



OMSSA EXCHANGE

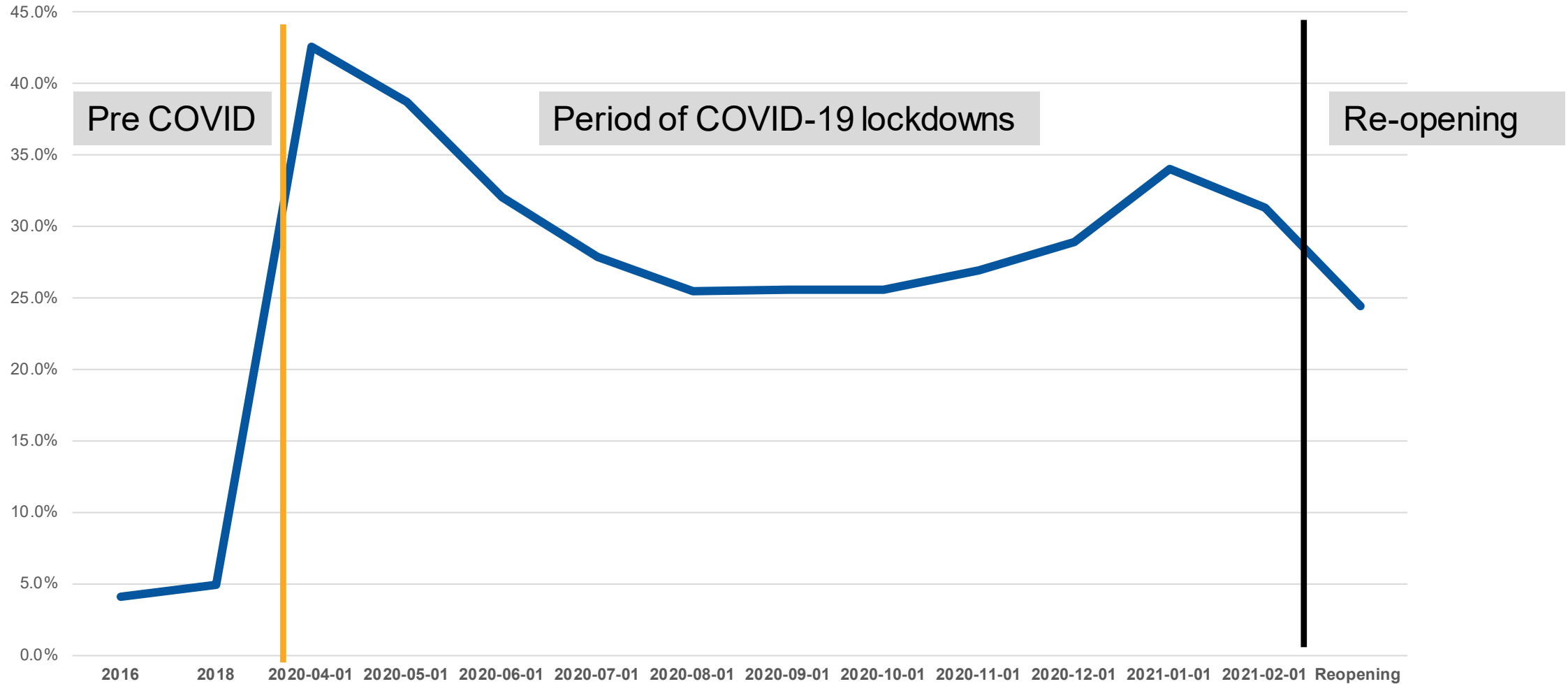
MAY 2-4, 2022 | VIRTUAL

BREAKOUT



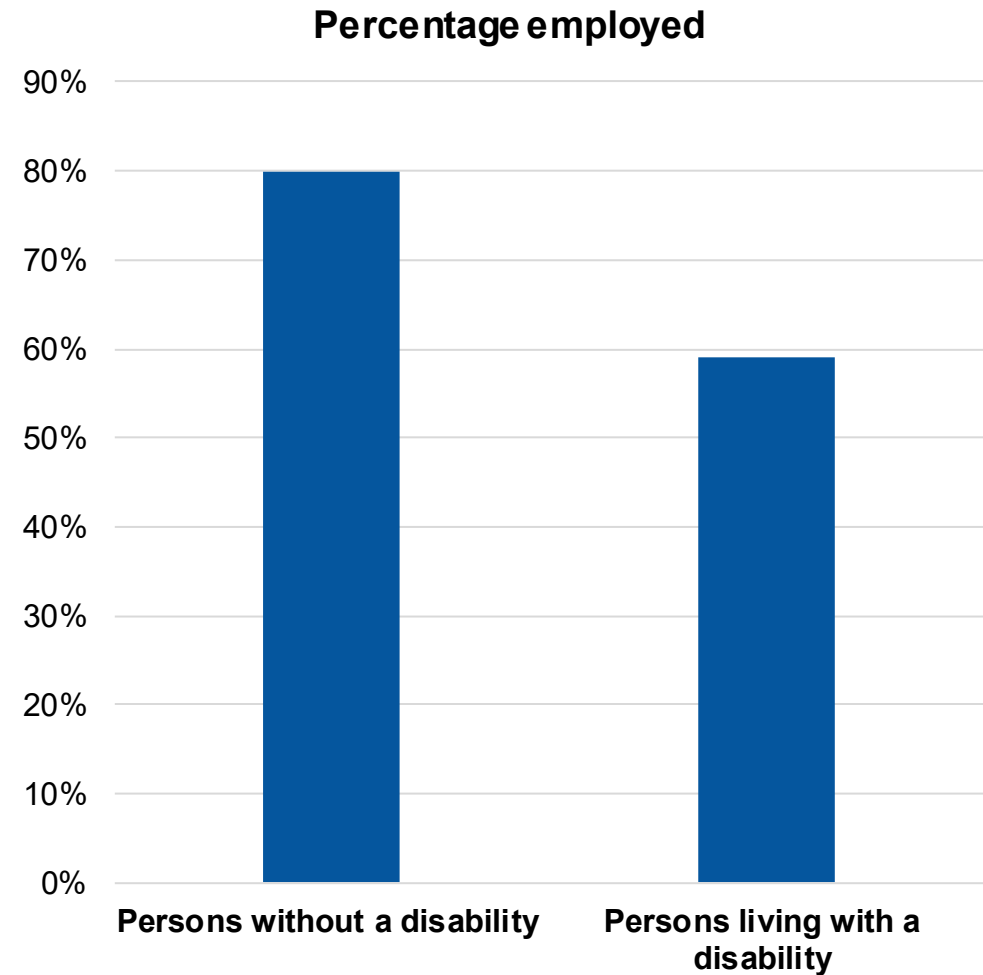
Building an Effective Hybrid Workplace Culture

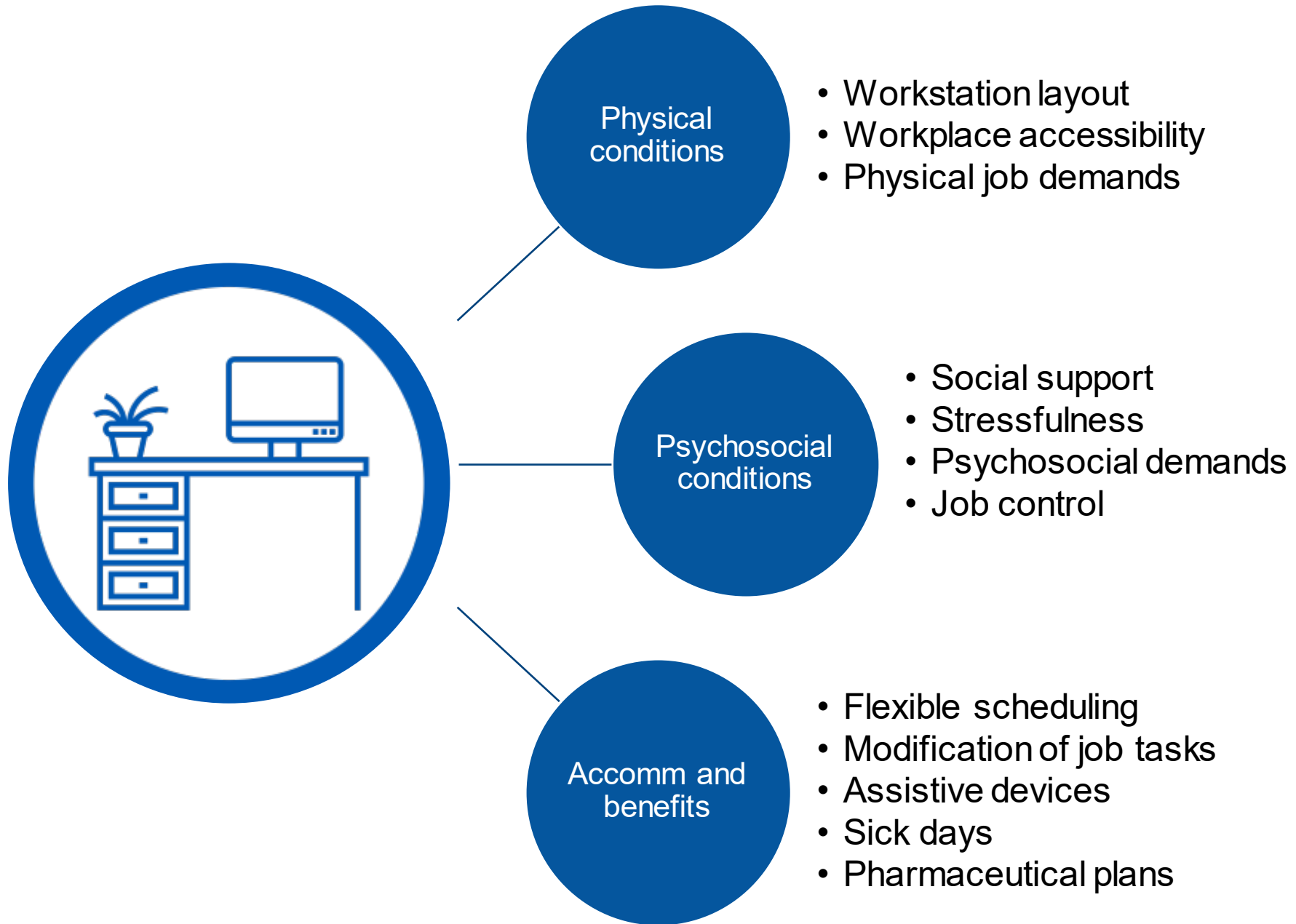
Share of hours worked from home in Canada



Disability and employment in Canada

- \approx 6 million Canadians report living with a disability
- 61% report a dynamic disability





Remote Work and Productivity

- This does not seem to be clear – numbers vary by industry
 - Of executives surveyed:
 - 13.2% have witnessed a significant increase in productivity
 - 25.8% have witnessed a slight increase in productivity
 - 29% have witnessed a slight decrease in productivity
 - 3.5% have witnessed a significant decrease in productivity
 - 28.5% have seen no change in the new setup

Reasons for Increased Productivity

- Reduced commute and meeting times
- Flexible work hours
- Strong company culture has increased communication and team work
- Digital tools have enhanced collaboration
- No distractions in the office
- Improved work-life balance



Reasons for Decreased Productivity

- Collaboration more challenging
- Toll on mental health
- Too many distractions at home
- Limited access to tools for information management
- Too many video calls!
- HR can help improve these





Remote Work is a Recruitment Issue

- This does seem to be clear
 - On LinkedIn, the share of US jobs that allow remote work has increased 5x
 - ZipRecruiter has reported that remote work postings receive 4x the number of applicants
 - Applicants are rejecting interviews for lack of remote work options
 - 60% of Recruiters surveyed in 2021 believe organizations will lose high-quality candidates if they do not offer remote work



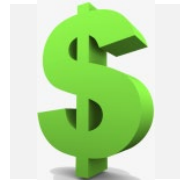
Business and Financial Case for Working Remotely Policy

Prepared by
 Chatham-Kent's Corporate Economic Recovery Committee
 in support of the
 CK Growth Strategy

Employer

- ↑ Productivity
- ↑ Value from IT investment
- ↓ Real Estate
- ↓ Absenteeism
- ↓ Employee Turnover

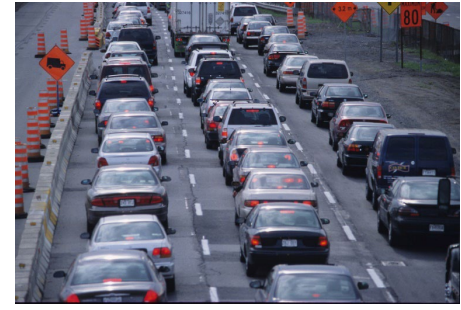
Savings



Employee

- ↓ Fuel
- ↓ Insurance
- ↓ Clothing

Community Benefit



Environment

Supports Council's climate emergency declaration by lowering transportation emissions related to employee commuting

Talent

Extend talent pool to align with municipal and community talent attraction and retention strategies

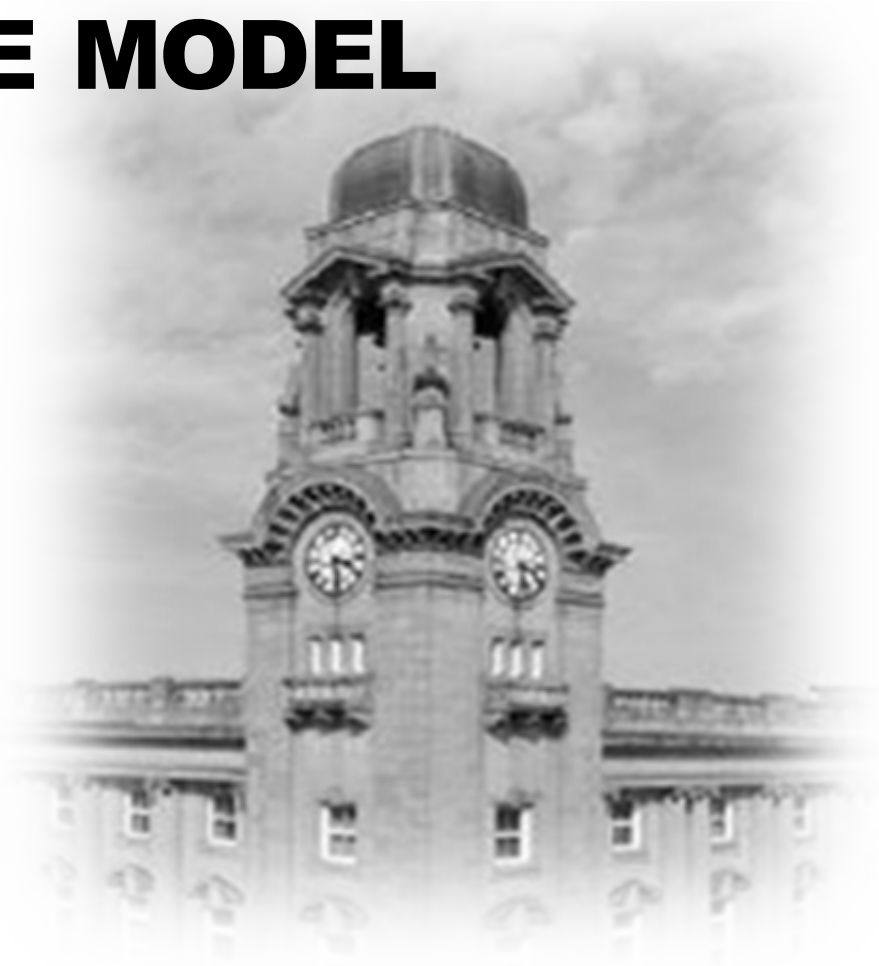
Culture

Demand for teleworking culture across private and public sector expected to remain strong after COVID-19

CENTRALIZED OFFICE AND WORK FROM HOME MODEL

From the **City of Brantford**

Brian Hutchings, Chief Administrative Officer



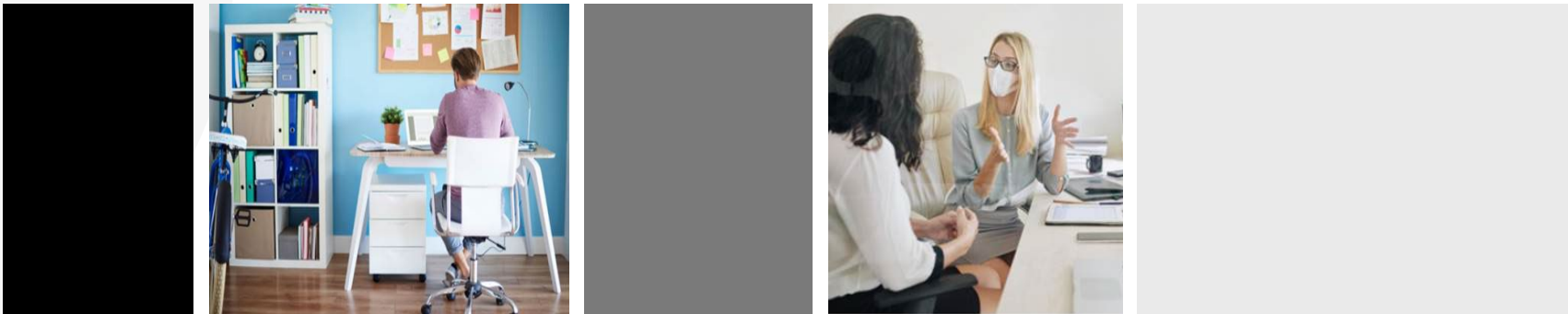
HOW DID THIS HAPPEN?

March 2020 – City Staff who could were sent home to work due to COVID-19 Pandemic

June 2020 – With Council members expressing interest, and following an all staff survey we began exploring a new work from home model and how it might save space and costs.

September 2020 - Council official direction - Review accommodation plans looking at a new work from home model (Post COVID-19)

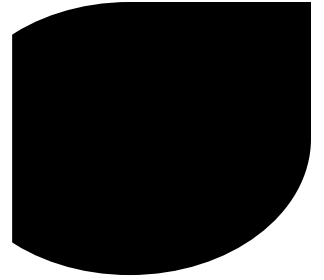
October 2020 – Council Approval of a revised Overall Accommodations and Yard Facility Plan Including the new City Hall as the Centralized Office and a New Work From Home Model



Savings:

\$21.57 million in 10 year Capital needs and \$1.12 million in annual operating savings for administrative accommodations alone – divesting of another major facility and decreasing leased space.

134 T of CO2 eq. annually in GHG emission reductions by reducing space needs and commuting



CHALLENGES/OPPORTUNITIES

Middle of constructing a new City Hall

Middle of COVID-19 Pandemic

Work from home is maintained and going well during reopening, services are maintained both online and in person

Not all employees are equipped to sustain it for the long term and not suitable for all positions

Quick action was required to make any changes during construction.

Productivity was reportedly up, but additional/new supports were required to maintain.

Many large private organizations were already implementing or looking to implement.

"In a world that is changing really quickly, the only strategy that is guaranteed to fail is not taking risks." Mark Zuckerberg

OBJECTIVES

To be opportunistic, save capital and operating costs, maintain or improve customer service delivery and maintain or improve employee retention.

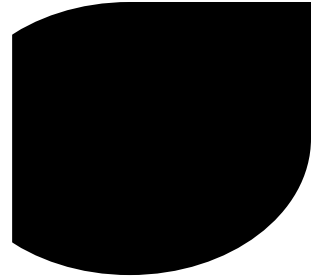
Review the design required to accommodate any future pandemics and future work models

Determine if a permanent work from home model is feasible and what will it cost

Establish the Workplace and Work from Home Model that is best suited for the City of Brantford

Actions:

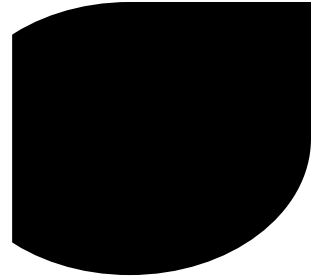
- ✓ Follow up survey regarding work from home and if staff would like this option
- ✓ Development of a Work from Home Policy
- ✓ Development of Space Standards and the Work from Home Model
- ✓ Engagement with Management and Staff on feasibility
- ✓ Determine needs:
 - Technologies
 - Changes to floor plans/furniture
 - Change Management



WORKING FROM HOME NOT SUITABLE FOR ALL POSITIONS:

- perform in-person customer services
- in field inspections/maintenance and other tasks that negate the ability to work from home
- may require close supervision
- challenges that may prevent an employee to successfully work from home including reliable internet connectivity, a potential for reduced engagement and informal discussions, and limited access to a dedicated, distraction free workspace.

Initial Survey - May, 2020:	Follow-up Survey - August, 2020:
<ul style="list-style-type: none"> • Establish Baseline on how staff was coping during pandemic • 469 City employees responded; 192 identified they were working from home <ul style="list-style-type: none"> • 72% of those working from home felt they were able to work effectively • 86% felt they could comfortably maintain it for the long term • Challenges include: social isolation, communication with co-workers and anxiety about the virus 	<ul style="list-style-type: none"> • Informed staff that a new Centralized Office and Work from Home Model being considered and targeted staff working from home • 166 responses (previously 192 responded working from home) <ul style="list-style-type: none"> • 71% Satisfied with current arrangements • 95% felt equally or more productive • 79% felt they could permanently maintain their current work from home arrangement • Top benefits reported: No commute, less money spent, ability to sleep longer with no commute; less exposure to COVID19 and Better work/life balance



THE NEW WORKPLACE MODEL

New City Hall - the Centralized Office and Meeting Place for Staff

Employees who can effectively work remotely can

Employees can come in the office as needed and/or as scheduled by their manager

Employees who must be in the office will be assigned dedicated workspaces in the office only

Employees who come to the office at least two days a week will have a dedicated-shared workspace; and employees attending less than two days will use touchdown stations

Employees approved to work from home must establish their own dedicated workspaces in their home

Increased cleaning protocols in place

SECTION 2: CENTRALIZED OFFICE AND WORK FROM HOME MODEL

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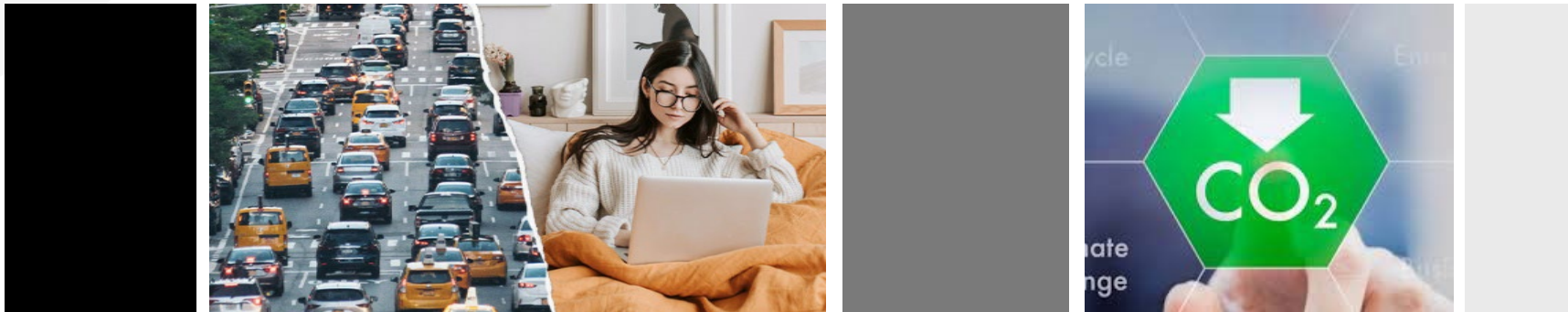


KEY BENEFITS

Employee - Work life balance, less commuting and decreased illness

Employer - Sustainability for growth or changes, decreased expenses, improved productivity, attracting and retaining talent

Residents – Lowers tax impacts, reduces GHG emissions and improves accessibility to services



WORK FROM HOME POLICY & PROCEDURE

- Outlines eligibility requirements and steps required for a WFH Agreement
- Meet the requirements of job responsibilities and performance
- Remote work area and expenses
- Management Responsibilities

FAQ provides additional information on:

- Flexible working hours
- Workplace Set-up
- Technology
- Connecting with others
- Workplace/WFH Culture
- Healthy workplace and ergonomics

Ability for reassessment or modifications from time to time.

Management shall encourage employees to work from home wherever possible.

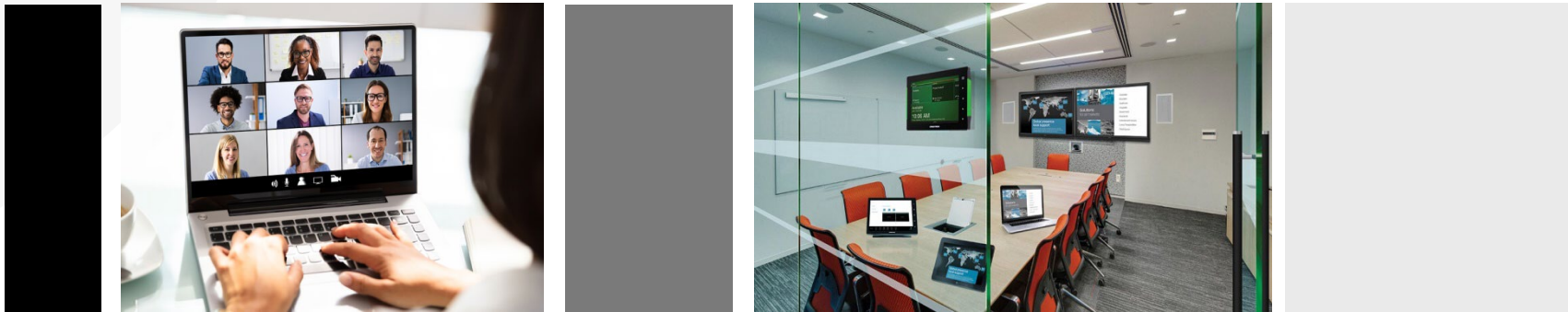
Training for how to connect and work effectively from home.

INFORMATION TECHNOLOGY NEEDS

Unified Communications Technology – soft phones, messenger app and video collaboration
Home, Dedicated and Shared/Flex Workspaces

Network and Security – enhanced antivirus, full disc encryption, authentication protection

Additional resources to deploy and increased operating costs due to additional licensing



- Home: Laptop, docking station, external monitors, external keyboard, mouse, headset
- Dedicated office: status quo
- Shared and Flex Workspaces: universal docking station, external monitors, with individual external keyboard, mouse, headset
- Existing monitors, keyboards, mice and docking stations repurposed where possible

BUDGET

Reallocated already approved funds for the design or construction of facilities now able to be divested.

Resource	Budget
Floor Plan Changes	\$250,000
Technology	\$1,417,425
Change Management	\$50,000
Total Cost	\$1,717,425

- Capital savings of \$21.57 million
- Operating savings of \$1.12 million
- Sale of buildings estimated at \$6.8 million