

MOTION BY SUPERVISOR JANICE HAHN

December 3, 2019

Enhancing Alternative Work Locations in Los Angeles County

Both private and public sectors have adopted telework arrangements as a way of enhancing employee wellness, recruitment and retention, reducing gas emissions for a positive effect on the environment, and boosting cost savings. Studies indicate that organizations with teleworking employees report related increases in productivity and overall morale. Longer commute times can significantly impact physical and mental health, as well as general wellbeing. Research studies have found that longer commute times are associated with lower levels of physical activity and cardiovascular fitness, higher body mass index, increased risk of obesity and high blood pressure. Poorer mental health, including increased depression, anxiety, and stress, is also associated with longer commute times.

In order to address these issues, the Board of Supervisors, on December 4, 2018, instructed the Director of Personnel to retain a subject matter expert to evaluate the use of alternative work locations, such as hoteling and co-locations, alternative work schedules and telecommuting, and other innovative strategies to enhance County

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employee productivity, and health and well-being. The report, released on October 29, 2019, indicates that alternative work schedules are widely available across the County and widely used; however, telework is only offered in a third of the departments and participation is relatively low. In addition, employees are largely unaware of hoteling and co-working options, which are currently offered in limited pilots.

Although much has been done in the County to enhance the working arrangements of employees, it is important to continue exploring new and better ways to fully embrace the changing workforce. The telework pilot projects have thus far have proven to be successful in the short term. For instance, County Counsel reported a 27% increase in briefs filed by telework participants; the department of Workforce Development Aging and Community Services expressed increased employee engagement; and the Department of Human Resources' Countywide Equity Investigations Unit stated that the quality of reports has improved.

Even though various pilot projects have clearly demonstrated the efficacy of these alternate work opportunities, barriers remain. Some of the barriers to these innovative telework programs include resistance from some supervisors and managers, inconsistent change management practices across departments, and the overall need for metrics to measure employee productivity. County departments who have implemented the use of telework reported greater employee satisfaction, the ability to expand teams without adding more space or facilities, and reduced commute times. Building on the demonstrated successes of these initiatives, the County is ready to expand this effort.

I, THEREFORE MOVE that the Board of Supervisors:

1. Instruct the Director of Personnel, in collaboration with the Chief Executive Office, to work with each County department to develop and implement the Future of Work/Alternative Work Program, and:
 - a) Establish a manager level coordinator in each department for the program;
 - b) Determine which classifications are conducive for telework, co-space, and hoteling programs;
 - c) Address space needs and availability to expand hoteling and co-working options in County-owned or leased space, in addition to current pilot projects involving membership-based shared offices;
 - d) Establish baseline telework numbers and incremental annual target increases starting in 2020;
2. Instruct the Director of Personnel, in collaboration with the Auditor/Controller, Internal Services, and other relevant departments to:
 - a) Develop and execute a strategic communication plan to inform the current and potential workforce of the County's flexible work schedules and alternative worksite practices, and ensure that our current County policies are in alignment with the future of work;
 - b) Increase the usage of coding and tracking of telework employees and provide quarterly reports on relevant metrics;
3. Instruct the Chief Executive Officer and Chief Information Office, in collaboration with Departmental Chief Information Officers to expand connectivity and tools needs to support remote work; and

4. Instruct the Director of Personnel to report back to the Board on all these matters
in 180 days.

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