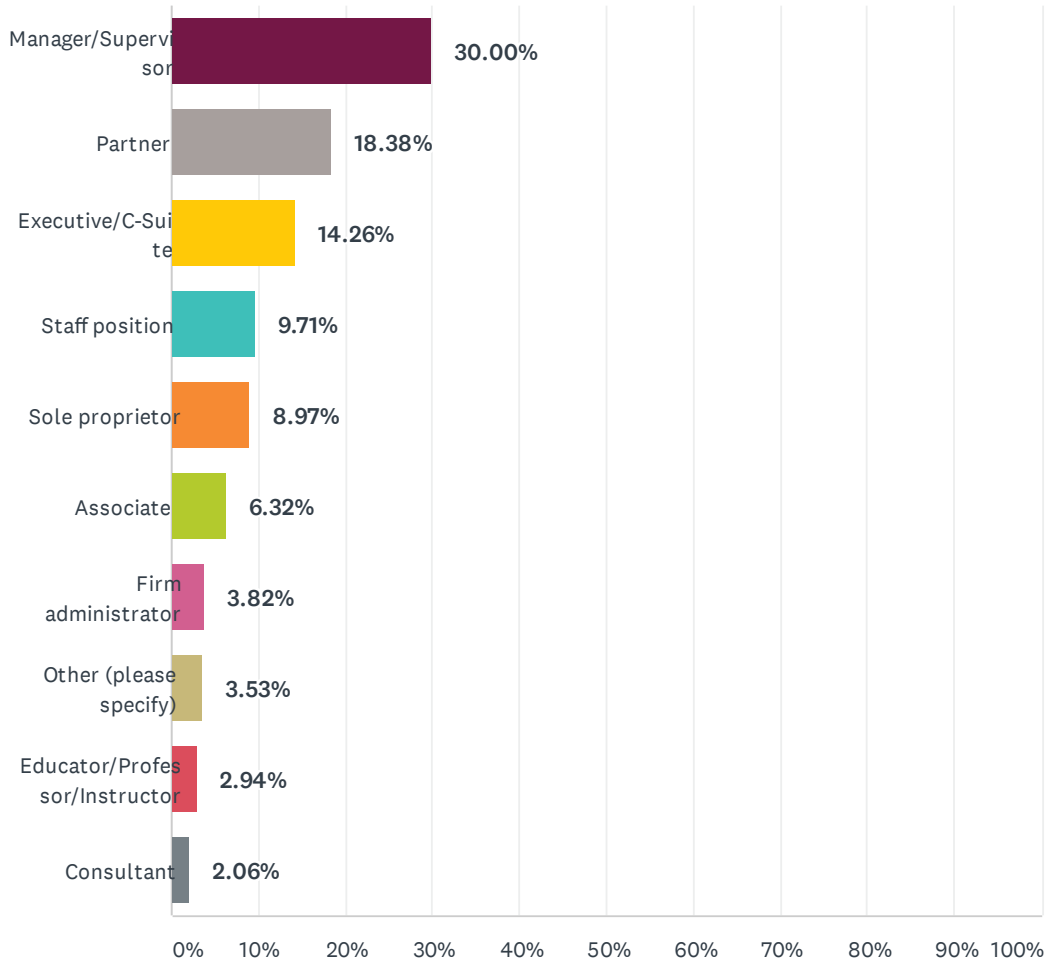
Answered: 124 Skipped: 559

Themes of open-ended responses included:

- VSCPA has done a great job in keeping us updated and informed on current topics and events
- While I continue to be a proponent of flexible working, either in office or remote, I think it is important to keep office connections strong. Consider working in-office some number of regular days to develop in person relationships and support.
- I think remote work is here to stay for many companies.
- Staff will expect flexibility on when, where, and how work takes place.
- In the future the technology will be more and more extensive and The Times will be advancing all the time
- I hope my technology will improve and my colleagues will become stronger and stronger
- Business owners tend to shoot themselves in the foot by not hiring professional advisors. Successful businesses will continue to be those who see the value in their advisors.
- There is plenty of work. We need more college grads to go into public accounting.
- I think brick and mortar locations will be minimized as much as possible.
- I'm hoping people will get comfortable meeting in person. We are human and need social interaction to thrive.
- Congrats on being agile and responsive in a constantly changing demanding environment!

Q12 Which of the following most closely matches your position?

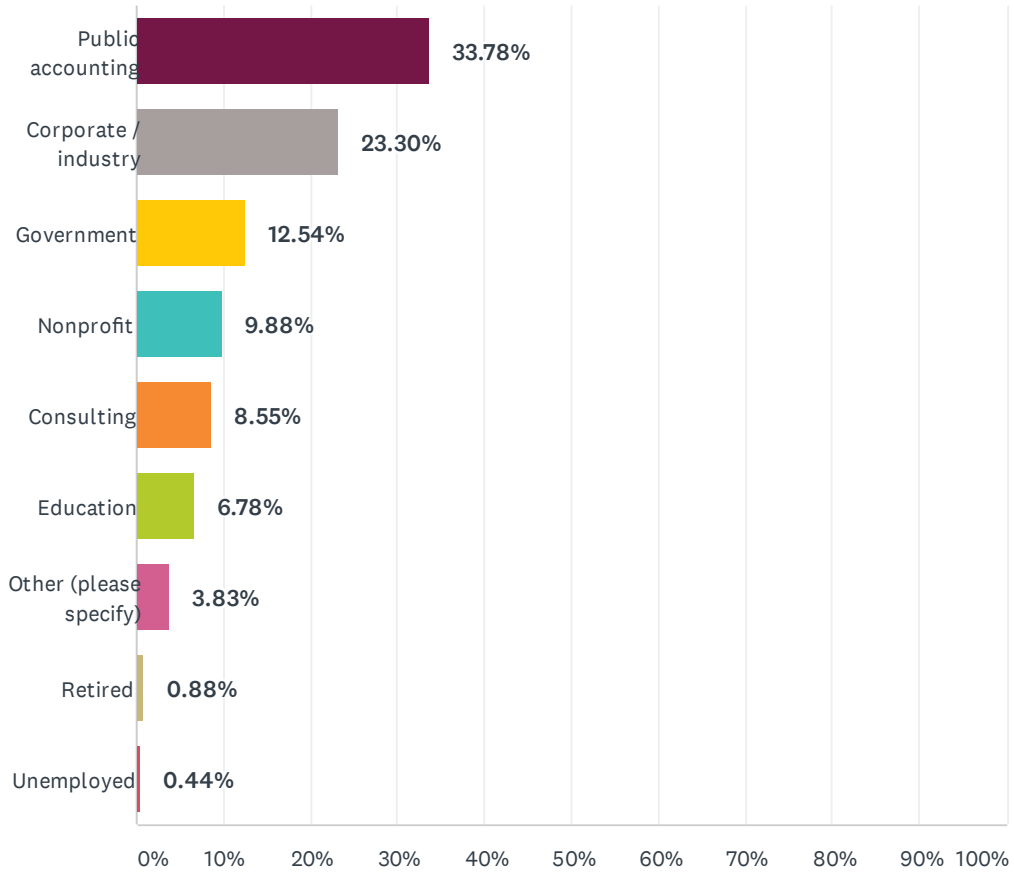
Answered: 680 Skipped: 3



ANSWER CHOICES	RESPONSES	
Manager/Supervisor	30.00%	204
Partner	18.38%	125
Executive/C-Suite	14.26%	97
Staff position	9.71%	66
Sole proprietor	8.97%	61
Associate	6.32%	43
Firm administrator	3.82%	26
Other (please specify)	3.53%	24
Educator/Professor/Instructor	2.94%	20
Consultant	2.06%	14
TOTAL		680

Q13 What is your general area of business?

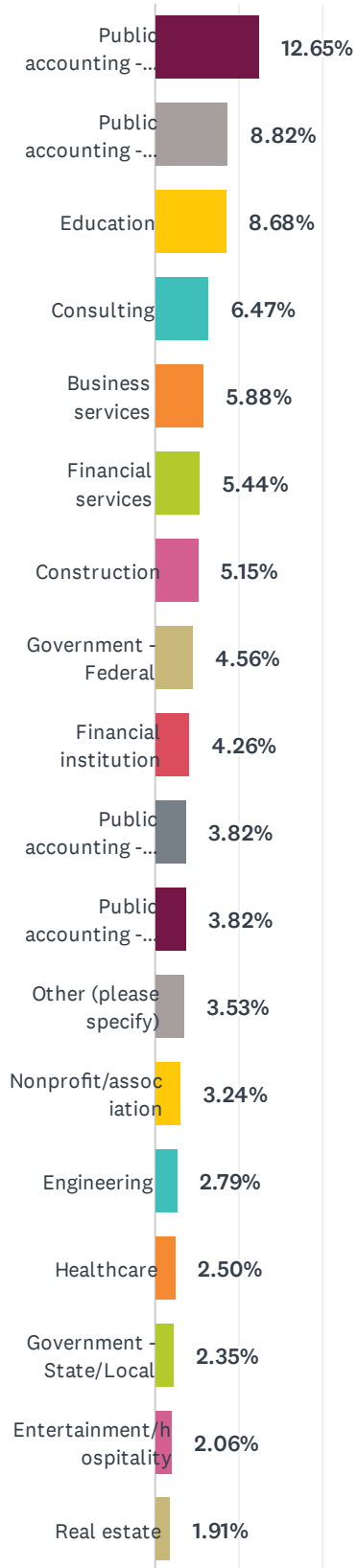
Answered: 678 Skipped: 5



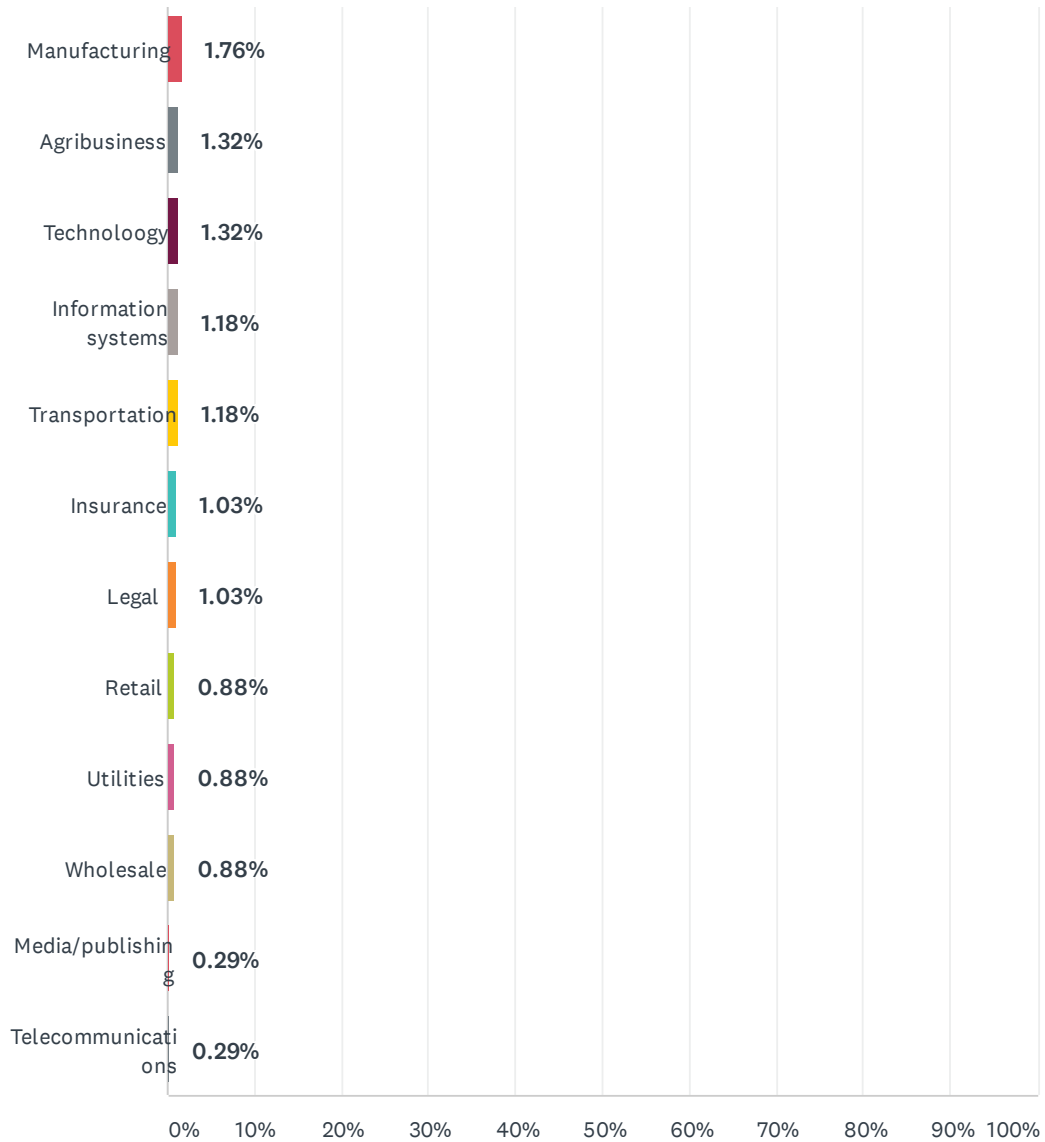
ANSWER CHOICES	RESPONSES	
Public accounting	33.78%	229
Corporate / industry	23.30%	158
Government	12.54%	85
Nonprofit	9.88%	67
Consulting	8.55%	58
Education	6.78%	46
Other (please specify)	3.83%	26
Retired	0.88%	6
Unemployed	0.44%	3
TOTAL		678

Q14 What is the specific business type that best represents your firm or company?

Answered: 680 Skipped: 3



Future of Work Survey

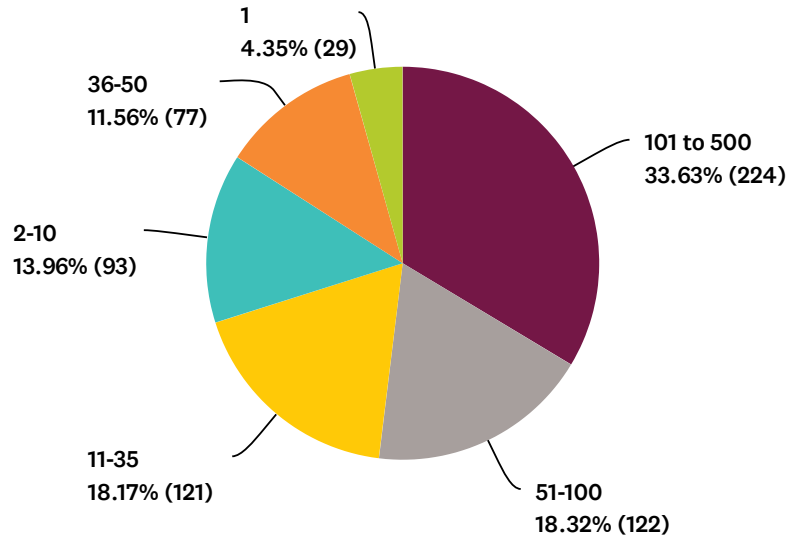


Future of Work Survey

ANSWER CHOICES	RESPONSES	
Public accounting - multiple owners	12.65%	86
Public accounting - one owner	8.82%	60
Education	8.68%	59
Consulting	6.47%	44
Business services	5.88%	40
Financial services	5.44%	37
Construction	5.15%	35
Government - Federal	4.56%	31
Financial institution	4.26%	29
Public accounting - regional firm	3.82%	26
Public accounting - national firm	3.82%	26
Other (please specify)	3.53%	24
Nonprofit/association	3.24%	22
Engineering	2.79%	19
Healthcare	2.50%	17
Government - State/Local	2.35%	16
Entertainment/hospitality	2.06%	14
Real estate	1.91%	13
Manufacturing	1.76%	12
Agribusiness	1.32%	9
Technology	1.32%	9
Information systems	1.18%	8
Transportation	1.18%	8
Insurance	1.03%	7
Legal	1.03%	7
Retail	0.88%	6
Utilities	0.88%	6
Wholesale	0.88%	6
Media/publishing	0.29%	2
Telecommunications	0.29%	2
TOTAL		680

Q15 What is the number of employees at your firm or company (including yourself)?

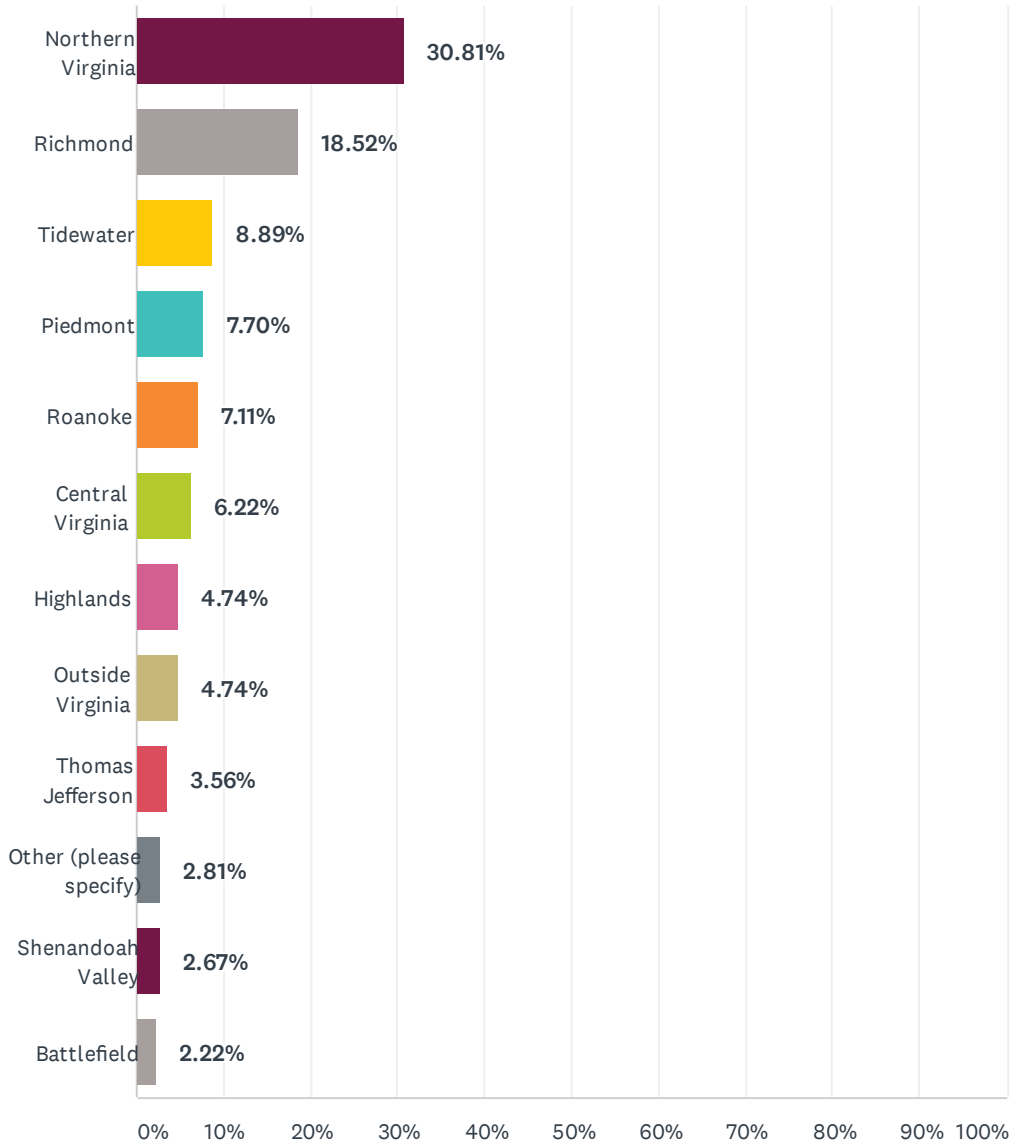
Answered: 666 Skipped: 17



ANSWER CHOICES	RESPONSES	
101 to 500	33.63%	224
51-100	18.32%	122
11-35	18.17%	121
2-10	13.96%	93
36-50	11.56%	77
1	4.35%	29
TOTAL		666

Q16 What VSCPA chapter area is your business located?

Answered: 675 Skipped: 8



Future of Work Survey

ANSWER CHOICES	RESPONSES	
Northern Virginia	30.81%	208
Richmond	18.52%	125
Tidewater	8.89%	60
Piedmont	7.70%	52
Roanoke	7.11%	48
Central Virginia	6.22%	42
Highlands	4.74%	32
Outside Virginia	4.74%	32
Thomas Jefferson	3.56%	24
Other (please specify)	2.81%	19
Shenandoah Valley	2.67%	18
Battlefield	2.22%	15
TOTAL		675