



**COUNTY OF LOS ANGELES
DEPARTMENT OF AUDITOR-CONTROLLER**

KENNETH HAHN HALL OF ADMINISTRATION
500 WEST TEMPLE STREET, ROOM 525
LOS ANGELES, CALIFORNIA 90012-3873
PHONE: (213) 974-8301 FAX: (213) 626-5427

OSCAR VALDEZ
AUDITOR-CONTROLLER

CONNIE YEE
CHIEF DEPUTY AUDITOR-CONTROLLER

ASSISTANT AUDITOR-CONTROLLERS

**MAJIDA ADNAN
RACHELLE ANEMA
ROBERT G. CAMPBELL**

September 5, 2025

TO: Supervisor Kathryn Barger, Chair
Supervisor Hilda L. Solis, Chair Pro Tem
Supervisor Holly J. Mitchell
Supervisor Lindsey P. Horvath
Supervisor Janice Hahn

FROM: Oscar Valdez
Auditor-Controller

Robert G. Campbell
Assistant Auditor-Controller / Chief Audit Executive

SUBJECT: **STRENGTHENING THE LOS ANGELES COUNTY WORKFORCE
(May 21, 2024, Board Agenda Item 6)**

Background

On May 21, 2024, the Board of Supervisors instructed the Auditor-Controller, in collaboration with the Chief Executive Office and Department of Human Resources, to engage a consultant to gather feedback from all impacted County Departments and labor partners regarding telework and productivity. We contracted with KPMG LLP (KPMG) to conduct the countywide engagement.

Engagement Scope and Objectives

KPMG reviewed timecard telework data, telework policies, and performance management documentation. KPMG also conducted stakeholder interviews, held focus groups, and distributed a countywide survey. Their review provided key insights and recommendations on the prevalence of telework, telework best practices, telework opportunities and challenges, and performance management.

Engagement Summary

KPMG's Strengthening the Los Angeles County Workforce Recommendation Report (attached) includes the following findings, insights, and recommendations.

1. Telework Prevalence

- KPMG noted 72% of County employees were working “primarily onsite” (teleworking 25% or less of the time), 21% were “hybrid” (teleworking more than 25%, but less than 75% of the time), and 7% were “primarily teleworking” (teleworking 75% or more of the time).
- In 2024, based on employee records, 40 County employees were shown to be working outside of the State. Of the 40 out-of-state County employees, eight are “primarily onsite,” potentially indicating either old or inaccurate data. KPMG recommends biennial employee information updates to maintain accurate records and reflect current telework statuses. KPMG also recommends including specific language and guidelines regarding “out-of-state employees” to help promote consistency and reduce legal risk related to tax filing in the Countywide Telework Policy (CTP).
- Countywide telework survey respondents indicated the predominant reasons for participating in telework include commute time and cost savings (68%), better work-life balance (64%), higher productivity (57%), health and safety concerns (39%), and caregiving responsibilities outside of work hours (29%).
- The majority of Departments (23) use telework eligibility criteria outlined in the CTP, which is based on job function compatibility. The remaining Departments have adopted criteria in addition to the CTP, such as employee performance and supervisory considerations. KPMG recommends that the County establish clear and consistent countywide telework eligibility criteria to be applied uniformly across all departments.

2. Best Practices

- The following best practice recommendations were published by the Society for Industrial and Organizational Psychology in 2024, after decades of evidence-based research:
 - i. Offer two to three days of remote/in-office work each week, because research indicates hybrid work arrangements yield optimal results and protect against social isolation and reduced knowledge transfer risks of 100% remote work.
 - ii. Promote employee autonomy and enhance social connections.
 - iii. Establish clear work boundaries and support work-from-home setups.
 - iv. Establish transparent promotion policies and focus on work management.

v. Encourage health and well-being support and adopt effective technology practices.

- According to a study of federal agencies published by the U.S. Office of Personnel Management (OPM) in 2024, 51% of agencies reported that candidates and new employees had indicated that their agency's telework and remote work policy played a significant role in applying for and/or accepting a position.
- The OPM study also noted 60% of agencies cited access to telework and remote work as a key component of employee retention efforts. Recruitment and retention are a high priority, given the impending large wave of retirements in state and local governments.

3. Challenges and Opportunities

- The countywide survey highlighted the top three challenges managers face when supporting teleworker productivity:
 - i. Ensuring consistency in telework policies across the department.
 - ii. Varying levels of technological proficiency.
 - iii. Building trust and accountability.
- KPMG recommends the County provide more comprehensive telework training opportunities to support managing hybrid teams and mitigate any risk related to telework.
- Stakeholder interviews identified a lack of trust between senior leaders and teleworkers, primarily due to a perception of a lack of accountability and productivity.
- To bridge the trust gap and provide better insights into productivity and performance, KPMG recommends departments establish and submit annual Key Performance Indicators (KPIs), integrate departmental, divisional, and/or team KPIs and performance metrics in performance evaluations, and conduct annual public service quality surveys.

4. Telework Policy Review

- The CTP is well-received by departments. While some improvements are needed, KPMG advises against major changes that could compromise departmental autonomy in customizing telework policies.

- KPMG recommends implementing mandatory guidelines for teleworkers in the CTP to bolster consistency, professionalism, and trust within telework environments. Some examples of teleworking guidelines the County could consider include requiring professional attire and cameras on during meetings and implementing standardized virtual backgrounds representing each department.

5. Performance Management

- In the countywide survey, 56% of respondents indicated that their current performance evaluation was either “extremely” or “very” accurate in reflecting their actual job performance. However, focus group attendees described the current performance management platform as clunky, time-consuming, and ineffective.
- KPMG recommends modernizing the performance management process by establishing a competency-based uniform evaluation system (with the exception of the Management Appraisal Performance Plan), mandating performance management training, and either replacing or improving the current technology platform.
- Only eight departments had department-specific KPIs or productivity metrics, and 82% of focus group attendees doubted their colleagues understood departmental KPIs.
- As mentioned in the challenges and opportunities section above, KPMG recommends all departments submit annual KPIs, integrate cascading KPIs into performance evaluations, and conduct annual public service quality surveys.

If you have any questions please call me, or your staff may contact Michael Mikaelyan at MMikaelyan@auditor.lacounty.gov.

OV:CY:RGC:JH:ZP:mm

Attachment

c: Fesia A. Davenport, Chief Executive Officer
Edward Yen, Executive Officer, Board of Supervisors
Lisa M. Garrett, Director of Personnel, Department of Human Resources
Department Heads
Audit Committee
Countywide Communications



Strengthening the Los Angeles County Workforce Recommendation Report

September 5th, 2025

KPMG. Make the Difference.



Contents

01	Background and Purpose	1
	Board Motion and Project Scope	1
	Executive Summary	1
	Telework Prevalence	1
	Telework Current Practices	2
	Performance Management Current Practices	3
	Future of Work.....	4
	Overall Takeaway.....	4
02	Our Approach – Data Collection	5
	Time Code Entry Dataset	6
	Current State Document Review	6
	Information Provided by Departments.....	7
	Stakeholder Interviews	9
	Countywide Survey.....	9
	Focus Groups	9
	Feedback From Labor Partners.....	10
03	Telework Prevalence and Location	11
	Telework by Location	13
	Location of Los Angeles County Workforce by County	14
	Location of “Primarily Teleworkers” by County.....	15
	Telework by Department.....	16
	Prevalence of Telework: Primarily Telework	16
	Prevalence of Telework: Hybrid	18
	Prevalence of Telework: Primarily Onsite	20
	Prevalence of Telework by Common Roles: Primarily Telework by Employee Count	21
	Prevalence of Telework by Common Roles: Primarily Onsite by Employee Count	22
	Prevalence of Telework by Common Roles: Hybrid by Employee Count	23
	Prevalence of Telework by Common Roles: 100% Primarily Telework	24
04	Telework Themes and Findings.....	26
	The Current Landscape of Telework: Big Picture	26
	Reducing the Carbon Footprint	31
	Evidence-Based Challenges of Telework.....	32
	Evidence-Based Leading Practices of Telework	33
	The Leadership Competencies Supporting Telework	34

Benchmarking Los Angeles County	35
The Global Perspective of Teleworking.....	40
Current State of Telework in Los Angeles County.....	41
High-Level Overview of Findings.....	41
Departmental Autonomy and Process Standardization.....	50
Telework Eligibility Criteria	55
Telework-Specific Probationary Period	58
Onsite Managers and Non-Routine Telework Status	60
Employee Location Tracking	61
Telework Data Collection and Recordkeeping	62
Telework Terminations	65
Current Telework Training Requirement	66
Additional Training and Resources	67
Current Challenges and Training Opportunities to Support Telemanagers	69
Departmental Telework Managers Network	72
Is Telework a Right, Privilege, or Reality?.....	74
Internal Fight for Telework Talent.....	75
The Importance of Trust, Productivity, and Consistency in Telework	81
05 Performance Management Themes and Findings	90
Overview of the Current Performance Management Practices	90
Opportunities and Challenges	94
Measuring What Matters	94
Communication and Frequency Methods.....	102
KPIs and Productivity	105
Probationary Period.....	113
Performance Improvement Plan (PIP) Process	113
Performance Management Resources and Training.....	116
Department-Specific Resources:.....	116
Insights from Focus Groups	116
Performance Management Technology	117
06 The Future of Work in Los Angeles County.....	119
Future Appetite for Telework	119
Artificial Intelligence at Work.....	122
AI's Role in California State and Local Government	122
The Impact of AI in Los Angeles County	124
AI's Impact on Performance Management.....	125
07 Summary of Recommendations	126
Effort and Impact Chart.....	129
Summary of Considerations	129

08	Our Methodology	133
	Stakeholder Interview Format and Participant Selection	133
	Stakeholder Interview Format	133
	Participant Selection	134
	Focus Group Format and Participant Selection	135
	Focus Group Format	135
	Participant Selection	136
	Focus Group Participant Demographics	136
	Countywide Telework Survey Format and Participant Selection	140
	Survey Format	140
	Participant Selection	140
	Telework Survey Participant Demographics	141
09	Appendix	143
	Additional Telework Insights	143
	Additional Performance Management Insights	157
	Additional Future of Work Insights	163
	References	166

Table of Figures

Figure 1: County by Status.....	11
Figure 2: County Workforce by Work Arrangement.....	12
Figure 3: County Workforce by Status.....	12
Figure 4: Proportion of Jobs Amenable at Home.....	13
Figure 5: Location of Employees by State.....	13
Figure 6: Location of Workforce by County.....	14
Figure 7: Location of Primarily Teleworkers by County.....	15
Figure 8: Telework Trends.....	26
Figure 9: Telework by Educational Attainment.....	27
Figure 10: Additional Telework Benefits.....	29
Figure 11: Telework Case Study (Understanding the UK).....	30
Figure 12: Reducing the Carbon Footprint.....	31
Figure 13: Evidence-Based Challenges of Telework.....	32
Figure 14: Leadership Competencies.....	34
Figure 15: Workforce Profile by Seniority.....	35
Figure 16: Average Yearly Turnover Rate by Function.....	36
Figure 17: Average Days to Fill by Function.....	37
Figure 18: Average Salary by Seniority.....	38
Figure 19: Recent Mandates by Other Organizations.....	39
Figure 20: Positive Sentiments Towards Telework.....	41
Figure 21: Telework Policy Utilization.....	41
Figure 22: Telework Policies.....	42
Figure 23: Reasons for Teleworking.....	43
Figure 24: Work-Life Balance.....	44
Figure 25: Job Satisfaction.....	45
Figure 26: Teleworking's Impact on Satisfaction.....	45
Figure 27: Barriers to Telework.....	46
Figure 28: Building Relationships.....	46
Figure 29: Enabling Collaboration.....	47
Figure 30: Career Advancement.....	49
Figure 31: Level of Telework Policy Change Needed.....	51
Figure 32: Telework Guidelines Enforcement.....	53
Figure 33: Telework Eligibility.....	55
Figure 34: Factors of Individual Compatibility.....	57
Figure 35: Probationary Period Policy.....	58
Figure 36: Employee Location Tracking.....	61
Figure 37: Departmental Timecode Practices.....	63
Figure 38: Old Time Codes.....	64
Figure 39: Additional Departmental Resources.....	67
Figure 40: Managing Remote Workers.....	70

Figure 41: Challenges of Managing Teleworkers	70
Figure 42: Training for Managers	71
Figure 43: Training Topics for Supervisors	71
Figure 44: Recruiting Talent	75
Figure 45: Declining Job Opportunities	76
Figure 46: Interest in Switching Departments for Telework by Role	77
Figure 47: Interest in Switching Departments for Telework by Department	78
Figure 48: Recruitment Strategies	80
Figure 49: Teleworking vs. Onsite Productivity by Role Level	81
Figure 50: Teleworking vs. Onsite Productivity by Telework Status	82
Figure 51: Trust in Teleworkers by Telework Status	83
Figure 52: Trust in Teleworkers by Role Level	83
Figure 53: Cause of Trust Gaps	85
Figure 54: KPIs and Trust from Leaders	85
Figure 55: Utilization of Worklogs	87
Figure 56: Good Standing Teleworker	89
Figure 57: Use of Performance Evaluation Types	92
Figure 58: Improving Performance Management	93
Figure 59: Evaluated vs. Actual Performance	95
Figure 60: Evaluated vs. Actual Performance	96
Figure 61: Sufficiency of Performance Metrics	97
Figure 62: Measuring What Matters	98
Figure 63: Development vs. Accountability	98
Figure 64: 5-Point Rating Scale	100
Figure 65: Self-Evaluations for Performance Management	101
Figure 66: Actual Frequency of Feedback	102
Figure 67: Preferred Frequency of Feedback	103
Figure 68: KPI Awareness	105
Figure 69: Colleagues' Awareness of KPIs	105
Figure 70: Productivity Measurement Tools	106
Figure 71: Departmental KPI Alignment	106
Figure 72: Accuracy and Effectiveness of Productivity Measurement Tools	107
Figure 73: KPI Ratings	109
Figure 74: Top Five KPIs	110
Figure 75: Top Incentives to Increase Productivity	111
Figure 76: KPI Library	112
Figure 77: Probationary Period	113
Figure 78: Streamlining PIPs	114
Figure 79: Current PIP Effectiveness	114
Figure 80: "Good" to "Great" Performance Plans	115
Figure 81: Preferences for Future Collaboration at Work	119
Figure 82: Retention Impact of Return-to-Office	121
Figure 83: Weighing Pros and Cons of Return-to-Office	121
Figure 84: Use of AI by Field	122

Figure 85: AI's Impact on Productivity and Quality of Services	123
Figure 86: Impacts of AI on Departmental Performance.....	124
Figure 87: Effort and Impact Chart.....	129
Figure 88: Focus Group #1 Participants by County Job Tenure.....	136
Figure 89: Focus Group #1 Participants by Department Cluster	137
Figure 90: Focus Group #2 Participants by County Job Tenure.....	137
Figure 91: Focus Group #2 Participants by Department Size (FTEs)	137
Figure 92: Focus Group #2 Participants by Department Cluster	138
Figure 93: Focus Group #2 Participants by Current Role Level	138
Figure 94: Focus Group #3 Participants by County Job Tenure.....	138
Figure 95: Focus Group #3 Participants by Department Size (FTEs)	139
Figure 96: Focus Group #3 Participants by Department Cluster	139
Figure 97: Focus Group #3 Participants by Current Role Level	139
Figure 98: Telework Survey Participant Demographics.....	141
Figure 99: Responses by Telework Status	142
Figure 100: Responses by Role Type.....	142
Figure 101: Responses by Employee Type	142
Figure 102: Responses by Public Facing.....	142
Figure 103: Future Changes to Operations.....	143
Figure 104: Mandatory Guidelines for Telework	143
Figure 105: Current Departmental Autonomy	144
Figure 106: Telework Policy Expansion	144
Figure 107: Telework Guidelines Standardization	144
Figure 108: Determining Telework Eligibility by Telework Status	145
Figure 109: Determining Telework Eligibility by Department	146
Figure 110: Tracking Telework Terminations.....	147
Figure 111: Telework Terminations and Eligibility	147
Figure 112: Timecode Entry Review	147
Figure 113: Designated Onsite Office Manager.....	148
Figure 114: Designated Onsite Office Manager Current State	148
Figure 115: Availability Indicator	148
Figure 116: Support While Teleworking	149
Figure 117: Collaboration Tools	149
Figure 118: Leader's Trust in Teleworkers.....	149
Figure 119: Trust Issue with Teleworker Performance	150
Figure 120: Trust in Teleworkers Overall.....	150
Figure 121: Trust in Productivity of Different Groups	151
Figure 122: Is Telework a Right or Privilege?	151
Figure 123: Improving Telework Policy	152
Figure 124: Departmental Telework Policies	152
Figure 125: Individual Compatibility	153
Figure 126: Management Practices for Telework	153
Figure 127: Training for Supervisors.....	154
Figure 128: Timing of Supervisory Training	154

Figure 129: Declining Job Opportunities over Telework	154
Figure 130: Switching Departments Over Telework Policy	155
Figure 131: Teleworking vs. Onsite Productivity	155
Figure 132: Future Training Topics	156
Figure 133: Tracking Logs Usage	156
Figure 134: Evaluation for Onsite Workers vs. Teleworkers	156
Figure 135: Evaluated vs. Actual Performance	157
Figure 136: Accuracy of Performance Evaluations	157
Figure 137: Performance Log	157
Figure 138: 5-Point Scale Effectiveness	158
Figure 139: Competent vs. Good Terminology	158
Figure 140: Self-Evaluation Usage	159
Figure 141: Channels of Feedback	159
Figure 142: Unified Performance Calendar	160
Figure 143: Actual Channel of Review	160
Figure 144: Preferred Channel for Review	160
Figure 145: Productivity Metrics Improvement	161
Figure 146: KPI and Productivity Incentives	161
Figure 147: KPI Incentives	161
Figure 148: Leveraging AI	163
Figure 149: Impact of AI	163
Figure 150: Probationary Period	164
Figure 151: Probationary Period for New Hires	164

Table of Tables

Table 1: Information Provided by Departments	7
Table 2: Location of Workforce by County	14
Table 3: Location of Primarily Teleworkers by County.....	15
Table 4: Prevalence of Telework (Primarily Telework)	16
Table 5: Prevalence of Telework (Hybrid).....	18
Table 6: Primarily Telework (Primarily Onsite).....	20
Table 7: Prevalence of Telework by Common Roles (Primarily Telework).....	22
Table 8: Prevalence of Telework by Common Roles (Primarily Onsite).....	23
Table 9: Prevalence of Telework by Common Roles (Hybrid).....	24
Table 10: Common Roles 100% Primarily Teleworking.....	25
Table 11: Flexible Work Arrangements by Number of Full-Time Equivalent Employees (FTEs).....	27
Table 12: Positive Impact of Telework on Agency Productivity	28
Table 13: Evidence Based Leading Practices of Telework.....	33
Table 14: Global Perspective of Teleworking.....	40
Table 15: Tasks When Teleworking.....	43
Table 16: Current Performance Evaluations	91
Table 17: Current Productivity Tools	108
Table 18: Feedback on Hypothetical Return-to-Office Policy	120
Table 19: Summary of Recommendations	126
Table 20: Summary of Considerations.....	129
Table 21: Stakeholder Interview Questions	133
Table 22: Individuals Interviewed by Department	134
Table 23: Focus Group Participant Selection.....	136
Table 24: Telework Productivity Metrics	162
Table 25: Total Headcount of Benchmarked Organizations	164

01 Background and Purpose

Board Motion and Project Scope

Los Angeles County has utilized telework since 1989 to improve air quality and support employee well-being and productivity. Initially, telework allowed employees to perform duties at approved alternative worksites during their normal working hours. The COVID-19 pandemic in 2020 further expanded teleworking, creating a safer, technology-supported telework environment. Over time, as the COVID-19 pandemic waned and stay-at-home restrictions were lifted, the County, like other public and private sector organizations, began to return its employees to the workplace. However, it continued offering remote work arrangements based on the department and specific job roles to boost recruitment, promote retention, and support employee work-life balance by reducing commuting-related expenses such as gas, dry cleaning, and meals. Telework remains an effective method for reducing levels of greenhouse gas emissions, which the County has prioritized in recent decades.

Throughout the years, the Board has issued several motions (some predating the pandemic) to expand telework across the County and has requested periodic report-backs to better understand its impact on employee participation, productivity, information technology and security, communication, and engagement. In a prior 2019 study (in response to a 2018 Board motion on Alternative Work Schedules and Alternative Worksites), analyzing the existing County remote pilot programs found that teleworking reduced commute times, allowed departments to expand teams without costly additional facilities, and highlighted several examples of increased job engagement and productivity. The previous study also identified a need for more consistent productivity management for all personnel regardless of work location, training and resources to support teleworkers and their managers, and the need to identify job functions that lend themselves to telework.

Prior to the KPMG study, the County reported in May of 2024 that over 32% of its workforce teleworks, with more than half teleworking for over 50% of their time. Currently, telework prevalence and practices vary across departments and are explored further in this report. Additionally, gaps in performance management are outlined and recommendations/considerations are provided for both telework and performance management processes.

Executive Summary

Beginning in March of 2025, KPMG conducted a comprehensive Telework Assessment for Los Angeles County as part of a Board motion that was issued in May of 2024. Through document reviews, stakeholder interviews, focus groups, and a countywide survey with 21,781 responses, crucial insights and recommendations on telework prevalence, current practices, performance management, and the future of work were provided for Los Angeles County.

Telework Prevalence

Telework prevalence was assessed by analyzing timecode entries for all County employees during the 2024 calendar year. During that time span, 42.5% of County employees indicated that they teleworked at some point during the year.

Key Insights

- 37% of U.S. jobs are amenable to being performed at home, according to Dingel and Neiman (2020), and in 2024, the monthly average of the County's workforce who teleworked was 36.4% demonstrating alignment with broader research.
- 72% of County employees were categorized as "primarily onsite" (teleworking \leq 25% of the time), 21% were categorized as "hybrid" (teleworking $>$ 25%, but $<$ 75% of the time) and 7% were categorized as "primarily telework" (teleworking \geq 75% of the time).
- Departments with the greatest number of primarily onsite employees include Sheriff, Parks and Recreation, and Fire. The greatest percentage of hybrid employees work within the Auditor-Controller, Child Support Services, and Consumer and Business Affairs Departments. The departments reporting the highest percentage of primarily telework employees were Youth Development, Arts and Culture, and Economic Opportunity.

Telework Current Practices

Telework policies vary across County departments. While there is an appetite for greater consistency at a County level, departments continue to value their autonomy in crafting their own policies. Telework in general is viewed favorably among employees and continues to play an important role in attracting and retaining talent within and outside of the County.

Key Insights

- 100% of the 56 stakeholders interviewed indicated that telework has had either a neutral or positive impact on their department.
- Primarily teleworking employees are more likely to be very satisfied in their role (73%) than those working primarily onsite (51%), and the vast majority of primarily teleworkers (89%) report that teleworking itself has improved their job satisfaction.
- Only 4% of survey respondents felt teleworking hindered career advancement opportunities within the County which has traditionally been one of the biggest challenges for teleworkers more broadly.
- Mandatory telework guidelines are favored by 88% of focus group participants, covering aspects like technology use, professional attire, and availability during business hours.
- Significant training gaps exist that may be hindering managers' abilities to lead a hybrid workforce.
- When asked in the countywide survey if employees had ever considered joining a different department because of their telework policy, nearly half (49%) responded yes.
- In general, there is a high level of trust for teleworkers within the County, yet perceived trust gaps exist between senior leaders and teleworkers.

Key Recommendations

KPMG's telework-specific recommendations focus on improving telework policies while preserving departmental autonomy. Key measures include implementing more intentional plans for hybrid collaboration, increasing data collection efforts, implementing mandatory telework guidelines, revising probationary policies for equitable telework integration, and mandating onsite office management for effective emergency response. The recommendations advocate pivoting from location-based tracking to performance metrics, enhancing employee privacy and trust. Departments should track telework usage patterns to refine resource allocation and office space utilization. Expanding current telework training opportunities will better prepare managers to lead a hybrid workforce. Countywide efforts to bridge

perceived inequities between telework and onsite roles are crucial, showcasing the value of all positions. These recommendations, among others detailed in this report, will help the County foster a trust-based, equitable, and productive telework environment for years to come.

Performance Management Current Practices

There are currently three types of performance evaluations that are used for all employees within the County, Management Appraisal Performance Plan (MAPP), Work Plan Model, and Paper-and-Pencil Performance Evaluations. Unlike telework, there is a higher level of consistency in the execution of performance management processes across departments. A key area for improvement involves Key Performance Indicators (KPIs) and productivity metrics which are explored in greater detail throughout this report. While several opportunities for improvements exists, there is a moderate level of satisfaction with some of the current performance management practices within the County.

Key Insights

- In the countywide survey, 56% of respondents indicated that their current performance evaluation was either “extremely” or “very” accurate in reflecting their actual job performance.
- The current 5-point rating scale is often utilized more like a 3-point scale and there is a preference for changing the midpoint label from “competent” to “good” to reduce negative connotations.
- Focus group attendees described the current performance management technology platform as clunky, time-consuming, and ineffective, highlighting their frustration and the need for performance management technology enhancements.
- 82% of focus group attendees doubt their colleagues understand departmental KPIs, indicating a need for better communication and clarity in specific metrics used to assess how effectively a department achieves key business objectives.
- Given the perceived inadequacy of KPI communication, 75% of focus group attendees support creating a “KPI Library” featuring predefined metrics and benchmarks to aid consistency across departments.
- Self-evaluations, which hold no weight in manager’s ratings, are part of the MAPP process which an estimated 1% of County employees use but are not widely used by the majority of Non-MAPP employees. 76% of focus group attendees support including self-evaluations in the performance management process to enhance feedback conversations between managers and employees.

Key Recommendations

This assessment proposes modernizing the performance management process to better reflect contemporary workforce dynamics. Key recommendations include implementing a competency-based system and requiring self-evaluations to enhance employee-manager dialogues. Departments should annually define and submit KPIs to improve accountability, transparency, and alignment to performance evaluations. Establishing baselines of service levels departments provide to the public could help drive performance targets year over year. Lastly, technological upgrades to the performance management system are recommended, aiming to enrich user experience and functionality for a more streamlined and engaging performance management process.

Future of Work

In the future, the County can anticipate a growing demand for flexible and technologically driven hybrid work environments. As telework remains popular with employees and a key driver in attracting and retaining talent, the County should thoughtfully consider the consequences and negative pushback mandating any return-to-office policies widescale would bring. Additionally, artificial intelligence has the potential to play a crucial role in enhancing productivity and efficiency but will require careful consideration of privacy and ethical implications. These anticipated trends suggest a future workforce that prioritizes adaptability, digital advancement, and employee well-being.

Key Insights

- Survey results show a strong desire for continued teleworking, with 65% of employees anticipating increased telework usage, driven by reliance on digital tools, flexible working hours, and collaboration technologies.
- Focus group responses highlight the negative impacts of a return-to-office mandate, including decreased morale and higher turnover, emphasizing the importance of preserving telework.
- AI adoption in state and local government offers efficiency improvements, but raises concerns about privacy, job displacement, and system reliability, necessitating comprehensive training and guidelines.

Overall Takeaway

This assessment underscores the County's commitment to strategic telework and performance management practices that align with modern workforce expectations. By standardizing telework guidelines, improving the communication of KPIs, refining evaluation metrics, and embracing AI with caution, the County can optimize its operational efficacy and maintain workforce satisfaction in a rapidly evolving and changing business environment.

02 Our Approach – Data Collection

Current State Data

KPMG analyzed over **260 current state documents from 37 departments** to better understand deficiencies or gaps in telework recordkeeping, eligibility criteria, policies, and productivity, as well as current performance management practices, metrics, and tools.

Current state documents included information on the following:

-  Countywide Telework Policy Documents
-  Department-Specific Telework Policy Documents
-  Teleworker Eligibility Criteria
-  Productivity and KPI Reports
-  Telework Initiatives, Strategies, or Corrective Actions
-  Supporting Resources for Telework
-  Performance Management Process Documents

Stakeholder Interviews

The goal of the stakeholder interviews was to collect themes from all the departments on the benefits, challenges, and procedures each uses as part of their telework policy.

Primary Stakeholder: Liaison representing one of 37 departments.

Supplemental Stakeholder: Additional stakeholder nominated by departments for an interview or another individual who joined a primary interview.

56

Stakeholders were interviewed during 47 meetings as part of the County Telework Assessment.

37

Primary Stakeholders

19

Supplemental Stakeholders

Focus Groups

KPMG conducted **3 focus groups** to thoroughly assess the effectiveness of teleworking, examine performance management in relation to telework, and take a detailed look at the telework survey findings for further exploration.



Survey Distribution

The countywide survey was designed to provide insights into the current **teleworking trends, challenges, and potential areas of opportunity** within the County whether employees telework or work onsite.



Time Code Entry Dataset

The County provided KPMG with a dataset containing the time code entries for all 107,578 County employees for the calendar year of 2024 (January 2024 to December 2024) across all departments. The data was scrubbed before retrieval to remove any employee identifiers. All information provided to KPMG was anonymous.

The dataset contained the following fields:

- Department
- Role Title
- FLSA ID (Exempt or Non-Exempt)
- Employment Type (Full-Time or Part-Time)
- Location (Only County and State)
- Time Range of Pay Period
- Number of Days Worked Onsite Each Pay Period
- Number of Days Teleworked Each Pay Period

An additional field was created in the dataset to provide a work status designation for each employee. The work status designation was used to determine who was classified as a primarily onsite, hybrid, or primarily telework employee.

- **Primarily onsite** is defined as an employee who teleworked no more than 25% of their total workdays in 2024.
- **Hybrid** is defined as an employee who teleworked more than 25% but less than 75% of their total workdays in 2024.
- **Primarily telework** is defined as an employee who teleworked 75% or more of their total workdays in 2024.

Current State Document Review

To comprehensively assess telework practices across County departments, KPMG collected and analyzed various documents pertaining to telework policies, productivity metrics, performance management processes, eligibility criteria, and supportive resources. The goal was to identify common themes and leading practices that can enhance both telework efficiency and effectiveness. KPMG reviewed over 260 existing documents to better understand the baseline telework environment in the County across each of the departments. The document review analysis is based solely on the documents provided by the departments to KPMG. While every effort was made to capture comprehensive insights, **it was assumed that if data was not provided, it did not exist.**

The documents were inclusive of but not limited to the following categories:

- Countywide Telework Policy Documents
- Department-Specific Telework Policy Documents
- Teleworker Eligibility Criteria

- Productivity and KPI Reports
- Telework Initiatives, Strategies or Corrective Actions
- Supporting Resources for Telework
- Performance Management Process Documents

Information Provided by Departments

Table 1: Information Provided by Departments

Departments	Telework PPG	Telework Forms	Telework Eligibility	Metrics/Tracking/ Reporting	TW Probationary	Perf. Mgmt. Docs	PIP	Additional Training	IT Security	Ergonomics
Aging and Disabilities	✓	✓	✓	✓		✓				
Agricultural Commissioner/Weights and Measures	✓	✓	✓	✓	✓					
Alternate Public Defender	✓	✓	✓							
Animal Care and Control	✓	✓	✓		✓					
Arts and Culture	✓	✓	✓							
Assessor	✓	✓	✓	✓		✓	✓	✓		
Auditor-Controller	✓	✓	✓	✓		✓	✓			
Beaches and Harbors	✓	✓	✓	✓		✓	✓			
Chief Executive Office	✓	✓	✓		✓					
Child Support Services	✓	✓	✓	✓	✓	✓	✓			
Children and Family Services	✓	✓	✓	✓		✓				✓
Consumer and Business Affairs	✓	✓	✓		✓	✓	✓			
County Counsel	✓	✓	✓	✓	✓	✓	✓			✓
District Attorney	✓	✓	✓					✓		
Economic Opportunity	✓	✓	✓			✓	✓			
Executive Office, Board of Supervisors	✓	✓	✓	✓		✓	✓	✓	✓	

Departments	Telework PPG	Telework Forms	Telework Eligibility	Metrics/Tracking/ Reporting	TW Probationary	Perf. Mgmt. Docs	PIP	Additional Training	IT Security	Ergonomics
Fire	✓	✓	✓	✓	✓	✓				
Health Services	✓	✓	✓							
Human Resources	✓	✓	✓	✓						
Internal Services Department	✓	✓	✓	✓			✓			
Justice, Care and Opportunities	✓	✓	✓			✓	✓			✓
LA County Library	✓	✓	✓	✓						
Medical Examiner	✓	✓	✓	✓		✓		✓		
Mental Health	✓	✓	✓			✓	✓			
Military and Veterans Affairs	✓	✓	✓	✓		✓	✓			
Museum of Art	<i>Note: Data and documents were collected from 37 out of 38 County departments. The Museum of Art did not participate in this assessment.</i>									
Natural History Museum	✓	✓	✓							
Parks and Recreation	✓	✓	✓	✓						
Probation	✓	✓	✓							
Public Defender	✓	✓	✓	✓						
Public Health	✓	✓	✓	✓	✓					
Public Social Services	✓	✓	✓	✓		✓				
Public Works	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Regional Planning	✓	✓	✓		✓					
Registrar-Recorder/County Clerk	✓	✓	✓	✓	✓	✓			✓	✓
Sheriff	✓	✓	✓	✓	✓				✓	
Treasurer and Tax Collector	✓	✓	✓	✓		✓		✓	✓	
Youth Development	✓	✓	✓			✓				

Stakeholder Interviews

KPMG held in-depth interviews with liaisons representing 37 County departments to capture detailed insights and strategic viewpoints on telework. In total, KPMG interviewed 56 County employees: 37 primary stakeholders and 19 supplemental stakeholders. The supplemental stakeholders came from various departments. Each department was invited to provide the contact information of an additional stakeholder to participate in a second interview, although not all departments chose to do so, some had multiple stakeholders join their primary interview. The goal of the stakeholder interviews was to collect themes from all the departments on the benefits, challenges, and procedures each uses regarding their telework policy. Despite several attempts to contact and include the Museum of Art department, they did not participate in this assessment.

Countywide Survey

The Countywide Telework Assessment Survey was designed and administered with the objective of gaining a comprehensive understanding of teleworking trends within the County's diverse workforce. In response to evolving workplace dynamics, as well as global events that have shifted the landscape of teleworking, the purpose of the survey was to collect valuable insights into the experiences and perceptions of telework among County employees.

The survey targeted the entire County workforce, including both onsite and telework employees across all departments, representing a wide array of roles and responsibilities. This inclusivity was crucial for capturing the diverse needs and challenges faced by the County's employees in different work settings and under varying departmental policies.

Comprised of 45 questions, the survey covered a variety of topics related to teleworking, such as current practices, departmental policies, and perceived benefits and challenges. The survey items were a mix of closed-ended questions, multiple-choice selections, and open-ended prompts, allowing participants to share both quantitative feedback and qualitative insights. Specific areas of inquiry included telework prevalence and experiences, employee productivity, and performance management. With a remarkable 21,781 responses, the survey achieved substantial participation.

Focus Groups

In pursuit of a deeper understanding and more nuanced perspectives on teleworking within the County, KPMG conducted three interactive focus groups as part of the assessment. These focus groups were designed to complement the stakeholder interview and survey findings by fostering constructive discussions and gathering additional insights on the implementation and impact of both telework and performance management policies.

The three focus groups were structured around distinct areas of interest:

1. **Effectiveness of Teleworking:** The first focus group concentrated on evaluating the overall effectiveness of teleworking within the County, discussing what has worked well and identifying areas for improvement.
2. **Performance Management in Relation to and Outside of Telework:** The second focus group focused on examining how effective the current performance management process is within the County. Participants also shared experiences and suggestions on how teleworking intersects with productivity, performance evaluations, and goal setting.

3. **A Deeper Dive into Telework Survey Findings and Recommendations:** The third focus group took a closer look at the survey results, interpreting the data and deriving actionable insights into enhancing telework practices across departments. Initial recommendations were explored and rated.

For more information on how focus group attendees were selected, reference the [Methodology Section](#) of this report.

Feedback From Labor Partners

For a comprehensive assessment of the Los Angeles County telework initiative, KPMG actively engaged with labor partners to integrate their perspectives. KPMG conducted two one-hour sessions that offered a platform for labor partners to share their insights. All labor partners were invited to attend the sessions. Five representatives from various labor union organizations were in attendance. The feedback provided was valuable and consistent with themes from previous interviews.

Labor partners echoed the sentiment that telework is well-received within the departments and emphasized the potential for its expansion and continuation as a mutually beneficial arrangement. They praised their departments' effectiveness in supporting telework and addressing related performance and productivity concerns. Furthermore, labor partners acknowledged telework as a viable model, highlighting the need for more consistent policies, trust-building measures, and integration efforts. The sessions also underscored the positive impacts associated with telework while recognizing the importance of addressing lingering biases against it. Lastly, there was a consensus on the need to explore opportunities for cost savings across the County and make enhancements to the work-life quality of employees.

This alignment between labor partners feedback and other collected data corroborates the findings and reinforces the positive outlook on teleworking as an evolving practice within the County.

03 Telework Prevalence and Location

To assess the prevalence of telework across departments, KPMG obtained a comprehensive dataset from the County containing all employee timecode entries for the calendar year 2024. All Personally Identifiable Information (PII) was removed prior to KPMG retrieval to maintain the anonymity of individual employees. The dataset included daily timecode entries for 107,578 County employees, with details on whether the employee worked remotely or onsite. The dataset was carefully analyzed and organized into a dashboard to validate accuracy and reliability in the findings. KPMG’s analysis focused on identifying telework prevalence, frequency, and location across different departments and roles.

The following figure shows a breakdown of the entire workforce by work status and exempt status in 2024:

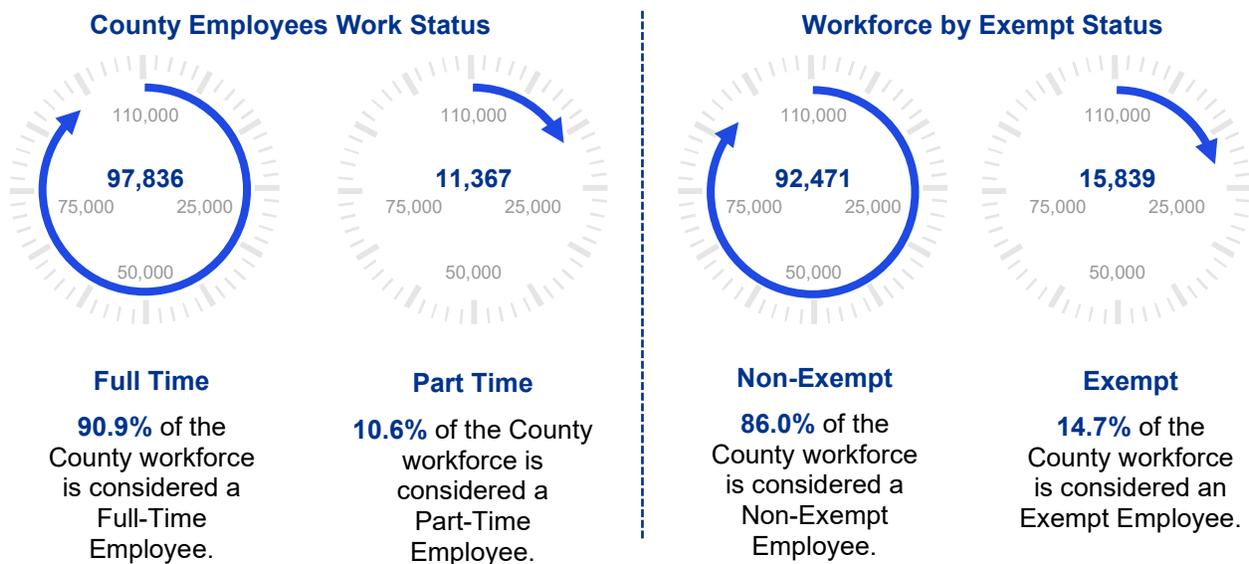


Figure 1: County by Status

Note that the percentages exceed 100% because some employees are counted in multiple categories. This occurs when they switch between full-time and part-time or change exempt status within the year.

According to the timecode data received, **42.5% of County employees teleworked at some point during the 2024 calendar year** with a monthly average of 36.4% telework participation. Below you can see the breakdown of the workforce by telework status.

- **Primarily Onsite** is defined as an employee who teleworked no more than 25% of their total workdays in 2024.
- **Hybrid** is defined as an employee who teleworked more than 25% but less than 75% of their total workdays in 2024.
- **Primarily Telework** is defined as an employee who teleworked 75% or more of their total workdays in 2024

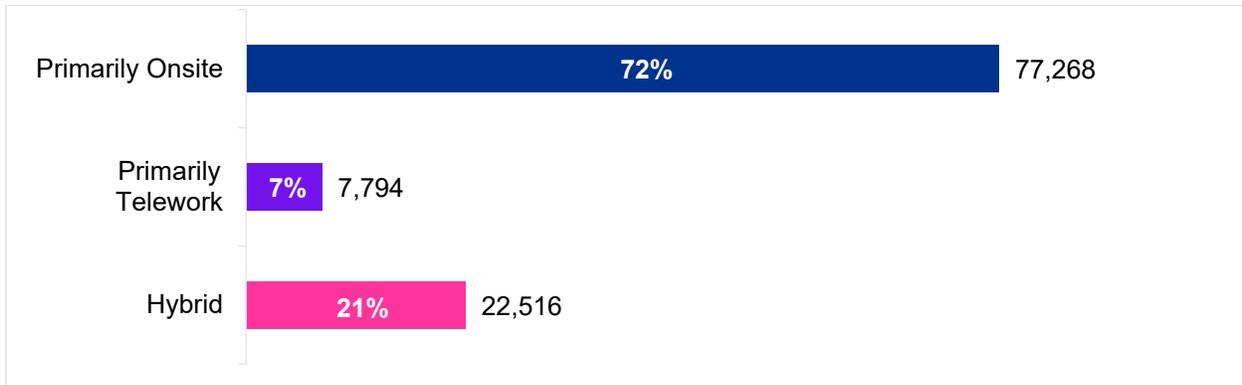


Figure 2: County Workforce by Work Arrangement

The following table shows a breakdown of the “primarily teleworker” workforce by work status and exempt status.

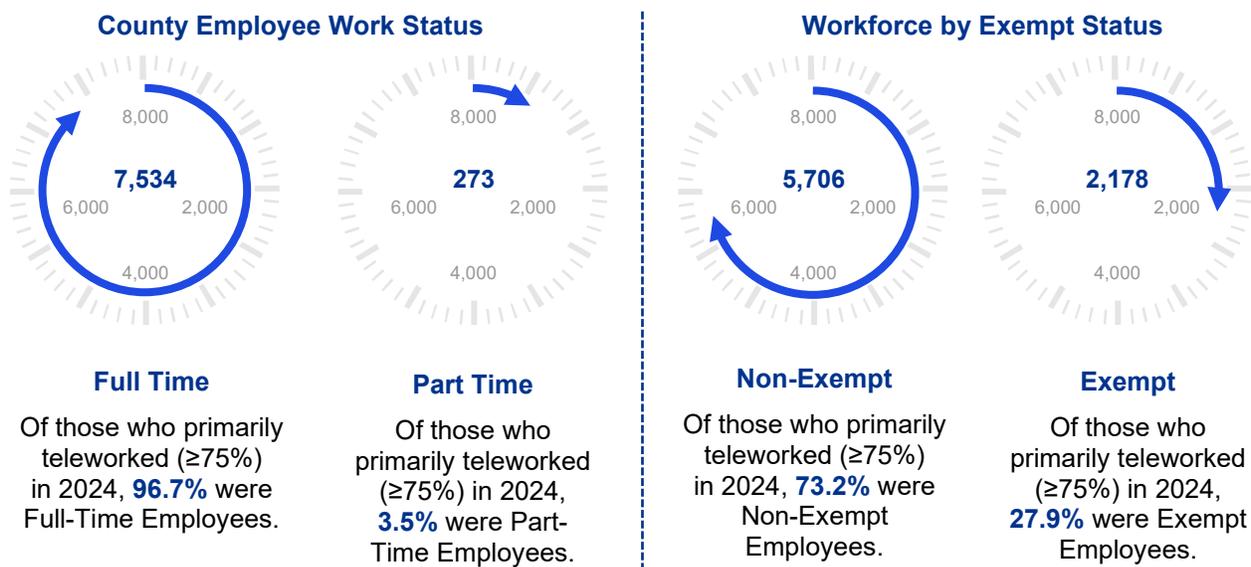


Figure 3: County Workforce by Status.

Note that the percentages exceed 100% because some employees are counted in multiple categories. This occurs when they switch between full-time and part-time or change exempt status within the year.

The composition of the County’s teleworking workforce reflects broader trends observed internationally. Research in 2020 revealed that 37% of jobs in the United States could feasibly be performed from home. Similarly, a 2021 study conducted in Norway found that 38% of Norwegian jobs were amenable to remote work. In alignment with these findings, the County has embraced telework as a significant component of its workforce strategy.

Location of Los Angeles County Workforce by County

To gain a deeper insight into the geographical distribution of the workforce, KPMG conducted an analysis of employee locations across all counties in California. As expected, the overwhelming majority reside in Los Angeles County.

Table 2: Location of Workforce by County

County Name	# of Employees	% of Employees
Los Angeles County	101,022	93.906%
San Bernardino County	2,772	2.577%
Orange County	2,169	2.016%
Riverside County	1,025	0.953%
Ventura County	342	0.318%
Kern County	105	0.098%
San Diego County	47	0.044%
Santa Barbara County	12	0.011%
Sacramento County	10	0.009%
Santa Clara County	7	0.007%
Tulare County	6	0.006%
Yolo County	3	0.003%
Contra Costa County	2	0.002%
San Luis Obispo	2	0.002%
Imperial County	1	0.001%
Madera County	1	0.001%
Placer County	1	0.001%
San Francisco County	1	0.001%
San Joaquin County	1	0.001%
San Mateo County	1	0.001%
Santa Cruz County	1	0.001%
Shasta County	1	0.001%
Solano County	1	0.001%
Sonoma County	1	0.001%

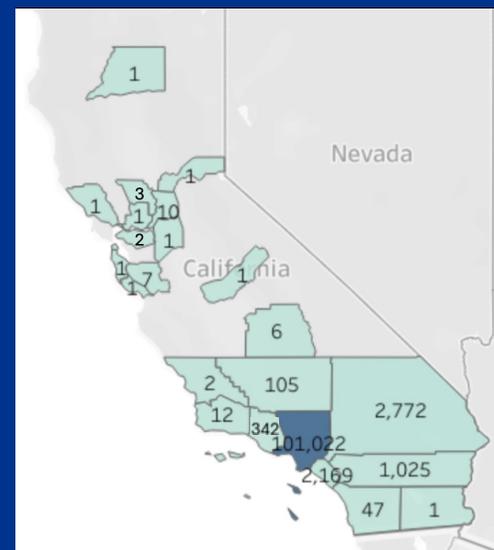


Figure 6: Location of Workforce by County

Note: Employees with out-of-state or unknown county locations were not included in this table. Due to rounding, the sum of percentages may not equal 100%.

Location of “Primarily Teleworkers” by County

The distribution of “primarily teleworkers” closely aligns with the overall geographic distribution of the County workforce; more specifically, the top 7 counties “primarily teleworkers” live in mirrors the top 7 counties the entire workforce lives in (Los Angeles County, San Bernardino County, Orange County, Riverside County, Ventura County, Kern County, and San Diego County). The table below details the counties where these teleworkers reside, highlighting the primary areas contributing to the telework environment.

Table 3: Location of Primarily Teleworkers by County

County Name	# of Employees	% of Employees
Los Angeles County	6459	82.871%
San Bernardino County	558	7.159%
Orange County	402	5.158%
Riverside County	244	3.131%
Ventura County	58	0.744%
Kern County	27	0.346%
San Diego County	16	0.205%
Tulare County	3	0.038%
Sacramento County	2	0.026%
Santa Barbara County	2	0.026%
Contra Costa County	1	0.013%
Madera County	1	0.013%
San Francisco County	1	0.013%
San Mateo County	1	0.013%
Santa Clara County	1	0.013%
Santa Cruz County	1	0.013%
Solano County	1	0.013%
Sonoma County	1	0.013%

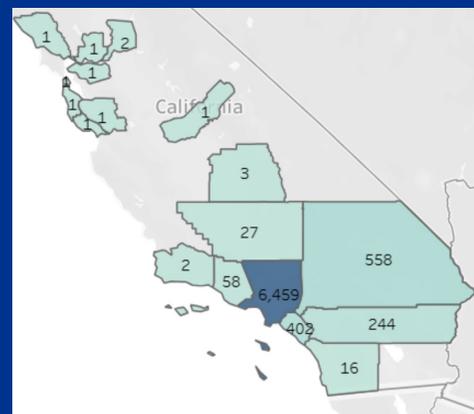


Figure 7: Location of Primarily Teleworkers by County

Note: The 15 out-of-state primary teleworkers were not included in this table. Additionally, due to rounding, the sum of percentages may not equal 100%.

This distribution underscores the flexibility of telework arrangements, enabling employees to maintain residence in a variety of locations while contributing to the County’s operations. The high concentration of teleworkers within the County underlines its central role in the workforce’s demographics, while the presence of teleworkers in counties and out-of-state demonstrates the County’s broad geographic reach and ability to draw and attract talent.



A Closer Look

Insights From Stakeholder Interviews and Focus Groups

The Civic Center is an undesirable location for employees to commute to, therefore telework is needed to stay competitive in those job markets.

“Provide more satellite spaces (WeWork) to serve our decentralized workforce. Often, our lower compensated employees work farther out from Civic Center, but require office resources to get work done. These are not home office resources such as high-capacity printing and scanning. Having more County offices in further locations would help.” – Focus Group Attendee

“Increase Civic Center mitigation bonus.” – Focus Group Attendee

Telework by Department

Prevalence of Telework: Primarily Telework

The prevalence of telework across various departments in the County presents an insightful view into how flexible work arrangements have been adopted across diverse sectors. The table below shows a departmental breakdown of the percentage of employees that telework **at least 75% of the time**. The widespread degree of prevalence among departments is primarily due to factors such as operational needs, as well as office space availability.

For instance, with 71.2% of its employees primarily teleworking, the Youth Development department leads in embracing telework practices and leveraging technology to maintain operations for their youth programs despite their infancy as a department and lack of onsite office space. The variation is indicative of how telework aligns with the nuances of specific departmental functions. While some departments maintain lower percentages of primary teleworkers due to the need for in-person demands, like Public Defender (1.5%) and Parks and Recreation (0.1%), other departments like LA County Library (8.7%) and Animal Care and Control (8.7%) are gradually incorporating telework where feasible.

Table 4: Prevalence of Telework (Primarily Telework)

County Department Name	% of Employees Primarily Teleworking
Youth Development	71.2%
Arts and Culture	56.6%
Economic Opportunity	52.9%
Justice, Care and Opportunities	47.7%

County Department Name	% of Employees Primarily Teleworking
Human Resources	40.8%
County Counsel	33.5%
Chief Executive Office	30.4%
Regional Planning	25.4%
Mental Health	17.7%
Board of Supervisors	15.1%
Treasurer and Tax Collector	13.7%
Public Social Services	13.5%
Assessor	12.9%
Children and Family Services	12.4%
Alternate Public Defender	9.9%
Animal Care and Control	8.7%
LA County Library	8.7%
Internal Services	7.2%
Public Health	7.1%
Auditor-Controller	5.8%
Health Services	4.3%
District Attorney	3.8%
Beaches and Harbors	3.8%
Registrar-Recorder/County Clerk	3.7%
Probation	3.6%
Aging and Disabilities	2.7%
Public Works	2.3%
Public Defender	1.5%
Child Support Services	1.5%
Fire	0.2%
Parks and Recreation	0.1%
Sheriff	0.0%
Medical Examiner	0.0%

County Department Name	% of Employees Primarily Teleworking
Military and Veterans Affairs	0.0%
Agricultural Commissioner/Weights and Measures	0.0%
Natural History Museum	0.0%
Museum of Art	0.0%
Consumer and Business Affairs	0.0%

Note: Table 4 includes part-time employees, staff with work accommodations, and individuals who did not work the full year.

Prevalence of Telework: Hybrid

Hybrid telework arrangements have become an integral part of workforce flexibility in the County, allowing employees to split their work between remote and in-office environments. The following table shows a departmental breakdown of the percentage of employees who telework **more than 25% of the time and less than 75% of the time**.

Departments such as Auditor-Controller (85.0%) and Child Support Services (77.0%) exhibit significant engagement with hybrid work models. The high prevalence of hybrid employees highlights the robust implementation of balanced work models, which may be optimal for roles that require in-person duties while also benefiting from telework opportunities. A significant number of departments have adopted hybrid schedules, with as many as 11 departments having at least half of their employees working hybrid, showcasing a blend of remote and in-office work that aligns with their current department dynamics.

Table 5: Prevalence of Telework (Hybrid)

County Department Name	% of Employees Working Hybrid
Auditor-Controller	85.0%
Child Support Services	77.0%
Consumer and Business Affairs	68.0%
Assessor	64.5%
Regional Planning	63.9%
Chief Executive Office	62.4%
Aging and Disabilities	61.3%
County Counsel	56.7%
Internal Services	54.0%
Treasurer and Tax Collector	53.0%

County Department Name	% of Employees Working Hybrid
Museum of Art	50.0%
Economic Opportunity	42.3%
Public Health	41.6%
Human Resources	39.5%
Children and Family Services	39.3%
Board of Supervisors	38.8%
Public Works	36.3%
Justice, Care and Opportunities	35.9%
Natural History Museum	33.3%
Mental Health	32.2%
Public Social Services	30.9%
District Attorney	27.1%
Youth Development	25.8%
Beaches and Harbors	21.7%
Animal Care and Control	17.3%
Public Defender	11.4%
Arts and Culture	10.8%
Probation	10.1%
LA County Library	9.2%
Registrar-Recorder/County Clerk	9.1%
Alternate Public Defender	8.8%
Agricultural Commissioner/Weights and Measures	7.2%
Health Services	7.0%
Military and Veterans Affairs	6.5%
Medical Examiner	6.1%
Fire	4.7%
Parks and Recreation	3.9%
Sheriff	0.4%

Prevalence of Telework: Primarily Onsite

Certain departments within the County require a significant onsite presence due to the nature of their work, ensuring essential services remain uninterrupted. The following table shows a departmental breakdown of the percentage of employees who **work onsite at least 75% of the time for the County**.

There are numerous departments with high onsite work prevalence, such as the Sheriff's Department (99.6%), Parks and Recreation (96.0%), and Fire Department (95.1%). These departments are comprised of roles that inherently demand physical presence, whether for public safety, emergency response, or community engagement.

Table 6: Primarily Telework (Primarily Onsite)

County Department Name	% of Employees Working Primarily Onsite
Sheriff	99.6%
Parks and Recreation	96.0%
Fire	95.1%
Medical Examiner	93.9%
Military and Veterans Affairs	93.5%
Agricultural Commissioner/Weights and Measures	92.8%
Health Services	88.6%
Public Defender	87.2%
Registrar-Recorder/County Clerk	87.2%
Probation Department	86.3%
LA County Library	82.1%
Alternate Public Defender	81.2%
Animal Care and Control	74.0%
Beaches and Harbors	73.7%
District Attorney	69.1%
Natural History Museum	66.7%
Public Works	61.4%
Public Social Services	55.6%
Public Health	51.3%
Mental Health	50.1%
Museum of Art	50.0%

County Department Name	% of Employees Working Primarily Onsite
Children and Family Services	48.3%
Board of Supervisors	46.1%
Internal Services	38.8%
Aging and Disabilities	36.0%
Treasurer and Tax Collector	33.3%
Arts and Culture	32.5%
Consumer and Business Affairs	32.0%
Assessor	22.6%
Child Support Services	21.5%
Human Resources	20.7%
Justice, Care and Opportunities	16.4%
Regional Planning	10.7%
County Counsel	9.8%
Auditor-Controller	9.1%
Chief Executive Office	7.2%
Economic Opportunity	4.8%
Youth Development	3.0%

Prevalence of Telework by Common Roles: Primarily Telework by Employee Count

The following table captures roles where primarily telework is most prevalent, categorized by the number of employees throughout the County and the percentage of those employees in that role who primarily telework. Several roles demonstrate a strong telework component, with substantial percentages of their workforce engaging predominantly in remote activities. For example, Eligibility Workers II, with 1,590 employees, has a primarily telework prevalence of 21.1% indicating a portion of their responsibilities can be effectively managed offsite. These employees make up the largest portion of the County’s primarily telework composition. Certain positions, such as Appeals Hearing Specialist, and Health Information Associate, have higher percentages primarily teleworking at 73.0% and 66.5% respectively. These roles are likely to leverage technology to perform tasks such as conducting proceedings and health information management without the need for physical presence.

Table 7: Prevalence of Telework by Common Roles (Primarily Telework)

County Job Title	# of Employ.	% of Employ. In Role
Eligibility Worker II	1,590	21.1%
Children's Social Worker III	526	15.9%
Eligibility Supervisor	203	17.0%
Administrative Services Manager I	189	21.1%
Intermediate Typist-Clerk	170	3.9%
Children Services Administrator	150	37.8%
Psychiatric Social Worker II	145	15.5%
Senior Deputy County Counsel	126	62.4%
Senior Information Systems Analyst	124	32.0%
Staff Analyst, Health	124	30.7%
Senior Typist-Clerk	122	8.0%
Health Information Associate	111	66.5%
Management Analyst	104	16.5%
Information Systems Analyst II	101	34.0%
Senior Clerk	90	10.5%
Appeals Hearing Specialist	89	73.0%
Administrative Services Manager II	81	20.0%
Senior Application Developer	76	33.2%
Deputy County Counsel	79	39.9%

Prevalence of Telework by Common Roles: Primarily Onsite by Employee Count

Certain roles within the County require a predominantly onsite presence, driven by the nature of their responsibilities and the need for direct interaction with the public or in-person operations. The following table outlines roles in descending order of number of employees working primarily onsite. Roles such as Deputy Sheriff and Fire Fighter (56 Hours) exemplify jobs that necessitate full onsite engagement, with 100% of employees working in-person. These are crucial to maintaining public safety and emergency response. Similarly, Registered Nurses I and II have high onsite percentages (98.6% and 91.7% respectively), demonstrating the need for hands-on medical care and patient interaction that cannot be performed remotely. Administrative roles like Intermediate Typist-Clerk and Intermediate Clerk show substantial onsite presence as well, with 80.1% and 89.5% of employees working onsite, suggesting that

majority of their job duties involve documents that necessitate being in the office. Despite the growing prevalence of telework, these positions remain anchored in their onsite functions, supporting the County’s essential service landscape.

Table 8: Prevalence of Telework by Common Roles (Primarily Onsite)

County Job Title	# of Employ.	% of Employ. In Role
Deputy Sheriff	7,204	100.0%
Eligibility Worker II	3,818	50.5%
Intermediate Typist-Clerk	3,496	80.1%
Registered Nurse I	2,750	98.6%
Intermediate Clerk	2,208	89.5%
Children’s Social Worker III	1,571	47.4%
Physician, Post-Graduate (Years 2-7)	1,554	99.9%
Registered Nurse II	1,535	91.7%
Fire Fighter (56 Hours)	1,457	100.0%
Nursing Attendant I	1,306	99.9%
Sergeant	1,191	100.0%
Eligibility Worker I	1,184	90.5%
Deputy Probation Officer II, Field	1,124	96.2%
Custody Assistant	1,084	100.0%
Senior Typist-Clerk	916	60.2%
Clerk, NC	796	99.5%
Fire Fighter Specialist (56 Hours)	788	100.0%
Election Assistant II, NC	722	95.0%
Children’s Social Worker II	718	73.0%

Prevalence of Telework by Common Roles: Hybrid by Employee Count

Hybrid work arrangements have gained significant traction within the County. The following table highlights which roles comprise the largest composition of the hybrid workforce. Roles such as Eligibility Worker II and Children’s Social Worker III demonstrate the greatest number of employees engaged in hybrid work, with 2,175 and 1,216 hybrid employees respectively. These positions utilize telework for tasks such as case management and documentation while maintaining face-to-face interactions when necessary. Positions like Social Worker and Child Support Specialist II have particularly high hybrid engagement within their roles, with 69.9% and 88.3% of employees working in this manner.

Table 9: Prevalence of Telework by Common Roles (Hybrid)

County Job Title	# of Employ.	% of Employ. In Role
Eligibility Worker II	2,145	28.4%
Children’s Social Worker III	1,216	36.7%
Intermediate Typist-Clerk	699	16.0%
Social Worker	560	69.9%
Supvg Children’s Social Worker	549	56.9%
Child Support Specialist II	535	88.3%
Senior Typist-Clerk	483	31.8%
Administrative Services Manager	479	53.5%
GAIN Services Worker	478	57.6%
Eligibility Supervisor	440	36.8%
Management Analyst	386	61.1%
Psychiatric Social Worker II	307	32.9%
Public Health Nurse	294	57.0%
Senior Clerk	272	31.7%
Accountant II	271	67.8%
Secretary III	252	52.6%
Staff Analyst, Health	232	57.4%
Children’s Social Worker II	222	22.6%
Administrative Services Manager II	219	53.9%
Children Services Administrator I	219	55.2%

Prevalence of Telework by Common Roles: 100% Primarily Telework

The roles listed in the following table are designated as 100% primarily telework, indicating that employees in these positions perform their job duties exclusively from remote locations. These roles encompass various departments and specialties, ranging from engineering and statistical analysis to arts management and information technology. This range demonstrates the adaptability and continued effectiveness of these positions in contributing to the County’s operations.

Table 10: Common Roles 100% Primarily Teleworking

Listed below are roles that involve exclusively primarily telework:	
Supvg Highway Engineering Specialist II	Executive Assistant, Child and Family Services
Structural Engineer	Executive Director, Native American Indian Commission (UC)
Staff Analyst, Commission Services	Executive Director, Employee Relations Commission (UC)
Senior Land Division Specialist	Executive Director, CEOP (UC)
Special Assistant, Internal Services Department	Executive Assistant, Citizens Economy and Efficiency Comm (UC)
Senior Statistical Clerk	Director, Info Systems Advisory Body (UC)
Senior Finance Analyst	Deputy Director, Regional Planning
Section Manager, Contracts, ISD	Climate Resilience Officer (UC)
Roadside Tree Superintendent	Client Resilience Officer (UC)
Purchasing Specialist, Medical Center	Chief, Financial Management, Fire
Property Services Advisor	Chief, Contract Monitoring, H.S.
Project Administrator, ICSC	Chief Sustainability Officer (UC)
Program Assistant, Arts and Culture	Chief Of Psychology, Mental Health (UC)
Program Director, Consumer Rights and Advocacy	Chief Of Peer Services, Mental Health (UC)
Principal Property Assessment Specialist	Chief Information Security Officer (UC)
Manager, Arts and Culture	Chief Deputy Inspector General (UC)
Legislative Officer, Mental Health	Chief Deputy Director, Aging and Disabilities (UC)
Justice Program Director	Chief Deputy County Librarian (UC)
Information Technology Project Manager II	Chief, Mental Health Progs Evaluation
Information Technology Project Management Office Manager	Chief Deputy Director, Animal Care and Cont (UC)
Information Technology Project Manager III	Assistant Standard and Specialist Coord, Med Ctr
Human Relations Consultant	Associate Chief Information Systems, HS
Head, Support Services, LA County Library	Assistant Property Assessment Specialist
Executive Director, Youth Commission (UC)	Assistant Director, LA County Library (UC)
Executive Director, ICAN (UC)	Assistant Director, Information Systems Advisory Body
Executive Director, Coliseum Commission (UC)	Administrative Assistant IV, Assessor

04 Telework Themes and Findings

The Current Landscape of Telework: Big Picture

The history of telework, as we commonly know it, dates back to 1973, when the term “telecommuting” was coined by NASA engineer Jack Nilles. During the early 1980s, IBM notably experimented with telework, and in 1989, Los Angeles County followed suit by launching its first official telework policy. In the last few decades, telework has continued to increase in popularity and prevalence, reaching peak levels during the COVID-19 pandemic out of necessity. Since the end of the pandemic, private organizations and public agencies alike have been reexamining their telework policies and the talent trends that drive the labor market.

According to a 2025 [study](#), adoption of telework arrangements in the U.S. has experienced a notable increase in recent years, with participation rates rising from 19.9% in October 2022 to 23.6% by January 2025. On a state level, Colorado leads the nation with 31.7% of its workforce engaged in teleworking, followed by Massachusetts at 29.4%, Washington at 28.5%, and Maryland at 27.6%. Conversely, Mississippi, Alabama, and Arkansas have the lowest telework rates, at 4.7%, 7.7%, and 9.0% respectively. While the total number of employees who teleworked some hours has increased in the last few years, the total number of employees who teleworked all hours has decreased. This trend shows the increasing need for organizations to equip their workforces with the proper infrastructure and resources needed to manage a hybrid workforce.

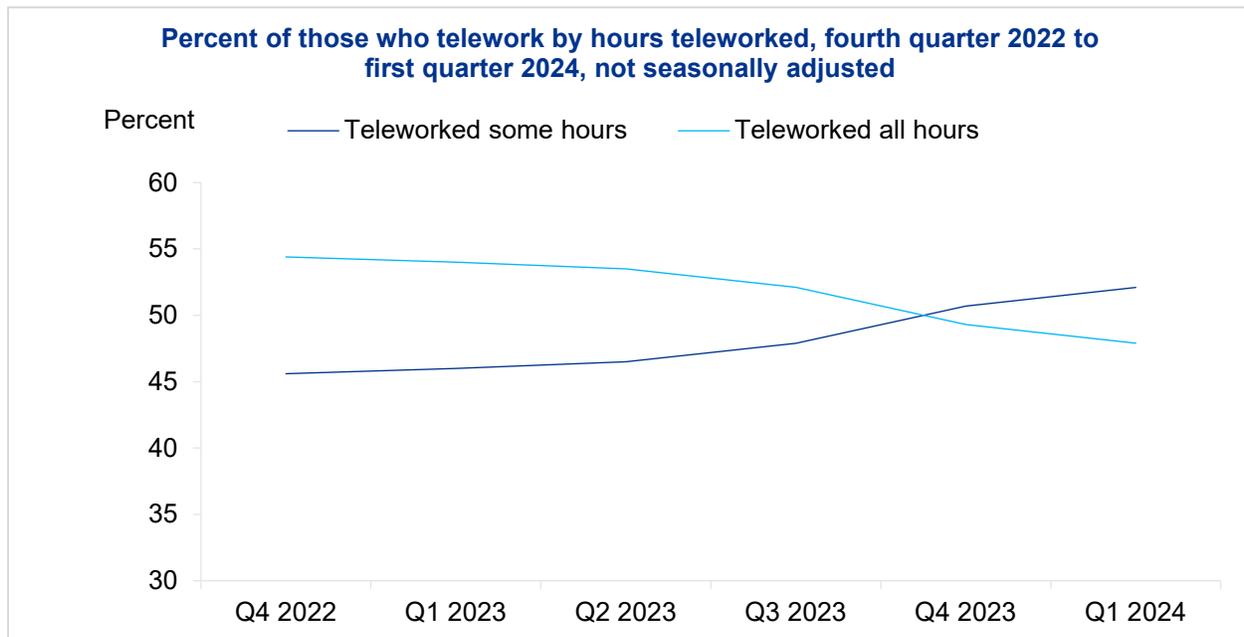


Figure 8: Telework Trends

Source: [U.S. Bureau of Labor Statistics \(2024\)](#)

On a state and local government level, large agencies (2,500+ FTE) offering regular hybrid scheduling for eligible telework positions saw a modest decline from 88% to 75% in 2025, yet telework remains a widely established practice. The following table shows the breakdown of state and local government telework prevalence by agency size. Note that among the agencies with hybrid schedules (n=173), 61% have designated shared in-office days.

Table 11: Flexible Work Arrangements by Number of Full-Time Equivalent Employees (FTEs)

Agency Size	Hybrid work	Regular telework outside the metro area or state	No flexible work practices
Under 250 FTEs	36%	1%	29%
250-499 FTEs	48%	5%	26%
500-2,499 FTEs	64%	8%	18%
2,500 or more FTEs	75%	17%	8%

Source: [MissionSquare Research Institute 2025 State and Local Government Workforce Study](#)

When examining the question of who teleworks, a positive relationship between educational attainment and one’s likelihood of teleworking emerges. Among people age 25 and older, those with advanced degrees teleworked the most, at 43.6% in the first quarter of 2024, higher than the rate recorded a year earlier, at 38.8%.

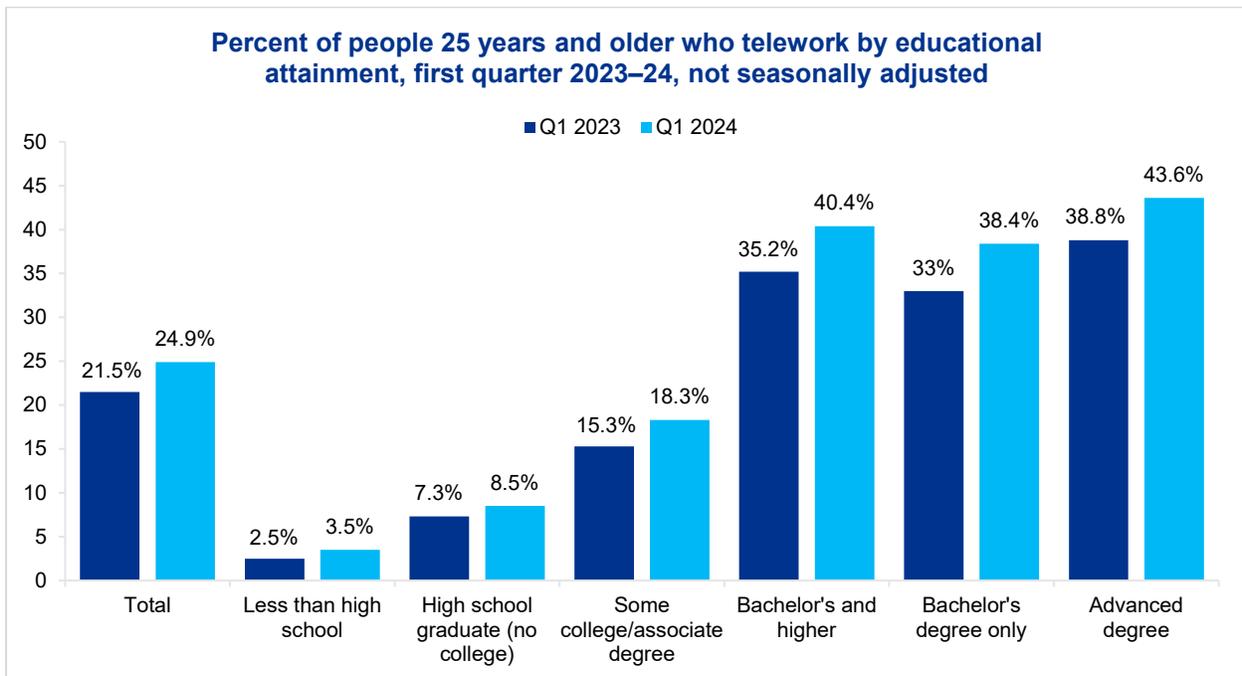


Figure 9: Telework by Educational Attainment

Source: [U.S. Bureau of Labor Statistics \(2024\)](#)

When it comes to recruiting and retaining talent, telework plays a vital role. According to a study of federal agencies published by the U.S. Office of Personnel Management (OPM) in December of 2024, [51%](#) of agencies reported that candidates and new employees had indicated that their agency’s telework policy played a significant role in applying for and/or accepting a position. Sixty percent of agencies cited access to telework and remote work as a key component of employee retention efforts.

Similarly, on a state and local government level, a 2024 study by MissionSquare Research Institute found that [28%](#) of agencies with 2,500+ FTEs indicated that a "desire for more remote work" was one of the top reasons employees cited for leaving in exit interviews.

Talent recruitment and retention should be a high priority for state and local government agencies as [15%](#) have indicated that the largest wave of retirements are “taking place now” and [46%](#) indicated that they will be “in the next few years.” Offering telework may be one strategy that helps public agencies retain a pipeline of internal talent. Doing so may also help with succession planning efforts and mitigate some of the inevitable risk related to anticipated turnover.

Multiple research studies and organizational surveys, such as the one below from the U.S. Office of Personnel Management (OPM), show that teleworking improves productivity and organizational outcomes.

Table 12: Positive Impact of Telework on Agency Productivity

Positive Impact of Telework on Agency Productivity	Percentage of Responding Agencies
Telework and remote work allow my agency to be more resilient during emergency events (For example weather related events, natural disasters, or COOP events).	69%
Increased access to telework and remote work has been cited as a key component of employee retention efforts within my agency.	60%
New employees and candidates have indicated my agency’s telework and remote work policy played a significant role in applying for and/or accepting a position.	51%
Managers report that telework and remote work contribute to increased team productivity.	35%
Managers report telework and remote work have improved employee engagement across all levels of the workforce.	34%
Telework and remote work have allowed my agency to reduce our operating costs significantly.	33%
Other (please type).	9%
Insufficient basis to judge.	8%

Source: [2024 Status of Telework in the Federal Government](#)

More generally, “flexible work practices” (including but not limited to telework) have been reported from state and local government agencies to have a positive impact on productivity, with only [4%](#) of surveyed agencies saying such practices have had a negative impact on productivity.

33%

Employee Retention

A randomized control study of a large technology organization showed that **hybrid working improved job satisfaction and reduced quit rates by one-third.**

40%

Increased Access

A recent study estimated that telework has **increased full-time employment of workers with disabilities by 12% on average, and by as much as 40% in computer occupations.**

12%

Increased Productivity

A recent public-sector study found that fewer distractions was the main reason why working from home led to a **12% increase in productivity of workers whose tasks do not require team interaction.**

Additional Telework Benefits include but are not limited to:

- ✓ Saving commute time
- ✓ Reducing the number of breaks and sick days
- ✓ Increasing workers' satisfaction
- ✓ Allowing for more flexible hours
- ✓ A better balance of career opportunities and care-taking responsibilities

Figure 10: Additional Telework Benefits

Sources: [GAO Telework Report, 2025](#); [Bloom N, Han R, Liang J., 2024](#); [Fenizia, Alessandra and Kirchmaier, 2025](#)

In addition to retention and productivity, other recorded benefits of telework include, but are not limited to, increased access to work opportunities for those with disabilities, fewer reported sick days, and time saved from commuting.

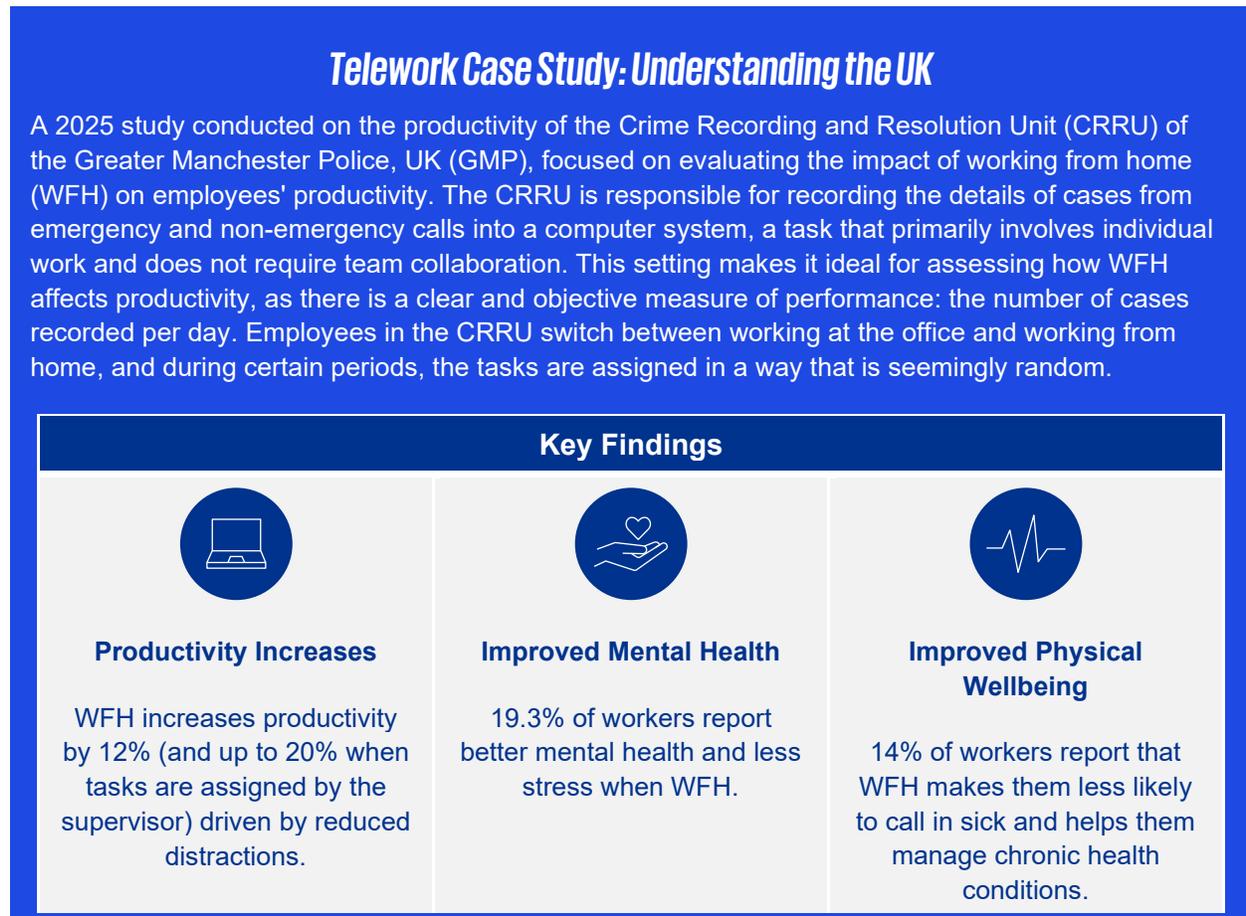


Figure 11: Telework Case Study (Understanding the UK)

Lastly, it should be noted that in 2024 overall job satisfaction for hybrid workers in the U.S ([65.5%](#)) was higher than the national average for all workers ([50%](#)).

Additional Insight:

*Reduced interactions when WFH may **generate short-term productivity gains** but can **negatively impact workers' long-term productivity if 100% remote**, the negative impacts of this risk can be mitigated by a hybrid approach.*

Source: [Fenizia, Alessandra and Kirchmaier, Tom, Not Incentivized Yet Efficient: Working From Home in the Public Sector \(January 14, 2025\).](#)

In 2024, the Society of Industrial-Organizational Psychology published a paper titled [“Remote Work: Post-COVID-19 State of the Knowledge and Best Practice Recommendations”](#) where they analyzed two decades of correlation studies that showed significant differences between those who work remotely and those who do not in the following areas:

Compared to in-person workers, remote workers report:	
Significantly better...	Significantly worse...
Perceptions of autonomy Perceptions of job satisfaction Supervisor-rated job performance	Feelings of social isolation

Source: [Society of Industrial-Organizational Psychology, 2024](#)

As the amount of time one works remotely increases, remote workers report greater perceived organization support and have fewer intentions of leaving the organization.

Reducing the Carbon Footprint

Since its inception, telework has played a positive role in saving commuting time for workers and reducing greenhouse emissions.

According to the **County**, the reduction in staff commutes due to telework has led to an estimated **20.6% decrease in greenhouse gas emissions** in 2023, from 292,000 metric tons of CO₂ (MtCO₂e) equivalent, to 231,000 MtCO₂e.



According to **San Diego County**, for an employee working a standard five-day workweek, working from home for one day can **reduce commute related greenhouse green emissions by 20%** for that week.



State employees in **Maricopa County, Arizona** reduced their commute by an estimated 416 million miles from February 2020 to December 2024, averting **more than 185 tons of carbon dioxide emissions and 165 tons of nitrogen oxides** from our air.



Figure 12: Reducing the Carbon Footprint

Source: [Report Back On Telework-Related Cost Savings, Office Footprint Evolution, And Environmental Impacts; GHG Reductions from Teleworking; Program Metrics | Arizona’s Connected Workforce](#)

These examples underscore the positive environmental impacts of telework, highlighting how it not only supports a greener future, but also enhances air quality and reduces reliance on fossil fuels. Through decreased vehicle emissions and reduced energy consumption, telework offers a compelling model for sustainable practices across various sectors.

Evidence-Based Challenges of Telework

After highlighting several benefits of teleworking, it is important to acknowledge the limitations and challenges of teleworking. Based on research over the last few years, there are five key challenges teleworking can present.



Figure 13: Evidence-Based Challenges of Telework.

Source: [Society of Industrial-Organizational Psychology, 2024: \(Yang et al. \(2022\), Gibbs et al. \(2023\) \(Emanuel et al.,2023\), \(Atkin et al., 2023\)](#)

Many of the challenges stem from communication barriers, inadequate relationships and the blurred lines that working from home can create. When assessing teleworking effectiveness and productivity, it is important to keep in mind the greater challenges teleworkers are experiencing.

The Challenge of Blurred Lines and The Infinite Workday

In June of 2025, Microsoft published a [Work Trend Index Special Report](#) that examined Microsoft 365 productivity signals, revealing a challenging new roadblock: “the infinite workday.”

According to Microsoft’s global study, *the infinite workday* phenomenon emerges from early morning starts, midday interruptions, extended evening hours, and weekend spillovers, all which impact employee productivity and well-being.

Workers frequently find their workdays beginning before they are officially at their desks. By 6 am, 40% of Microsoft 365 users are already scanning their inboxes, grappling with an average of 117 emails daily. This early engagement with unprioritized communication sets a chaotic tone for the day.

As the day progresses, Teams messages quickly overtake email by 8 am, with users receiving an average of 153 messages per day (up 6% year over year). This constant stream of communication interrupts focus nearly every two minutes during core work hours, making deep work challenging. Meetings often dominate peak productivity periods, with half occurring during employees’ natural performance spikes between 9-11 am and 1-3 pm, further limiting opportunities for sustained focus. To make matters worse, 57% of all meetings are ad hoc – called in the moment without a calendar invitation.

The workday now extends into evening hours, with meetings after 8 pm increasing by 16% year over year. This evening engagement, while sometimes viewed positively as a productive window by teleworkers, can be a source of stress for hybrid workers. Furthermore, the trend of weekend work, with 18% of employees checking emails before noon and over 5% working on Sunday evenings, erodes traditional work boundaries, leading to diminished recovery opportunities.

Overall, the blurred lines of teleworking present a considerable challenge for both employees and leaders. One-third of workers report that the pace of work makes it nearly impossible to keep up, indicating the need for innovative solutions to redefine work rhythms, boost productivity, and maintain employee satisfaction amidst an infinite workday.

Consideration #1: Optimize Meeting Times for Peak Performance

Given that peak performance times are between 9:00-11:00 am and 1:00-3:00 pm, departments should consider establishing norms where standing meetings occur outside of these hours allowing for all workers to maximize their natural peak performance windows.

Evidence-Based Leading Practices of Telework

Considering decades of evidence-based research, the following ten recommendations were published by the Society of Industrial-Organizational Psychology in 2024.

Table 13: Evidence Based Leading Practices of Telework

Evidence Based Leading Practices of Telework		
	Offer 2-3 Days of Remote/In-Office Work Each Week	Research indicates that hybrid telework arrangements yield optimal results, as they provide employees with greater autonomy, improved job and life satisfaction, and enhanced protection against social isolation. Make office visits purposeful and utilize in-office time effectively to boost collaboration and productivity.
	Promote Employee Autonomy	Employee autonomy is crucial for achieving positive outcomes in telework settings. To enhance these benefits, offer flexibility in work schedules as well as location options whenever possible.
	Enhance Social Connections	Involve remote employees in organizational events, social activities, and available training and development opportunities. Regularly facilitate virtual gatherings and encourage consistent communication between managers and remote staff.
	Establish Clear Work Boundaries	Define communication expectations and availability protocols. Specify times when employees should be accessible and when they can disconnect, along with preferred communication channels. Also, encourage staff to take breaks and disconnect from work periodically to avoid burnout.
	Support Work-From-Home Setups	Provide financial assistance (such as a furniture stipend) and ergonomic guidance to help employees set up effective home offices, including ergonomic desks and chairs, as well as external monitors and keyboards.

Evidence Based Leading Practices of Telework		
	Establish Transparent Promotion Policies	Verify that advancement and compensation structures are fair to teleworkers and that all staff receive consistent feedback and opportunities for development.
	Focus on Work Management	Although teleworkers may be "out of sight," it is important not to enforce stricter rules or invasive monitoring. Research indicates that electronic performance monitoring does not correlate with improved performance. Employees should be assessed uniformly, regardless of their work location.
	Encourage Health and Well-Being Support	Health and wellness programs might need to be adjusted for teleworkers compared to those onsite. Offsite employees should have access to mental health support and tools to mitigate burnout.
	Adopt Effective Technology Practices	Technologies like Zoom, Microsoft Teams, and Webex are vital for remote employee engagement in high-quality communication. However, overuse can lead to problems such as constant electronic connectivity and fatigue from excessive meetings, if not managed carefully.

Source: [Society of Industrial-Organizational Psychology, 2024](#)

The Leadership Competencies Supporting Telework

When determining which leadership competencies make the biggest impact for telework performance, a meta-analysis found that task-focused communication, goal management, social support, trust building, and empowerment were the most supported competencies by multiple studies.

A review of 22 quantitative and 15 qualitative empirical articles (2000–2024) yielded the following top 5 leadership competencies for telework performance.



Figure 14: Leadership Competencies

Source: [Bravo-Duarte F, Tordera N and Rodríguez I \(2025\) Overcoming virtual distance: a systematic review of leadership competencies for managing performance in telework. Front. Organ. Psychol. 2:1499248.](#)

Consideration #2: Update Leadership Competencies for a Hybrid Workforce

When establishing new performance management standards for leaders, consider integrating elements from the competencies above to establish alignment with what is required to lead a hybrid workforce.

Benchmarking Los Angeles County

To better understand how the County workforce compares to its peer groups, KPMG used its Workforce Intelligence Engine, an advanced AI Large Language Model (LLM) and analytics tool, to draw from multiple third-party data sources including HG Insights, Revelio, World Economic Forum, and O*Net. For this analysis, KPMG benchmarked the County against peers inclusive of: City of New York, New York City Council, State of Ohio, State of Pennsylvania, and State of Tennessee.

The following table indicates that the County's workforce composition by seniority is largely comparable to that of its peers. However, there is a notable discrepancy in the middle management segment, which warrants further examination in relation to employee retention strategies.

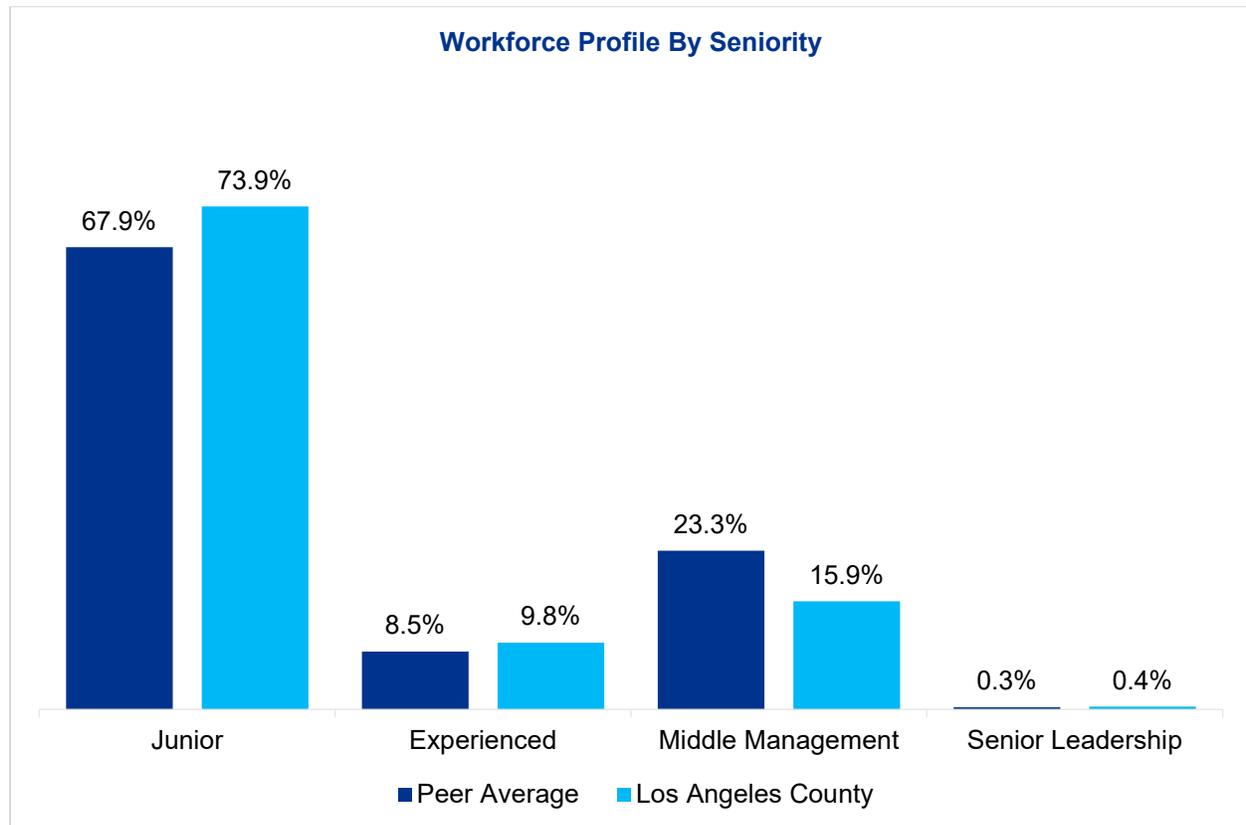


Figure 15: Workforce Profile by Seniority

After analyzing the yearly turnover rates by function between the County and peer averages, several key patterns emerge. The County has notably lower turnover rates in Marketing (17.75% vs. 19.84% peer average), Data & Analytics (10.38% vs. 14.27%), Finance (7.82% vs. 9.46%), and Supply Chain (4.84% vs. 6.96%), indicating stronger retention in these areas. However, turnover in Cyber is higher for the County at 13.43% compared to the peer average of 10.64%, suggesting challenges in retaining talent in this competitive field. The biggest gap is seen in Risk (3.00% vs. 8.88%), pointing to particularly strong retention in this function. Overall, the County generally shows better retention across most functions, with Cyber turnover as a potential concern.

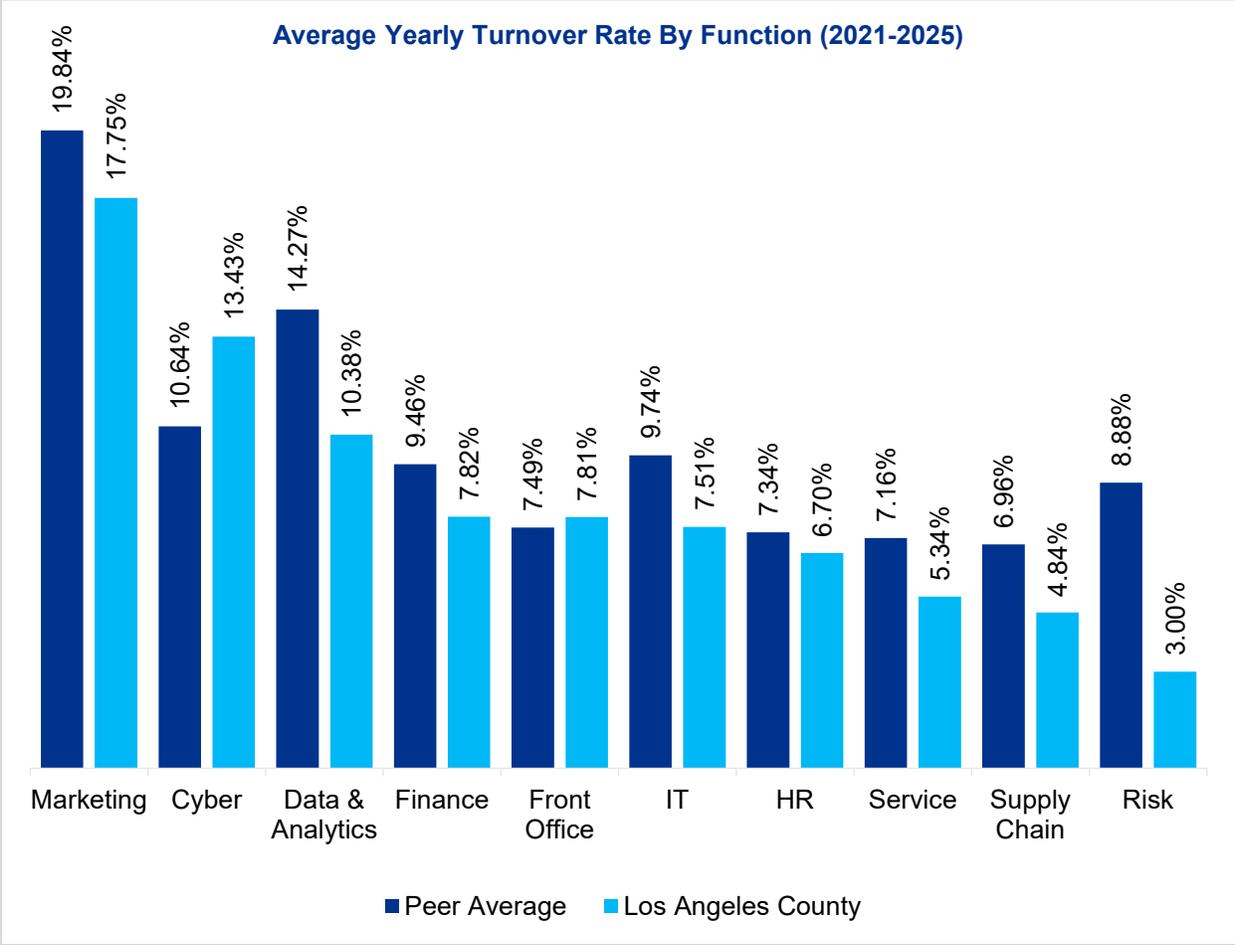


Figure 16: Average Yearly Turnover Rate by Function

On the other hand, when comparing the average fill time for positions by function, the County generally takes longer to fill positions than its peers. Front Office positions take significantly longer in the County, with an average of 42.58 days compared to the peer average of 23.07 days. Risk and Cyber positions also see extended fill times, averaging 41.86 and 41.70 days for the County, respectively, versus 20.61 and 21.10 days for peers. Similarly, Supply Chain, Marketing, Finance, IT, and HR positions all have longer fill times in the County, indicating slower hiring processes. This suggests challenges in recruitment efficiency or market competitiveness, both of which should be examined in greater detail.

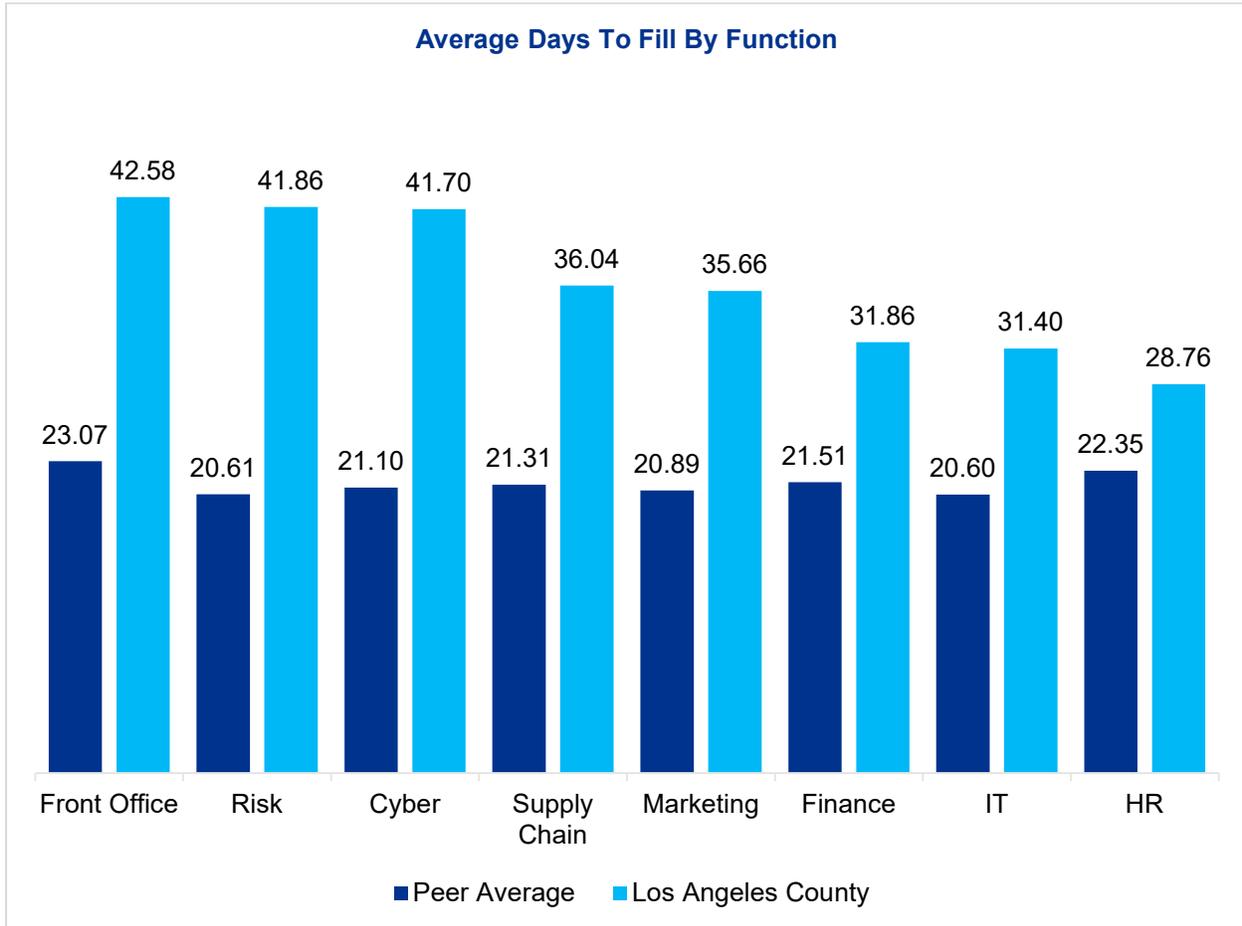


Figure 17: Average Days to Fill by Function

Note: Reference Table 24 in the [appendix](#) to review comparator size.

Overall, Los Angeles County provides competitive salaries across all levels. For junior positions, the average salary in Los Angeles County is \$74,000, slightly above the peer average of \$72,000. At the experienced level, there is a more pronounced difference, with Los Angeles County offering \$100,000 compared to the peer average of \$86,000. Middle management positions see a notable disparity as well, with Los Angeles County salaries averaging \$142,000 versus \$128,000 for peers. At the senior leadership level, the gap widens further, with Los Angeles County offering \$265,000 compared to the peer average of \$233,000.

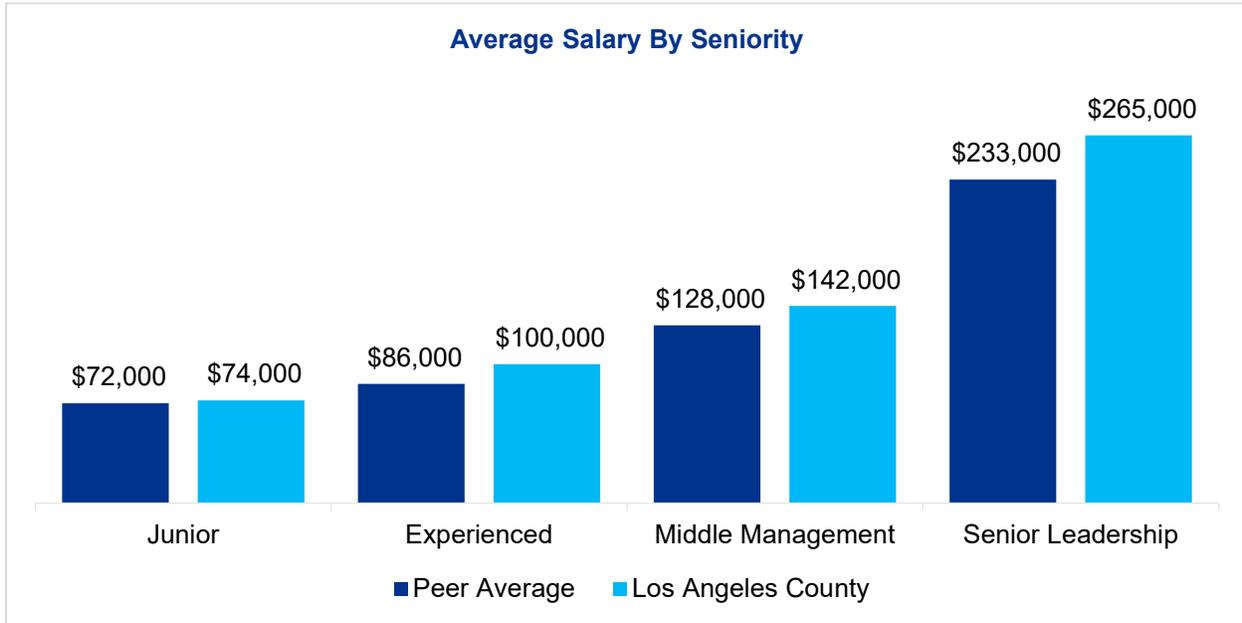


Figure 18: Average Salary by Seniority

Beyond benchmarking, it is important for the County to understand how flexible work arrangements have been evolving nationwide, most notably in the State of California, where Governor Gavin Newsom ordered state agencies to update telework policies to reflect a new default expectation of at least [four in-office days per week](#) beginning July 1, 2025.

In August of 2025, the California State Auditor released a [report](#) to evaluate the impact of Governor Newsom’s mandate. The following list outlines some of the key findings from their review.

- The Governor imposed two-day and then four-day per week in-office requirements without any objective data supporting the benefits of such schedules.
- Telework can generate significant savings for the State in office costs (up to \$225 million per year), but only if State employees telework three or more days per week.
- The Governor’s March 2025 executive order requiring in-office work four days per week would largely eliminate the potential for office space savings related to telework.
- The State Department of General Services announced through its dashboard a savings of nearly 50 million commute miles and the avoidance of over 18,000 metric tons of carbon dioxide in December 2023 alone from teleworking.

The following graphic shows examples of other telework policies and recent mandates made by large organizations in both public and private sectors.



Figure 19: Recent Mandates by Other Organizations

The Global Perspective of Teleworking

To better understand the future state of telework in the United States, it is important to explore the trends and challenges other countries are experiencing. In 2025, The U.S. Government Accountability Office (GAO) released a [report](#) on telework to congressional requestors. One area of interest was global policies of telework in three European countries: France, Ireland, and United Kingdom.

Table 14: Global Perspective of Teleworking

	France 	Ireland 	United Kingdom 
Right to Request Telework Workers have the right to request telework, but employers can deny the request based on conditions specific to each country.	✓	✓	✓
Right to Disconnect Workers have the right to disconnect from work and refrain from communication (e.g., using email) during non-work hours.	✓	✓	✗
Mandatory Health and Safety Assessments Includes risk and occupational safety assessments as well as health enforcement. It may also cover mental health risks for teleworkers.	✓	✓	✓

European Countries' Telework Policies	Right to Request Telework in Ireland
The table above showcases three hot topic issues in three European countries. In the United States, these rights do not exist, but European trends could shed light on future debates coming to the U.S. in the years to come.	In 2024, Ireland gave every worker the right to request telework as soon as they begin a job but required workers to work for their employer at least 6 months before starting to telework, according to government publications.

Source: [GAO Telework Report, 2025](#)

Current State of Telework in Los Angeles County

High-Level Overview of Findings

To conduct a current state assessment of telework in the County, KPMG compiled findings from a countywide telework survey, focus groups, stakeholder interviews, and document reviews. In general, there was an overwhelmingly positive sentiment towards telework practices in the County. Employees generally expressed high levels of satisfaction, particularly valuing the flexibility and productivity benefits afforded by teleworking. This broad approval underscores the viability and effectiveness of telework arrangements in enhancing both employee satisfaction and departmental operations without compromising service standards.

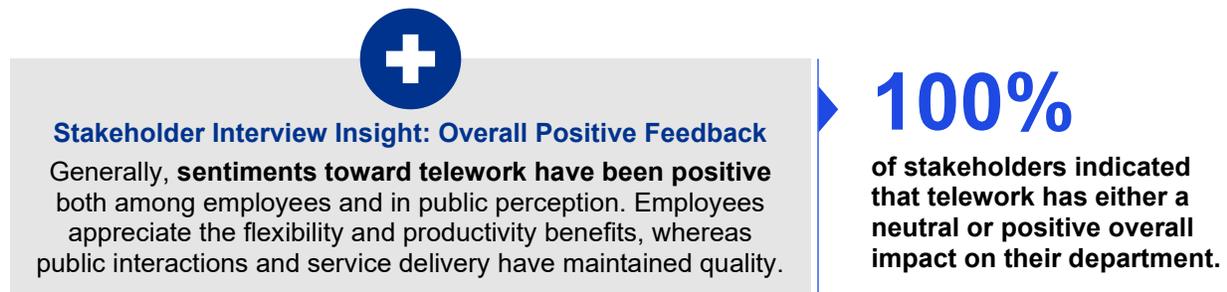


Figure 20: Positive Sentiments Towards Telework

Based on KPMG’s current state document review, the following findings were observed regarding telework policy utilization across departments.



Figure 21: Telework Policy Utilization

Note: Data and documents were collected from 37 out of 38 County departments. The Museum of Art did not participate in this assessment.



Variance in TW Policies

Departments exhibit a wide range of telework policies, some mirroring the County Telework Program (CTP) closely while others have stricter or more flexible arrangements tailored to their unique needs.



Training & IT/Security

Training on telework practices and IT security is provided, although the level varies with some departments mandating standard courses (e.g., CJIS Training, Cyber Security Training) while others provide department-specific resources.



Telework Compatibility

Job function compatibility is a common criterion across departments for telework eligibility. Departments also consider operational needs, performance, and supervisors' approvals.



Disciplinary Procedures

Disciplinary measures for underperformance during telework are generally aligned with broader department or countywide policies, without specific measures for telework.



Probationary Periods

Departments have set various telework probationary periods (ranging from zero to six months) before employees can be eligible for telework. The implementation of probationary periods reflects a cautious approach to ensuring new hires are well-acclimated and capable before allowing telework. **There are instances when teleworkers are promoted to supervisors and required to return to the office as part of their probation period.**

Figure 22: Telework Policies

Several departments have provided additional information and resources that extend beyond the standard countywide telework documents, forms, and guidelines. These contributions highlight their efforts to further support and enhance teleworking practices within their respective departments.



Focus Group #1 Insights:

- “Telework saves me 4 hours of productive time, where I would normally spend driving to and from work, on lunch breaks, and too many distractions at the office such as heavy traffic and loud ongoing all-day meetings.”

Countywide survey results highlight key reasons for employees opting for telework. Many prefer teleworking to save on commute time, travel costs, and reduced stress related to traveling on Los Angeles' congested roadways. Telework is also valued for improving work-life balance, offering flexibility in managing professional and personal obligations. Additionally, employees find teleworking enhances productivity due to fewer distractions and more personalized environments. These preferences reflect the benefits of flexibility and efficiency in the County's context.

Countywide Survey Insight: Please indicate which of the following reasons you participate in telework. (n = 16,613)



Figure 23: Reasons for Teleworking

On the countywide survey, teleworkers were asked what tasks they currently perform and which ones they prefer to perform when teleworking. In general, there is considerable alignment between the two categories. Areas highlighted in the following chart show little variance between the current and ideal state.

Table 15: Tasks When Teleworking

Countywide Survey Insights (n=16,613)	Ranking of preferred tasks to complete when teleworking	Ranking of current tasks performed when teleworking
Administrative tasks	59%	62%
Online training	53%	53%
Conducting research	47%	49%
Collaborating on documents or presentations	45%	49%
Customer service	41%	46%
Data analysis and reporting	40%	40%
Creative work	33%	31%
Project management	30%	30%

Countywide Survey Insights (n=16,613)	Ranking of preferred tasks to complete when teleworking	Ranking of current tasks performed when teleworking
Developing future strategies and goals	28%	25%
Supervising and mentoring team members	24%	27%
Virtual networking	20%	17%
Financial tasks	20%	17%
Technical support	19%	17%
Marketing or public relations activities	10%	5%
Recruiting and onboarding activities	10%	0%

Telework Topic #1: Work-Life Balance

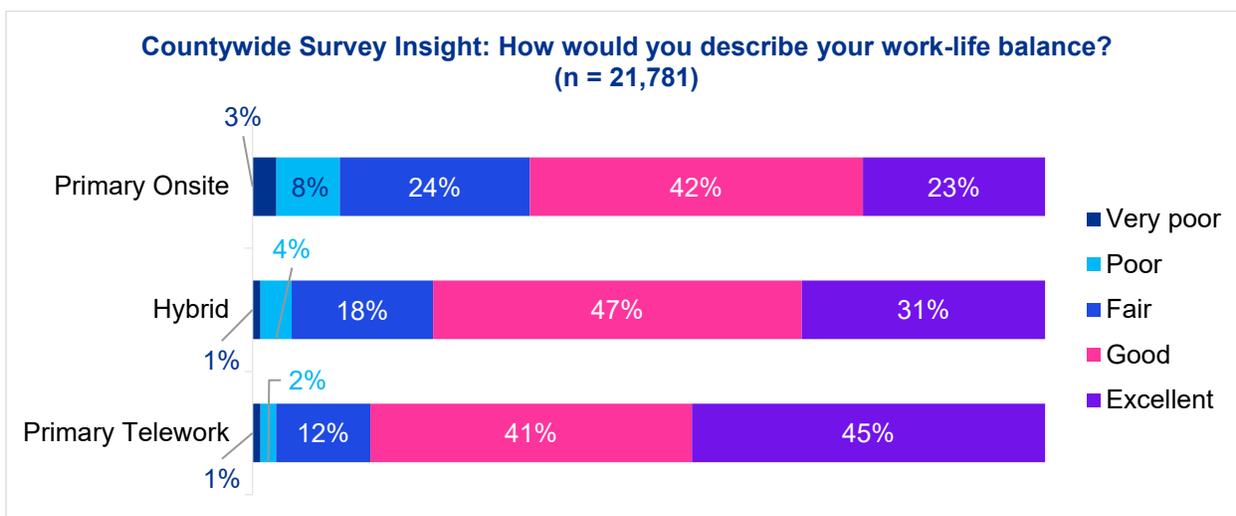


Figure 24: Work-Life Balance

Note: Due to rounding, the sum of percentages may not equal 100%.

The countywide survey offers critical insights into the work-life balance of employees across different work arrangements. Notably, employees who primarily telework are more likely to report a good or excellent work-life balance compared to those who work in a hybrid environment, who are in turn more likely to report the same compared to those working primarily onsite. This is possibly because teleworking grants greater autonomy over daily schedules while mitigating several challenges of working onsite (commute times, fixed working hours, etc.), thus improving work-life balance. Embracing flexible work structures where possible could foster a healthier work-life balance among County employees and improve workforce morale.

Telework Topic #2: Job Satisfaction

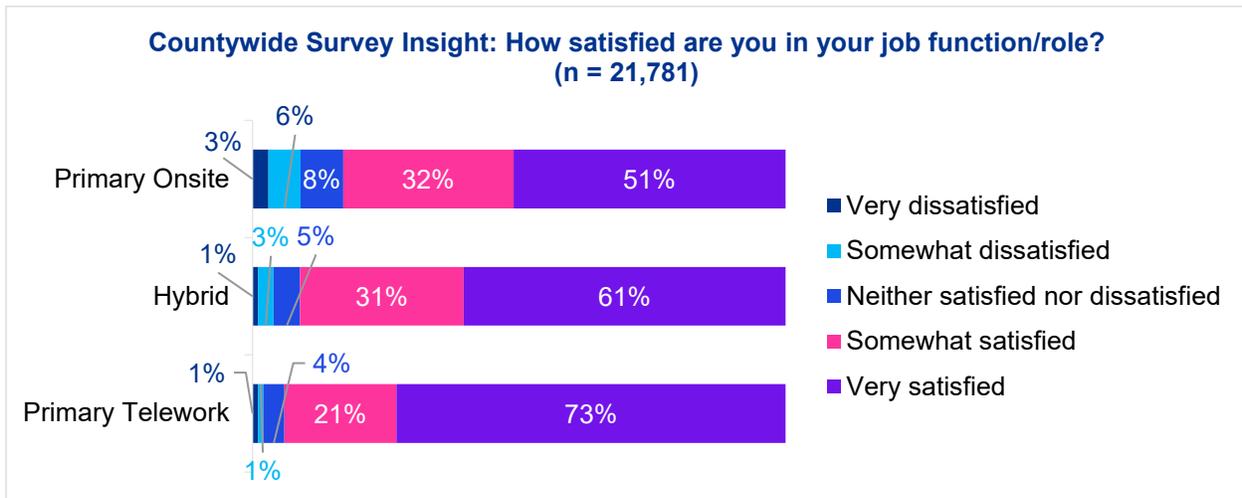


Figure 25: Job Satisfaction

Note: Due to rounding, the sum of percentages may not equal 100%.

In addition to work-life balance, the above survey results demonstrate the positive impact of telework on job satisfaction. Not only are those primarily teleworking more likely to be very satisfied in their role (73%) than those working primarily onsite (51%), but the vast majority of primarily teleworkers (89%) report that teleworking itself has improved their job satisfaction. This causal relationship has been echoed by stakeholders during the interviews KPMG conducted, as many described how telework directly improves employee morale by reducing commuting stress and increases job satisfaction by enhancing work-life balance.

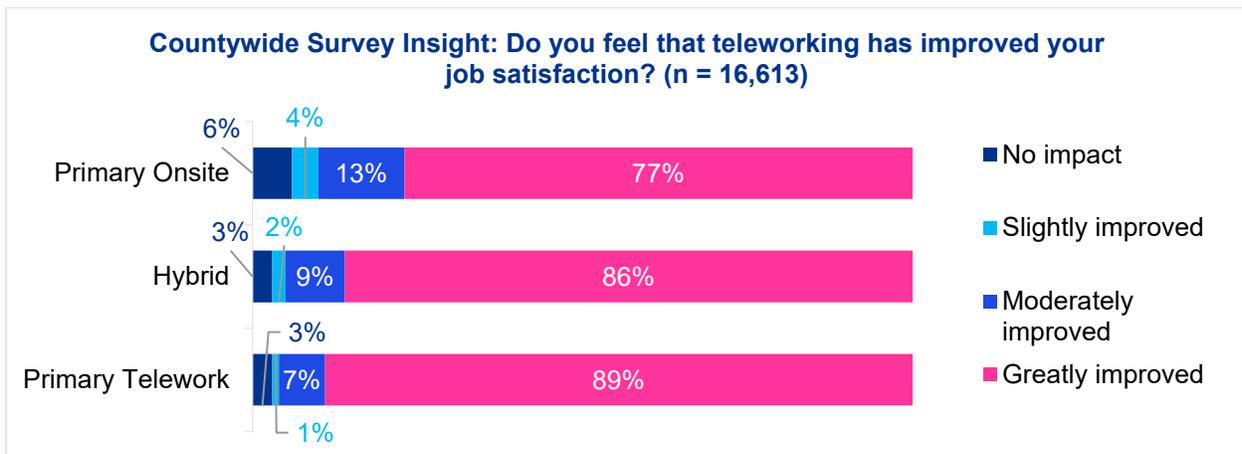


Figure 26: Teleworking's Impact on Satisfaction



Stakeholder Interview Insight: Employee Morale & Satisfaction

Telework is widely credited for **improving employee morale**, reducing stress from commuting, and enhancing work-life balance.

Telework Topic #3: Barriers

Telework in the County, while promising, is not without its challenges. Countywide survey results revealed that around 80% of respondents reported facing at least one barrier while teleworking. In the following chart, respondents were able to select all that apply, highlighting the variety of obstacles employees encounter. Recommendations and considerations later in this report will address several of the most pressing barriers.

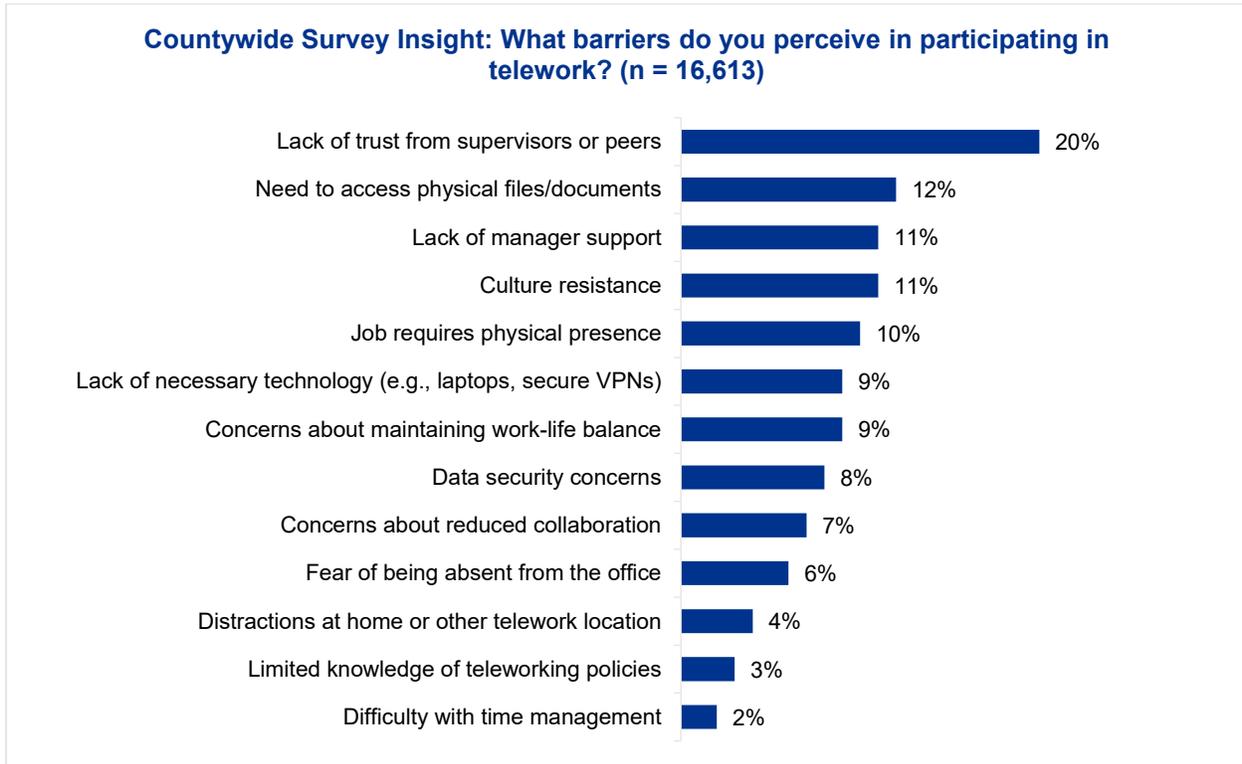


Figure 27: Barriers to Telework

Telework Topic #4: Collaboration

In the context of the County’s hybrid workforce, collaboration emerges as both a challenge and an opportunity. Concerns were expressed by stakeholders that telework impacts a sense of team cohesion and a collaborative culture. Survey results revealed that teleworking has generally left the ability to build work relationships unaffected.

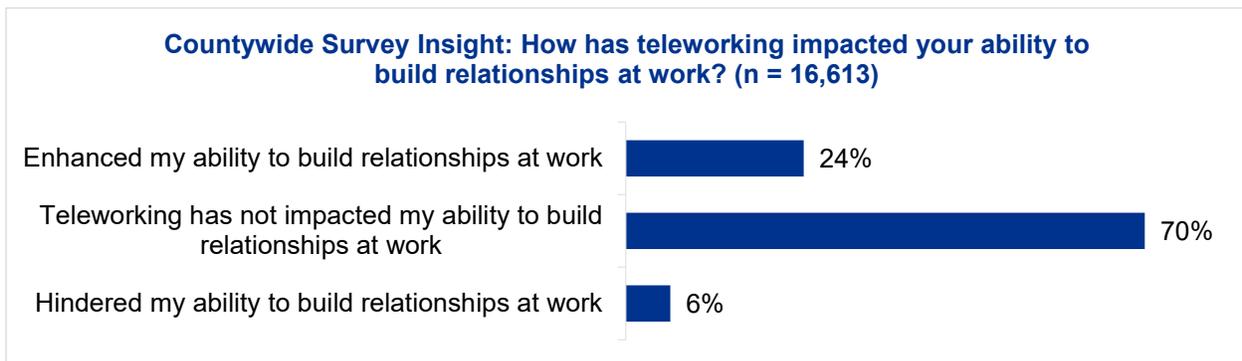


Figure 28: Building Relationships

Furthermore, 73% of employees confidently express that adequate tools exist to facilitate collaboration within hybrid teams. This showcases a foundation upon which departments can build connected cultures.

The vast majority of teleworkers in the County (90%) feel they receive the same level of supervisory and managerial support while teleworking as they do when working in-person. A small portion, 5%, feel this level of support only occasionally. Meanwhile, 3% of respondents reported not receiving comparable support remotely, and 2% were unsure. This data suggests that supervisory structures are effectively maintaining support levels in a telework environment for most employees.

Against this backdrop, Focus Group #1 participants suggested the following strategies to foster greater collaboration within the County’s hybrid environment.



Figure 29: Enabling Collaboration

Beyond meetings, in-person team-building activities to strengthen relationships were advocated by 40% of participants to breathe life into professional interactions. These efforts are complemented by effective communication channels, including shared digital resources to promote seamless interaction across work settings regardless of physical proximity. Flexible workspaces can help offer physical proximity to support side-by-side collaboration, even if employees are working on separate projects.

During focus group discussions, participants emphasized the necessity of structured support. This includes training on advanced conferencing features and integrating project management tools to empower employees through streamlined teamwork. Additional strategies for enhancing clarity include establishing meeting participation expectations, supported by 32% of participants, and clearly defining work expectations during meetings, supported by 30% of participants. Regular supervisor check-ins can serve as effective anchors, keeping teams aligned and motivated. Overall, the County’s journey toward enhanced collaboration must be driven by a blend of both technology and human connection in a way that mirrors the concept of hybrid work arrangements.



Stakeholder Interview Insight: Communication & Team Dynamics

There is a concern that telework impacts a **sense of team cohesion and a collaborative culture**. Maintaining effective communication between telework and onsite employees remains a priority.

Recommendation #1: Implement a Plan for Strategic Hybrid Collaboration

To effectively enhance collaboration in a hybrid work environment, we recommend departments and teams take a strategic approach to planning onsite and offsite activities that align with the specific needs of both teleworkers and onsite employees.

- Maximize the Value of Onsite Days:
 - On a broader level, departments should be encouraged to hold quarterly onsite meetings and establish core days, when feasible, providing regular opportunities for team members to connect in person. Consider logistical constraints, like office space and parking limitations, by adopting an alternating schedule (e.g., A/B days) for different groups. This allows for space to be fully utilized without overcrowding, while still allowing for necessary in-person interactions within and across teams.
- Optimize Task Allocation:
 - Department managers should schedule activities that benefit from in-person interaction during onsite days, such as strategy meetings, onboarding sessions, and job shadowing opportunities. This allows commuting employees to engage in tasks that require their physical presence. Leaders should set specific objectives for these interactions to maximize their impact. Encourage teleworkers to focus on telework-friendly tasks during remote days. Open communication with managers about these tasks promotes productivity, allowing employees to concentrate on work that benefits from an uninterrupted virtual environment.
- Improve Virtual Collaboration Capabilities
 - Invest in effective communication tools and training on their advanced features to support seamless virtual interactions.
 - Focus Group #1 attendee: "*Provide training on advanced features found in video conference technologies available, i.e., MS Teams, Zoom, Cisco Webex. For example, provide training on breakout room features for gathering large groups but splitting out into concurrent workgroups, how to use planner features, track documentation requirements across all stakeholders (in-office and remote), etc.*"

Telework Topic #5: Career Advancement

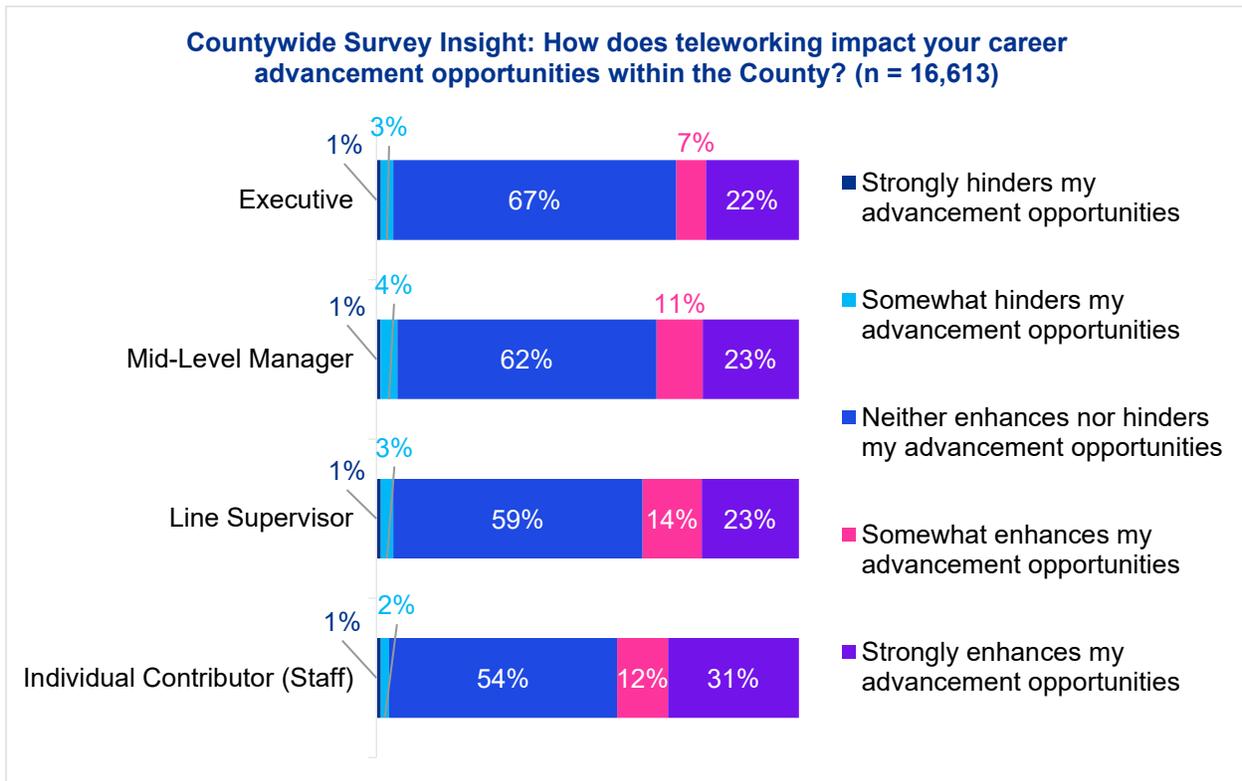


Figure 30: Career Advancement

Note: Due to rounding, the sum of percentages may not equal 100%.

Interestingly, countywide survey results indicate that teleworking is not perceived to significantly hinder career advancement opportunities among its employees, with only 4% or less indicating any substantial negative impact. This is a noteworthy accomplishment, especially considering broader trends highlighted by [Live Data Technologies](#), which have shown that teleworkers are promoted 31% less frequently than their office-based counterparts in 2023, largely due to reduced mentorship opportunities and managerial biases favoring in-office employees. The County's success in mitigating such disparities suggests that it has implemented practices that verify remote workers remain visible and are afforded equal opportunities for growth and development.

Telework Topic #6: Policy Improvements

To enable successful County telework initiatives, a strong consensus has emerged around the need for policy improvements that can address both current challenges and future opportunities. As emphasized by participants in Focus Group #1, “telework is here to stay,” and County policies must adapt to support this shift.

As indicated by 58% of focus group respondents, the most critical area for policy improvement is accountability and consequences for misuse. These would not only bolster productivity and guard against potential misuse, but also make sure that diligent teleworkers are not penalized due to the shortcomings of others. To enhance the County's policies, incorporating clear language around the standards of accountability and measurable outcomes will enable departments to uphold their service delivery standards.

Beyond accountability, nearly half (47%) of focus group attendees believed that the need for telework to be used as a recruitment and retention tool should be considered at the forefront of any future telework policy changes. By incorporating specific strategies into the County's telework-related policies, they can create a more appealing work environment for candidates that aligns with modern workforce expectations for flexibility and work-life balance. This could look like a formalized policy requiring telework as a standard offering in job descriptions and recruitment materials, policies establishing employee onboarding with comprehensive telework orientation, or retention-focused initiatives that emphasize telework benefits.

The County should continue to actively solicit and incorporate employee feedback on telework policies through regular surveys and focus groups. A participatory approach allows for continuous improvement of telework practices based on real employee experiences and needs.

Departmental Autonomy and Process Standardization

County employees generally express satisfaction with the current Countywide Telework Program (PPG 550), **rating it 7.57 out of 10**, with '1' being not at all satisfied and '10' extremely satisfied. The policy framework allows departments to either implement the policy as is or tailor it to their specific needs, with most opting for minor modifications to better address their unique requirements. There is a strong interest in standardizing telework practices across departments while maintaining flexibility to accommodate distinct operational demands.

Majority (64%) believe individual policies allow for effective execution of the telework program, as they permit departments to tailor telework arrangements to their specific operational needs, services, and workforce requirements, providing the flexibility necessary to accommodate diverse roles. Such customization is seen as beneficial for addressing unique departmental environments while ensuring alignment with overarching County guidelines.

On the other hand, 20% do not believe departmental policies enable teleworking to be executed effectively. Some express **concerns about inconsistency, potential inequity, and competitive pressures** among departments, which could impact recruitment and retention efforts, especially as telework becomes a prioritized benefit. There's also a sentiment that while departmental policies can enhance execution, they must remain in line with countywide policies to maintain consistency and uphold standards across all departments.

Focus Group #1 data shows that **75% of focus group participants believe departments have the right level of autonomy in customizing telework policies**, while 21% think there's too much freedom, and 4% feel there's too little freedom. The focus group also revealed diverse opinions regarding potential changes to the countywide policy. Nearly half of the participants, 48%, support expanding the policy with more details to presumably enhance clarity and effectiveness. Meanwhile, 40% of the group feel that the policy should remain unchanged, indicating satisfaction with its current form. A smaller segment, 12%, advocates for simplifying the policy, suggesting it could be made more straightforward for easier comprehension and implementation.

When exploring the possibility of making changes to the countywide telework policy, KPMG asked employees what magnitude of change they believed would be needed.

Focus Group #1 Insights: All things considered, if you were to quantify the level of change needed for our current countywide telework policy, what level of change do you feel is needed? (n = 50)

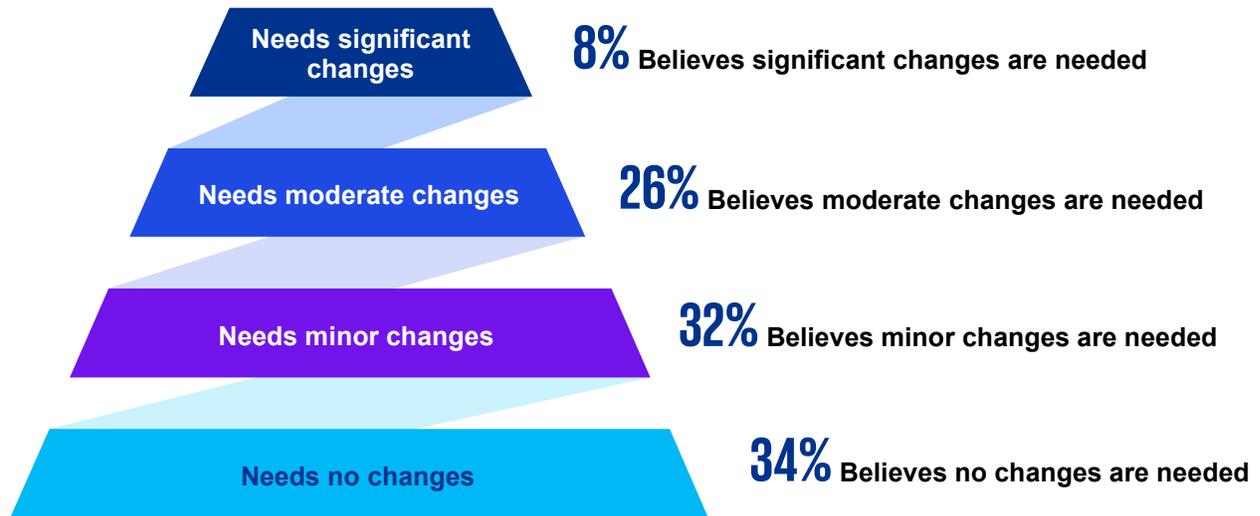


Figure 31: Level of Telework Policy Change Needed

When asked to elaborate on policy changes, many advocate for expanding the policy to provide detailed guidance on issues like teleworking out-of-state and to establish consistent standards for productivity and accountability across departments. This expansion could address discrepancies and prevent abuses. Others suggest maintaining the policy as is, appreciating the flexibility it offers to departments to tailor telework arrangements to specific operational needs. A few propose simplifying the policy to enhance clarity, especially concerning equipment and safety requirements. Overall, while expansion is favored for consistency and detailed guidance, many value the policy's current flexibility.

Recommendation #2: Add Guidelines for “Out-of-State” Employees to the Countywide Telework Program (PPG 550)

The countywide telework policy should include specific language and guidelines regarding "out-of-state employees" to enable consistency and reduce legal risk related to tax filings. By establishing clear protocols, the County can better navigate the complexities of remote work arrangements, safeguard its operations, and provide clarity for employees residing outside of California.

To dive deeper into consistency, respondents were asked at what organizational level telework guidelines should be standardized. The majority of Focus Group #1 attendees (65%) suggest that telework guidelines should be standardized at the department level to verify consistency, equity, and alignment with departmental operational needs. This approach allows departments to establish a clear policy that considers their unique functions and services while providing flexibility for divisions and managers to tailor specifics, such as frequency of telework days, based on individual roles and tasks. While some advocate for standardization at the division (19%) or employee level (17%) to accommodate specific operational differences, the consensus leans toward maintaining departmental oversight to avoid inequities and validate uniform implementation within the department. This departmental-level standardization could help address issues like favoritism, reinforce accountability, and prevent potential morale and retention challenges.

Recommendation #3: Refrain From Making Any Major Changes to the Countywide Telework Program (PPG 550)

Overall, the countywide telework policy is well-received by departments. While some improvements are needed, we advise against major changes that could compromise department autonomy. To help with consistency and standardization of telework policy enforcement, clear guidelines should outline what decisions are made at the department, division, and manager-employee level. Right now, the lines are blurry for many departments.

- Maintain departmental autonomy but require departments to submit their telework policy to DHR for review and approval. DHR would be responsible for the housekeeping of all departmental policies and run reports on departments annually including telework frequencies and prevalence data for each department. DHR can then create a dashboard with this information that would be available for all County employees to access and view.
- Create a formalized process for establishing, revising, and implementing both telework policies and telework approvals (i.e. each department is in charge of leading an audit to decide which roles are telework eligible, managers are responsible for determining which days of the week teleworkers can telework, departments are in charge of determining maximum days allowed for telework, DHR is responsible for collecting telework policies, County is responsible for revisions to countywide telework policy, etc.) It is critical to determine role clarity when it comes to responsibilities and decision-making authority for telework-related matters, specifically at what organizational level (County, Departments, Divisions, Bureaus, Managers, Supervisors, Teams, Employees, etc.)

See examples of policy language below:

Component	Sample Language
Departmental Autonomy and Policy Submission	“Each department is responsible for developing its own telework policy, which must be submitted to DHR for review and approval.”
Consistency and Standardization	“DHR will provide guidance and resources to ensure consistency in telework policy enforcement across all departments, divisions, and levels.”
Telework Eligibility Audit	“Departments will conduct a detailed audit to determine telework eligibility for specific roles and responsibilities, ensuring alignment with departmental goals.”
Decisions on Telework Days	“Managers have the discretion to determine the days of the week that employees in eligible roles may telework if not specified in the policy.”
Maximum Telework Days	“Departments will set a maximum number of days allowed for telework per week, balancing the needs of the department with employee preferences.”
Reporting and Dashboard Access	“DHR will collect telework data from all departments and develop an accessible dashboard for employees to view telework frequencies and prevalence across the County.”
Formalized Process for Policy Implementation	“Departments are tasked with leading the review and revision of departmental telework policies, with DHR overseeing countywide policy updates.”
Role Clarity and Decision-Making Authority	“The County could provide guidelines to help standardize decision-making responsibilities at each organizational level, including but not limited to the County, Departments, Divisions, Managers, and Employees.” <i>*Include these guidelines in the countywide policy.</i>

Recognizing the desire for more standardization while retaining departmental autonomy, KPMG explored sentiments related to the implementation of mandatory telework guidelines. 88% of focus group participants support implementing mandatory guidelines for telework programs, covering aspects like technology use, professional attire, and availability during business hours, while 7% are unsure and 5% oppose the idea.



Figure 32: Telework Guidelines Enforcement



Focus Group #1 Insights:

- *“Telework is here to stay and more work needs to be done to clarify countywide guidelines and encourage a re-thinking of our workforce infrastructure, training and education, and support for our employees and managers.”*
- *“The County Telework Program should put some additional focus on individual departments’ responsibility to look at their current circumstances and how telework fits into that framework.”*

The insights gathered from both the focus group and stakeholder interviews highlight a critical need for refining telework policies to better suit the diverse needs of departments and employees. While telework is recognized as a permanent fixture in the work environment, there is a clear call for more tailored and comprehensive guidelines that accommodate varying departmental circumstances.



Stakeholder Interview Insight: Telework Schedules

Telework schedules vary, with some departments allowing a few days per week while others offer more flexibility. In several departments, telework days are not allowed adjacent to holidays or RDOs (Rostered Days Off) to prevent extended periods away from the office.

Recommendation #4: Implement Mandatory Guidelines for Teleworkers in the Countywide Telework Policy (PPG 550)

To bolster consistency, professionalism, and trust within telework environments, the County should adopt a set of mandatory guidelines designed to align teleworking days closely with in-office experiences. These guidelines aim to create a seamless telework experience for both internal County employees and external parties.

The County could consider allowing a provision in which if all parties involved in a virtual meeting mutually agree, they may opt to turn cameras off, providing some flexibility while maintaining the overall standard. The goal is to have telework days remain indistinguishable from in-office days in terms of professionalism, communication quality, and user experience. By implementing these guidelines, the County can improve trust and create a consistent and professional teleworking environment that benefits both the workforce and stakeholders alike.

Below are some examples of teleworking guidelines the County could consider when reviewing the countywide telework policy:

Cameras On

Require that teleworkers have their cameras turned on during meetings, fostering clearer communication and a sense of presence that mirrors in-person interactions.



County Approved Backgrounds

Implement the use of standardized virtual backgrounds, representing each department, to maintain a professional and cohesive appearance and reinforce departmental identity during virtual interactions.



Professional Attire

Encourage teleworkers to dress in professional attire during work hours and meetings, ensuring that the visual presentation on virtual platforms remains as professional as it would be in an office setting.



Telework Eligibility Criteria

Telework eligibility is generally based on job function, employee performance, and operational needs.

- **23 departments** use eligibility criteria outlined in the CTP (job function compatibility).
- **13 departments** have adopted slightly different approaches to determining telework eligibility, in which the majority of these are expansions upon the criteria outlined in the CTP.

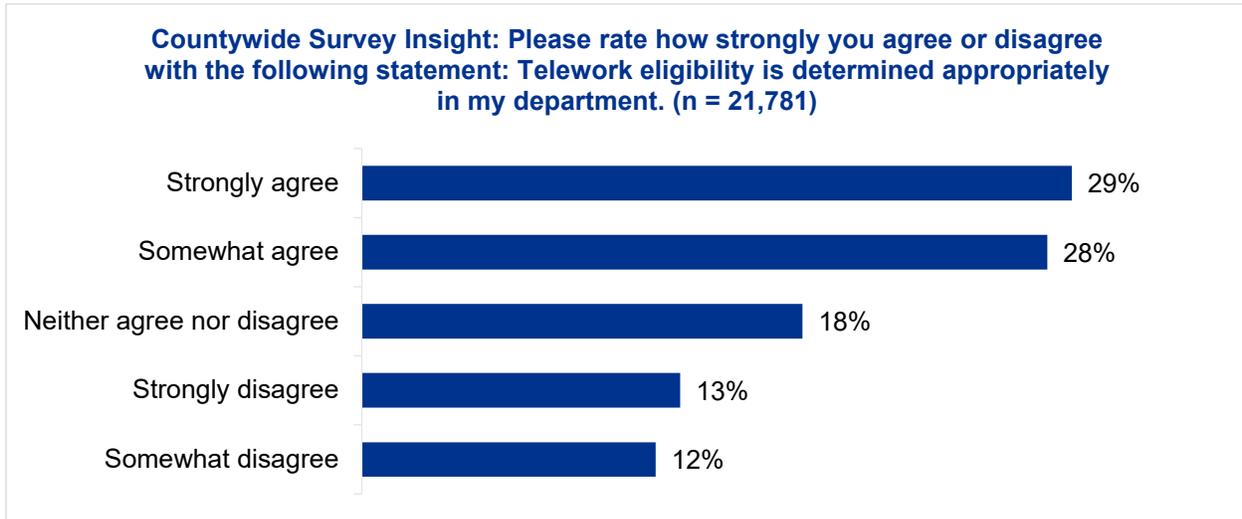


Figure 33: Telework Eligibility

Insights from the countywide survey indicate varied perceptions of telework eligibility determination across the County's departments. A combined majority of **57% of respondents agree to some level that telework eligibility is determined appropriately**, reflecting general satisfaction with the current system. However, **25% expressed a level of disagreement**, highlighting room for improvement in transparency or criteria clarity. Further analysis reveals differences based on work arrangements. Majority of employees in hybrid and primarily telework roles agree with eligibility determinations, with 67% and 53% strongly or somewhat agreeing respectively, perhaps indicating a well-recognized structure for telework assignments. Conversely, primarily onsite employees show more moderate levels of agreement (47%) with significant portions neither agreeing nor disagreeing (21%) or expressing varying levels of dissent (32%). This disparity suggests that while telework criteria may be clearer for those already engaged in remote work, onsite employees may perceive inconsistencies or lack clarity in telework eligibility decisions.

Department-Specific Telework Eligibility Examples

For those departments that go beyond or modify the eligibility criteria outlined in the countywide policy, here are some examples of what they use to determine eligibility:

Department Example #1:

- The ability to demonstrate the required skills for their assignment.
- No unauthorized absences without pay for the past year.
- Shall submit and maintain a current Employee Information Update Sheet (EIUS).
- Must be able to report to an assigned work location or other designated work locations as directed within agreed upon time frames.

- Reside within an area where reliable high-speed internet service is available, which will be provided by the employee at their expense.
- Remain in compliance with mandated and/or annual trainings.
- No current administrative or criminal investigations, excluding County policy of equity-related investigations.
- No sustained discipline within the last two (2) years with a direct nexus to job performance.
- On-time submission of assigned work per bureau standards for the past year.
- Ability to maintain confidentiality.

Department Example #2:

- Whether or not the assignment is performed independently with minimal supervision; employee responsiveness and accountability during telework.

Department Example #3:

- A department-specific telework eligibility checklist exists which considers: job considerations, employee performance and work behaviors, and supervisory considerations.

Department Example #4:

- Multiple departments automatically telework because they have no permanent office space.

Individual Compatibility

Like the federal government, KPMG explored the idea of adding “individual compatibility” as a third component to telework eligibility with focus group attendees. Those in favor (60%) argue that factors like computer literacy, self-discipline, and working style are crucial for ensuring telework success and minimizing instances where employees may struggle or abuse the privilege. They feel this added component could help tailor telework opportunities more effectively to individual needs and capabilities. However, opponents (27%) express concern that assessing individual compatibility might be subjective and could lead to discrimination, favoritism, or complaints if the criteria were not objective.



See below for quotes captured during Focus Group #1 regarding individual compatibility as eligibility criteria:

- *“YES: This may provide additional safeguard to underscore that telework is a privilege conditioned on the demonstration of certain work behaviors that support a telework environment.”*
- *“YES: Having a third component could be a training opportunity to bring some employees up to speed on required technology and protocol. It would also give management an additional and more objective way to hold employees accountable.”*
- *“YES: Some employees have a work style that is more compatible with telework and others do not. The employees who do not have a work style compatible with telework abuse it.”*
- *“NO: Because I feel like that is subjective and can be a way for managers or supervisors to discriminate.”*
- *“NO: Employees who are deemed “incompatible” will most likely file complaints and allege retaliation.”*

Insights from Focus Group #1 suggest several key characteristics that could serve as criteria for determining individual compatibility for telework eligibility in the County. Foremost among these is the ability to meet deadlines consistently, work regularly without supervision, and communicate obstacles in time to adjust for success. By integrating these desired behaviors into telework eligibility criteria, the County can better align its workforce capabilities with the demands of remote work, ultimately fostering a more efficient telework model.

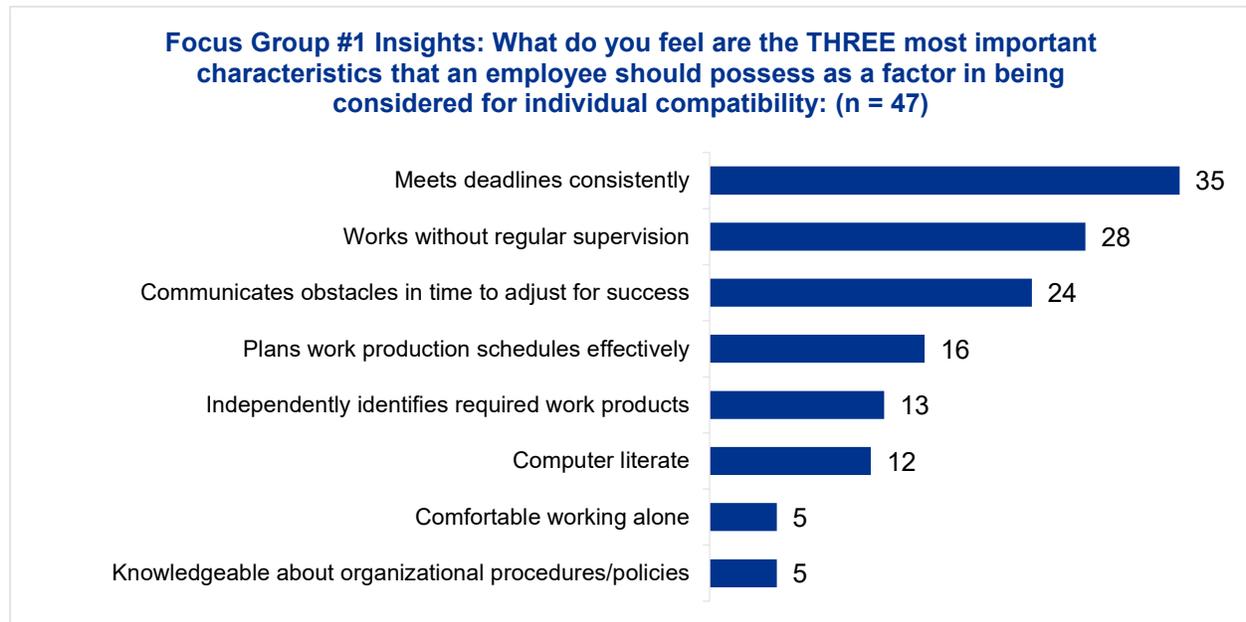


Figure 34: Factors of Individual Compatibility

Using a [telework assessment tool](#) similar to that used by the U.S. Department of Commerce, could allow for a scoring system to be developed to help determine various levels of fit and the subsequent actions that may be needed to produce the most successful telework arrangements.

Recommendation #5: Establish Clear and Consistent Countywide Telework Eligibility Criteria to Be Applied Uniformly Across All Departments

This approach will help align operational needs, job functions, and individual compatibility with telework arrangements, ensuring optimal match and efficiency.

1. Develop Countywide Eligibility Criteria:

- a. We recommend that DHR create standardized criteria that include general assessments of job function compatibility, individual compatibility, and operational needs. Insights from Focus Group #1 highlight critical compatibility factors such as the ability to meet deadlines consistently, work without regular supervision, and communicate obstacles proactively.
- b. Develop criteria that are transparent and accessible to all employees, thereby fostering a clear understanding of expectations and eligibility requirements.

2. Comprehensive Eligibility Checklist:

- a. Create an eligibility checklist that utilizes the countywide eligibility criteria mentioned above. This checklist should validate that the eligibility criteria are met. Require departments to utilize and sign off on these when approving telework assignments. If departments want to modify the eligibility criteria to better fit their unique operational needs, they must submit a draft checklist to DHR. DHR should review, verify, and confirm approval with the department before the modified checklist is enforced within said department.

3. Managerial Discretion with Appeals Process:

- a. Allow managers to approve telework arrangements based on the standardized criteria, while providing employees the option to file appeals with their department head if they disagree with the decision. This creates a fair and equitable process, allowing for flexibility and review.

4. Autonomy in Telework Implementation:

- a. While all eligible employees should be permitted to telework, departments retain autonomy in determining the frequency and scheduling of telework days. This allows departments to tailor telework arrangements to their specific operational needs while adhering to overarching eligibility standards.

Telework-Specific Probationary Period

Not all County departments uniformly enforce telework-specific probationary periods, but 11 departments have implemented these for new hires and promoted employees, requiring them to work onsite for one to six months before transitioning to telework. This policy aims to foster collaboration, on-the-job learning, and integration into the department. Stakeholder interviews emphasize the importance of this initial period for employees to familiarize themselves with the department and demonstrate competence before earning telework privileges. Interestingly, the policy also applies to employees transferring divisions, where telework eligibility often depends on managerial discretion, and promoted teleworkers typically report onsite temporarily while their teams continue teleworking.

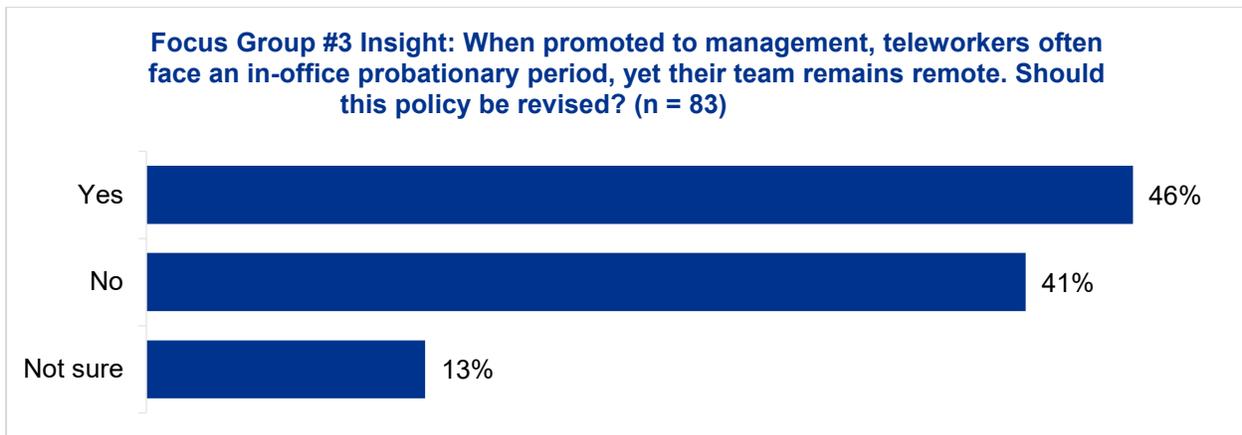


Figure 35: Probationary Period Policy

Respondents suggest revising the policy requiring newly promoted managers to work onsite while their teams telework, considering it outdated and inequitable. They recommend aligning managers' physical presence with their teams' telework schedules to maintain consistency and trust, advising attendance only for specific in-person meetings or onboarding, rather than a daily office requirement. This feedback raises concerns about the policy's utility and its impact on employee satisfaction, indicating a need for departments to reassess the relevance and effectiveness of such requirements given by evolving telework practices.

Consideration #3: Assess the Necessity of the Existing Probationary Period Related to Telework Across All Departments

To create standardization across departments, departments should evaluate the necessity of maintaining a telework-specific probationary period. Within this evaluation, critical thought should be given for the process of new supervisors. When new supervisors are not receiving in-person training, reconsider requiring them to report to the office every day during their probationary period. Allowing qualified supervisors to telework immediately can make sure they remain productive and engage with their teams and co-workers effectively, regardless of physical location. This particularly makes sense if the employee was teleworking regularly prior to their promotion. Ideally, the telework-specific probationary period should cease to exist for all employees so that such periods are not disproportionately influenced by the mode of work, whether telework or onsite. This evaluation should aim to clarify the purpose of probationary periods and ensure they are supporting fair and effective integration of employees into their roles regardless of their work environment. Any concern surrounding individuals who do not perform their job effectively should be decoupled from discussions involving telework and onsite work.

Terminology Callout:

There is a need to clarify 'probation' terminology. The County should clearly distinguish between "employee new hire/promotion probation" and "telework-specific probation" in policy documents and communications. This clarification is important as it addresses the difference between probation during an employee's orientation phase versus probation before being permitted to telework.

Onsite Managers and Non-Routine Telework Status

Feedback collected during stakeholder interviews emphasized the critical need for onsite manager presence for office coverage and staff engagement. Having a designated office manager helps promote safety and continuity, especially during emergencies like power outages or earthquakes. Telework complicates consistent leadership availability, prompting a suggestion for structured leadership team rotation to allow for efficient emergency response. While 88% of focus group participants agree departments should adopt this mechanism, 76% report doing so, with 20% unsure or lacking a designated onsite manager, indicating a need for formal process establishment. Additionally, 76% of participants advocate for teleworkers to provide an indicator of their availability to report to offices in emergencies, highlighting the importance of preparedness and communication within the County's telework framework for effective and organized emergency management.

Consideration #4: Amend the Countywide Telework Policy to Mandate the Presence of a Designated Onsite Office Manager

Having a designated onsite office manager or supervisor whenever staff are present will allow for the most effective guidance during emergencies. This addition will emphasize the importance of consistent leadership in managing situations such as power outages or other critical events, helping with staff safety and maintaining organizational responsiveness.

In Focus Group #3 we asked participants if their department, division, or team ever authorized a different status of telework (e.g. situational, emergent, etc.) where 39% of respondents said “no”, 37% said “yes”, and 24% were “not sure”. KPMG followed up by asking the participants who responded “yes” how many times since the conclusion of the pandemic had a different telework status other than “routine telework” been authorized. The most common response was between two to five times (68%) followed by one time (19%), more than ten times (10%), and between six to ten times (3%). During stakeholder interviews KPMG heard of unique instances where telework statuses would change due to emergencies such as recent wildfires and the civil unrest that occurred in downtown Los Angeles in June of 2025. KPMG did not come across any telework-specific documents that highlighted the exact factors departments use in determining when to change telework status.

Consideration #5: Align on Guidelines and Procedures for Authorization of Different Levels of Telework

Given the lack of formalized processes to determine situational and emergent work, departments may want to consider the following when authorizing different levels of telework:

- **Situational Telework:** Establish guidelines for situational work authorization, considering factors like temporary projects, health concerns, or personal circumstances that may require flexible work arrangements.
- **Emergent Telework:** Create procedures for emergent telework scenarios, enabling rapid response capability during unforeseen events such as natural disasters or urgent health advisories that necessitate immediate transition to telework.

This allows all departments to have access to the necessary technological infrastructure to support unexpected transitions to different levels of telework.

Employee Location Tracking

In the County, the debate over tracking teleworkers' locations reveals contrasting opinions. Data collection revealed that **two County departments are currently using software integrations for employee location tracking**. Some participants in Focus Group #3 highlighted accountability and safety as primary advantages of tracking an employee's location while teleworking. Knowing where employees work can support adherence to telework agreements and management oversight. Location tracking also aids emergency preparedness by quickly locating employees, while addressing data confidentiality and IT security concerns to protect sensitive information.

Conversely, several other focus group participants noted cons centered around trust, privacy, and morale. Location tracking may erode trust and create feelings of micromanagement, negatively affecting morale and engagement. Privacy concerns are prevalent, with employees seeing it as intrusive and unrelated to productivity. Increased oversight could foster anxiety and stress, and inconsistency with in-office norms, where location isn't monitored, raises issues. Concerns also include administrative burden, legal implications, and potential bias against employees with caregiving responsibilities or inconsistent connectivity.

When considering tracking an employee's location while teleworking, many respondents feel the cons far outweigh the pros. Employee views suggest a strong preference for performance-based measures over location tracking.

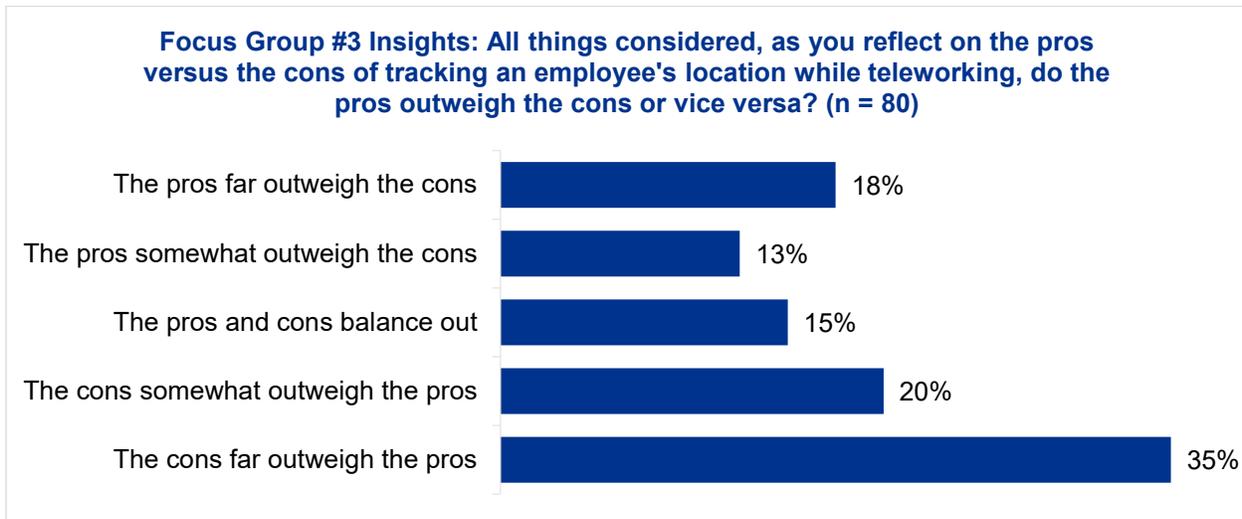


Figure 36: Employee Location Tracking

Note: Due to rounding, the sum of percentages may not equal 100%.

Consideration #6: Amend the Countywide Telework Policy to Prevent Departments from Tracking Employees' Locations While Teleworking

Instead, focus on utilizing performance-based metrics to assess productivity and trust, aligning telework practices with principles of autonomy and outcomes-based evaluation. Research published by the [Society for Industrial and Organizational Psychology \(SIOP\)](#) indicates that electronic performance monitoring does not correlate with improved performance. Employees should be assessed uniformly, regardless of their work location, to support employee morale, safeguard privacy, and maintain a professional environment conducive to effective telework. This approach aligns with leading practice research, ensuring that telework fosters an atmosphere of respect and trust by focusing on outcomes rather than invasive monitoring.

Telework Data Collection and Recordkeeping

Seventy-two percent of Focus Group #3 participants indicated they believe managers in their department spend appropriate time to accurately review and approve timecode entries, whereas 18% were not sure. KPMG asked the 6% of employees who responded “no” to explain why they believe managers are not spending the right amount of time to accurately review and approve TW timecode entries. Many employees believe managers do not spend adequate time because they are overwhelmed by their busy schedules and other work responsibilities. The lack of proper training and support from HR may contribute to this issue, leaving managers less equipped to handle these administrative tasks thoroughly. Furthermore, some managers might rely heavily on trust, assuming the accuracy of data entries without verification. Additionally, TW timecode entries may be viewed as tedious and redundant, leading to shortcuts that compromise data integrity. Together, these factors suggest that a combination of workload pressures, insufficient training, and prioritizing other duties over timecode reviews are impacting managers' ability to verify precise validation of entries.

Questions About Data Integrity



Stakeholder Interview Insight: Time Code Integrity

When asked, **few departmental liaisons had concerns with the accuracy of time code entries ("TW")**, yet other County stakeholders expressed concerns during the start of our engagement.

Addressing concerns about time code integrity is essential to maintain trust and accuracy in the reporting system. During the recent review, which included 47 stakeholder interviews with department liaisons, KPMG gained a more thorough understanding of current procedures to verify the accuracy of telework time codes. KPMG was told by the majority of stakeholders that managers and supervisors are vigilant in monitoring time code entries and reviewing timesheets for compliance. While it is hard to know the exact percentage of managers who take this responsibility seriously, the County does offer guidance on the countywide telework training program and sends ongoing reminders to reinforce the importance of accurate timecode reporting among staff and supervisors.

Various departments have adopted robust practices, such as:

- Periodic payroll reports
- Secretarial verification of schedules
- Mandatory marking of telework status in Outlook
- Advanced tools like the Robin system to track office attendance accurately

These combined efforts demonstrate that the procedures in place are sufficient to maintain the integrity of time code entries, ensuring data reliability.

**Only
1 of 56**

**stakeholders
expressed concern
about the accuracy of
timecodes (2.13%)**

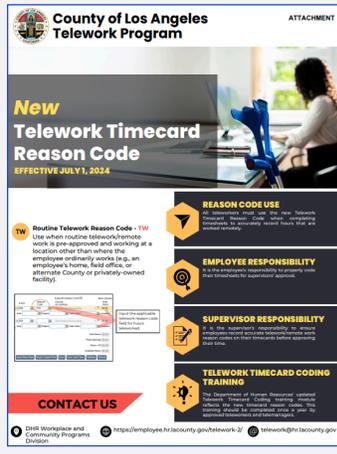
Figure 37: Departmental Timecode Practices

Recommendation #6: Require Biennial Employee Information Updates and Conduct Timecode Audits When Necessary

The following measures are recommended to maintain accurate employee records and the integrity of telework data:

- Biennial Employee Information Updates
 - Require employees to update their employee information every two years, addressing discrepancies between actual work arrangements, such as out-of-state employees who are classified as 'primarily onsite.' This will help maintain accurate records and reflect current telework statuses.
- As Needed: Annual Timecode Data Audits
 - Departments should assess the risk of timecard integrity internally. If warranted, departments should implement a process where they conduct annual audits on telework timecard data, ensuring consistency in the reports and identifying any inaccuracies in use of telework time codes (TW). These audits should analyze patterns and trends over time within their departmental timecard data records using descriptive statistics, like the prevalence analysis that was conducted for the purposes of this report.

Previously, timecards were completed using various "TW 0-9" time codes depending on what telework tasks the employee was performing (e.g., reading and writing, project-oriented work, case management, word processing, etc.) In efforts to simplify, the County changed the way reason codes were entered on July 1, 2024, and currently, telework is tracked using a single telework time code "TW." **Eighty-two percent of Focus Group #3 attendees noticed a positive change in this simplification of the telework time code.** Timecard reports indicate the number of days employees teleworked within a pay period versus the days spent onsite. While this provides a basic overview, it falls short of capturing detailed patterns and trends that could significantly enhance telework management and strategic planning.



3

Department-specific telework policies still refer to the old time codes (TW 0-9)

DPSS, Probation, DCBA

Consideration #7: Track Patterns of Telework and Onsite Days Via Time Code Entries During Each Pay Period

By tracking the specific workdays (e.g. Monday, Wednesday, etc.) employees telework, departments could gain deeper insights into telework behaviors and preferences. For instance, identifying whether employees follow a fixed schedule, such as alternating weeks or specific days, compared to randomly selecting telework days, would allow for a more nuanced understanding of telework trends. This data can be instrumental in optimizing office space utilization, planning for peak and off-peak occupancy periods, and tailoring resources to better support telework practices.

Figure 38: Old Time Codes

Recommendation #7: Increase Telework Data Collection Efforts and Utilize Findings to Continuously Inform and Refine Policies and Practices

The following mechanisms are recommended to bolster telework data collection efforts:

- Annual Countywide Telework Survey
 - Conduct a dedicated telework survey annually, either by 1.) Expanding the existing annual transportation survey, or 2.) Creating a new countywide survey (DHR already has a draft template that could be utilized, and County Counsel also has a great example of an annual telework survey). Collecting feedback on topic areas such as ergonomics, productivity, collaboration, work-life balance, managerial support and telework policies. It would be beneficial to use some of the items that were measured within the countywide survey, which was part of this assessment, to serve as a benchmark for comparison purposes.
- Departmental Reporting and Presentations at Existing Quarterly Telework Meetings
 - At the existing DHR Departmental Telework Managers Network Meetings, require departments to submit telework data reports. Divide the 38 departments into four groups, with each presenting at one of the quarterly sessions annually to create greater accountability.
- Regular Impact Assessments
 - Utilize collected telework data to conduct assessments on the impact of telework policies on recruitment, retention, and departmental objectives. This will allow departments to adjust their policies based on empirical evidence.

- Establish Process for Policy Tracking
 - DHR should establish a process to track each department’s telework policies and timecard entries for each fiscal year to increase purview into departmental telework practices, helping with strategic planning efforts and office space utilization decisions.

Telework Terminations

When exploring new ways to bolster telework data collection and inform future policy changes, an opportunity exists to extract key insights from telework termination data. Telework terminations can result from a variety of reasons (e.g. poor eligibility matches from the onset, lack of leadership support, individual differences in working styles, etc.) so having a better understanding of the reasons why some arrangements don’t work could offer a valuable path to continuous improvement. Currently, little to no formal structure exists within the County to categorize and extrapolate themes from telework arrangements that don’t pan out.

When asked in Focus Group #1, **71% of participants indicated that they do not track and review telework terminations** consistently and 69% indicated that information gathered from telework terminations could inform better telework eligibility guidelines in their departments.



Focus Group #1 Insights:

Below are some of the direct quotes from respondents in Focus Group #1 regarding telework termination data collection:

- *“By reviewing reasons made for telework terminations, my department can better understand trends and identify ways to improve the current telework policy.”*
- *“Awareness of telework termination reason(s) will allow the department to track the issues supervisors/managers are experiencing and to provide guidance.”*
- *“In our department, HR is involved in any telework termination to guide supervisors/managers when determining to terminate an employee's telework. This review/guidance supports consistency in how terminations of telework are determined department wide.”*

Recommendation #8: Systematically Track Telework Terminations

To help drive consistency and inform future telework policy improvements, the County should create a system of tracking telework terminations and coding the reasons why the arrangement did not work. By analyzing the reasons for terminations, departments can identify patterns and challenges faced by teleworking employees. This may reveal issues, such as disproportionate terminations linked to specific managers, warranting further investigation. Insights from such data can inform policy changes and improve management practices for hybrid workforces. Identifying if the telework termination was voluntary or involuntary in addition to whether the employee is still employed by the County after the telework termination will be important to distinguish in addition to other determining factors. Summaries of these reports could be shared at the Quarterly Telework Meeting and over time comparative analysis can be conducted to determine trends and causes of various terminations.

Current Telework Training Requirement

When examining the current telework training and resources utilized across the County, a need emerges to refresh existing materials and offer additional support in the future.

The current countywide telework policy requires all telemanagers and teleworkers to complete online training as a prerequisite to participating in the telework program. There are two forms of this training, one geared toward telemanagers and one geared toward teleworkers. Both training courses include background information on telework, County AVR targets, telework agreements, eligibility requirements, data security, timecode entry, and responsibilities of teleworkers. The telemanager training includes all the information in the teleworker training with additional content about the responsibilities of the manager, procedures such as initiating and terminating telework agreements, and basic tips for managing a teleworker. In general, these one-time trainings provide a foundational understanding of telework, but could be revamped to solidify the knowledge, skills, and abilities needed for successful telework arrangements.

Terminology Callout:

In the teleworker training, job performance is referred to as "employee compatibility," but elsewhere in materials, the term "employee performance" is used. These two terms appear to be used interchangeably, which could lead to confusion regarding expectations. Consider using the term "individual compatibility" moving forward.

Consideration #8: Improve the Current Telework Training Requirement

To expand upon and improve the current telework training the County offers, consider the following modifications/suggestions:

- Introduce knowledge checks throughout training courses to increase retention of training content.
- Implement periodic refresher courses every few years to incorporate updates and leading practices.
- Incorporate methods to optimize collaboration tools like Microsoft Teams, which are not currently covered.
- Add real-life scenarios and skill-building activities to the manager training to enrich the learning experience and prepare managers to navigate common challenges that arise from being a telemanager.
- Expand the content of both trainings, as they are currently very brief in length (additional topic suggestions are detailed in the next section).

Additional Training and Resources

Beyond the current required telework training, a handful of departments offer additional training and resources on the topics of ergonomics, IT security, and teleworking more generally.

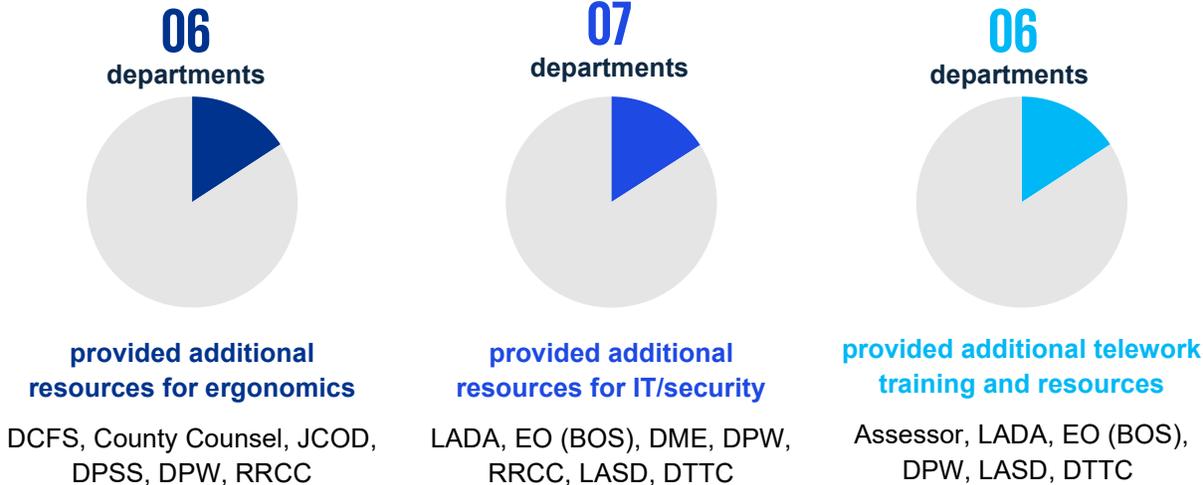


Figure 39: Additional Departmental Resources



A Closer Look



“Ergonomics and technology are paramount to success of employees. The right tools and a healthy environment are important. The office used to provide those things, but at home there needs to be a standard.”

– Focus Group #1 Attendee



Ergonomics

A few departments provide additional ergonomic support to offer greater comfort and promote greater productivity for employees while teleworking. The Department of Public Works offers a comprehensive worksheet on optimizing workstation setups, covering desk and chair adjustments, lighting, safety, and breaks. The Children and Family Services Department also provides a detailed FAQ document on telework and ergonomics, including resources and equipment guidance. These initiatives help employees create healthier home office environments.



IT/Security

Several departments have provided additional resources focused on IT and security to bolster telework practices. These resources often include documents that guide employees through the setup and use of secure VPN connections and other cybersecurity measures. For example, the Department of Public Works has developed a Telework and Remote Access Security Standard Document, which details best practices for cyber security and helps employees maintain the integrity and security of departmental data while working remotely.



Telework Training

A handful of departments offer specialized training programs to supplement countywide telework training, enhancing employees' skills and knowledge. The Department of Public Works is particularly notable for its extensive training efforts. It provides a 23-week leadership training program that includes modules on managing in a hybrid workplace, alongside a dedicated work-from-home website with additional resources. These initiatives enable employees to be well-equipped to navigate the challenges and opportunities of teleworking.

During the stakeholder interviews, a theme emerged that teleworkers don't always have access to the necessary technology or ergonomic equipment to telework optimally. Some stakeholders indicated that they are worried about a rise in workers' compensation claims in the years to come if proper measures are not taken to reduce injury.



Stakeholder Interview Insight: Technology & Resources

Limited access to necessary technology and ergonomic equipment for home offices has been a frequent challenge. Departments have highlighted the importance of **providing the right tools for effective telework.**

When KPMG asked Focus Group #3 participants to provide specific examples/recommendations for better ergonomic support and home office, they suggested providing comfortable chairs and stand-up desks alongside equipment available in the office, such as multiple monitors and ergonomic accessories to mirror home setups. Additionally, offering laptops with extended battery life would enable employees greater mobility within their homes. Some proposed implementing virtual ergonomic assessments and providing guidance on setting up ergonomic home offices, potentially supplemented by stipends for equipment purchases. Focus Group #3 attendees also suggested optional reimbursement programs or check-out systems for equipment, recognizing budget constraints and advocating for flexibility in equipment provision to promote comfort and productivity while teleworking.

KPMG asked the same focus group attendees for specific examples and recommendations on how the County could expand access to telework resources. Several suggestions from attendees include stipends for home internet costs, financial compensation for home office setups, standardized virtual collaboration tools (Microsoft Teams and Virtual Private Network (VPN) for internet access) accompanied by regular IT support, more satellite workspaces, “hoteling” options at different County offices, comprehensive managerial training on leading practices, and more effective virtual teamwork strategies.

Current Challenges and Training Opportunities to Support Telemangers

Beyond ergonomic and technology support, KPMG also investigated how equipped telemangers felt in their abilities to manage a hybrid workforce. KPMG explored current confidence levels, training sufficiency, top challenges, and new methods and approaches to help the County’s efforts in developing robust telemangers.

On the countywide survey, KPMG found a high level of self-reported confidence in current telemanagers' abilities to manage a remote workforce. When examining the item by telework status, the level of confidence for "primarily onsite" telemanagers is noticeably lower than that of "hybrid" and or "primarily telework." A 20% gap in "very confident" responses exists between "primarily telework" and "primarily onsite."

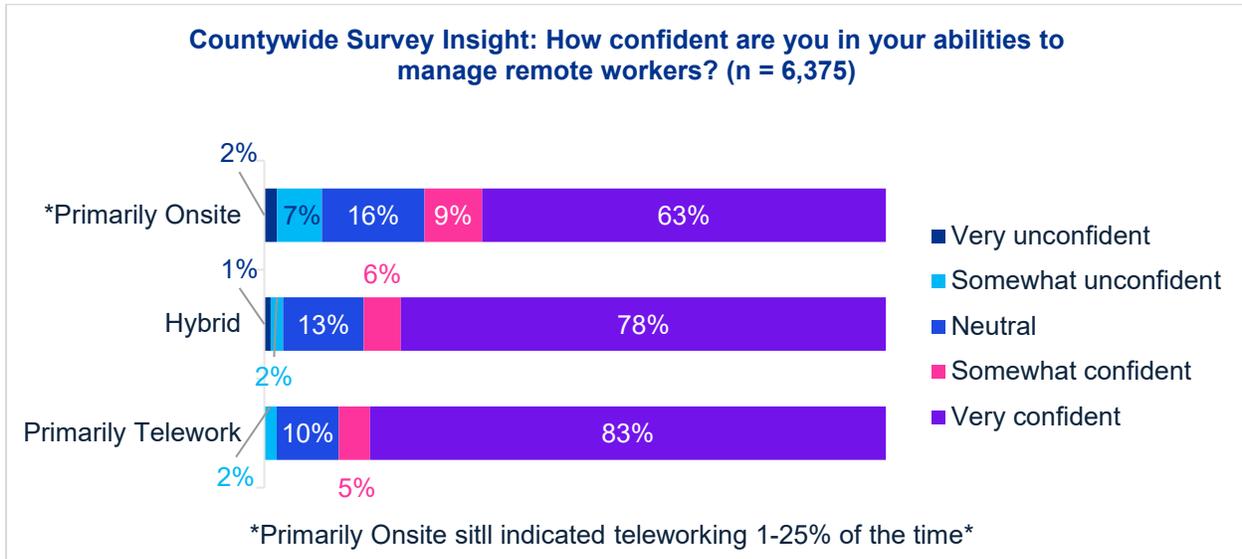


Figure 40: Managing Remote Workers

Note: Due to rounding, the sum of percentages may not equal 100%.

Countywide Survey Insight: Top 3 Challenges Managers Face when Supporting Teleworker Productivity (n = 6,375)

- 1** Ensuring consistency in telework policies across the department

- 2** Varying levels of technological proficiency

- 3** Building trust and accountability

Figure 41: Challenges of Managing Teleworkers

KPMG was also curious to learn what methods telemanagers have used to adapt their management practices to effectively supervise their teams while teleworking. The most common responses included utilizing collaboration tools, setting clear and measurable goals, and supporting work-life balance.

To gain a baseline in telemanager participation levels and the sufficiency of the current telemanager training, KPMG asked telemanagers to respond to the following survey item.



Figure 42: Training for Managers

Surprisingly, nearly one in every five telemanagers (19%) indicated that they did not receive training, which is currently a mandatory practice. Given that telemanager training is a “one and done” training, perhaps some telemanagers may have forgotten they took it years ago or there are some telemanagers simply not following that requirement. When looking at the same item by teleworker status, “primarily onsite” telemanagers reported the highest levels of “no training received” (25%), followed by “hybrid” (12%) and “primarily telework” (11%).

When considering new ways to strengthen the County’s telemanager training, KPMG collected input from Focus Group #1 attendees on the following training topics.

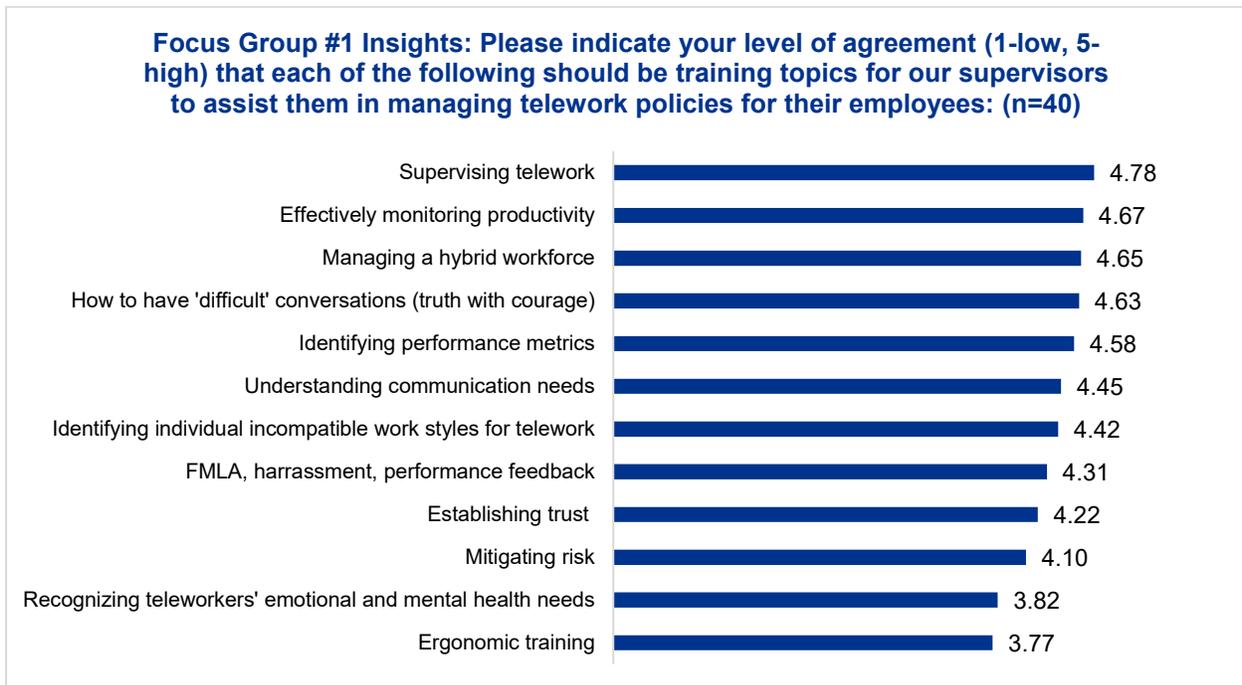


Figure 43: Training Topics for Supervisors

In Focus Group #3, KPMG consolidated and refined the initial list of training topics based on voting results and opened-ended responses. Attendees from Focus Group #3 were asked to weigh in on how strongly they agreed with the updated list of training topics that emerged in Focus Group #1. In alignment with Focus Group #1 the top-rated responses in Focus Group #3 involved managing the performance and accountability of a hybrid workforce, effective communication for difficult conversations, technology and tools for teamwork, understanding telework policies including but not limited to eligibility criteria, and overall employee development and support. Utilizing this information can help inform future efforts on ways to bolster telemanager training offerings within the County.

Based on an idea raised by a stakeholder during an interview, KPMG explored one final opportunity for the County to strengthen its telemanager training policy related to a requirement of new supervisors. In Focus Group #1, an astounding 98% of attendees agreed that supervisory training for managing telework employees and policies should be mandated early on. No one disagreed with that statement, but one attendee indicated that they were not sure. To further explore this idea, KPMG asked attendees to weigh in on when the mandatory training should take place for new supervisors with the majority of respondents (58%) indicating it should be done within the first month, whereas 33% thought it should be done during onboarding, and 9% within the first six months.

Recommendation #9: Provide More Comprehensive Telework Training

More robust telework training is needed to support managing hybrid teams and mitigate risk related to telework. The County should develop a robust telemanager training series which includes but is not limited to the following topics: performance management in a telework setting, accountability and supervision in a telework setting, communication practices, technology and tools for telework, understanding telework policies and guidelines, team building and engagement, employee development and support, and time management.

Additionally, the County should require all telemanagers to complete training within their first month as a new supervisor to drive consistency and reduce the number of telemanagers reporting that they have not received any training.

Departmental Telework Managers Network

Following an alternative work arrangement study conducted in 2019 and out of necessity during the COVID-19 pandemic, the County established a quarterly reporting and meeting structure to share insights into departmental telework participation and leading practices. Initial meetings focused on a variety of important topics such as telework guidelines, policies and protocols, communication strategies, virtual onboarding, job function compatibility solutions, management leading practices, and technology solutions. Since December of 2020, reports have been generated consistently, and meetings have been attended regularly by departmental telework managers (DTMs).



Focus Group #1 Insights:

Attendees offered **suggestions on ways the Quarterly Telework Meetings could be improved**. Below are some of the more notable comments that highlight the general themes of the group.

- *“More opportunities for collaboration. Most virtual meetings are info dumps.”*
- *“Sharing department specific practices with concrete examples of what is working so an iterative list of best practices emerges.”*
- *“Actually, give some feedback on what has been done. It feels like the meetings are just for show.”*
- *“Information on the changing telework landscape, outside of the County.”*
- *“Maybe take department surveys like the ones at this focus group to share at those meetings.”*

During the stakeholder interviews, several of the departmental telework liaisons indicated that they would welcome a refresh to these meetings and would see value in gaining additional insights into telework trends and data that the County could provide. Most stakeholders KPMG interviewed were unaware of the GIS dashboard that ISD has created that track “Telework Savings” by department for the categories of CO2 emissions reduction, miles saved on round trips, gallons of gas saved, hours saved, etc.



Stakeholder Interview Insight: Awareness and Interest in Telework Outcomes

Most departments are unaware of the tracked outcomes like cost savings from reduced office space, commuting, and decreased greenhouse gas emissions. However, there is **interest in sharing this information** within departments to inform employees and guide future policy changes.

Consideration #9: Revamp Quarterly Telework Meetings

To improve the existing telework quarterly meetings and garner a shared sense of accountability, the County should consider the following actions:

- Incorporate rotating presentations from departmental telework liaisons to share department specific updates and information.
- Require each department to present a brief update on a yearly basis to help maximize knowledge sharing and increase accountability.
- Present on topics such as leading practices in telework, the latest reporting metrics, (i.e. GIS Dashboard, telework termination themes, etc.), ergonomic resources to prevent injuries and future worker’s compensation claims, ways to address common challenges related to telework, and protected leaves/accommodations.
- Gather input on ways to expand the existing telework resources that reside on DHR’s [website](#) (e.g. new trainings, leading practices, FAQs, etc.) and publish annual telework reports and meeting minutes from quarterly telework meetings to help keep the workforce informed on discussions and trends.

Is Telework a Right, Privilege, or Reality?

At the onset of our assessment, KPMG was told that one of the most popular debates at the County regarding telework is whether telework should be considered a “right” or a “privilege.” So, we decided to ask Focus #1 attendees to weigh in, and an overwhelming majority (96%) say they see telework as “privilege.” However, when looking closer at the open-ended comments, it appears that some employees view it as a “privilege” today but are shifting towards viewing it as a “right” in the future.



Focus Group #1 Insights:

- *I used to see it as a privilege; however, due the County benefiting from this, such as real estate space, not much equipment, same or more expectations specific to work location; thus, I am now supporting right.*
- *“It’s a privilege; However, employees seem to think it is a right.”*
- *“I think it is treated as a privilege now, but ultimately it is going to be viewed as a right, as the younger generations become the majority.”*
- *“I see it as a form of alternate work schedule that will allow for more people to want to enter our workforce. I prefer it as a right, as of now it is a privilege.”*
- *“I see telework as a privilege... but it should be a right since it has enhanced our workforce.”*

Regardless of an individual’s stance on telework being a “right” or a “privilege,” the majority (77%) of teleworkers in the countywide survey indicated that moving forward they expect the amount of time they telework to either remain the same or increase. Within and outside of the County, it is safe to assume that some form of telework is here to stay for employers trying to attract and retain talent in both the public and private sectors. Given recent technological advancements and the ongoing desire to reduce operational expenses and negative environmental impacts, it is hard to imagine a world where strategic telework doesn’t exist moving forward. Instead of debating whether telework is a “right” or a “privilege,” maybe the masses can agree that it is a “reality” of the way work is conducted in 2025.



Stakeholder Interview Insight: Equity & Visibility

A common **challenge is managing perceptions of inequity among employees who cannot telework** due to the nature of their job. There are also visibility and monitoring issues, with **some managers finding it difficult to oversee remote employees.**

During stakeholder interviews, several stakeholders indicated concerns they have with employee equity provided that telework opportunities are not feasible for all types of employment in the County. Given the nature of some roles, telework may simply not be a possibility today or in future, but given the changing landscape of work, all roles should be reexamined periodically with a clearly defined eligibility criteria to determine if telework could be a possibility in the future. A diverse workforce that includes both teleworkers and non-teleworkers benefits the County in their own ways. Instead of seeking an all or none, unilateral approach, both groups would benefit by better understanding the unique value and contributions each provide.

Consideration #10: Implement Countywide Efforts to Reduce Perceptions of Inequity Amongst Non-Teleworkers and Teleworkers

To reduce perceptions of inequity between non-teleworkers and teleworkers, the County should highlight and promote examples of successful collaboration between both groups. By showcasing instances where teleworkers and onsite employees have worked together to achieve shared success, the County can demonstrate that both roles are essential and valued. This can help in building a sense of inclusion and mutual respect among all employees, regardless of their work location. Emphasizing collaborative achievements will communicate that success is a collective effort, reducing some of the perceived divide and reinforcing an equitable work environment where contributions from both teleworkers and non-teleworkers are recognized and celebrated.

Given advancement in technology and ongoing changes to the way work is performed, the County should periodically reevaluate roles that have been previously deemed “unfit” for telework. If new opportunities for telework now exist, departments should explore ways to make telework even more inclusive than before.

Internal Fight for Telework Talent

Earlier in this report, KPMG provided research supporting the important role telework plays when attracting and retaining talent in the public sector. In Focus Group #1, KPMG asked attendees if they thought that their current telework policy was a “net positive” or a “net negative” in their ability to attract and retain talent long-term for the County with two-thirds indicating “net positive.”

Focus Group #1 Insight: Would you say that our current telework policy is a net positive or a net negative in our ability to attract and retain talent long-term for the County? (n = 45)



Figure 44: Recruiting Talent

Note: Due to rounding, the sum of percentages may not equal 100%.



Stakeholder Interview Insight: Talent Attraction and Retention

Telework is a **strong recruitment and retention tool** across the County. Many departments expressed **concerns about losing talent to other departments** that offer more attractive telework policies.

The telework decisions that impact career mobility externally are also evident within the County. Whether intentionally or not, departments within the County are competing for telework talent. According to the

countywide survey, 33% of employees reported having declined internal job opportunities due to insufficient telework options.

The following table shows a breakdown of the same item by department. Employees from the departments of Human Resources (57%), Beaches and Harbors (48%), Aging and Disabilities (47%) and Internal Services (47%) responded with the highest declined rates for job opportunities within the County due to lack of telework availability.

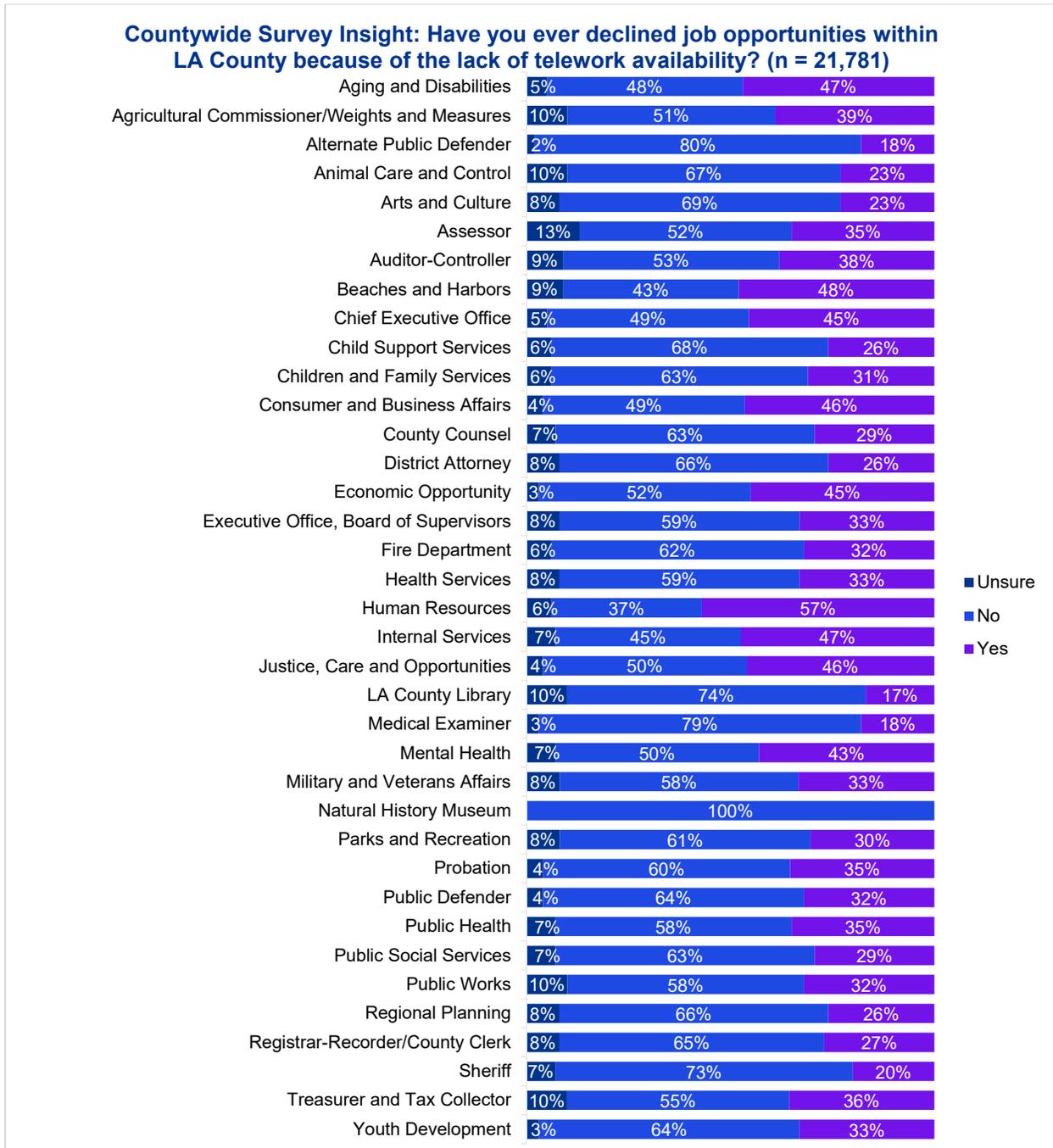


Figure 45: Declining Job Opportunities

Note: Due to rounding, the sum of percentages may not equal 100%.

When asked in the countywide survey if employees had ever considered joining a different department because of their telework policy, **nearly half (49%) responded yes.**

A linear trend emerges when you examine the same item across employment levels with more junior staff indicating a greater likelihood of joining a different department because of their telework policy (51%) while more senior leaders responded being less likely (31%) to consider joining a different department.

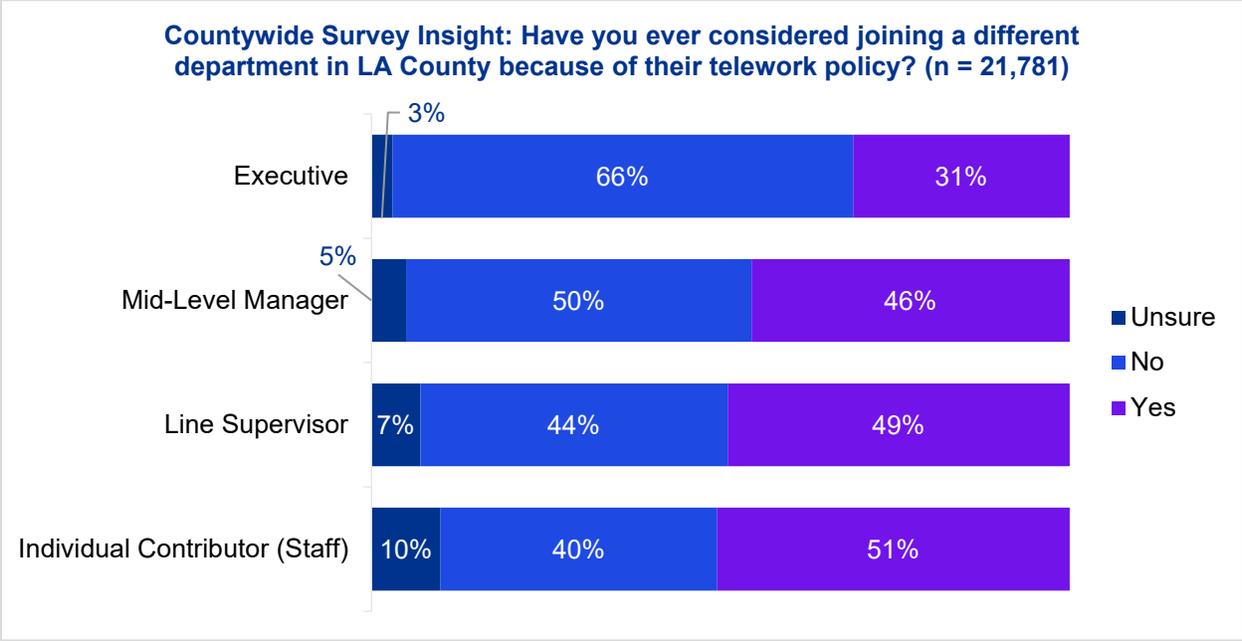


Figure 46: Interest in Switching Departments for Telework by Role

Note: Due to rounding, the sum of percentages may not equal 100%.

The following table depicts a breakdown based on department which shows Natural History Museum (100%), Military and Veterans Affairs (83%), Consumer and Business Affairs (73%) and Internal Services (68%) as the departments with employees indicating the highest likelihood of considering joining a different department in the County because of their telework policy. These insights may aid in identifying departments where telework policies might need reevaluation or enhancement to better meet employee expectations and increase satisfaction.

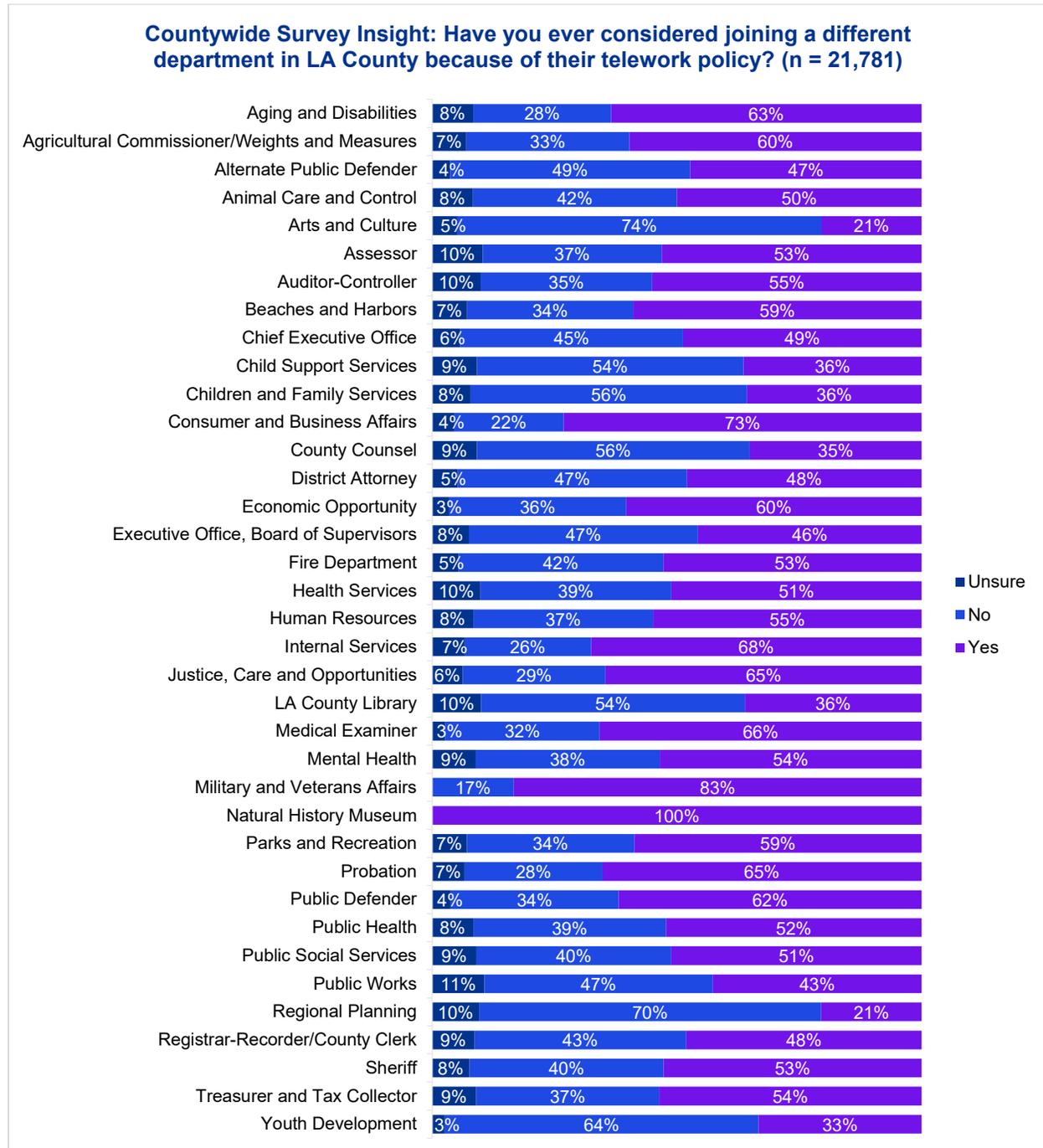


Figure 47: Interest in Switching Departments for Telework by Department

Note: Due to rounding, the sum of percentages may not equal 100%.

Based on the conversations with stakeholders and KPMG’s review of open-ended responses from Focus Group #1 attendees, it seems that departments who offer more flexible and consistent telework options appear to succeed in attracting and retaining talent, while restrictive or inconsistent policies spur transfers and hamper recruitment efforts.



Focus Group #1 Insights:

Below are comments from Focus Group #1 that bring to light the role telework plays in talent management externally and internally for the County.

- *“Our department's telework policy is reducing the number of telework days offered to all employees, as opposed to other departments that still offer telework (2-3 days per week). Employees are seeking jobs elsewhere and transferring out.”*
- *“As other employers return to office, continuing to have telework is an advantage.”*
- *“When interviewing candidates, many refuse our offer due to telework availability or extent of telework days.”*
- *“If they get rid of Telework, I will jump ship and find employment someplace else.”*
- *“The younger generation is looking for telework options. If we don't offer it, we won't get new talent.”*
- *“Reality is that telework has proven jobs can be done outside of the traditional office space and the best talent will want some flexibility.”*

When KPMG asked Focus Group #1 attendees to provide input on ways departments can verify fairness and competitiveness related to the fight for internal talent many respondents suggested standardizing telework guidelines including consistent policies on the number of telework days available and standardized criteria for eligibility based on job functions, such as administrative roles having more telework opportunities compared to trades or public-facing positions. Attendees said that establishing a countywide baseline could help promote transparency, ensuring departments don't compete unfairly for talent. Some suggested limiting the number of telework days to maintain fairness while others argue for embracing telework more broadly, particularly to attract talent. To address equity concerns some attendees suggested providing hoteling options or even extra compensation for positions that can't telework, emphasizing that departments should adapt to their specific needs while operating within a consistent framework that considers operational requirements.

Beyond telework, KPMG wanted to better understand how effective a variety of benefits would be at attracting and retaining talent for the County workforce. The following table lists the highest ranked offerings from Focus Group #1 attendees.

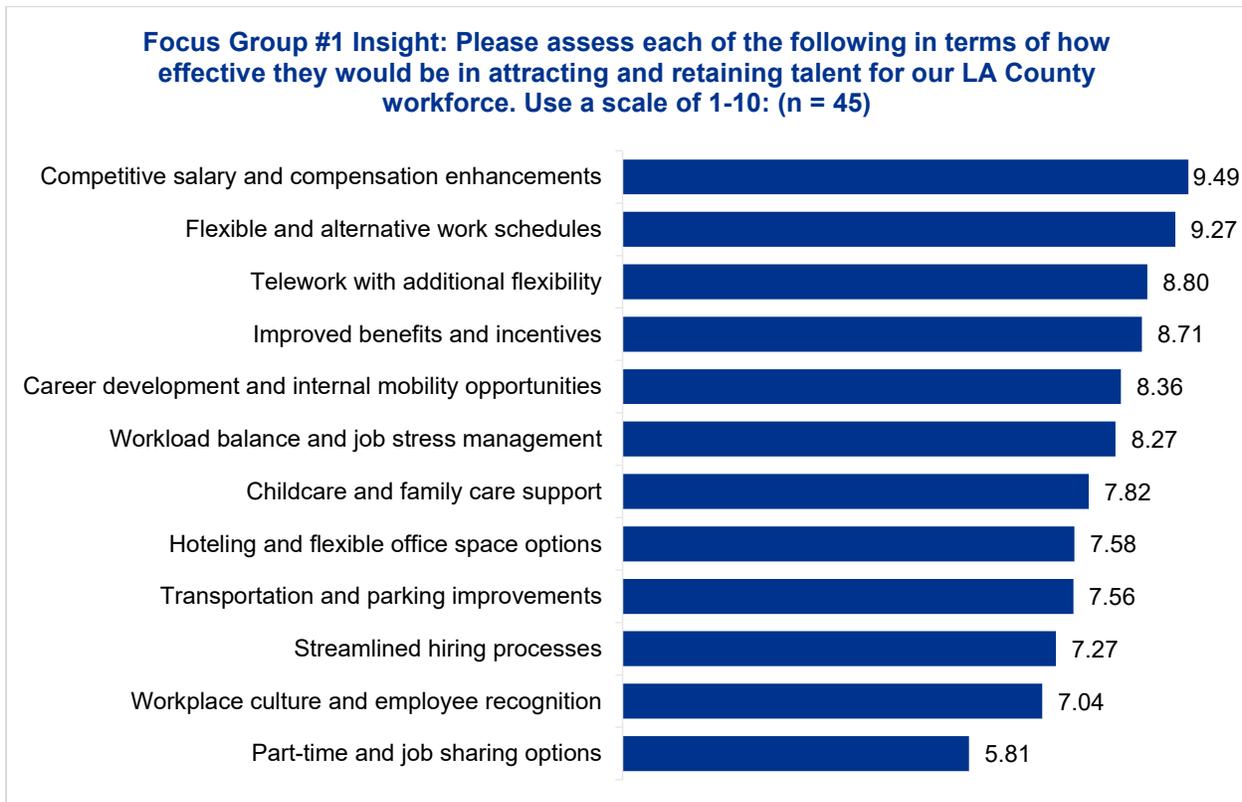


Figure 48: Recruitment Strategies

Note that aside from compensation, alternative work schedules, and telework rank at the top of the list showcasing the important role it plays in talent management.

Wherever employment exists, there will inevitably be competition for both external and internal talent. To remain competitive, the County should keep using telework as a tool to attract and retain talent externally. If flight risks due to internal telework transfers start to have a negative impact on departments' ability to develop bench strength, the County could consider greater measures of standardization across departments in the future.

Consideration #11: Track the Current Telework Migration of Lateral Moves by Common Roles Across Departments

To better understand the internal movement of teleworkers and identify patterns based on telework opportunities, the County could track lateral moves (not promotions) by common roles. **If migration patterns across departments exist solely due to telework opportunities**, departments losing talent disproportionately to others could consider expanding their telework policies to remain more competitive within the County.

The Importance of Trust, Productivity, and Consistency in Telework

Without question, trust is one of the most fundamental aspects of the employee/employer relationship. Trust serves as the lynchpin in building strong relationships, achieving project milestones, and sustaining long-term operational success. When it comes to teleworking, trust helps create a psychologically safe work environment, where teleworkers feel supported and can produce high-quality work results. However, trust is a two-way street, and teleworkers must demonstrate an ability to be responsive, professional, and productive for the telework arrangements to be successful.

Regarding productivity, KPMG asked teleworkers in the countywide survey to indicate where they are most productive and only 2% responded when they were onsite. The majority of teleworkers (56%) indicated that they are more productive teleworking than when onsite and another 42% responded that they are equally productive teleworking as they are onsite.

Across employment levels, teleworkers are closely aligned in their responses to being equally or more productive when teleworking.

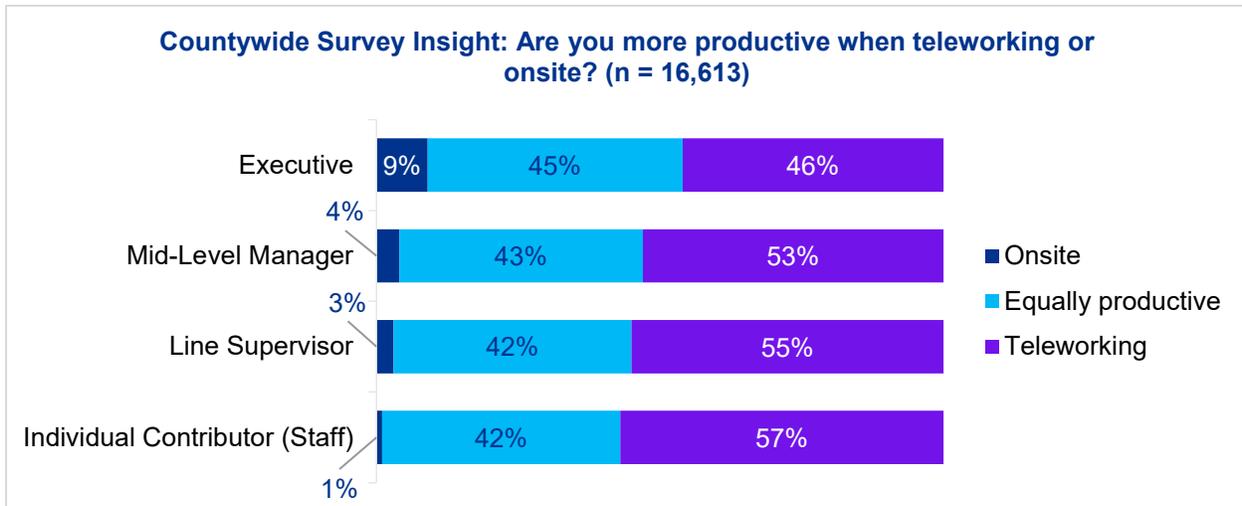


Figure 49: Teleworking vs. Onsite Productivity by Role Level

Even individuals who work “primarily onsite” indicated being equally or more productive when teleworking versus onsite.

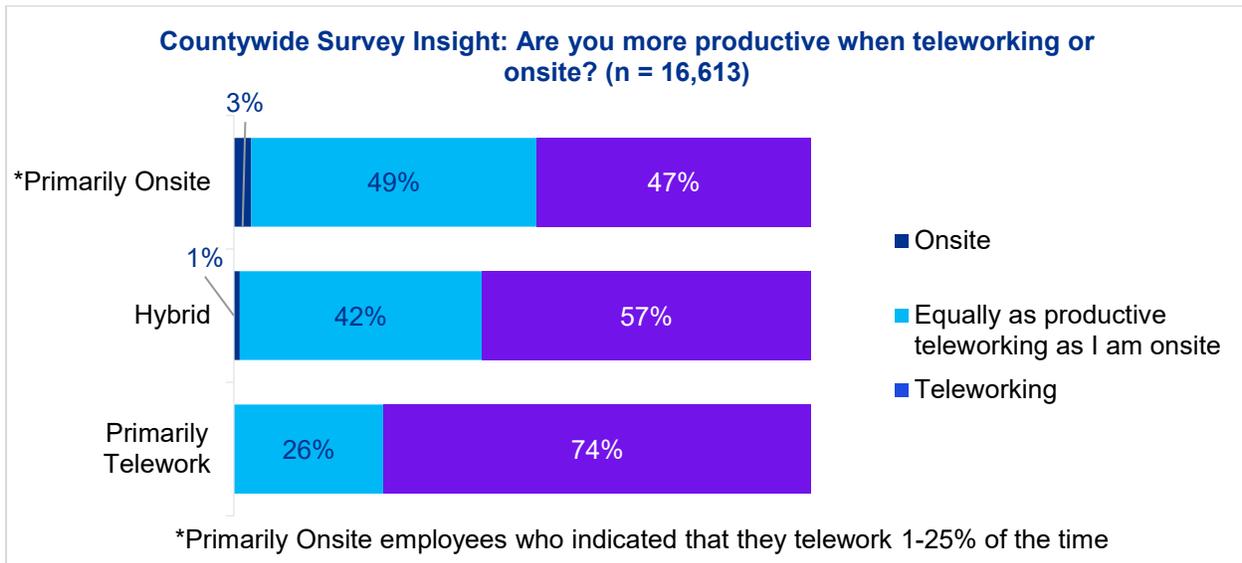


Figure 50: Teleworking vs. Onsite Productivity by Telework Status

Note: Due to rounding, the sum of percentages may not equal 100%.



Stakeholder Interview Insight: Productivity

Many departments report **equal or increased productivity with telework**, especially for administrative tasks. Employees generally appreciate the flexibility.

In general, there seems to be a consensus across levels and telework status that when teleworking, employees consider themselves equally, if not more productive, than when they come into the office.

During the stakeholder interviews, one of the most agreed-upon themes that emerged was that a lack of trust exists between senior leaders and teleworkers. To examine where the greatest telework trust gaps exists, KPMG asked a variety of questions in the countywide survey and focus groups to better understand this theme and offer some considerations to help address any gaps.

When all employees (teleworkers and non-teleworkers) were asked on the countywide survey to what extent do you trust that your coworkers are productive when teleworking, 85% responded “completely trust” or “mostly trust.”

When looking at the same item split between telework status, some slight variations emerge, but overall, a high level of trust exists for teleworkers around productivity. It should be noted that during stakeholder interviews some departments raised concerns about non-teleworkers lacking trust in their teleworker colleagues, yet 79% of employees with a “primarily onsite” status indicated that they either “completely trust” or “mostly trust” their colleagues to be productive when teleworking.

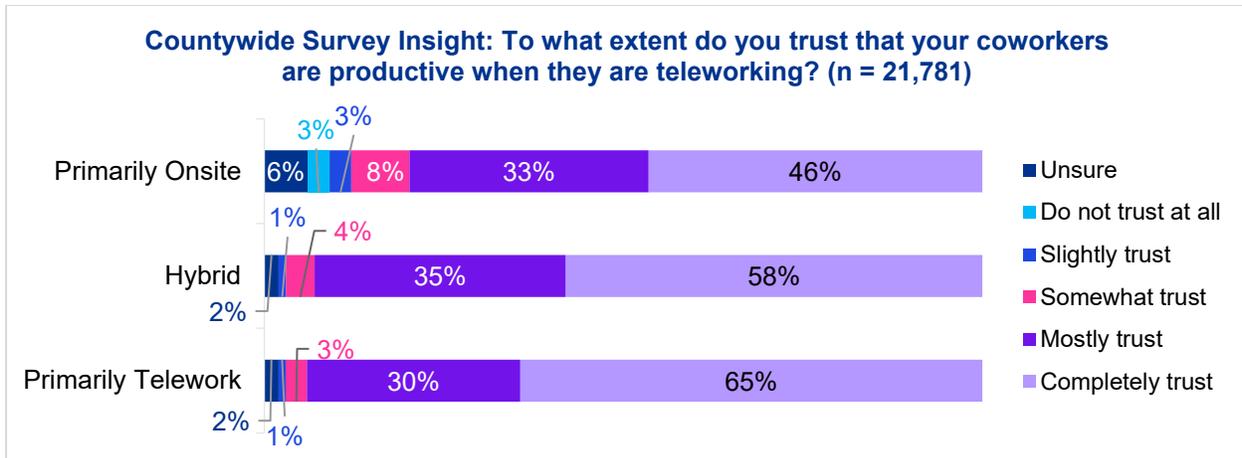


Figure 51: Trust in Teleworkers by Telework Status

Note: Due to rounding, the sum of percentages may not equal 100%.

When examining trust by employment level, the same theme emerges. Overall, trust is quite high with a slight decline as you progress up the leadership ranks. Interestingly, 72% of the executive-level leaders either “completely trust” or “mostly trust” that their coworkers are productive when they are teleworking, but responses during the focus groups tell a different story.

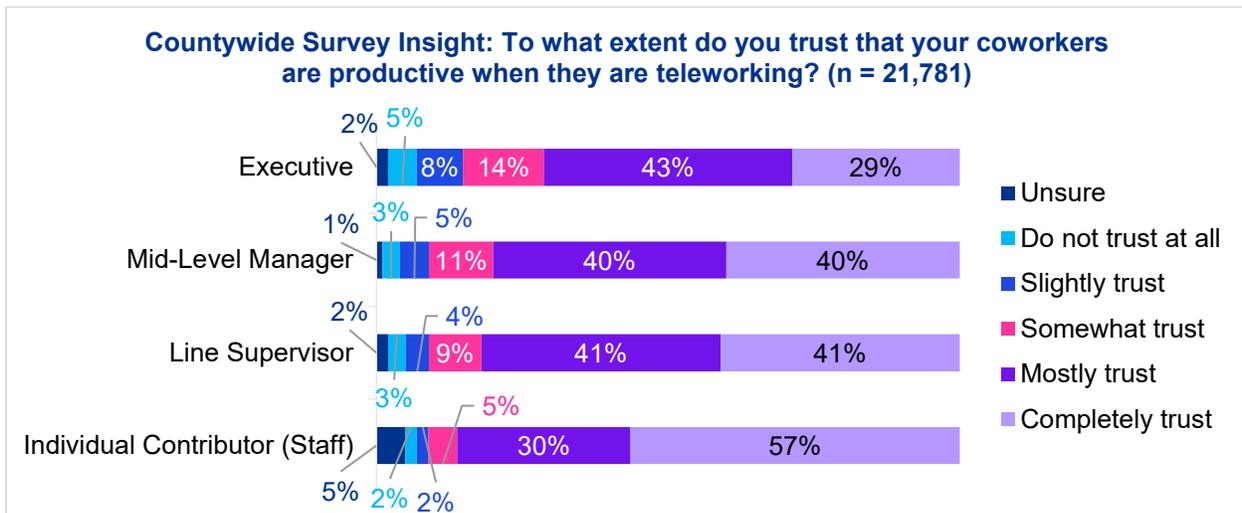


Figure 52: Trust in Teleworkers by Role Level

Note: Due to rounding, the sum of percentages may not equal 100%.

When KPMG asked Focus Group #1 attendees if there were senior leaders in their departments that simply don’t trust teleworkers, 60% responded “yes.” In Focus Group #2 we asked if there were trust issues with teleworker performance and 64% of attendees responded “yes.” The mixed results between the countywide survey and the focus group may suggest that regardless of actual trust levels, a perception that senior leaders lack trust still exists within the culture. Perhaps there are a small number of senior leaders who lack trust in teleworkers, but their influence is strong and felt by many. To dig deeper into the topic of trust and telework, KPMG took themes that were collected from Focus Group #1 and had Focus Group #3 attendees weigh in.



Focus Group #3 Insights:

In Focus Group #3, we wanted to investigate the root cause **leading to the biggest perceived trust gaps**. We took themes identified in Focus Group #1 and created descriptions for each theme that were provided prior to voting:

- **Lack of Accountability and Productivity:** There is a perception that telework reduces accountability, with concerns that some employees might not work a full day or engage in non-productive activities like watching TV.
- **Belief in Productivity Only in Office:** Senior leaders often believe that employees are productive only when present in the office, stemming from traditional views that associate physical presence with work efficiency.
- **Resistance to Change:** Some senior leaders are unable or unwilling to adapt to the changing work landscape, and they hold on to traditional work practices, leading to mistrust in telework arrangements.
- **Trust in Self-Management:** Leaders fear that employees do not know how to self-manage appropriately when teleworking, which leads to doubts about task completion and responsiveness.
- **Personal Preferences and Lack of Understanding:** Personal biases against telework and lack of understanding of staff needs (e.g., commuting costs, family care responsibilities) can influence trust negatively.
- **Telework Equity Concerns:** Issues surrounding employee complaints about telework equity contribute to trust deficits, with leaders doubting fair and effective implementation.
- **Observations of Office Dynamics:** Empty cubicles and parking spaces can lead to assumptions that employees are not working, compounded by comments on employees taking breaks.

KPMG then asked Focus Group #3 attendees to indicate the single most important issues that they thought caused trust gaps with teleworkers. The top two choices both involve productivity, which demonstrates the importance of having clearly defined KPIs within departments and teams. Clearly defined productivity metrics could benefit the County's entire workforce, teleworkers and non-teleworkers alike, and may have a positive impact on the perceived trust gap.

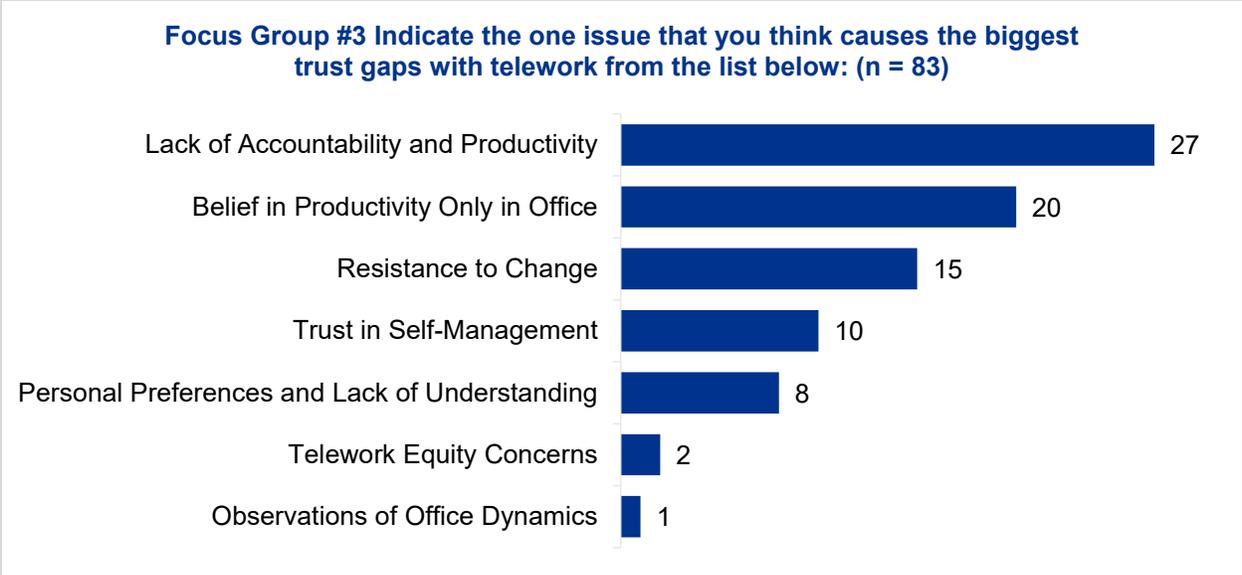


Figure 53: Cause of Trust Gaps

To further that point, only 8% of Focus Group #3 attendees disagreed with the notion that more clearly defined and communicated KPIs met by a hybrid workforce would improve trust among teleworkers and senior leaders.

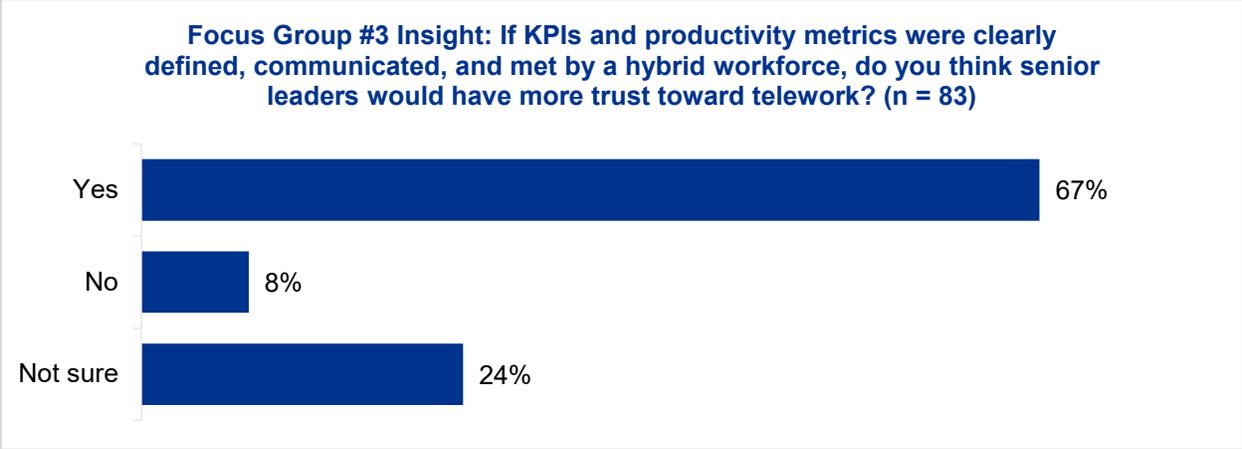


Figure 54: KPIs and Trust from Leaders

Note: Due to rounding, the sum of percentages may not equal 100%.



Focus Group #3 Insights:

Below are some of the comments that Focus Group #3 attendees shared when asked what they would like to convey to senior leaders to help alleviate the telework trust concern:

- *“Leaders should recognize that telework isn’t about comfort, it’s about removing barriers that don’t improve performance. When employees feel trusted and supported, especially those with long commutes or caregiving needs, they’re more productive and loyal. Empowering staff to do their best work, not controlling how it looks, builds stronger teams.”*
- *“Senior leaders need to develop systems to hold team members accountable. If managers were to measure the productivity, this would be a non-issue.”*
- *“As long as staff are responsive and timely then it should not be an issue. In fact, Teams and telework make it easier to communicate. Tools like sharing a screen, recording a meeting, etc.”*
- *“County policies apply whether in-person or offsite. Many employees work at satellite offices and are not seen by senior management, but work is still completed. Trust your management team to ensure the job is completed and they will work with HR should the employee not complete their assignments as expected.”*
- *“Our department head does not trust staff at all, whether we are in the office or not. So, my message to them would be that they should learn about the work we do so they can support us as we do the work that meets the mission of our department and serves our communities.”*

When Focus Group #1 was asked what can be implemented to improve the level of trust that senior leaders have with teleworkers, the following solutions were offered:

1.	Performance Metrics	Establish clear metrics to track productivity and outcomes for teleworkers and regularly share these metrics to demonstrate the effectiveness of telework.
2.	Communication and Accountability	Enhance communication channels between leaders, managers, and teleworkers with regular check-ins and updates on deliverables to reassure leaders that employees are meeting expectations.
3.	Training for Supervisors	Provide practical training for managers and supervisors on overseeing telework, including tools for assessing performance and improving accountability.
4.	Consistent Frameworks	Implement countywide forms, templates, and policies to create a reliable framework for telework that leaders can trust.
5.	Evidence of Results	Share examples and data showing how telework positively impacts productivity and work quality, helping leaders see its benefits.
6.	Addressing Concerns	Deal with individual cases of misuse or underperformance decisively, demonstrating that telework doesn't compromise standards.
7.	Encourage Mindset Change	Promote understanding among senior leaders that work is increasingly viewed as a function, not a place, requiring a shift from traditional models.

To gain greater insights into the perceived trust gaps beyond senior leaders, KPMG asked attendees from Focus Group #3 to rate their level of trust in the productivity of their onsite and teleworking direct reports, peers, and managers. Participants rated their trust on a scale from 1 to 10, with averages reflecting high levels of trust across and within all categories. Trust in direct reports was nearly identical for telework (8.58) compared to onsite (8.55) and peers onsite (8.27) compared to telework (8.31). Managers were trusted slightly more onsite (8.48) compared to telework (8.41). Given this data and what was collected in the countywide survey it appears that a solid foundation of trust does exist for teleworkers within the County. However, a permeating perception that some senior leaders simply do not trust teleworkers still lingers and should be addressed.



Stakeholder Interview Insight: Consistency in Metrics

Many departments use the same productivity and performance metrics for teleworkers as for onsite employees. However, a desire to develop more robust methods for specifically tracking telework productivity exists in many departments which goes against the countywide telework policy which states performance expectations are to remain the same regardless of an employee’s work location.

One theme related to trust and productivity that produced a variety of viewpoints from stakeholders was the practice of requiring teleworkers to track tasks and productivity differently when teleworking than when they work onsite. During Focus Group #1, KPMG asked attendees to indicate if their department used daily tracking logs to validate worker performance. The responses between those that do use logs (44%) and those that do not (48%) were relatively similar, and 8% who were unsure.

Of the attendees who indicated that they do use tracking logs, KPMG followed up to ask if the same daily worklogs were employed for office workers as well as teleworkers and found inconsistencies in their responses. Forty three percent of the attendees who said their departments use work logs to track performance said that they don’t use the same logs for office workers and teleworkers. Furthermore, KPMG uncovered during the stakeholder interviews that some departments require teleworkers to send emails on days they are teleworking to “check in” but are not required to do so on days they work from the office. These practices appear to go against the countywide telework policy which states performance expectations are to remain the same regardless of an employee’s work location.

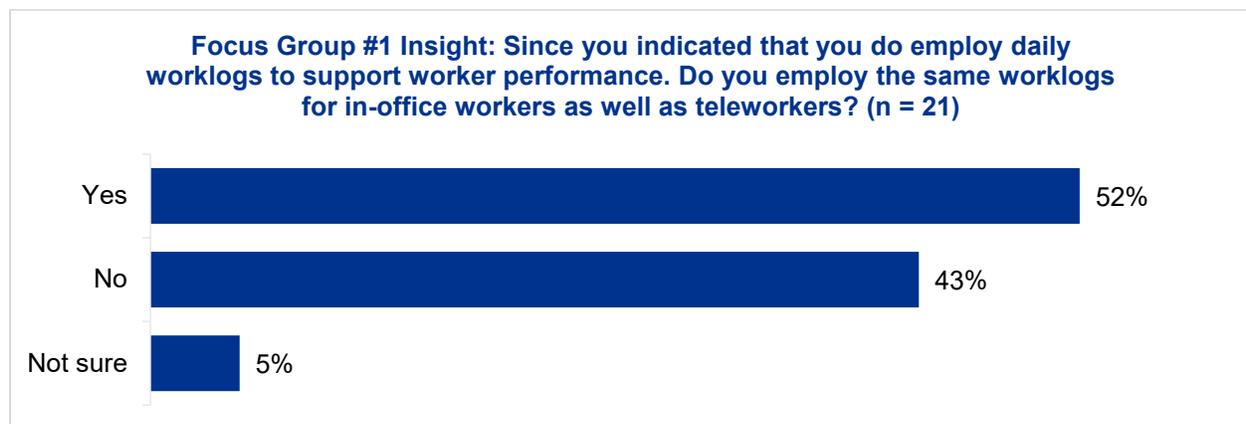


Figure 55: Utilization of Worklogs

To further investigate the premise that performance is performance regardless of physical location, KPMG asked Focus Group #2 attendees to indicate if performance should be evaluated the same for onsite and teleworkers and 85% agreed.

It is hard to know the exact reasons why some departments feel the need to use additional measures to track teleworker productivity and performance. During stakeholder interviews we heard that some tracking practices were established during the COVID-19 pandemic and have been carried on out of habit. Other stakeholders explained that tracking logs were used to help ensure teleworkers were maintaining productivity standards. Regardless of the reason, KPMG wanted to explore a possible solution that stays consistent with the countywide telework policy but also offers a time and place for the use of telework specific tracking logs.

KPMG wanted to investigate whether or not a designation of “good standing” for teleworkers who consistently met or exceeded specific guidelines would be welcomed by focus group attendees as a means to eliminate any additional productivity tracking logs or check-ins. This concept is similar to a probationary period, but specific to telework. This could be a way to earn trust and bridge the gap for departments who have historically used telework specific tracking logs.

4.12 out of 5

Focus Group #3 Insights: Respondents show a **high level of agreement** that:

“For employees who have consistently demonstrated their telework performance by meeting or exceeding specific guidelines, they should receive a designation that transitions their oversight measures to be consistent with those of all employees (such as standard supervision measures, rather than additional telework-specific tracking like logging hours).”

The question that comes next is: What should happen if a teleworker with “good standing” does not consistently meet or exceed specific guidelines? Should the telework arrangement be terminated immediately or would the use of tracking logs and check-ins serve a purpose in supporting the employee back toward a “good standing” designation? KPMG posed that question to Focus Group #3 attendees and found that 59% were in favor of using additional tracking measures and check-ins before completely terminating the telework arrangement.

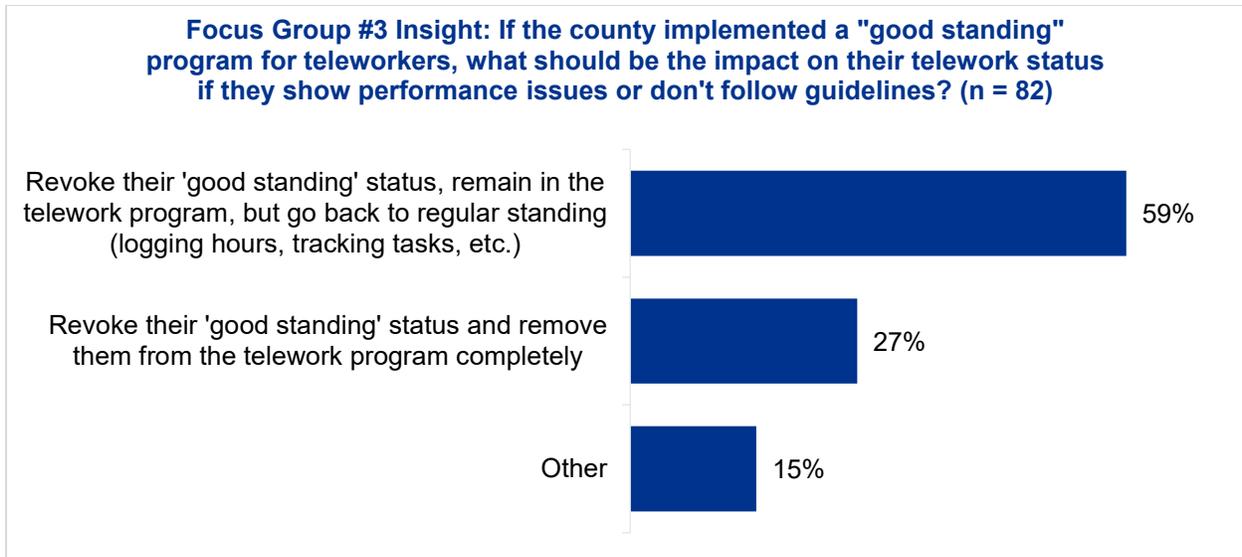


Figure 56: Good Standing Teleworker

Note: Due to rounding, the sum of percentages may not equal 100%.

Understanding that this is a new idea, and more thoughtful discussions and consideration would need to take place before the implementation, it may serve as a viable solution for departments reluctant to let go of legacy teleworker tracking practices while still gaining greater alignment to the countywide telework policy guidelines.

Consideration #12: Implement a “Good Standing” Teleworker Status for Departments Reluctant to Let Go of Legacy Teleworker Tracking Practices

In departments that still use telework-specific work logs and check-ins, implement a “good standing” teleworker status that limits the use of such mechanisms that are not required when in person. If a teleworker shows inconsistent performance or issues following guidelines, remove the “good standing” status and require a few additional requirements prior to removing telework completely. This initiative supports the transition of all departments toward standardized supervisory methods. In many circumstances, performance issues may stem from deeper rooted issues that go beyond teleworking.

Consideration #13: Implement Efforts to Reduce the Perceived Trust Gap Towards Telework

Address the perceived trust gap with senior leaders and teleworkers by establishing better KPIs and other reporting methods enabling a standardized telework experience, ultimately increasing productivity and employee morale.

Consider allowing a forum once a year for senior leaders and teleworkers to express concerns and listen to new information that may help both parties understand each other's points of view. Offer leadership development training that promotes a culture of trust, autonomy, and shared responsibility.

05 Performance Management Themes and Findings

Overview of the Current Performance Management Practices

The Performance Management Process (PMP) documents and data provided by departments exhibit significantly less variation compared to telework-related materials, largely due to the standardized nature of performance management practices. Most departments use countywide performance evaluations and tools, but some implement additional strategies, such as 90-day interim evaluations or job performance surveys. Additionally, some departments are introducing more frequent check-ins to maintain consistent communication and feedback, while emphasizing the use of performance metrics and goal setting to sustain employee productivity and accountability.

To gain a better understanding of the performance management practices used by all employees in the County, not just teleworkers, it is important to distinguish between the **three types of performance evaluations** that are currently in use.

Management Appraisal and Performance Plan (MAPP)	Work Plan Model	Paper-and-Pencil
<ul style="list-style-type: none"> The plan applies to two groups of eligible management employees: Tier I and Tier II. There are approximately 1,300 County MAPP employees. MAPP aims to improve the County’s ability to employ executive, senior management, and management staff. It evaluates and compensates employees based on their contributions to County and department priorities. MAPP motivates employees to excel, achieve high efficiency, reduce costs, realize expected revenues, and deliver quality services. The performance rating system uses a 5-category scale: Far Exceed Expectations, Exceeded Expectations, Met 	<ul style="list-style-type: none"> The Work Plan has been utilized by most departments since 2009. It covers about 2,000 job classifications; however it is challenging to adapt to new roles given the thorough validation process which involves subject matter experts detailing specific requirements for a given role at a specific point in time. The performance process begins with supervisors defining job roles based on job classifications. The evaluation model consists of two parts: <ul style="list-style-type: none"> Work Products and Services: Based on 3-8 job-specific work products/services. Work Behaviors: Consistently includes 8 standardized behaviors for all evaluations: <ul style="list-style-type: none"> Applying Job Related Knowledge and Skills 	<ul style="list-style-type: none"> An older version of the evaluation system using the same 5-point rating scale and assessing five performance factors: quantity, quality, work habits, personal relations, and adaptability. Results are manually entered into the performance management system.

Management Appraisal and Performance Plan (MAPP)	Work Plan Model	Paper-and-Pencil
<p>Expectations, Needs Improvement, and Failed to Meet Expectations.</p> <ul style="list-style-type: none"> The performance management process involves annual goal setting and defining expectations jointly by the Appointing Authority and each MAPP employee. MAPP ratings influence Tier I merit salary adjustments and Tier II Step Advancements. 	<ul style="list-style-type: none"> Oral Communication Written Communication Customer Service and Satisfaction Information Security Self-Management Peer, Team, and Organizational Performance Work Effort There is a section available for additional comments. A 5-point rating scale is used for evaluations (5-Outstanding, 4-Very Good, 3-Competent, 2-Improvement Needed, 1-Unsatisfactory) An overall rating is calculated by averaging Part 1 and Part 2; additional comments are needed for ratings other than "3." The probationary period version uses a 3-point rating scale, requiring comments for ratings other than "3." Users report administrative challenges, such as difficulties in changing supervisors, cumbersome processes, and limited accessibility. Employees can access their Work Plans on the performance management system only during rating periods or through SharePoint at other times in the year. 	

Table 16: Current Performance Evaluations

Based on input from stakeholders, it is estimated that 60-70% of the County’s workforce uses Work Plan PEs, 30-40% rely on Paper-and-Pencil PEs, and 1% use MAPP PEs. Department of Human Resources (DHR) is currently exploring revisions to the Performance Evaluation system for Non-MAPP employees, aiming to modernize and improve these practices. It is recommended that insights from this report inform DHR’s ongoing efforts to refine performance management across the County.

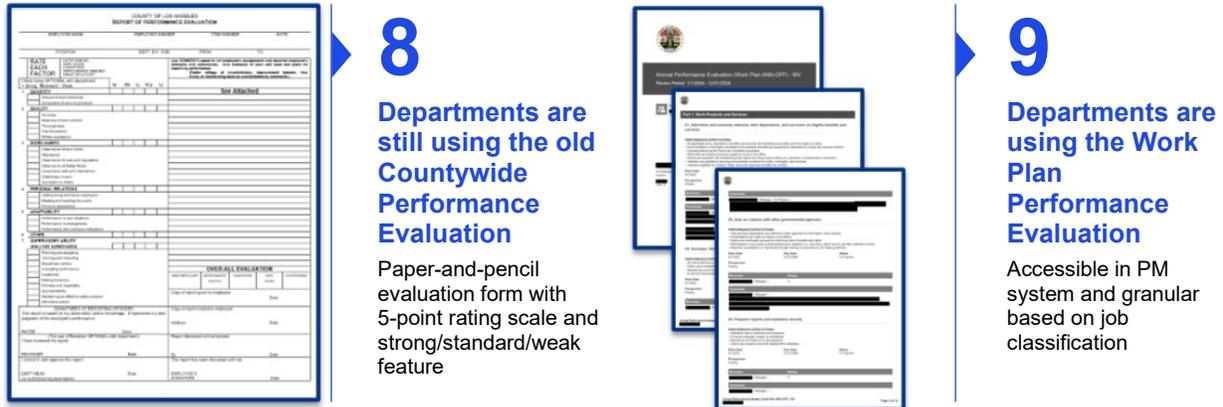


Figure 57: Use of Performance Evaluation Types

Note: Not all departments provided KPMG with their performance evaluations.

Performance Management as it Relates to Telework



Stakeholder Interview Insight: Perf. Reviews and Telework

Many **departments link telework eligibility to performance**, with underperforming employees potentially losing telework privileges. There are **various perspectives on whether “telework” is the true culprit for underperformance among other variables.**

It is important to address how, and if, performance should be differentiated between onsite work and telework. The Countywide Telework Program (PPG-550) explicitly states:

“Performance expectations are to remain the same regardless of an employee’s work location. The same measurements of work performance and productivity that determine employee success on-site are to be used to measure performance and productivity when employees are teleworking.”

Therefore, any mention of “performance” throughout the performance management section of this report should be interpreted as applicable to the entire County workforce, regardless of telework status.

Employee Feedback on the Current Performance Management Process

Throughout our focus groups and interviews, employees revealed a perception of inconsistency in policy and performance management application. This widespread inconsistency in applying performance standards, policies, and discipline undermines effectiveness, equity, and employee morale. This is important as it creates perceptions of unfairness, lowers accountability, and drives disengagement. In addition, employees feel that performance evaluation tools lack modernization and relevance. The current

evaluation system is perceived as outdated, too generic, or burdensome, and not supporting meaningful or timely feedback, particularly for varied job roles or telework settings.

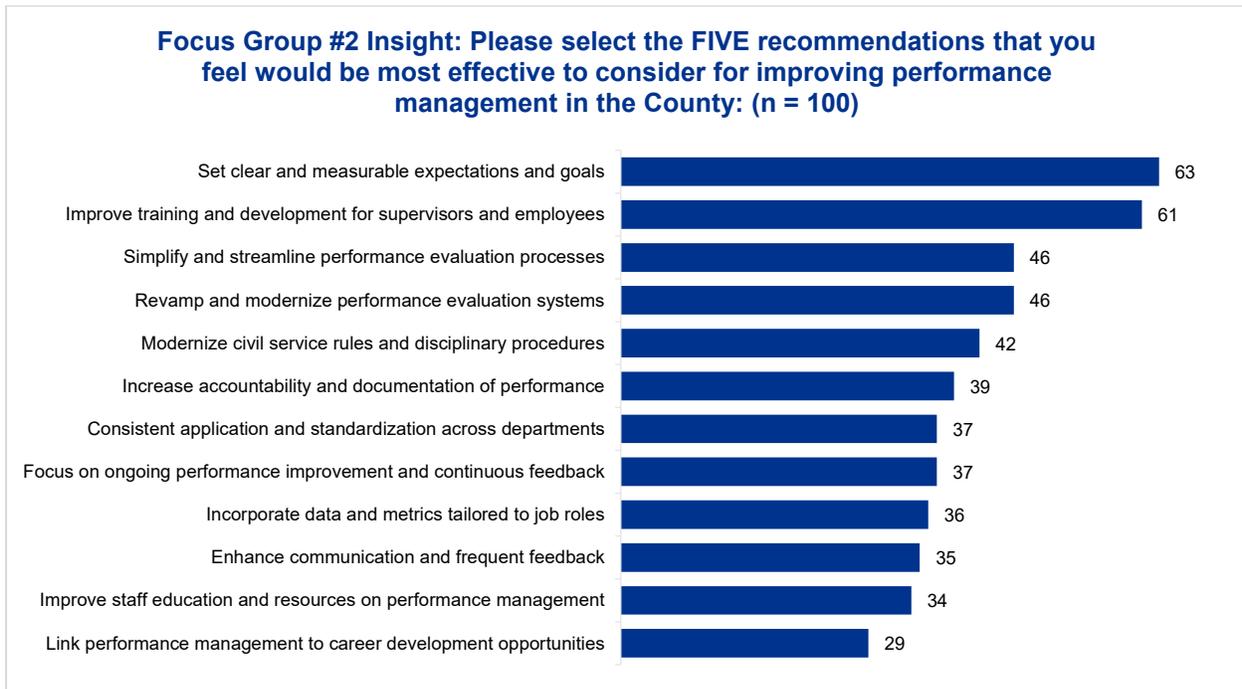


Figure 58: Improving Performance Management

In the box below you can see how Focus Group #2 attendees described current issues with the County’s PMP.

““

Focus Group #2 Insights:

- “There is no consistency in the application of PM. Management prefers to unfairly apply to all...”
- “PE system needs to be updated.”
- “Management does not have time to performance manage”
- “Cumbersome, complex and excessive policies”
- “Inconsistency in practice across different departments”
- “Supervisors and managers do not act empowered to performance manage directly, instead rely on HR too much for communications. Need to take responsibility for their teams and clear communications consistently with them.”

When asked open-endedly to reflect on ways to improve performance management in their respective departments, many employees advocate for making the performance evaluation process simpler and more modern, while also verifying that there are clear and consistent expectations set for all employees to promote success. Training for managers and supervisors is something mentioned several times, reflecting the importance of equipping leadership with the skills needed to handle performance issues and to foster development effectively. Communication and regular feedback are seen as vital components, shifting the focus from annual evaluations to an ongoing dialogue that supports employee growth while

increasing accountability. Additionally, there's a call for more structured systems that utilize data-driven metrics to make evaluations objective and fair, reducing subjectivity and inconsistency. By addressing these areas, departments can enhance performance management, making it more effective and empowering for both employees and supervisors.

Recommendation #10: Modernize Performance Management Process (PMP)

To modernize the County's performance management practices for all employees, it is crucial to establish a comprehensive competency-based system that reflects contemporary workforce dynamics and leverages the strengths of both onsite and telework environments. This modernization effort will focus on several key aspects:

1. Competency-Based System:

- **Core Competencies:** Define fundamental skills applicable to all roles, including communication, problem-solving, and adaptability. These competencies allow all employees to have a solid foundation to meet the diverse challenges of their positions.
- **Technical Competencies:** Develop specific skill sets tailored to job functions, so employees possess the necessary technical expertise, from digital literacy to advanced analytics, crucial for a hybrid workforce.
- **Leadership Competencies:** Identify and cultivate leadership skills that inspire, motivate, and guide teams effectively, emphasizing emotional intelligence, strategic thinking, and decision-making.

2. Uniform Evaluation Systems:

- Implement a unified evaluation system across all departments (excluding MAPP), promoting consistency and fairness. By adopting one version countywide, performance evaluations can be standardized, reducing ambiguity.
- Encourage departments to transition to the updated model, providing training to facilitate smooth implementation and adoption.
- Anticipate some initial resistance from departments still using Paper PE and utilize effective change management strategies to foster greater adoption.

Consideration #14: Reframe Performance Management Terminology to be Development-Focused

To foster a more constructive and supportive work environment, it is crucial to revisit the terminology associated with performance management within the County. While interviewing stakeholders in DHR, we learned that the term “performance management” has traditionally been viewed in a punitive or disciplinary manner, rather than a system designed to support growth and reinforce expectations. The County could consider reframing terms associated with evaluations, such as “Needs Improvement,” to more positive language like “Opportunities for Development,” as well as offer training that helps employees and managers better understand the value of performance management and ultimately viewing it in a more positive light.

Opportunities and Challenges

Measuring What Matters

The County is committed to providing employees with objective performance evaluations that get at the core of what matters most in their roles. While performance management has evolved in the County over

the years, the ongoing desire to create a culture of accountability and growth has remained strong. To continue cultivating an environment where performance is objectively measured and employees are supported in their development, the County is interested in exploring new ways to “measure what matters”.

Before offering recommendations and considerations for improvement, it is important to understand how effective the current performance evaluation process is from the perspective of the employees. Knowing this information may help inform the County of the level of change needed in the future.

In the countywide survey, KPMG asked employees how accurately they felt their PE reflected their actual job performance. Fifty-six percent of respondents indicated that the current PE was either “extremely” or “very” accurate, and 39% indicated that their PE was “moderately” to “slightly” accurate, leaving just 5% saying it was “not accurate at all.”

Across varying employment levels, a high level of alignment exists, indicating that some aspects of the current PE are well received by the workforce.

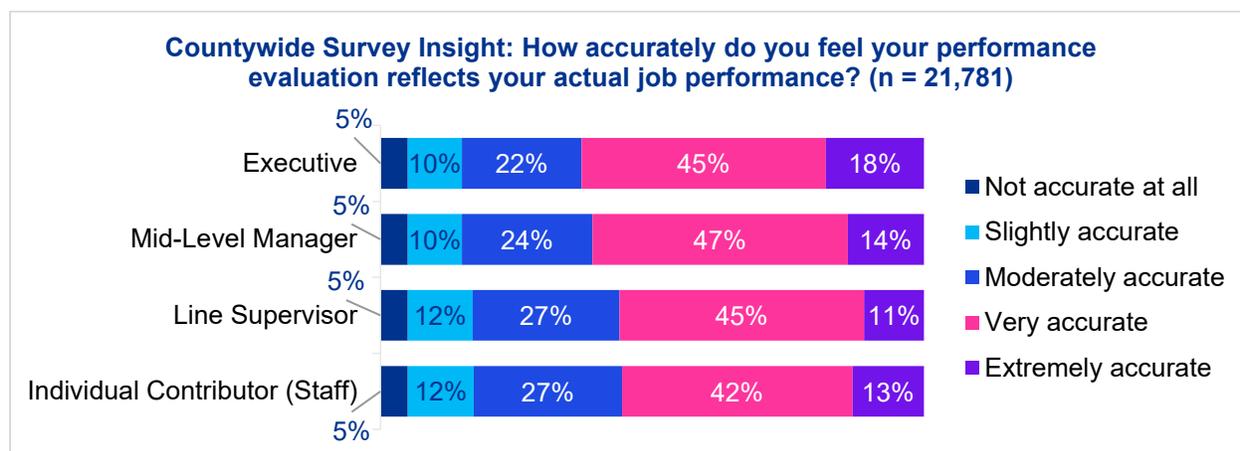


Figure 59: Evaluated vs. Actual Performance

Note: Due to rounding, the sum of percentages may not equal 100%.

When examining the same question by telework status, “primarily onsite” workers have slightly less favorable perceptions toward their current PEs than “hybrid” or “primarily telework” employees. While the difference is small, it is still noticeable and may be worth exploring on a deeper level to figure out the underlying causes driving the difference of opinion.

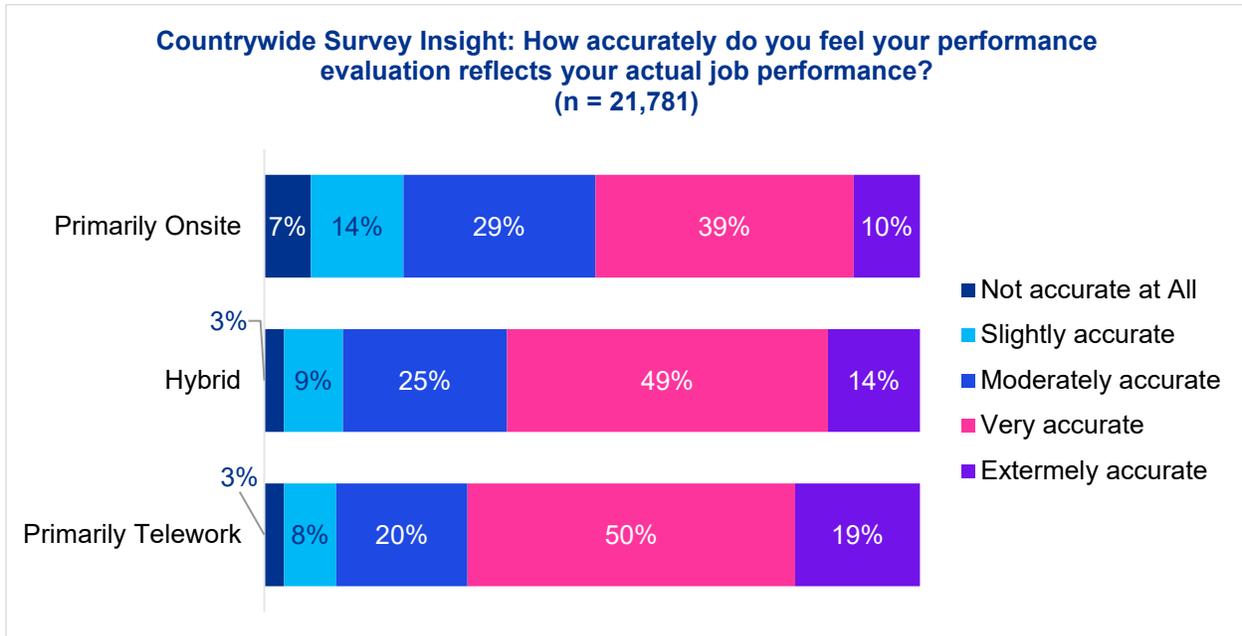


Figure 60: Evaluated vs. Actual Performance

Note: Due to rounding, the sum of percentages may not equal 100%.

A similar result was found in Focus Group #2 suggesting that instead of a complete overhaul, the County should focus its efforts on addressing the elements that cause the greatest pain points and could lead to a more effective process.

7.51 out of 10

Focus Group #2 attendees' **level of satisfaction** with the performance evaluation process as it pertains to performance reviews.



Digging deeper into “measuring what matters,” KPMG wanted to gauge the level of agreement employees had toward the metrics that are used to measure performance.

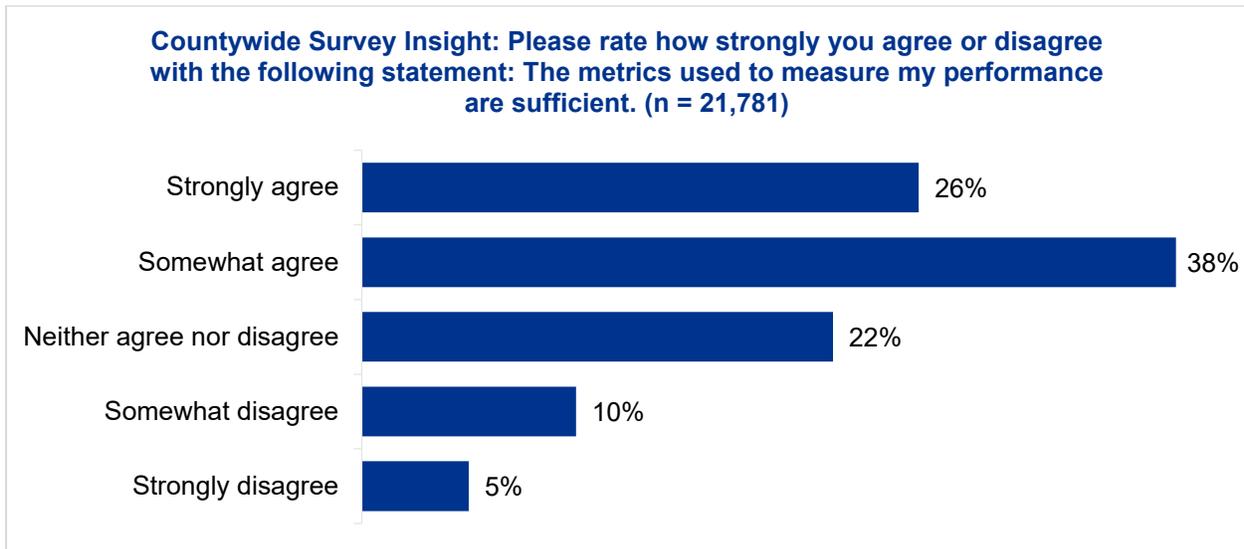


Figure 61: Sufficiency of Performance Metrics

Note: Due to rounding, the sum of percentages may not equal 100%.

To test the validity of these countywide survey results, KPMG asked the same question to Focus Group #3 attendees and found similar results. In general, there appears to be a moderate level of agreement for the sufficiency of the metrics that are used to measure performance.

On a departmental level, KPMG asked Focus Group #2 attendees if their department “measures what matters” in terms of objective and meaningful metrics of work quality, quantity, and outcomes. Once again, there appears to be a foundation of support for current methods with an opportunity to bolster efforts in the future.

3.49 out of 5

Focus Group #3 respondents showed a **moderate level of agreement** that:

“The metrics used to measure my performance are sufficient”



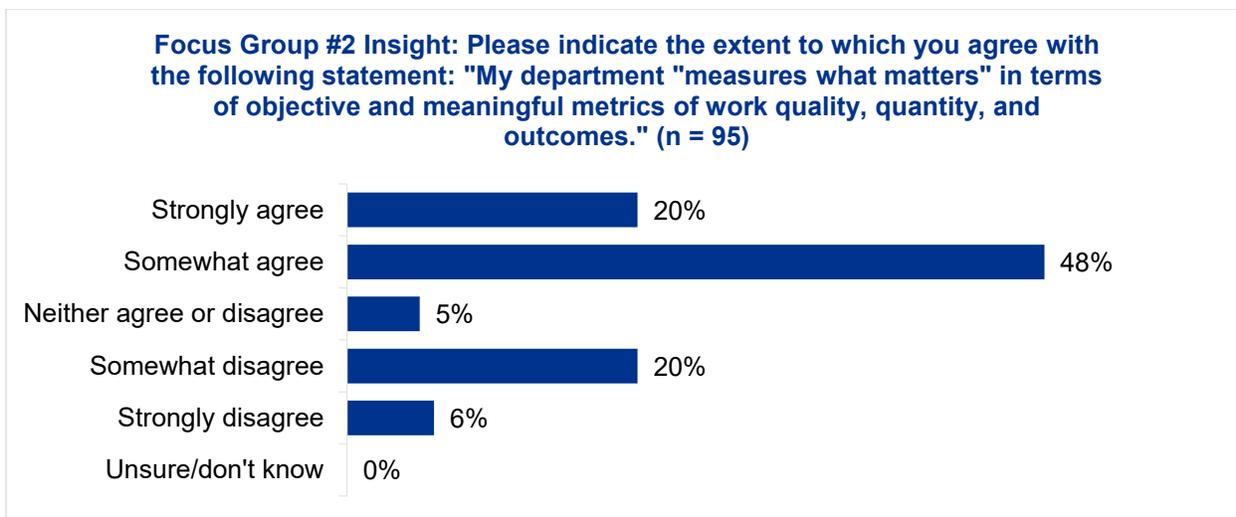


Figure 62: Measuring What Matters

Note: Due to rounding, the sum of percentages may not equal 100%.

When asked how their department could “measure what matters” more effectively in the future, Focus Group #2 attendees provided the following suggestions:

- Departments could prioritize client outcomes and service quality over mere numerical benchmarks to verify that what is truly significant is captured.
- Focus on the consistency of metrics across divisions as it is critical to avoid subjective biases and validate comparability and create fairness in evaluations.
- Utilize technology such as dashboards and digital monitoring tools as ways to help streamline processes, allowing for more accurate data collection and analysis, supporting a more effective way to “measure what matters” most to the departments.

To better understand performance management’s role in fostering accountability while supporting development, KPMG asked Focus Group #2 attendees to indicate their current perception of their department related to both individual development and accountability.



Figure 63: Development vs. Accountability

Note: Due to rounding, the sum of percentages may not equal 100%.

With **40% of attendees indicating that the current perception of performance management in their department was “too focused on individual accountability”** an opportunity may exist to foster more of a development-focused performance management process in the future.

Focus Group #2 attendees suggested that performance management should evolve to strike a better balance between development and accountability. Many attendees emphasized the importance of fostering an environment where skill-building and career growth are prioritized, so that all employees can exceed performance expectations. Accountability was mentioned being important too if it is followed by continuous feedback and opportunities for personal and professional growth. Regular check-ins and clear goals were highlighted as effective ways to address both areas.

Consideration #15: Establish a Better Balance Between Establishing Accountability and Supporting Development Within Performance Management

If the County is seeking to update its performance management process, it could benefit by including more elements of development such as equipping managers with better coaching skills, requiring more frequent performance check-ins with managers, and using new tools and templates to track developmental progress. Making these modifications, in addition to others, could help improve performance management as a whole and help shift employee perceptions from viewing performance management as punitive, a concern previously highlighted by key stakeholders.

The Rating Scale

In the last few decades, little has changed with the 5-point rating scale the County uses for performance evaluations. While there is nothing inherently wrong with using a 5-point scale, KPMG was able to uncover some minor adjustments that may help maximize its effectiveness. During Focus Group #2, KPMG asked if the current scale met the needs for rating performance with a notable majority (68%) of attendees indicating that it does. Of the 27% of focus group participants who responded “no,” KPMG asked them to provide input on how to improve the current scale. Some indicated that the “competent” rating is perceived negatively. Others said the scale lacks nuance, making it difficult to distinguish between “very good” and “outstanding”. Other suggestions included simplifying the scale and including detailed explanations for each rating to reduce subjectivity and promote consistency across departments. Lastly, the lower ratings such as “unsatisfactory” or “improvement needed” are noted with requiring HR involvement to address performance issues, which some view as a deterrent and a barrier to accurate evaluations.

To that final point, KPMG asked Focus Group #2 attendees to weigh in on whether they thought the full spectrum of the rating scale was being utilized and **74% of attendees said the 5-point scale was often used more as a 3-point scale.**

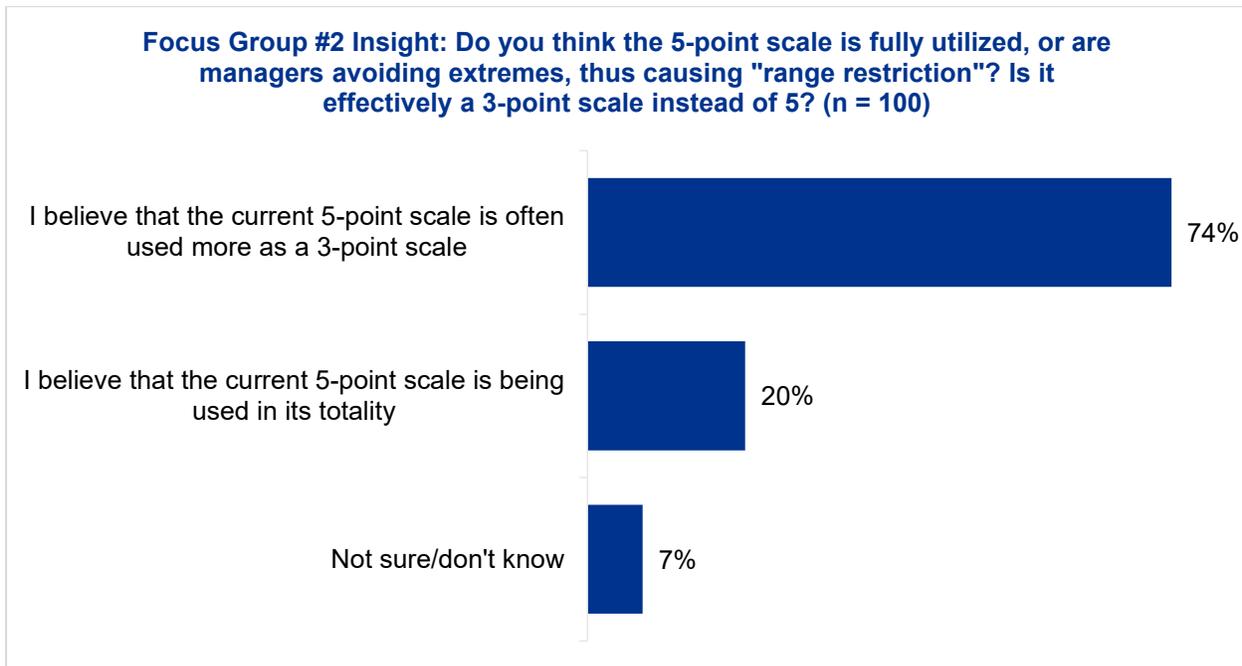


Figure 64: 5-Point Rating Scale

Note: Due to rounding, the sum of percentages may not equal 100%.

One factor that may contribute to range restriction, or the limited use of the full scale, is the requirement that managers must leave comments in PEs for all ratings other than a “3” or “competent” rating in the current system. This is true for the probationary period 3-point rating scale as well as the traditional 5-point rating scale that is used for standard performance reviews. For all other ratings (i.e., 1, 2, 4, 5), a manager is required to leave a comment in the performance management software. If a manager is debating between a rating of “2” vs. “3” or “3” vs. “4,” there may be an incentive to select a “3” to save time and effort associated with writing a performance related comment.

The last item KPMG asked Focus Group #2 attendees to provide insight on was the midpoint label of a “3” or “competent.” **Sixty-three percent of Focus Group #2 attendees expressed a preference for changing the midpoint label on the current 5-point rating scale from “competent” to “good,”** citing that “competent” often carries a negative connotation. For those in favor of the change, they shared comments on how they think that “good” would be more positively received and better reflects satisfactory performance. Additionally, attendees stated that “competent” suggests mediocrity or only meeting the bare minimum, causing confusion and dissatisfaction. However, 28% of Focus Group #2 attendees believe the term “competent” accurately communicates that employees are meeting the expected standards, and a label change might not alter perceptions or usage of the scale. Given that the County has used the “competent” label for so long, there may be a level of resistance when making a change especially for those who have been with the County for a long time.

Consideration #16: Change the “Competent” label to “Good” and Require Managers to Leave Comments for all Ratings

Given that 63% of focus group attendees were in favor of making the performance evaluation label change from “competent” to “good”, the County should discuss the pros and cons of such a change and consider updating the label moving forward. Across all ratings, the County should consider providing clearer definitions for what each rating value means to reduce subjectivity in the scale.

Consider asking managers to document performance notes for all performance ratings, currently ratings of a “3” can be left blank on the PE which may incentive managers with low bandwidth to select that option instead of using the entire scale.

Self-Evaluations

Exploring new ways to improve the performance management process, heighten self-awareness, and foster better feedback conversations, KPMG decided to ask Focus Group #2 and #3 attendees about their thoughts on self-evaluations. To be clear, a self-evaluation is an employee’s evaluation of their own performance using the same criteria as their manager does, which is typically completed before performance reviews. The self-evaluation does not carry any weight in the managers’ final ratings but can be used as a conversational tool to see where alignment exists and where blind spots may be occurring. This process is part of the MAPP PE process but not used in other forms of performance evaluations.

In Focus Group #2, KPMG asked participants if they completed a self-evaluation as part of their PE process, 30% indicated that they did and 70% indicated that they did not. Given that 40% of Focus Group #2 participants indicated that they use MAPP evaluations, the number of self-evaluations across the County is likely much lower.

When KPMG followed up on this topic with Focus Group #3 attendees, **76% indicated that they thought employees should submit a self-evaluation as part of the PE process moving forward.**

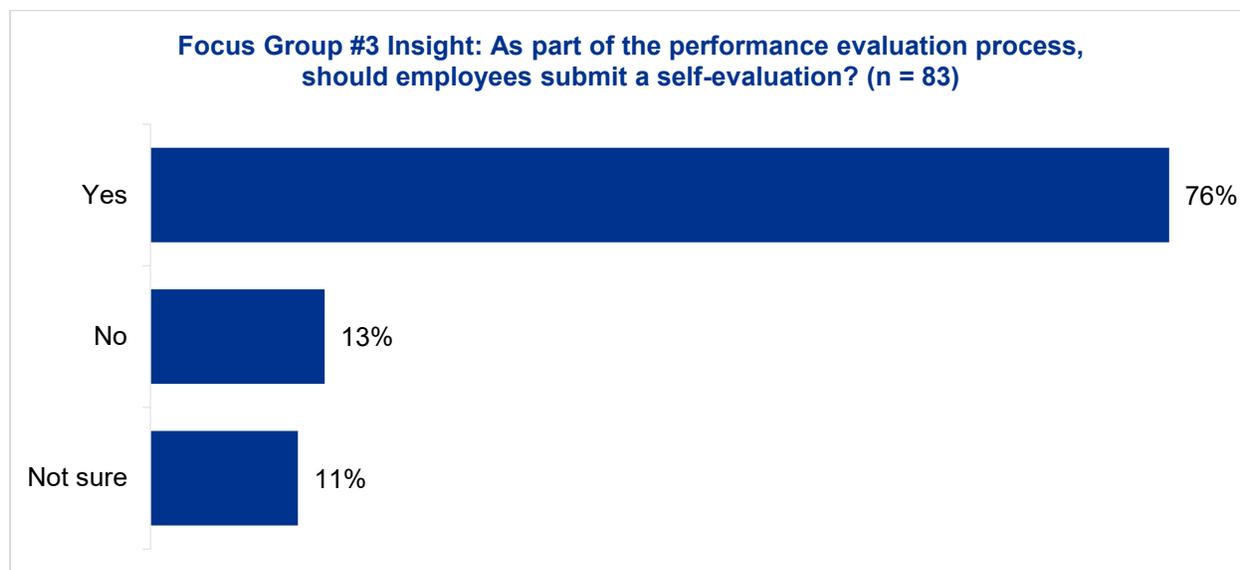


Figure 65: Self-Evaluations for Performance Management

Recommendation #11: Require All Employees to Complete Self-Evaluations

The County should use self-evaluations (which do not carry any weight in the managers' final ratings) as part of the performance evaluation process to reinforce performance expectations and prepare employees and managers for more effective performance discussions. Self-evaluations are considered a leading practice among many organizational psychologists and when established correctly they have been linked to positive employee outcomes such as increased accountability and personal growth. Integrating self-evaluations within the County may help managers gauge employees' self-awareness and blind spots which may lead to more targeted coaching and development in the future.

Communication and Frequency Methods

Establishing the right cadence of communication is vital for the success of any performance management process. Too few conversations throughout the year can lead to surprises at the year-end review; on the other hand, too frequent conversations limit the opportunities for employees to implement feedback and can be perceived as micromanagement. To help the County better understand the current practices of their workforce, KPMG asked a series of communication and frequency methods questions in the countywide survey and in Focus Groups #2 and #3.

In Focus Group #2, KPMG asked attendees to indicate how often they have regular or planned performance feedback with their manager. The most popular response was "I really don't have any regular/planned check-ins."

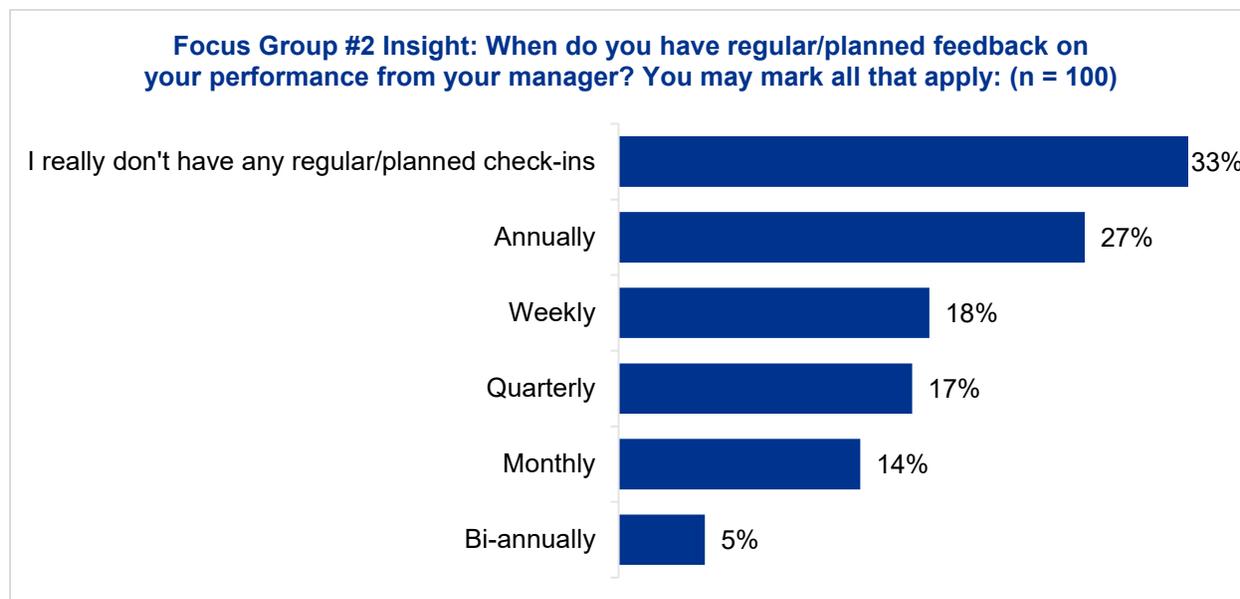


Figure 66: Actual Frequency of Feedback

To gain a better understanding of the preferred frequency of feedback conversations, KPMG asked Focus Group #3 participants to indicate how often they would like to have performance-based conversations with their manager. The most popular response was quarterly (40%) followed by bi-annually (27%) suggesting there is an appetite from the workforce to receive more performance-based feedback than they currently are.

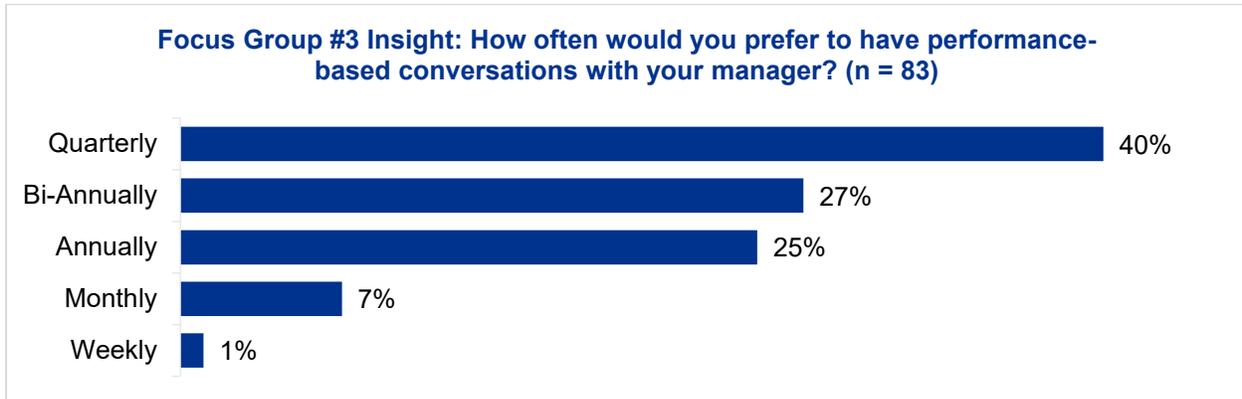


Figure 67: Preferred Frequency of Feedback

Note: Due to rounding, the sum of percentages may not equal 100%.



Focus Group #3 Insights:

Below are some of the open-ended responses KPMG received during the focus group that highlight the sentiment of the attendees.

- *“More regular feedback than annual is helpful, so that adjustments can be made to ensure I’m in alignment with my manager’s goals. Quarterly seems more frequent but not too frequent.”*
- *“Every 3 months allow for some meaningful observation and feedback.”*
- *“Unless there are performance issues to address, I think bi-annually is sufficient to talk about future goals, future improvements, and successes.”*
- *“Annually, my manager doesn’t understand what I do so it would be pointless unless she makes an effort to learn.”*

Another indicator that room for improvement exists related to the frequency of feedback conversations was found in Focus Group #3 when participants were asked if they received regular communication on their performance throughout the calendar year.

3.65 out of 5

Focus Group #3 Insights: Respondents show a **moderate level of agreement** that: *“I receive regular communication about my performance measures from my manager throughout the year,”* showing that room for improvement may exist.

Consideration #17: Formalize More Frequent Performance-Related Feedback Conversations

In addition to informal day-to-day feedback and performance-related interactions, formalize a process for bi-annual or quarterly performance conversations allowing for regular feedback to be delivered. The goal is to increase the frequency of discussions and provide greater transparency/support to employees related to their clearly defined performance expectations.

In addition to exploring the frequency of performance-based conversations, KPMG sought to collect the perspectives of focus group attendees regarding transitioning the rest of the workforce to a unified performance calendar similar to what currently exists in MAPP. In MAPP, employee goals are aligned to departmental goals and set at the beginning of each fiscal year. Being on the same calendar year allows for goals to be monitored and/or adapted in congruence with departmental goals. Following a similar process for Non-MAPP employees would allow for better alignment of departmental goals/KPIs to individual productivity metrics which could lead to feedback discussions that resonate on a deeper level.

Recognizing that this would be a significant change – given that the current performance year is based on each employee’s start date for Non-MAPP employees – the County would need to implement a transition gradually if it chooses to do so. When Focus Group #3 attendees were asked whether it would be beneficial for managers to conduct performance evaluations at the same time of the calendar year as opposed to individual employee start dates, the responses were split: a slight majority (46%) indicated “no,” 42% responded “yes,” and 12% were “undecided.”

In addition to the timing of performance evaluations and feedback conversations, KPMG wanted to better understand the way performance reviews are typically conducted. **On the countywide survey KPMG asked employees to indicate how their performance reviews are currently conducted, with a slight edge (56%) indicating “in-person” vs. 44% indicating “virtual.”**

In Focus Group #2, we asked what attendees would prefer in the future and found a similar split between the two categories “in-person” (54%) and “virtual” (46%).

When KPMG asked Focus Group #2 attendees to elaborate on their preferences, those in favor of virtual meetings appreciate how virtual meetings enable open and honest discussions with less pressure, preserve privacy, and accommodate diverse work arrangements. Those preferring in-person evaluations like how face-to-face meetings create deeper interpersonal connection, enable real-time dialogue, foster trust, and capture non-verbal cues critical to meaningful communication.

Lastly, KPMG asked employees on the countywide survey what methods were used to provide feedback on their performance with “written reviews/reports” rated as the most popular method (77%), followed by verbal feedback during meetings (66%), and performance dashboards (20%).

In addition to the methods managers use to share feedback on employee performance, KPMG wanted to understand how comprehensive Focus Group #3 attendees thought their managers were when providing performance evaluations.



3.78 out of 5

Focus Group #3 Insights: Respondents show a **moderate level of agreement** that: *“My manager provides comprehensive performance evaluations.”*

In general, there appears to be an appetite, and some room for improvement, in the way performance conversations are conducted throughout the year within the County. Using KPIs and productivity metrics to guide performance conversations is one way the County could continue building upon its high performing culture as suggested by Focus Group #3 attendees who indicated only a moderate level of agreement that their performance conversations with their manager were usually tied to metrics/goals/expectations outlined in my evaluation.

KPIs and Productivity

KPIs and productivity was one of the most widely discussed topics among stakeholders and focus group attendees during our study. While employees on the countywide survey and in focus groups indicated that their performance evaluations are fairly accurate in reflecting their actual performance, a different story emerged when KPMG asked about their KPIs and productivity metrics.

When asked if employees knew what the KPIs were for their department, division, and team, Focus Group #2 attendees were evenly split between those who did and those who did not.

Focus Group #2 Insight: Do you know what the KPIs are for your department, division, and team? (n = 101)



Figure 68: KPI Awareness

When KPMG posed a similar question about others in their department, a resounding 82% of Focus Group #2 participants doubted that most of the employees in their department knew what their department’s KPIs were.

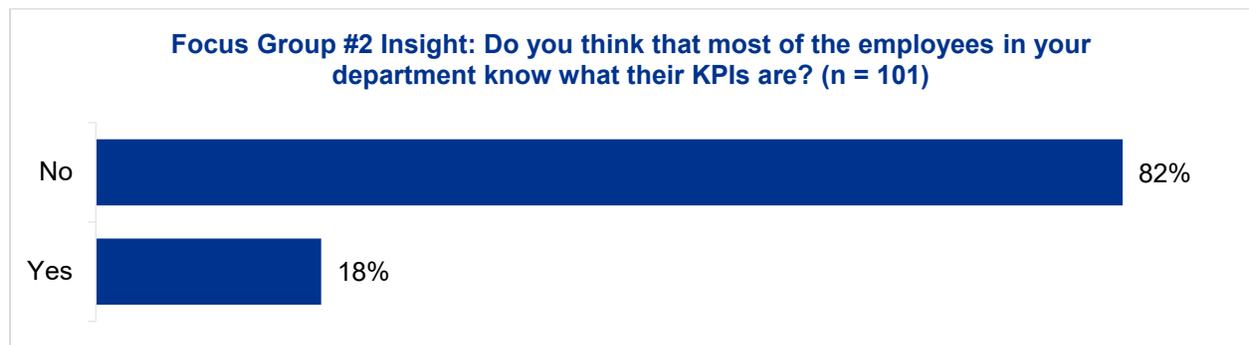


Figure 69: Colleagues’ Awareness of KPIs

When asked how effective the current productivity measurement tools were in accurately reflecting performance, Focus Group #2 attendees reported noticeable gaps across department, division, team, and individual levels.

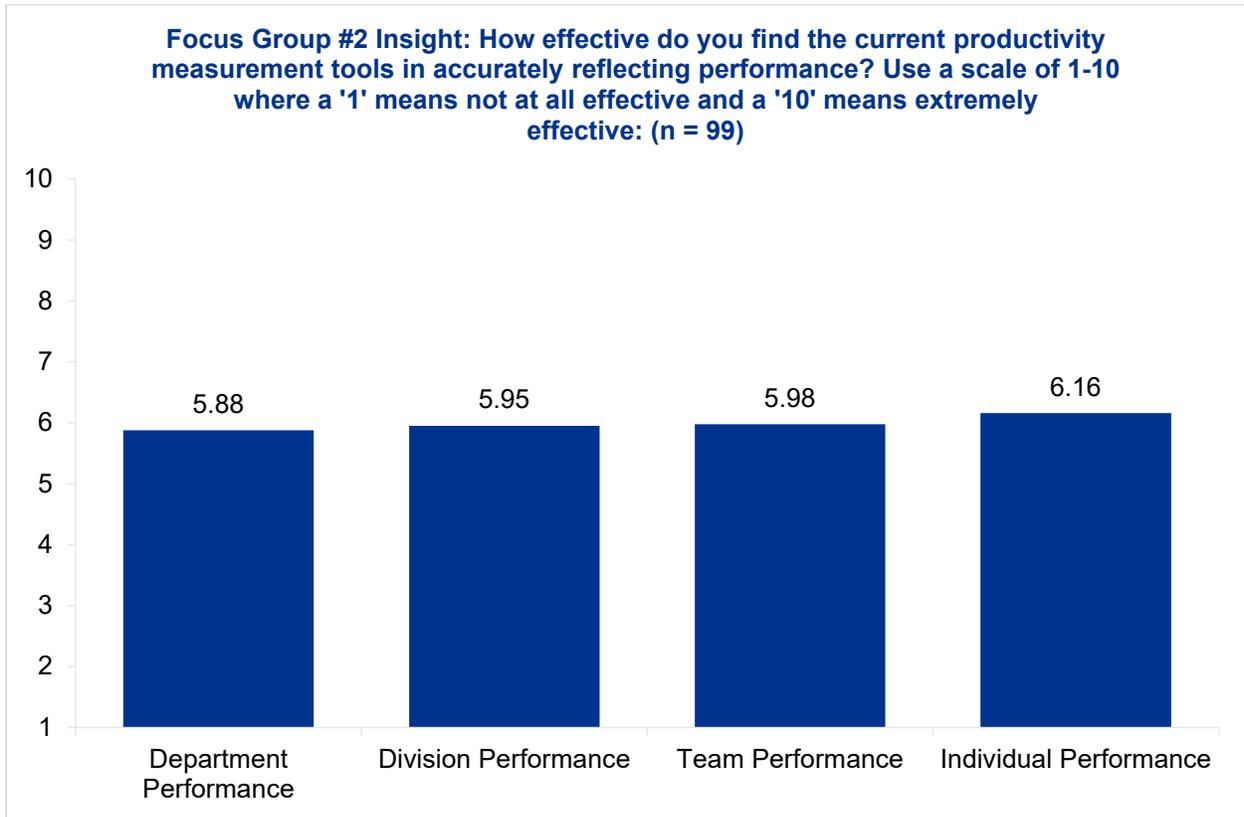


Figure 70: Productivity Measurement Tools

Additionally, when asked how aligned departmental KPIs and individual performance expectations are, Focus Group #2 attendees indicated low to moderate levels of agreement, suggesting an opportunity for greater alignment exists.

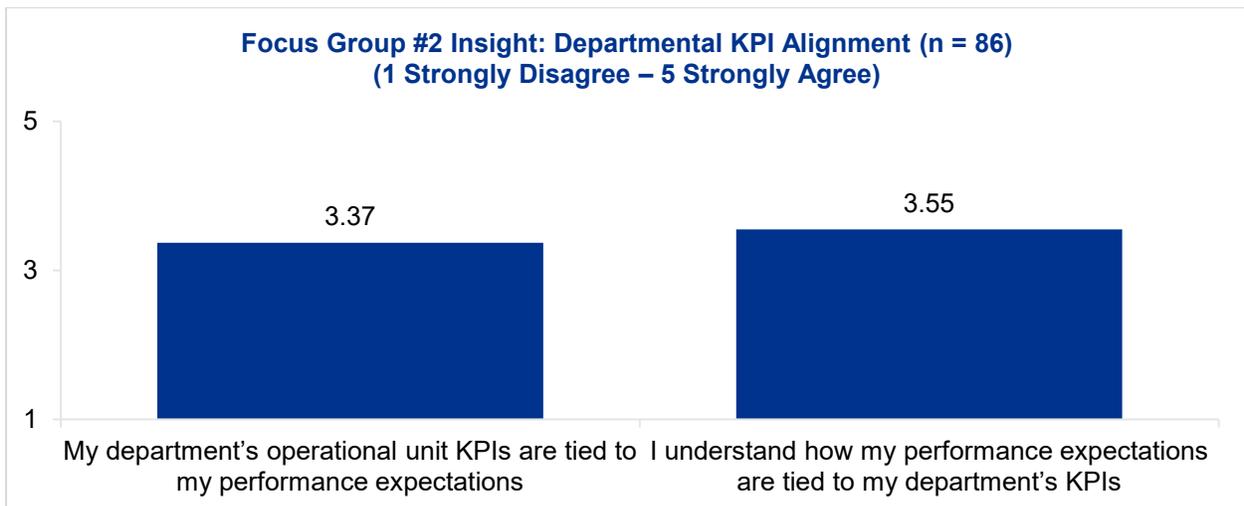


Figure 71: Departmental KPI Alignment

Recommendation #12: Require Departments to Submit KPIs Annually

Require departments to annually define, submit, and communicate their KPIs: During our current state document review, KPMG only came across 8 departments that provided department-specific KPIs or productivity metrics that extended beyond simple task logs. If it is true that most departments lack clearly defined KPIs and productivity metrics, the County should explore implementing a standardized process of KPI reporting to drive consistency. This approach could enable the Quality and Productivity Commission (QPC) to enhance the value of their tailored advisory services to departments beyond what is currently offered.

Note: Refer to the [appendix](#) for additional telework productivity metrics

In Focus Group #2, KPMG discovered a gap between the perceived accuracy of performance evaluations (70%) and the moderate effectiveness of productivity tools (5.88-6.16 out of 10). When Focus Group #3 was asked to explain this difference, 53% of attendees agreed that “Both the variety of measurement tools and the unclear communication of productivity standards equally contribute to the perception gap.”

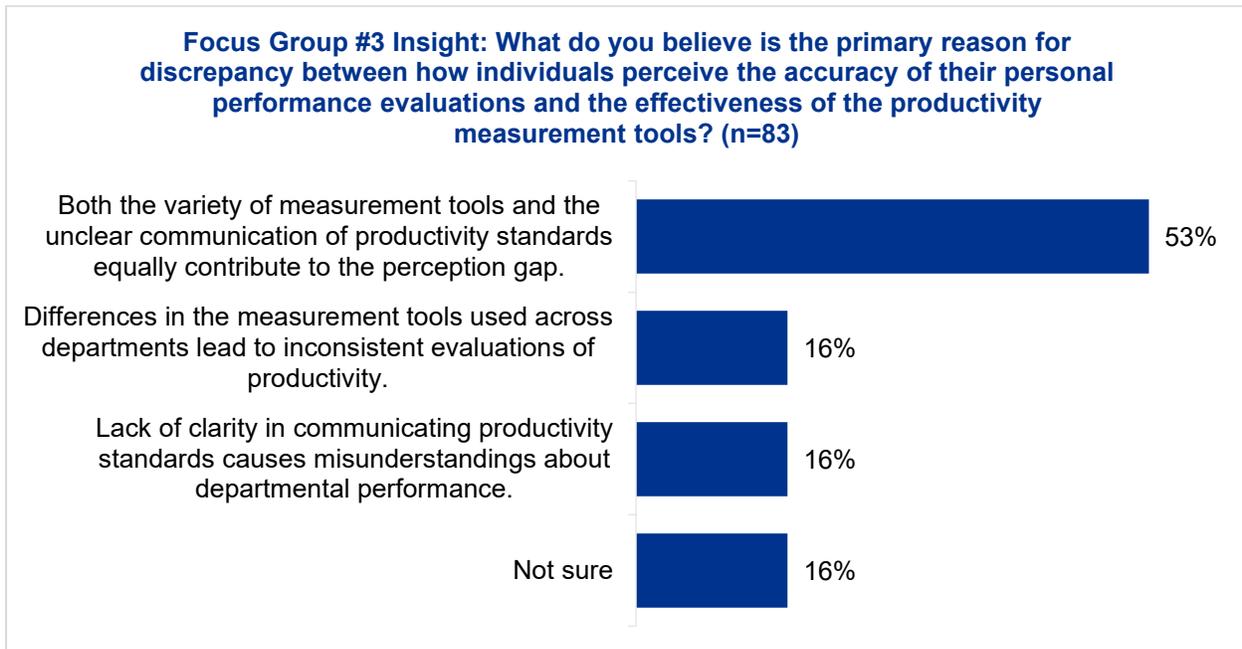


Figure 72: Accuracy and Effectiveness of Productivity Measurement Tools

Note: Due to rounding, the sum of percentages may not equal 100%.

To assist the County in improving its KPIs and productivity metrics, we asked Focus Group #3 attendees what would make productivity metrics more effective in driving performance in their departments. The top responses were better communication of productivity metrics from senior leaders, better tools for productivity metrics, and better alignment of productivity metrics to performance evaluations.

Recommendation #13: Integrate Cascading KPIs Into Performance Evaluations for All Employees

Where applicable for Non-MAPP employees, align departmental, divisional, and/or team KPIs and productivity metrics to their performance evaluation. Doing so will help employees see how their day-to-day efforts contribute to larger objectives within the department. This will help close the gap and confusion between performance evaluations and productivity metrics.

To gain a better understanding of the current tools used, we asked Focus Group #2 attendees to share the types of productivity tools that are most commonly used in their departments. The following is a summarized list of tools:

Table 17: Current Productivity Tools

Commonly Used Tools Across Departments	Collaborative and Communication Platforms	Industry-Specific and Custom Tools	Other Tools	Lack of Tools or Unawareness
Microsoft Excel: Widely used for tracking and organizing productivity data	Microsoft Teams: Used for communication, collaboration, and presence indicators	Cognos Reports, Tableau: For data visualization and analytics	Written Narratives and Logs: Used for qualitative reporting	Several responses indicated no specific tools in use or uncertainty about the tools available.
PowerBI: Often used for creating data-driven reports and dashboards	Microsoft SharePoint: Used for document management and collaboration	Cherwell, PMTS, LMS, ITSM: Task-specific management tools	Project Management and Field Maps: Tools for project tracking and data collection	
Talent Works: Utilized for managing and evaluating employee performance	Microsoft 365: Includes tools like Excel and Teams for productivity measurement	Internal Databases and Systems: Customized databases and systems created by departments for specific needs		
		Five9, Goldmine: Used within specific service or communication contexts		

When KPMG asked the same focus group attendees to share what productivity tools or mechanisms were least effective, many individuals expressed uncertainty or lack of familiarity with specific tools, suggesting there may be a gap in effective communication or training around available resources. Performance evaluations and the current technology platform used were often mentioned, though they are frequently criticized for being cumbersome, outdated, or insufficiently aligned with current job responsibilities. Tools with manual calculations such as Microsoft Excel are commonly used, yet they are perceived as inefficient and prone to errors due to their complexity and lack of automation. Additionally, attendees expressed concerns with standardized metrics across unique roles because they can miss the nuances of different job functions/departmental needs, highlighting the need for more tailored approaches. Lastly, there was a concern that existing measurement processes focus more on “quantity” rather than “quality.”

To determine the types of KPIs that would be most beneficial for departments to consider using in the future, KPMG asked Focus Group #3 attendees to rate the value each KPI would bring (assuming it was relevant to their department).

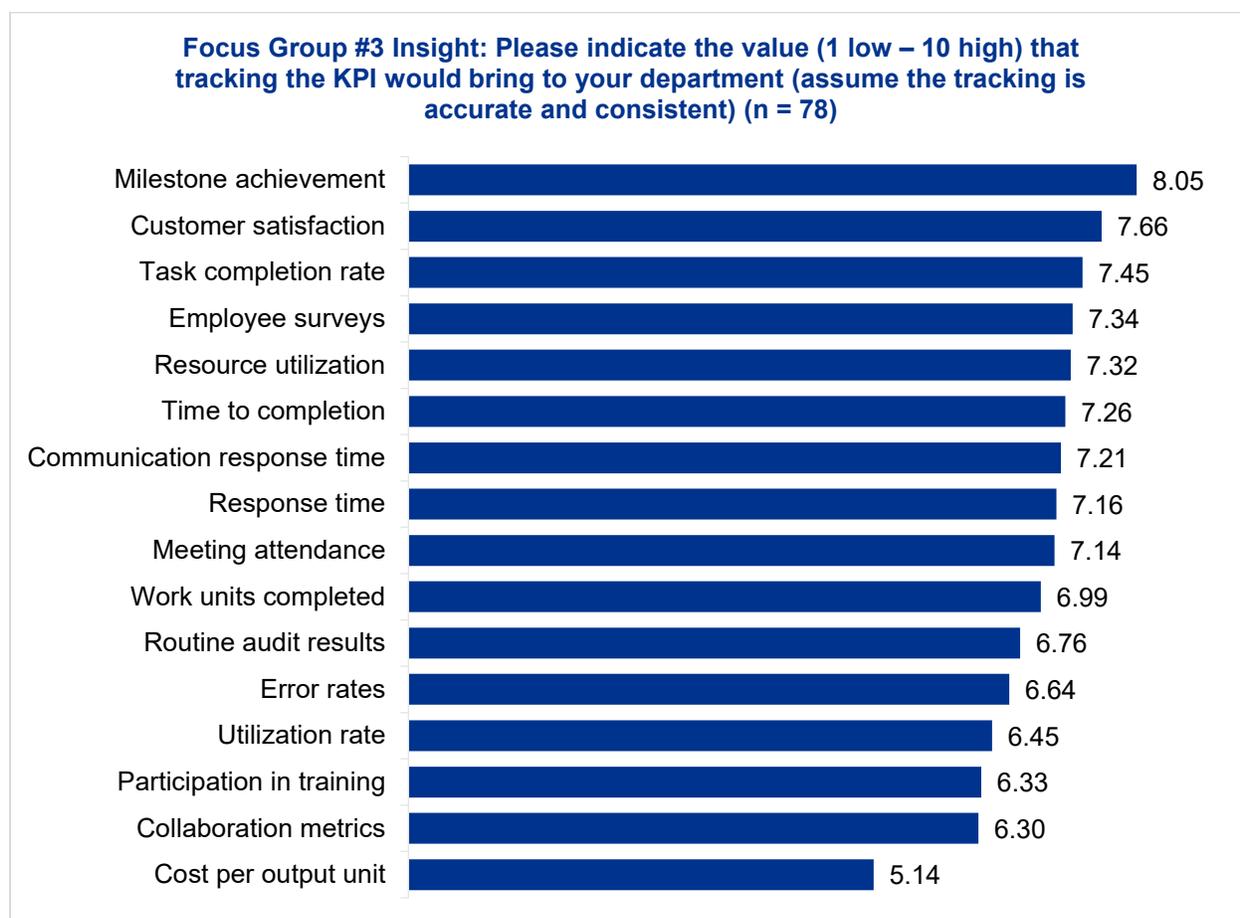


Figure 73: KPI Ratings

To narrow the list down further, we asked Focus Group #3 attendees to select the top five KPIs that would bring the most value to their department with milestone achievement, communication response time, response time, task completion rate, and customer satisfaction being the top choices.

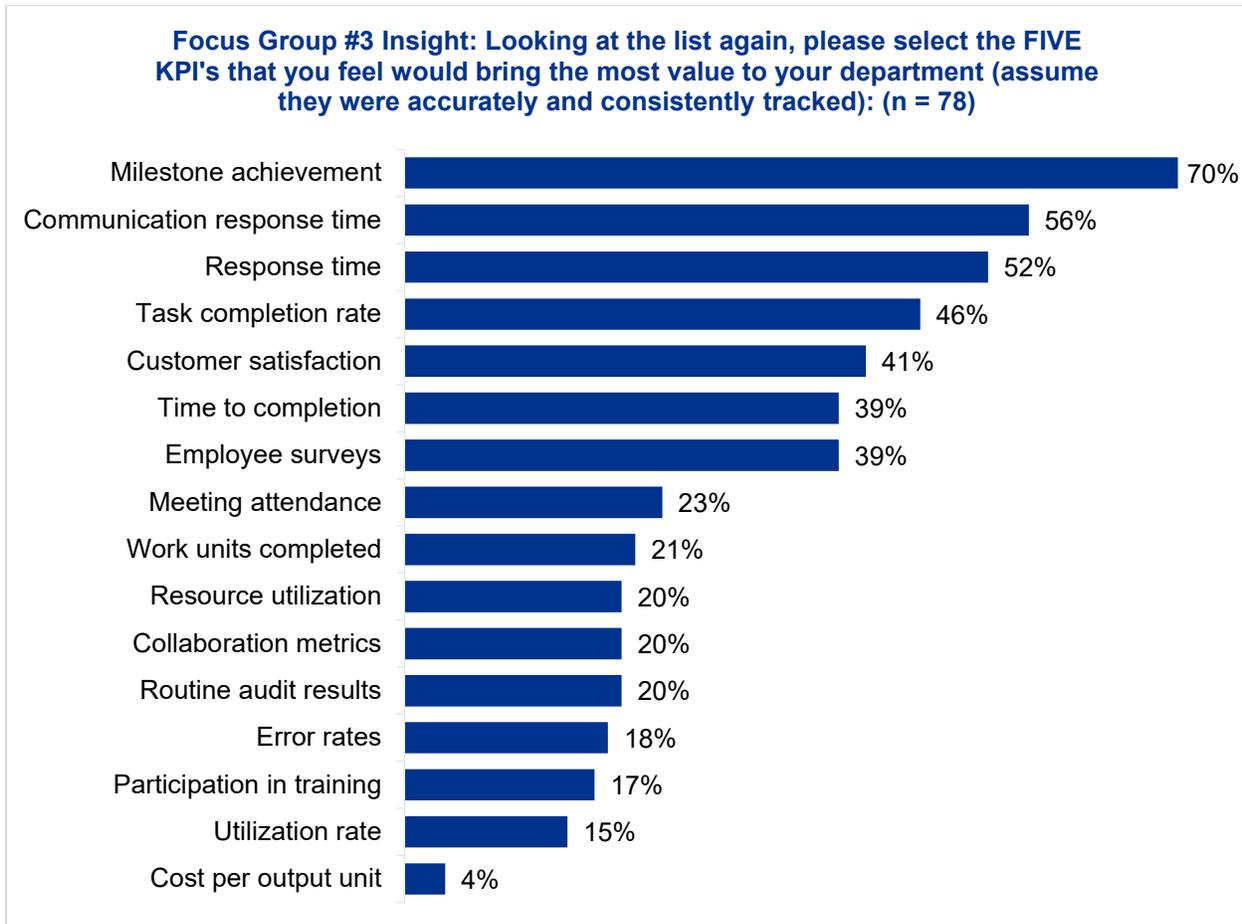


Figure 74: Top Five KPIs

Taking a closer look at public-facing roles, KPMG asked Focus Group #2 attendees to provide what KPIs or productivity metrics would be effective for public-facing roles. Customer satisfaction was a central focus of responses, with measures such as surveys, public feedback, and customer service scores frequently mentioned. Timeliness and response time were also highlighted as important metrics, reflecting the need for prompt service delivery and efficient handling of inquiries. Effective communication, including knowledge of customer needs, was another significant theme, supporting respectful and informative interactions.

The same question was asked for internal-facing roles and Focus Group #2 attendees suggested KPIs involving effective communication and transparency, which highlights the importance of clear interactions and openness within departments. Accountability was also heavily mentioned, with metrics focused on meeting deadlines, improving task accuracy, and adhering to policies. There were multiple responses related to employee satisfaction and engagement reflecting the need to keep staff motivated and valued. Additionally, collaboration was highlighted, underscoring the importance of teamwork and collective efforts toward achieving organizational goals.

Since the topic of annual surveys to the public came up during stakeholder interviews and during Focus Group #2, KPMG asked Focus Group #3 if they thought departments should be required to conduct annual surveys to the public to track quality of service metrics and KPIs. Over half (57%) of the attendees said “yes,” while 29% said “no” and 14% were “unsure.” Conducting annual surveys to the public would

help departments establish baselines of service in key areas such as customer satisfaction, response time, professionalism, level of trust and confidence, etc., which then could be used to inform future KPIs and productivity targets.

Recommendation #14: Require Departments to Establish Service Quality Baselines

To measure service quality effectively, departments should establish a baseline for their service levels to the public and set future KPIs and productivity metrics based on these benchmarks. If current service level metrics are unavailable, departments should solicit input on an annual survey from their constituents to identify strengths and areas for improvement.

In addition to clearly defined and aligned KPIs, motivation is a key component for productivity standards to be met. To better understand current practices, KPMG asked Focus Group #3 attendees if any incentives currently exist within their department, division, or team to help meet KPIs and productivity metrics. **Only 10% of respondents indicated such incentives currently exist.**

Regardless of how focus group attendees answered the previous question, KPMG asked if incentives would help drive accountability and overall productivity. An overwhelming majority (72%) responded “yes.”

Besides pay, KPMG explored what Focus Group #3 attendees thought would be effective incentives that departments could offer to increase productivity. “Flexible telework/work schedules” and “work-life balance support/wellness incentives” were the top two choices.



Figure 75: Top Incentives to Increase Productivity

Interestingly, “improving morale and work culture, “respect, trust, and accountability in the workplace,” and “transparency and clear communication” were rated moderately high, all of which involve aspects of leadership and play a vital role in motivating employees.

Consideration #18: Use Incentives to Support KPI Follow-Through

Departments should consider identifying and establishing non-monetary incentives to motivate employees toward achieving their KPIs and productivity goals. These incentives can be crafted at the departmental, divisional, or team level to foster a shared sense of accountability and reward.

Awards and recognition programs are widely used to encourage employees at federal, state, and local levels. To enhance transparency and minimize concerns about favoritism, consider involving peers in the voting process. Whenever feasible, align awards and recognition initiatives with the department's strategic objectives.

Given the level of uncertainty and unfamiliarity around KPIs that Focus Group #2 indicated, KPMG asked Focus Group #3 attendees if they saw value in the County having a “KPI Library” with predefined metrics and benchmarks that could be used across departments, divisions, and teams.

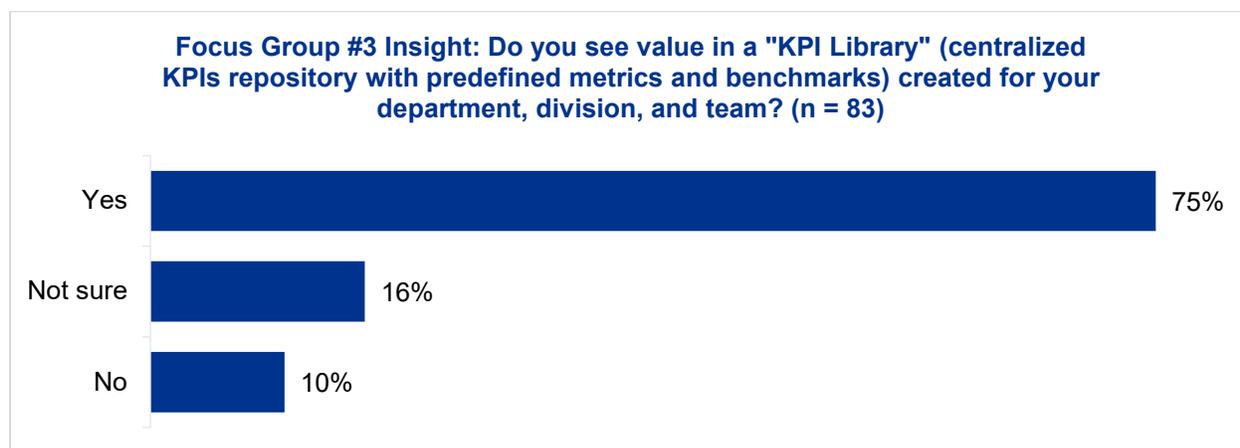


Figure 76: KPI Library

Note: Due to rounding, the sum of percentages may not equal 100%.

Recommendation #15: Create a KPI Library

Creating a KPI Library would help establish a standardized list of KPIs and productivity metrics within the workforce and assist departments, divisions, teams, and individuals in customizing targets to their specific needs. Having a KPI Library for the County may also serve as a valuable resource to support manager and employee performance conversations.

Probationary Period

Probationary periods for new employees are a widely adopted practice across County departments that employees believe to be beneficial. These periods serve as a crucial phase for assessing employee fit (i.e., how well a new hire aligns with the County's culture, values, and role requirements) and performance early in their tenure. The probationary phase supports successful integration into the organization by providing time to evaluate this alignment.

Focus Group #2 Insight: Does your department currently have a probationary period for new employees? (n = 101)



Figure 77: Probationary Period

Focus Group #2 data shows that 92% of participants experienced a probationary period upon being hired, and 59% found the feedback received during this time beneficial for their future performance. This underscores the value of these periods in providing structured feedback, which supports employee growth and development.

Furthermore, 95% of focus group respondents believe all departments should maintain a probationary period policy for new hires. This strong support highlights the importance of probationary periods in identifying potential issues and verifying employees meet job expectations before transitioning to permanent status. Respondents emphasize the need for clear expectations and structured feedback to facilitate development and address concerns proactively.

This sentiment reflects a belief in the necessity of probationary periods for evaluating long-term performance potential and adaptability, ultimately setting the stage for successful employment relationships within the County.

Performance Improvement Plan (PIP) Process

While discussions with DHR revealed that Performance Improvement Plans (PIPs) are not frequently used within the County, the Current State Document Review process uncovered a few different versions of PIP templates available for use to increase employee performance. The most common PIP is based on the Work Plan Model which consists of a document that outlines a plan designed to help an employee improve both their work products and services as well as work behaviors to a competent level. It details specific expectations, support measures, and consequences related to the employee's work and workplace conduct. Many County employees have expressed dissatisfaction with the current PIP process and have described it as arduous and time-consuming.

Several Focus Group #2 attendees suggest that PIPs can be effective when they provide clear expectations, detailed documentation, timelines, and regular feedback, aiding employees in understanding the areas that need improvement and offering a structured pathway toward meeting goals. However, the effectiveness often hinges on manager training, consistency, and follow-through. Some see PIPs as burdensome or used as a formality before disciplinary action rather than a genuine opportunity for development. Additionally, the successful implementation of PIPs depends on the willingness of both

the employee and the supervisor to engage with the process. There's also concern about the time and effort required in managing PIPs, with suggestions for streamlining the process to make it more practical and less bureaucratic.

Focus Group #2 Insights: Can PIPs be streamlined to be more effective and less time-consuming? (n = 100)



Figure 78: Streamlining PIPs

Focus Group #2 Insights: Are current PIPs (the process and steps) effective at documenting and correcting performance issues? (n = 100)



Figure 79: Current PIP Effectiveness



Focus Group #2 Insights:

- "I think the PIP process is cumbersome and difficult. It's even harder for supervisors that don't do them all the time. When you do them often, the process is easier. I guess you don't want to have to do them often, but training on the process would be helpful. Also, defining and showing examples of the extremes you need to go to in documenting performance would be helpful! Possibly even standardizing forms for documentation."

Focus Group #2 Insights: Would employees be interested in an optional, non-disciplinary version of a PIP to advance from “good” to “great” performance? (n = 100)



Figure 80: “Good” to “Great” Performance Plans

In regards to a “good” to “great” plan, Focus Group #2 attendees believe employees would be receptive to constructive feedback and proactive development opportunities, seeing it as a valuable tool for personal and professional growth. This approach could help foster a strengths-based, supportive culture that encourages excellence rather than focusing solely on corrective measures. However, some express concerns about the negative connotations associated with PIPs, potential time constraints for supervisors, and varying motivations among employees. The effectiveness of such a program may depend on how it is presented and implemented, emphasizing its role in skill-building and career development rather than as a remedial intervention.

Consideration #19: Create a “Good” to “Great” Performance Plan

This should be an employee-driven improvement plan designed to develop an employee who is currently meeting or exceeding expectations. The program would enable voluntary enrollment, allowing motivated employees to take charge of their career growth.

Participants could set personalized development goals in consultation with supervisors, aligning their aspirations with departmental objectives. The plan could offer targeted workshops and training sessions to bolster essential competencies, further supporting employees’ development. Mentoring relationships could provide additional guidance and feedback, helping participants navigate challenges and identify growth opportunities.

Regular progress reviews would help participants stay on track to meet their enhanced performance targets. Recognizing achievements through rewards or career advancement opportunities would incentivize participants to participate and meet their performance goals.

Performance Management Resources and Training

Performance management training in the County is designed to equip managers with essential skills for effective evaluation and employee development. The current performance management system offers succinct training for managers, featuring a walkthrough on the performance evaluation process that takes less than half an hour. It is also integrated with Udemy courses to provide accessible training accessible to all staff. This setup provides performance management education across the County to all employees, leveraging resources to build foundational competencies in evaluation processes. Some departments further enhance these offerings with specialized guides and manuals tailored to address specific departmental needs.

Department-Specific Resources:

- **Aging and Disabilities:** Utilizes a Supervisory Probationary Guide, which includes coaching tips and feedback strategies, providing managers with structured resources to enhance employee development.
- **Executive Office, Board of Supervisors:** Incorporates a digital CW PE with a policy manual and rater's handbook, complemented by regular e-mail reminders and links to training sessions.
- **Department of Public Works:** Encourages quarterly performance feedback and offers a 23-week leadership training program focusing on essential skills like adaptability and team building. They also maintain a work-from-home resource website.
- **Registrar-Recorder/County Clerk:** Provides an Employee Performance Evaluations Procedures Document detailing responsibilities and guidelines, supported by an online system reflecting job expectations.

Insights from Focus Groups

Feedback from Focus Groups #2 and #3 highlights the need for improved performance management training and resources across the County. Participants emphasize the importance of comprehensive training for supervisors to become core managers of performance, rather than viewing it as an ancillary task. The focus of performance management training should be on empowering supervisors with actionable tools and methodologies to conduct performance management effectively. As one participant noted, *“Supervisors need better tools and training—performance management should be a core skill, not an afterthought.”*

The feedback also indicates an urgent need to equip managers with resources to handle the complexities of modern, hybrid teams. Effective training in communication strategies for remote and in-person interactions was seen as crucial, alongside coaching techniques that foster trust-based management. Another focus group attendee highlighted, *“There is no progressive discipline implemented due to lack of training, tools, and resources,”* pointing to the necessity of comprehensive resources that enable managers to address performance challenges confidently.

Recommendation #16: Require Performance Management Training for All Managers

It is recommended to mandate in-depth performance management training for all managers. This series could cover topics such as, but not limited to, trust-based management, coaching effectiveness, communication strategies across hybrid teams, and techniques specific to managing performance in diverse work environments like remote and onsite settings. By adopting this approach, the County can cultivate more proficient managers, enabling effective performance management practices that are aligned with County goals.

Note: Refer to the [appendix](#) for additional insights into future training topics

Performance Management Technology

The County currently uses a unified performance management platform for both MAPP and Work Plan performance evaluations. KPMG's exploration into the current system involved focus groups and meetings with subject-matter experts from DHR, culminating in a demo of both the Work Plan and MAPP functionalities. These sessions aimed to model the firsthand experiences of users and identify any shortcomings the user experiences when working on the platform.

From the perspective of Focus Group #2 attendees, several concerns surrounding the present performance management platform were expressed namely describing the system as clunky, time-consuming, and ineffective. These sentiments highlight a general frustration with the existing platform, calling for improvements to streamline evaluations and enhance utility.



Focus Group #2 Insights:

- *“Poor functionality of the countywide PE platform”*
- *“Simplify the technical platform and make it more user friendly”*
- *“The current PE system has not been a value add.”*

To deepen our understanding and substantiate these concerns, KPMG observed demonstrations of the current performance management technology. Our observations revealed multiple structural challenges within the current system. For administrators, the setup can be particularly labor-intensive due to its task-based nature. For example, if two levels of review are needed, additional manual tasks must be created, complicating workflow and increasing administrative burden.

Moreover, promotions occurring mid-year disrupt goal setting processes, requiring adjustments that the system does not readily accommodate. Visibility issues arise when tasks extend beyond a single year, causing frustration for both employees and managers. Additionally, once a performance evaluation is completed, it becomes less accessible to employees who may want to reference their evaluations regularly.

While past issues with scoring integrity due to a minor rounding error have been addressed, concerns in other areas still exist for SMEs who use the tool regularly. One concern is the inability to easily reassign supervisors when personnel changes occur. For the Work Plan component, performance evaluations are only accessible during the actual rating period in the system and employees often need to access their Work Plans via external systems like SharePoint, to view their performance expectations. While managers can make notes throughout the year, few utilize the performance log feature which makes notes visible to both the employee and manager.

Through the combination of focus group feedback and KPMG's observations, there is indication that while the current performance management technology has foundational capabilities, refinements are necessary to improve efficiency, user satisfaction, and overall effectiveness. If the County is seeking to modernize its performance management process, they may want to consider updating the technology that supports the new process.

Recommendation #17: Enhance the Performance Management Experience for Both Managers and Employees Through Technological Upgrades

Evaluate the requirements needed by a performance management system to fully meet the needs of the County today and in the future, especially if changes are going to be made to the performance management process. Also, consider adopting a new technology system for performance management that addresses current deficiencies or implement add-ons to the existing platform in efforts to improve functionality and user-experience.

Consideration #20: Inform Managers of the Existing Performance Log Featured in the Current PM Platform

To leverage existing capabilities, document ongoing performance, and promote greater transparency, the County may want to encourage managers to use the performance log feature which allows both managers and employees to see performance related notes throughout the year.

06 The Future of Work in Los Angeles County

Future Appetite for Telework

As the County navigates the evolving landscape of the modern workplace, understanding employee preferences and anticipated changes in work dynamics is crucial. This section explores the future of work in Los Angeles County based on insights KPMG collected from stakeholder interviews, focus groups, and the countywide survey.



Stakeholder Interview Insight: Future Appetite for Telework

Departments **universally anticipate that the desire for telework will remain strong in the years ahead**, with no indications of a projected decrease in its popularity among employees.

Stakeholder interviews and countywide survey results reveal a common desire for more flexible and technologically driven work in the County moving forward. Departments unanimously anticipate telework will remain popular in the coming years, with no signs of diminishing enthusiasm among the workforce. This corroborates the countywide survey results, where nearly half (46% of respondents) wish to operate in a hybrid model. Survey insights show a significant shift away from traditional work dynamics and a general acceptance of telework as a staple of professional life.

Countywide Survey Insight: Ideally, how would you like to collaborate with others at work in the future? (n = 21,781)

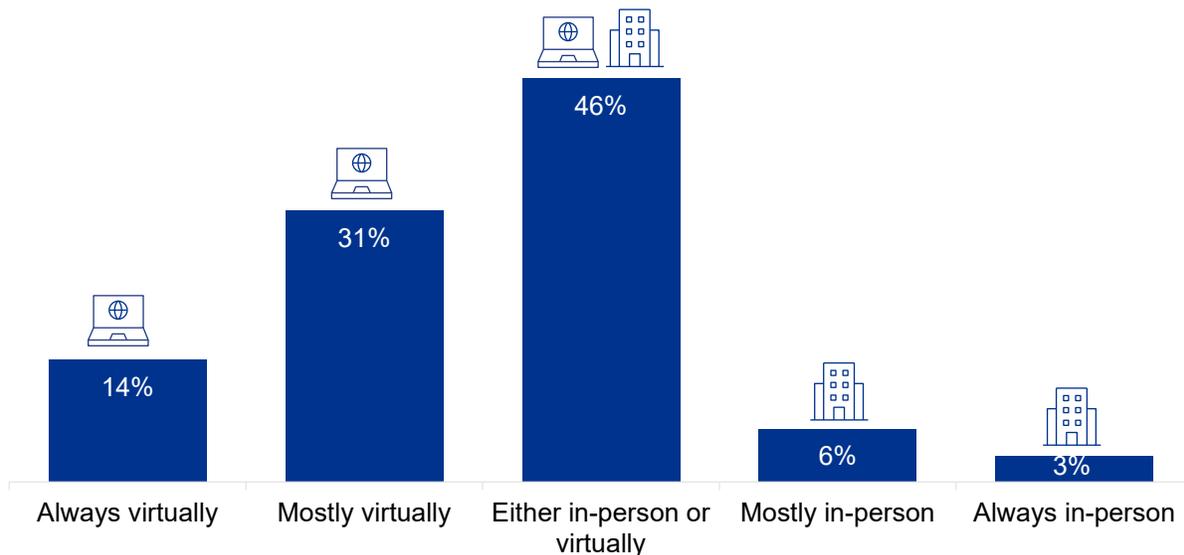


Figure 81: Preferences for Future Collaboration at Work

Moreover, the survey insights paint a vivid picture of anticipated operational changes within the County's workforce. A striking 65% of respondents foresee an increased use of telework, reinforcing its role as a cornerstone of future work environments. This is further supported by a greater reliance on digital tools

and technology (predicted by 57% of respondents), enabling employees to perform efficiently irrespective of location. Flexibility also emerges as a key theme, with 54% anticipating an uptick in flexible working hours to cater to diverse employee needs and work-life balance. The reliance on advanced collaboration tools, expected by 47% of survey participants, and enhanced training opportunities are set to augment productivity while fostering a culture of continuous skill development.

Additionally, other transformative aspects in the work ecosystem include a heightened focus on employee wellness programs (30%) and robust cybersecurity measures (29%), illustrating a proactive approach to safeguarding employee well-being and data integrity in increasingly digital work settings. Data and analytics will play a crucial role, with 25% of respondents acknowledging their significance in decision-making processes. Automation and artificial intelligence are poised to become integral components, as indicated by 24% of participants, signaling a drive towards enhanced operations and innovation. Collectively, these insights underscore a dynamic trajectory towards a more resilient, efficient, and digitally savvy workforce within the County, reflective of broader global trends in the evolution of work paradigms.

Although the County has made no indication of a return-to-office policy, such mandates have become increasingly popular in both the private and public sectors. As a hypothetical, KPMG wanted to collect input from employees to see what the potential reaction to such a decision would be should the County make such a decision in the future.

Table 18: Feedback on Hypothetical Return-to-Office Policy

We asked focus group attendees... “If the County mandated a return-to-office policy, what reactions or unintended consequences might there be in your department?”	
The Good:	The Bad:
<p><i>Many foresee increased opportunities for in-person collaboration and team building, enhancing relationships and fostering a sense of community among colleagues. Social interaction and networking are noted as direct benefits, contributing to improved morale and knowledge sharing. Some suggest that being physically present in the office may temporarily improve monitoring and accountability. Additionally, renewed engagement might offer better support and mentoring for new employees, aiding their growth. Local businesses, such as lunch services, could experience a boost from increased foot traffic. However, not all respondents see positive outcomes, indicating varied perspectives on the implications of returning to onsite work.</i></p>	<p><i>A common concern is the impact on morale, with many predicting a decline in employee satisfaction and engagement due to the loss of telework benefits. Increased commute times and associated costs are expected to contribute to stress and fatigue, potentially leading to higher turnover as employees seek positions offering more flexibility. The challenges of parking and office space logistics could exacerbate tension and discomfort. The shift away from telework could cause issues with recruitment, as candidates may prefer roles with telework options. Overall, the reintroduction of a traditional work environment raises concerns about productivity, work-life balance, and overall employee well-being.</i></p>

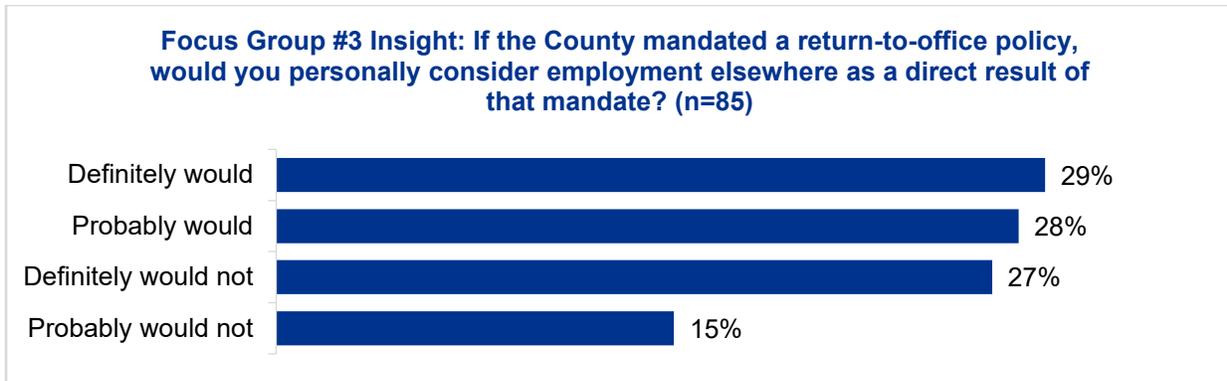


Figure 82: Retention Impact of Return-to-Office

Note: Due to rounding, the sum of percentages may not equal 100%.

Focus Group #3 Insight: Considering the pros and cons of a County-mandated return-to-office policy, do the positives outweigh the negatives for your department, or vice-versa? (n = 85)

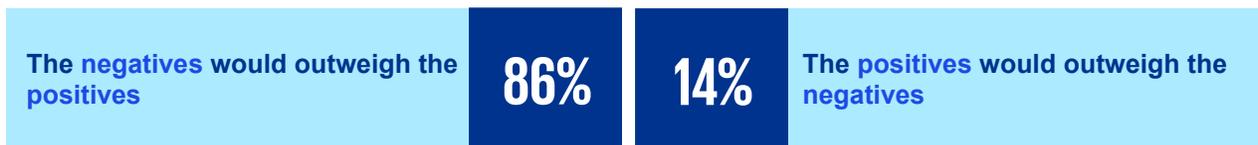


Figure 83: Weighing Pros and Cons of Return-to-Office

In the graphic below, Focus Group #3 attendees share their perspective on a hypothetical return-to-office mandate.

“

Focus Group #3 Insights:

- “I would either retire early or find employment elsewhere... It is also very disadvantageous to those who make less money, as it is very expensive to live near onsite work.”
- “A return-to-work policy signals lack of trust by the employer and I would not want to work for an employer that did not trust me to do my job, especially after already proving that I'm an effective and efficient employee.”
- “Reversing this progress risks eroding trust, accelerating attrition, and weakening the County’s ability to attract and retain top talent in a competitive workforce landscape. Such a mandate would also disproportionately burden employees with long commutes or caregiving responsibilities, raising significant equity concerns.”

Many County employees feel that the negatives of mandating a return-to-work policy outweigh the positives. Concerns focus on potential declines in morale and productivity, as employees have adapted to and appreciate the flexibility and work-life balance that telework provides. The return to commuting is seen as a significant downside, leading to increased stress, fatigue, and environmental impact. Employees express fears of higher turnover, as staff might leave for organizations that continue to offer telework options. There is also a strong sentiment that mandating a return could erode trust and disrupt

the positive changes telework has brought, such as improved productivity and job satisfaction. Some focus group participants highlighted the benefits of telework in accommodating caregiving responsibilities and reducing expenses related to commuting. Overall, the preference is for maintaining or expanding flexible work arrangements to sustain these gains and support employee well-being.

Consideration #21: Do Not Implement a Return-to-Office Mandate

The overwhelming feedback from employees underscores the significant advantages of maintaining telework, with concerns about morale, productivity, and employee retention dominating discussions about a potential return to the office. The flexibility telework offers has become integral to the work-life balance of many County employees, resulting in higher job satisfaction and effectiveness in their roles.

Furthermore, the potential stress and fatigue associated with commuting, along with increased environmental impact, represent substantial drawbacks. There is a strong risk that enforcing a return-to-office policy could lead to increased turnover, as employees may seek employment in places that continue to offer telework options. By maintaining flexible work arrangements, the County can preserve the positive momentum achieved during telework, including enhanced productivity and employee well-being, while supporting the diverse needs of its workforce and promoting a more environmentally sustainable approach.

Artificial Intelligence at Work

AI’s Role in California State and Local Government

Artificial Intelligence (AI) is beginning to make waves in the state and local government, as can be seen by [MissionSquare Research Institute](#)’s assessment of the impact of AI on the experience of public sector employees. AI is already being widely used by state and local government staff, typically daily or weekly. The most common applications in use are for writing or document processing, with generally positive assessments of increased efficiency.

- **46%** of respondents indicate they are **utilizing AI tools** in their work; however, only 17% use them daily.
- When compared to their coworkers, 42% report they are more **knowledgeable** about the use of AI in their workplace.

Those working in engineering, finance, IT, law, and management use AI most frequently, with 54% saying they use it on a daily or weekly basis. Among public safety staff, 54% indicate that they never use it.

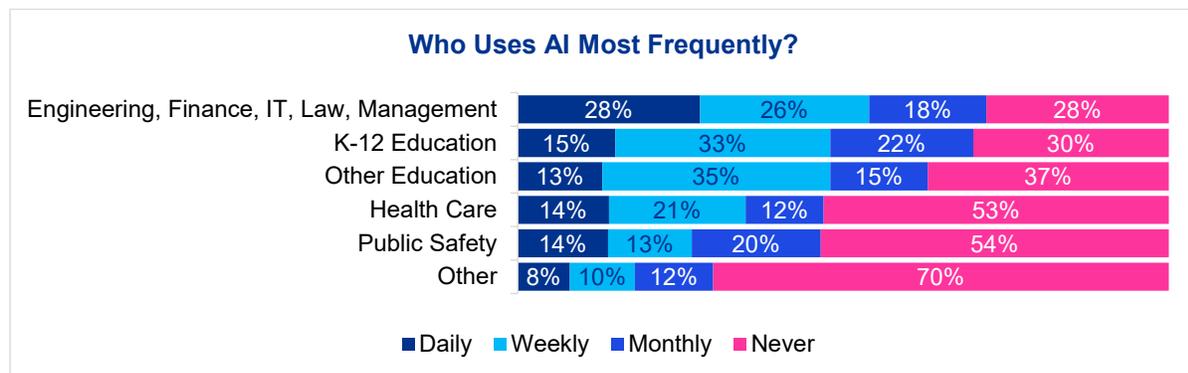


Figure 84: Use of AI by Field

Note: Due to rounding, the sum of percentages may not equal 100%.

Source: [MissionSquare Research Institute](#)

Interestingly, 34% of respondents indicate that their employer mandates the use of AI tool. The assessment also indicates that 48% of respondents believe their departments have reached an advanced or moderate level of AI implementation. This suggests that almost half of the governmental entities are effectively integrating AI into their processes, leading to the potential for significant efficiencies and enhanced decision-making capabilities. Yet, there remains room for further expansion as less advanced departments progress in their AI journey, highlighting the need for shared leading practices and strategic guidance across the sector.

Regarding the impact of AI utilization, more than half of state and local government respondents report that AI has improved both the quality of services their team provides, as well as daily work productivity. Nearly two-thirds (65%) report that the people and entities they service have been satisfied with the AI-enabled services that have been implemented.

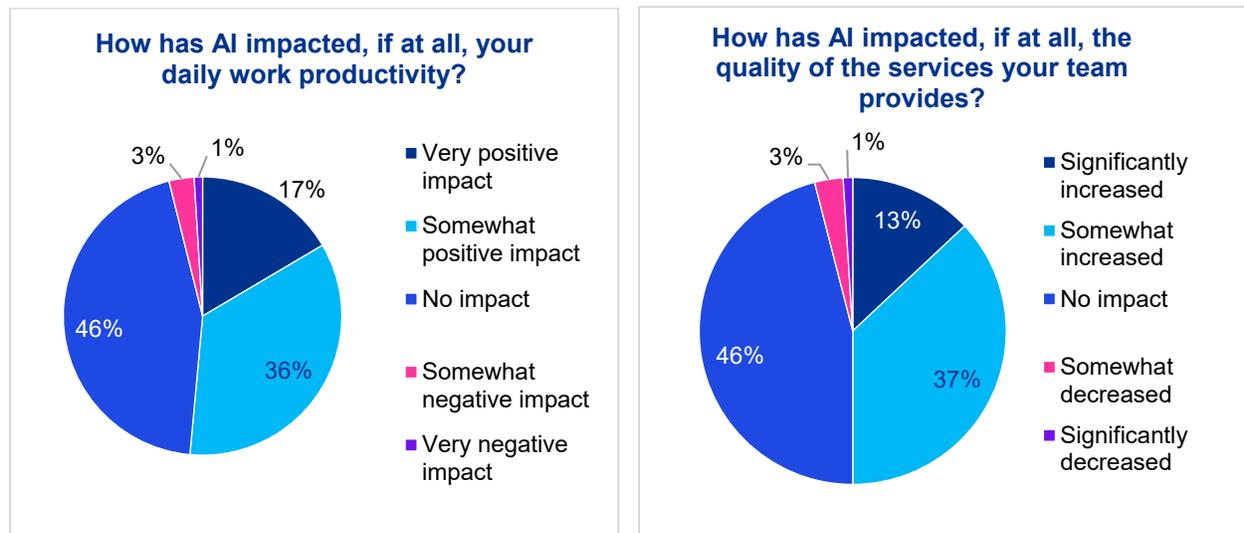


Figure 85: AI's Impact on Productivity and Quality of Services

Note: Due to rounding, the sum of percentages may not equal 100%.

Source: [MissionSquare Research Institute](#)

The assessment also revealed some concerns that arise with the role of AI in the workplace. State and local government employees express mixed feelings about the use of AI in decision-making, with only 30% showing high confidence. The most significant concerns include data privacy and security, cited by 45% of respondents, and reliability issues with AI systems, noted by 37%. Protecting PII is essential given these fears.

Additional worries involve training needs, job displacement, transparency in AI decision-making, and algorithmic bias. These highlight the necessity for organizations to provide robust training and establish clear guidelines to maintain employee trust and safeguard sensitive data. Despite AI's potential to enhance efficiency and innovation, addressing these challenges is crucial for successful integration into the workplace.

The Impact of AI in Los Angeles County

Data collected during Focus Group #2 revealed that County employees have mixed perceptions of AI's impact on employees' ability to produce quality work, enhance productivity, and achieve meaningful outcomes for the County. Many respondents view AI as a tool that can streamline processes, improve communication, enhance accuracy, and increase the quality and quantity of work, especially by automating routine tasks and allowing employees to focus on more complex duties. Several see AI as beneficial for writing and brainstorming, reducing errors, and speeding up research and documentation tasks. However, some express uncertainty about its effectiveness, indicating that AI's role is still too novel or underutilized in their departments to be fully assessed. Concerns arise about over-reliance on AI potentially numbing creativity, decreasing personal skills, and necessitating careful integration to prevent privacy issues and maintain professionalism. Others worry about AI leading to dependency and less social interaction.

Focus Group #2 Insight: What do you feel are the FIVE most important impacts of AI for our County employees in supporting the desired performance of their departments? (n = 96)

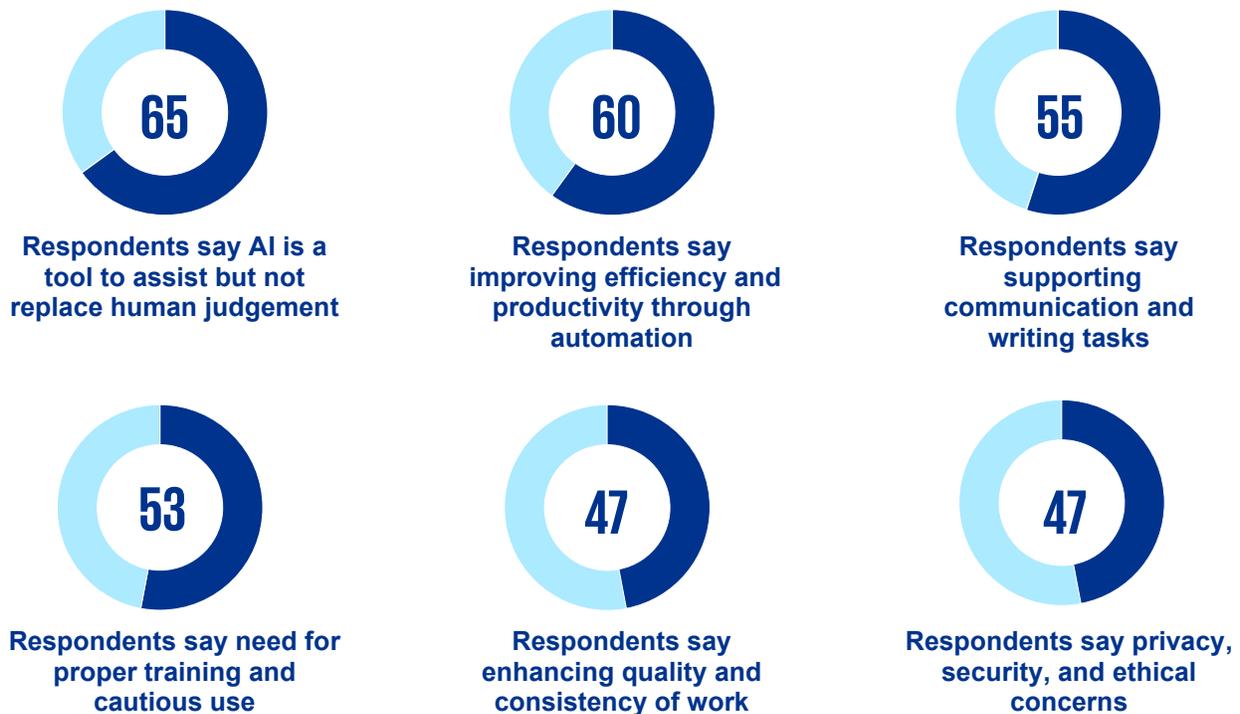


Figure 86: Impacts of AI on Departmental Performance

During our focus groups, it became clear that AI is viewed primarily as a tool to assist, rather than replace, human judgment. This perspective highlights the importance of using AI to enhance efficiency and productivity across departments. Moreover, the successful integration of AI is contingent upon proper training that emphasizes the need for cautious and well-guided use. Training the workforce to effectively utilize AI tools will be a worthwhile investment should the County decide to embrace AI technology actively. Proper training not only helps verify employees are comfortable and competent in using AI tools but also mitigates risks associated with potential dependency and skill degradation. There are also considerations around privacy, security, and ethical implications. Addressing these concerns proactively will be vital for maintaining trust and safeguarding sensitive information.

As the County considers adopting AI, there may be challenges related to organizational readiness and AI adoption. These challenges will require strategic consideration and ongoing conversations to keep pace with the changing landscape. By embracing AI responsibly and equipping employees with the necessary skills, the County can enhance its performance management practices and achieve its objectives more effectively.

AI's Impact on Performance Management

In the future, AI has the potential to transform how “quantity” and “quality” are evaluated on performance evaluations within the County. Hypothetically, AI should enable some employees to achieve greater productivity than in the past. As the County continues to evaluate productivity metrics, it is important to consider the role AI will play in influencing benchmarks of productivity in the future.

Consideration #22: Provide Artificial Intelligence Training to County Employees with a Suitable Job Function

The overwhelming need for additional training on AI usage—endorsed by 85% of County respondents—underscores the critical importance of equipping employees with skills to navigate AI effectively. MissionSquare Research Institute’s assessment revealed that 38% of state and local government employees have received training related to AI; specifically, security procedures, use cases, retraining if AI changes role, policy guidelines in use of AI, as well as potential for bias in AI algorithms. AI training initiatives in the County should be considered as a pivotal step towards mitigating risks associated with dependency, skill degradation, and ethical use, empowering employees to leverage AI for enhanced productivity. Balancing technology with human-centric approaches will be key to realizing AI's full potential in the County's future of work.

07 Summary of Recommendations

Table 19: Summary of Recommendations

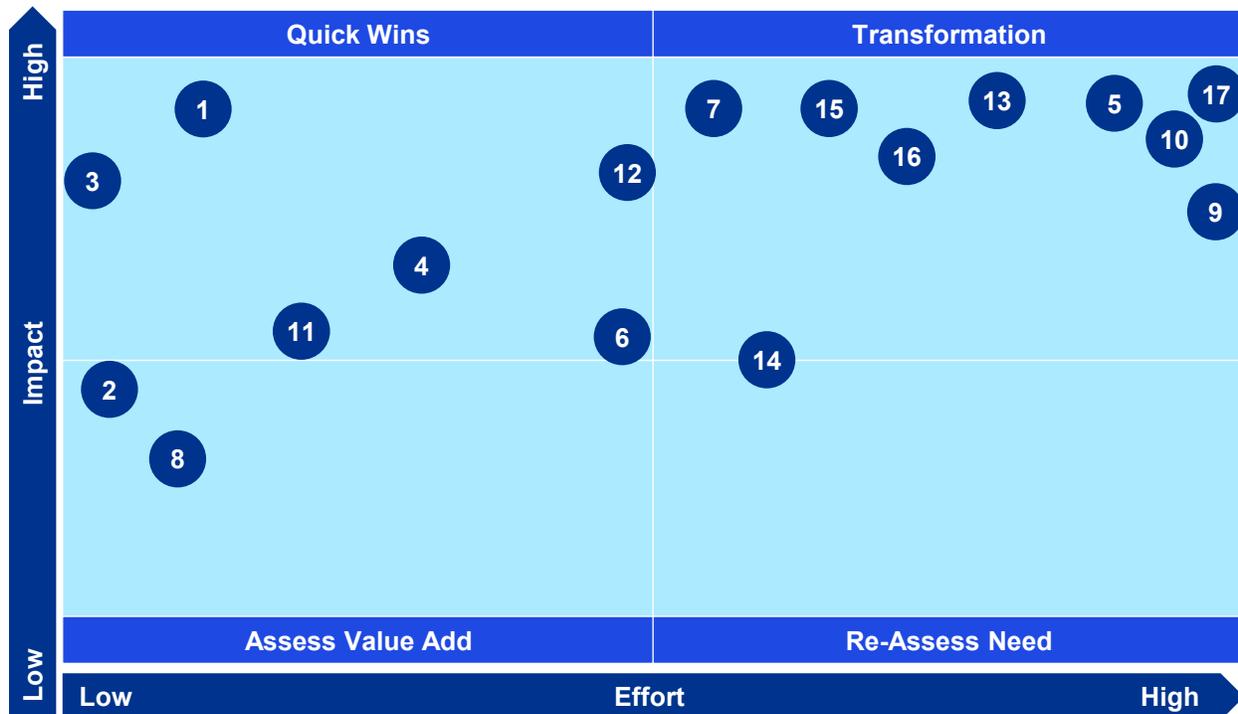
Rec #	Initial Recommendation	High-Level Description	Impact Level	Effort Level
1.	Implement a Plan for Strategic Hybrid Collaboration	To effectively enhance collaboration in a hybrid work environment, we recommend a strategic approach to planning onsite and offsite activities that align with the specific needs of both teleworkers and onsite employees.	High	Low
2.	Include Specific Language and Guidelines Regarding “Out-Of-State Employees” to Help Promote Consistency and Reduce Legal Risk Related to Tax Filing in the County Telework Policy	By establishing clear protocols, the County can better navigate the complexities of remote work arrangements, safeguard its operations, and provide clarity for employees residing outside of California.	Medium	Low
3.	Refrain from Making any Major Changes to the Countywide Telework Policy to Preserve Department Autonomy	The countywide telework policy is well received by departments. While some improvements are needed, we advise against major changes that could compromise department autonomy. To help with consistency and standardization of telework policy enforcement, clear guidelines should outline what decisions are made at the department, division, and manager/employee levels.	High	Low
4.	Implement Mandatory Guidelines for Teleworkers in the Countywide Telework Program (PPG 550)	The County should adopt a set of mandatory guidelines designed to align teleworking days closely with in-office experiences. These guidelines aim to provide a smooth teleworking experience for both internal County employees and external parties.	High	Medium
5.	Establish Clear and Consistent Countywide Telework Eligibility Criteria Applied Uniformly Across all Departments	Align operational needs, job functions, and individual compatibility with telework arrangements, helping promote optimal matches and efficiency.	High	High

Rec #	Initial Recommendation	High-Level Description	Impact Level	Effort Level
6.	Require Biennial Employee Information Updates and Conduct Timecode Audits When Necessary	Employee information should be updated on a biennial basis. If warranted, departments should conduct audits on telework timecard data, helping promote consistency in the reports and identifying any inaccuracies in the use of telework time codes (TW).	Medium	Medium
7.	Increase Telework Data Collection Efforts and Utilize this Information to Continuously Inform and Refine Telework Policies and Practices	Conduct an annual telework survey, have departmental reporting and quarterly presentations at existing Departmental Telework Managers Network Meetings, conduct impact assessments and establish a process for policy tracking.	High	Medium
8.	Systematically Track Telework Terminations	To help drive consistency and inform future telework policy improvements, the County should create a system of tracking telework terminations and coding the reasons why the arrangements did not work.	Low	Low
9.	Provide More Robust Telework Training	More robust telework training is needed to better prepare the County's workforce to help maximize productivity and mitigate risk related to telework.	High	High
10.	Modernize Performance Management Process (PMP)	Establish a robust competency-based system that reflects contemporary workforce dynamics and leverages the strengths of both onsite and telework environments.	High	High
11.	Require All Employees to Complete Self-Evaluations as Part of the Performance Management Process	Utilize self-evaluations as part of the performance evaluation process to reinforce performance expectations and prepare employees and managers for more effective performance discussions.	Medium	Low
12.	Require Departments to Submit KPIs Annually	Require departments to annually define, submit, and communicate their KPIs: Many departments lack clearly defined KPIs and productivity metrics.	High	Medium
13.	Integrate Cascading KPIs into Performance Evaluations	Integrate departmental, divisional, and/or team KPIs and performance metrics to performance evaluations.	High	High

Rec #	Initial Recommendation	High-Level Description	Impact Level	Effort Level
14.	Require Departments to Conduct Annual Public Surveys	To measure service quality effectively, departments should establish a baseline for their service levels to the public and set future KPIs and productivity metrics based on these benchmarks.	Medium	Medium
15.	Create a KPI Library with Predefined Metrics and Benchmarks	Creating a KPI Library would assist in customizing yearly targets for departments, divisions, teams, and individuals. The KPI Library would help establish a basic understanding of KPIs and productivity metrics which should help reinforce a shared sense of accountability within the workforce.	High	Medium
16.	Mandate Performance Management Training for all Managers	Provide in-depth performance management training for all managers. This series could cover topics such as but not limited to trust-based management, coaching effectiveness, and communication strategies across hybrid teams.	High	Medium
17.	Enhance the Performance Management Experience for Both Managers and Employees through Technological Upgrades	Consider either adopting a new technology platform for performance management or implementing add-ons to the existing platform in efforts to improve functionality and user-experience.	High	High

Effort and Impact Chart

Each recommendation for the County has been assigned an initial impact and effort level by KPMG to assist in determining the preferred implementation sequence. This takes into account key dependencies and priorities that have been identified throughout the Telework Assessment.



<i>Impact – Ranking based on the potential for increased functionality process effectiveness, efficiency and/or gain in quality, and mitigation risk</i>	<i>Effort – Ranking based on the estimated duration, resources, and complexity to implement each initiative</i>
--	---

Figure 87: Effort and Impact Chart

Summary of Considerations

Table 20: Summary of Considerations

Cons. #	Initial Consideration	High-Level Description
1.	Optimize Meeting Times for Peak Performance	Given that peak performance times are between 9:00 a.m.-11:00 a.m. and 1:00 p.m.-3:00 p.m., departments should consider establishing norms where standing meetings occur outside of these hours allowing all workers to aid in optimizing their natural peak performance windows.
2.	Update Leadership Competencies for a Hybrid Workforce	When establishing new performance management standards for leaders, consider integrating research-based competencies shown to help lead a hybrid workforce.

Cons. #	Initial Consideration	High-Level Description
3.	Assess the Necessity of the Existing Probationary Period Related to Telework Across All Departments	Departments should assess whether a telework-specific probationary period is necessary, particularly for new supervisors, to maintain productivity and engagement without in-person requirements; the goal is to eliminate such probationary periods for all employees and ensure fair integration into roles, regardless of work environment.
4.	Amend the Countywide Telework Policy to Mandate the Presence of a Designated Onsite Office Manager	Having a designated onsite office manager or supervisor whenever staff are present will help allow for effective guidance during emergencies. This addition will emphasize the importance of consistent leadership in managing situations such as power outages or other critical events, promoting staff safety and maintaining organizational responsiveness.
5.	Align on Guidelines and Procedures for Authorization of Different Levels of Telework	Departments should establish guidelines for situational telework, considering factors like temporary projects and personal circumstances, and create procedures for emergent telework scenarios to help promote rapid response capabilities during unforeseen events. It is essential to help all departments have access to the necessary technological infrastructure.
6.	Amend the Countywide Telework Policy to Prevent Departments from Tracking Employees' Locations While Teleworking	Focus on performance-based metrics for productivity rather than tracking locations. This will support employee morale, privacy, and promote trust and respect in telework.
7.	Track Patterns of Telework and Onsite Days Via Time Code Entries During Each Pay Period	By tracking the specific workdays (e.g., Monday, Wednesday) employees telework, departments could gain deeper insight into telework behaviors and preferences. This data can be instrumental in helping optimize office space utilization, planning for peak and off-peak occupancy periods, and tailoring resources to better support telework practices.
8.	Improve the Current Telework Training Requirement	Expand telework training by introducing knowledge checks to improve retention, implementing periodic refresher courses, enhancing collaboration tool usage, adding real-life scenarios, and skill-building activities to enrich manager training.
9.	Revamp Quarterly Telework Meetings	Incorporate rotating presentations from departmental liaisons, require updates yearly, present on topics like telework leading practices, reporting metrics, ergonomic resources, telework challenges, and gather input on expanding telework resources. Publish telework reports and meeting minutes to keep the workforce informed on discussions and trends.
10.	Implement Countywide Efforts to Reduce Perceptions of Inequity Among Non-Teleworkers and Teleworkers	Reduce perceptions of inequity by promoting successful collaborations, showcasing that both teleworkers and onsite roles are essential and valued. Periodically reevaluate roles previously deemed "unfit" for telework.

Cons. #	Initial Consideration	High-Level Description
11.	Track the Current Telework Migration of Lateral Moves by Common Roles Across Departments	To better understand the internal movement of teleworkers and identify patterns based on telework opportunities, the County could track lateral moves (not promotions) by common roles. If migration patterns across departments exist solely due to telework opportunities, departments losing talent disproportionately to others could consider expanding their telework policies to remain more competitive within the County.
12.	Implement a “Good Standing” Teleworker Status for Departments Reluctant to Let Go of Legacy Teleworker Tracking Practices	In departments that still use telework-specific work logs and check-ins, implement a “Good Standing” teleworker status that limits the use of such mechanisms that are not required when in person. If a teleworker shows inconsistent performance or issues following guidelines, remove the “Good Standing Teleworker” status and require a few additional requirements before removing telework completely.
13.	Implement Efforts to Reduce the Perceived Trust Gap Towards Telework	Address the perceived trust gap by establishing better KPIs, standardized teleworker experiences, and reporting methods that show increased productivity and morale. Establish forums for senior leaders and teleworkers to express concerns and promote understanding, offering leadership development that fosters trust, autonomy, and shared responsibility.
14.	Reframe Performance Management Terminology to be Development-Focused	Revisit terminology associated with performance management to foster a constructive work environment, reframing terms to positive language like “Opportunities for Development,” and offering training to support growth and reinforce expectations.
15.	Establish a Better Balance Between Accountability and Supporting Development Within Performance Management	If the County seeks to update its performance management process, it could benefit by including more elements of development such as equipping managers with better coaching skills, requiring more frequent performance check-ins with managers, and using new tools and templates to track developmental progress. Making these modifications, in addition to others, could help improve performance management as a whole and help shift employee perceptions from viewing performance management as punitive.
16.	Change the “Competent” Label to “Good” and Require Managers to Leave Comments for all Ratings	The County could consider making the label change from “competent” to “good” and require managers to document performance notes for all ratings to use the full spectrum of the scale.
17.	Formalize More Frequent Performance-Related Feedback Conversations	In addition to informal day-to-day feedback and performance-related interactions, formalize a process for biannual or quarterly performance conversations to deliver regular feedback. The goal is to increase the frequency of discussions and provide greater transparency/support related to clearly defined performance expectations.

Cons. #	Initial Consideration	High-Level Description
18.	Use Incentives to Support KPI Follow-Through	Define non-monetary incentives to motivate employees towards achieving KPIs and productivity metrics, engage peers in voting processes to increase transparency and reduce favoritism. Align awards and recognition programs with strategic initiatives.
19.	Create a “Good” to “Great” Performance Plan	Develop an employee-driven improvement plan to develop employees meeting or exceeding expectations. Enable voluntary enrollment, personalized goals with supervisors, offer targeted workshops, training sessions, mentoring, progress reviews, and recognize achievements with rewards or advancement opportunities to incentivize participation and goal accomplishment.
20.	Inform Managers of the Existing Performance Log Featured in the Current PM Platform	To leverage existing capabilities, document ongoing performance, and promote greater transparency, the County should encourage managers to use the performance log feature which allows both managers and employees to see performance related notes throughout the year.
21.	Do Not Implement a Return-to-Work Mandate	The overwhelming feedback from employees underscores the significant advantages of maintaining telework, with concerns about morale, productivity, and employee retention dominating discussions about a potential return to the office. The flexibility telework offers has become integral to the work-life balance of many County employees, resulting in higher job satisfaction and effectiveness in their roles.
22.	Provide Artificial Intelligence Training to County Employees with a Suitable Job Function	Offer training on AI usage to equip employees with skills for navigating AI effectively. Address security, use cases, policy guidelines, and potential biases in AI algorithms. AI training mitigates risks associated with dependency and skill degradation, empowering employees for enhanced productivity by balancing technology with human-centric approaches.

08 Our Methodology

KPMG employed a systematic approach in gathering and analyzing data regarding telework practices across various departments within the County. The methodology was designed to bring inclusivity and thoroughness, capturing a wide array of perspectives from the diverse stakeholder groups involved. For this assessment, the County identified one primary and one alternate liaison for each of the 38 departments. These liaisons were selected based on their extensive knowledge of their department’s telework practices and policies. KPMG relied on these liaisons as the main points of contact for project-related communications and their assistance was crucial in coordinating interviews and selecting participants for stakeholder interviews and focus groups. See the following sections for details on the criteria and strategies used for selecting stakeholders, focus group participants, and survey respondents, along with the demographics of those participants.

Stakeholder Interview Format and Participant Selection

Stakeholder Interview Format

During each 30-minute virtual interview, the following questions were asked:

Table 21: Stakeholder Interview Questions

1.	Does your department have its own telework policy or guidelines that extend beyond the countywide policy? If so, why?
2.	What elements of telework seem to be working well within your department?
3.	What are the greatest challenges telework presents within your department?
4.	Have you noticed any changes in opinion toward the telework policy since the end of the pandemic?
5.	What criteria are used within your department to determine telework eligibility (e.g., job function compatibility, employee performance)?
6.	What tools and metrics does your department use to measure productivity and performance of teleworkers? Is it different than onsite workers?
7.	Has telework impacted your department’s productivity and overall performance (positively or negatively)?
8.	In your opinion, do the benefits of telework in your department outweigh the challenges (financially, culturally, socially, etc.)?
9.	What recommendations do you have to make the current telework policy within your department and/or across the County more effective?
10.	Within your department, do you anticipate that there will be a decrease, increase, or no change in the amount of employees that apply for telework in the next few years?
11.	Does your department have documented procedures to help ensure accurate reporting and approval of telework timecard codes?
12.	Indicate if your department tracked any cost savings related to the implementation, continued use, or expansion of telework (commuting time, office space, reduced carbon footprint).

Participant Selection

The process of selecting stakeholders for interviews was strategically aligned with the goal of understanding telework dynamics from a broad organizational perspective. KPMG aimed to include representatives from all departments, covering the spectrum of services and operational roles within the County. The selection criteria focused on having individuals knowledgeable about departmental telework policies and practices.

See the following table for the number of individuals interviewed within each department:

Table 22: Individuals Interviewed by Department

County Department Name	# of Stakeholder(s) Interviewed
Aging and Disabilities	1
Agricultural Commissioner/Weights and Measures	2
Alternate Public Defender	1
Animal Care and Control	1
Arts and Culture	1
Assessor	1
Auditor Controller	5
Beaches and Harbors	1
Chief Executive Office	1
Child Support Services	2
Children and Family Services	2
Consumer and Business Affairs	2
County Counsel	1
District Attorney	2
Economic Opportunity	2
Executive Office, Board of Supervisors	1
Fire	5
Health Services	1
Human Resources	1
Internal Services Department	2
Justice, Care and Opportunities	1
LA County Library	1

County Department Name	# of Stakeholder(s) Interviewed
Medical Examiner	2
Mental Health	1
Military and Veterans Affairs	1
Museum of Art	0
Natural History Museum	1
Parks and Recreation	1
Probation	1
Public Defender	2
Public Health	1
Public Social Services	2
Public Works	1
Regional Planning	3
Registrar-Recorder/County Clerk	1
Sheriff	1
Treasurer and Tax Collector	1
Youth Development	2

Focus Group Format and Participant Selection

Focus Group Format

All three focus groups were conducted in a 90-minute e-brainstorming format utilizing the KPMG e-Brainstorming (EB) platform. This powerful tool facilitated efficient, simultaneous, and anonymous input from a larger pool of participants, fostering candid and open dialogue. The platform’s user-friendly design enabled participants to easily share their feedback and insights, while maintaining confidentiality and encouraging honesty.

Each session was guided by a facilitator from KPMG, who provided directions via an audio channel. Participants listened to the facilitator while engaging with the session’s questions through a secure web connection on their laptops or tablets. This innovative approach not only aimed at maximizing engagement but also enriched the quality of the discussions, allowing for diverse ideas and perspectives to emerge.

At the beginning of each focus group, KPMG engaged participants in a preliminary survey about their backgrounds, including how long they have been working in the County, whether they currently participate in the telework program, and which County services cluster they belong to. These questions helped provide additional context for the insights shared during the sessions.

Participant Selection

KPMG collaborated with departmental liaisons to identify and select focus group participants from within their respective departments. These liaisons were encouraged to choose individuals representing a diverse range of job tenures, role levels, and functions. To capture a representative sample of the County workforce, each department was assigned a specific number of invitees based on their size, as indicated by the 2024 department employee count data provided by the County. KPMG conducted a total of three focus group sessions, with liaisons advised to recruit different participants for each session. This approach aimed to enhance inclusivity and capture a wide array of perspectives.

Table 23: Focus Group Participant Selection

Dpt Size	# of Dpts	# Invitees per Dpt	Total Invitees
<100	5	2	10
100<1000	16	4	64
1000<4000	8	6	48
4000<14000	6	8	48
<14000	3	10	30
			200

Focus Group Participant Demographics

Focus Group #1 Participants: County Job Tenure

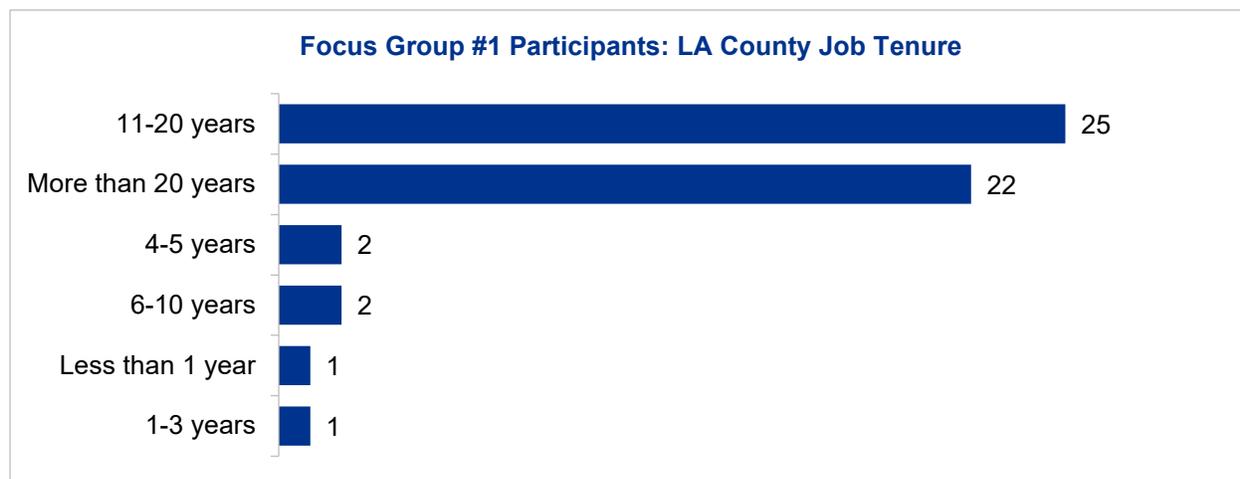


Figure 88: Focus Group #1 Participants by County Job Tenure

Focus Group #1 Participants: Department Cluster

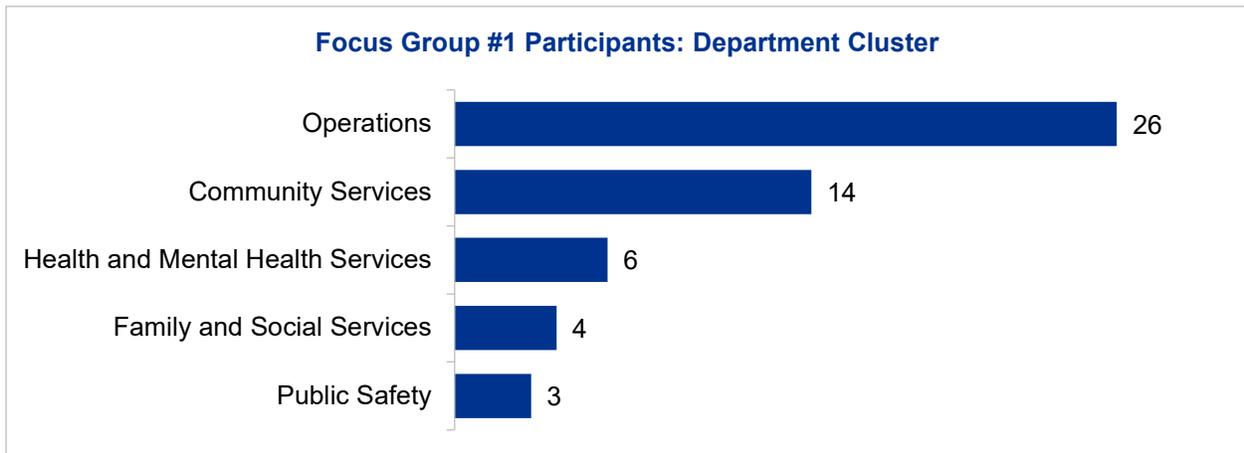


Figure 89: Focus Group #1 Participants by Department Cluster

Focus Group #2 Participants: County Job Tenure

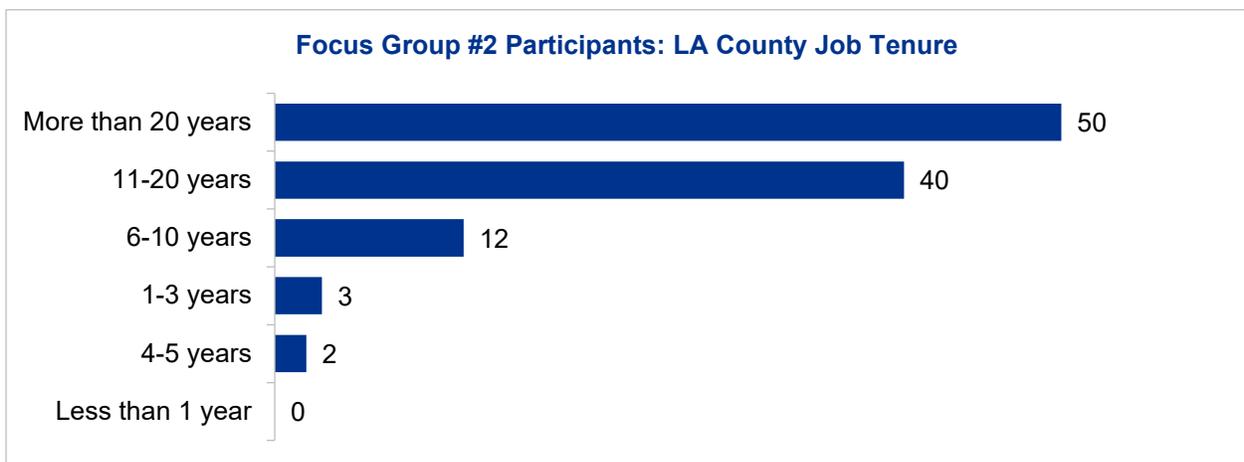


Figure 90: Focus Group #2 Participants by County Job Tenure

Focus Group #2 Participants: Department Size (FTEs)

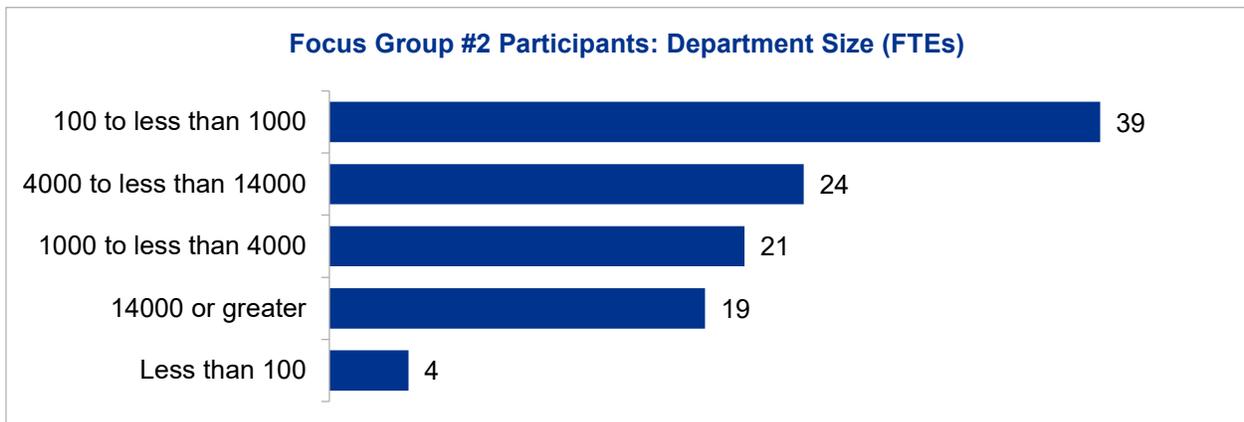


Figure 91: Focus Group #2 Participants by Department Size (FTEs)

Focus Group #2 Participants: Department Cluster

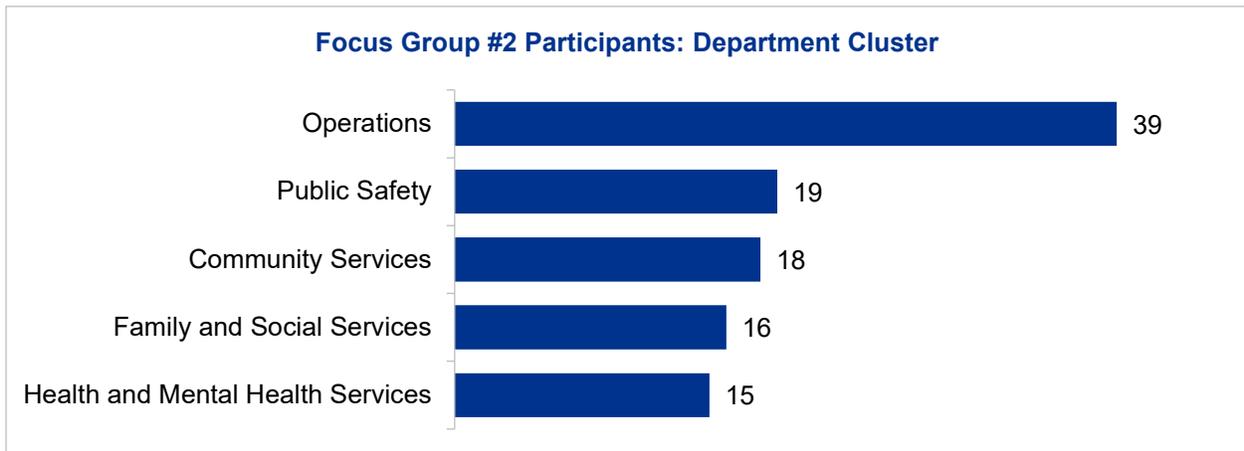


Figure 92: Focus Group #2 Participants by Department Cluster

Focus Group #2 Participants: Current Role Level

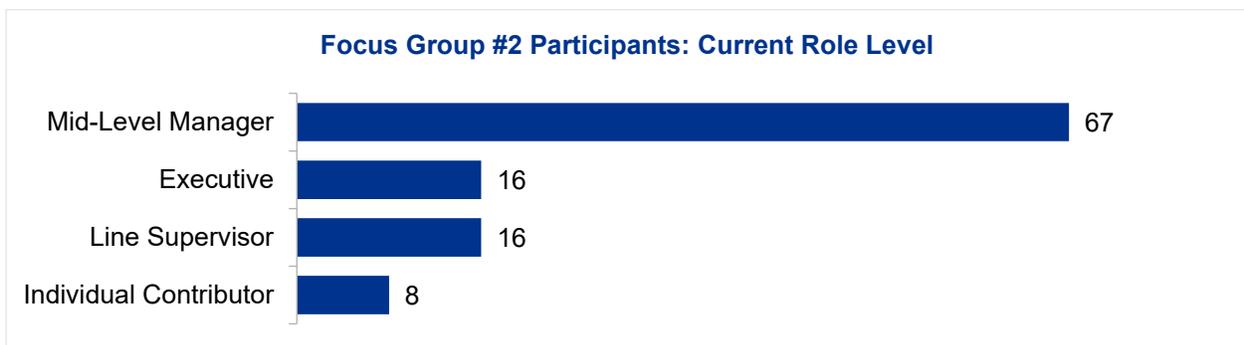


Figure 93: Focus Group #2 Participants by Current Role Level

Focus Group #3 Participants: County Job Tenure

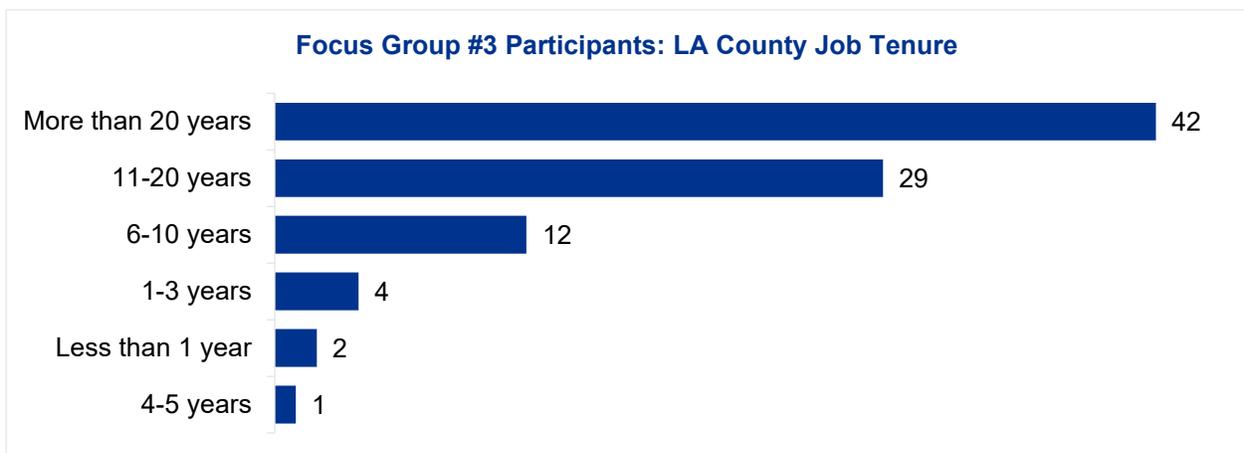


Figure 94: Focus Group #3 Participants by County Job Tenure

Focus Group #3 Participants: Department Size (FTEs)

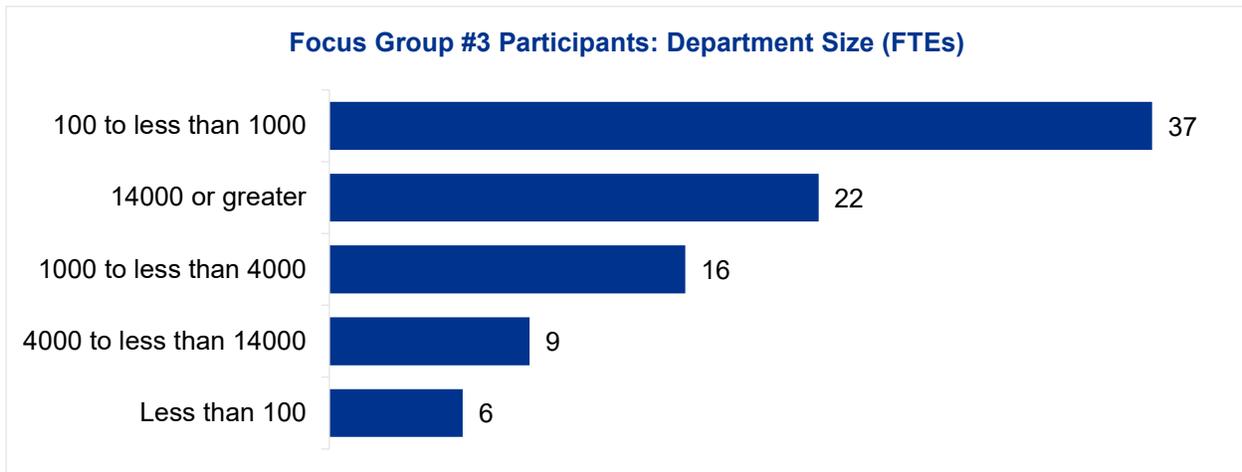


Figure 95: Focus Group #3 Participants by Department Size (FTEs)

Focus Group #3 Participants: Department Cluster

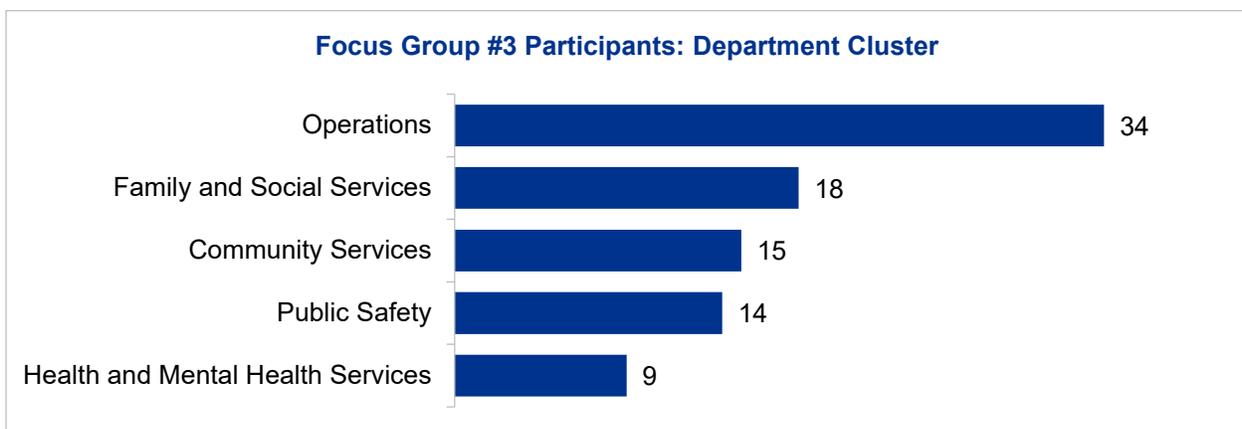


Figure 96: Focus Group #3 Participants by Department Cluster

Focus Group #3 Participants: Current Role Level

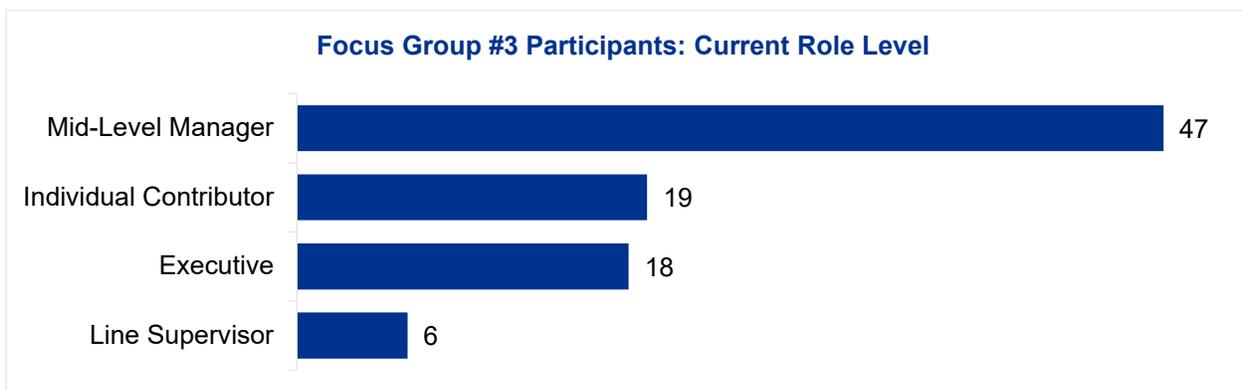


Figure 97: Focus Group #3 Participants by Current Role Level

Countywide Telework Survey Format and Participant Selection

Survey Format

The County Telework Assessment Survey was designed to elicit robust insights into teleworking practices, challenges, and perspectives among County employees. The survey format consists of structured questions that cover a range of topics relevant to telework, including employee work schedules, telework policies, collaboration methods, performance metrics, and personal preferences related to teleworking. The survey uses a combination of multiple-choice, Likert scale, and open-ended questions to capture both quantitative data and qualitative insights.

The survey was segmented into distinct sections, starting with general demographic questions to ascertain department affiliation, employment status, and work interaction dynamics. Subsequent sections delved into specific aspects of teleworking, such as schedule configurations, departmental telework offerings, employee satisfaction with current telework arrangements, and insights on desired changes to enhance telework experiences. The survey concluded with questions tailored to managerial roles, focusing on the challenges and strategies associated with supervising teleworking teams.

The structure aimed to facilitate ease of completion while allowing a thorough examination of telework practices. The estimated completion time was 15-30 minutes. Given the survey's anonymous nature, the format was developed to encourage honest and uninhibited responses.

Participant Selection

Rather than employing a sampling strategy, the survey was distributed to all County employees to gather perspectives from the entire workforce. This approach allowed the assessment to reflect a diverse range of experiences, capturing the full spectrum of telework dynamics and providing robust data for informed decision-making on telework policies and practices.

The open distribution approach was intended to help maximize response rates and promote inclusivity, allowing for diverse employee voices from various departments and roles to be heard. This method provides a thorough view that supports the evaluation and refinement of telework frameworks to better align with employee needs and organizational goals.

Participant demographics, detailed in subsequent sections of this report, demonstrate a cross-section of employee types, roles, and departments, which lends credibility and depth to the insights gathered through this survey methodology.

Telework Survey Participant Demographics

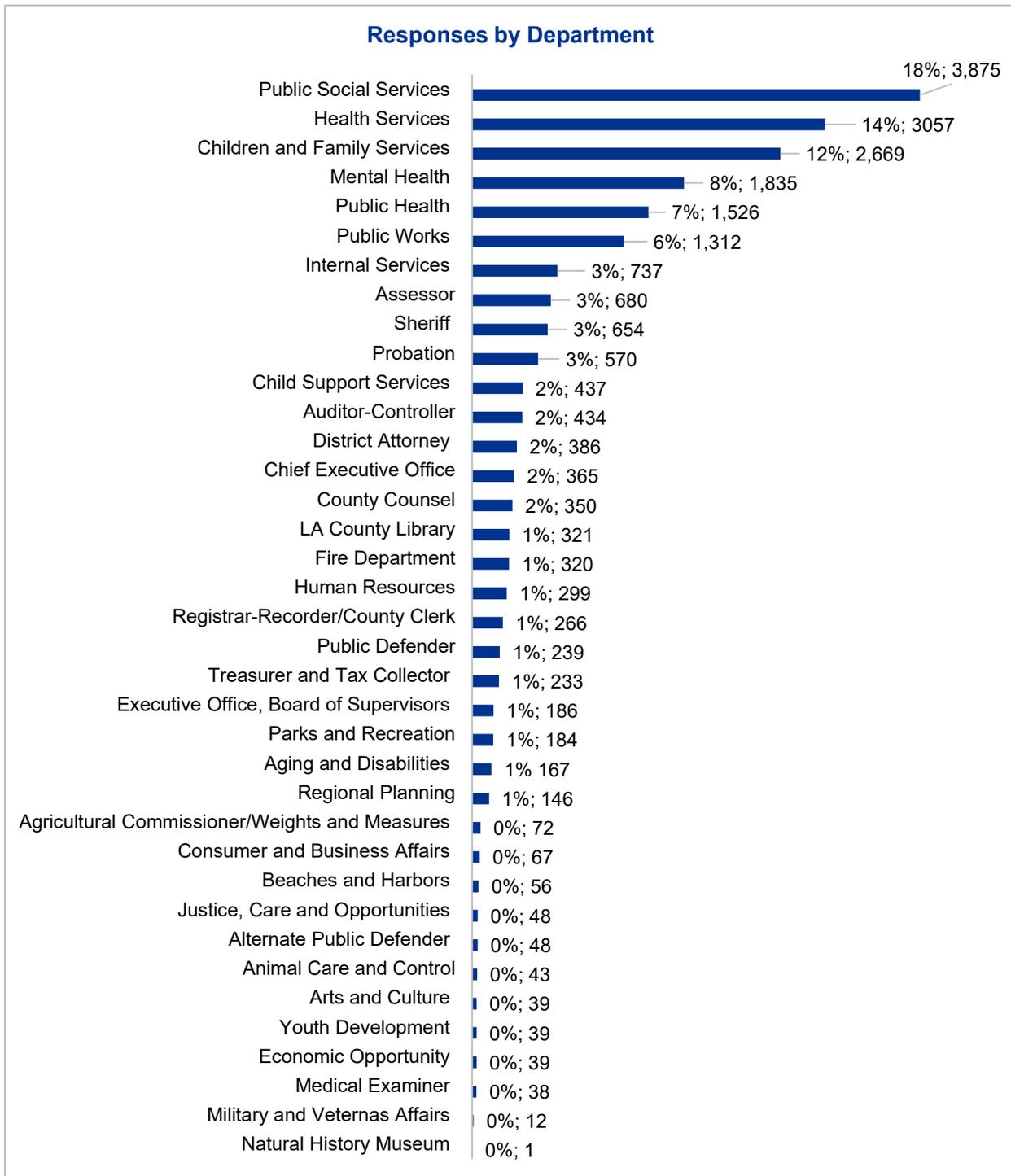


Figure 98: Telework Survey Participant Demographics

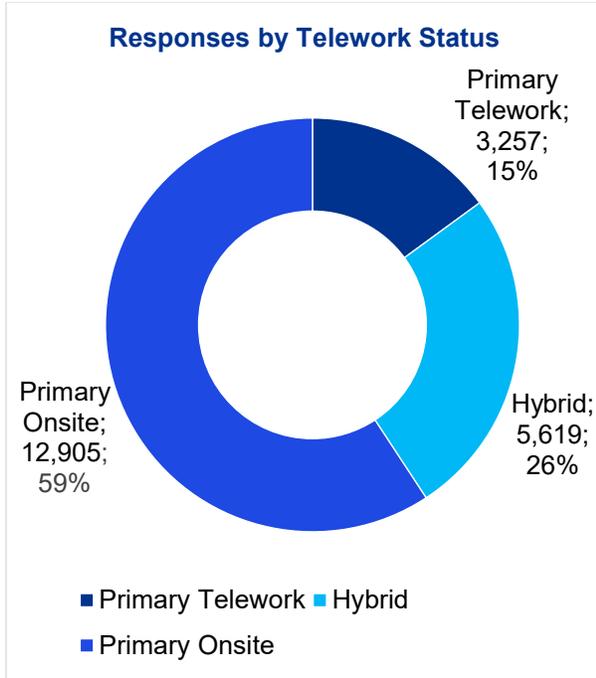


Figure 99: Responses by Telework Status

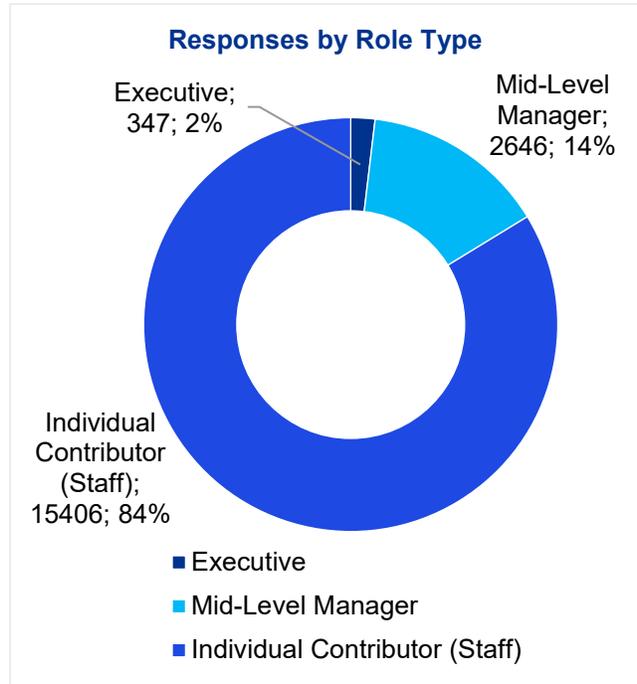


Figure 100: Responses by Role Type

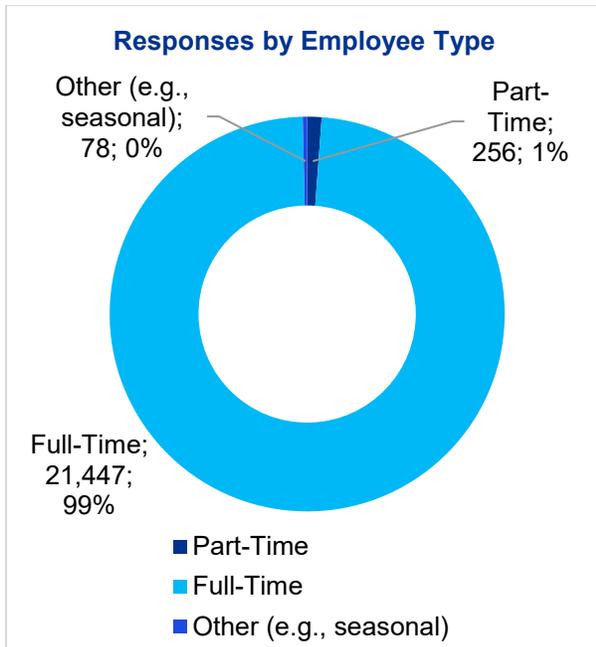


Figure 101: Responses by Employee Type

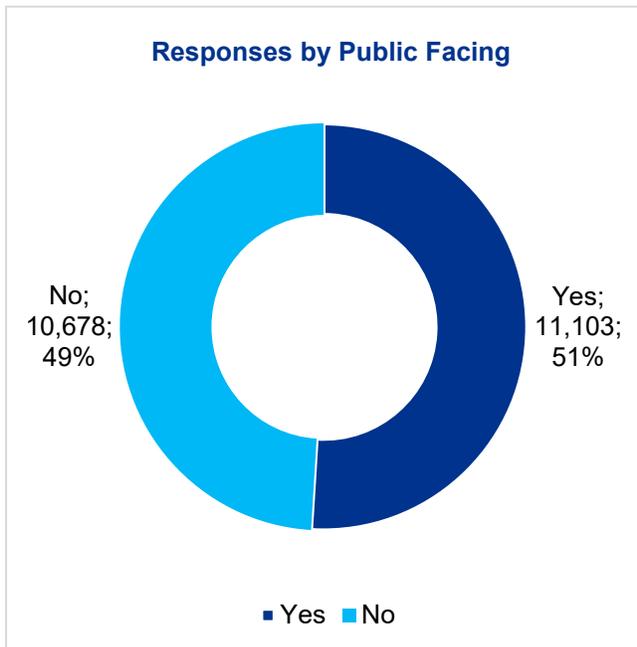


Figure 102: Responses by Public Facing

09 Appendix

Additional Telework Insights

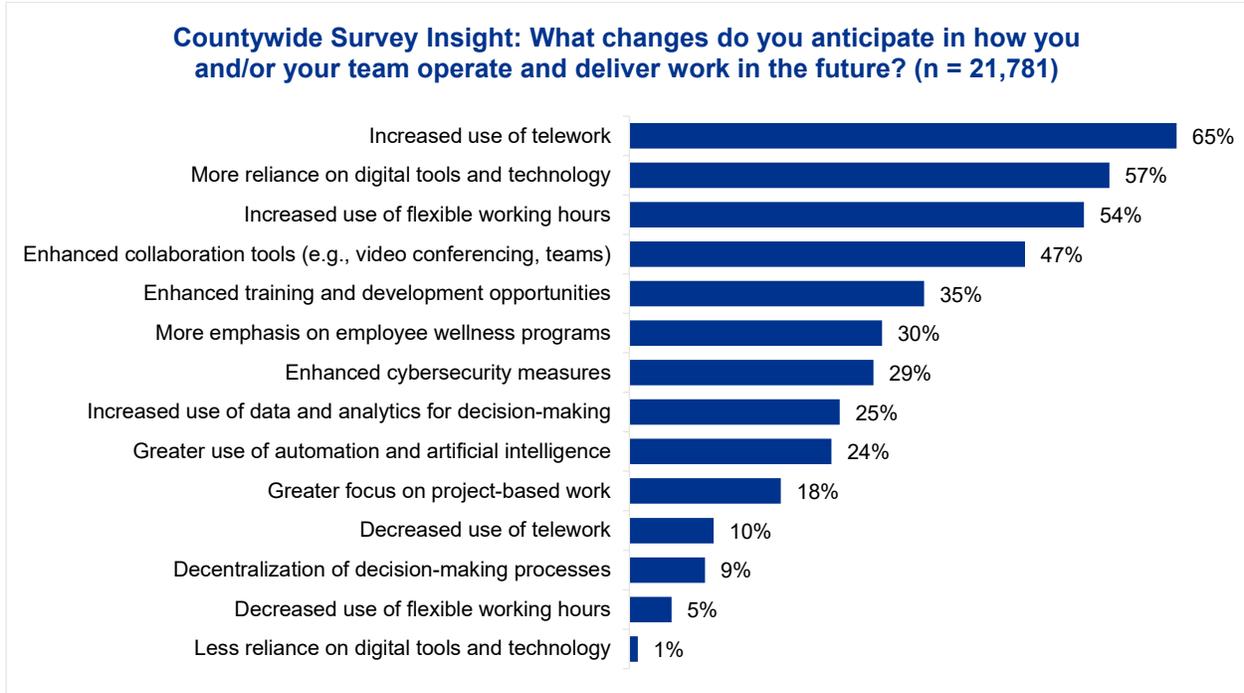


Figure 103: Future Changes to Operations

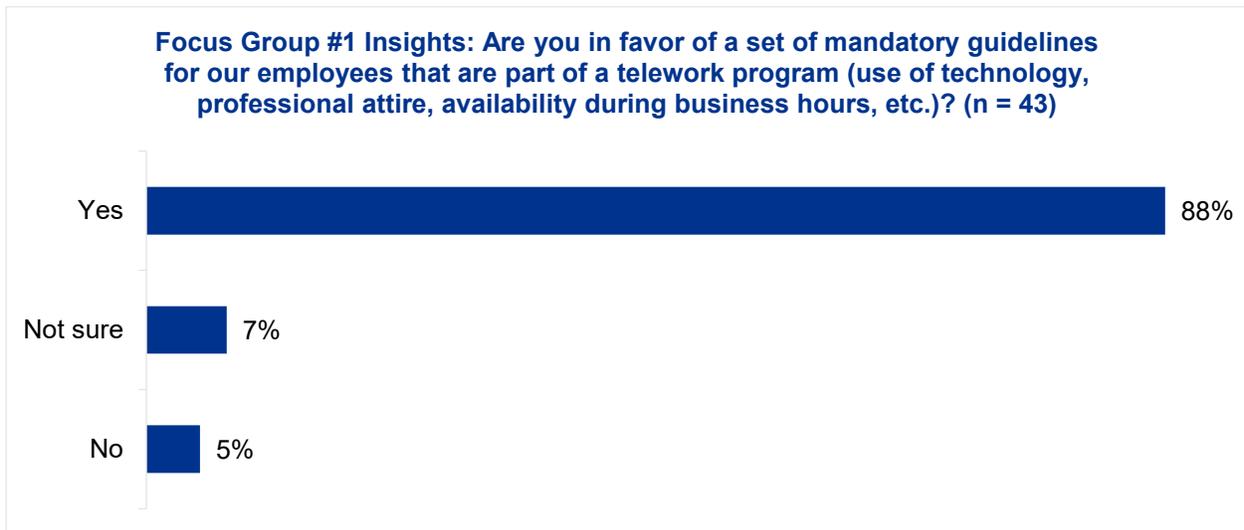


Figure 104: Mandatory Guidelines for Telework

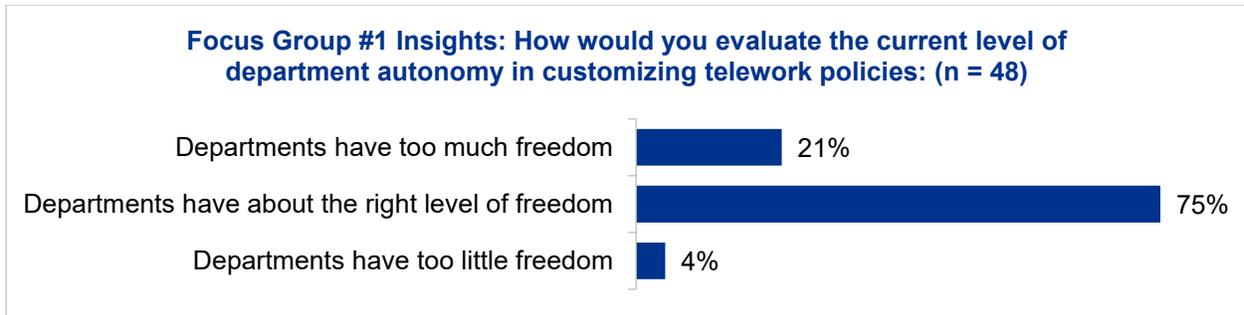


Figure 105: Current Departmental Autonomy

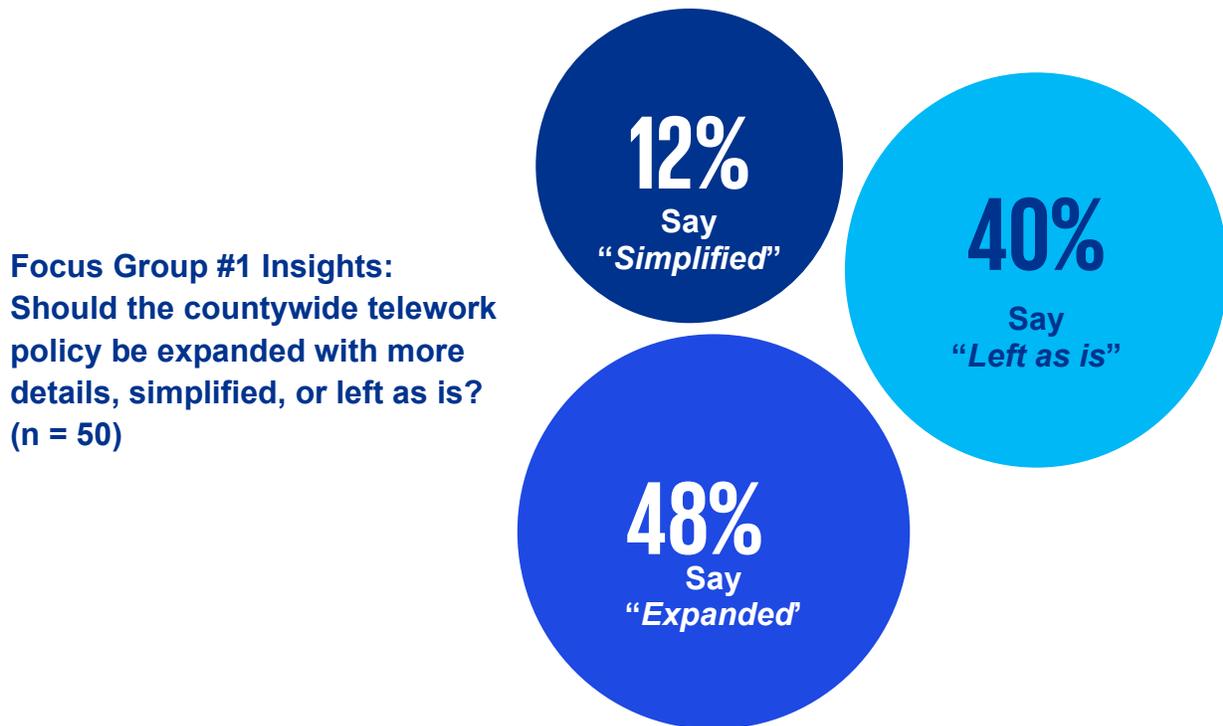


Figure 106: Telework Policy Expansion

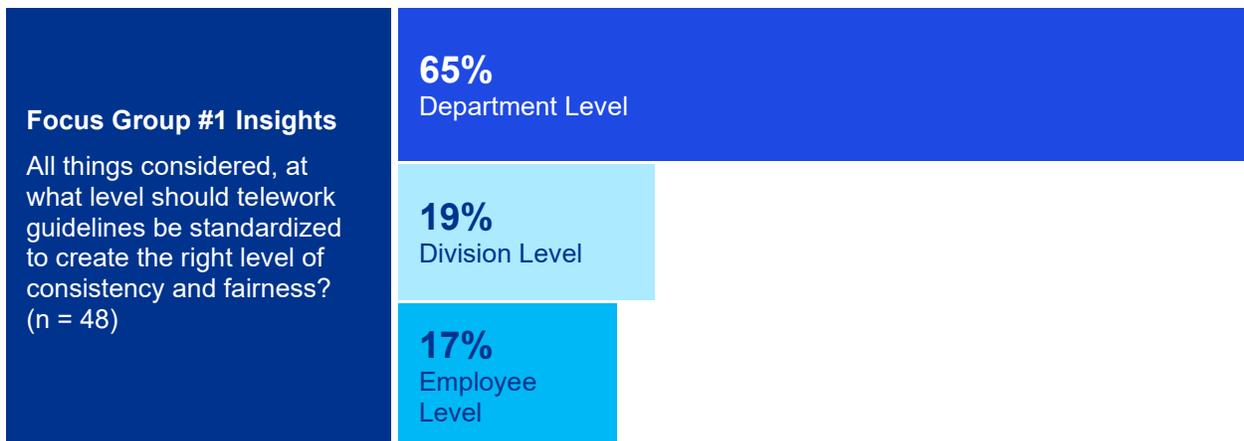


Figure 107: Telework Guidelines Standardization

Note: Due to rounding, the sum of percentages may not equal 100%.

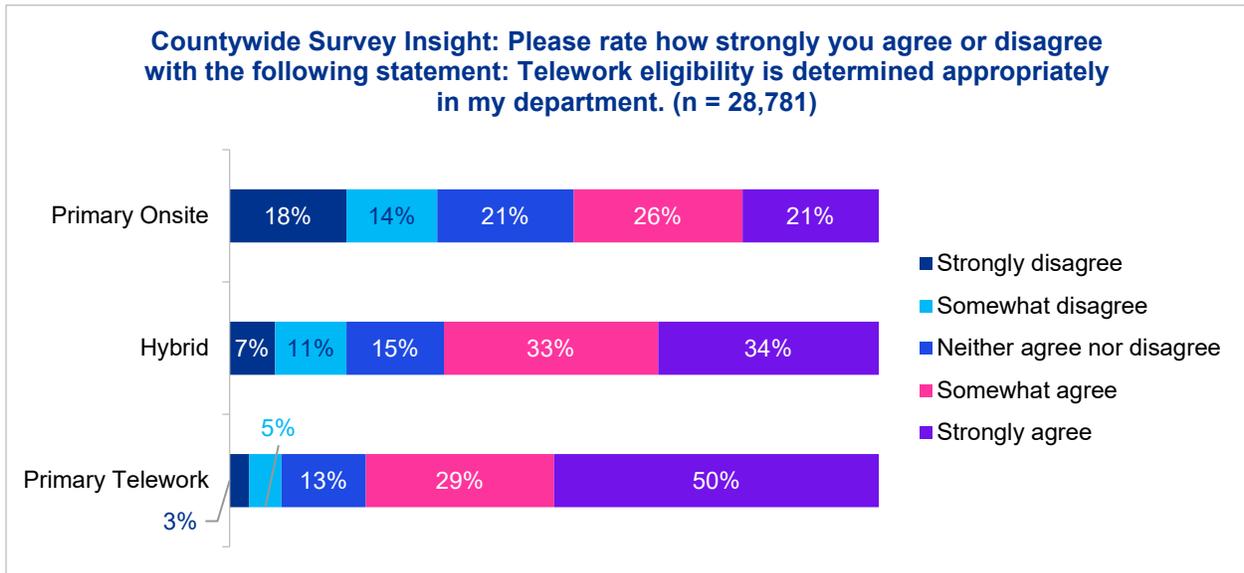


Figure 108: Determining Telework Eligibility by Telework Status

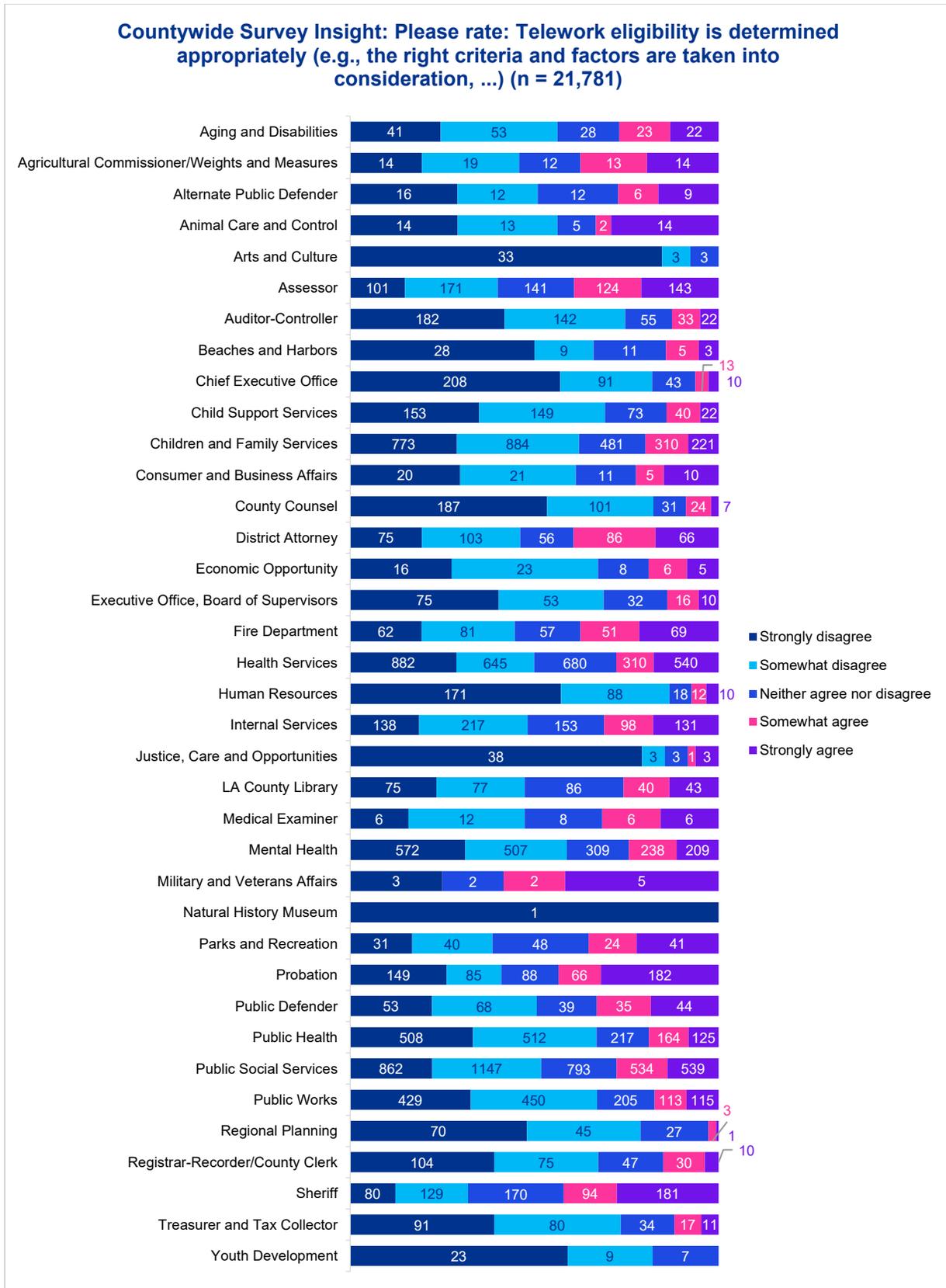


Figure 109: Determining Telework Eligibility by Department

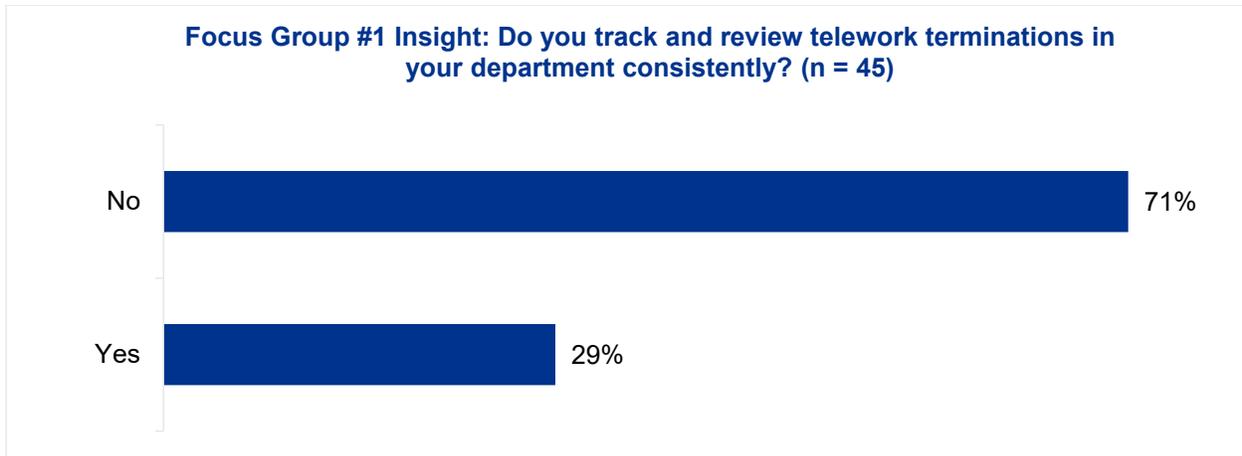


Figure 110: Tracking Telework Terminations

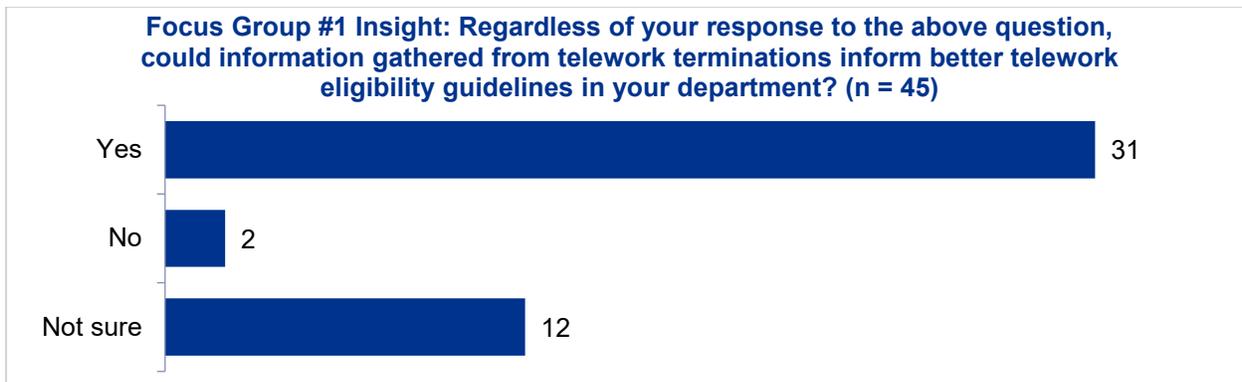


Figure 111: Telework Terminations and Eligibility

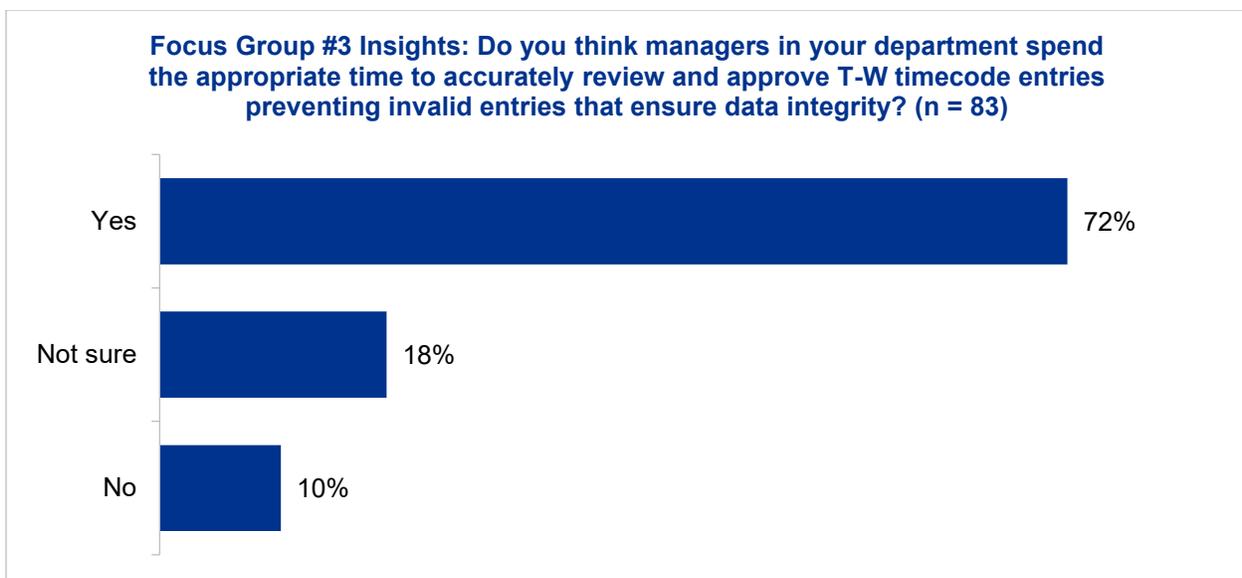


Figure 112: Timecode Entry Review

Note: Due to rounding, the sum of percentages may not equal 100%.

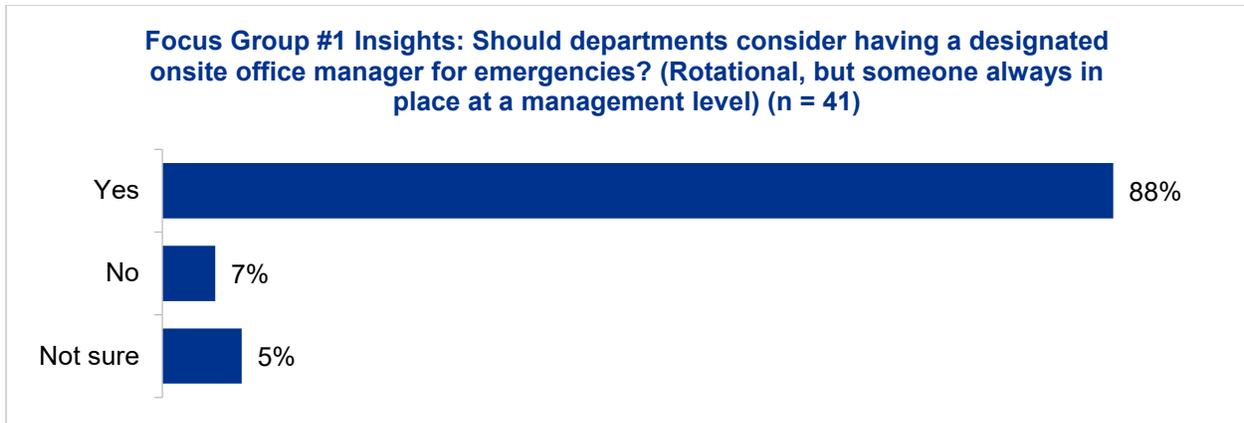


Figure 113: Designated Onsite Office Manager

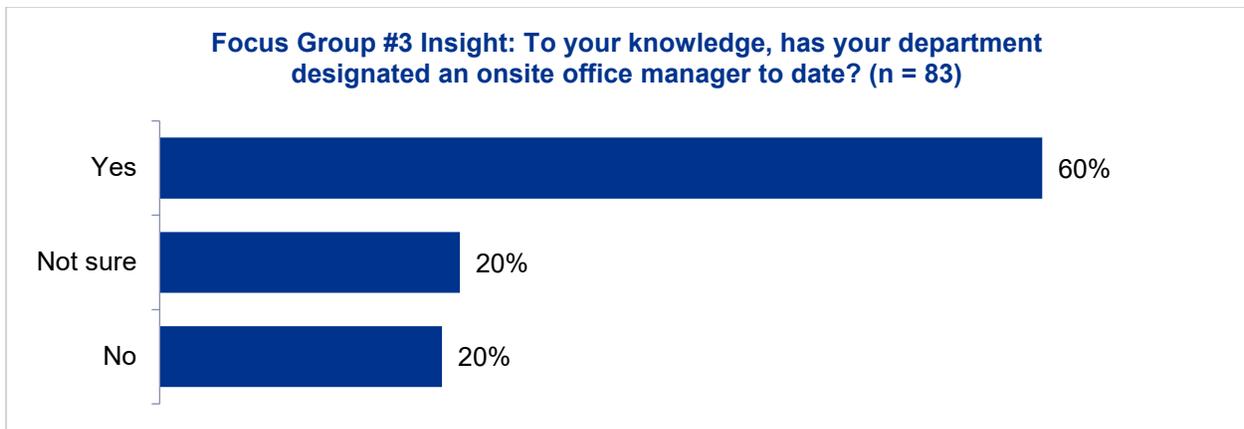


Figure 114: Designated Onsite Office Manager Current State

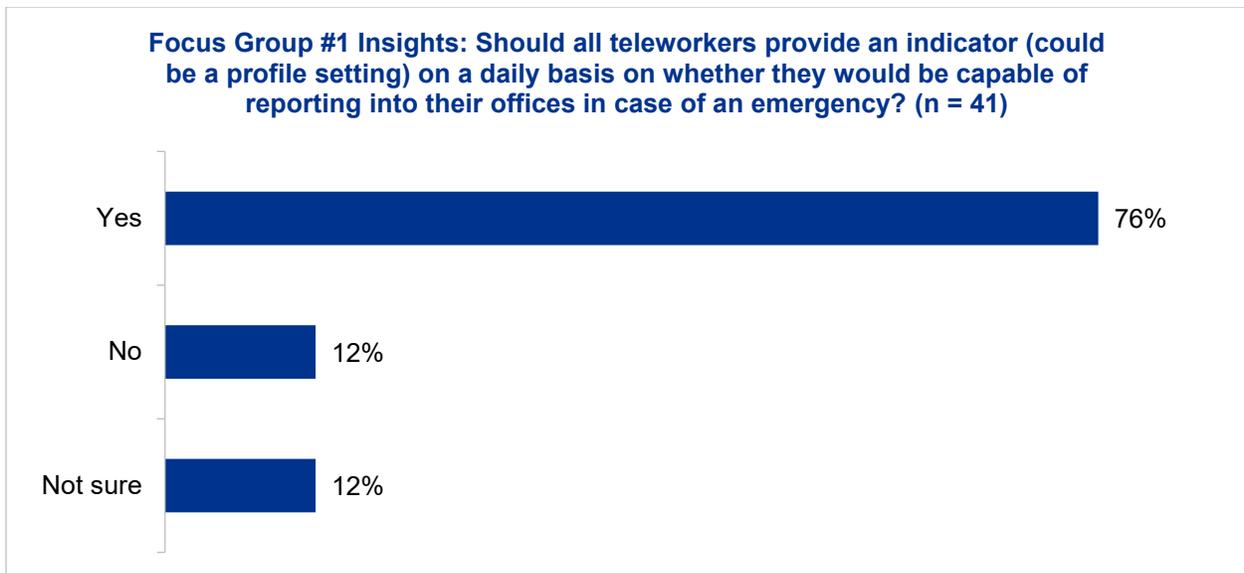


Figure 115: Availability Indicator

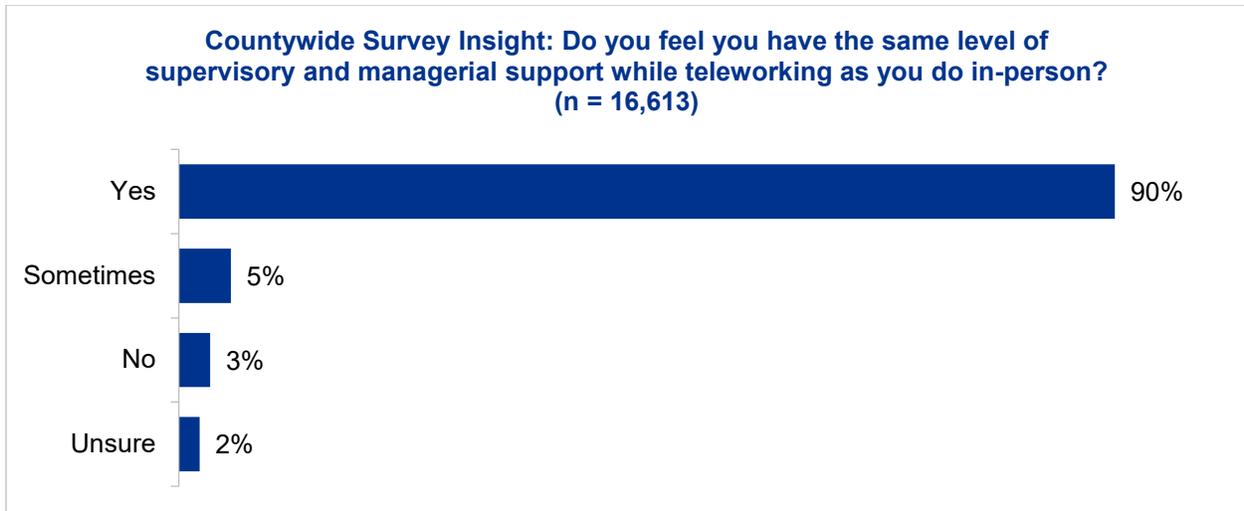


Figure 116: Support While Teleworking

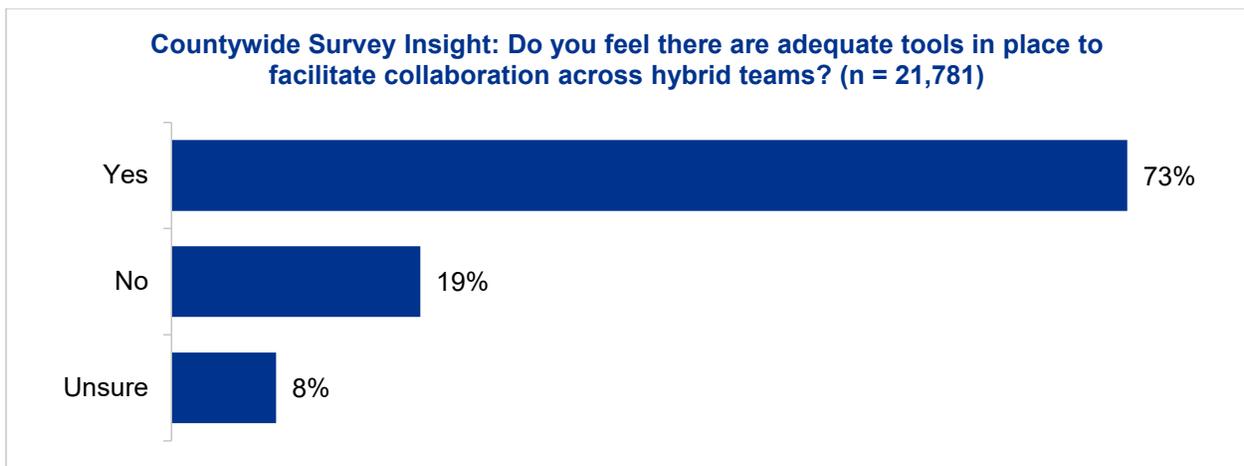


Figure 117: Collaboration Tools

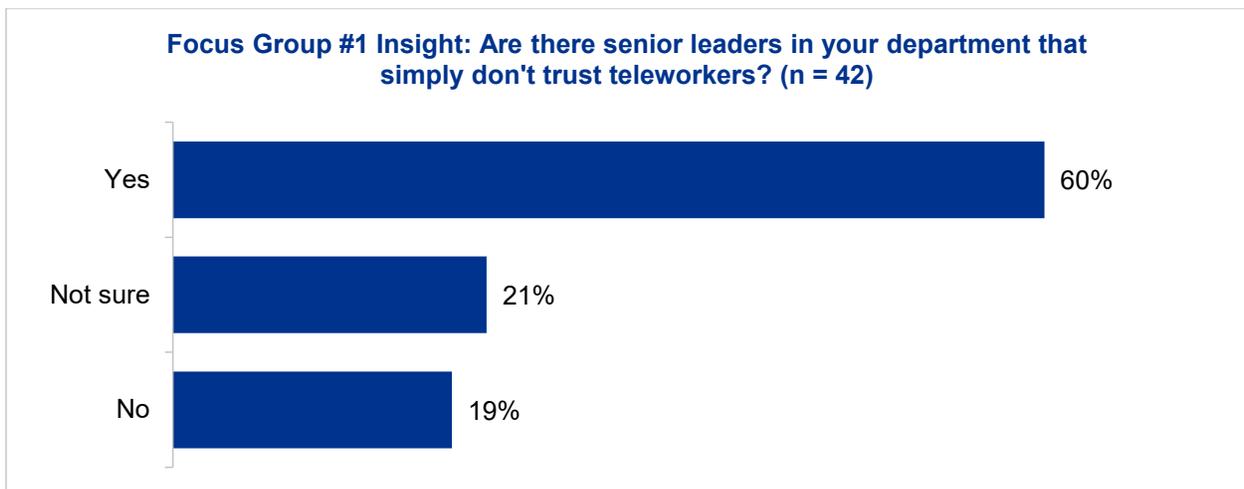


Figure 118: Leader's Trust in Teleworkers

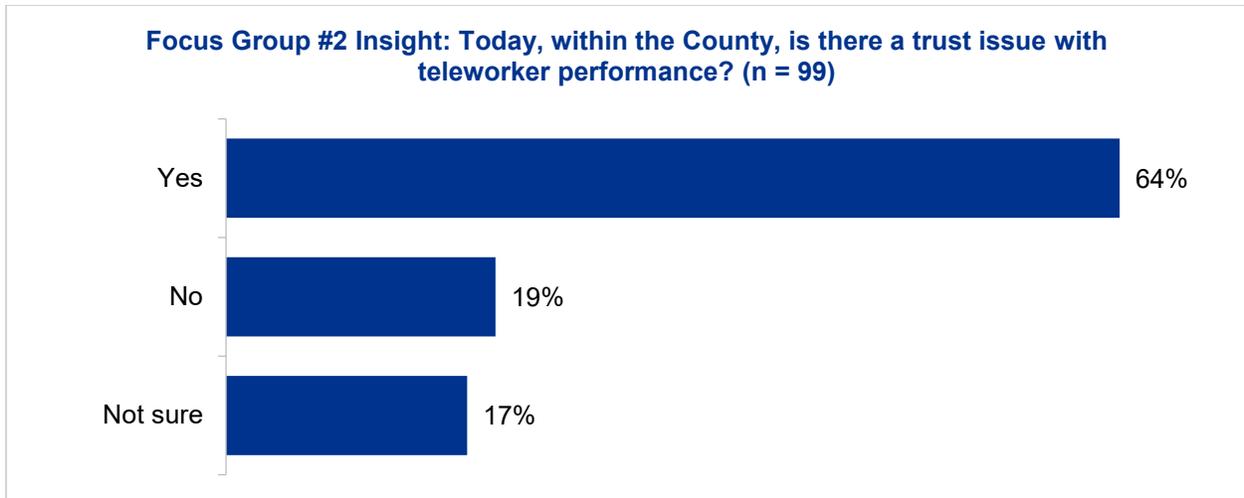


Figure 119: Trust Issue with Teleworker Performance

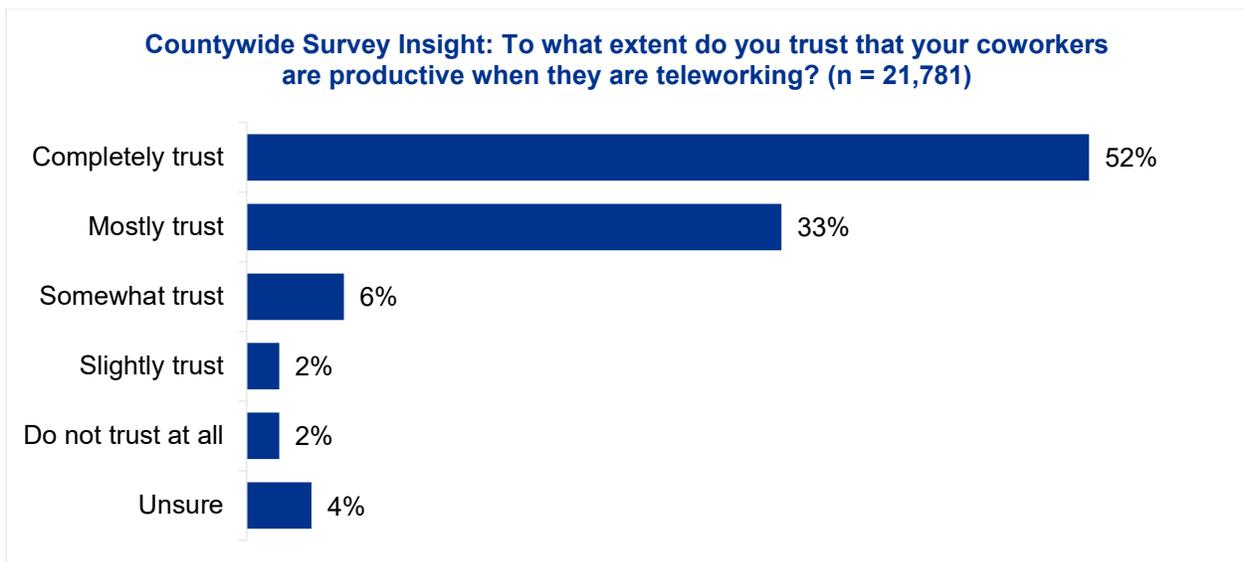


Figure 120: Trust in Teleworkers Overall

Note: Due to rounding, the sum of percentages may not equal 100%.

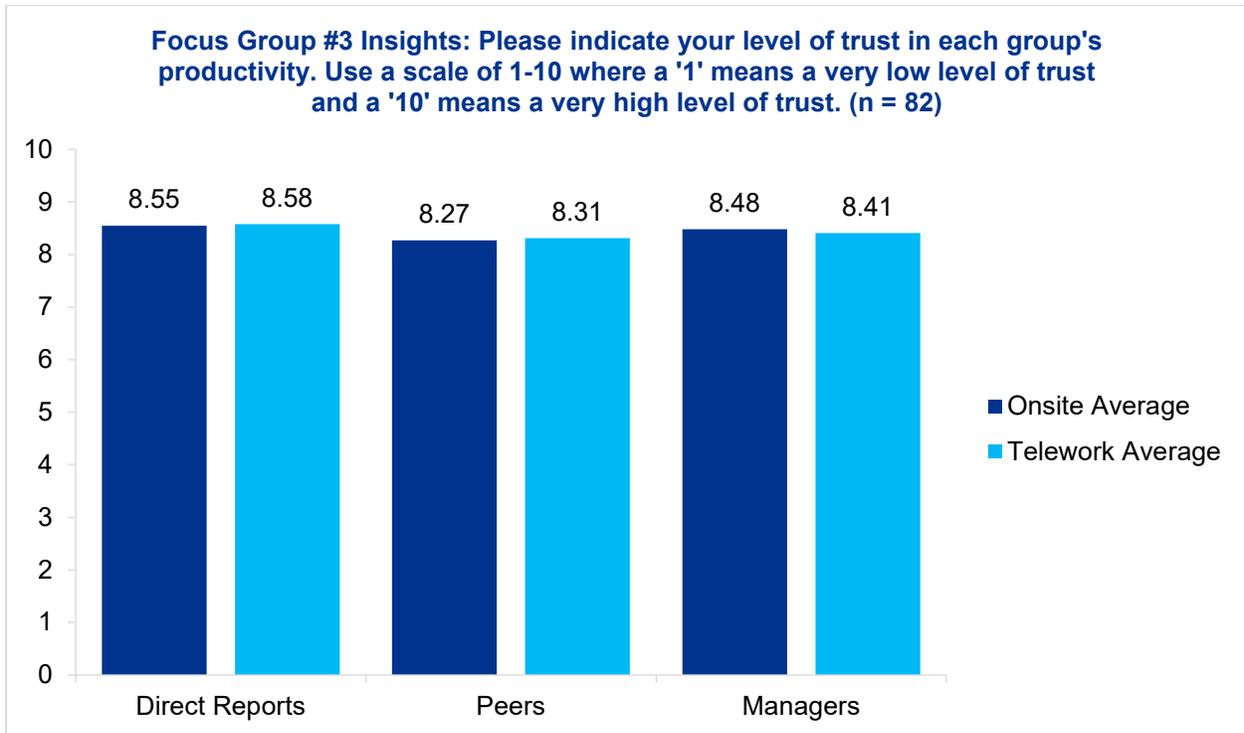


Figure 121: Trust in Productivity of Different Groups

Focus Group #1 Insights: Do you personally see telework for our workforce as a right or a privilege? (n = 49)

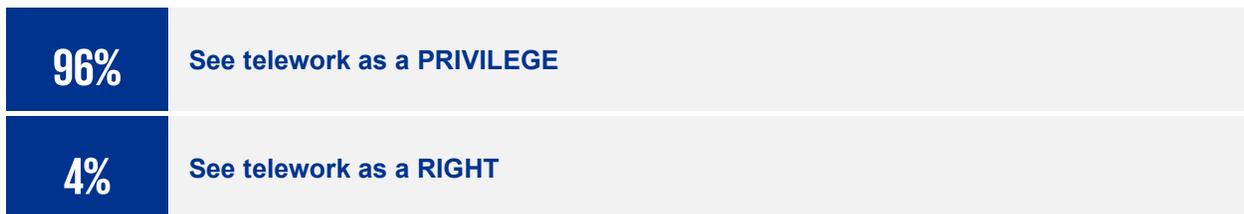


Figure 122: Is Telework a Right or Privilege?

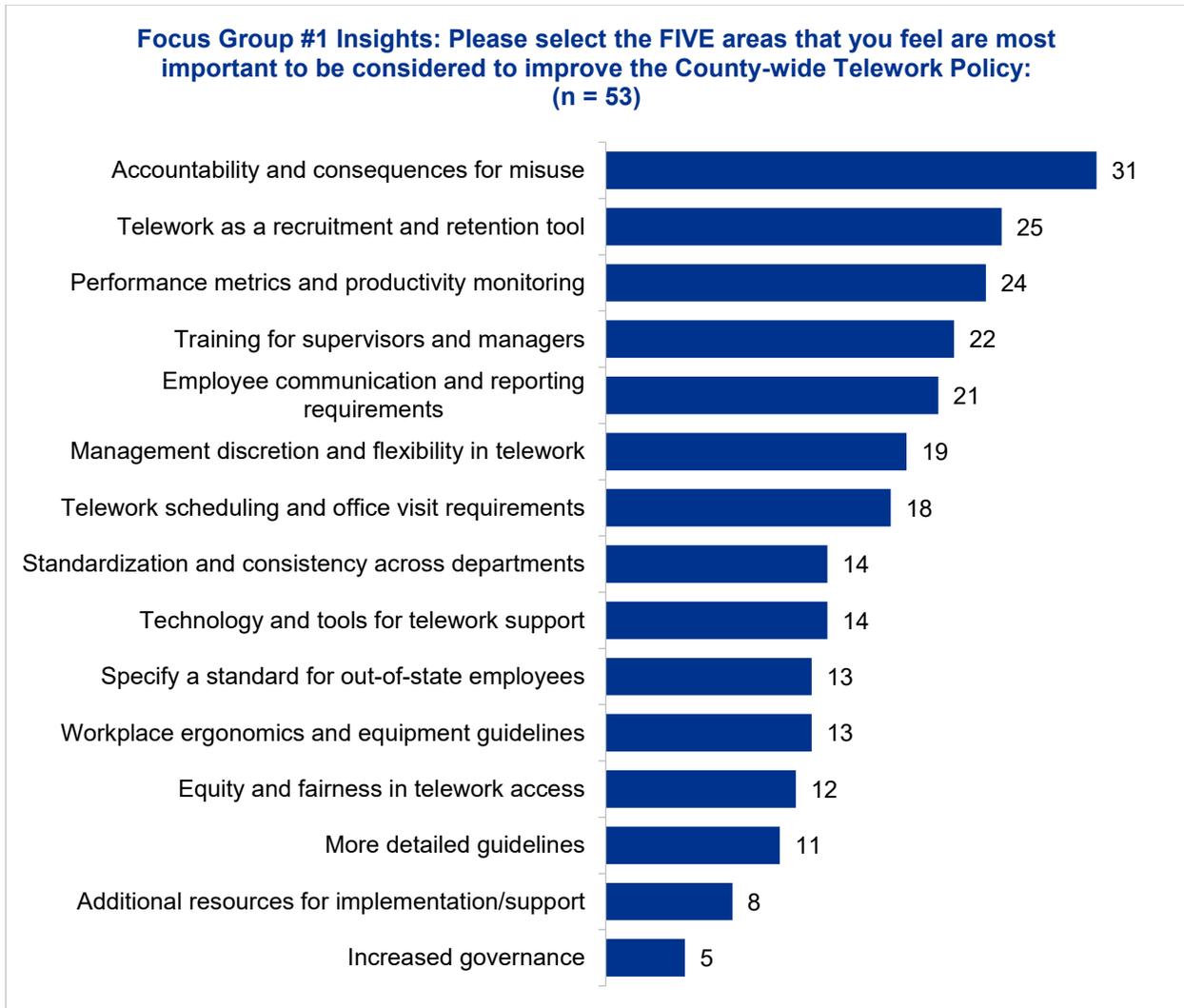


Figure 123: Improving Telework Policy

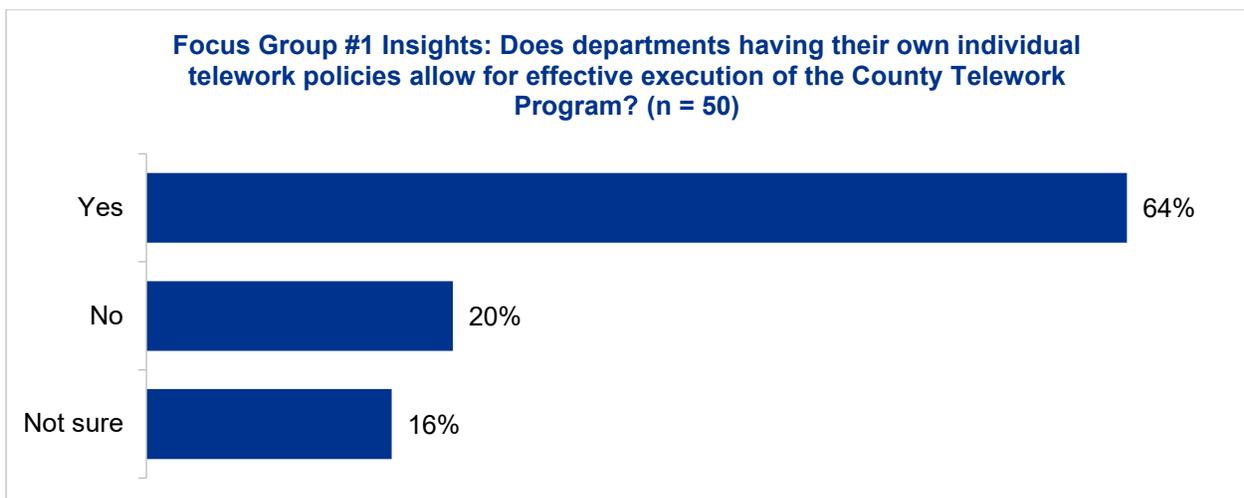


Figure 124: Departmental Telework Policies

Countywide Survey Insight: Should individual compatibility be considered for telework eligibility?



Figure 125: Individual Compatibility

Note: The remaining 13% were unsure.

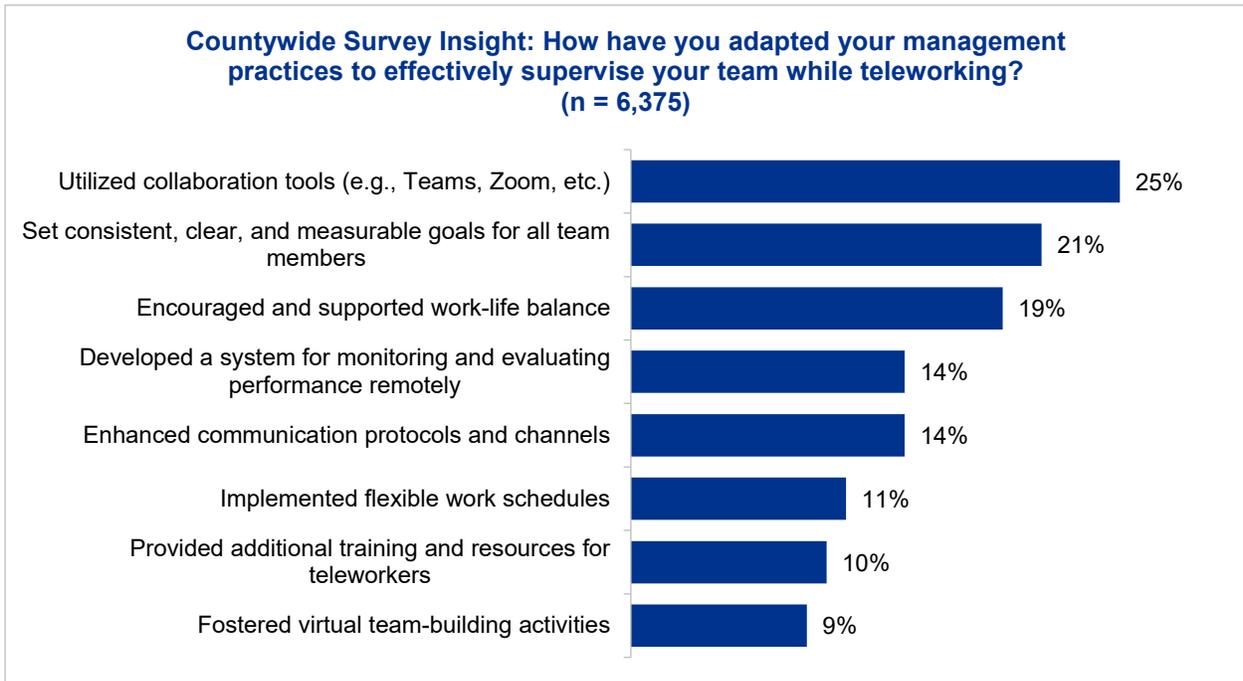


Figure 126: Management Practices for Telework

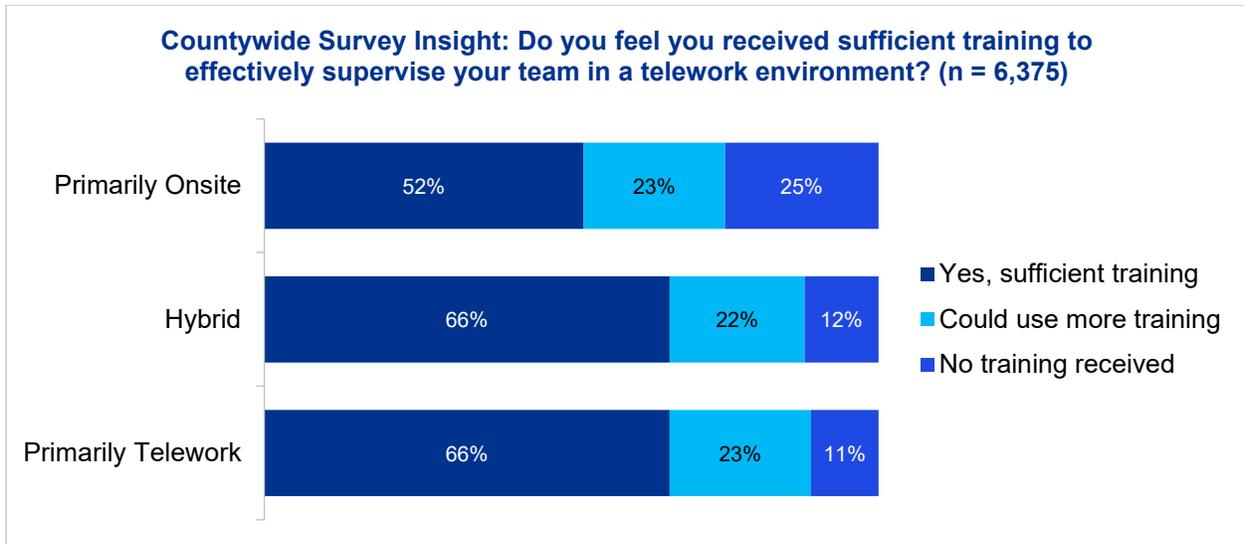


Figure 127: Training for Supervisors

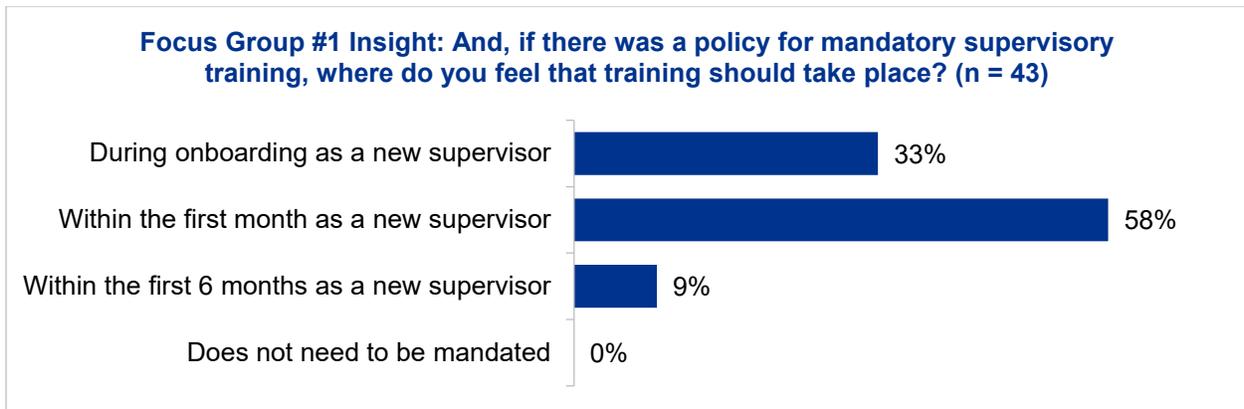


Figure 128: Timing of Supervisory Training

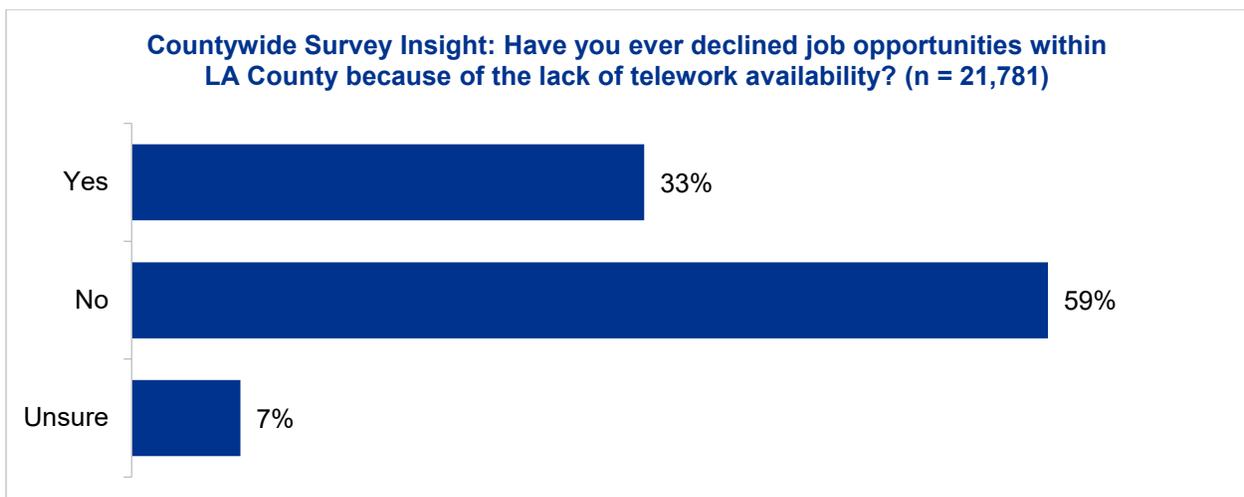


Figure 129: Declining Job Opportunities over Telework

Note: Due to rounding, the sum of percentages may not equal 100%.

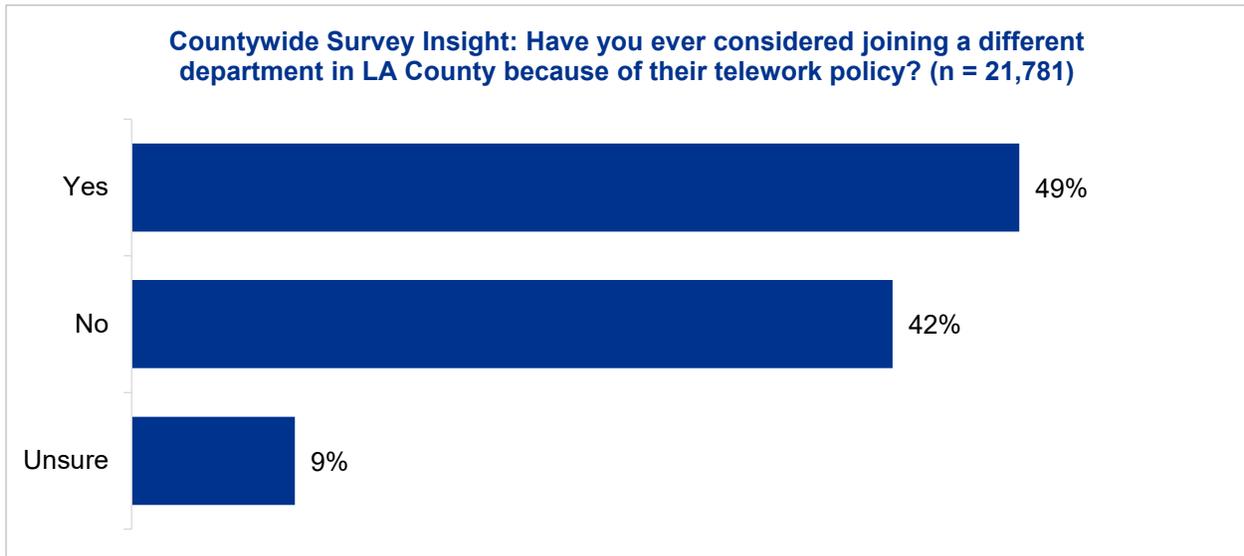


Figure 130: Switching Departments Over Telework Policy

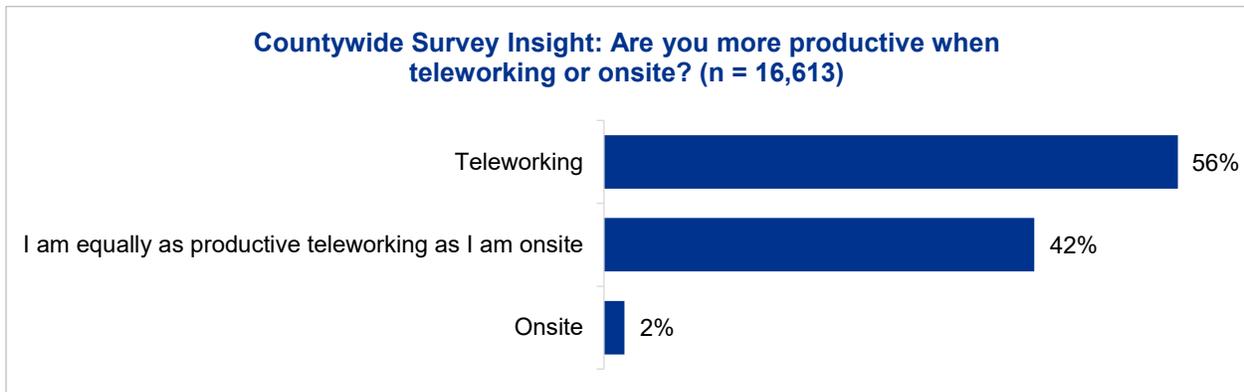


Figure 131: Teleworking vs. Onsite Productivity

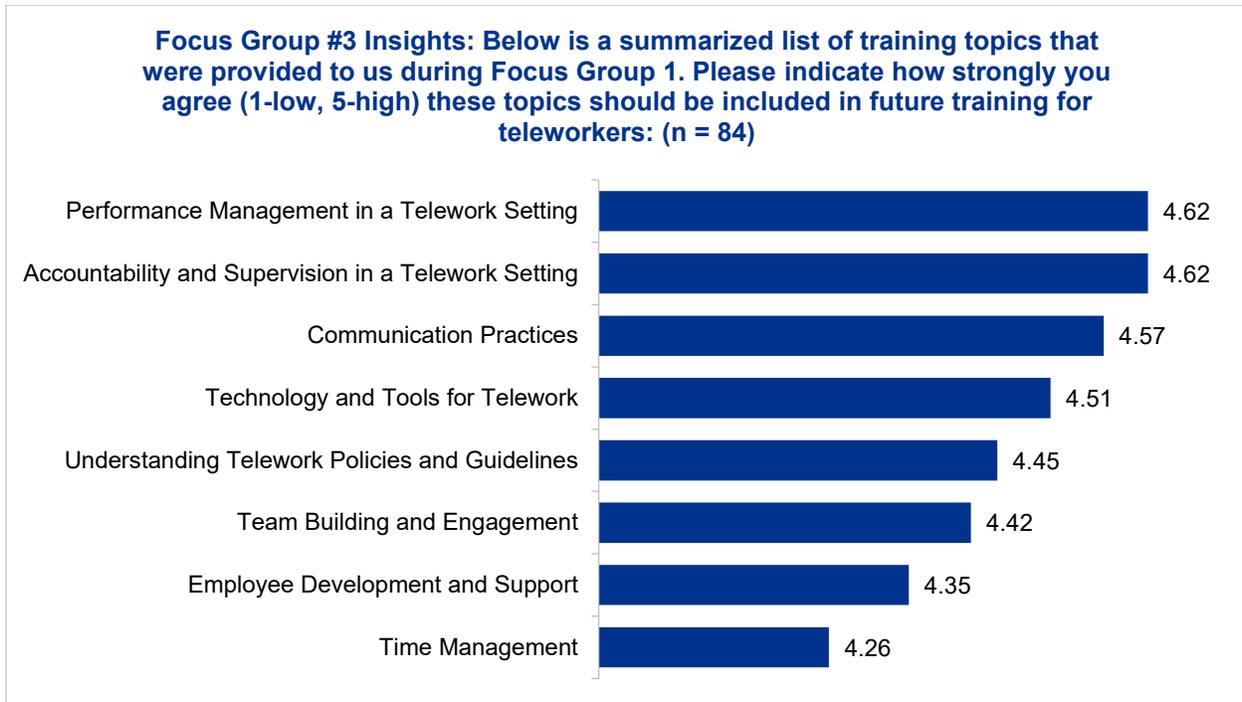


Figure 132: Future Training Topics

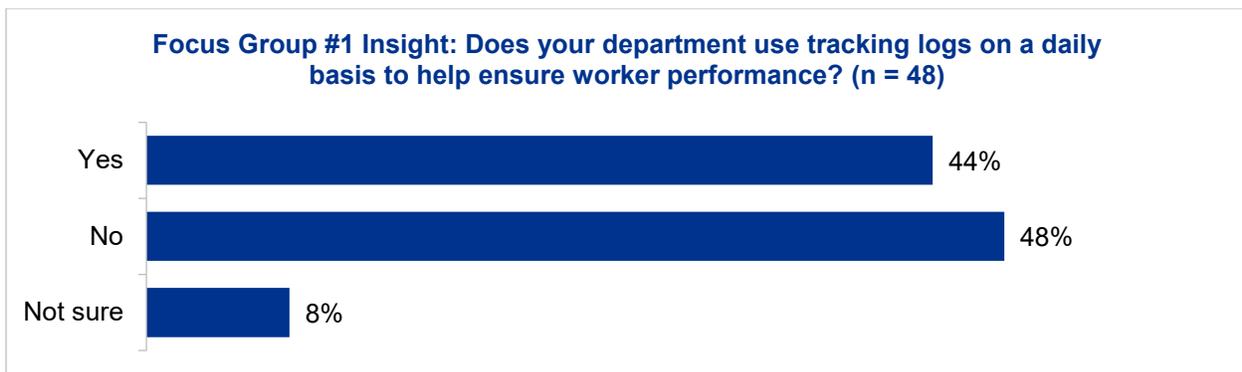


Figure 133: Tracking Logs Usage

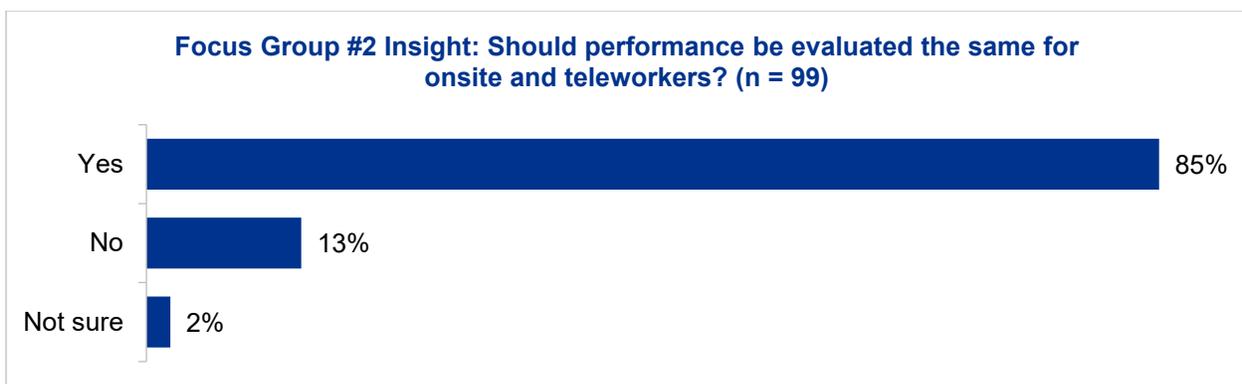


Figure 134: Evaluation for Onsite Workers vs. Teleworkers

Additional Performance Management Insights

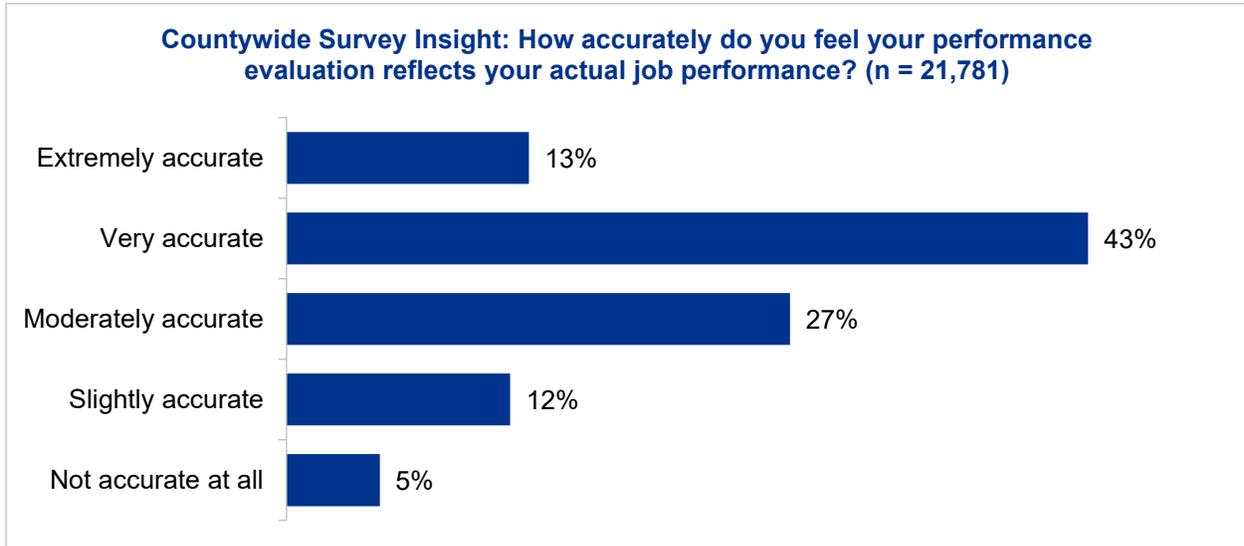


Figure 135: Evaluated vs. Actual Performance

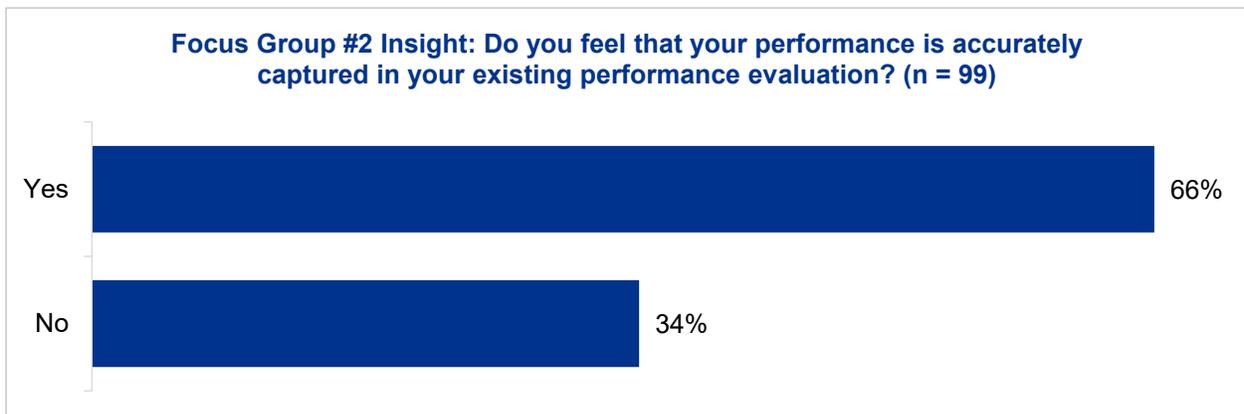


Figure 136: Accuracy of Performance Evaluations

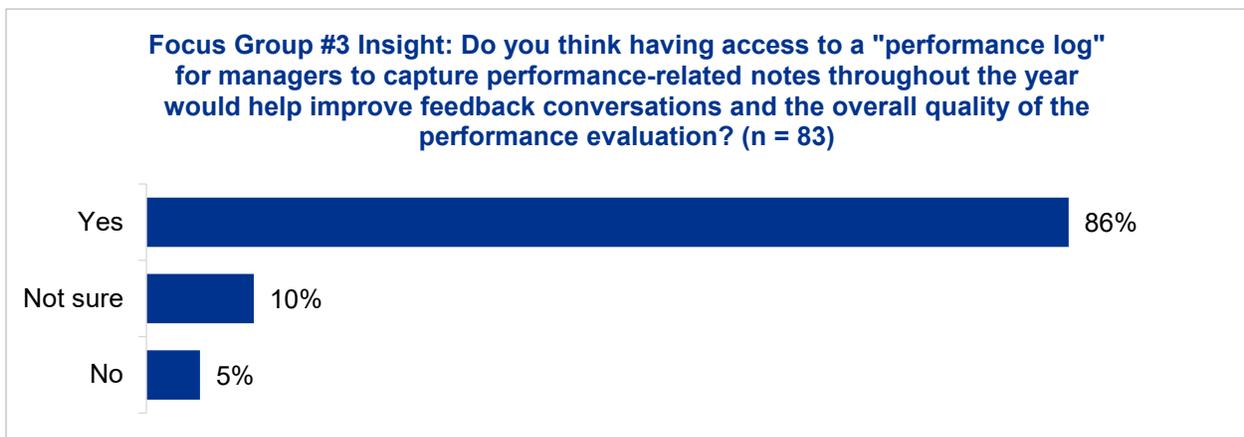


Figure 137: Performance Log

Note: Due to rounding, the sum of percentages may not equal 100%.

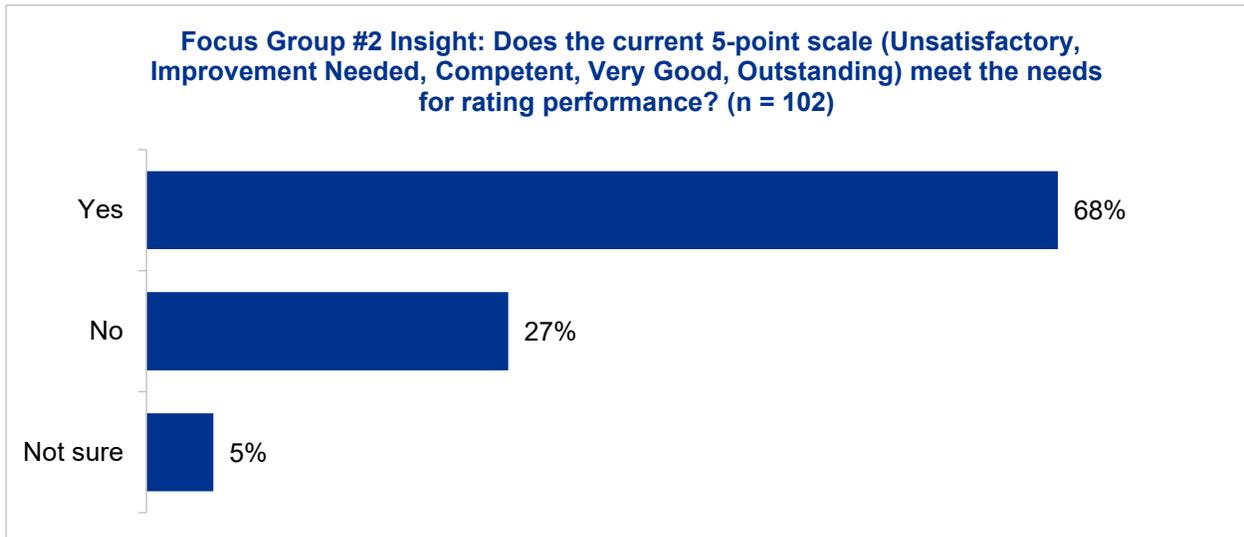


Figure 138: 5-Point Scale Effectiveness

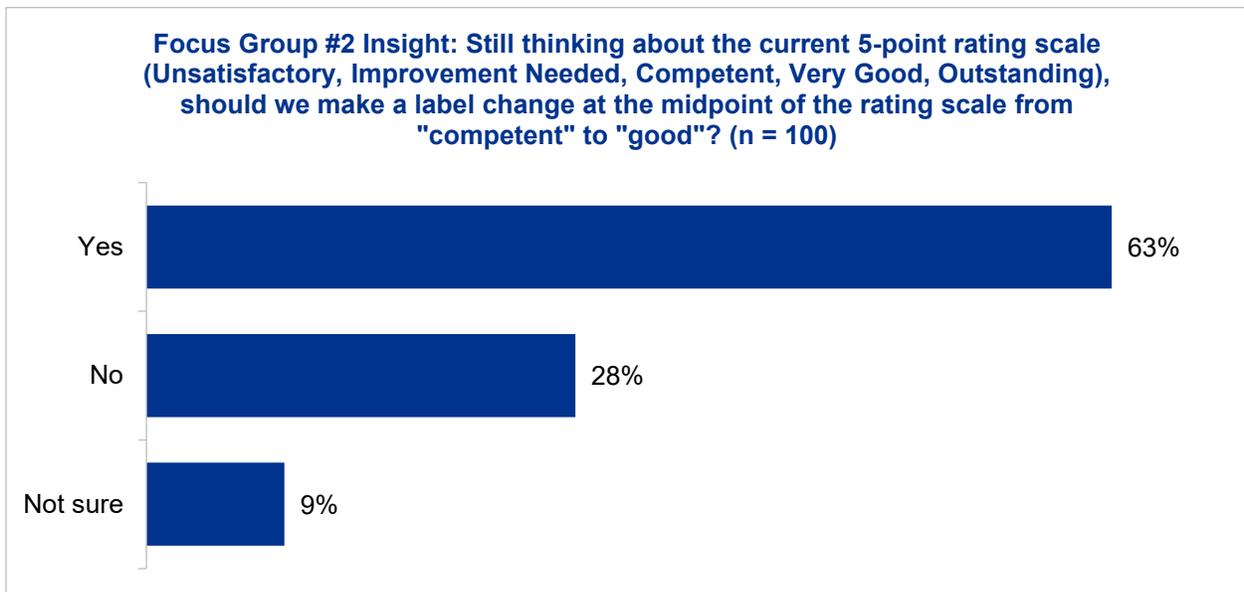


Figure 139: Competent vs. Good Terminology

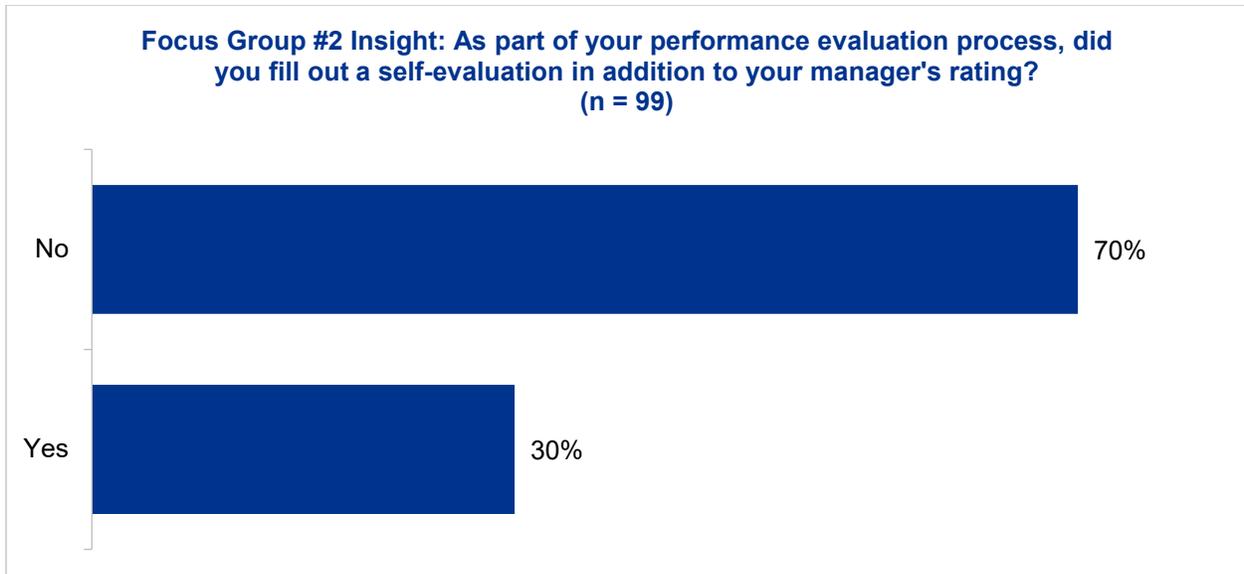


Figure 140: Self-Evaluation Usage

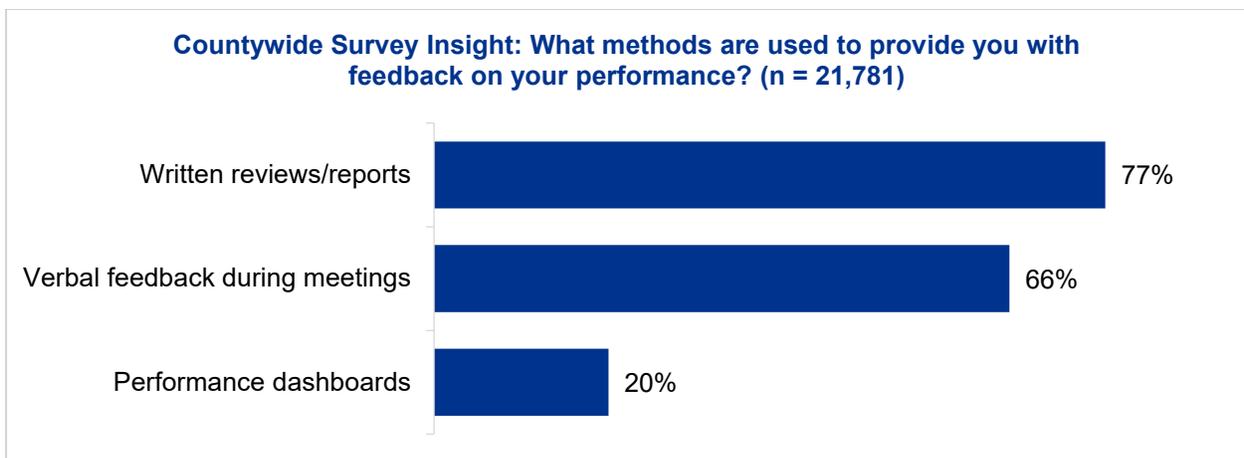


Figure 141: Channels of Feedback

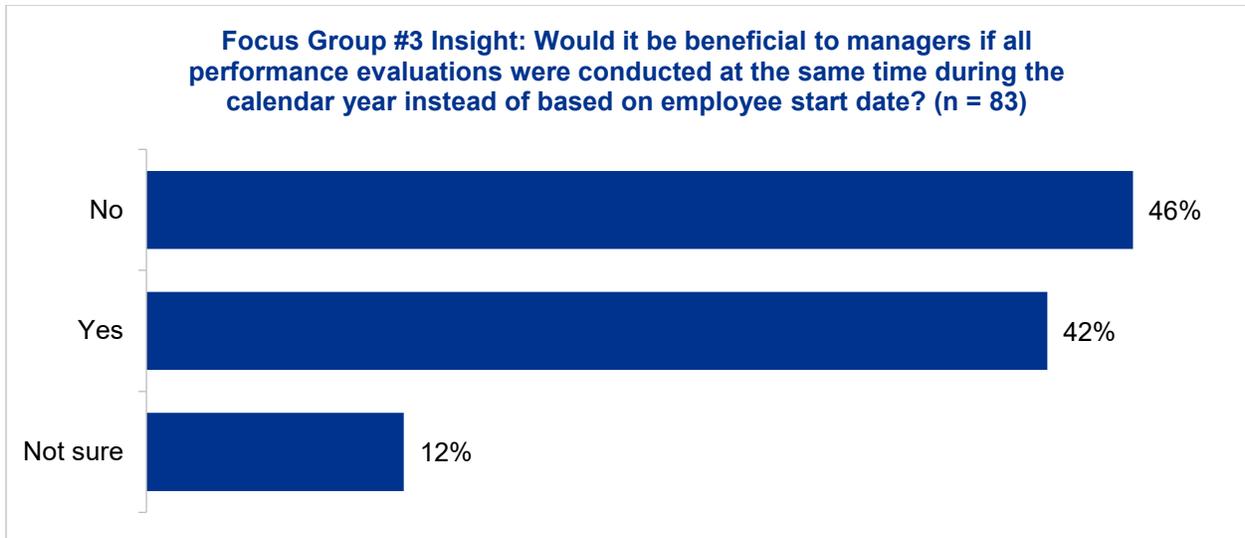


Figure 142: Unified Performance Calendar

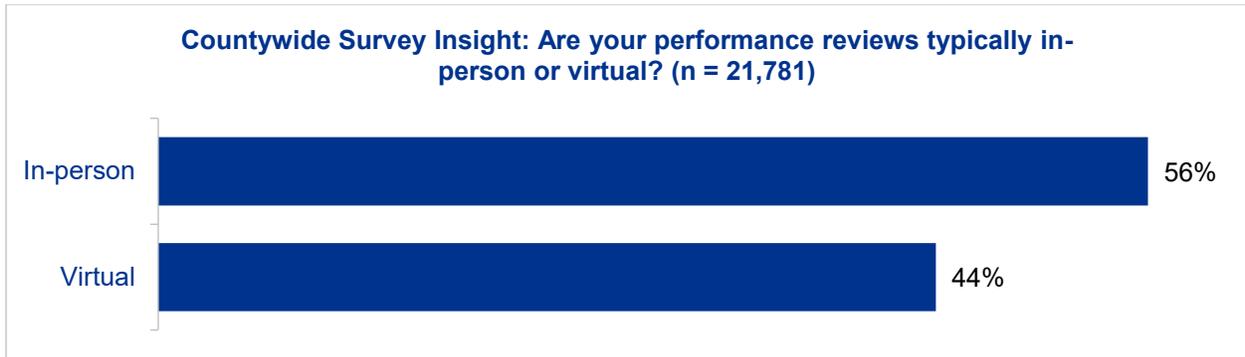


Figure 143: Actual Channel of Review

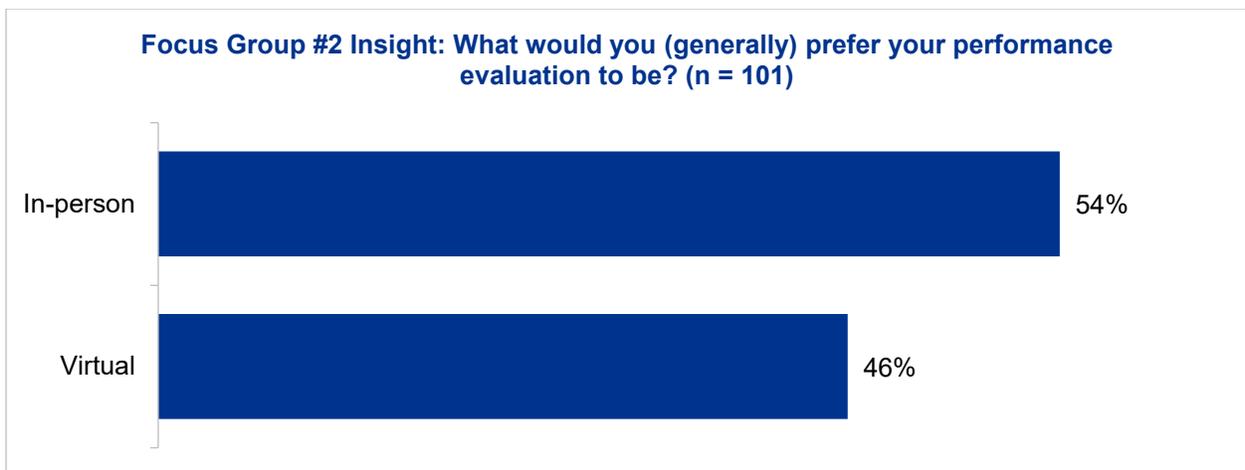


Figure 144: Preferred Channel for Review



Figure 145: Productivity Metrics Improvement

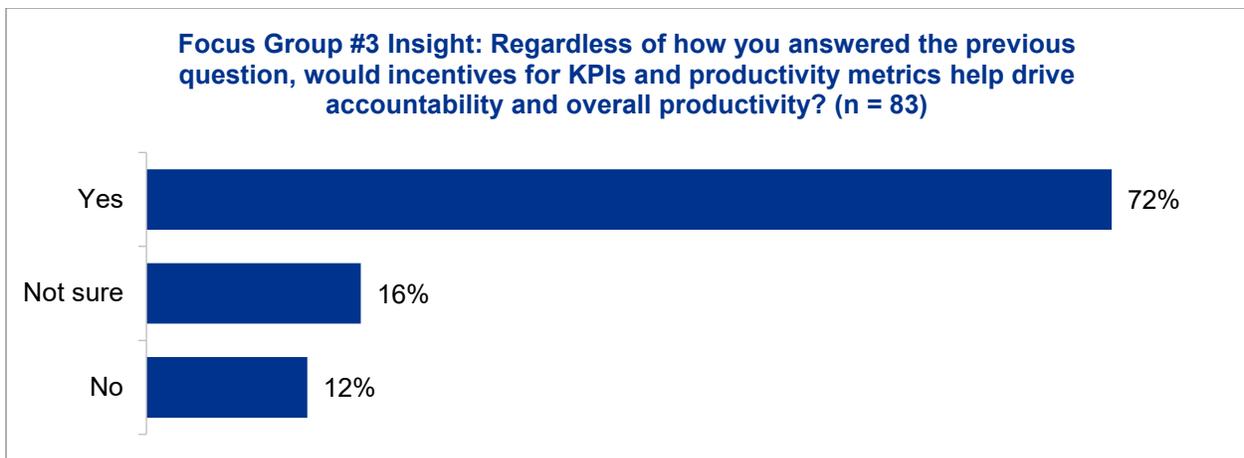


Figure 146: KPI and Productivity Incentives

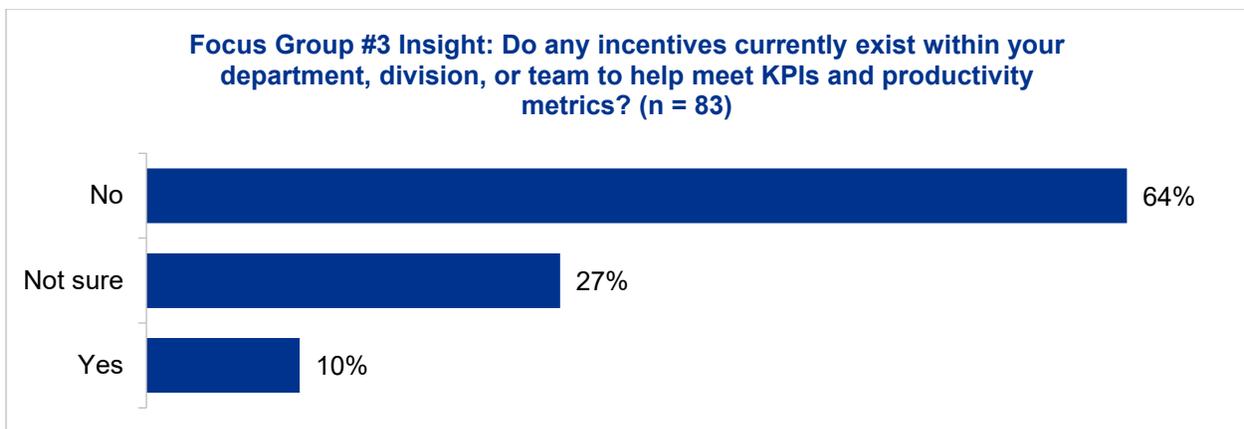


Figure 147: KPI Incentives

Note: Due to rounding, the sum of percentages may not equal 100%.

Table 24: Telework Productivity Metrics

Key Performance Indicators (KPI)	KPI Description
Task Completion Rate	The number of tasks or projects completed within a given period
Milestone Achievement	Progress towards specific project milestones or deadlines
Work Units Completed	Measures such as the number of reports written, cases processed, or forms reviewed
Time to Completion	The amount of time taken to complete tasks or projects
Utilization Rate	The ratio of time spent on productive work versus total time available
Turnaround Time	Average time it takes to respond to queries, complete tasks, or close cases
Error Rates	Number of errors in completed work, such as inaccuracies in data entry or mistakes in reports
Cost per Output Unit	The cost associated with producing each unit of work
Resource Utilization	Efficient use of resources, including time, technology, and financial resources
Meeting Attendance	Participation rates in scheduled meetings
Communication Response Time	Average time taken to respond to emails, messages, or other communication tools
Collaboration Metrics	Number of collaborative projects completed and the effectiveness of teamwork, possibly measured through peer reviews
Participation in Training	Number of training sessions attended and courses completed
Employee Surveys	Regular surveys to assess job satisfaction, engagement, and morale
Routine Audit Results	Regular audits of work to ensure consistency in output quality and reliability

Additional Future of Work Insights

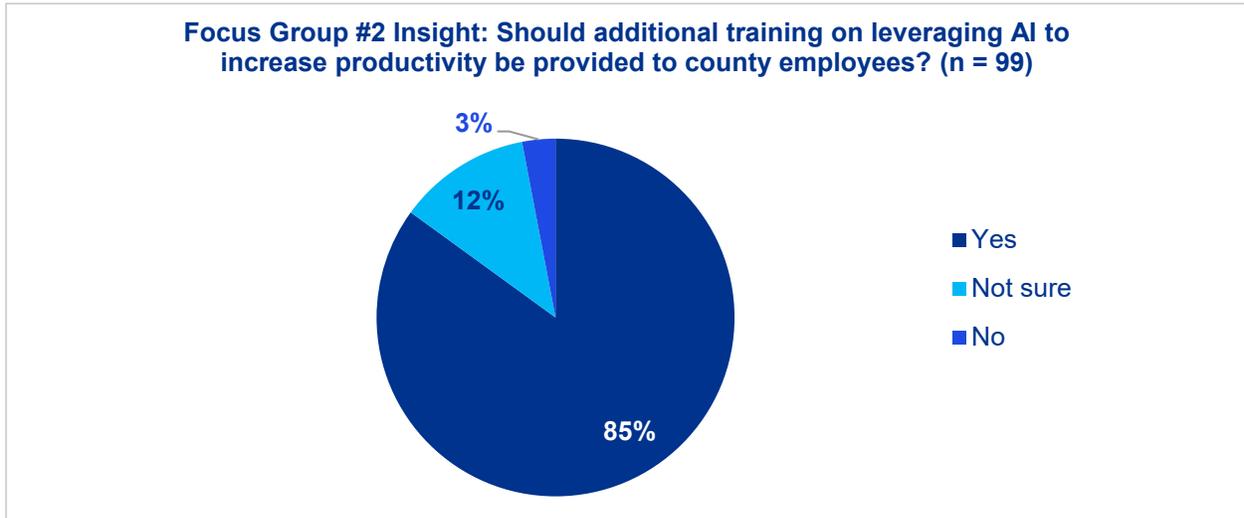


Figure 148: Leveraging AI



Figure 149: Impact of AI

Focus Group #2 Insights: Did you undergo a probationary period when you were first hired into your department? (n = 101)

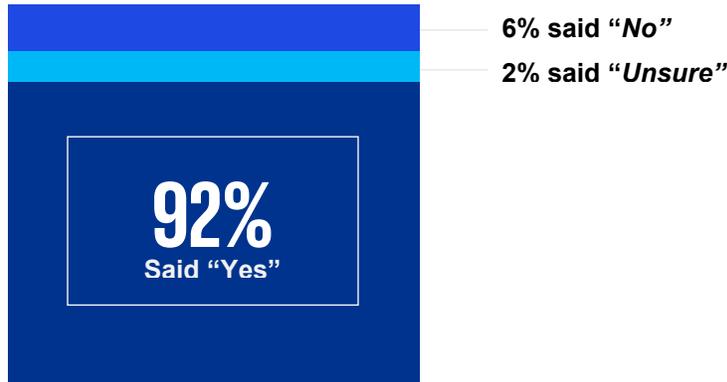


Figure 150: Probationary Period

Focus Group #2 Insights: Thinking forward, do you feel that all departments should have a probationary period policy for new hires into their departments? (n = 101)

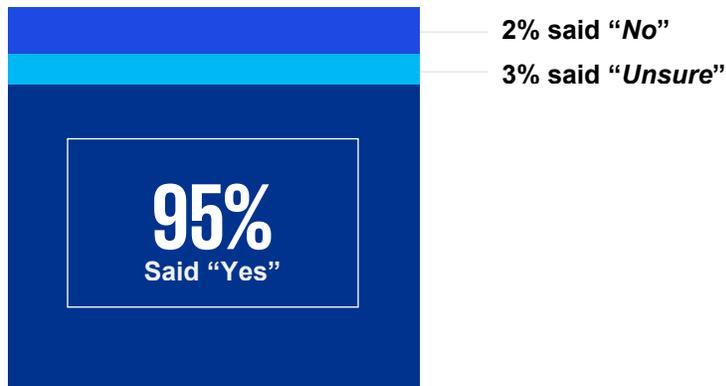


Figure 151: Probationary Period for New Hires

Table 25: Total Headcount of Benchmarked Organizations

Parent Company Name	Total FTEs (2024)	Source
LA County	107,578	Los Angeles County Provided Data
State of New York	185,060	State Workforce Briefing Book NYS FY 2024 Executive Budget
State of Ohio	50,639	State Employee Trends DataOhio
State of Pennsylvania	71,057	Microsoft Power BI
State of Tennessee	43,634	2024 DOHR Annual Report.pdf
The New York City Council	364,340	FY 2024 NYC Government Workforce Profile Report

Parent Company Name	Total FTEs (2024)	Source
American Electric Power	16,330	American Electric Power Company
CMS Energy	8,324	2024 Form 10-K – CMS Energy-Consumers
Duke Energy	26,413	2024-Annual-Report-1.pdf
Evergy	4,731	Form 10-K for Evergy INC filed 02/27/2025
FirstEnergy	12,294	d856291dars.pdf

References

- Arizona Remote Work Program. (2024). Celebrating success: Program metrics. Retrieved from <https://remotework.az.gov/about/celebrating-success/program-metrics>
- Bureau of Economic Research. (2020, June). White paper: Dingel & Neiman. Retrieved from https://bfi.uchicago.edu/wp-content/uploads/BFI_White-Paper_Dingel_Neiman_3.2020.pdf
- Bureau of Labor Statistics. (2025, March). Telework trends. Retrieved from <https://www.bls.gov/opub/btn/volume-14/telework-trends.htm>
- California State Auditor. (2025, August). Report 2024-118. Retrieved from [2024-118 State Telework Policies – California State Auditor](#)
- Centre for Economic Performance. (2025). Download dp2036. Retrieved from <https://cep.lse.ac.uk/pubs/download/dp2036.pdf>
- Flatworld Solutions. (2025). US remote work trends. Retrieved from <https://www.flatworldsolutions.com/articles/us-remote-work-trends.php>
- Frontiers in Organizational Psychology. (2025). Full article 10.3389/forgp.2024.1499248. Retrieved from <https://www.frontiersin.org/journals/organizational-psychology/articles/10.3389/forgp.2024.1499248/full>
- Labour Market Research. (2021). Counter PDF 10.1186/s12651-021-00287-z. Retrieved from <https://labourmarketresearch.springeropen.com/counter/pdf/10.1186/s12651-021-00287-z.pdf>
- Los Angeles County. (2024). SDS Inter document 191788. Retrieved from <https://file.lacounty.gov/SDSInter/bos/supdocs/191788.pdf>
- Microsoft Work Trend Index. (2025). Breaking down the infinite workday. Retrieved from <https://www.microsoft.com/en-us/worklab/work-trend-index/breaking-down-infinite-workday>
- Mission Square Research Institute. (2024). Workforce survey report 2024. Retrieved from <https://research.missionsq.org/content/media/document/2024/4/WorkforceSurveyReport2024.pdf>
- Mission Square Research Institute. (2025). State & local workforce report. Retrieved from <https://research.missionsq.org/content/media/document/2025/5/2025StateLocalWorkforceReport.pdf>
- National Center for Biotechnology Information. (2024). Retrieved from <https://pubmed.ncbi.nlm.nih.gov/38867040/>
- Office of Personnel Management. (2024). Status of telework in the federal government. Retrieved from <https://www.opm.gov/telework/history-legislation-reports/status-of-telework-in-the-federal-government-2024.pdf>
- Office of the Governor, State of California. (2025, March 3). Governor Newsom orders return to office. Retrieved from <https://www.gov.ca.gov/2025/03/03/governor-newsom-orders-return-to-office/>

Pew Research Center. (2024, December 10). Job satisfaction. Retrieved from <https://www.pewresearch.org/social-trends/2024/12/10/job-satisfaction/>

Society for Industrial and Organizational Psychology. (2024). Remote work post COVID-19: State of the knowledge and best practice recommendations. Retrieved from <https://www.siop.org/wp-content/uploads/2024/12/Remote-Work-Post-COVID-19-State-of-the-Knowledge-and-Best-Practice-Recommendations.pdf>

The Conference Board. (2024, May 6). Press: Job satisfaction 2024. Retrieved from <https://www.conference-board.org/press/job-satisfaction-2024>

U.S. Department of Commerce. (2021). *Appendix A: Telework assessment tool*. Retrieved from <https://www.commerce.gov/sites/default/files/2021-12/APPENDIX%20A%20-%20TELEWORK%20ASSESSMENT%20TOOL.pdf>

U.S. Government Accountability Office. (2025, May 8). GAO report: GAO-25-107078. Retrieved from <https://www.gao.gov/products/gao-25-107078>

Contact us

Bindiya Khurana

Principal

+ 1 (213) 955 8713

bkhurana1@kpmg.com

Brock Solano

Managing Director

+ 1 (858) 750 7063

brsolano@kpmg.com

Paul Hunt

Director

+ 1 (916) 448 4700

paulhunt1@kpmg.com

Learn about us:



[kpmg.com](https://www.kpmg.com)