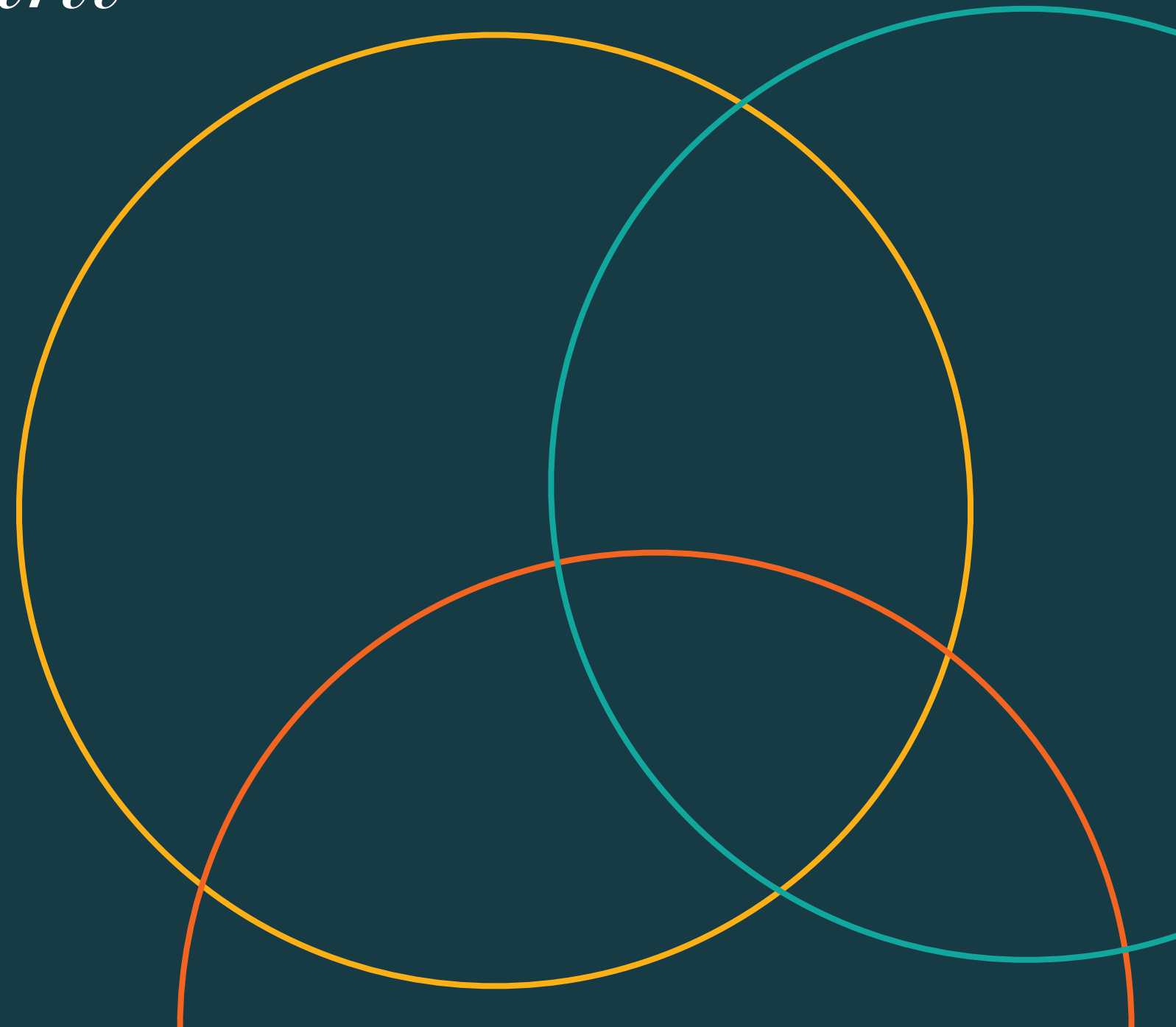


UNDERSTANDING PANDEMIC IMPACTS ON PRACTICE

maf women in architecture grant

FINAL REPORT
november 21, 2021

precipitate
ARCHITECTURE PLANNING RESEARCH



Almost 1 million mothers have left the workforce - with Black mothers, Hispanic mothers and single mothers among the hardest hit. ... Despite these alarm bells clanging, signaling a financial and emotional disaster among America's mothers, who are doing most of the increased amount of child care and domestic work during this pandemic, the cultural and policy response enacted at this point has been nearly nonexistent.
- Jessica Grose, 'America's Mothers are in Crisis: Is anyone listening to them?,' 2.4.2021, NYTimes

While survey findings suggest silver linings of work from home mandates, including greater flexibility and autonomy for employees to create their own schedules, women who reported having children under the age of 18 grapple with mounting pressure to juggle their career alongside childcare and household responsibilities. The findings show that women are facing historic challenges in the wake of the COVID-19 crisis.
-'Women in the Workplace,' 2020, USGBC

With the onset of the COVID-19 pandemic, it became clear from multiple articles and studies that the impacts of the disruption were deep. Again and again, stories emerged and often revealed and worsened existing disparities across demographic 'differences that make a difference.'

“Women in the U.S. – across all income groups, races and ethnicities – carry a greater share of caregiving and household responsibilities. With children now needing to be schooled from home and elderly loved ones at increased health risk, women in architecture face unprecedented challenges in integrating work and life responsibilities.”
-‘Keeping Equity a Priority During the COVID-19 Crisis,’ AIA MN (2020)

We hypothesize that data that explores the impact of COVID-19 across demographic identifiers may help to drive dialogue about these issues profession-wide and inform decision-making.

The impact of the pandemic on issues of equity was recognized locally in the architecture community, emphasized in this quote from AIA MN and observed anecdotally in the stories of our peers in architecture and experienced first hand at Precipitate. When the Women in Architecture grant called for proposals for projects, we saw value in collecting data about the impacts of the pandemic on the profession of architecture in Minnesota, with a particular study of the question of whether COVID-19 will have more effects on certain demographic identifiers, which we identified as 'differences that make a difference'.






BACKGROUND

objectives | survey design | responses

STUDY OBJECTIVES

- Better **understand the impact** of COVID-19 among those working in architecture, including how caregivers and non-caregivers are managing their time, while exploring how gender and other identification impacts this.
 - Understand **how firms are responding** to employees' increased caretaking demands during COVID-19.
 - **Educate firms** about resources available to support both the employers and employees throughout COVID-19.
 - Acquire data to determine if those with **'differences that make a difference,'** including women or other primary caregivers, are disproportionately impacted by COVID-19, and inform program and policy decisions supporting women in architecture.
- 

SURVEY DESIGN & PROCESS

- Questions based on hypotheses from relevant pandemic - workforce literature / studies
- Administered through Google Forms
- Survey questions and design reviewed by Paige Tomfohrde, MA Student in College of Design
- Announced via AIA MN Matrix, Women in Architecture Committee, AIA Council of Firms, and Precipitate Social Media
- Open from June 1 - June 30, 2021, later extended to August 30 with minimal additional responses
- 55 responses, 50 of which identified as female

We were curious as to why there was such a high percentage of women taking the survey, particularly because when we initially designed the survey we were concerned that fewer women and caregivers would have the time to take the survey as our hypothesis was that these groups were already overly burdened with responsibilities exacerbated by the pandemic. We wondered if the way we phrased the invite led potential respondents to believe it was designed to be focused on women. However, aside from identifying the funding source as a grant from the Women in Architecture Foundation, we concluded that the language itself (see below) was not explicitly encouraging to women and discouraging to men.

***Precipitate** has been awarded a grant from the **Women in Architecture Foundation** to survey the impacts of COVID on architects during this unprecedented, unpredictable time. **Help Precipitate** identify the impacts COVID-19 has had and is having on professionals working in architecture. The survey is live until June 30. Take the survey »*

Consent to obtain and share/ publish responses with anonymity:

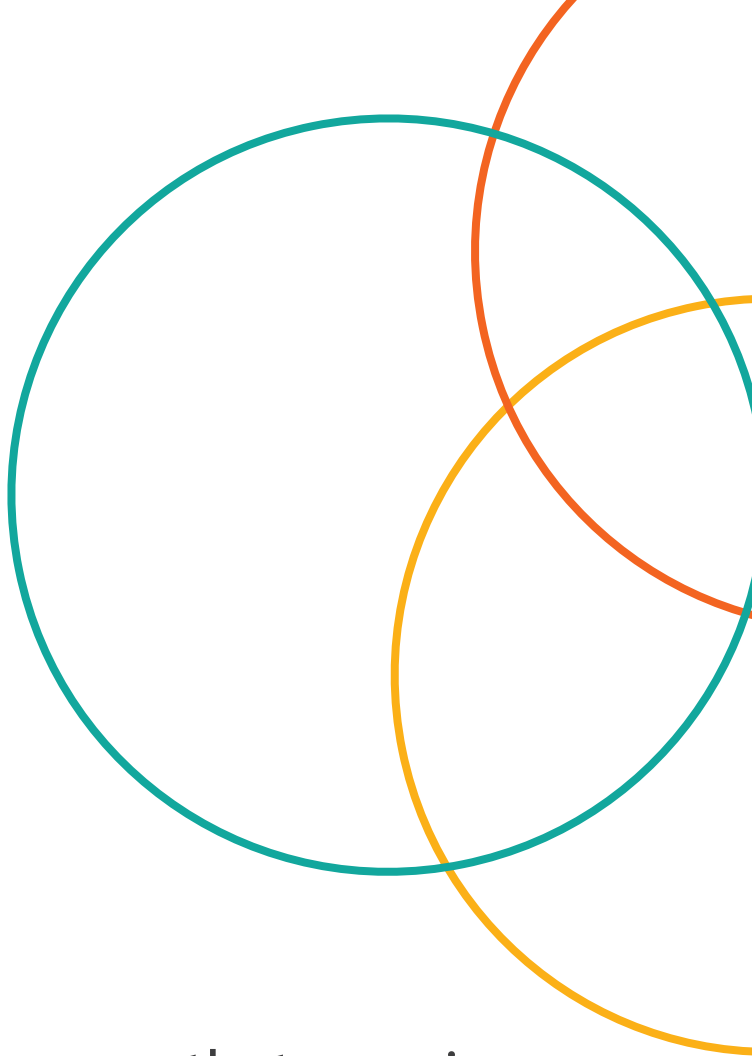
You are invited to be a part of an anonymous research study of the impact the COVID-19 pandemic on folks working in architecture, via Precipitate Architecture, Planning and Research. You were selected as a possible participant because of your affiliation with AIA. We ask that you read this form and address any questions you may have before agreeing to be in the study to: helloprecipitate@gmail.com.

If you agree to be in this study, we ask that you complete the survey. It should take between ten and fifteen minutes. Potential participants must be at least 18 years of age and working in the architecture field to be eligible for the research.

The records of this study will be kept private. In any sort of report we might publish, we will not include any information that will make it possible to identify a participant. Research records will be stored securely and only researchers will have access to the records.

Participation in this study is voluntary. Your decision whether or not to participate will not affect your current or future relations with AIA or Precipitate. If you decide to participate, you are free to not answer any question or withdraw at any time without affecting those relationships.

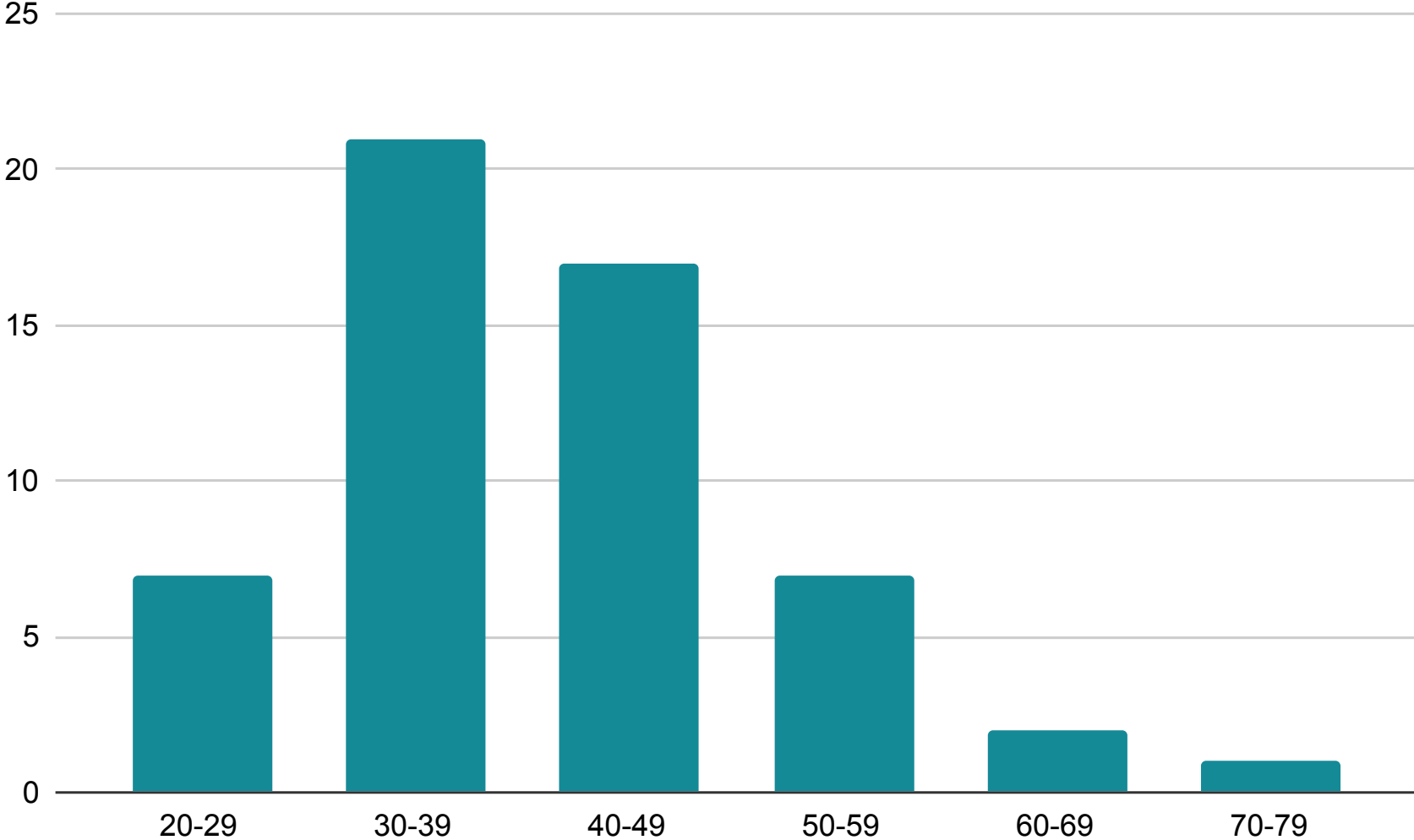
Precipitate is grateful to Paige Tomfohrde for expertise and guidance, and to the MAF Women in Architecture Fund for a grant for this work.



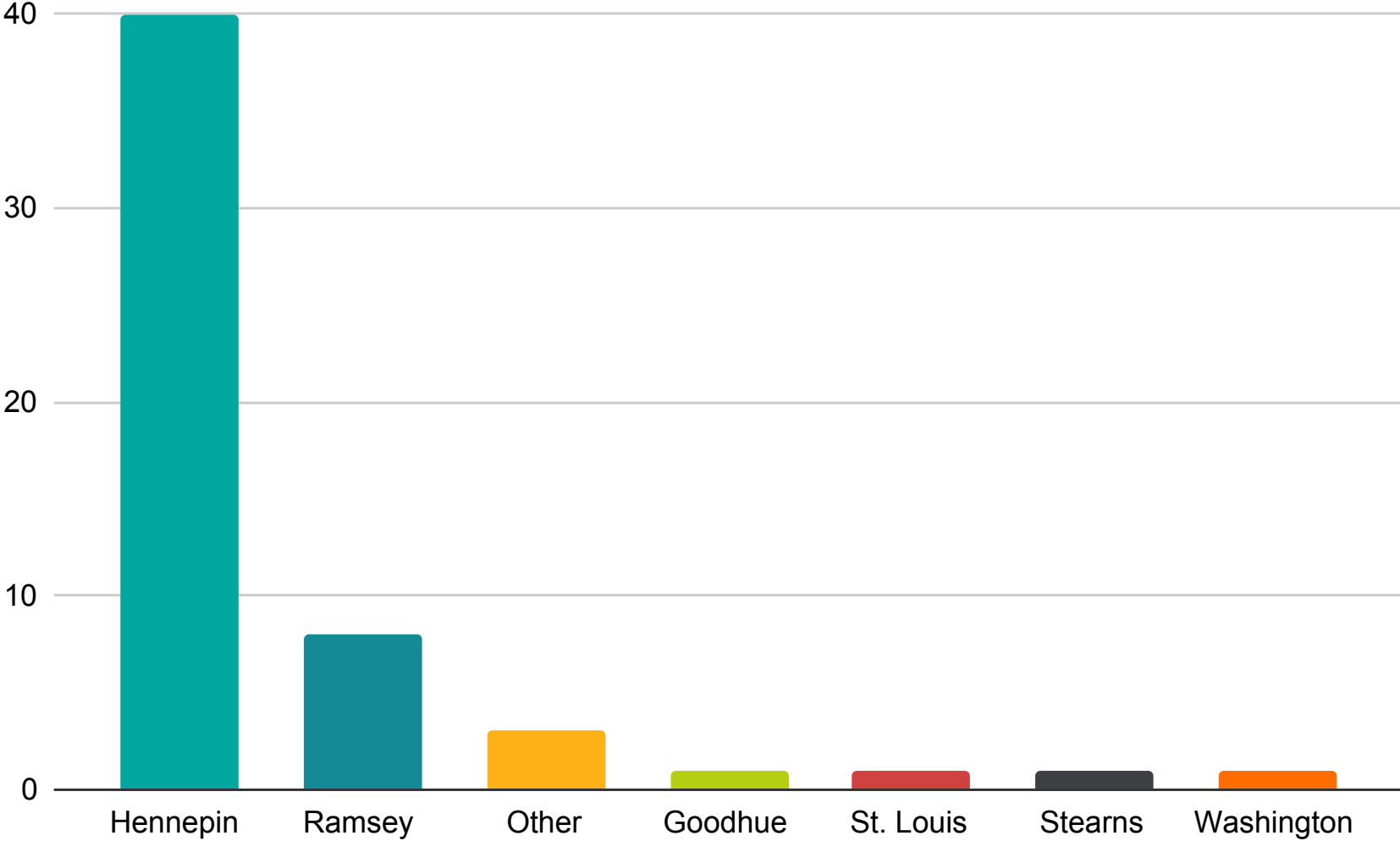
Creating a survey that was rigorous and ethical was critical to our research team. Since few architects carry those skills and we did not have them internally, we reached out to the College of Design and worked with MA student Paige Tomfohrde, who provided invaluable review of our questions and survey design. One example of her influence is this consent statement that all respondents read before taking our survey.

RESPONDENT DEMOGRAPHICS

AGE



COUNTY

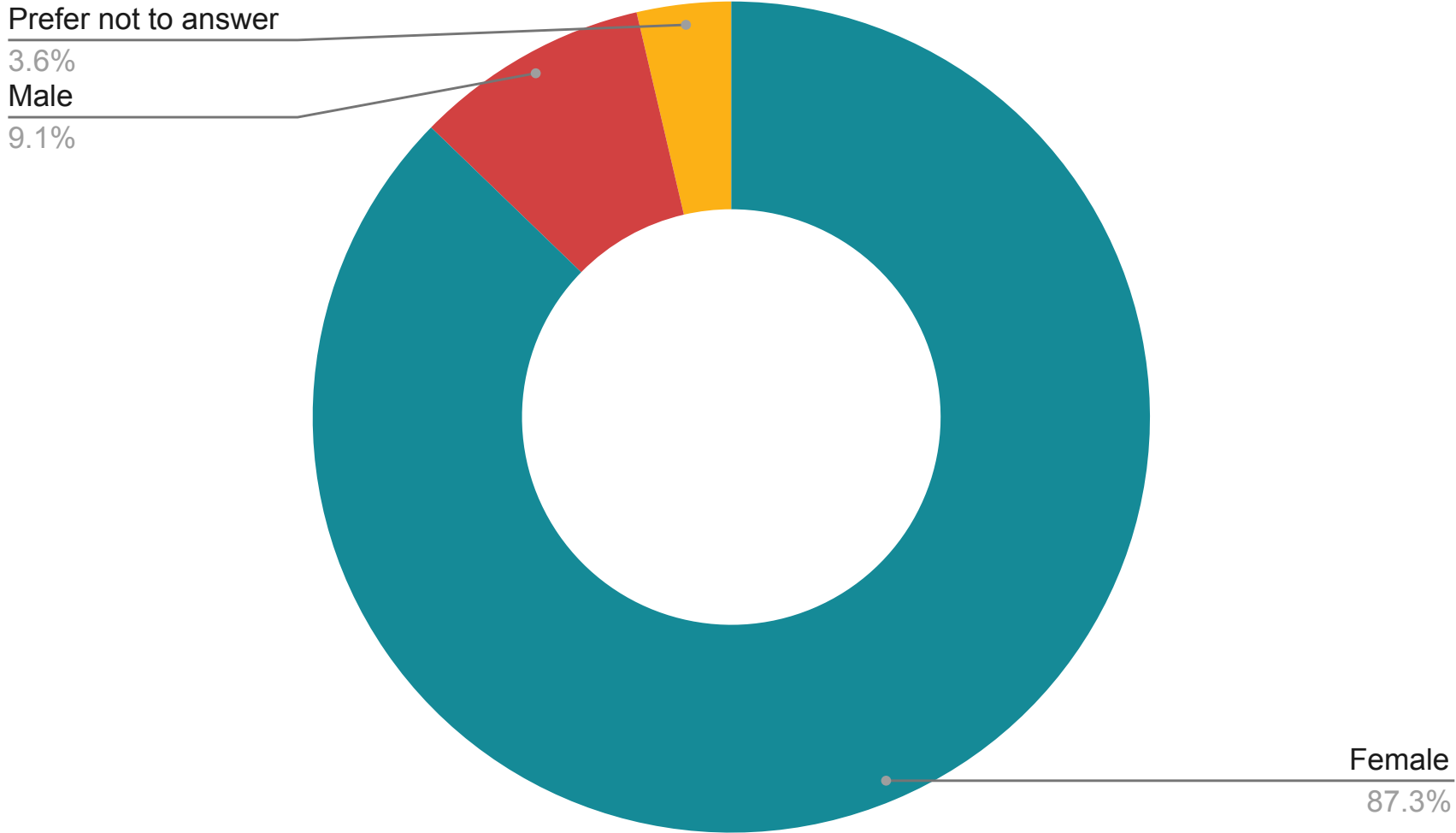


age, county, and gender of survey respondents closely matched Precipitate employees designing and promoting survey

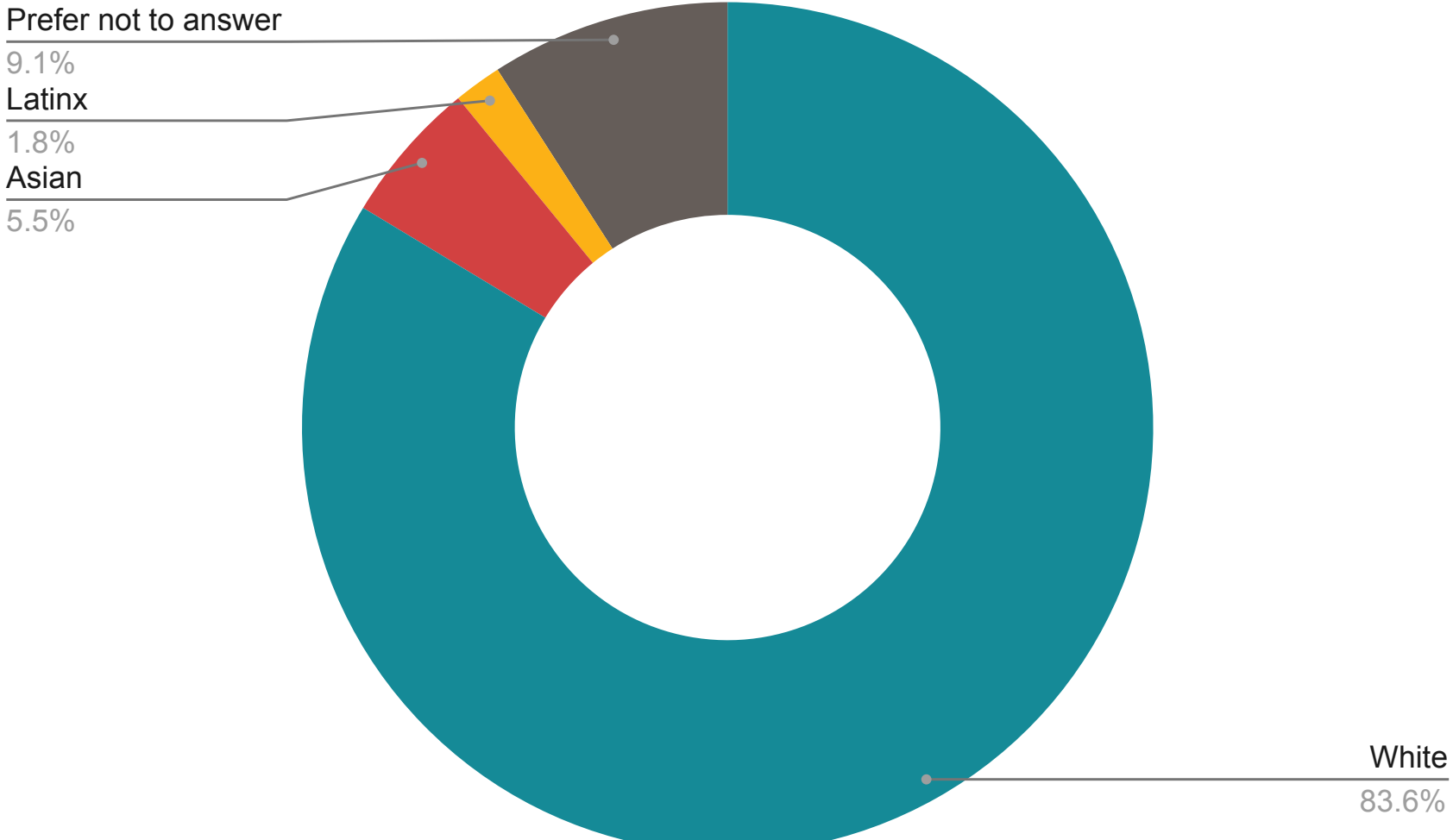
Although there was some variety in age and location of respondents, the majority were ages 30-39, and located in Hennepin county. These demographics match the demographics of the three Precipitate employees that designed and promoted the survey. Given these data, similarity in demographics may have been more of a predictor of the gender of respondents than the wording of the invite itself. It is also possible these are the demographics of Minnesota architects most impacted by COVID-19 as they saw the value in taking the time to complete the survey, but unfortunately without more differences in demographics it is not possible to draw conclusions on this topic.

RESPONDENT DEMOGRAPHICS

GENDER



RACE/ETHNICITY

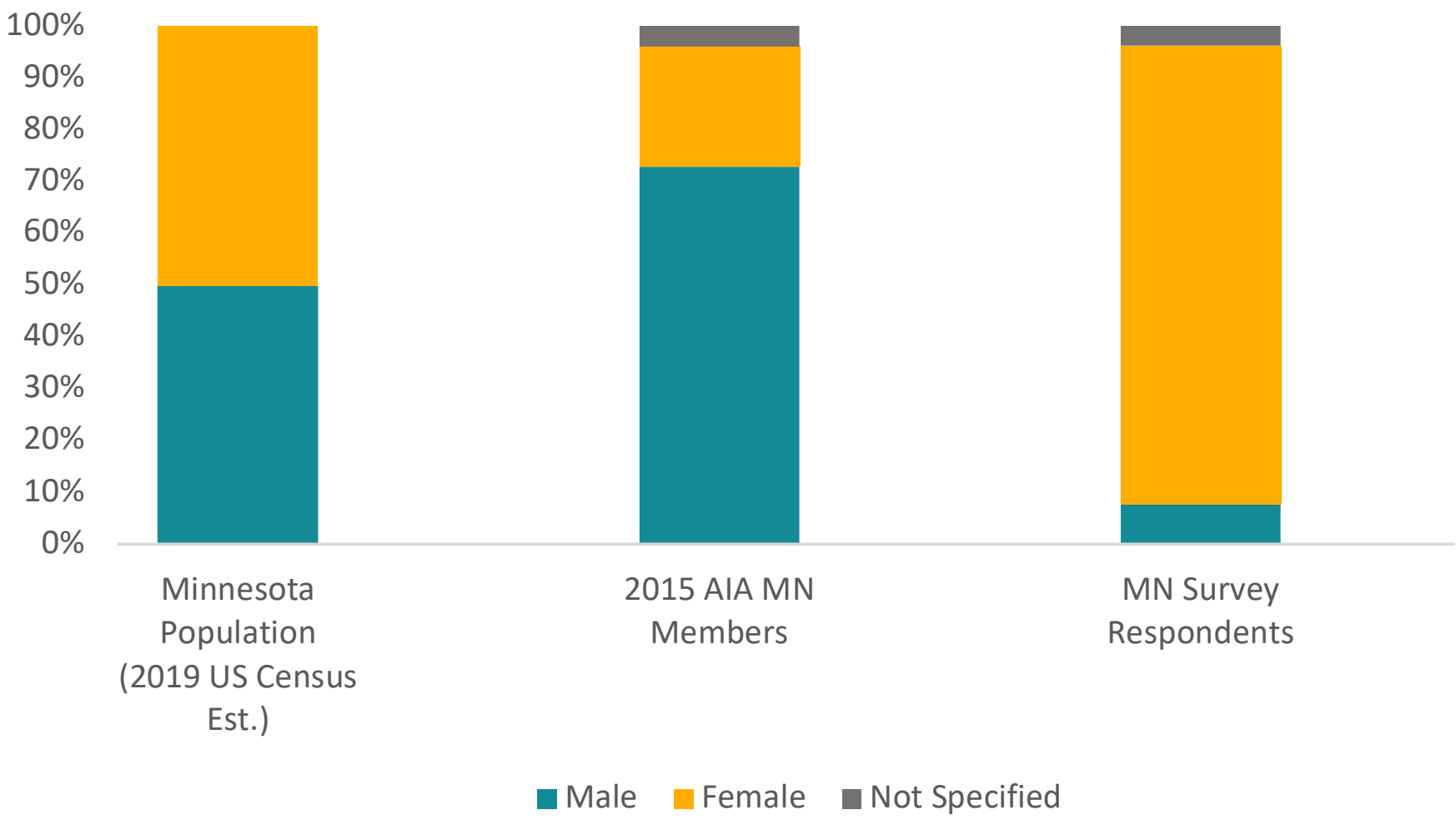


statistically significant 'differences that make a difference' were not captured in survey respondents in terms of gender and race / ethnicity

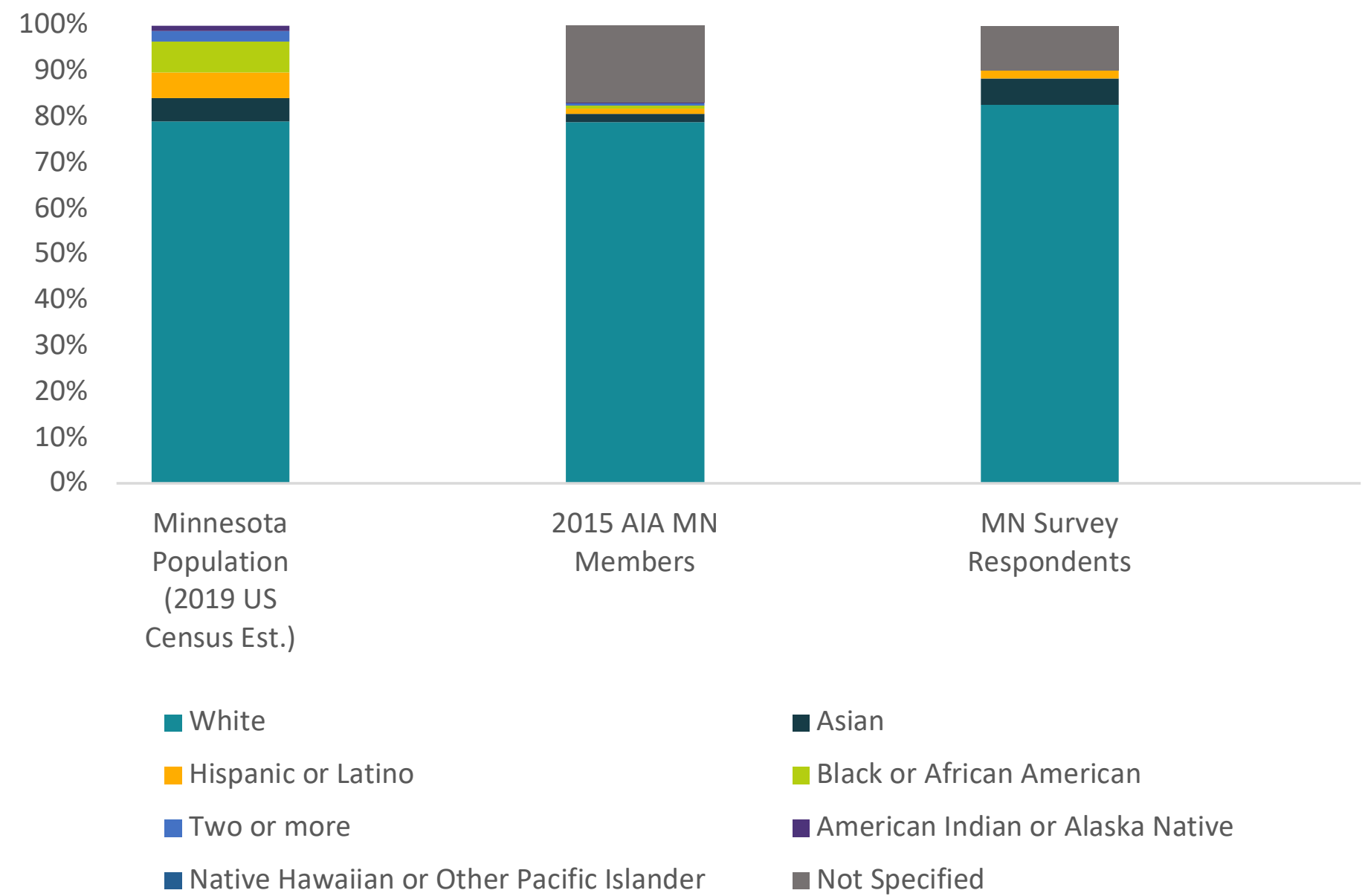
A majority of respondents identified as female and white. We were unable to capture a diverse pool of survey respondents, preventing us from finding results that were statistically significant in terms of gender or race/ethnicity.

RESPONDENT DEMOGRAPHICS (MN-based)

GENDER



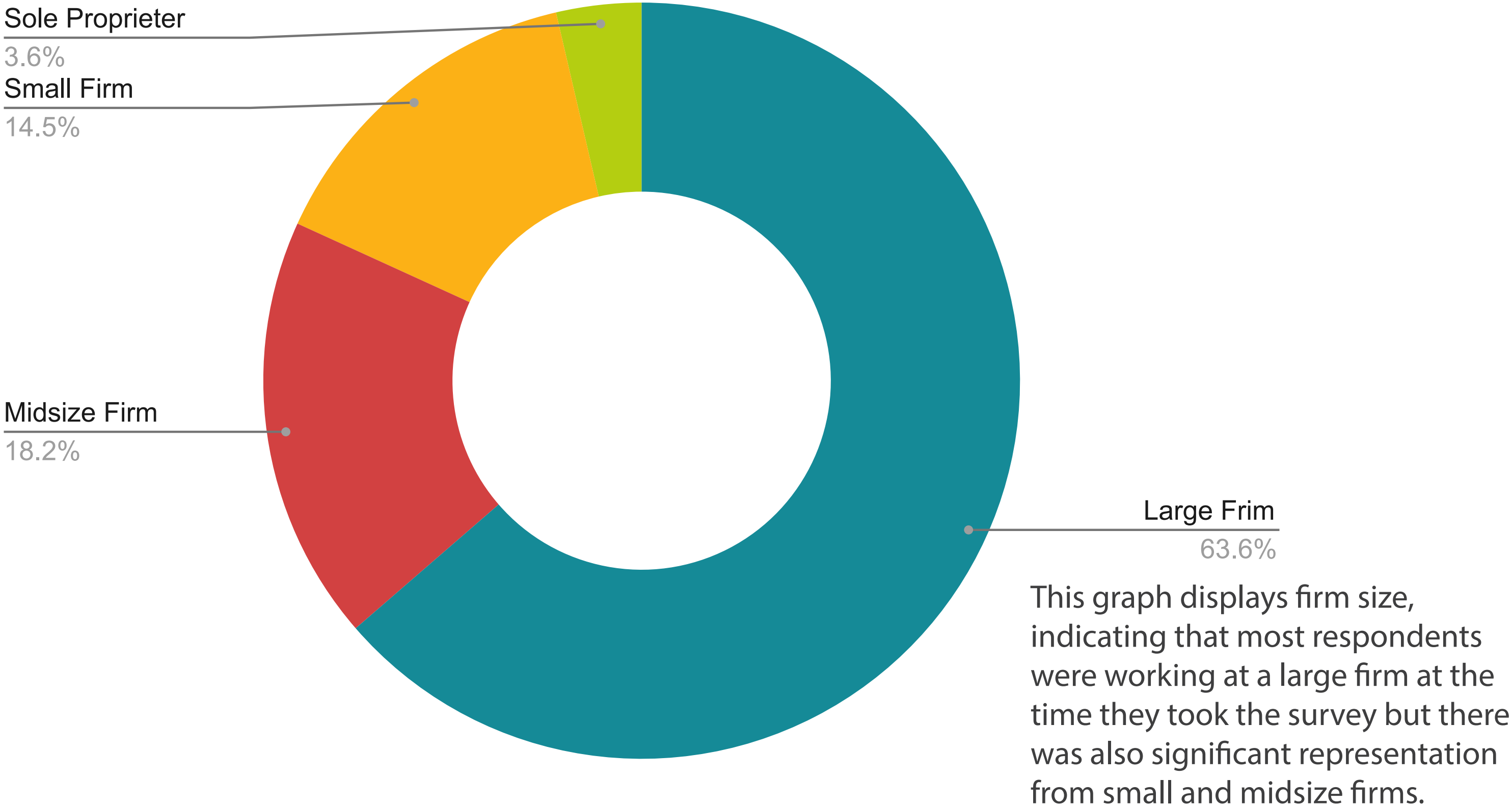
RACE/ETHNICITY



only 2.4% of AIA MN members responded, but 9.2% of female-identifying AIA MN members

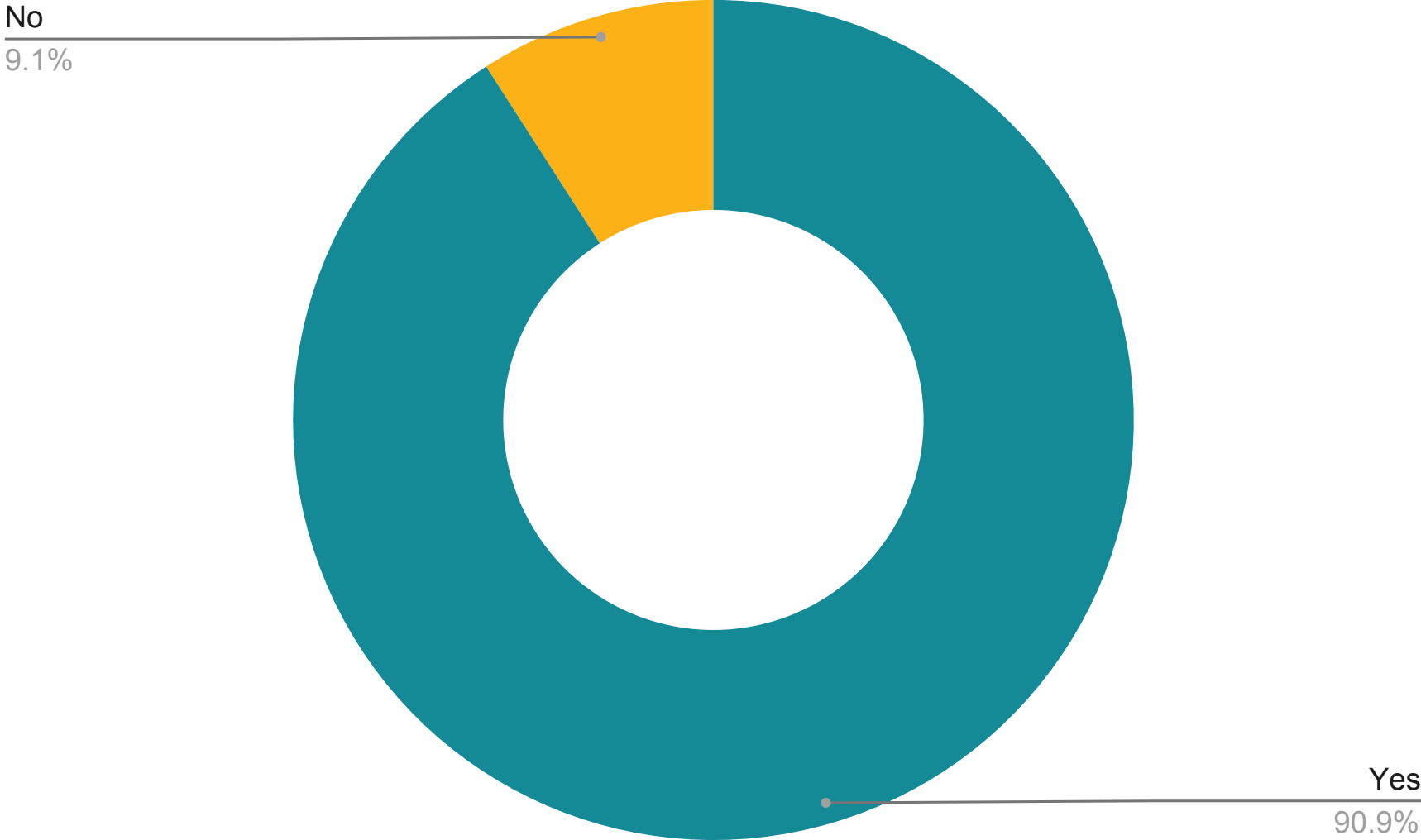
These graphs look at MN based gender and race/ethnicity demographics by total population, AIA membership, and our survey respondents. Notably, 2.4% of all AIA MN members responded but 9.2% of female identifying AIA MN members took our survey. Also, on the race/ethnicity graph we see that the pool of respondents who took our survey, while less diverse than the overall Minnesota population, is more diverse than AIA Membership in 2015.

FIRM SIZE

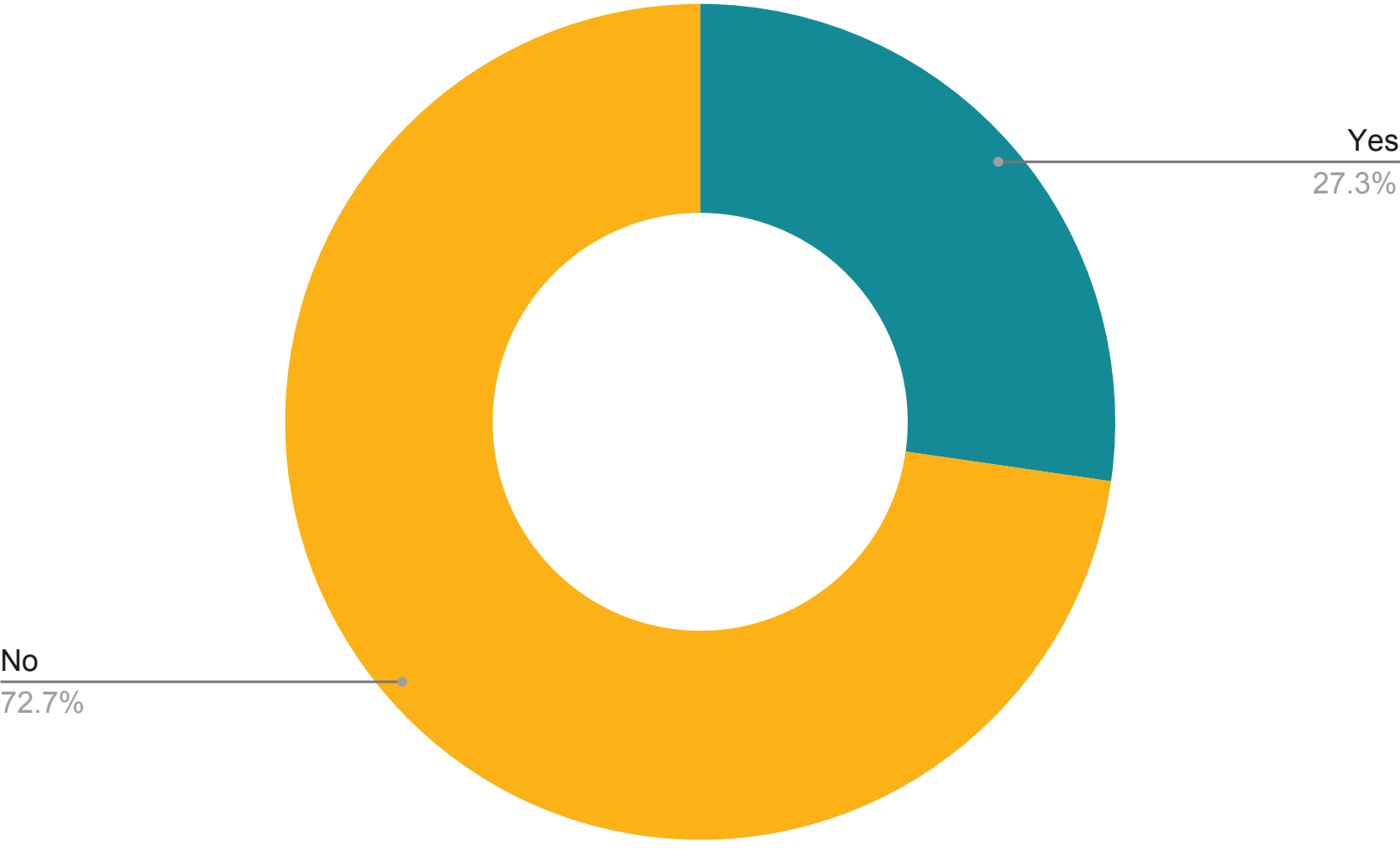


FIRM LEADERSHIP

At least 1 person who identifies as a woman or non-binary



At least 1 person who identifies as a person of color



These graphs look at the firm leadership of our respondents. Most respondents have firm leadership with at least one person who identifies as a woman or non-binary and most respondents did not have 1 person who identifies as a person of color.

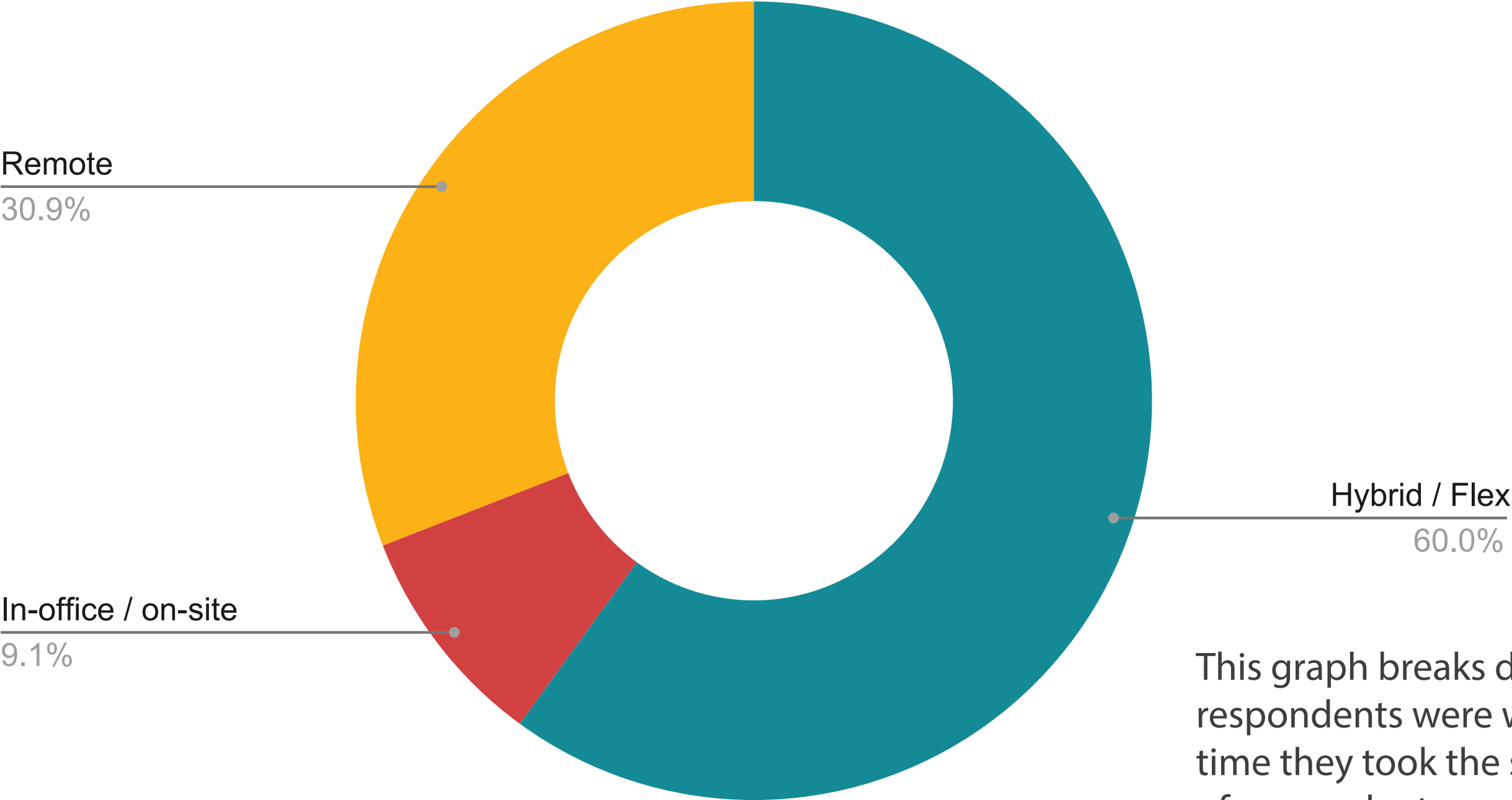


WORKPLACE IMPACT

location | hours

WORKPLACE LOCATION Current

Current Work Environment



This graph breaks down where respondents were working at the time they took the survey. A majority of respondents were working hybrid (could go into work or work from home) or fully remote, with only 9.1% working in-office.

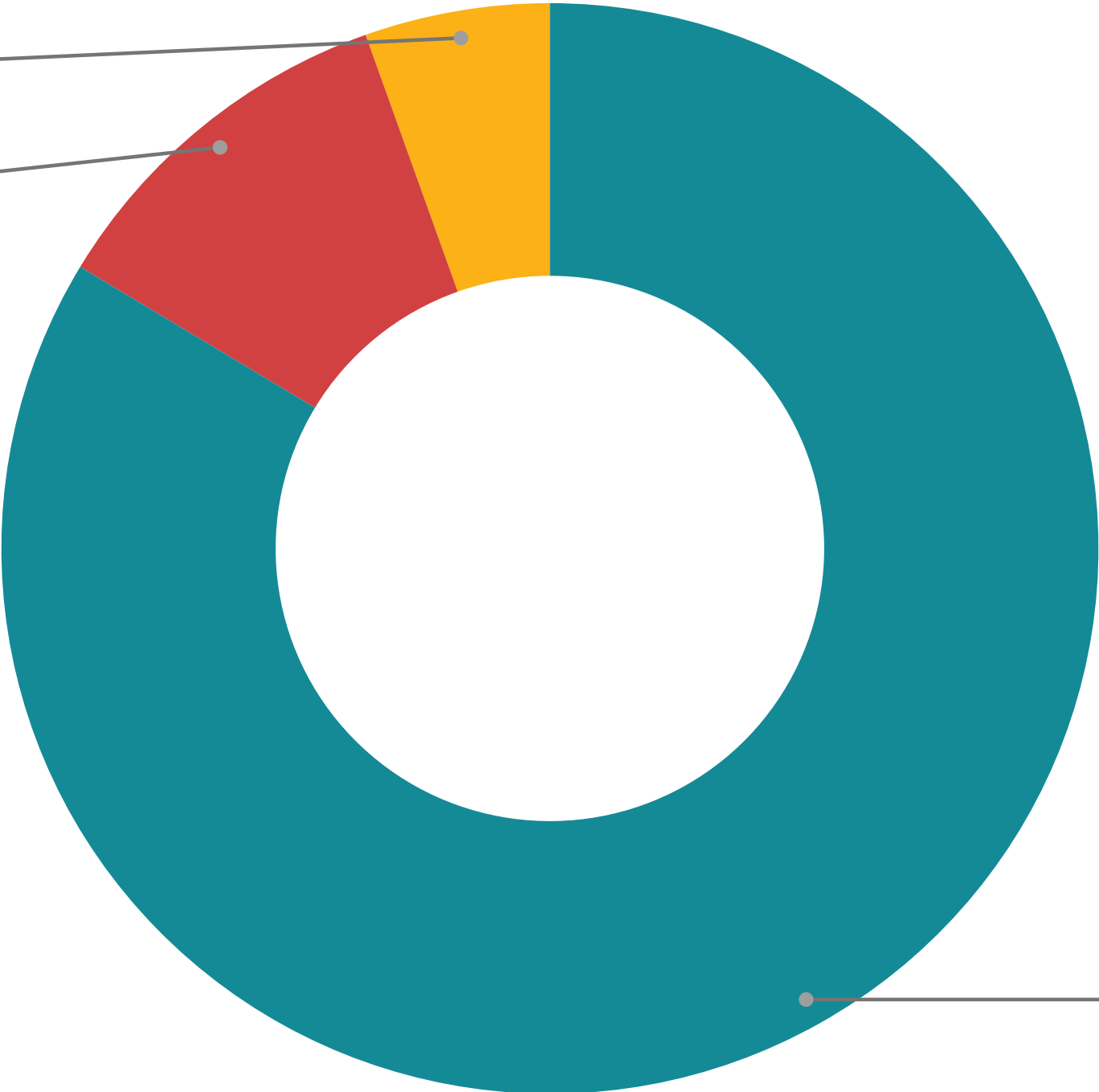
WORKPLACE LOCATION Shift to Remote

Never Remote

5.5%

Before the pandemic

10.9%



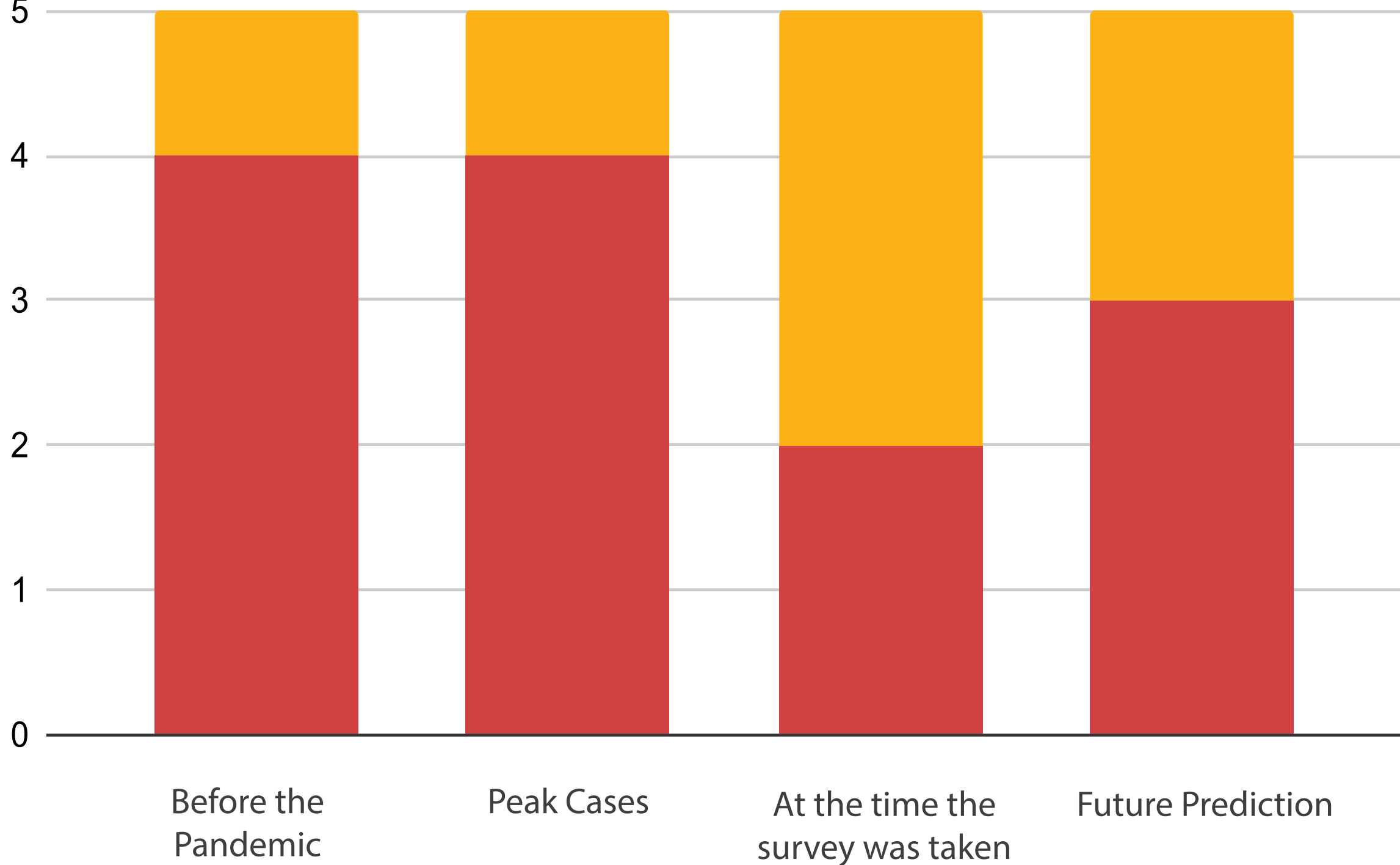
During the Pandemic

83.6%

The shift to the ability to work remotely was clearly influenced by the pandemic, with only two respondents indicating that they had worked remotely prior to the pandemic. It is interesting to consider how dramatically the profession pivoted to stay in operation when the pandemic limited the ability to work in-office. What other shifts in firm culture and practice might be possible if they were suddenly made critical to operations?

HOURS WORKED By Gender

MALE IDENTIFYING RESPONDENTS



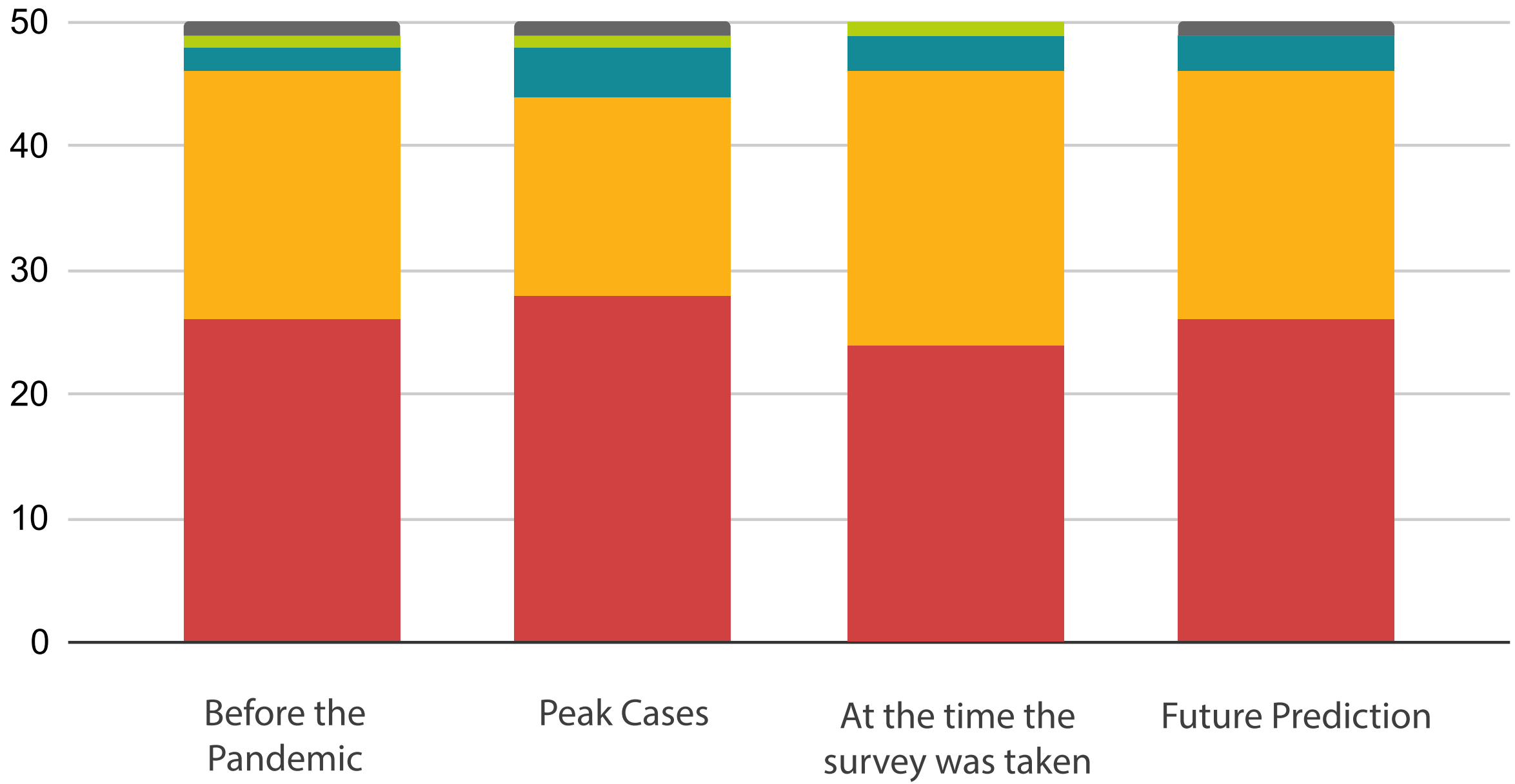
Though the sample size was too small to draw statistically significant conclusions, it is interesting to observe how the amount respondents were working throughout the pandemic broke down by gender. Male identifying respondents saw a significant drop in working more than 40 hours at the time the survey was taken, and in the future anticipate they will work slightly fewer weeks more than 40 hours as compared to prior to the pandemic.

- Not applicable
- Less than 20 hours
- 20-31 hours
- 32-40 hours
- More than 40 hours

No male identifying respondents selected the 20-31 hours or less than 20 hours option.

HOURS WORKED By Gender

FEMALE IDENTIFYING RESPONDENTS



We observed a bit more variety in the breakdown of hours worked by female identifying respondents. During peak cases the amount of respondents who were working the regular 32-40 hour work week was at its lowest. During peak cases most respondents were working more than 40 hours a week or 31 hours or less. The future prediction looks very similar to pre-pandemic working hours.

- Not applicable
- Less than 20 hours
- 20-31 hours
- 32-40 hours
- More than 40 hours

WHY WORK HOURS CHANGED

When asked why their hours changed, respondents provided a wide spectrum of responses both positive and negative, illustrating the way the pandemic impacted respondents differently.

*Workload increased as project load increased
- female, non-caregiver*

Seem to have more time management abilities in work from home environment, plus reduced commute time.

- male, non-caregiver

*Heavy workload during the pandemic required more hours. Also less efficient with children home required more hours.
- female, caregiver*

*Early in the pandemic my hours increased to 50-60 hrs as team members with changes in childcare and family obligations decreased availability. I recently changed jobs and roles in part because of the unsustainable nature of this, and have considered leaving the profession.
- female, elder caregiver*

*I lost my job, and opted to work reduced hours when I got a new job. I did this in order to help my children with online learning. I wouldn't have done this if not for the pandemic.
- female, caregiver*

*I went from working at a corporate firm to starting my own residential practice
- female, non-caregiver*

*Reduced ability to focus due to increased anxiety and competing demands of kids at home.
- female, caregiver*

*Work hours or at least the 'work load' has increased significantly. Remote/flexible working also has implications in extending the working hours in a day to start earlier and end later, with an expectation for everyone to be connected at all times, and available to be responsive.
- female, non-caregiver*



SUPPORT SYSTEMS

professional | personal | policy

FAMILIES FIRST CORONAVIRUS RESPONSE ACT (FFCRA)

How well did your company communicate your rights as described in the FFCRA?

The federal government provided both mandates and support for employers to provide support for families during the COVID-19 pandemic. This section of the survey explored to what extent Minnesota employees were able to take advantage of this support mechanism.

The Families First Coronavirus Response Act (FFCRA or Act) required certain employers to provide their employees with paid sick leave or expanded family and medical leave for specified reasons related to COVID-19.[1] The Department of Labor's (Department) Wage and Hour Division (WHD) administers and enforces the new law's paid leave requirements.

<https://www.dol.gov/agencies/whd/pandemic/ffcra-employer-paid-leave>

Leave Requirements

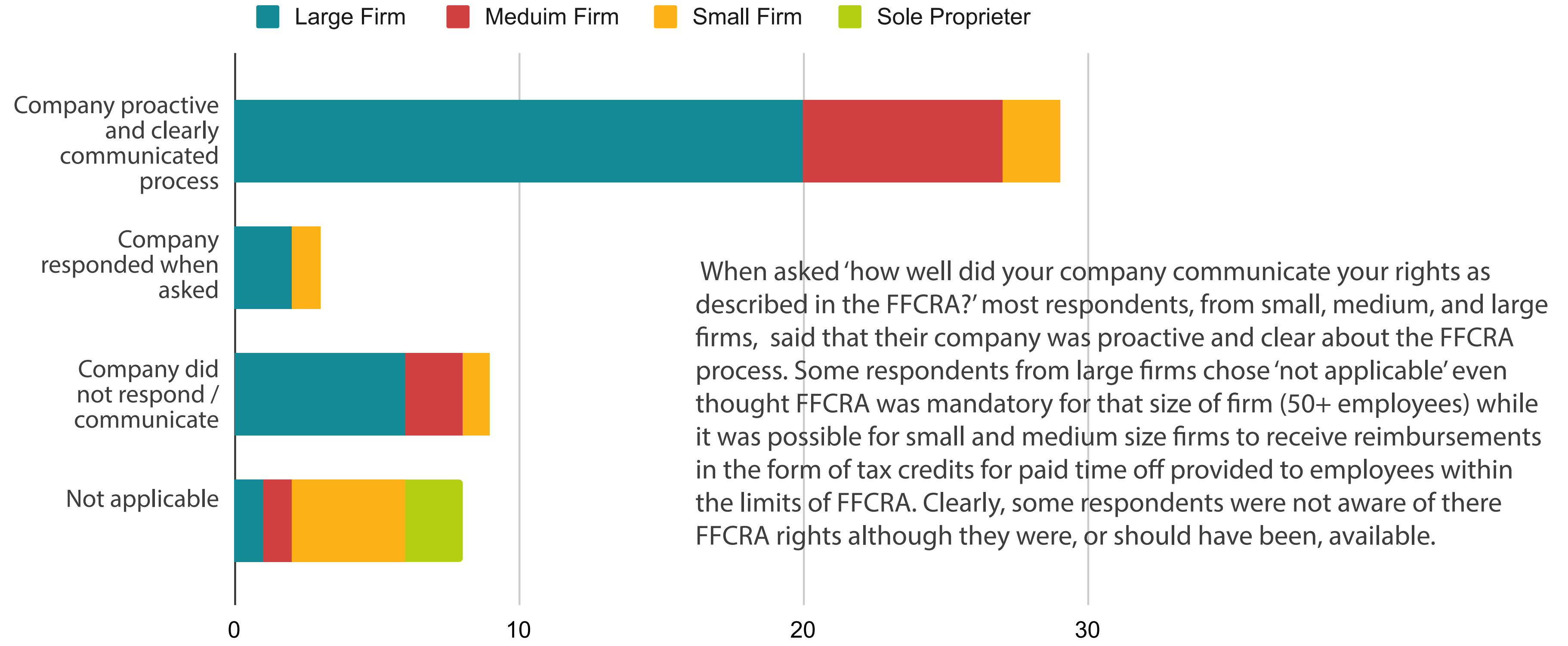
- **Two weeks (up to 80 hours) of paid sick** leave at the employee's regular rate of pay where the **employee is unable to work** because the employee is quarantined and/or experiencing COVID-19 symptoms
- **Two weeks (up to 80 hours) of paid sick** leave at two-thirds the employee's regular rate of pay **for caregiving**
- Up to an **additional 10 weeks of paid expanded family and medical leave** at two-thirds the employee's regular rate of pay where an employee is unable to work due to a bona fide need **for caregiving**

Small businesses with fewer than 50 employees may qualify for exemption from the requirement to provide leave due to school closings or child care unavailability if the leave requirements would jeopardize the viability of the business as a going concern.

Tax Credits: Covered employers qualify for **dollar-for-dollar reimbursement through tax credits** for all qualifying wages paid under the FFCRA.

FAMILIES FIRST CORONAVIRUS RESPONSE ACT (FFCRA)

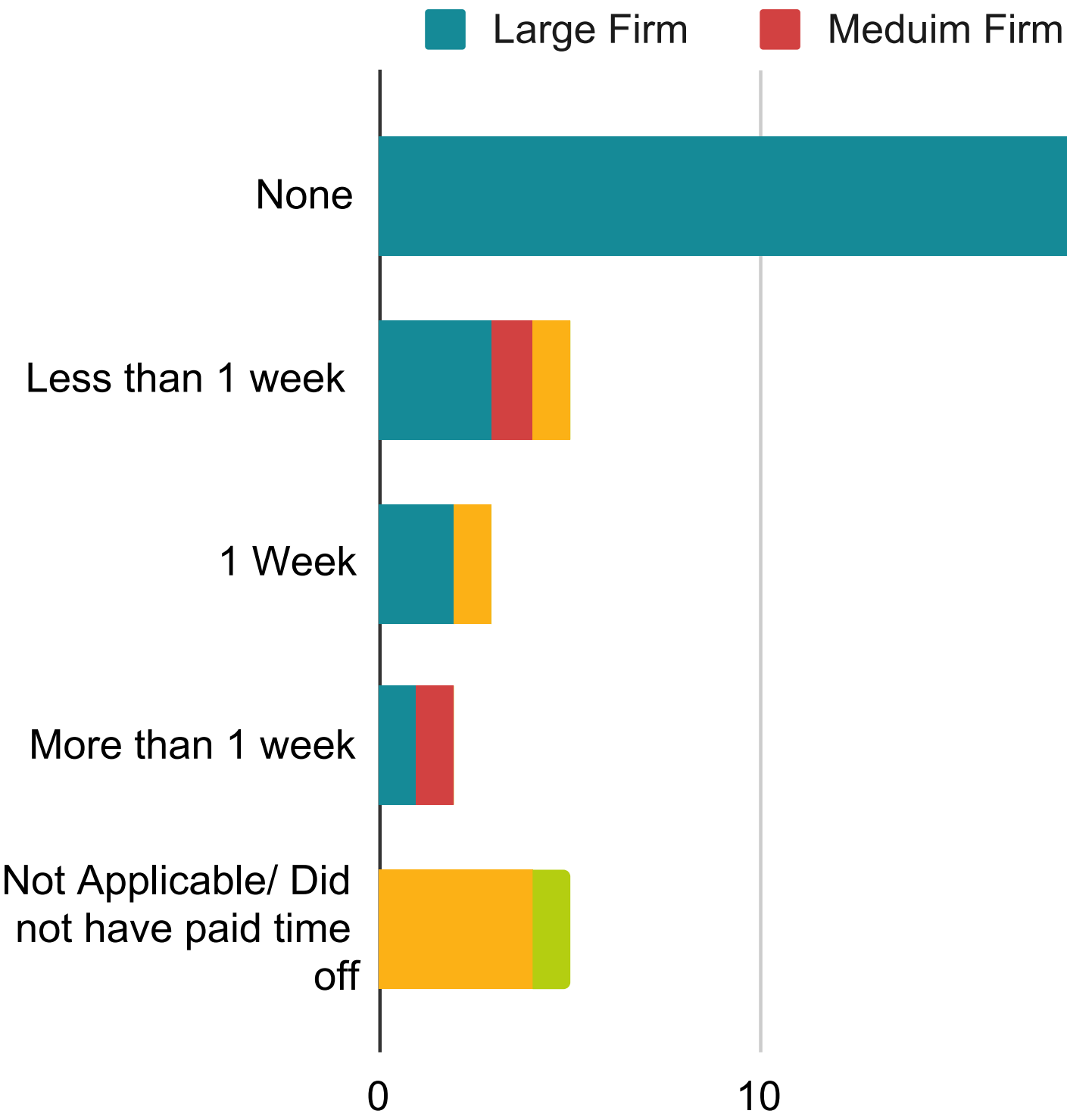
How well did your company communicate your rights as described in the FFCRA?



When asked 'how well did your company communicate your rights as described in the FFCRA?' most respondents, from small, medium, and large firms, said that their company was proactive and clear about the FFCRA process. Some respondents from large firms chose 'not applicable' even though FFCRA was mandatory for that size of firm (50+ employees) while it was possible for small and medium size firms to receive reimbursements in the form of tax credits for paid time off provided to employees within the limits of FFCRA. Clearly, some respondents were not aware of their FFCRA rights although they were, or should have been, available.

FAMILIES FIRST CORONAVIRUS RESPONSE ACT (FFCRA)

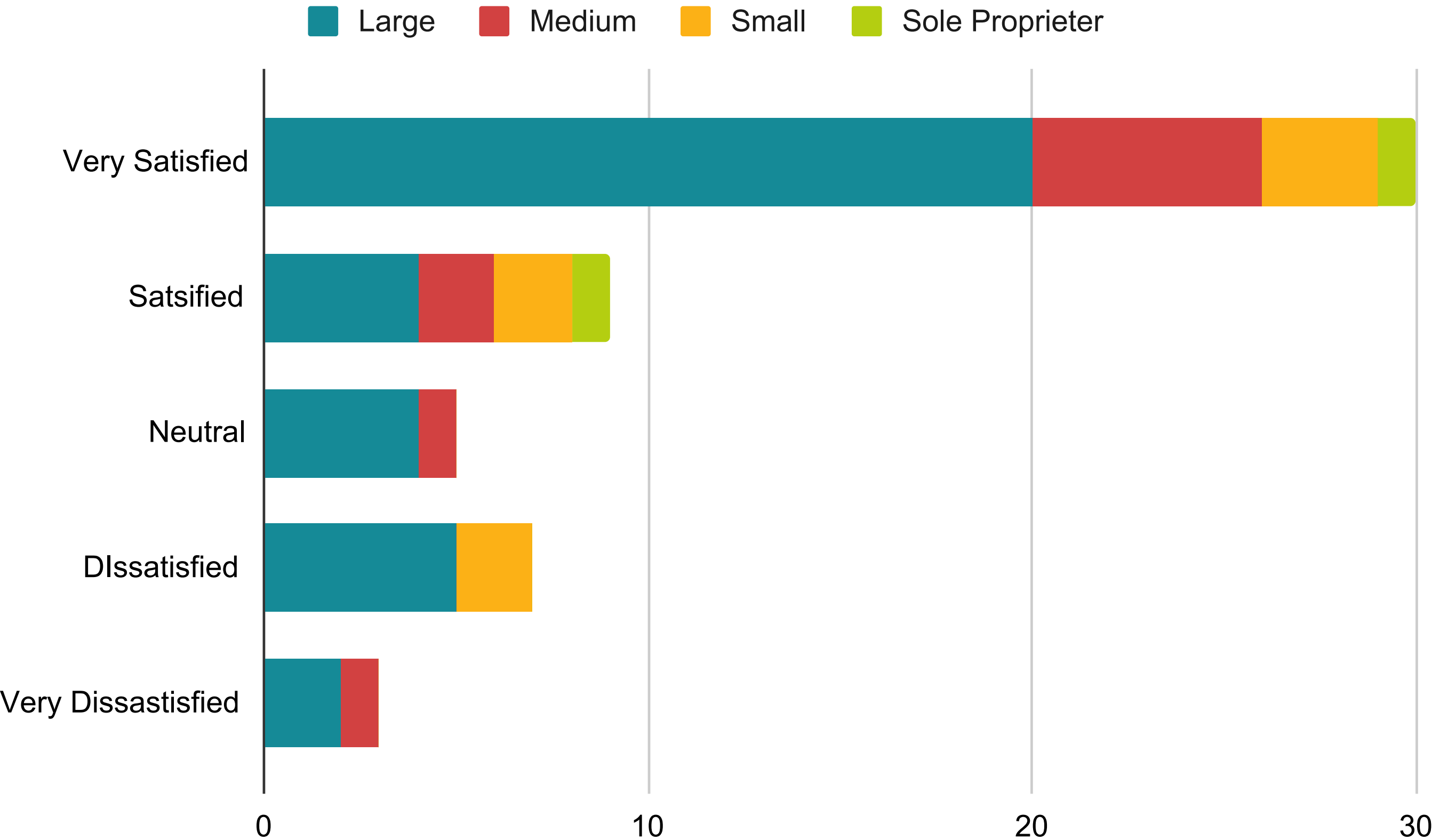
how much of the FFCRA-mandated paid time off did you take in 2020?



This graph looks at how much of the FFCRA- mandated paid time off respondents took in 2020. Most respondents regardless of firm size did not take any time off in 2020, despite the availability of paid time off at no additional expense to their firm and indications in later responses from many that caregiving demands made it difficult to continue work without paid time off. Perhaps there was a disconnect between federal support available and the perception of employees that it was possible to take advantage of this support without repercussions of some sort. This may indicate that firms in Minnesota would benefit from taking better advantage of available support programming, and more research could determine where the disconnect occurred to better assist both firms and employees through future crises. Perhaps this could be a role for AIA MN to play.

PANDEMIC EMPLOYER SUPPORT

how satisfied are you with how your employer has supported you during the pandemic?



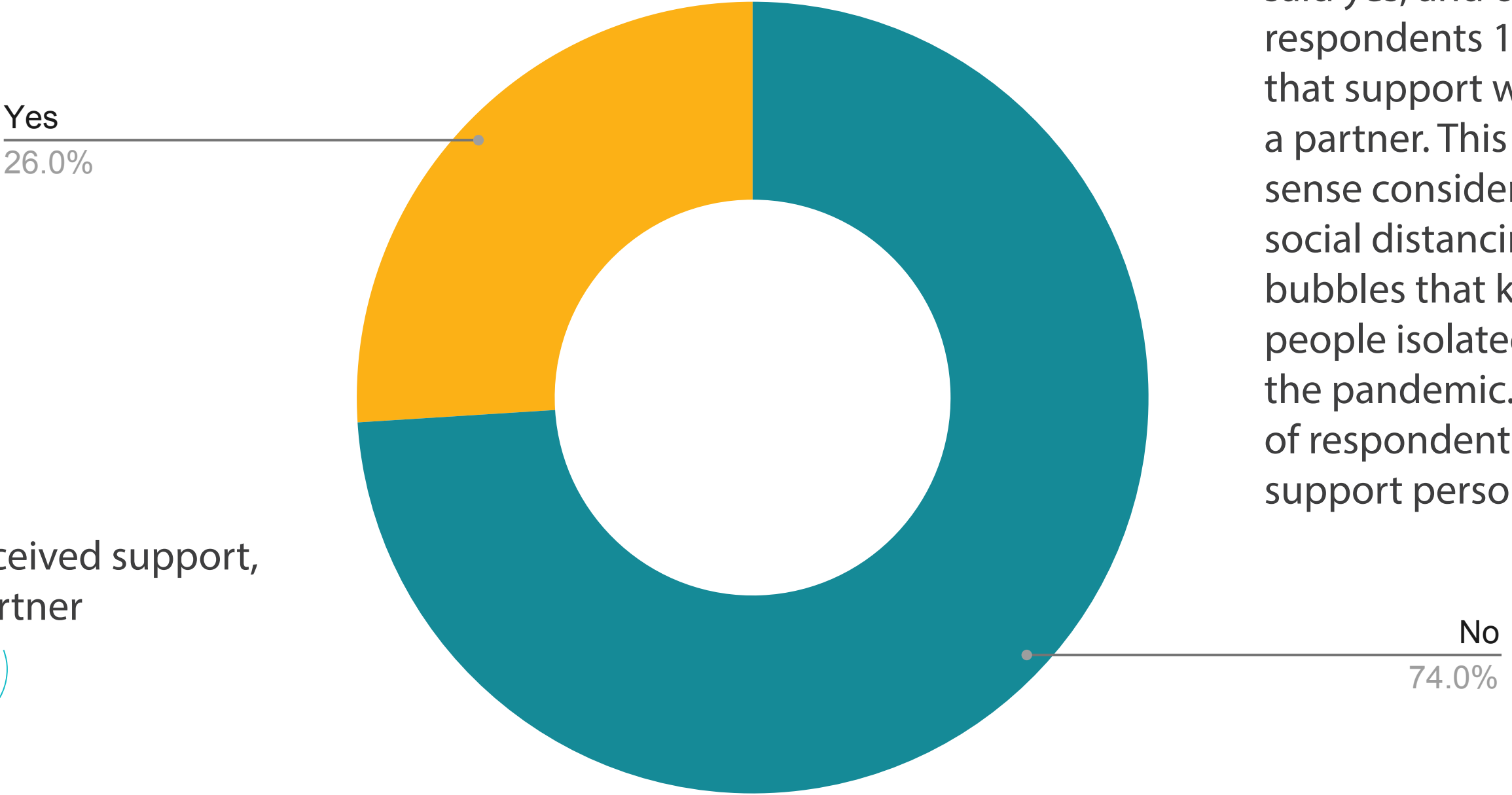
When asked how satisfied they were with employer support during the pandemic, most respondents were very satisfied, particularly respondents from large firms. However, responses were received in all categories from very dissatisfied to very satisfied.

SUPPORT PERSON

have you had a support person during the pandemic?

“Support Person” means a family member, personal care assistant, similar disability service provider, or other individual knowledgeable about the management of their care.

When asked if they had a support person, just 25.9% of respondents said yes, and of those respondents 100% of that support was from a partner. This makes sense considering social distancing and bubbles that kept people isolated during the pandemic. Over 70% of respondents had no support person.



of the 25.9% of respondents that received support, 100% of that support was from a partner
(within-bubble support?)

SUPPORT SYSTEMS

what are resources you have utilized to help lessen the impact of the pandemic?

Respondents were asked a free-response question about the resources they used to lessen the impact of the pandemic. A wide variety in resources were accessed, from reduced work hours, to virtual therapy, to COVID relief from the government.

Professionally? None. I have a therapist, but she doesn't make me a better Architect

take time for gratefulness/
mindfulness each day

Virtual Therapist, Yoga, Walks

Found a nanny for our schoolage kids.
Able to go into the office to focus.

emotional support from family

COVID relief from the
government - PPP and
insurance, stimulus, PTO

Support group at work

Reduced my hours,
flexible work schedule

I frankly have no resources - it was
more of a 'take it a day at a time'
mentality, to tackle as i go.

Collaboration with other
sole-practitioner architects
on projects.

Personal support network

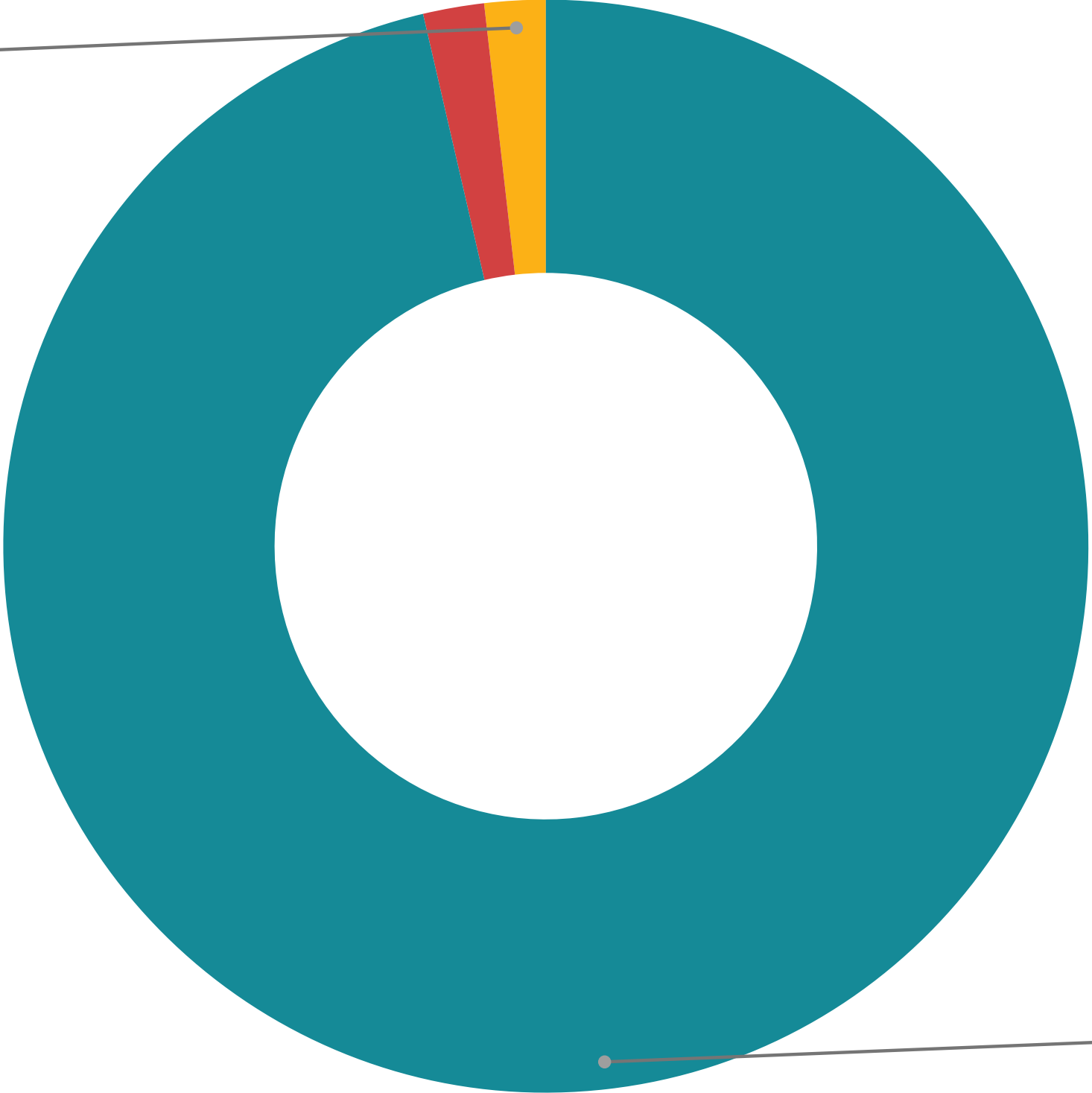
got vaccinated

*4 related to firm support,
5 policy support*

VACCINE

have you received or do you plan to receive the vaccine?

Prefer not to answer
1.8%

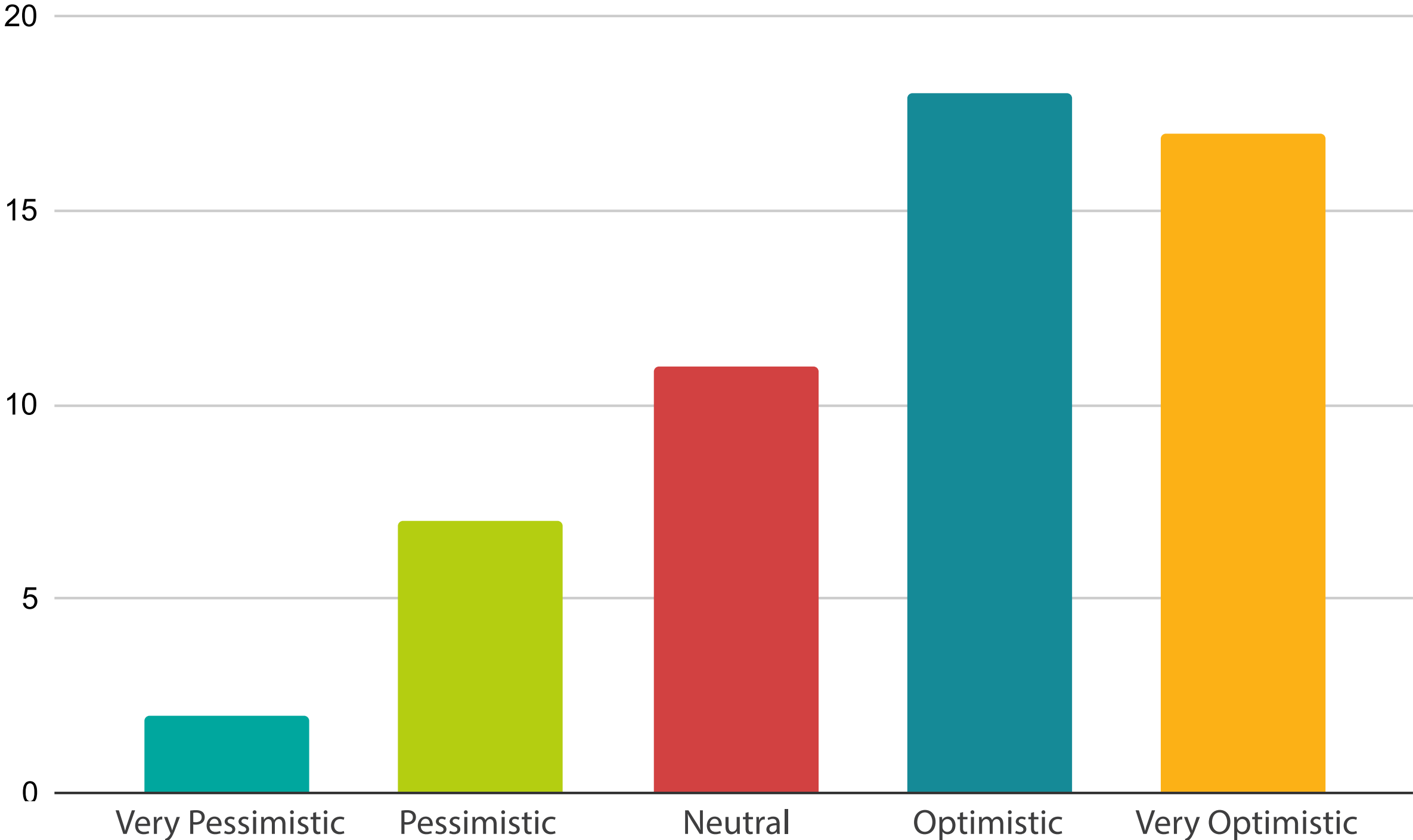


Almost all respondents have received the vaccine, with one preferring not to answer, and one responding undecided.

Yes
96.4%

FUTURE OUTLOOK

how are you feeling compared to the onset of the pandemic in the United States?



Despite all the obstacles presented by the pandemic, respondents are generally optimistic now compared to the onset of the pandemic.

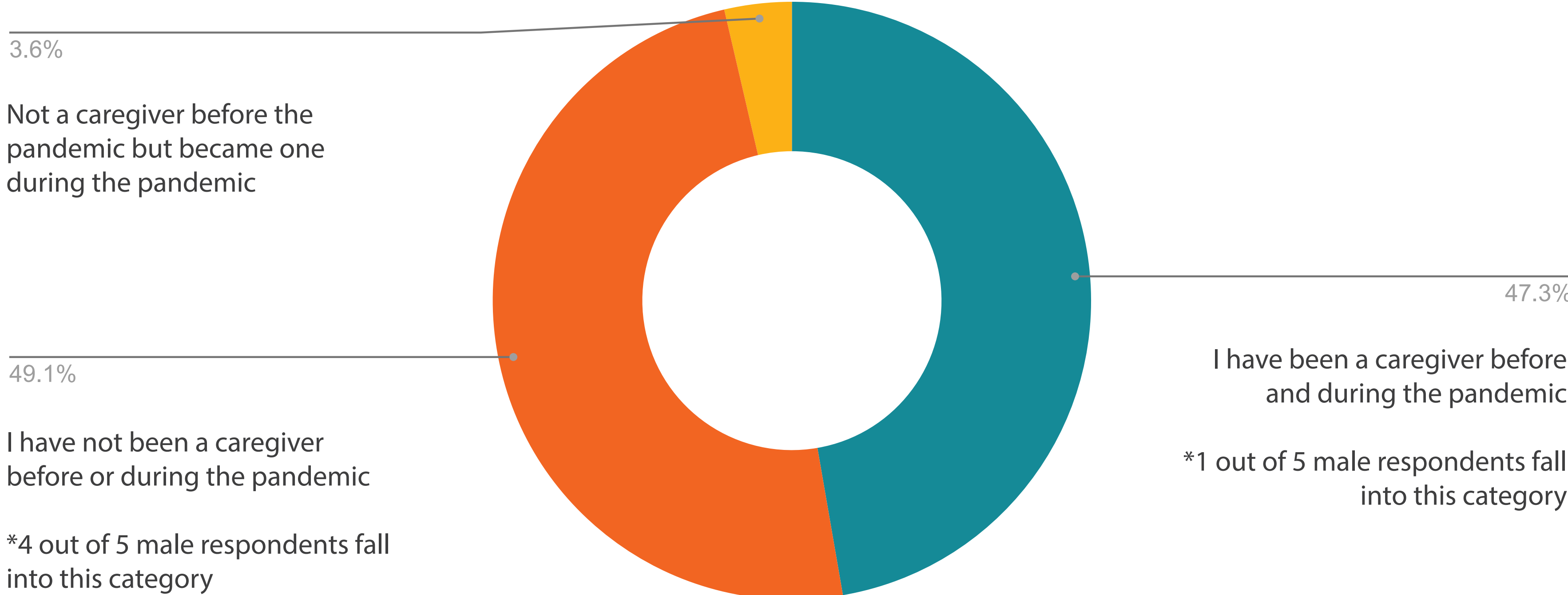


CAREGIVING

a difference that made a difference?

PERCENT OF RESPONDENTS IDENTIFYING AS CAREGIVERS

There was almost an even split between respondents who have not been caregivers before or during the pandemic and those who have been caregivers before and during the pandemic, with one respondent who was not a caregiver before the pandemic but became one during. This is interesting when considering that four out of five male respondents were not caregivers before or during the pandemic alongside a majority of our female respondents who also did not identify as caregivers throughout the pandemic. This data challenges the notion that most women are caregivers.



TYPE OF CAREGIVING PROVIDED BY CAREGIVERS

Eldercare
14.6%

Adult with disability
4.9%

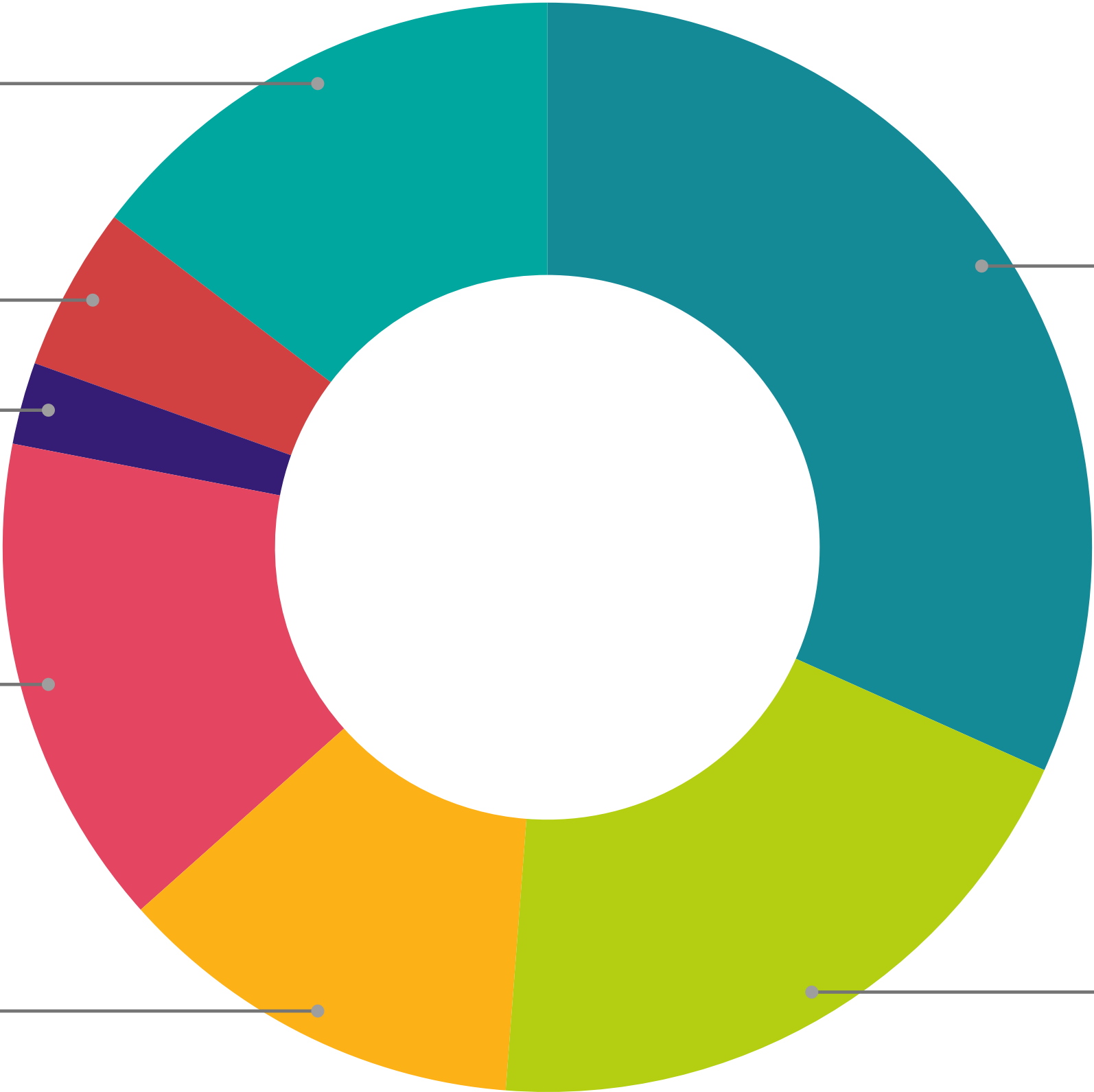
Childcare with disability
2.4%

High school age and older
14.6%

Middle school age
12.2%

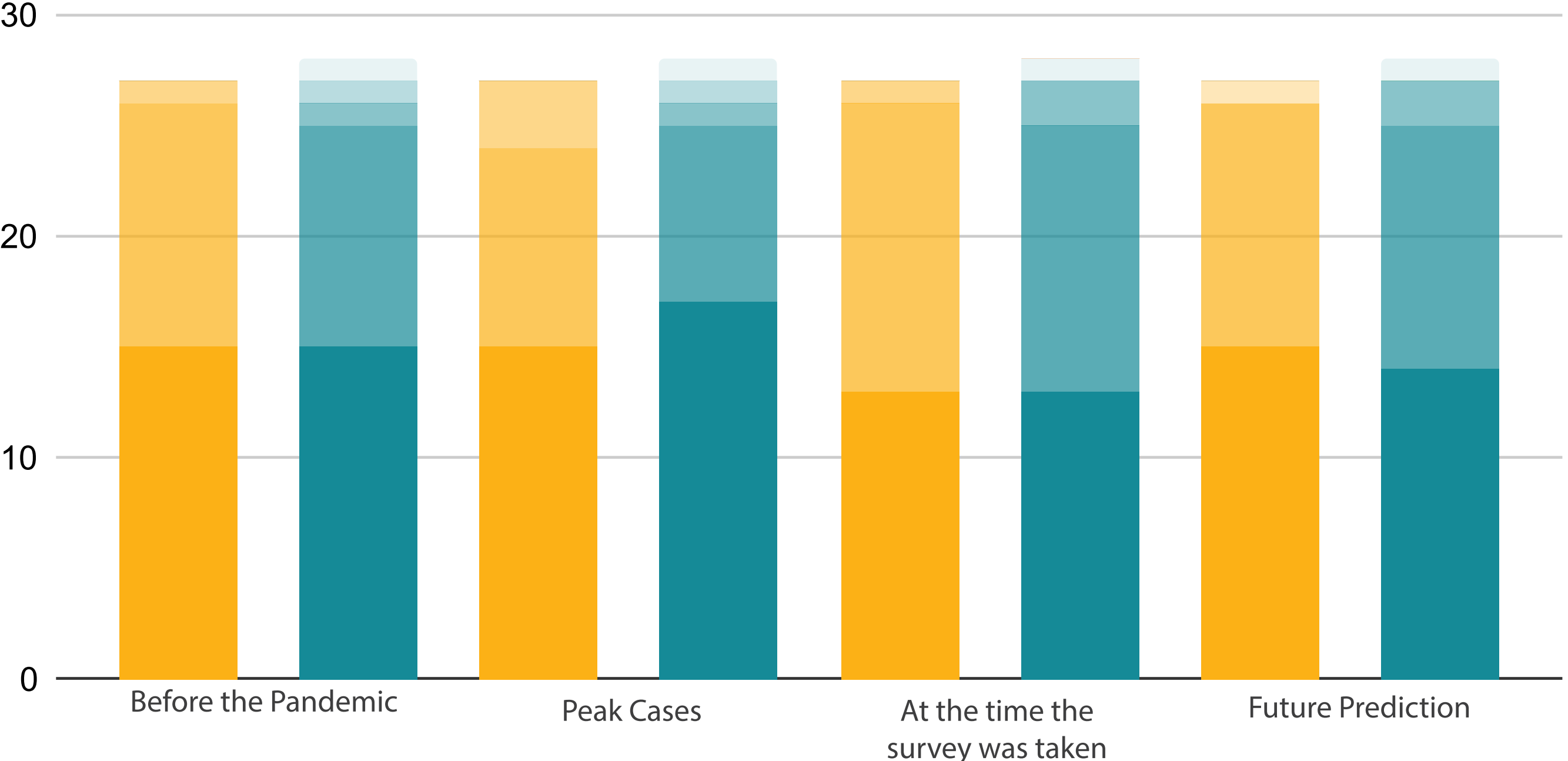
Elementary
31.7%

Infant to PreK
19.5%



Type of care giving was also broken down in recognition that different types of care giving have different needs and demands on time. Half of caregivers were caring for infant to elementary aged children, perceived to be more labor intensive than older ages.

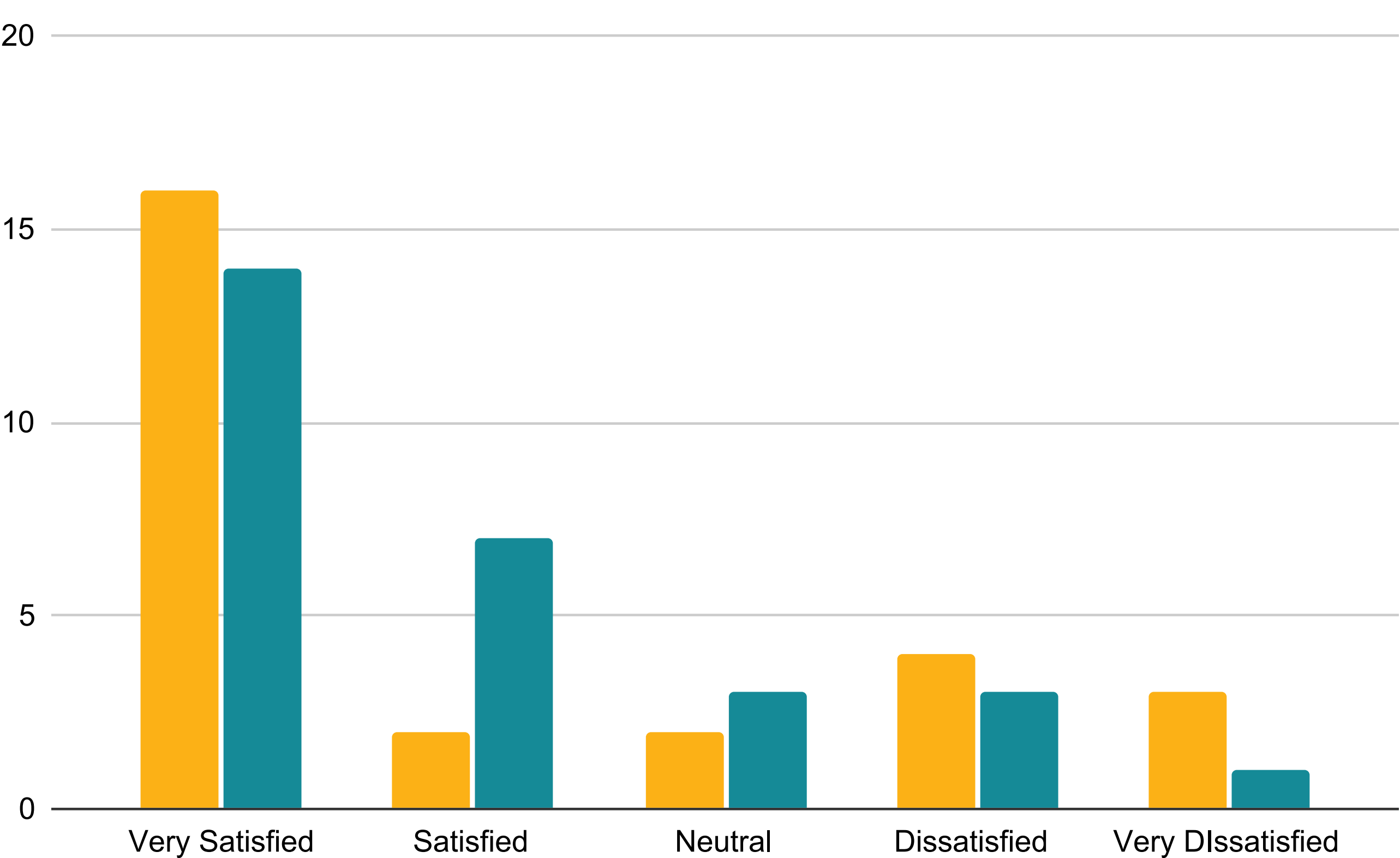
HOURS WORKED BY CAREGIVERS & NON CAREGIVERS



How hours worked shifted throughout the pandemic were broken down by care givers and non-caregivers. Notably, there was minimal difference in hours worked between caregivers and non-caregivers until peak cases and future predictions. During peak cases the amount of caregivers working more than 40 hours a week dropped significantly compared to non-caregivers. This may be due to care giving needs intensifying during peak cases as care giving resources diminished. Future predictions look a little different, with non-caregivers anticipating working slightly less than caregivers.

CAREGIVING & SATISFACTION WITH EMPLOYER SUPPORT

Caregivers Non - Caregivers



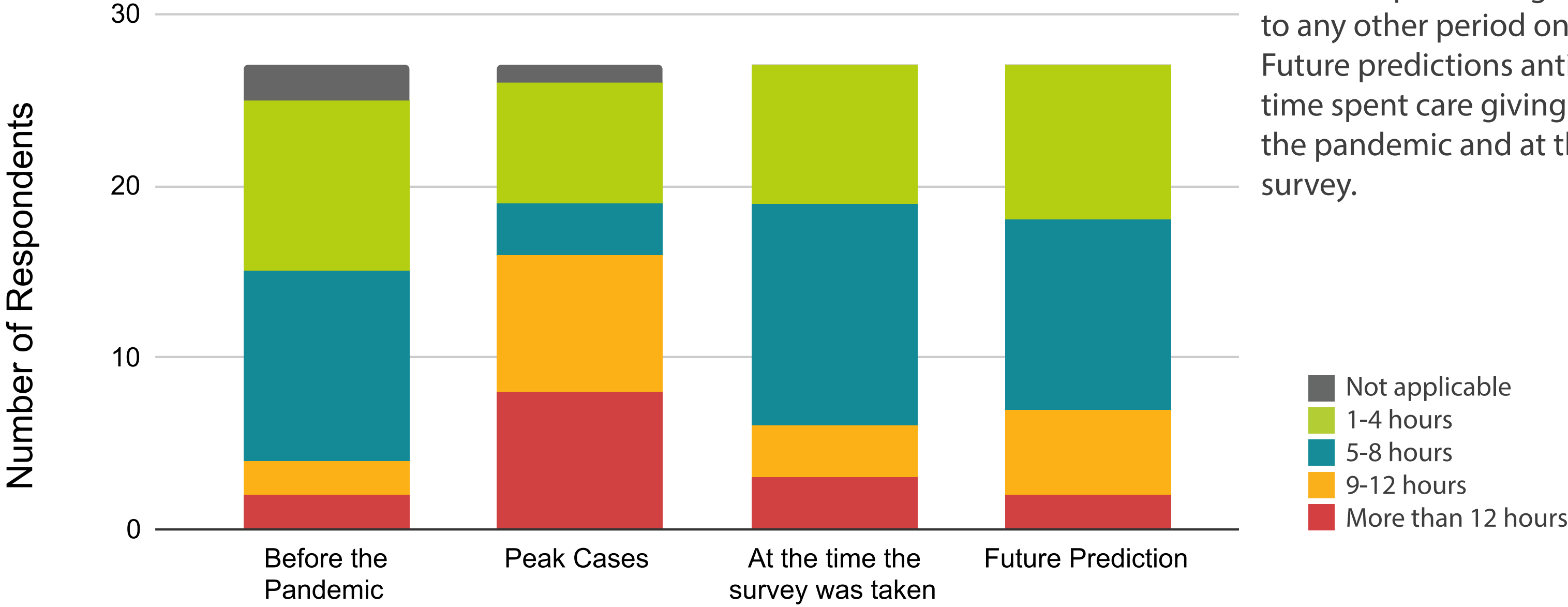
Respondents were asked how satisfied they were with their employers. Most caregivers and non-caregivers were very satisfied with their employers' support. Slightly more caregivers who were dissatisfied and very dissatisfied with the support they received during the pandemic.

TIME SPENT CAREGIVING Female Respondents

Only 1 of 5 male Identifying respondents is a caregiver

They report more than 12 hours spent caregiving across all time periods

This graph explores how female respondents' time spent caregiving shifted throughout the pandemic. Peak cases show a significant increase in hours spent care giving compared to any other period on the timeline. Future predictions anticipate more time spent care giving than before the pandemic and at the time of the survey.

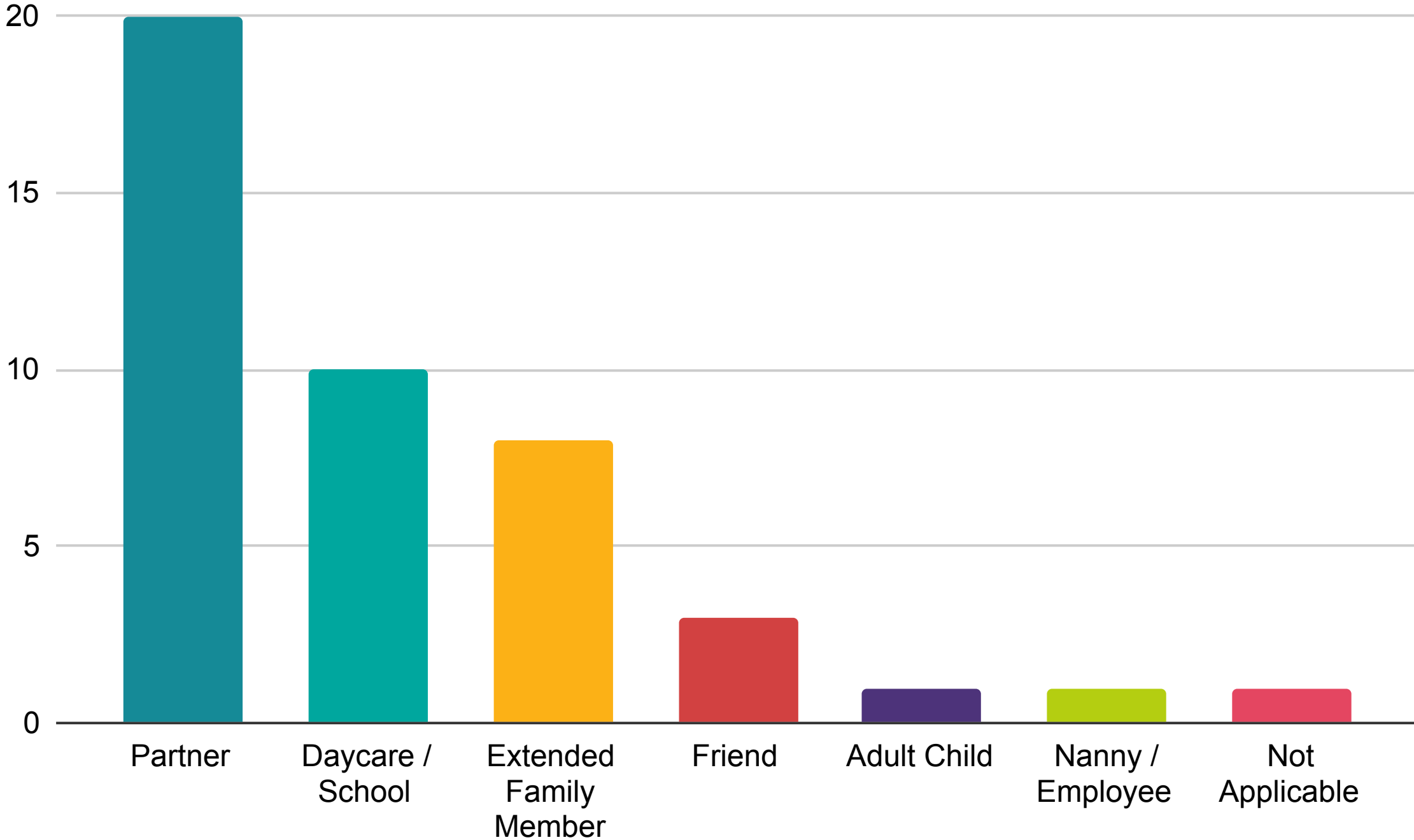


SUPPORT PERSON FOR CAREGIVERS

*what kind of support person or service do you have specifically for caregiving duties?
select all that apply*

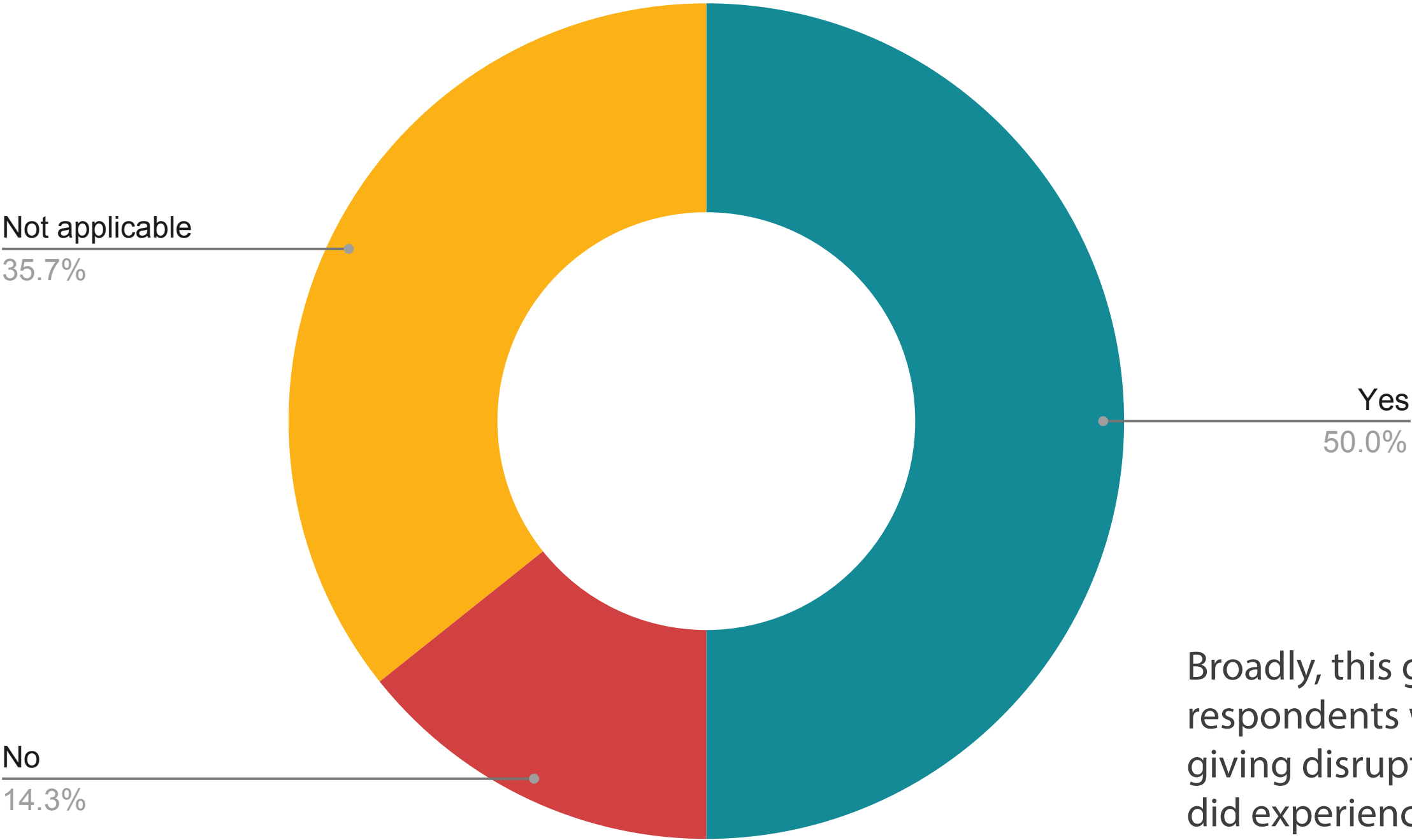
There is much more variety when it comes to caregivers support for childcare, though the highest responded were for partners, followed by daycare/school and extended family members. Graph below is broken down by response, not by individual since respondents were asked to select all applicable options.

This graph looks at the kind of support for care giving duties. Respondents were asked to select all applicable options. We see a variety but the most selected options were partner, daycare/school, and an extended family member.



CAREGIVING SERVICE DISRUPTIONS

did any caregiving services or facilities you were utilizing close, or shift in operations, during the pandemic?



Broadly, this graph displays the respondents who experienced care giving disruptions. Half of respondents did experience disruptions, while just over 14% of respondents did not experience disruptions.

WHY CAREGIVING HOURS CHANGED

Hours spent care giving clearly fluctuated during the pandemic, and half of respondents experienced care giving disruptions. Respondents shared their reasons why their care giving hours changed.

I did not have the capacity to give the care necessary due to work. My ability to safely visit family with health concerns also impacted my ability to give care in person, and was replaced by remote connections.

- female, caregiver

Remote school for kids means more support from me

- female, caregiver

More childcare needed to support distance learning.

- female, caregiver

Childcare and in person learning were unavail for my children during peak cases.

- female, caregiver

The total hours didn't change significantly or for an extended period of time, but the predictability of our routine and daily availability did, I was the partner always "on call" for childcare if there was a closure, or quarantine.

- female, caregiver

My level of care giving decreased during the pandemic slightly, because my husband took on our daughter's primary care. Pre-pandemic we had part-time childcare at a center.

- female, caregiver

No male respondents responded to this question.



TAKEAWAYS

increasing our profession's resilience, equitably

INDIVIDUAL EXPERIENCES VARY WIDELY

It gave me the push I needed to start my more fulfilling and impactful architecture practice

Very challenging - but my work has only increased (mostly in the best ways) and my role and level of responsibility has increased at my firm. I am very happy with how my career is going.

I have learned to slow down and I am now enjoying a more simpler life without going somewhere all of the time.

nothing work related has changed

We in the design field are very lucky to be able to WFH and have very little overall job disruption when so many lost a years worth of income and benefits.

it is so important to give others grace (as well as ourselves)

Extremely difficult to teach our children, supervise our children, complete work responsibilities and cope with the crisis all at the same time.

Business was going up and getting stronger before the pandemic. It's been steadily going down since March 2020

As an introvert, turns out I need human contact more than I thought.

sad and lonely times

Being single and living alone has been tough.

I felt that the pandemic opened my eyes to how we ALL have very different lived experiences. I now realize this was the case before the pandemic, but it was not as clear until the pandemic exaggerated these differences.

PANDEMIC EXPERIENCES

When asked to share about their individual pandemic experiences, respondents reported a wide variety of impact. Comments in green are positive experiences, comments in orange are negative and blue are neutral. This range of experience indicates there is no one pandemic experience and may indicate that disruptions impact folks differently. Perhaps firms could approach future disruptions with more options so employees can choose support that best meets the needs of their specific situation.

Specifically, many respondents spoke to the ways existing equity issues were exacerbated by the pandemic, including the concurrent raised awareness of the racism pandemic during this time. Minnesota architecture firms may consider using the experience of employees during the pandemic to further explore the ways that equity could be more broadly addressed and supported, particularly as this survey showed that assumptions about gender and caregiving are not necessarily correct.

ISSUES OF EQUITY ARE EXACERBATED BY CRISIS

in addition to the pandemic, i definitely feel impacted by the racial injustice and violence in everyday life, triggering fear and doubt.

I lost my job during the pandemic, and I wonder if it was because I was working less (using those paid covid hours), or if it was something else. Also, I wonder how much I'm setting my career back because I'm only working 32 hours per week. As a woman, it's hard not to consider these things in our male-dominated profession.

My husband was essential throughout all of COVID, at onset, even now. He was never able to work from home. Fortunately we had childcare and school that was open and in session through out COVID. Without it, my experience would have been vastly different.

I have experienced a setback in gender equity as result of communication methods that favor extroverts and demographics that dominate space and the conversation.

I felt no support for parents working full time and also acting as full time care givers for their children. No one discussed options, other than reducing your hours. As reducing hours isn't a choice for us financially, we were working in some capacity from 6am til 10:30pm on the best days. It was more than exhausting - right now I feel like the numb shell I've developed and my distrust of people will never ameliorate. I will just be tired and dead inside for the rest of my life. I know that seems dramatic, but the past year has truly crushed joy from life.

It was not fun, but being self employed and not having the extended family network of support during the worst was hard, I'm still exhausted from my 4am - 11am, 3-5pm work schedule I did 5 days a week and 4-11 am schedule the last 2 days of the week. But there was not any other option.

REMOTE WORK IS HERE TO STAY(?)

Remote work has been essential to many people throughout the pandemic. The flexibility, reduced commute time, and home environment have been important to respondents. However, some respondents are concerned that only working from home restricts overall flexibility to go into the office for meetings and social interaction. While remote work has been integral to work in the pandemic, respondents highlight the need for workplace flexibility that includes the option to work in the office.

- Remote work offers a more supportive environment for some, and a more difficult environment for others
- It is possible to work remotely effectively, but working remotely during a pandemic should not be equated with how a planned remote or hybrid office environment may function

*I feel like in architecture there, at least at my firm, there is a **feeling like working from home is not a viable option and the pandemic proved that**. I worry that leadership is failing to recognize the strain that the pandemic put on people and judging work from home through that lens. I don't love working remote, but becoming a parent during a pandemic really changed/reinforced my opinion about the need for flexibility and support for employees to have a life outside of work. One of my bosses reduced this to "people just like to work in their pjs" which completely misses the point of the benefits to a family of not having a commute every day, or being able to be home when your kids get home from school etc. **I had hoped this would make the work place more flexible going forward but I worry the opposite will happen.***

I really liked the control over my own schedule that I was able to have during the pandemic.

missing in person meetings

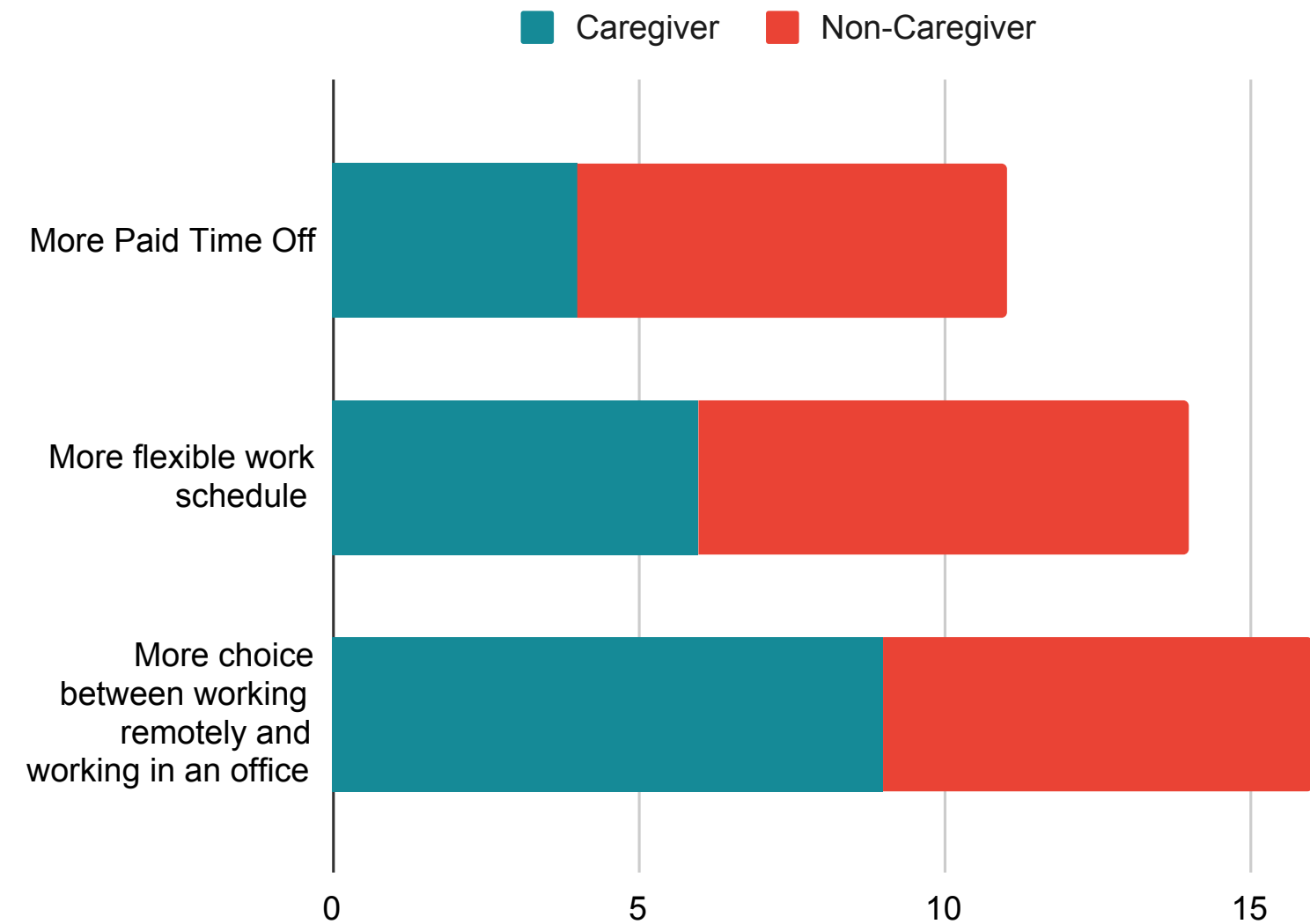
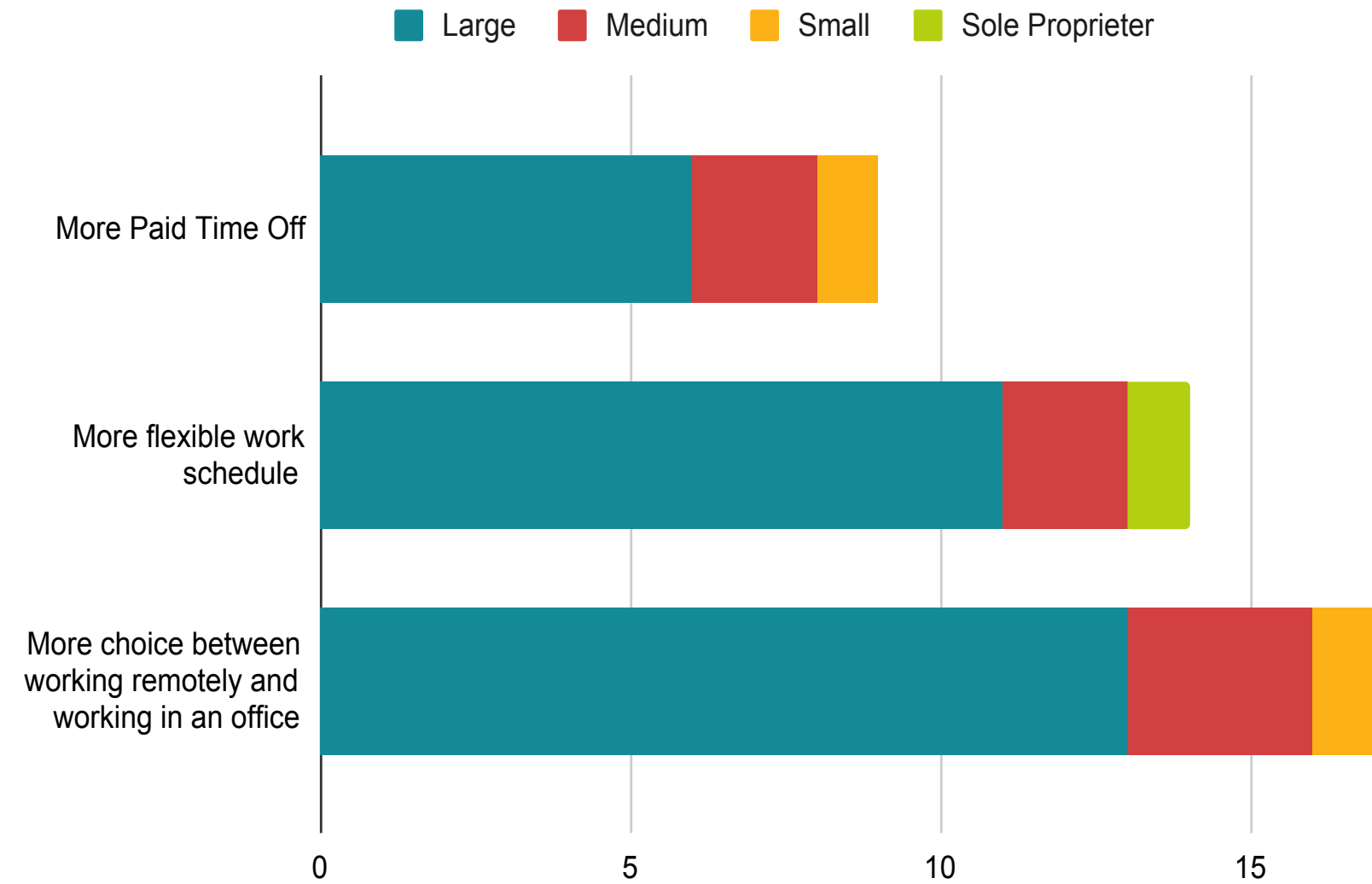
enjoyed working from home - no commute, seeing all 4 seasons, and deer, eagles, hawks, flowers at my house from my window

*Flexibility to work from home has been amazing for breastfeeding (even though my child goes to daycare - for pumping etc). My husband worked from home while I was post-partum which was also amazing from a support and mental non-isolation standpoint. **I think WFM flexibility is a small thing that can/should be implemented as an option forever to support new parents and especially new mothers.** I also see it as a great opportunity to help keep our at-risk co-workers safe (auto-immune diseases etc).*

FUTURE PROFESSIONAL SUPPORT

what do you wish for the future from your employer or profession to help support you?

Respondents indicated what kinds of support they want to see from their employers in the future. Their responses are broken down by firm size and caregiver v. non-caregiver. The most popular option by firm size was more choice between working remotely and in office, followed by a more flexible work schedule. Similarly, caregivers want more choice between working remotely and working in office. Non-caregiver responses are spread evenly across all three options, with a more flexible work schedule receiving a few more responses.



FUTURE PROFESSIONAL SUPPORT

what do you wish for the future from your employer or profession to help support you?

Free response 'other' options were also an option for the previous question, shown here. There are a wide variety of opportunities for future support which firms may look to provide to aide employees in the future, with or without disruptions.

- *Continue providing the same flexibility*
- *I was expected to work significantly in excess of 40 hours, and was not able to use PTO until July 2020.*
- *More information! we neverrrrr had staff meetings! We didn't know what was going on unless supervision said something to one person who then passed it to another person.*
- *More communication!! My section doesn't have staff meetings so I feel really out of the loop.*
- *More support of connection with co-workers*
- *Better work life balance.*
- *Nothing, my employer has been very supportive.*
- *More office equipment for a work from home setting*
- *Focus on job security vs unsustainable growth*
- *Getting people to understand the value of an architect. More projects are going to in-house facilities groups or contractors who have drafters*
- *More transparency between professionals about our lives and responsibilities to normalize "accommodations" so that it's not othering, but instead humanizing.*
- *Results based work schedule (measure & pay by deliverables, not time)*
- *Paid family and medical leave*

WE CAN OFFER BETTER SUPPORT AS A PROFESSION

We can't easily forget the lessons we learned about work/life and remote possibilities after the pandemic is over. Some policy changes will make the profession stronger!

- We don't always know the hidden struggles of our colleagues
- Employees should know applicable laws and advocate for their rights - is this something AIA MN could provide assistance with?
- Public policy provides an important support for architecture firms
- There are gaps for sole proprietors (no employees)
- It is difficult for small firms who don't have capacity to take advantage of programs (a higher percentage of admin time compared to benefit)

Hard times make you more resilient for the future