First Draft Outline

# Introduction

Recommended length: Approximately 1 page

*What is the problem in your workplace? What background information and supporting research does the reader need to know before reading your analysis? What is the purpose of your report?*

**Important***: When providing background information and research, be sure to cite all sentences or bullet points.*

*Problem in the workplace: lack of engagement felt by coop students due to no management in same office location.*

***Scope: Students working remotely for the Canada Revenue Agency Coop Program***

***Stakes: Student motivation, engagement, and learning opportunities***

***Scenarios: Students have less opportunities to interact with team members which results In lost learning experience. Having the majority of the work be done remotely makes it hard for students to feel connected to their teams***

***Sources: Student workers in the Canada Revenue Agency***

*Background information and supporting research:*

*Lack of engagement felt by students due to not having management such as team leaders in the same office location can be detrimental to workplace engagement; it’s difficult to feel connected or motivated when students are interacting with management solely through online platforms.*

*Limited guidance and support:*

* *Physical proximity allows for more frequent and immediate interactions between students and other team members*
* *When supervisors aren’t physically present, it could be challenging for students to receive timely guidance, support, and feedback.*
* *This lack of direct supervision and mentorship can leave co-op students feeling disconnected and unsure about their work.*

*Reduced communication*

* *Digital communication such as messaging and calling can lead to delays, misunderstandings, and a less personal connection, which may decrease the overall engagement.*

*Limited networking opportunities*

* *Being physically separated from management may result in missed opportunities for co-op students to build relationships with their supervisors and other professionals in the company*
* *Informal conversations and networking events often take place in the office environment.*
* *Less opportunity for industry insights*

*Changes in accountability:*

* *Without direct oversight, it’s easier for students to feel disconnected from their work and less motivated to perform well.*

*Purpose of report: to analyze the impact and difference in-person engagement makes for students new to a job.*

# Literature Review / Background Information

Recommended length: Variable

*Provide sufficient background and theory to allow your analysis to be understood.*

* *“A survey conducted by Twingate, an internet security research firm, found that workers missed social connections and human contact the most about going to the office after the shift to remote work caused by the COVID-19 pandemic. “*
* *“Phil Kelley Jr., author and CEO of Salem One highlights the importance of authentic connections and relationships within a company. He argues that technology-mediated communication, such as emails and video calls, can make it challenging to build and maintain strong internal relationships. “*
* Self-efficacy theory, a component of Bandura's (1986) social cognitive theory, proposes a strong connection between an individual's behavior, environment, and cognitive factors, including outcome expectations and self-efficacy.
* Bandura (1978, p. 240) suggests that this theory is particularly relevant when studying virtual organizations, where remote employees often work independently with minimal supervision and heavily rely on their own skills and initiative to fulfill their job responsibilities.
* Self-efficacy is defined as "a personal assessment of one's capability to perform a specific pattern of behavior."

*A diagram of a remote work self-employed

Description automatically generated with low confidence*

*(From* [*https://academic.oup.com/jcmc/article/3/4/JCMC342/4584417*](https://academic.oup.com/jcmc/article/3/4/JCMC342/4584417)*)*

* *“Research shows that in-person meetings are preferred by executives as they allow for tough decision-making and complex strategic thinking. Face-to-face interactions create a sense of intimacy, connection, and empathy that is difficult to replicate through video. “*
* *“MIT's Human Dynamics Lab found that the most valuable communication occurs in-person, and the frequency of face-to-face interactions correlates with team performance. Organizational behavior experts argue that face-to-face meetings capture full attention and foster deeper, more meaningful relationships. “*
* *“Despite technological advancements, fostering one-on-one connections and moments of interaction remain crucial in business settings.* Materials and Methods (if appropriate)”

# Analysis / Results and Analysis

Recommended length: Approximately 5 (or more) pages

*What did your primary or secondary research find? Would using figures or tables be effective in displaying your results?*

**Important***: When providing any secondary research, be sure to cite all sentences or bullet points.*

* When I surveyed my coop co-workers, I found that the majority felt that being in the same office as at least one management figure contributed positively to their work.
* Analysis: The absence of authority figures in an in-person setting is detrimental to discipline in the students
* Due to limited face-to-face interaction, communication with management primarily occurs through information technology. Remote employees more often find themselves working in isolated environments with few or no co-workers, leading to reduced access to co-worker advice. Given the significant work autonomy enjoyed by remote employees, the influence of their motivation and beliefs in their own abilities (self-efficacy judgments) on their outcomes can be more substantial compared to employees who are closely supervised. - -
* Opportunity: The lack of face-to-face interaction reduces the chances of students being able to network and feel connected to coworkers in the workplace.
* Accessibility: *Physical proximity allows for more frequent and immediate interactions between students and other team members. Digital communication being the only way to reach coworkers can be difficult when coworkers may take lengthy times to reply with no explanation. Technological issues are also a factor, especially for less technologically advanced employees.*

# Discussion

Recommended length: 1-2 pages

*What does the information that you presented in the results section mean and how is it useful in analyzing the problem?*

* The results of the survey conducted among my co-op co-workers revealed that a significant majority of participants expressed a positive perception of having at least one management figure present in the same office. This finding aligns with the theory that emphasizes the importance of in-person interaction in the workplace.
* The presence of management in proximity likely facilitates more direct communication, guidance, which support student engagement. The physical presence of management contributes to a greater sense of accountability, as well as stronger mentorship opportunities. These findings suggest that organizations should consider the benefits of having managers located in the same office as co-op students to enhance their overall work experience and promote higher levels of engagement.

# Conclusion

Recommended length: 1-2 paragraphs

*What are the key takeaways that you want the reader to understand from your report?*

* Importance of in person interaction in the workplace
* Impact of workplace dynamics on work behavior
* How we can compromise on digital communication to make it more engaging

Since engagement in remote work is a lot more difficult than in person work, there are several strategies we can implement in order to make online collaboration more appealing, and connect employees. Fostering a sense of belonging and connection among remote teams is crucial, and can be achieved through regular virtual team-building meetings and activities, such as icebreaker games, as well as casual check-ins, which can help build rapport and strengthen relationships. Promoting open and effective communication channels is vital. Encouraging workers to stay online and alert on platforms such as Microsoft Teams facilitates communication and emanates the in person engagement that we lack. (Harvard Business Review, 2020). Additionally, providing opportunities for professional development can aid in increasing engagement. Activities such as mentorship programs to enhance employees' skills and provide a sense of progress and achievement (Inc.com 2022). Through active commitment to these strategies by both employers and employees, we can create a more engaging and productive work culture.

# Recommendations

Recommended length: 1-2 paragraphs

*What recommendations do you have for your employer? What future activities would benefit from your analysis? What research supports these recommendations?*

* *Have students be assigned to the same office with at least a few other team members they can reach out to in person.*
* *Future activities involving remote work would benefit from this analysis.*
* *The surveys as well as articles support these recommendations.*

# References

*What sources have you researched so far? Using APA Style formatting, provide your list of sources here.*

* Henseke, G. (n.d.). *Assessing the growth of remote working and its ... - Wiley Online Libraryt- https://onlinelibrary.wiley.com/doi/full/10.1111/ntwe.12097*. Wiley Online Library. https://onlinelibrary.wiley.com/doi/full/10.1111/ntwe.12097
* Staples, S. (n.d.). Academic.oup.com. https://academic.oup.com/jcmc/article/3/4/JCMC342/4584417
* Yang, L., Holtz, D., Jaffe, S., Suri, S., Sinha, S., Weston, J., Joyce, C., Shah, N., Sherman, K., Hecht, B., & Teevan, J. (2021, September 9). *The effects of remote work on collaboration among information workers*. Nature News. https://www.nature.com/articles/s41562-021-01196-4
* Ferreira, R., Pereira, R., Bianchi, I. S., & da Silva, M. M. (2021, February 21). *Decision factors for remote work adoption: Advantages, disadvantages, driving forces and challenges*. MDPI. https://www.mdpi.com/2199-8531/7/1/70
* Margrethe H. Olson New York Univ., Olson, M. H., Univ., N. Y., Univ., P., Contributor ,New York, *Remote office work: Changing work patterns in space and time: Communications of the ACM: Vol 26, no 3*. Communications of the ACM. https://dl.acm.org/doi/abs/10.1145/358061.358068