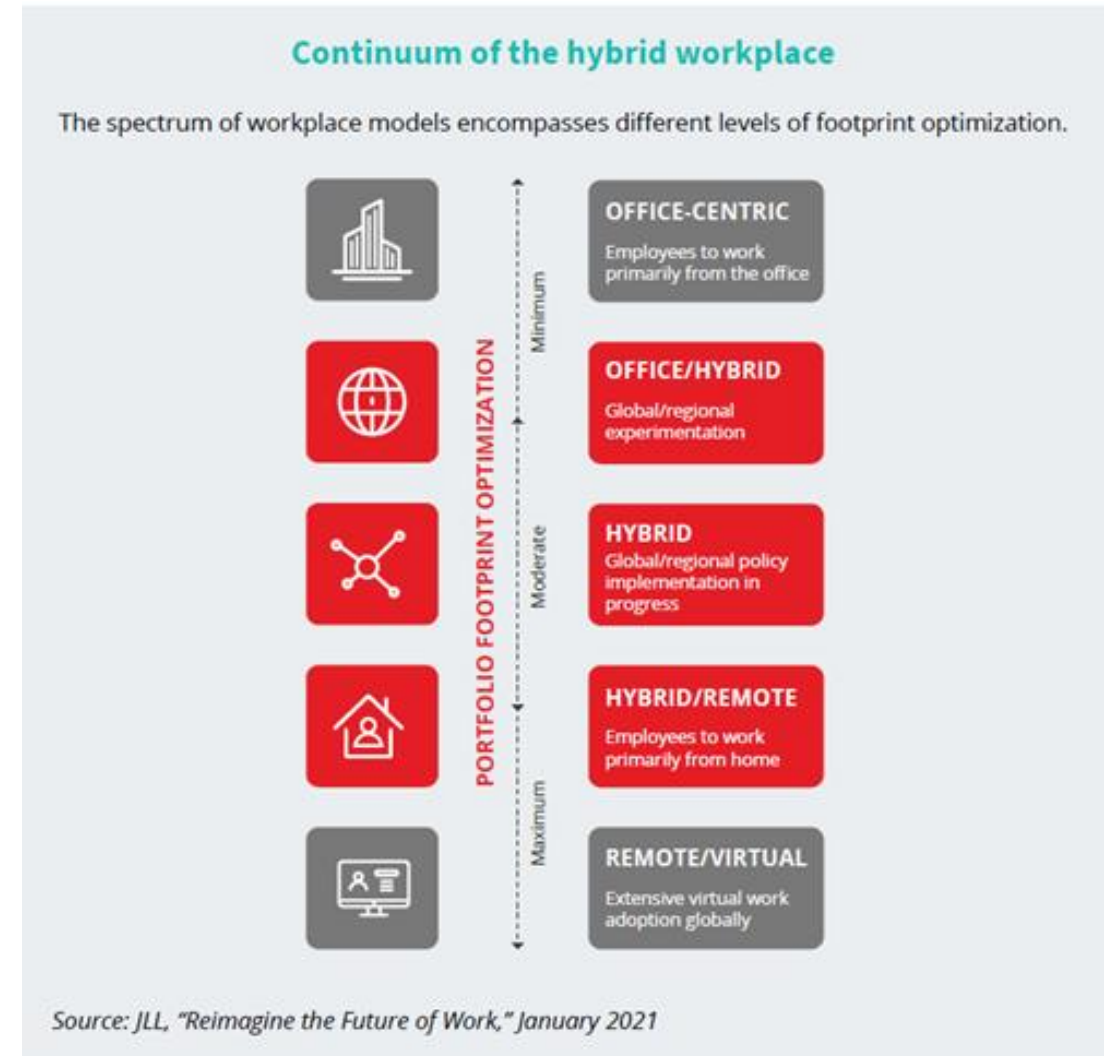


Hybrid Workforce Update: City Manager's Office Human Resources

CM-18-21 Appendix B

Background

- A project team was established at the beginning of the pandemic to develop a remote policy for city employees.
- In October 2020, an interim Remote Work Policy was approved with the intent of providing guidance to staff around usage and reimbursement of city equipment, city accessories and additional services.
- The Remote Work Policy Team surveyed staff in late 2020 to gather feedback on the interim policy and to gather insights on wishes for a future and more permanent Remote work policy for the City.



What is important about Hybrid?

In early fall, a Hybrid policy will be launched outlining guidelines for the post-pandemic work arrangements for city employees.

A key principle of this policy is that hybrid work arrangements be flexible, designed to ensure that the sense of community and organizational culture can be maintained and operational requirements, collaboration, information sharing, innovation and effective service delivery needs can be met

This policy positions the City as an employer of choice as we promote diversity, innovation, inclusivity and progressive and environmentally responsible actions. All of which is sustainable through the provision of flexible work opportunities with the following objectives:

- Address the City's strategic plan objectives e.g. become an employer of choice
- Increase the City's ability to attract, retain and engage high quality, high performing employees.
- Leverage technology to increase employee productivity and engagement
- Create collaborative work spaces and provide more consistency with office layouts
- Improve employee satisfaction
- Reduce business costs

The Policy

- Applies to all non-union regular full-time or regular part-time including contract staff and in certain cases unionized staff (pending collective agreement.)
- Hybrid work arrangement will be based on job responsibility first and employee preference second.
- Employees must live in the province of Ontario when carrying on job-related work.
- The arrangements are subject to ongoing review and may be terminated or suspended at any time, given cause, or when business needs dictate.

The Approach

- This project is a collaborative effort between various departments within the corporation such as Customer Experience, Human Resources, Facilities, IT, Clerks, Communications, etc.
- Employee specific, it's a matter of choice.
- Roll out will be in Phases:
 - Phase 1: Focus is data gathering, “pilot” while minimizing infrastructure and resource impacts.
 - Phase 2: Focus will be a full implementation including revitalized workspaces, collaboration areas and additional hoteling spots.
- Revitalize infrastructure to support Hybrid model: facility and technology.
- Procedural and training documentation are currently in development.

Timelines

