State of Association Workplaces Post-Pandemic Survey

REPORT

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Executive Summary

The 2020 COVID pandemic thrust employers into a great experiment, with the U.S. becoming a primarily Work From Home (WFH) economy overnight. Although the number of remote workers steadily increased over the last decade – **from 21% in 2011 to 24% in 2015[1]** – nothing adequately prepared us for the sudden shift in 2020.

21% 2011
24% 2015
2020
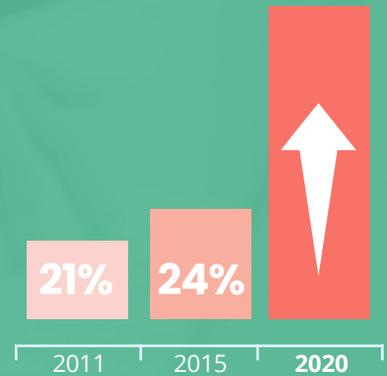
The abrupt change to a remote-first work environment fundamentally altered how we understand work: where it occurs, how it is completed, when it takes place, and what the relationship between work and life outside of work can look like. Successful WFH efforts are challenging the century-old assumption that the five-day, 40-hour onsite work week is ideal to achieve productivity. Perhaps the greatest triumph of remote work is that it makes space for employees to identify and voice their need for more flexible options to manage modern-day life. In short, the success of the 2020-21 WFH experiment is forcing an unprecedented workforce transformation.

"How will the acceleration of remote work impact the association workplace?"

It was the key question driving Achurch Consulting to partner with Association TRENDS on this research. At the onset of the pandemic, employers wondered: *Can associations support remote work environments?* Eighteen months into the great experiment, we have a resounding answer — **yes, associations can support and thrive in remote work environments, even in the unprecedented conditions of the last year plus.**

Our findings prove that remote work is no longer on the rise — *it has arrived.* **Remote work is the future for associations.** Furthermore, the findings shed light on the state of associations now: triumphs, association leaders' top concerns, and opportunities for growth.

Overall, our belief is that associations will find adopting remote work even more beneficial than other industries, by:

Increasing operational efficiency.

Improving talent acquisition.

Lowering operational costs that can be re-invested into programs, people, and the organization's mission.

By adopting and applying the Key Insights we share in this report, associations can design an intentional workplace that is dynamic, flexible, and productive well into the future.

What we Did, What we Found, & How to Use this Report

Earlier in 2021, Achurch Consulting and Association TRENDS partnered to survey over 350 association leaders about their experience with remote work. We asked over 85 questions to understand how associations are working, what resources they are providing to employees, how employees are engaging with their work, and what are the foreseeable challenges and opportunities. We took these robust responses, supplemented them with follow-up interviews with senior association leaders and created this report --- not only to share data-driven trends, but to also provide key insights on where associations are progressing.

Given the data, the trends, and evolving best practices, we are confident that associations can apply intentional workplace design to create a dynamic and flexible workplace that will increase productivity and inclusivity into the future.

To maximize this report for your own use, we recommend the following:

Review the Key Findings starting on page 5 to understand the data driving associations' remote work efforts.

Read the Key Insights shared throughout the report to synthesize the data with modern workplace best practices.

Apply the Findings and Insights to your association to create an intentional and flexible path forward for your own remote centric workplace.

Important Definitions

In this report we will talk about four primary workforce structures, each defined below.

- **All or Fully Remote:** Entire staff works remotely (with few exceptions); teams may occasionally gather for meetings/retreats.
- **Organizational Hybrid:** Some staff work in the office all the time (with few exceptions), some staff work remotely all the time (with few exceptions).
- **Individual Hybrid/Partial Remote:** Some or all employees work a combination of onsite and remote.
- **All or Fully Onsite:** Entire staff works onsite/in office; employees may occasionally work remotely under rare circumstances.

Key Findings

1 Associations will continue to incorporate remote work; and the future association workplace will experiment with hybrid models.

85%

In March 2020, **85%** indicated their staff was all or mostly *onsite*.

83%
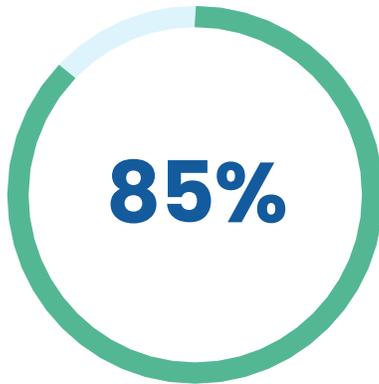
One year later, nearly the reverse is true: **83%** of respondents are all or mostly *remote*.

96%

A significant **96%** of respondents who are planning on/considering a new workforce model compared to their pre-pandemic posture indicate that remote work will figure into future plans.

79% are planning on/considering a hybrid or fully remote workforce moving forward.

Most associations are adopting a hybrid model moving forward. Of the 42% of respondents who were "all onsite almost all of the time" pre-pandemic, two-thirds **(65%)** are moving towards a hybrid model.

7% are planning/considering going fully remote.

2 Regardless of a positive or negative financial impact in 2020, a majority of associations are choosing a remote-centric work model.

Roughly **two-thirds** of respondents reported top line revenue loss.

59% indicated a loss greater than five percent.

About **half (51%)** experienced a net income decrease.

Of those organizations who experienced any level of a net income decrease,

80%

80% intend to move toward a new, more remote-centric workforce model,

69%

with close to three-quarters **(69%)** intending to operate an individual hybrid/partial remote structure post-pandemic.

15% of responding associations experienced a top line revenue increase.

26% experienced a net income increase.

A clear majority, **97%** of those who experienced any level of a net income increase, plan to adopt a new, more remote-centric workforce model, and **66%** are choosing an individual hybrid/partial remote workforce structure.

3

Decreased opportunity for organic communication and change in culture rank as the highest concerns for associations moving forward with remote environments.

Communication **(70%)** and change in culture **(62%)** ranked highest as overall concerns among respondents moving towards any amount of remote work.

70%

62%
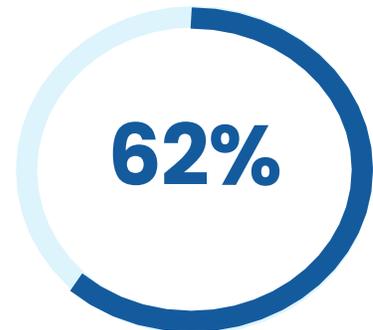
The top operational worries among associations planning to include remote workforce models in the future were: added difficulties with onboarding employees **(39%)**, managing remotely **(38%)**, and a loss of visibility into what employees are working on each day **(33%)**.

39%

38%

33%
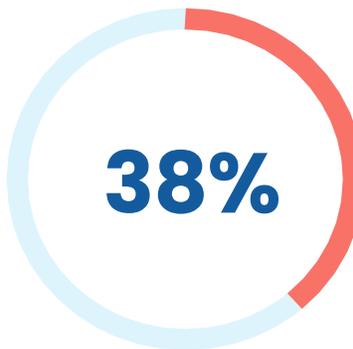
The majority of respondents **(59%)** use email as a primary tool for informal, internal communications.

Externally, associations rely equally on cloud-based/VOIP systems for both incoming and outgoing communications **(56%)**.

System and tool training **(60%)** has been a focus for associations as well as trainings focused on communication **(56%)**, physical/mental wellness in a remote environment **(49%)**, and onboarding **(49%)**.

4

**Associations have prioritized updating remote work and cyber security policies, but lag in other areas essential for effective and intentional workplace design.**

Unsurprisingly, organizations have added or updated their remote work plans **(65%)** and cyber security policies **(47%)** over the last year.

65%

47%
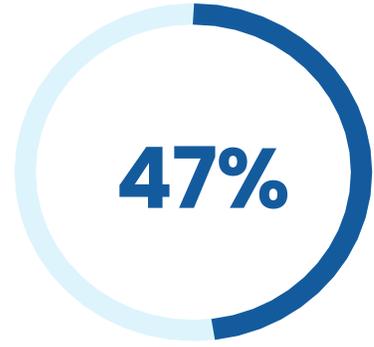
Few organizations have reviewed their employee/contractor classifications **(5%),** job/position classifications **(13%),** or data privacy **(25%),** data protection **(31%),** and file storage **(36%).**

40% of respondents will have employees keep to the standard headquarters' hours.

Just over two-thirds **(35%)** will allow core working hours.

Only a slim **5%** will allow employees to make their own schedules.

Roughly **43%** of respondents have not decided on a formal policy regarding the limits of where employees may work.

Just over a fifth of respondents **(21%)** will limit staff to working within a reasonable driving distance to headquarters or the same state.

19% will limit staff to anywhere in the U.S.

Most **(86%)** are not even considering adjusting salaries. Only **3%** of respondents made adjustments or decided how to adjust salaries, and just over a tenth **(11%)** were weighing the issue.

11%

3%

86%

5

Beyond providing laptops, associations are still weighing how to best prepare staff and the organization to carry out day-to-day activities in hybrid and remote environments.

91%

Of the 89% requiring laptops, a strong **91%** have committed to covering the cost.

For the majority of resources that employers plan to cover, they intend to do so by providing it themselves (primary exceptions including cellphone usage and internet services).

46%

Less than one fifth of associations **(16%)** utilize lock box banking.

A majority of associations **(68%)** will continue to receive checks at a physical office with a designated recipient.

Only **46%** have trained staff on security practices and policies related to file systems and data despite 60% having security policies in place.

Similarly, **87%** plan will continue to receive packages and physical mail at office locations.

90%

Over **90%** of respondents are planning on or considering converting member materials to digital resources.

Over **80%** plan to continue with in-office fulfillment and shipping processes.

About **73%** have or likely will contract 3rd party groups for printing/assembling.

6 Associations envision less real estate for the future.

Less than **1%** of respondents indicated plans for purchasing additional office space.

1%

At the time participants engaged in this research, most organizations owned **(31%)** and/or leased **(59%)** office space (or a combination) as compared to subleasing or not having any office space.

31%

59%
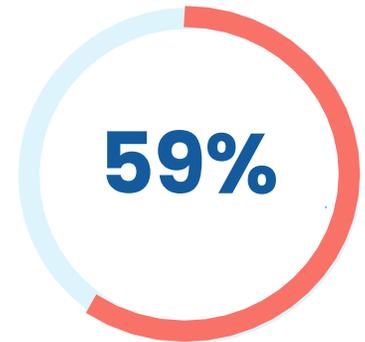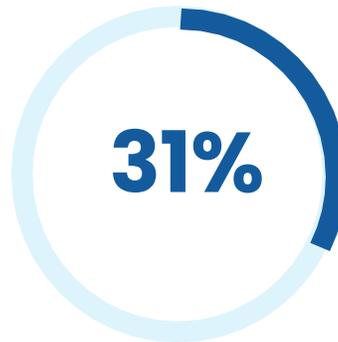
Of those who leased in 2020,

19% will not renew their lease and will opt for a smaller space or no space at all.

18% will keep some or all, but repurpose the workspaces.

6% will keep some/ all but lease out portions.

33%

One third of the respondents who plan to have office space said all staff will still have a permanent desk assignment, even if most of their time is spent working remotely.

17% will opt to eliminate permanent desks and instead provide reservable office space or desks with **30%** of those requiring advanced reservations (i.e., hoteling).

Just under **20%** state only full-time onsite employees will have permanent desks.

And a slim **4%** will allow same day reservations (i.e., hot desking).

Introduction

Nearly 100 years ago, Henry Ford introduced the 5-day, 40-hour work week as a mechanism to improve productivity in his automobile factories while also acknowledging the need for a life outside of work. Since that time, the workplace has changed dramatically. It is more diverse. New sectors emerged. Computers and phones revolutionized how 'work' happens. The world became interconnected, and work crossed state, country, and home borders. The past year saw a seismic workforce shift similar to Ford's workday innovation — the widespread adoption of remote work to maintain productivity in the midst of another hundred-year event, the global pandemic.

Prior to the pandemic, only 5% of respondents indicated a "remote-first" workplace. **Today, just 8% plan to return in full to a traditional office setting.** The 2020 pandemic suspended the world and work life. In doing so, it laid bare an inescapable truth: the workplace, although comprised of humans, was not making space for humans. In the last year, remote work has brought teams together, helped colleagues re-introduce themselves by sharing their home offices via video, and made many employees realize the traditional work week, with its standard hours, is ripe for reinvention. In fact, the great remote work experiment exposed that the need for flexibility and a life outside of work has not diminished since Ford first recognized it. *In fact, the need has increased as the workforce has expanded.*

Introduction (continued)

Pre-pandemic, a remote-centric association was an anomaly.

What began as a two-week experiment for many organizations has now evolved into a new "work lifestyle." Associations quickly shifted and adopted remote work plans in response to the pandemic. Nearly 83% of respondents (*see appendix Figure A*) indicate their staff shifted to working all or mostly remote most of the time during the pandemic. This move is sparking conversation and preceding more permanent change to the association workplace.

The first major post-pandemic change is that associations are moving to a hybrid future.

Our study differentiated respondents into five pre-pandemic categories: fully remote, mostly remote, 50/50 split, mostly onsite, and all onsite. Roughly 85% of survey respondents belong to these latter two categories. Interestingly, these last two categories moved the furthest on the spectrum. Sixty-six percent of organizations that identified as "all onsite" and 63% of the "mostly onsite" plan to adopt hybrid work models *(see appendix Figures E and F).*

Some of these same respondents are going even further; 7% of all onsite and 11% of mostly onsite are moving away from a traditional office setting altogether. The 10% of respondents who maintained a 50/50 split prior to the pandemic are also embracing more remote inclusive environments: 46% are choosing hybrid and over a quarter (27%) will become fully remote *(see appendix Figure G).*

Second, the work environment will continue to evolve rather than remain static, as it did for the last century.

Fortunately, most organizations grasp the necessity for this transformation. However, to effectively reap the benefits of a new workstyle, associations must take intentional steps to design a more dynamic and agile workplace to fit and flex with its ever-changing needs. Through our work with clients, combined with findings from this research, below we offer guiding insights to inform planning beyond the experimentation phase of the last year and into the remote work future.

ACHURCH INSIGHT 1

Associations must embrace and devise an intentional employee-centered remote work plan.

KEY FINDING 1

Associations will continue to incorporate remote work; and the future association workplace will experiment with hybrid models.

In March 2020, **85%** indicated their staff was all or mostly onsite. One year later, nearly the reverse is true: **83%** of respondents currently have a remote-centric approach.

A significant **96%** of respondents who are planning on/considering a new workforce model indicate that remote work will figure into future plans.

Most associations are adopting a hybrid model moving forward. Of the 42% of respondents who were "all onsite almost all of the time" pre-pandemic, **two-thirds (65%)** are moving towards a hybrid model and seven percent are planning/considering to go fully remote.

The nationwide move to a more remote-inclusive workplace stems from employees' need for greater flexibility. The effort to balance work and life outside of work is not new. What is new: the weight employees are placing on the flexibility needed to achieve it and the potential gap in employers' understanding of how high this ranks for their people. Prior to the pandemic, employees sought out more flexible work arrangements.

Figure D

ALMOST TWO-THIRDS FACE UNCERTAINTY WITH FUTURE PLANS

Is your organization planning a new post-pandemic way of working that is different than your pre-pandemic way of working? 354 responses.

51.13%
Yes, we're considering a couple of different ways to work post-pandemic

24.01%
Yes, we've decided on a new way of working post-pandemic

13.28%
We don't yet know

11.58%
No, we plan to operate the same way as we did pre-pandemic

Figure B

10,000 FT VIEW – ORGANIZATIONS ARE GOING HYBRID

Which description below best represents how you plan/are considering to structure your post-pandemic workforce? 354 responses.

8%
All onsite

65%
Hybrid

14%
All remote

13%
Don't yet know
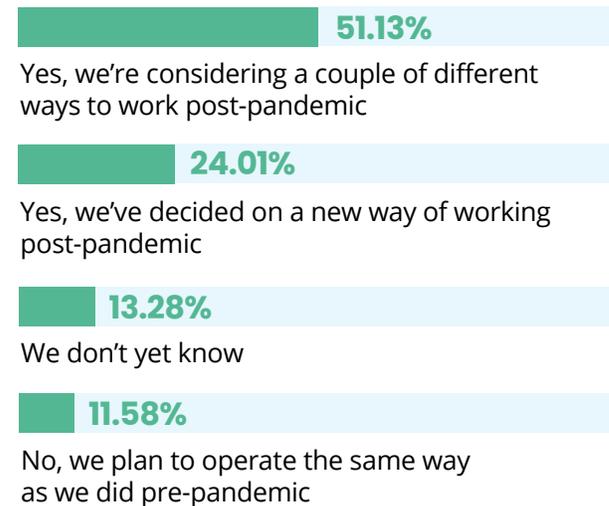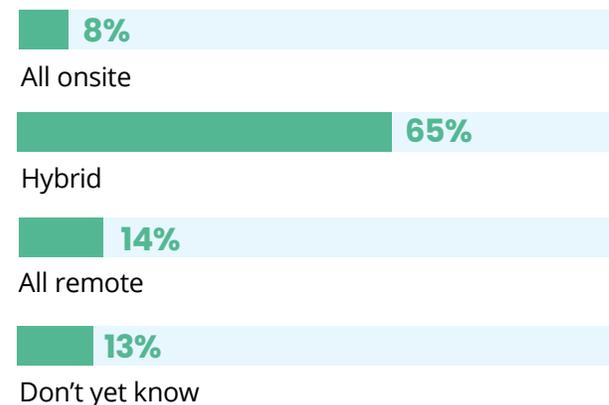
Today, 1 in 2 employees[2] indicate they will not return to jobs if remote work is not an option. The employees who quickly packed up their desks for a two-week WFH trial in March 2020 have evolved. The coupling of the "sudden" onset of the pandemic and the necessity to only work from home, re-shaped the way many people see themselves, their work, and the environment around them. Employers need to take stock and ask employees what works and what does not work as they design a workplace that moves forward, rather than one that "returns" to business as before.

Taking an employee-centered approach prevents employers from appearing out of touch and can map the direction forward in the transition to hybrid. This approach can also help the roughly two-thirds of respondents grappling with uncertainty regarding their future workforce plans *(see Figure D)*. This hesitation illustrates the challenges and weight these decisions carry for organizations, and potentially the lack of examples and direction as numerous organizations make this monumental shift together for the first time. Discussion with the Board, employees, and other stakeholders can inform the planning and transition to a long-term hybrid or remote workforce. This is a unique moment. Organizations and their employees have faced and continue to face ambiguity brought on by the move to remote in the midst of a lingering pandemic. Organizations should seize this moment to bring their people together and lean on employees' input to craft the future together — doing so provides buy-in from the beginning and gives organizations insight into the challenges they will face along the way. Unlike the two-week work from home pilot that launched in March 2020, the road from trial run to workplace design that associations are embarking upon, is a journey that requires intentionality and iteration. As we will detail in the pages to come, a successful hybrid workforce means forgetting the "status quo" and instead reimagining the workplace altogether. **Successful remote work requires intentionality across the 5 Essential Elements™ of an Optimized Distributed Workforce: communications, management, employee engagement & wellness, operations, and culture.**

Next Steps

- ➢ Inform employees about intentions to move forward with a hybrid environment.
- ➢ Share why this is the right decision for your organization.

- ➢ Signal that details are forthcoming and will be communicated regularly as decided.
- ➢ Alleviate employee uncertainty and show there is direction even if there aren't complete answers.

- ➢ Pulse employees to understand what types of hybrid models interest them and where flexibility ranks on their scale of importance.
- ➢ Build buy-in for the future workplace design from the ground up.

ACHURCH INSIGHT 2

Remote work provides a Return on Investment.

Regardless of a positive or negative financial impact in 2020, most associations are choosing a remote-centric work model.

Roughly **two-thirds** of respondents reported top line revenue loss, **59%** indicated a loss greater than 5%. About half **(51%)** experienced a net income decrease.

Of those organizations who experienced any level of a net income decrease, **80%** intend to move towards a new, more remote-centric workforce model, with close to three-quarters **(69%)** intending to operate an individual hybrid/partial remote structure post-pandemic.

15% of responding associations experienced a top line revenue increase and **26%** experienced a net income increase.

A clear majority, **97%**, of those who experienced any level of a net income increase, plan to adopt a new, more remote-centric workforce model and **66%** are choosing an individual hybrid/partial remote workforce structure.

FINANCIAL IMPACT OVER THE LAST YEAR

Figure I

How has your organization's financial situation been impacted over the past year? 326 responses.

● Top Line Revenue ● Net Income

0% 5% 10% 15% 20% 25% 30% 35%

Decreased greater than 25%

Decreased 5%-25%

Decreased less than 5%

Remained about the same as previous Fiscal Year (FY)

Increased by less than 5%

Increased 5%-25%

Increased more than 25%
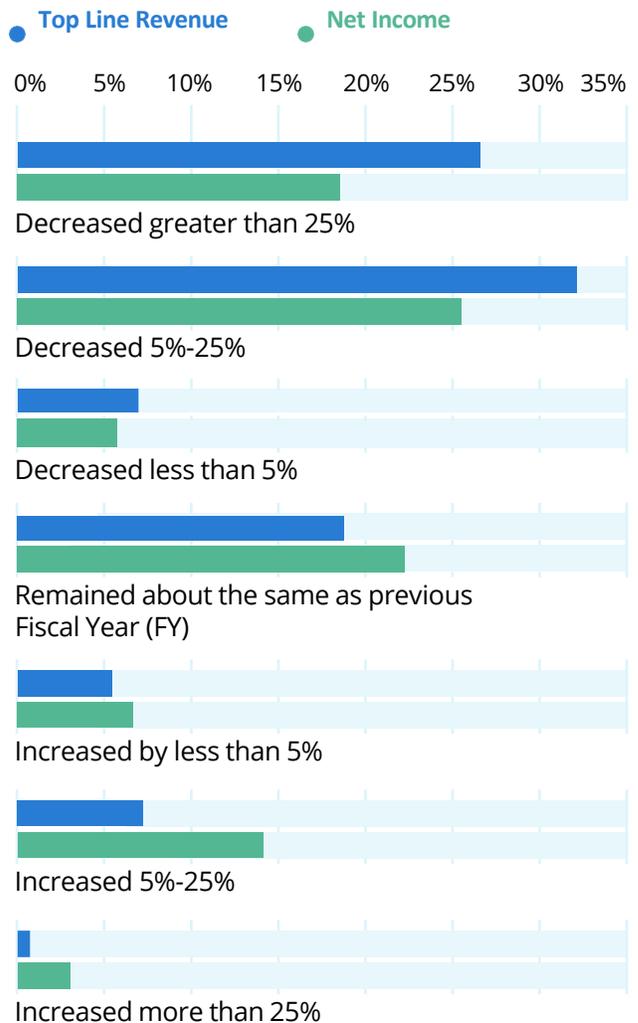
REMOTE WORK GENERATES ROI FOR ASSOCIATIONS

Figure L

Has your organization attempted to calculate return on investment for having a remote/distributed workforce? 44 responses.

89%   11%

Yes, and it was favorable   **Yes, and it was neutral**

Associations are constantly being asked to do more with less. Finding ways to gain a financial or talent "edge" is not lost on the non-profit community - particularly following a year where many felt the harsh financial impacts of a global pandemic. We at Achurch believe **flexible work is the future of work,** and more than most other industries, it will prove to be extremely beneficial to association workplaces.

Knowing all who calculated the ROI of going remote found positive or neutral results, and also seeing that so many who experienced a financial loss (51%) or remained financially the same (23%) still decided to transition to a more remote structure, it's safe to assume there are financial benefits with a remote or hybrid workforce *(see Figure I and appendix Figure J)*. Even more interesting, of the roughly quarter of respondents (26%) who experienced a net income increase in the past year, almost everyone plans to adopt a new more remote-focused workforce structure *(see Figure I and appendix Figure K)*.

Profitability in a harsh economic environment was not hampered by remote work. This reinforces the notion that there are many benefits to remote work beyond the simple financial gains of releasing or reducing office space. Outside of real estate costs and the tax savings associated with that, organizations can save on cleaning (especially deep cleaning required by the pandemic), parking or public transportation stipends, utilities, paper, printing, and food (whether beverages, snacks, or a cafeteria). Other benefits include reduced absenteeism because the "office cold" is eliminated and increased productivity - a Stanford study found remote employees were 13% more productive than their counterparts.[3]

Furthermore, by providing the flexibility many are seeking, employers improve employee engagement and retention, avoiding a $4,129 cost-per-hire expense.[4] These new sustainability-minded workforce models can be very beneficial to associations' ability to serve their missions and members better, for longer. Hiring remotely challenges the "requirement" to hire locally by significantly expanding the reach of your applicant pool. **Remote work is an alternative to do more with less, it frees up resources enabling organizations to put more money back into their programs and to recruit high-performing, quality talent in different areas** - a growing struggle for many associations.

Next Steps

➢ Itemize operational costs associated with maintaining current office space (e.g., utilities, paper, printing, stipends, etc.).

➢ Assess organizational costs such as absenteeism, retention vs. turnover, and productivity to understand how much it is costing your organization.

➢ Evaluate your ROI.

ACHURCH INSIGHT 3

Associations can address organizational concerns regarding the migration to hybrid and remote environments by engaging managers as champions of change and honing an effective communications strategy.

KEY FINDING 3

Decreased opportunity for organic communication and a change in culture rank as the highest concerns for associations moving forward with remote environments.

Communication **(70%)** and change in culture **(62%)** ranked highest as overall concerns among respondents moving towards remote.

The top operational worries among associations planning to include remote in the future were: added difficulties with onboarding employees **(39%),** managing remotely **(38%),** and a loss of visibility into what employees are working on each day **(33%).**

The majority of respondents **(59%)** use email as a primary tool for informal, internal communications. Externally, associations rely equally on cloud-based/VOIP systems for both incoming and outgoing communications **(56%).**

System and tool training **(60%)** has been a focus for associations as well as communication **(56%),** physical/mental wellness in a remote environment **(49%),** and onboarding **(49%).**

Figure R

GENERAL CONCERNS OF THOSE MOVING TOWARDS REMOTE

What general concerns, if any, do your organization leaders have related to a partially/fully remote workforce? Select all that apply. 254 responses.

70%
Fewer opportunities for organic communication and relationships

62%
Change in workplace culture/morale

48%
Decreased collaboration

17%
Decreased growth opportunity for employees as a result of decreased visibility

16%
No concerns

9%
Decreased customer service

Predictably, respondents' top general concerns focused on culture and organic interactions as well as more tactical management, onboarding, and productivity concerns. These sentiments mirror what we repeatedly hear from clients making this transition over the past year. While valid, each can be addressed by deploying intentional communications strategies and engaging managers within the organization.

However, for as highly ranked as these concerns are, we see a neglected, relatively "low hanging opportunity" with training in these areas. Just over half of respondents have provided training on remote communications (*see appendix Figure AA*). While there is a large opportunity to increase that number and address this top concern; **there's an even greater gap when it comes to training focused on remote managers** (29% have offered remote manager training). We encourage associations to think through how to intentionally minimize and approach these top concerns, and thoughtfully consider the fact that managers are the heart of success in the remote workplace.

Training Managers Provides the Backbone of Support in a Remote Environment

Training is a key aspect of optimizing remote employees to be their most efficient and happy selves. Middle managers are the crux of communication and workflow within a team. In the remote environment, their role becomes even more critical as the culture carriers of an organization. Thorough and targeted training for people managers means equipping them with the skills and knowledge to:

➤ Communicate effectively and empathetically,
➤ Detect and support employees mental and physical health from a distance,
➤ Provide consistent and positive coaching towards goals and development, and
➤ Foster a community of connection (which we know takes a specific skill set in a distributed work world).

OPERATIONAL CONCERNS OF THOSE MOVING TOWARDS REMOTE

What operational concerns, if any, do your organization leaders (e.g., board members, leaders on staff, etc.) have related to a partially/fully remote workforce? Select all that apply. 245 responses.

39%
More challenging onboard and training

38%
Decreased effectiveness in managing staff

33%
Loss of visibility into what employees are working on each day

27%
Lack of suitable home office environments

25%
Legal considerations (employees across many states/countries; remote workplace)

22%
Handling operational/admins needs such as receiving mail/packages, processing checks, etc.

22%
No significant operational concerns related to our distributed workforce model

9%
Difficulty accessing/sharing/storing internal hard copy/paper files and resources

9%
Other (please specify)

9%
Difficulty accessing/sharing/storing electronic files

8%
Cost of equipping remote employees

7%
Lack of board buy-in to transition to a fully/partially remote workforce

As a first step, it is imperative for associations, especially during this transitional phase, to **understand managers' concerns and respond to them.** How these leaders internalize the organization's future workplace design will imbue and color the experience for those who report to them.

Respondents reported offering training on a wide range of topics (*see appendix Figure AA*). However, manager coaching, and development (29%), senior leader development (15%), and project management (13%) comprised the lowest percentages of training offered. Organizations need managers and leaders to level up first, in preparation for the hybrid transition. To do so, training efforts should be concentrated on these leaders and their top concerns: ***onboarding, management, transparency, communication, and culture*** *(see Figures P and R)* to build up these essential culture carriers. For example, although respondents showed concern over losing visibility into employees' workday and productivity, only 60% of respondents have provided platform/tool training and a slim 13% have provided project management training (*see appendix Figure AA*). In a remote environment, relying on tools and documentation to track and communicate progress is crucial to maintain an accurate understanding of project status, build trust between team members, and assuage the need for micromanagement or excessive check-ins. Moreover, training should track to specific areas of concerns, such as: team connection, performance, and wellbeing. While we're glad to see that these apprehensions haven't deterred teams from opting for remote-forward workforces, we are troubled that little action has been taken to respond to these areas and could lead to speedbumps as organizations transition to a long-term hybrid and remote workplace.

Associations Must Develop an Intentional Communications Plan

In the remote environment, communication becomes exponentially more important, and teams must be far more intentional with how and when they engage with one another. With a myriad of new communication tools and seemingly 24/7 accessibility of remote teammates, it is all too easy to interrupt employees' work time or invade their personal hours regularly and without awareness. Conducting sensitive or difficult conversations dependent on body language and expression can be a challenge over video, and poorly worded messaging can be the impetus for misunderstanding and frustrations. Needless to say, communication in the virtual workplace is important, challenging, and something all organizations should be focused on. Selecting the right tools, establishing rules for engagement, providing training, and consistent modeling and reinforcement from management are keystones to successful remote communication.

We were concerned to see such an overreliance on email as a primary internal communication tool and continue to recommend that teams strive to reserve email communication for formal messaging or external communications. We found it encouraging, however, that over half of respondents were opting for a tool like Microsoft Teams, which offers avenues for informal chat and real-time collaboration. Whether it is Microsoft Teams or another tool, finding an avenue for quick and often informal communications is an important aspect for productivity and recreating organic communication between teammates.

Regardless of the tools chosen, **we strongly recommend establishing and enforcing a hierarchy of communication** that streamlines the way your team connects and protects the boundaries of your employees. Establishing a hierarchy of response (i.e., use the PM tool to check on status updates; use IMs (like Slack) for quick questions or messages; use email for formal communication, external communication, or "FYI" communication, use texting for urgent matters..., etc.) provides transparency for all. It clarifies response-time expectations that help staff set boundaries around their off hours, allowing them to take critical mental breaks from their jobs.

HIERARCHY OF COMMUNICATION
Example

Message From a Co-Worker

CALL — **High Priority:** Answer message immediately

SLACK — **Moderate Priority:** Answer message before end of work day

EMAIL — **Low Priority:** Answer message w/in 48 hours or receipt
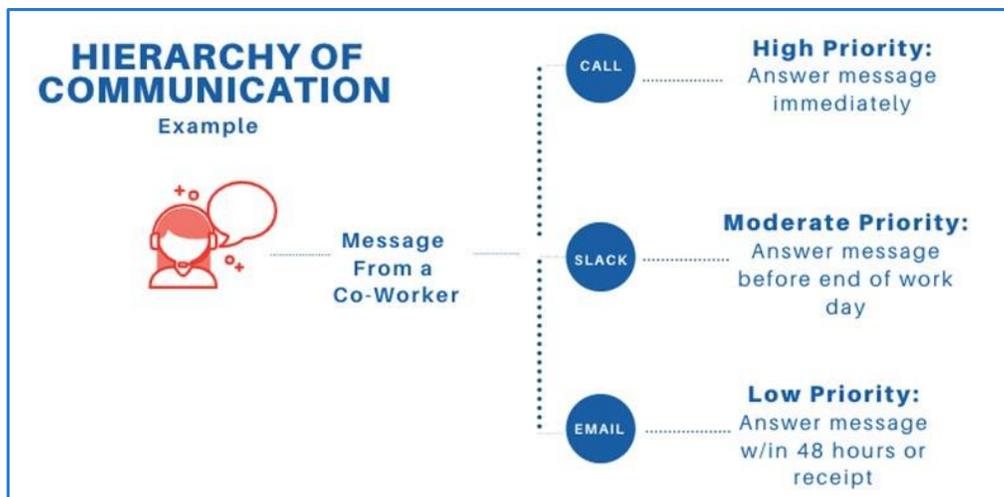
Equally as important as defining the right communication hierarchy is reinforcing this behavioral change. Anticipate the implementation of a communication hierarchy to take time and consistent reinforcement. Empower managers and all team members to hold each other accountable. At the outset of implementation, consider an introductory training for all staff to introduce new practices and an additional review with managers on how to reinforce this behavior.

While the majority of respondents indicated some level of communication training, given its importance and foundational qualities in a remote workforce, there is significant opportunity to increase this number. Consider what tools (specifically new tools) employees are being asked to use to communicate, what boundaries have been set to protect employees' time from interruption, and what techniques have been shared for having effective conversations virtually (e.g., conversations for clarity, conversations focused on feedback, difficult conversations, etc.).

Lastly, don't forget to regularly assess employees' feelings toward communication in the remote or hybrid workplace. Do they feel out of the loop? Feel connected to their manager(s)? Are they receiving meaningful feedback in an appropriate manner? Communications training must go beyond tools and modes of communication to include *how to have meaningful communications*.

PRO TIP

Regular short pulse surveys work great for this topic!

Without a solid foundation for internal communication, an emphasis on transparency, and regular staff assessments, teams will quickly feel productivity and information falling through the cracks of a virtual or hybrid office.

Next Steps

➤ Hyper focus efforts on managers, leaders, and other culture carriers in the organization to understand their concerns regarding a transition to a long-term hybrid and remote workplace.

➤ Invest in trainings that alleviate culture carriers' apprehensions (i.e., project management, proper onboarding, etc.) to prevent their concerns from affecting the broader organizational culture.

➤ Implement a hierarchy of communication.

➤ Train beyond the simple uses of tools. Focus on your team's rules for engagement and tactics for creating meaningful communications.

ACHURCH INSIGHT 4

Effective hybrid and remote transition requires re-visiting policies and re-thinking prior assumptions to avoid re-creating the office at home

KEY FINDING 4

Associations have prioritized updating remote work and cyber security policies, but lag in other areas essential for effective and intentional workplace design.

Unsurprisingly, organizations have added or updated their remote work plans **(65%)** and cyber security policies **(47%)** over the last year. However, few organizations have reviewed their employee/contractor classifications **(5%),** job/position classifications **(13%),** or data privacy **(25%),** data protection **(31%),** and file storage **(36%).**

Fully **40%** of respondents will have employees keep to the standard headquarters' hours, just over two-thirds **(35%)** will allow core working hours, and only a slim **5%** will allow employees to make their own schedules.

Roughly **43%** of respondents have not decided on a formal policy regarding the limits of where employees may work. Just over a fifth of respondents **(21%)** will limit staff to working within a reasonable driving distance to headquarters or the same state, **19%** will limit staff to anywhere in the U.S.

Most **(86%)** are not even considering adjusting salaries. Only **3%** of respondents made adjustments or decided how to adjust salaries, and just over a tenth **(11%)** were weighing the issue.

When it comes to remote work policies, specifically policies focused on a remote work plan, organizations must "flex their intention muscle." Given the seismic shift to remote work in 2020, it is foreseeable that a majority (65%) of respondents have implemented or updated a remote work plan policy *(see Figure W)*. However, given the widespread adoption of remote work and signaled intent to incorporate remote into the future, organizations should take this opportunity to review and amend policies to reflect the organization's future direction. For example, employers may wish to consider their Employee Health, Safety, and Wellbeing policies. With just over a third (37%) indicating new or revised policies, there appears to be a misalignment between employees and employers.

Employers, especially after the last 18 months, need to assess and potentially update policies in this area to align with the realities we have experienced during this past year such as burnout, isolation, fear, racism, increased stress due to caretaking, death, and so much uncertainty. Moreover, employees have repeatedly expressed their desire for increased flexibility to address many of these same issues. Other policies such as job and position classification, work hours, work locations, and salary are also ripe for review and can be instrumental in informing decisions that can affect workplace design.

Effective Design of a Hybrid or Fully Remote Workplace Model Entails Reviewing Jobs and Position Classifications

One piece of due diligence currently lacking in many organizations shifting to hybrid models is a review of job functions and classifications. Just over a tenth (13%; *see Figure W)* of study participants indicated having added or updated policies in this area. Reviewing job functions and classifications will help organizations **understand what is essential for success in that role: is it collaboration? coordination? focus?** Once that is determined, organizations can investigate how to achieve success in that role (e.g., does it require a certain place? Is it driven by time?), and the obstacles to success. Then organizations can compare the job description as currently written and align it with the findings from the due diligence process. The full analysis of what can and cannot be done remotely is imperative to implementing criteria used in determining the roles that can be remote and to what

Figure W

ADDED & UPDATED POLICIES FOR REMOTE WORK

Which of the following policies, if any, have you recently adopted and/or updated to address remote work(ers) and/or a virtual office? Select all that apply. 239 responses.

47% Cyber Security

25% Data Privacy

31% Data Protection

37% Employee Health, Safety & Wellbeing

5% Employee/Contractor Classifications

52% Equipment Use

36% File Storage/Sharing

13% Job/Position Classifications

65% Remote Work Plan

5% Other
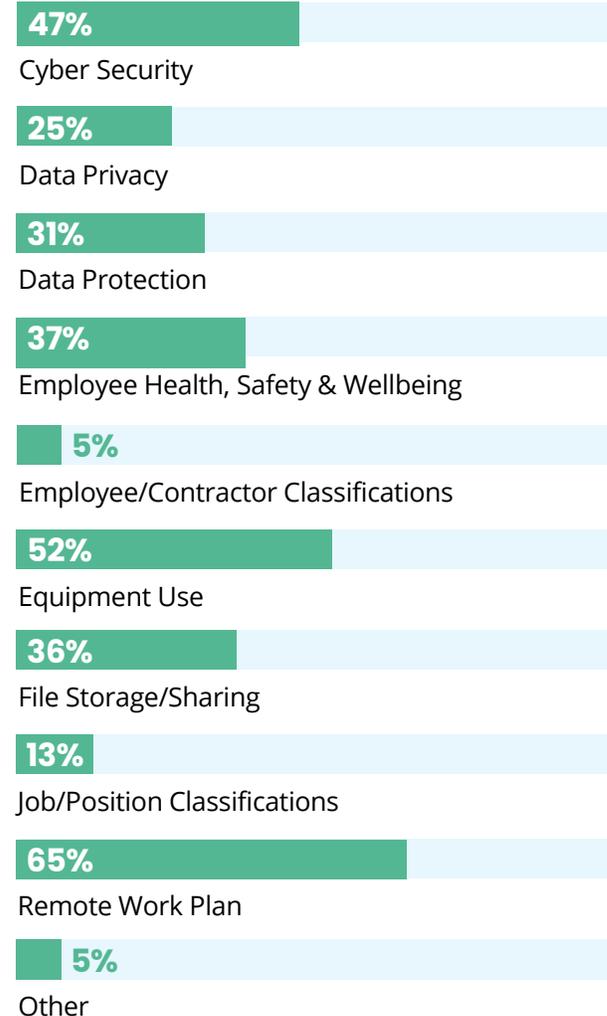
extent. These criteria will shape the expectations and structure for the future hybrid environment. Furthermore, this analysis will help the organization uncover the right hybrid model for their respective organization, prevent inequitable decisions that lead to legal challenges, and sidestep the recurrent temptation to replicate rather than reimagine the office at home.

Associations Should Focus on the Work and not Work Hours in Hybrid and Remote Environments

Associations planning to go or remain fully remote miss a huge opportunity to offer their people greater flexibility and autonomy if they remain tethered to standard working hours. Incorporating remote work is a mechanism for associations to provide greater flexibility and improve employees' quality of life. Especially for those organizations experimenting with a fully remote environment, the need to set

ASSOCIATIONS ARE GRAPPLING WITH GEOGRAPHICAL IMPLICATIONS OF WFH POLICIES

In your post-pandemic workforce, where are your remote employees allowed to work from? 272 responses.

10%
Anywhere, including abroad

19%
Anywhere in the U.S., but not abroad

7%
Anywhere within our organization's headquarters state/ Metropolitan area

6%
Designated states or time zones within the U.S.

24%
We have not yet decided

19%
We will not have a formal process

14%
Within reasonable driving distance to HQ
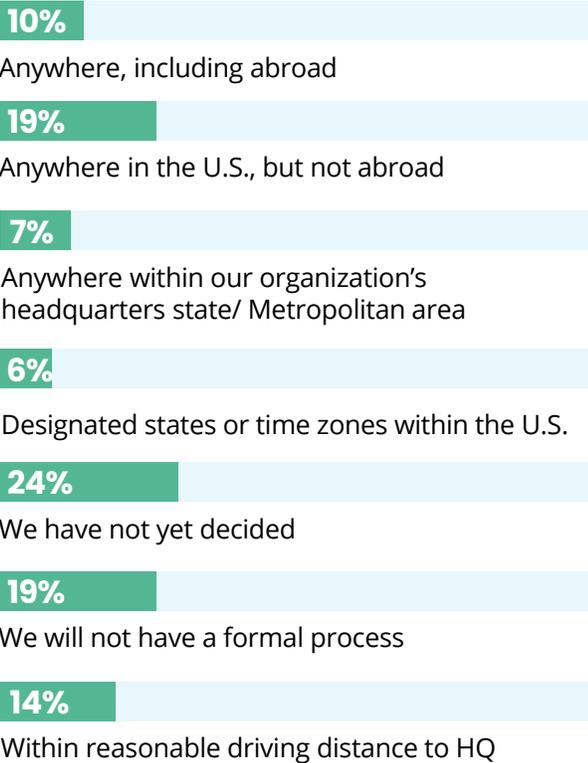
TEAMS GOING FULLY REMOTE LAG IN ADOPTING MORE FLEXIBILITY

Organization's plans/considerations for their future workforce broken out by the hours they plan to operate. 252 responses.

- **Standard hours, HQ**
- **Standard hours, local time**
- **Core hours**
- **Work own hours**

All remote
- Standard hours, HQ: 47%
- Standard hours, local time: 16%
- Core hours: 25%
- Work own hours: 12%

Org Hybrid
- Standard hours, HQ: 41%
- Standard hours, local time: 27%
- Core hours: 32%
- Work own hours: 0%

Partial Remote
- Standard hours, HQ: 39%
- Standard hours, local time: 20%
- Core hours: 38%
- Work own hours: 3%
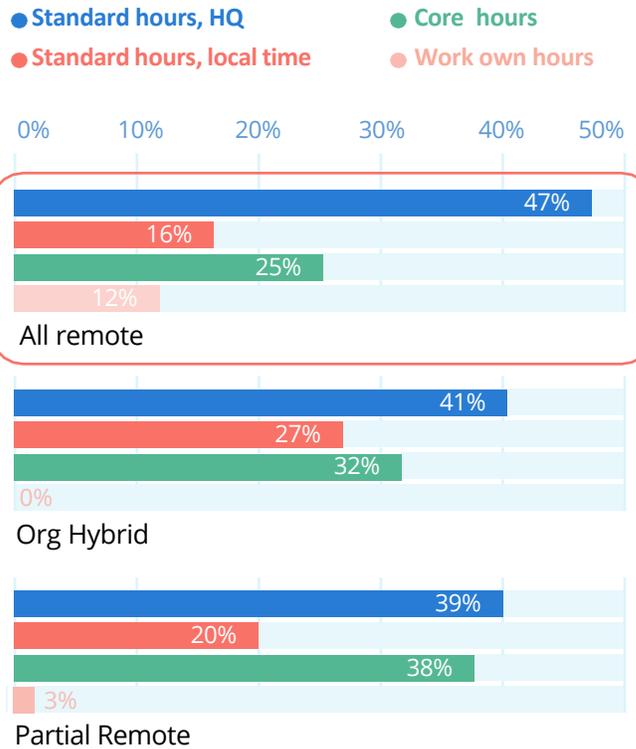
organization wide standard hours can appear like a holdover from traditional office life. News reports, studies, and surveys all point to employees desiring greater flexibility and autonomy in how, when, and where their work occurs. **When designing future work models, associations need to confront their bias toward standard working and even core hours for the organization and interrogate its function.** Is it to monitor employees? Is it necessary for processes? If an organization has assessed its job positions to understand success and fitness for remote work, it can then rely on teams, managers, tools, and training to communicate and collaborate through the channels, cadence, and mechanisms that help the

team (and its players) perform their best. This can mean asynchronous work, collaborating in documents in real-time, co-located strategy sessions, etc. **The focus becomes the work – the product – and not what hours of the day everyone was online.**

Associations Must Craft Intentional Policies Regarding Employee Work Locations

As organizations adopt hybrid or fully remote models, they cannot sidestep the question of geography from the perspective of both recruitment and retention. The past year has challenged proximity to headquarters as a "qualification" to successfully carry out job duties. Currently, nearly 43% of respondents have not decided on a formal policy (24.26%) or do not plan to have a formal process in place (19%) indicating where employees can work from (*see Figure S*). While these results are not particularly surprising, the number of organizations "undecided" and especially those "not planning a formal process" as it relates to locations from where employees can work from is concerning. This goes back to a foundational principle of operating in a remote environment: **intentionality.**

When organizations base hiring on a candidates' proximity to a desired area, the talent pool is limited. Embracing remote work allows associations to broaden their recruitment talent pool, allowing organizations to choose the best candidate regardless of geography. For current employees, it green lights a move to a more affordable area, closer to family, and/or to experience a more nomadic life. While there is no "correct" answer to where or whether associations should limit work from home, again, undertaking the prior due diligence regarding job classifications provides solid ground from which organizations can develop employee location policies that can ultimately affect recruitment and retention.

Regardless of its choice, an organization must be thoughtful in its decision-making, provide structure around those decisions (often in the form of policies), and communicate both the reasoning and final determinations to staff. Ensure staff voices are brought in where possible to understand the degree of importance employees feel regarding flexibility and the many areas, such as employee location, that flexibility may impact.

Salary Adjustments Are Not Widely Adopted by Associations

A top-of-mind topic and concern for many organization leaders centered on salary adjustments. In short, most **(86%)** are not considering adjusting salaries.

While it may be tempting to adjust salaries based on cost of living, employees' perceived savings, or an employee survey indicating a willingness to take a pay cut for greater flexibility; we advise caution and posit points for consideration.

MOST ASSOCIATIONS ARE NOT ADJUSTING SALARIES

Has your organization adjusted or decided If you will adjust salaries based on remote employees' long-term locations? 263 responses.

No, but we're considering adjustments

Yes, we've adjusted or decided how we'll adjust

11%

3%

86%

Currently not considering adjustments

Statistically speaking, more women than men will choose the option for remote work given the well-documented demands on women outside of work. Employers who then adjust salaries for those who elect added flexibility could create a disparate and inequitable outcome--by actually *increasing* the pay gap in their organizations.

It can invite an "us vs. them" culture divide in the organization and a false narrative that efforts in the office are more highly valued than those made outside the office.

Cutting salaries for those who choose to work from home could be seen as a "flexibility tax" potentially leaving employers open to litigation.

Even if an employee initially agrees to the salary adjustment in exchange for a remote schedule or lower cost of living location, it could backfire on the employer. Over time the employee could become resentful for receiving less compensation for the same contribution, and choose to leave when offered a similar position with a different company at the previous salary. Apple faced a similar situation after it announced its return to the office policy. Its programmers felt forced to *"choose between either a combination of* [their] *families,* [their] *well-being, and being empowered to do* [their] *best work, or being a part of Apple."* [5]

While employees may save on commuting and associated costs, they will see an increase in energy spending, heating/cooling, internet, equipment, etc. This could also cause tension and resentment unless organizations carefully examine and outline policies to equip the home office. In short, **be thoughtful, transparent, and employee-minded in your decision to adjust salaries based on employees working remotely or in lower-cost locations.**
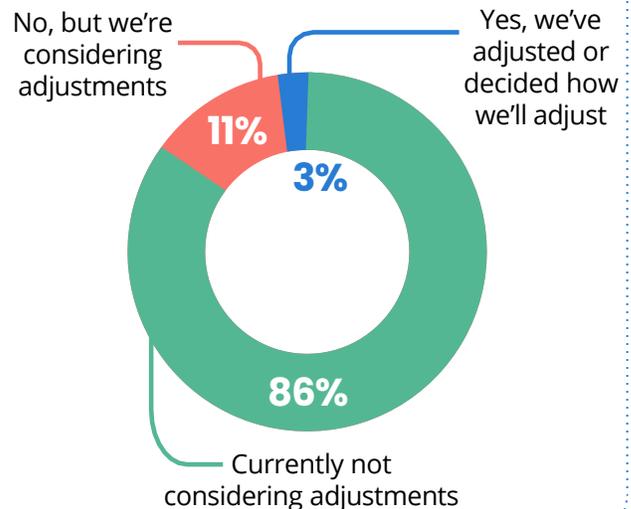
Next Steps

➢ Examine existing policies beyond cyber remote work. ☑

➢ Conduct due diligence of job and position classification to develop objective criteria to inform decision making. ☑

➢ Interrogate presumptions regarding how and where work is performed. ☑

➢ Determine if employee work location policies need to be realigned given the events of the last year or need to be re-written. ☑

➢ Design policies tailored to the future workplace your organization envisions, especially considering recruitment and retention needs. ☑

ACHURCH INSIGHT 5

Operational concerns can be addressed by re-examining practices and leveraging technology to implement solutions

KEY FINDING 5

Beyond providing laptops, associations are still weighing how to best prepare staff and the organization to carry out day-to-day activities in hybrid and remote environments.

Of the **89%** requiring laptops, a strong **91%** have committed to covering the cost.

For the majority of resources that employers plan to cover, they intend to do so by providing it themselves (primary exceptions including cellphone usage and internet services).

Only **46%** have trained staff on security practices and policies related to files systems and data despite **60%** having security policies in place.

A majority of associations **(68%)** will continue to receive checks at a physical office with a designated recipient. Similarly, **87%** plan to continue to receive packages and physical mail at office locations.

Less than one fifth of associations **(16%)** utilize lock box banking.

Over **90%** of respondents are planning on or considering converting member materials to digital resources. Over **80%** plan to continue with in-office fulfillment and shipping processes, and about **73%** have or likely will contract 3rd party groups for printing/assembling.

Equipping the office space for those who will regularly work from home demands careful consideration to what equipment and resources will be required, provided, and/or paid for by remote employees. The proper at-home office set up is essential in preparation to successfully work remote, both in effectiveness and enjoyment. Having an ergonomically friendly desk and chair arrangement is as crucial at home as it is in the office. The same goes for having quality microphones, speakers, and webcams. All these pieces of equipment are critical to ensure employees can seamlessly join virtual meetings and experiences. Without the proper investment in these resources and reasonable support from employers to acquire them, remote employees are unable to share in the same opportunities and experiences as their in-office colleagues. Moreover, it detracts from the organization's ability to have an optimized remote or

ORGANIZATIONS WILL COVER THE COST OF SOME TOOLS & EQUIPMENT, NOT OTHERS

Figure AF

For which of the following does your organization cover (provide, reimburse, etc.) all or a portion of the expenses for remote workers? 274 responses.

● **Will cover/Considering covering** ● **Don't plan to cover** ● **I don't know**

	Will cover/Considering covering	Don't plan to cover	I don't know
Cell phone + usage	54.00%	40.44%	5.56%
Chair	35.00%	55.81%	9.19%
Desk	17.00%	72.83%	10.17%
External monitor	77.00%	18.89%	4.11%
External microphone/speakers/headset	67.00%	25.75%	7.25%
External webcam	59.00%	32.21%	8.79%
Hardline phone + usage	12.00%	80.22%	7.78%
Internet services	34.00%	58.15%	7.85%
Laptop	90.00%	6.20%	3.80%
Second(+) external monitor	56.00%	36.09%	7.91%
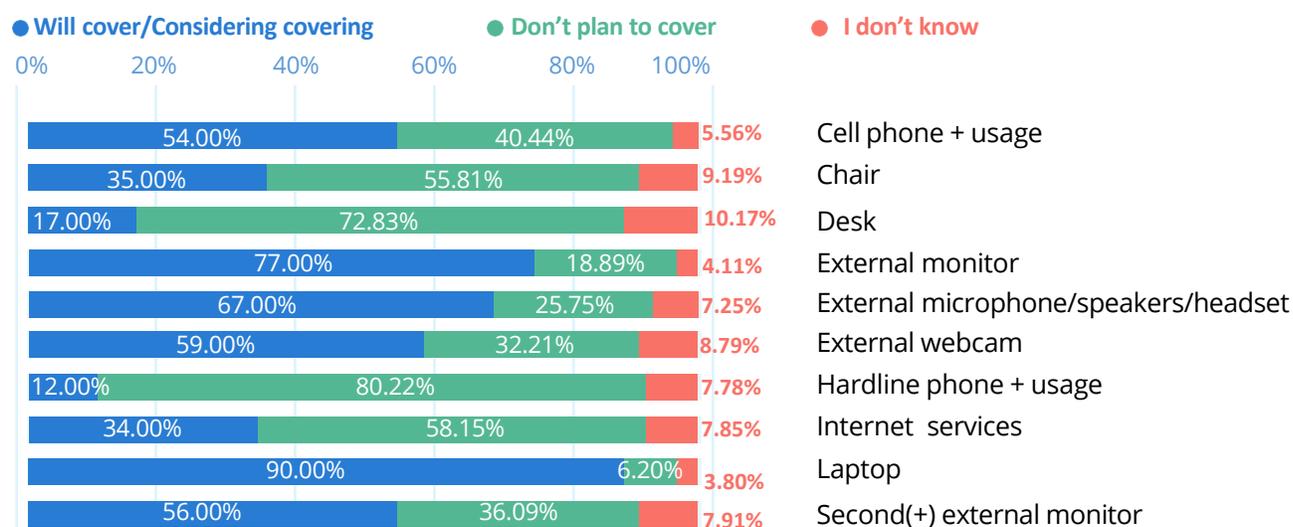
hybrid workforce. When considering how to be intentional with your remote workforce rather than reactive as most had to be with COVID-19 work from home mandates, equipping your teams should be at the top of the list.

The findings show expense coverage varied depending on the tool/equipment at hand, regardless of whether it was required by the employer. For example, while a quarter of respondents indicated employees' personal cell phones will be the primary tool for outgoing communication, only 60% plan to cover and 13% are considering covering the expense *(see Figure AG).* This illustrates a slight misalignment between job requirements, employers, and the employer's responsibility to provide the equipment necessary to perform. Again, **this represents an opportunity to be intentional and cognizant of how you are asking remote employees to equip themselves for required job-related duties,** and also reinforces the need to consider what security measures can be requested/required on tools the organization is not financially supporting, such as a personal cell phone.

File Storage and Security Practices must be Reconsidered and Adapted to Support Hybrid

As associations begin to plan and implement their new hybrid workplace, they must review and update policies around file storage and security practices. Just over a third (36%; *see Figure W)* have modified their file storage policies in the last year. To successfully transition, associations must reconsider these policies and communicate changes to employees to ensure preferred practices are followed.

HOW EMPLOYERS PLAN TO COVER EXPENSES

How will you take care of the cost for the items you indicated you are or will cover for employees? 240 responses.

- Org will provide
- Reimburse in full
- Partial reimbursement
- Don't know yet
- Per Item - Stipend

	Org will provide	Reimburse in full	Partial reimbursement	Per Item - Stipend	Don't know yet
Desk	46.15%	30.77%	7.69%	3.85%	11.54%
Chair	60.00%	26.67%	5.00%	3.33%	5.00%
External microphone/speakers/headset	80.85%	16.31%			2.13%
External webcam	80.65%	16.94%			1.61%
Second(+) external monitor	90.00%	9.17%			0.83%
External Monitor	91.85%	8.15%			
Laptop	94.17%	4.17%			
Cell phone + usage	22.88%	7.63%	37.29%	1.69%	30.51%
Hardline phone + usage	54.55%	18.18%	9.09%	9.09%	9.09%
Internet services	5.36%	10.71%	46.43%	1.79%	35.71%

Figure AG

Associations are facing a great risk--only 46% have trained staff on security practices and policies related to files *(see appendix Figure Z)*, systems, and data. While it is nearly impossible to avoid all risks, you can effectively prevent and mitigate many risks. Doing so requires going beyond basic compliance and weaving a security mindset into the fabric of your organization. To build this mindset, begin by paying closer attention to your team's cyber hygiene, the practices and steps users of computers/devices take to maintain system health and improve online security. These practices are often part of a routine to ensure the safety of identity and other details that can be stolen or corrupted. Oftentimes it includes practices such as regularly backing up files, updating passwords consistently, locking equipment every time you step away or not sharing any work devices. Plan and prepare your team by taking inventory of all equipment and document who has access to all devices and platforms. Finally, train, retrain, and retrain. This shift to a security mindset will result in greater cooperative efforts to better guard your organization's processes, equipment, members/clients, and data.

Modernizing Operational Processes is Essential for the Hybrid Association Workplace

When it comes to receiving, processing, and cutting checks, most associations will continue with an onsite and/or in-person process. The majority (68%) said they will receive checks at a physical office location with a designated person to receive them despite adopting remote work in the future *(see appendix Figure AP).* Over half of remote, hybrid, or partial remote organizations will continue with writing paper checks. Associations should explore other options, such as lock box banking to enable efficiency and flexibility. Further, associations should map out these and other

manual processes and evaluate potential solutions to implement that allow resources to be funneled back out to more important tasks.

Similar to checks, most organizations plan to continue receiving packages and physical mail at their office locations (*see appendix Figure AR*). As more organizations commit to moving fully remote and eventually releasing their office spaces, organizations might consider other services and avenues to complete this task. Among these options, which no respondents selected, were FEDEX Self Service Lockers and UPS Access Point Lockers.

Next Steps

➢ Take inventory of the tools provided to your employees, the tools you are requiring employees to use, and any misalignment between the two.

➢ Support WFH staff with tools and equipment required to execute job functions.

➢ Foster a security mindset to develop good cyber hygiene and guard the organization from cyber breaches and attacks.

➢ Map out manual processes to uncover efficiencies and digital solutions.

ACHURCH INSIGHT 6

While associations' real estate footprint may decrease, its imprint can fuel productivity and foster their organizational culture

KEY FINDING 6

Associations envision less real estate for the future.

Less than **1%** of respondents indicated plans for purchasing additional office space.

At the time participants engaged in this research, most organizations owned **(31%)** and/or leased **(59%)** office space (or a combination) as compared to subleasing or not having any office space.

Of those who leased in 2020, **19%** will not renew their lease and will opt for a smaller space or no space at all, **18%** will keep some or all, but repurpose the workspaces; and six percent will keep some/all but lease out portions.

One third of the respondents who plan to have office space said all staff will still have a permanent desk assignment, even if most of their time is spent working remotely. Just under **20%** state only full-time onsite employees will have permanent desks.

17% will opt to eliminate permanent desks and instead provide reservable office space or desks with **30%** of those requiring advanced reservations (i.e., hoteling) and a slim four percent will allow same day reservation (i.e., hot desking).

We see two important takeaways when it comes to real estate. First, and most obvious, organizations are downsizing their office footprint. Second and more importantly, for those who are currently holding onto leased office space, and/or don't yet know future plans, wheels need to be set in motion sooner rather than later. Regardless of whether the prevailing thought is to remain in-office, or to go completely office-free, be proactive in understanding the leasing or property management company's plans to anticipate any potential changes.

While your plans may appear solidified, it's possible your building management may have a different idea or circumstances of their own that are out of their (and your) control.

Design Spaces that "Work for Employees" Instead of "Employee Workspaces"

For those who intend to keep any amount of office space, considering (1) how it is utilized and (2) by who becomes the next order of business. A third of the respondents who plan to have office space said all staff will still have a permanent desk assignment, even if most of their time is spent working remotely *(see Figure AN)*. Associations may want to revisit office space utilization as plans are formalized to make sure it fits operational needs, team requirements, and employees' expressed reasoning for wanting in-person spaces (some or all of the time).

Additionally, organizations should consider the message and tone the organization intends to send with its space and how it could appear to employees from multiple angles: the optics of passing rows of empty cubes and offices should all personal stations remain, the challenge of moving between home and office locations, and anxieties over sharing a space with others.

Regardless of how much office space you intend to have, and whether it is owned or leased, it's critical to consider how the office space will be used and by whom. With those answers in mind, cultivate a space that serves to bring people together. For example, are primarily remote employees coming into the office for occasional team brainstorming sessions? If so, consider prioritizing collaboration spaces and whiteboards over individual desks and cubicles. Are business development team members coming in only for client meetings? If so, ensure there are small private meeting spaces available for their

use. Office space should not be used as a way to simply slot everyone in and have them work the same way they would work by themselves at home; rather, it should mold to the work and purpose of in-office engagements.

Figure AM

THIRD OF ORGANIZATIONS PLAN TO KEEP LEASED SPACE AS IS

Which of the following statements best describes your organization's plans for the office space you lease/ sublease (*includes planning and considering)? 204 responses.

36% Keep all leased facilities as they are

17% Do not plan to renew lease when the time comes and will find smaller/cheaper space

9% Other

9% Keep all leased facilities and repurpose the workspaces

8% Keep some leased facilities and repurpose the workspaces

6% Keep all currently leased office space and sublet/lease out portions you don't plan to use

5% Keep some leased facilities as they are

2% Keep all currently leased office space and sublease/lease additional space

2% End lease early and find a smaller/cheaper space

2% Do not plan to renew lease when the time comes; will have no office space

2% End lease early and will have no office space

1% Keep all owned facilities, purchase additional office space

OFFICE SPACE UTILIZATION

How will your organization utilize office space?
277 respondents.

34%

All staff will have permanent desk assignments, even if most individuals' time is spent working remotely

13%

Employees can reserve collaboration workspace

19%

Only full-time onsite employees will have a permanent desk assignment

5%

No formal reservations required; employees are not assigned a desk and can use available space

8%

Other (please specify)

17%

Some employees won't have permanent desks, can reserve individual spaces

3%

Two or more employees will share an assigned desk

Associations do not need to stick with only one option, rather determine if their work structure supports two different arrangements such as zones for the R&D team but hoteling for marketing. Prior to any large endeavors, it is always wise to pilot options when possible. As you reimagine what your workforce structure looks like, reimagine how your office space will serve that workforce!

⟫⟫ Next Steps

➢ Be proactive in understanding your leasing or property management company's priorities and how these could affect your real estate.

➢ Ask employees and teams what they want and need from their workspaces.

➢ Define what "fulltime in office" means for your employees, and resist the temptation to provide individual spaces for everyone (regardless of hybrid status) out of habit or ease.

Conclusion

The nature of work has changed. While remote work crept steadily into the workforce over the last decade, the pandemic disrupted and accelerated the rate of adoption. The pandemic flipped a switch that altered where associations "worked." Only five percent of associations were remote-first prior to the pandemic. **Today, just eight percent plan to return to a traditional office setting.** There is widespread adoption of a remote inclusive workforce model by associations. Ninety-six percent plan to include remote work in some form moving forward, turning the notion of the "traditional office" on its head. This is a welcomed change for many employees seeking greater flexibility but also a boon for employers looking to gain an edge on talent and for return on investment.

However, as associations continue to experiment with hybrid, they must be mindful to address organizational and operational concerns such as onboarding, managing remote teams, and tracking progress; all of which must be done with intentionality. Each of these apprehensions and other obstacles that may arise can be overcome through intentionality in communications and training. It is also imperative to train the culture carriers of the organization, its managers and leaders, to feel empowered in the new context of their roles, feel confident in the midst of transition and become champions of the hybrid workplace. As associations move from reacting to the pandemic to proactively designing their future workplace they must develop a deliberate, purposeful, and holistic communications plan that does not rely solely on emails and videoconferencing technology to communicate.

While last year introduced "working from home in a global crisis." Now, associations must take a deliberate approach to designing the "new office" for the future. A successful transition to a hybrid workforce requires aligning policies to reflect the realities of remote work. Foreseeably, organizations spent time revising remote work plans over the last year. However, the findings show room for improvement in other areas such as jobs/position classifications. This is an important point of entry, because it provides a foundation of the workforce's composition needed before writing policies. Conducting this due diligence provides a solid basis from which to challenge assumptions and bias that may creep in as organizations address thornier issues, such as employee work locations, work hours, and salary adjustments.

Similarly, employers should address operational issues such as equipping staff to work remotely, file management, and real estate with intentionality. Associations should provide resources and support to employees to perform their duties, regardless of office location. By providing the equipment necessary to roles, associations ensure employees have access to proper file storage and support better security practices. Currently, only 46 percent have trained staff on security practices and policies related to files systems and data, highlighting the risk associations' face. The transition to hybrid presents an opportune time to examine time-consuming, manual, low-value tasks, such as check cashing and find modern solutions. Finally, although real estate space could shrink in the future, its capacity to shape organizational culture is not diminished. We suggest organizations focus on ensuring office space speaks to and enables the behaviors you want to encourage in person: creativity, innovation, social bonding, meaningful connection, rather than having space that drives people to their own corners.

The era of the 5-day, 40-hour work week is past. The transition to the next phase of work life must be met with patience and willingness to iterate, because no one will get it right immediately. As associations emerge from responding to the global pandemic to the future association workplace, they will know they have "arrived" after intentional review and adjustment of policies, protocols, practices that reinforce the behaviors culture carriers model for everyone in the organization.

Methodology

To better understand the plans, experiences, and concerns of association leaders as the world faces the next phase of COVID-19 and beyond, Achurch Consulting and Association TRENDS teamed up to investigate the future of the remote workplace.

Guided by experience working with clients who have made or are making a transition to remote or hybrid work structures, Achurch Consulting designed a primarily quantitative **86-question survey focused on 10 core areas:**

Pre-pandemic/current workforce models

Technology, tools and data security

Post-pandemic workforce model planning

Operations and administration in a hybrid/remote workforce

Remote salary considerations

2020 financial impacts

Leadership and Board considerations

Current real estate and post-COVID real estate planning

"Return to in-person" considerations and planning

Remote-relevant policies

On **March 23, 2021,** the survey was disseminated to Association TRENDS' tailored database of **20,992 contacts** as well as Achurch Consulting's filtered database of **701 contacts,** both comprised specifically of association leaders and key decision makers. After six weeks of insight collection, the survey closed on **May 5, 2021.**

Achurch Consulting and Association TRENDS cleaned the data of duplicates and respondents who did not fall into the category of association or nonprofit organizations, moving forward with a final sample of **354 survey responses.** Achurch Consulting gathered additional qualitative insight via four follow-up interviews with volunteer survey respondents to better understand the context and thought behind some of the remote processes and considerations shared in the survey.

354
survey responses

Appendix

State of Association Workplace Survey Results Charts and Graphics

Figure A **Pandemic Forced Overnight Shift to Remote Work**

	Pre-Pandemic	Currently
All remote almost all the time	3%	52%
Most remote most of the time (few onsite)	2%	31%
50/50 onsite and remote	10%	9%
Most onsite most of the time (few remote)	43%	4%
All onsite almost all the time	42%	5%
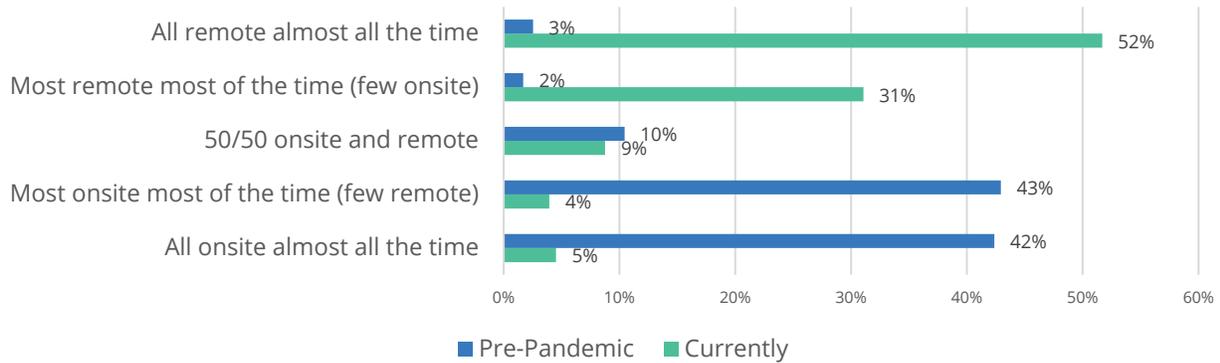
Which of the following best describes how your association's employees were working pre-pandemic and are working currently? Please consider 'onsite' to mean permanent employees working from a company location (i.e., the office, retail store, project site, etc.). Consider both full-time and part-time employees. 354 responses.

Figure B **10,000 ft view - Organizations are Going Hybrid**
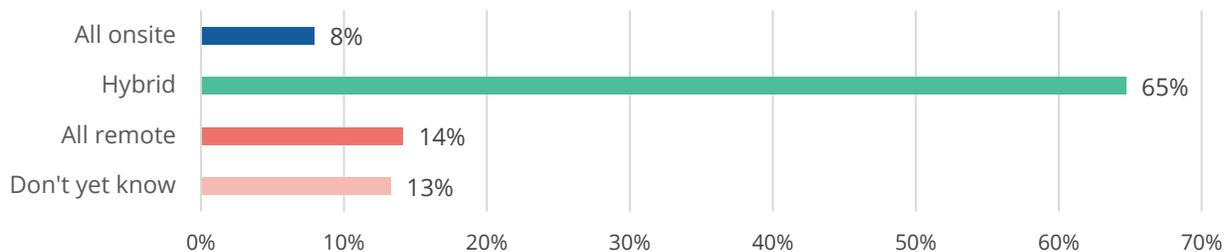
All onsite	8%
Hybrid	65%
All remote	14%
Don't yet know	13%

Which description below best represents how you plan/are considering to structure your post-pandemic workforce? 354 responses.

Figure C **Considering or Planning a NEW Workforce Model (doesn't include "operate the same" or "don't yet know")**

All onsite	4%
Individual hybrid/partial remote	70%
Organizational hybrid	8%
All remote	18%
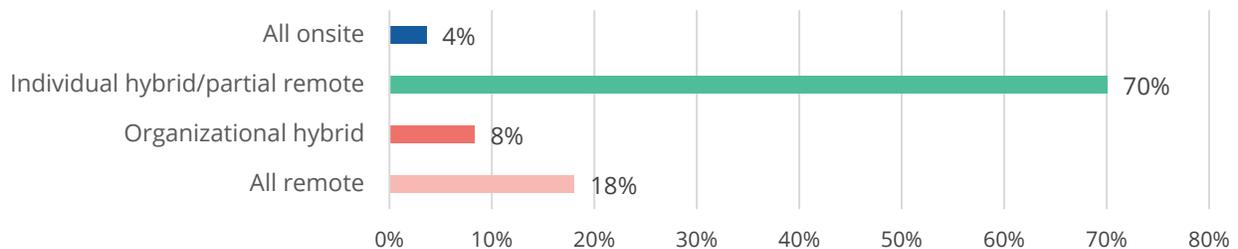
Considering or planning on a new workforce model that includes remote work (this excludes those who said they plan to "operate the same" or "don't yet know"). 277 responses.
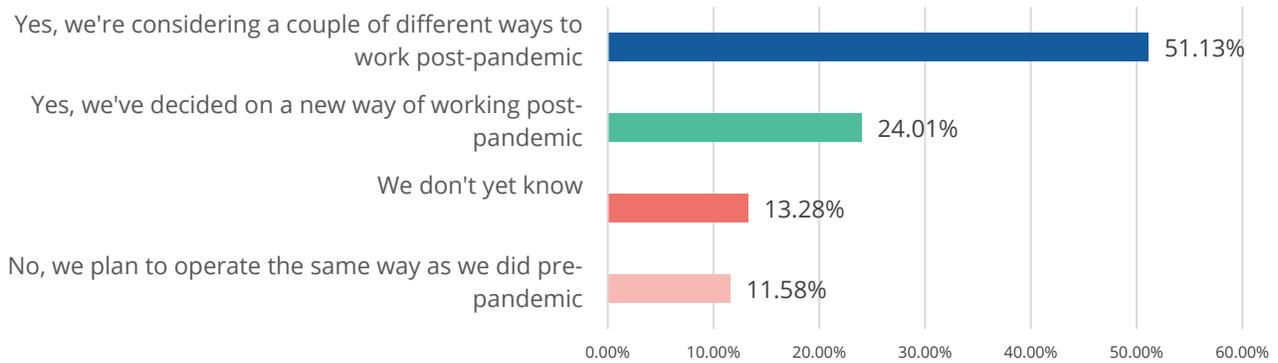
Almost Two-Thirds Face Uncertainty With Future Plans

Yes, we're considering a couple of different ways to work post-pandemic	51.13%
Yes, we've decided on a new way of working post-pandemic	24.01%
We don't yet know	13.28%
No, we plan to operate the same way as we did pre-pandemic	11.58%

0.00% 10.00% 20.00% 30.00% 40.00% 50.00% 60.00%

Is your organization planning a new post-pandemic way of working that is different than your pre-pandemic way of working? 354 responses.

Figure E

All Onsite Pre-Pandemic, Partial Remote Moving Forward

Individual Hybrid/Partial Remote	58.8%
Organizational Hybrid	7.4%
All onsite	16.2%
All remote	6.8%
Don't know	12.2%

0% 10% 20% 30% 40% 50% 60% 70%
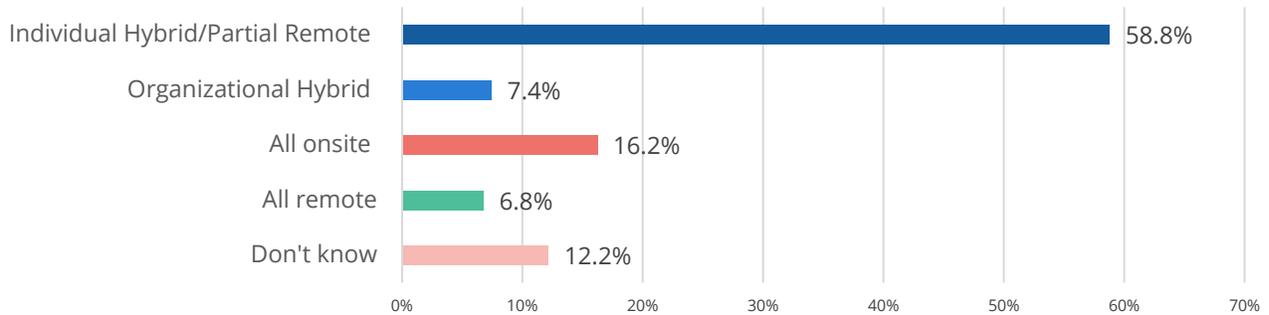
Post-pandemic plans for those who were "all onsite almost all of the time" pre-pandemic. 148 responses.

Figure F

Most Onsite Pre-Pandemic, Partial Remote Moving Forward

Individual hybrid/partial remote	63%
Organizational hybrid	11%
All onsite	2%
All remote	11%
Don't know	13%

0% 10% 20% 30% 40% 50% 60% 70%
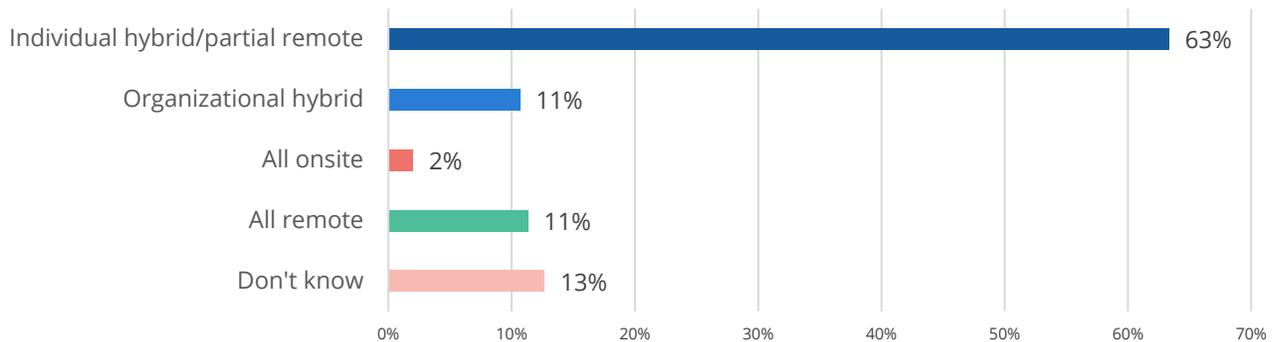
Post-pandemic plans for those who were "most onsite most of the time" pre-pandemic. 152 responses.

50/50 Remote and Onsite Pre-Pandemic, Varied Plans Moving Forward

Individual hybrid/partial remote	24%
Organizational hybrid	22%
All onsite	3%
All remote	27%
Don't know	24%
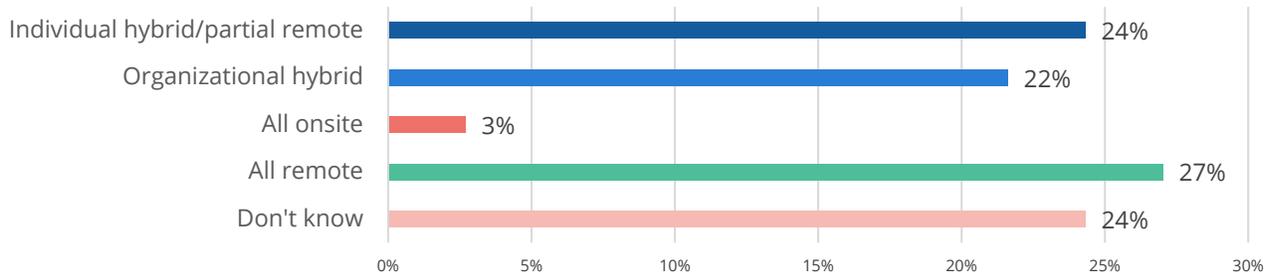
Post-pandemic plans for those who were "50/50 onsite and remote" pre-pandemic. 37 responses.

Figure H

Pre-Pandemic: Those Who Were Most Remote Most of the Time

Individual hybrid/partial remote	12.5%
Organizational hybrid	25%
All onsite	0%
All remote	50%
Don't know	12.5%
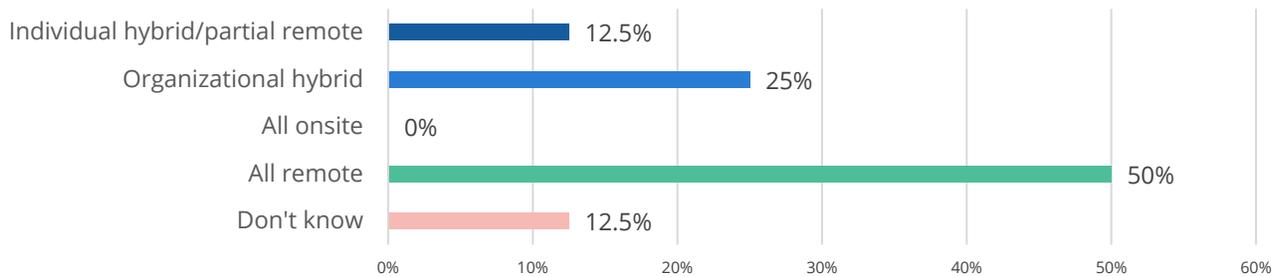
Post-pandemic plans for those who were "most onsite most of the time" pre-pandemic. 8 responses.

Figure I

Financial Impacts from the Past Year

How has your organization's financial situation been impacted over the past year? 326 responses.

Decreased greater than 25%	Decreased 5%-25%	Decreased less than 5%	Remained about the same as previous Fiscal Year (FY)	Increased by less than 5%	Increased 5%-25%	Increased more than 25%
26.07%	32.52%	7.36%	18.71%	4.91%	8.28%	2.15%
19.38%	26.15%	5.54%	23.08%	6.77%	14.77%	4.31%

Associations Adopting Hybrid Models Regardless of 2020 Financial Impacts

Post-Pandemic Plans, Financial Loss

Category	Percentage
All remote	21.8%
Individual hybrid/partial remote	65.4%
Organizational hybrid	10.5%
All onsite	2.3%
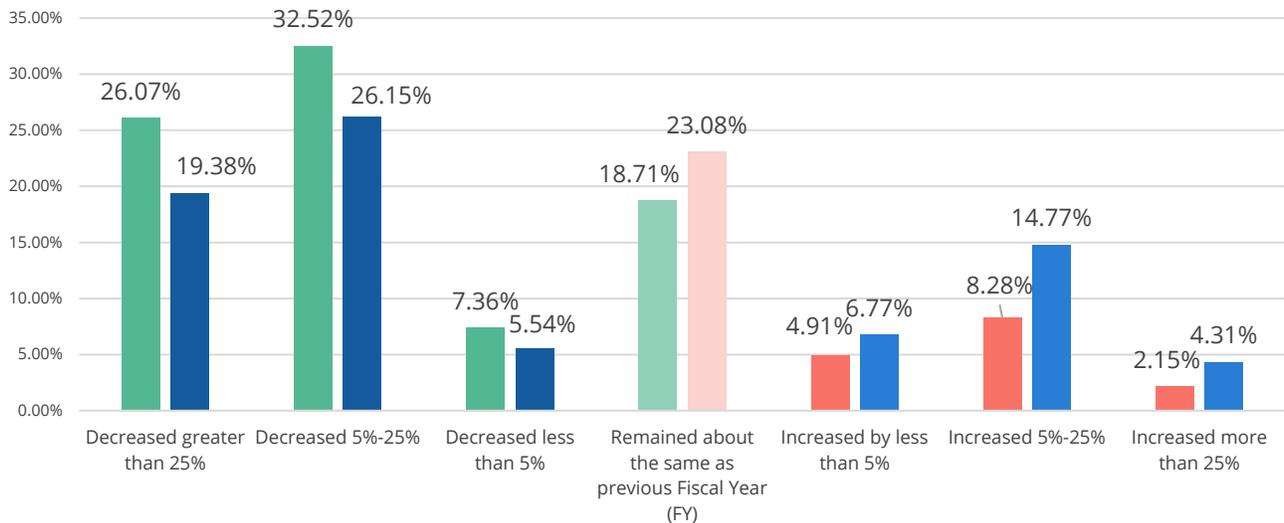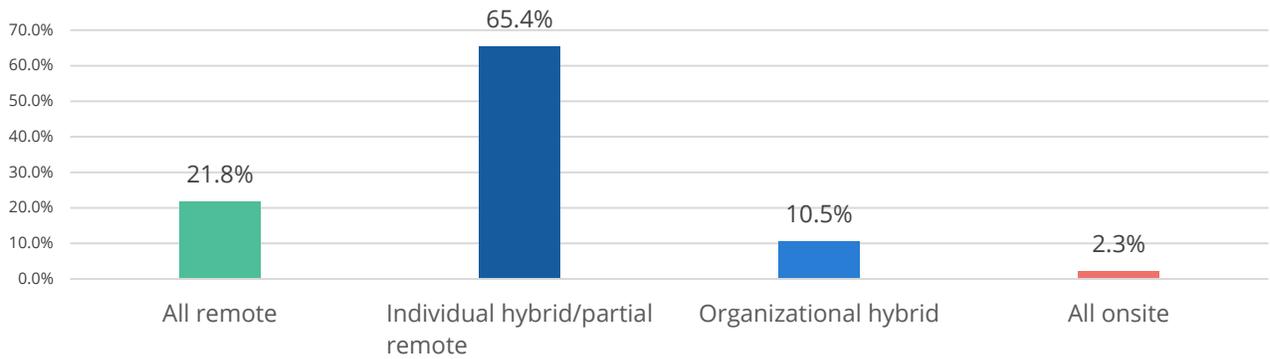
Organizations that experienced a financial loss in 2020, and their plans for a new post-pandemic workforce model. 133 responses.

Associations Adopting Hybrid Models Regardless of 2020 Financial Impacts

Post-Pandemic Plans, Financial Gain

Category	Percentage
All remote	15%
Individual hybrid/partial remote	66%
Organizational hybrid	16%
All onsite	3%
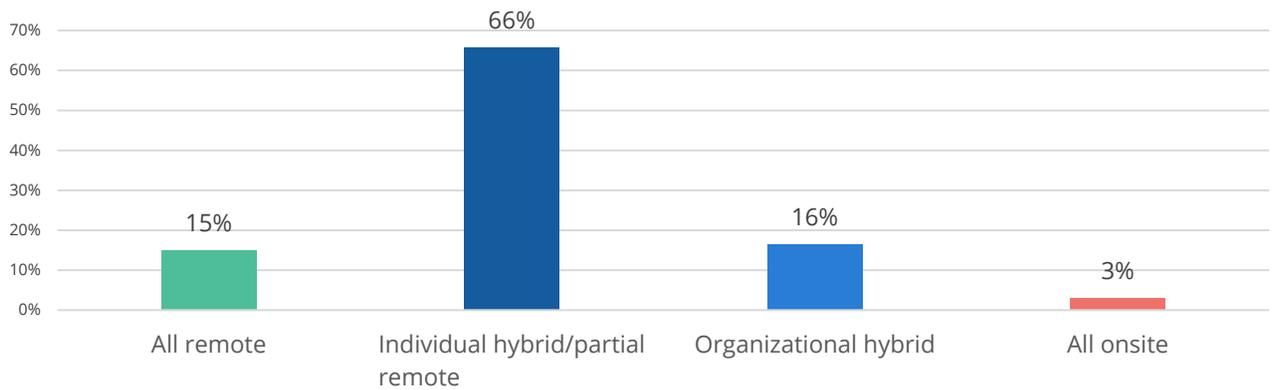
Organizations that experienced a financial gain in 2020, and their plans for a new post-pandemic workforce model. 70 responses.

Remote Work Generates ROI for Associations

Has your organization attempted to calculate return on investment for having a remote/distributed workforce? 44 responses.

Neutral, 11%

Favorable, 89%
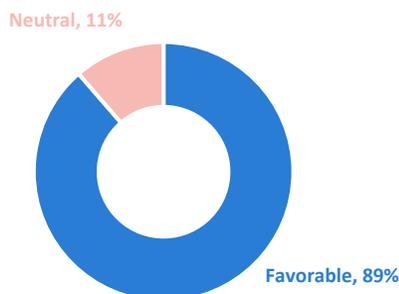
New Post-Pandemic Workforce Model by Those Who Calculated ROI
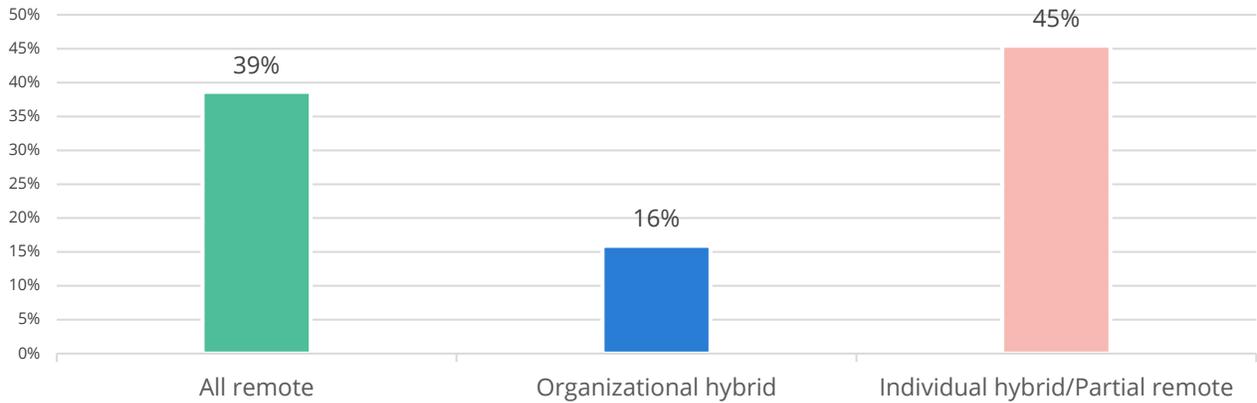
New post-pandemic workforce model by those who calculated ROI. 39 responses.

Figure N

Association Boards are Supportive, Neutral Towards a Move to Remote
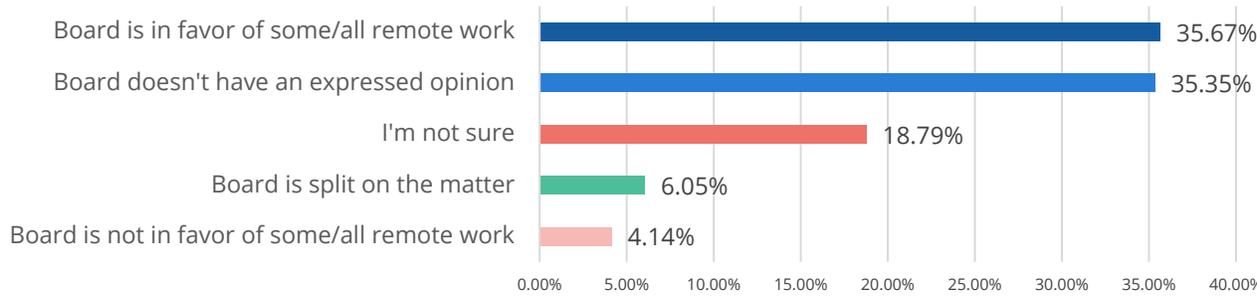
How would you characterize your Board of Directors' view of your association staff working partially or fully remote post-pandemic? 314 responses.

Figure O

Half of Associations Feel Their Board Has Influence Over Remote Work

How much do you agree with the following statement? Our board has influence over how and where we operate post-pandemic. 314 responses.
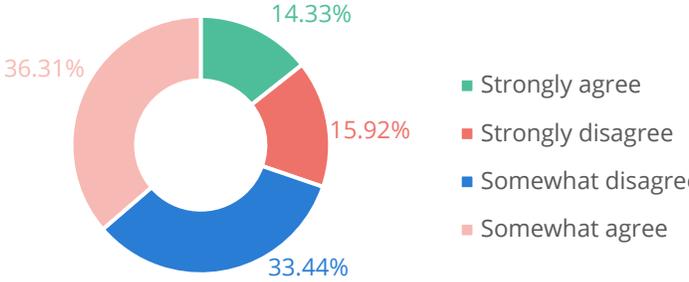
Operational Concerns of Those Going Remote

Concern	%
More challenging onboarding and training	16%
Decreased effectiveness in managing staff	15%
Loss of visibility into what employees are working on each day	14%
Lack of suitable home office environments	11%
Legal considerations (employees across many states/countries; remote workplace)	10%
Handling operational/admins needs such as receiving mail/packages, processing…	9%
No significant operational concerns related to our distributed workforce model that…	9%
Difficulty accessing/sharing/storing internal hard copy/paper files and resources	4%
Other (please specify)	4%
Difficulty accessing/sharing/storing electronic files	4%
Cost of equipping remote employees	3%
Lack of board buy-in to transition to a fully/partially remote workforce	3%

What operational concerns, if any, do your organization leaders (e.g., board members, leaders on staff, etc.) have related to a partially/fully remote workforce? Select all that apply. 245 responses.

Figure Q

Reasons Organizations Will Not Go Remote

Reason	%
Concerns about decreased productivity from staff	53%
Many, most or all of our positions cannot be executed remotely	35%
Fears of decreased customer service to members	29%
Too many employees don't have an adequate home office	29%
We don't have the right tools in place to support remote, and aren't ready to implement	24%
Concerns about change in company culture/community	18%
Other (please specify)	18%
Our company is locked in one or multiple leases, and/or own space	18%
Legal burdens of a remote workforce	12%
Lack of confidence in managers	6%
Overwhelmed by known and/or unknown costs to transition remote	6%

What are the primary reasons your organization decided not to operate a partially or fully remote workforce post-pandemic? Please select up to three. 17 responses.

Figure R

General Concerns of Those Moving Towards Remote
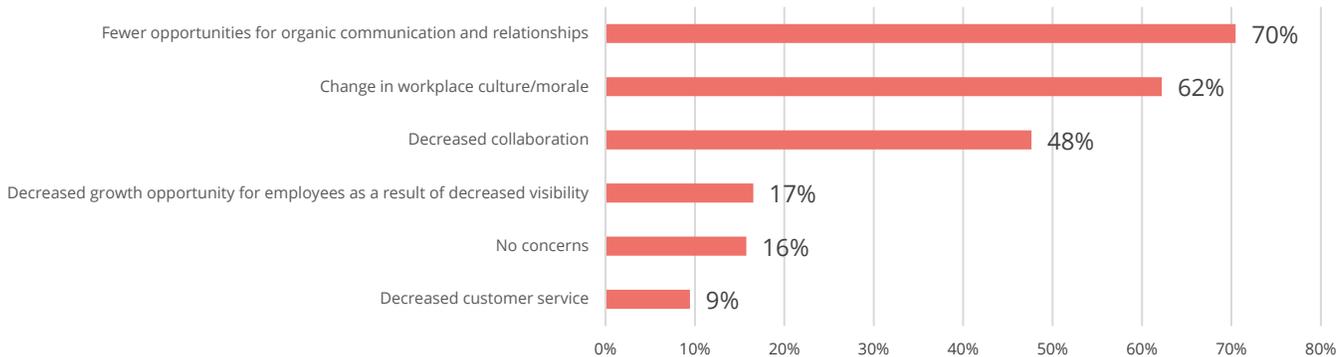
Concern	%
Fewer opportunities for organic communication and relationships	70%
Change in workplace culture/morale	62%
Decreased collaboration	48%
Decreased growth opportunity for employees as a result of decreased visibility	17%
No concerns	16%
Decreased customer service	9%

What general concerns, if any, do your organization leaders have related to a partially/fully remote workforce? Select all that apply. 254 responses.

Associations are Grappling with Geographical Implications of WFH Policies

Anywhere, including abroad	10%
Anywhere in the U.S., but not abroad	19%
Anywhere within our organization's headquarters state/Metropolitan area	7%
Designated states or time zones within the U.S.	6%
We have not yet decided	24%
We will not have a formal process	19%
Within reasonable driving distance to HQ	14%
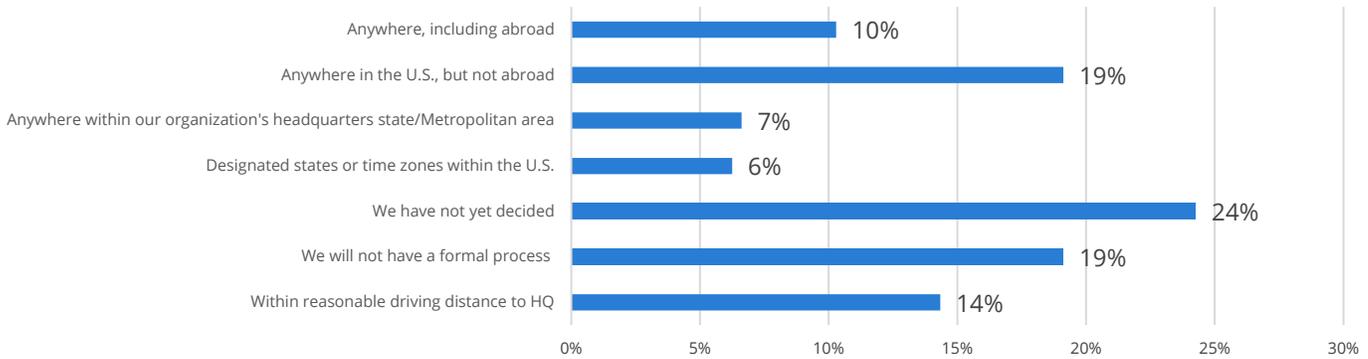
In your post-pandemic workforce, where are your remote employees allowed to work from? 272 responses.

Figure T

Many Organizations Plan to Keep Employee Work Hours in Line with Headquarters

Standard hours of headquarters	40.00%
Core working hours	35.20%
Standard hours, local time zone	20.00%
Work own hours	4.80%
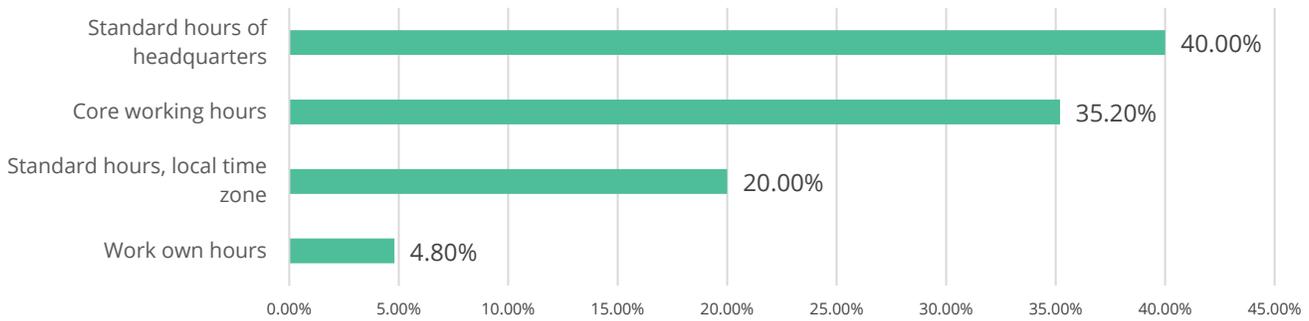
Which of the following best describes how your organization intends to handle most employees' work hours post-pandemic? 250 responses.

Figure U

Fully Remote Teams Lag in Adopting More Flexibility
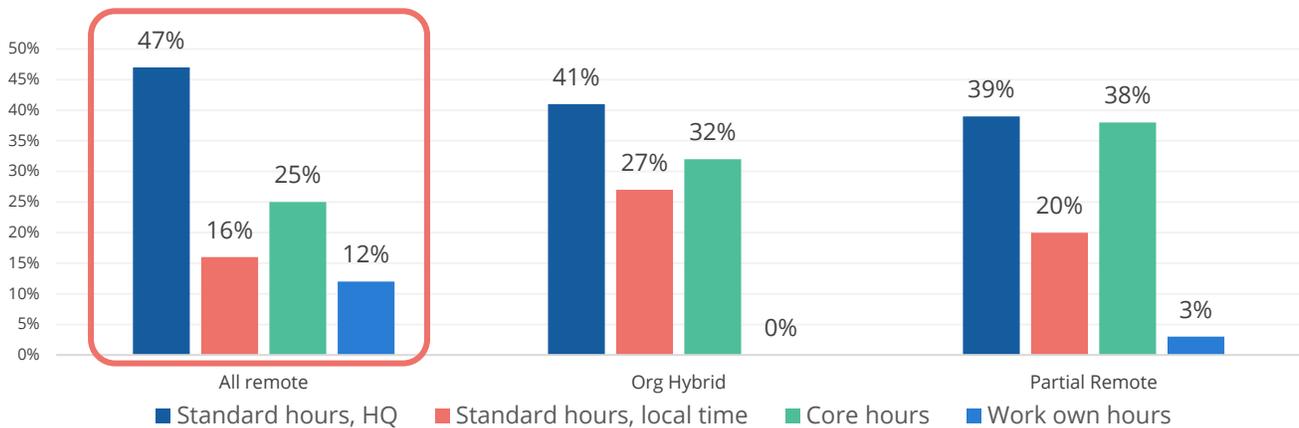
	All remote	Org Hybrid	Partial Remote
Standard hours, HQ	47%	41%	39%
Standard hours, local time	16%	27%	20%
Core hours	25%	32%	38%
Work own hours	12%	0%	3%

Organization's plans/considerations for their future workforce broken out by the hours they plan to operate. 252 responses.

Figure V

Most Associations are Not Adjusting Salaries

Has your organization adjusted or decided if you will adjust salaries based on remote employees' long-term locations? 263 responses.

Yes, we've adjusted or decided how we'll adjust...

No, but we're considering adjustments
11%

Currently not considering adjustments
86%

Figure W   ## Added & Updated Policies for Remote Work

Policy	%
Cyber Security	47%
Data Privacy	25%
Data Protection	31%
Employee Health, Safety & Wellbeing	37%
Employee/Contractor Classifications	5%
Equipment Use	52%
File Storage/sharing	36%
Job/Position Classifications	13%
Remote Work Plan	65%
Other	5%
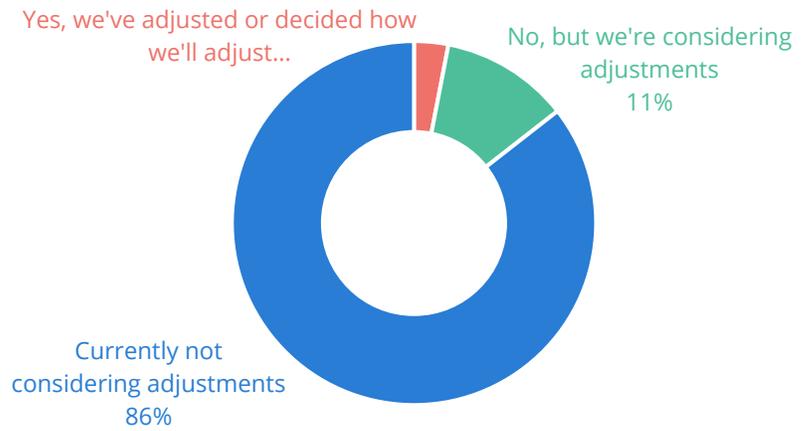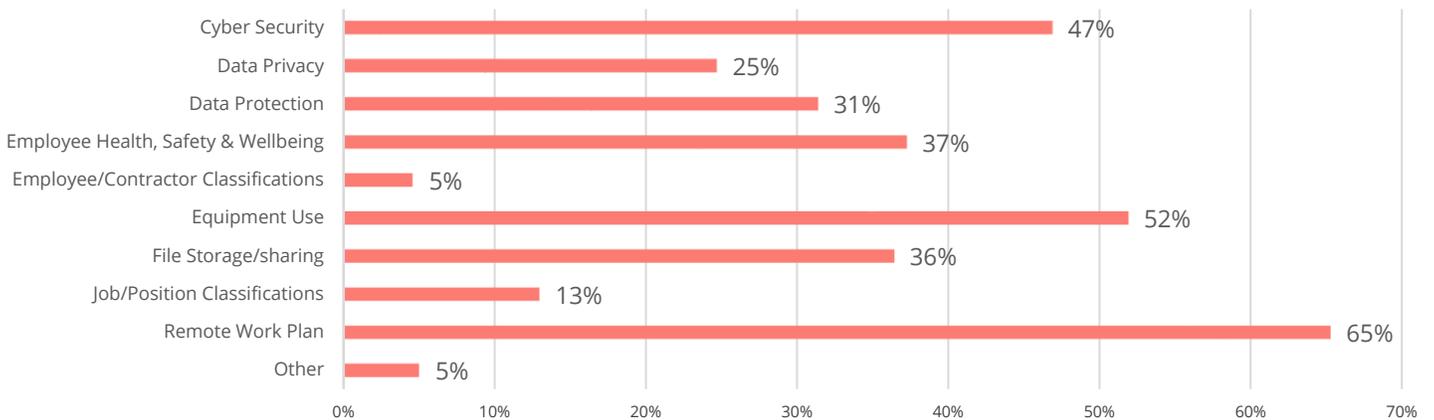
Which of the following policies, if any, have you recently adopted and/or updated to address remote work(ers) and/or a virtual office? Select all that apply. 239 responses.

Figure X   ## Updated/Reviewed Insurance Products

Insurance Product	%
Workers Compensation	45%
Other (please specify):	8%
General Liability Insurance	49%
Directors and Officers Insurance	30%
Cyber Insurance	57%
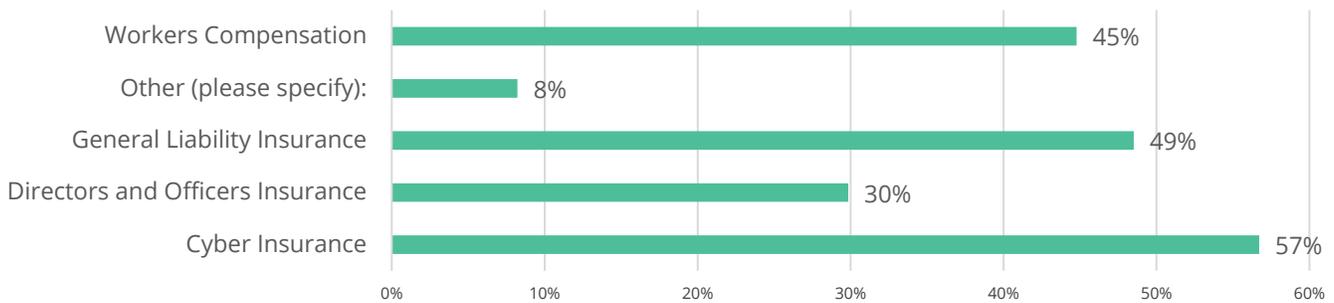
Which of the following insurance products, if any, have you recently reviewed and/or updated to address remote work? Select all that apply. 134 responses.

Organizations Have Been Conservative With Implementing Bans

	Implemented	Considered / Considering	Haven't considered / Implemented
Ban on certain identified systems/platforms/websites	19.54%	11.92%	55.30%
Ban on use of work computers/other electronics (other than cell phone) for personal use	15.56%	9.93%	68.21%
Ban on use of personal computers/other electronics (other than cell phone) for work	13.25%	7.95%	72.19%
Ban on use of public WiFi	11.18%	14.80%	63.16%
Ban on use of work cell phone for personal communication	4.67%	1.67%	87.00%
Ban on use of personal cell phone for work communication	2.64%	2.31%	89.77%

■ Implemented   ■ Considered / Considering   ■ Haven't considered / Implemented

Considering your company's data, files, and other potentially sensitive electronic information, what "bans," if any, has your organization considered or implemented? (Not shown are those who selected "I don't know") 304 responses.

Most Organizations Have Security Policies, Less Than Half Have Provided Security Training

	Implemented	Considering	Haven't considered / Not considering
Data, system, and equipment security policies	59.87%	18.09%	7.24%
Security training and education for staff	45.54%	22.11%	19.47%
Two-factor authentication	40.66%	22.62%	23.28%
On-device security apps	29.47%	16.23%	31.13%
Internal audits/3rd party network penetration testing	28.24%	13.62%	34.22%
Virtual password manager	22.92%	18.94%	33.89%
Applications to monitor data usage	18.87%	8.61%	49.01%
Other (please specify)	2.04%	0.51%	20.41%

■ Implemented   ■ Considering   ■ Haven't considered / Not considering

Considering your company's data, files, and other potentially sensitive electronic information, what security measures has your organization considered or implemented? 305 responses.

Training Has Been Done, But There's More To Do

System/tool training (i.e., project systems, communication tools, etc.)	60%
Communication (i.e., informal/formal, internal/external)	56%
Physical or mental wellness in the virtual workplace	49%
Onboarding remote employees	49%
Social connectedness and culture	36%
Home office setup/tips for working at home	35%
Manager coaching and/or leadership development	29%
Senior leader development	15%
Project management	13%

On which of the following topics has your organization provided remote work training? Select all that apply. 222 responses.

Email is Most Common Tool for Internal, Informal Communication
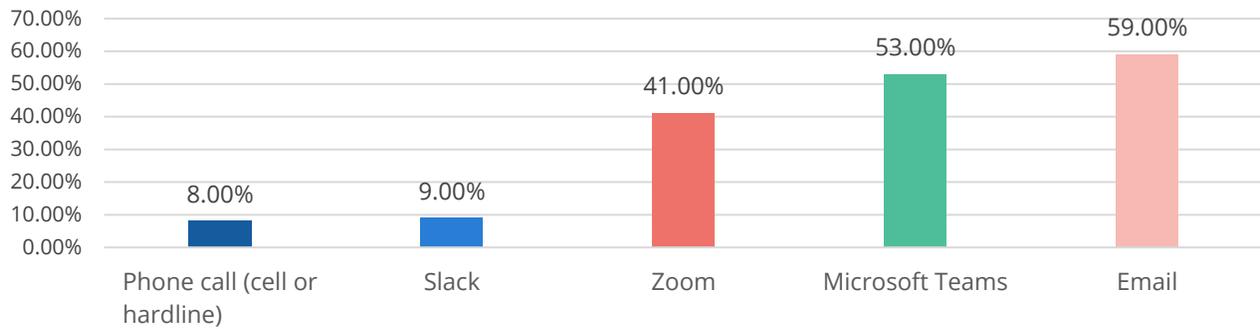
In your current work arrangements, which tools are your team primarily using for internal, informal communication? Select up to two (*full list of options not shown here – totals will not add to 100%). 320 responses.

Figure AC

Most Associations Will Use VOIP/Cloud-based External Communication Tools

■ Outgoing External Calls   ■ Incoming External Calls
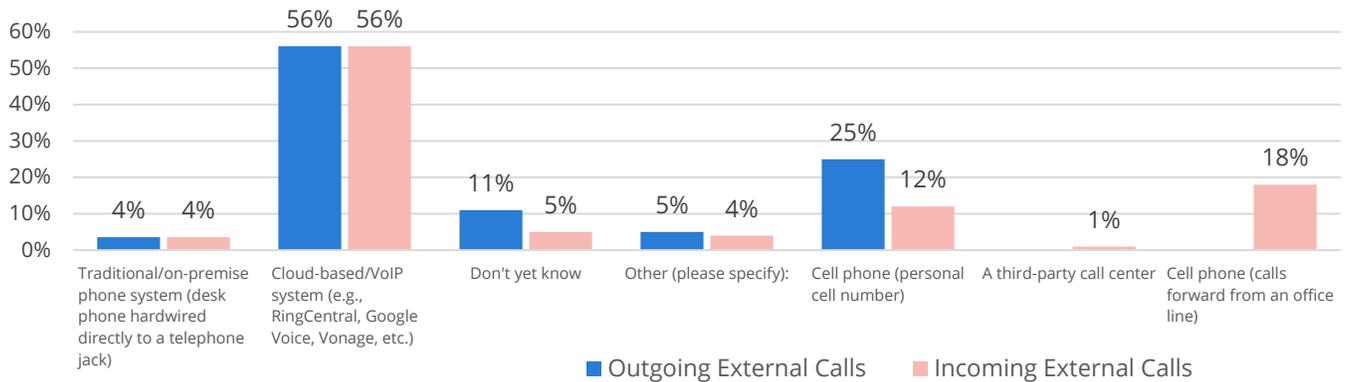
Considering your post-pandemic workforce, which of the below options represents how most of your remote workers will handle most outgoing external calls? 252 responses.

Figure AD

What Organizations Plan to Require Remote Employees to Use
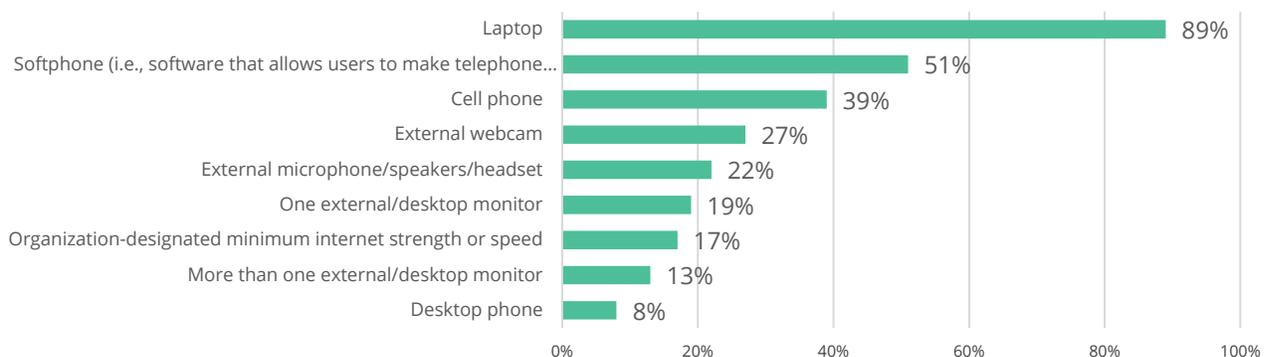
Does your organization plan to require the use of any of the following for remote workers? Select all that apply. Please consider all relevant items, whether provided by employer or employee (*this question was select all that apply and will not add up to 100%). 226 responses.

Figure AE   **Associations Requiring Specific Tools Will Cover Most Costs**

	Planning to Cover	Considering Covering
Laptop	91%	2%
Cell Phone and Usage	66%	15%
External Webcam	77%	12%
External Microphone/Speakers/Headset	82%	10%
First External Monitor	87%	2%
More than one/2nd Monitor	93%	3%
Hardline Desktop Phone	44%	11%
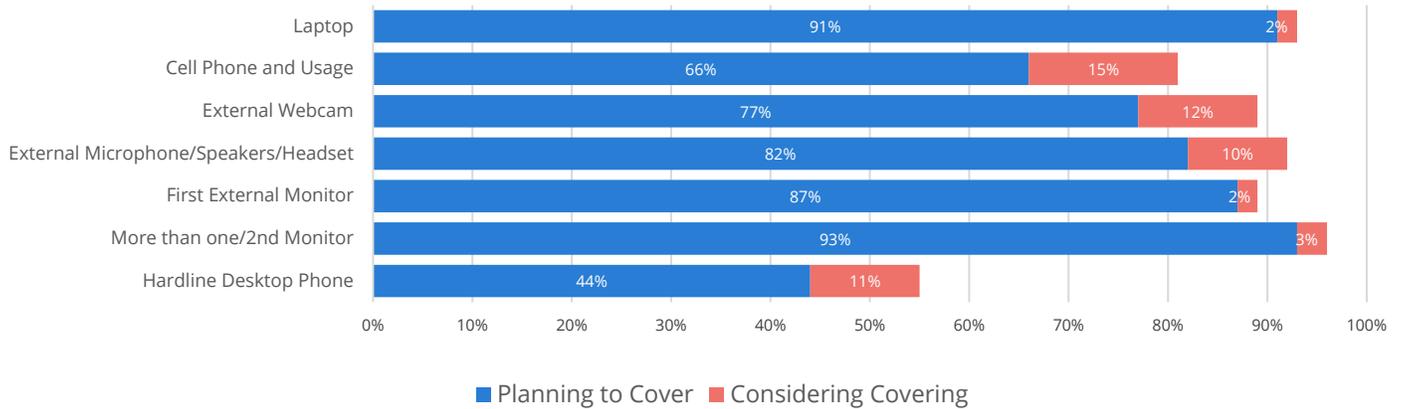
Tools some will require of remote employees, shown with how many will also cover expenses for that tool/equipment.
226 responses.

Figure AF   **Organizations Will Cover The Cost Of Some Tools & Equipment, Not Others**

	Will cover/Considering covering	Don't plan to cover	I don't know
Cell phone + usage	54.00%	40.44%	5.56%
Chair	35.00%	55.81%	9.19%
Desk	17.00%	72.83%	10.17%
External Monitor	77.00%	18.89%	4.11%
External microphone/speakers/headset	67.00%	25.75%	7.25%
External webcam	59.00%	32.21%	8.79%
Hardline phone + usage	12.00%	80.22%	7.78%
Internet services	34.00%	58.15%	7.85%
Laptop	90.00%	6.20%	3.8%
Second(+) external monitor	56.00%	36.09%	7.91%

For which of the following does your organization cover (provide, reimburse, etc.) all or a portion of the expenses for remote workers? 274 responses.

How Employers Plan to Cover Expenses

	Org will provide	Reimburse in full	Partial reimbursement	Don't know yet	Per Item - Stipend
Desk	46.15%	30.77%	7.69%	3.85%	11.54%
Chair	60.00%	26.67%	5.00%	3.33%	5.00%
External microphone/speakers/headset	80.85%	16.31%		2.13%	
External webcam	80.65%	16.94%		1.61%	
Second(+) external monitor	90.00%	9.17%		0.83%	
External Monitor	91.85%	8.15%			
Laptop	94.17%	4.17%			
Cell phone + usage	22.88%	7.63%	37.29%	1.69%	30.51%
Hardline phone + usage	54.55%	18.18%	9.09%	9.09%	9.09%
Internet services	5.36%	10.71%	46.43%	1.79%	35.71%

How will you take care of the cost for the items you indicated you are or will cover for employees? 240 responses.

Associations Opt for Cloud-based Storage

How will your team primarily store files in your post-pandemic work arrangement? 320 responses.

30.94%

69.06%

- Traditional file server with VPN access (i.e., on-premise server)
- Cloud-based storage (e.g., Dropbox, SharePoint, etc.)
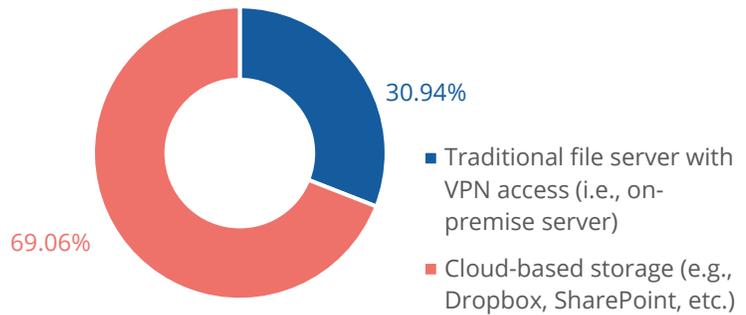
SharePoint is the Most Popular Cloud-based Platform

Which cloud-based storage option will you use/continue using? 220 responses.

5.00%
9.55%
13.18%
9.09%
63.18%

- Box
- Dropbox
- Google Drive
- Other:
- Sharepoint
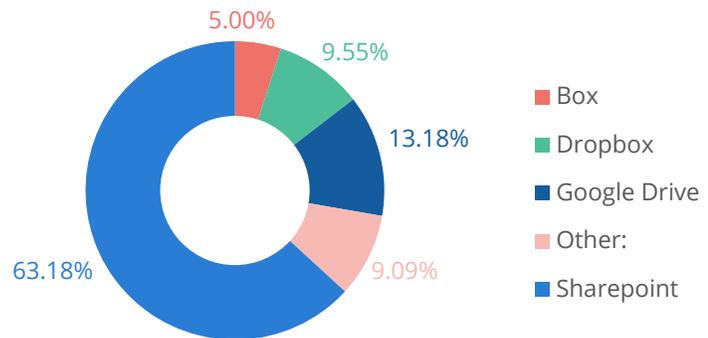
Over 90% of Those Who Were Remote Pre-Pandemic Rely on Cloud-Based Storage

How will your team primarily store files in your post-pandemic work arrangement, for those who were all/most remote pre-pandemic. 15 responses.

6.67%

93.33%

- Traditional file server with VPN access (i.e., on-premise server)
- Cloud-based storage (e.g., Dropbox, SharePoint, etc.)
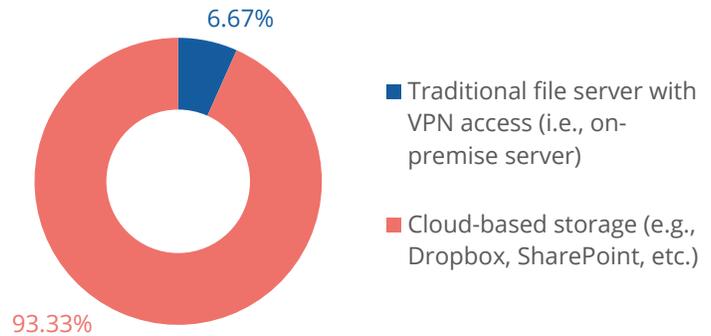
Figure AK **Most Organizations Lease Office Space**

57.76% Lease
31.03% Own
6.61% No office space
3.16% Sublease
1.44% Rent co-working space for some or all employees (e.g., WeWork membership)
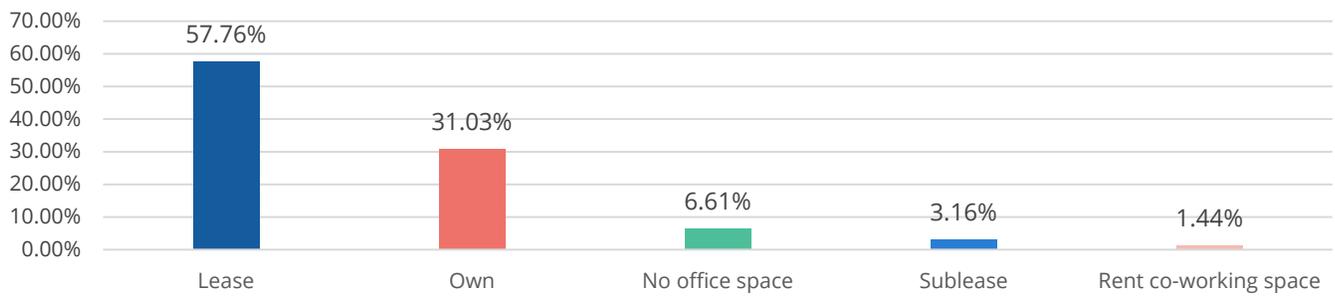
Which of the following statements describe(s) your organization's current office space? Select all that apply. Please account for office space used by your organization's staff as well as additional office space you may own and lease out or lease and sublease out for other organizations/purposes. 332 responses.

Figure AL **Half of Organizations Plan to Keep Owned Space As Is**

Statement	Percentage
Keep all owned facilities as they are	50.00%
Keep all owned facilities and repurpose the workspaces	19.44%
Keep all owned facilities and lease out portions of it we don't plan to use	11.11%
Other (please specify)	4.63%
Sell some/all owned facilities, will lease smaller/cheaper space	3.70%
Sell all owned facilities, will have no office space	3.70%
Sell some/all owned facilities, will buy smaller/cheaper space	2.78%
Keep some owned facilities, repurpose the workspaces	1.85%
Sell some owned facilities, will not replace that space	1.85%
Keep all owned facilities, purchase additional office space	0.93%

Which one of the following statements best describes your organization's plans for the office space you own (*includes planning and considering)? 108 responses.

Figure AM — Third of Organizations Plan to Keep Leased Space As Is

Statement	%
Keep all leased facilities as they are	36%
Do not plan to renew lease when the time comes and will find a smaller/cheaper...	17%
Other (please specify)	9%
Keep all leased facilities and repurpose the workspaces	9%
Keep some leased facilities and repurpose the workspaces	8%
Keep all currently leased office space and sublet/lease out portions you don't plan...	6%
Keep some leased facilities as they are	5%
Keep all currently leased office space and sublease/lease additional space	2%
End lease early and find a smaller/cheaper space	2%
Do not plan to renew lease when the time comes and will have no leased office...	2%
End lease early â€" will have no office space	2%
Do not plan to renew lease when the time comes and will find a larger space to...	1%

*Which one of the following statements best describes your organization's plans for the office space you lease/sublease (*includes planning and considering)? 204 responses.*

Figure AN — Office Space Utilization

| Statement	%
All staff will have permanent desk assignments, even if most...	34%
Employees can reserve collaboration workspace	13%
Only full-time onsite employees will have a permanent desk assignment	19%
No formal reservations required; employees are not assigned a desk...	5%
Other (please specify)	8%
Some employees won't have permanent desks, can reserve individual...	17%
Two or more employees will share an assigned desk	3%
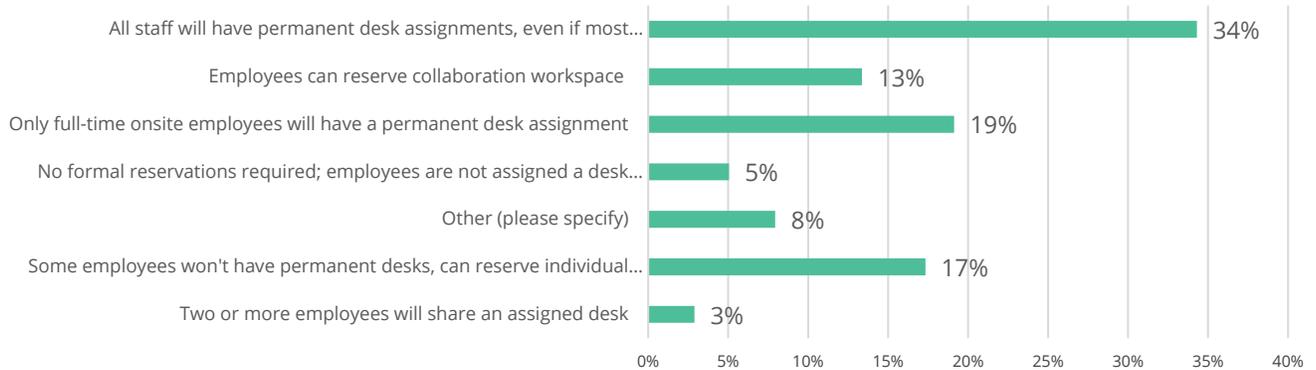
How will your organization utilize office space? 277 respondents.

Figure AO — Onsite Workspace Reservations

Statement	%
We don't yet know	54.35%
Areas of the office dedicated to specific teams or groups ("neighborhood/zones")	15.22%
General office reservations; employees are not assigned a specific desk when they indicate they'll be in-office, but can use available space of...	8.70%
Desks that can be reserved in advance for one or multiple days ("hoteling")	30.43%
Same day reservable desks; reservations reset daily and cannot be booked in advance ("hot desking")	4.35%

Onsite individual workspace reservations (percentages are for full respondent group, not choice count, and will not add up to 100%). 52 respondents.

Figure AP — Traditional Check Processes Continue

Option	Percentage
Receive checks at a physical office location, designated person retrieves	67.95%
Utilize lock box banking	16.24%
Receive checks at a PO Box	10.26%
Utilize a 3rd-party organization to receive mail and forward checks	2.56%
Receive checks at a staff member's home	2.14%
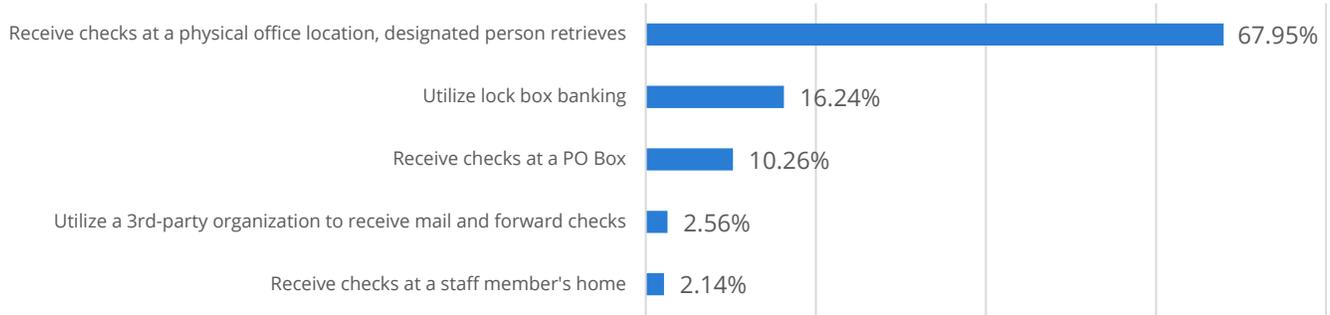
Post-pandemic, how will your organization primarily handle incoming checks? 234 responses.

Figure AQ — Associations Will Continue Cutting Paper Checks

Option	Percentage
Not applicable / don't know	10.40%
No, this is/will be done electronically	38.80%
Yes	50.80%
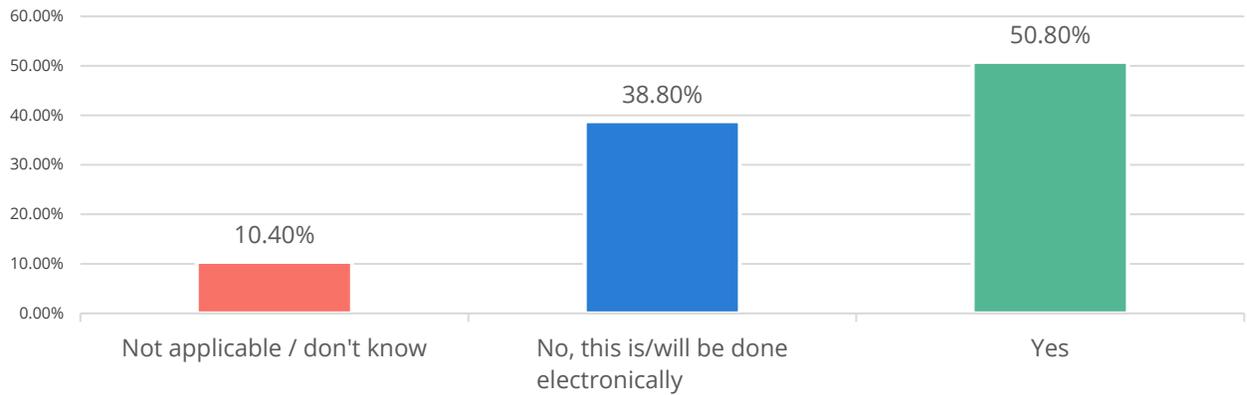
Post-pandemic, will your association be writing any paper checks (i.e., not electronic)? 250 responses.

Figure AR — Mail and Packages Will Continue to Come to the In-Person office

Option	Percentage
Physical office location - someone will be assigned to pick-up and distribute	86.83%
PO Box - someone will be assigned to pick-up and distribute	10.29%
Virtual Mailbox	2.47%
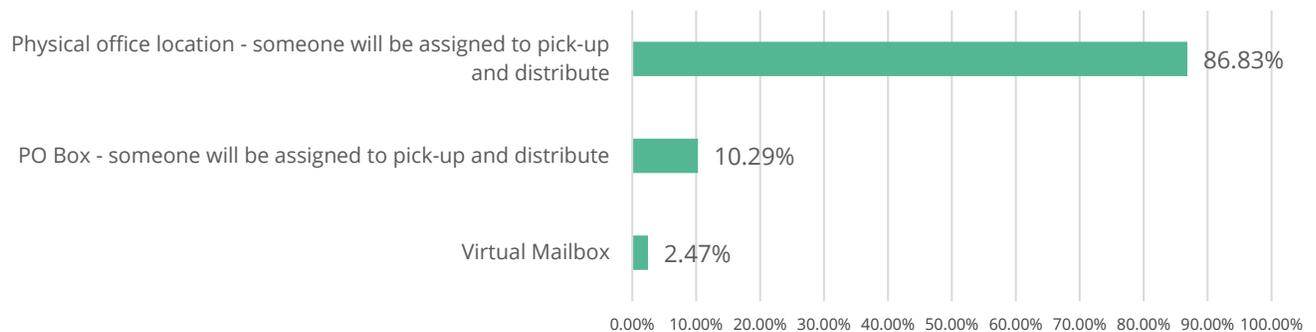
Post-pandemic, how will your organization handle incoming mail/packages? Select all that apply. 243 responses.

Figure AS — Member Materials are "Going Digital"

|	Yes, we are or will do this	Considering
Continuing with current in-office fulfillment and shipping processes	58.06%	24.19%
Shipping from a staff member's home	10.53%	12.28%
Printing/assembling from a staff member's home	12.93%	11.21%
Make digital	59.35%	31.71%
Contracted 3rd party for shipping	46.49%	23.68%
Contracted 3rd party for printing/assembling	55.00%	18.33%

■ Yes, we are or will do this   ■ Considering

Moving forward, are you considering or have you decided on any of the following options to produce and distribute some or all member materials? Select all that apply. 124 responses.

Figure AT

Respondent by Title

What is your primary role in your association? 282 responses.

- ■ CEO/President/Executive Director — 36.88%
- ■ COO/CFO/CIO/CTO — 20.57%
- ■ Vice President — 8.51%
- ■ Director/Sr. Director — 18.79%
- ■ Manager/Supervisor/Sr. Manager — 10.99%
- ■ Other (please specify) — 4.26%
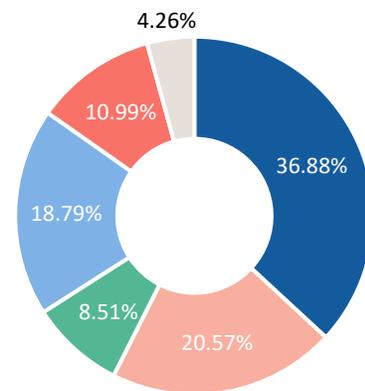
Figure AU — Top 10 Industries Represented by Respondents

Industry	Percentage
Healthcare/Medical	23%
Other (please specify)	13%
Education	9%
Professional...	7%
Research/Science	6%
Government	6%
Manufacturing	4%
Legal	3%
Engineering	3%
Agriculture	3%
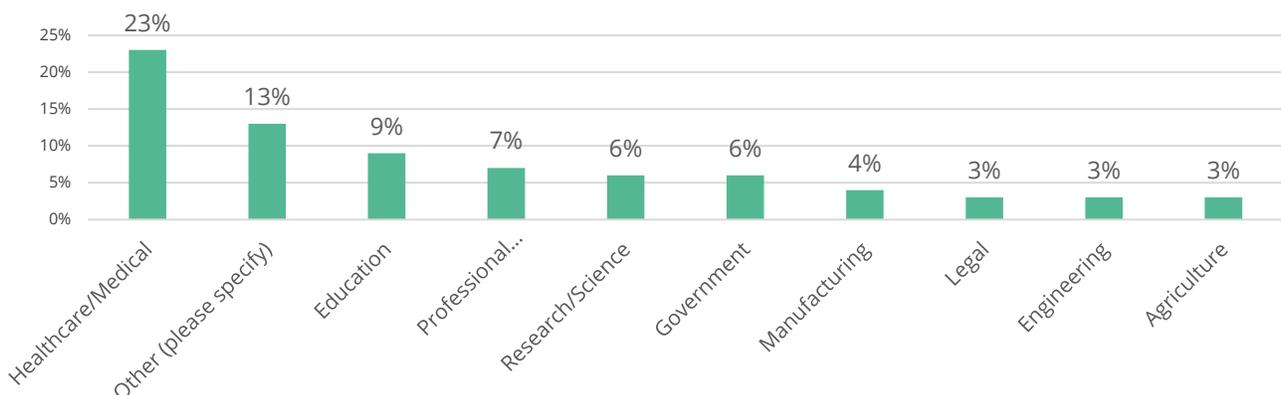
What industry does your association focus on? 336 responses.

Respondents by Staff Size

*How many full-time employees
currently work for your organization?
291 responses.*

- 1-10
- 11-25
- 26-50
- 51-200
- 201-500
- 501-1,000
- 1,001 or more

2.06% 1.03% 1.03%
19.93%
30.58%
24.74%
20.62%

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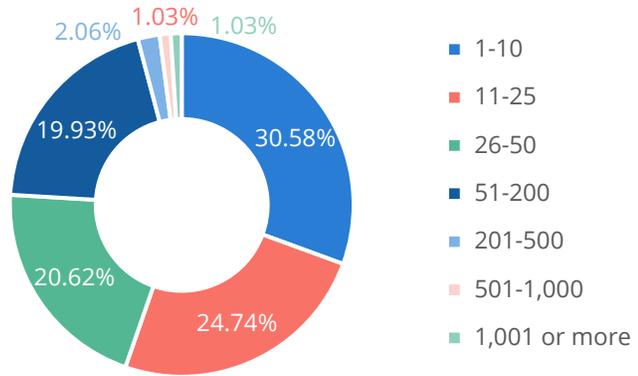
Figure AW

## Respondents by Membership Type Offered

*What type of memberships does your
organization offer? 287 responses.*

- Other
- We don't have memberships
- Combination
- Individual
- Company/Organizational/ Trade

1.74%
7.67%
34.49%
25.78%
30.31%
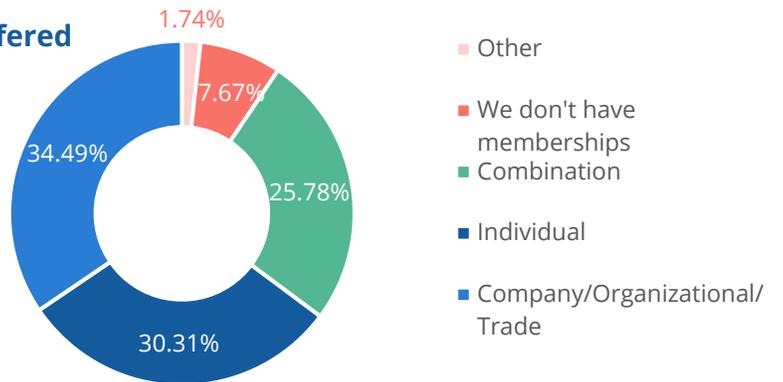
Figure AX

Association Membership Size
(Company/Org/Trade)

*How many company/organizational/trade
members does your association have?
98 responses.*

- Up to 100
- 101 - 500
- 501 - 1,000
- 1,001 - 5,000
- 5,001 - 20,000
- More than 20,000

4.08% 1.02%
21.43%
19.39%
13.27%
40.82%
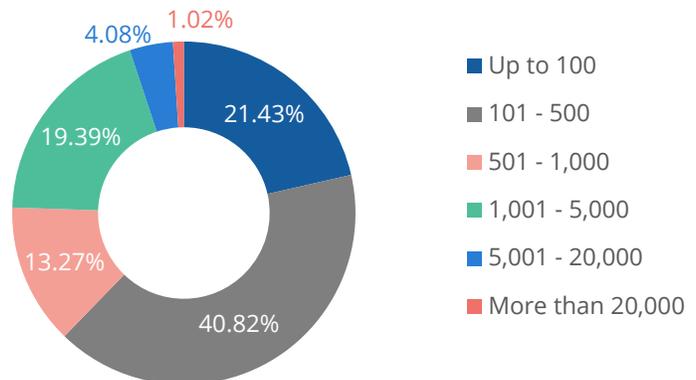
Association Membership Size
(Individual Members)

How many individual members does your association have? 87 responses.

- Up to 100
- 101 - 500
- 501 - 1,000
- 1,001 - 5,000
- 5,001 - 20,000
- More than 20,000

3.45%
4.60%
22.99%
26.44%
42.53%
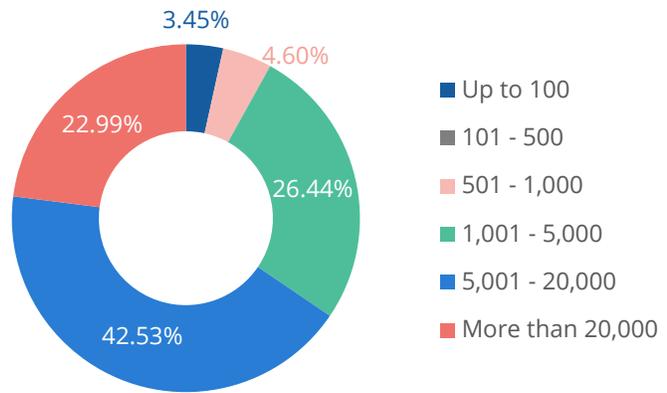
Figure AZ

Association Membership Size
(Combination Org – Indiv. Members)

More than 20,000 — 2.94% / 14.08%
5,001-20,000 — 7.35% / 26.76%
1,001-5,000 — 17.65% / 25.35%
501-1,000 — 11.76% / 8.45%
101-500 — 38.24% / 18.31%
Up to 100 — 22.06% / 7.04%

Company/Org/Trade   Individual
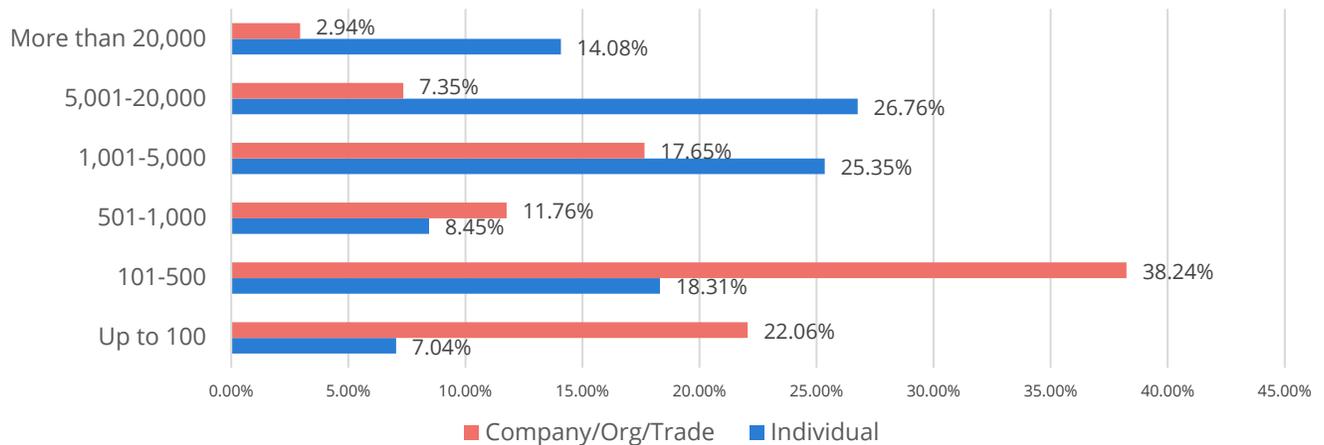
How many members does your association have (*asked only to those who indicated they had a combination membership)? 71 responses.

Figure BA

Operating Budget

$1M-$4.9M	38.24%
$5M-$9.9M	18.38%
$10M-$19.9M	14.34%
Up to $1M	13.24%
$20M-$49.9M	10.66%
$50M or more	5.15%
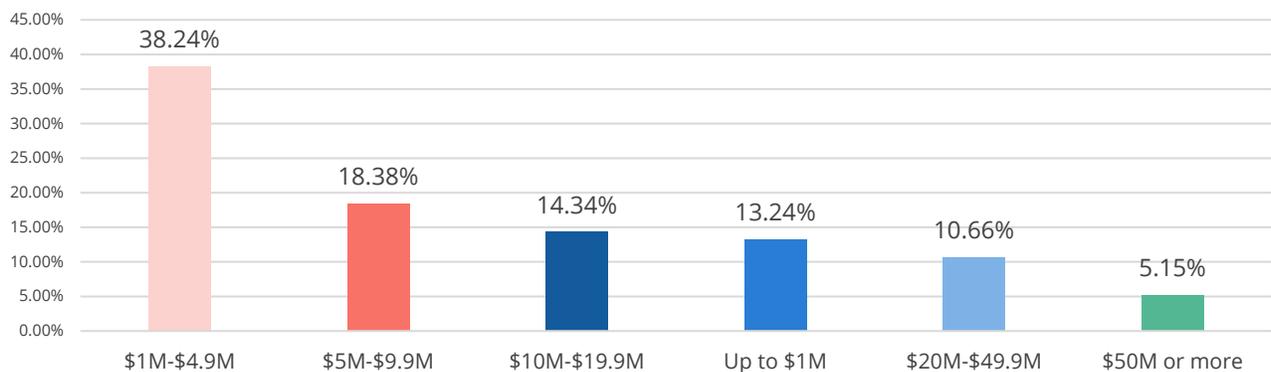
What is your organization's annual operating budget? 272 responses.

Sources

[1] The Bureau of Labor Statistics reported that 21.1% of employees across several sectors reported doing some or all of their work for their main job at home in 2011. That number grew to 24.1% in 2015.

U.S. Bureau of Labor Statistics. (2016, July 8). *24 percent of employed people did some or all of their work at home in 2015.* TED: The Economics Daily. 24 percent of employed people did some or all of their work at home in 2015 : The Economics Daily: U.S. Bureau of Labor Statistics (bls.gov)

[2] Owl Labs. (2020, October 7). *State of Remote Work 2020 Covid Edition.* State of Remote Work 2020 (owllabs.com)

[3] Bloom, N., Liang, J., Roberts, J., and Zhichun, J. (2015). Does Working From Home Work? Evidence From a Chinese Experiment. *Quarterly Journal of Economics, 130* (1), 165-218. OP-QJEC140033 165..218 (stanford.edu).

[4] Society for Human Resource Management. (2016, November). *2016 Human Capital Benchmarking Report.* Average Cost-per-Hire for Companies Is $4,129, SHRM Survey Finds.

[5] Schiffer, Z. (2021, June 4). *Apple employees push back against returning to the office in internal letter*. The Verge. https://www.theverge.com/2021/6/4/22491629/apple-employees-push-back-return-office-internal-letter-tim-cook.

About Achurch Consulting

Achurch Consulting offers remote workforce consulting, technology selection and implementation, fractional CIO services, and project management for associations and non-profits designed to streamline processes, save you money, and maximize your team's talent.

Our goal is to improve your organization's efficiency and effectiveness so that you can spark ingenuity and put more resources into your programs.

About Association TRENDS

Association TRENDS is a data, training, and events company serving the association industry.

Our team has extensive experience building data products and services that help organizations achieve their missions and maintain operational efficiency. We also host niche, high-engagement association events that help us better understand the challenges that associations face.

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