

MOTION BY SUPERVISORS KATHRYN BARGER AND
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Strengthening the Los Angeles County Workforce

Los Angeles County has a long history with telework to help advance regional air quality goals by eliminating vehicles from roads and to support workforce wellness and employee productivity. The County first established its official Telework Program in 1989 enabling employees to perform their work duties during any part of their regularly scheduled hours at an approved alternative worksite. At the start of the COVID-19 pandemic in 2020, the County’s workforce became increasingly mobile, enabling employees to safely work at home, with improved technology to ensure virtual participation in meetings and seamless access to County systems.

Over time, as the COVID-19 pandemic eased and the stay-at-home restrictions were lifted, the County, much like other public and private sectors, continued telework arrangements or hybrid schedules to boost recruitment and retention, promote work-life balance, reduce work related expenses, increase job satisfaction, and sustain reduced gas emissions.

The County Telework Policy outlines telework as a management option, not a universal employee benefit that should be implemented when it is mutually beneficial to both the department and the employee. Currently, more than 32% of the Los Angeles County workforce is teleworking, of which more than half are teleworking more than 50% of the time. County departments have continued to work closely with labor partners to identify solutions that enhance employee well-being while supporting accessibility of services to residents and businesses without compromising quality of services to our constituents, including the most vulnerable in our communities.

While teleworking and hybrid schedules offer several advantages, in-person work can also facilitate advanced collaboration, comradery, and strengthened lines of communication. There are also differences in how departments across the County approach remote work, and the changes that it has generated in work culture and productivity. In-person government services can lead to clearer communication and a deeper understanding of citizens' needs, fostering a stronger sense of community. Direct interaction enables County workers to provide immediate assistance, addressing concerns efficiently and effectively. Face-to-face encounters also facilitate trust-building, enhancing the overall quality of public service delivery.

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MOTION

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Previously, this Board approved a [motion](#) that asked for a review of telework practices and an update on telework training courses. The Director of Personnel [reported back](#) to the Board on a number of recommendations, including efforts to develop standard practices for a hybrid work environment and enhancements to the training opportunities.

Given the prevalence of telework throughout our workforce, it might be prudent for the County to consider additional data and recommendations to further strengthen productivity and accountability, and enhance transparency and responsiveness to the residents, businesses, and organizations we serve.

WE, THEREFORE, MOVE that the Board of Supervisors direct the Auditor-Controller, in collaboration with the Chief Executive Office and the Director of Personnel to engage a consultant to gather feedback from all impacted County Departments and labor partners regarding telework and productivity. Funding for the consultant should come from the Auditor-Controller Provisional Funding Uses (PFU) for Board ordered audits (Auditor-Controller currently receives reimbursement from this PFU for all Board ordered audits). Once the consultant is retained, they should report back to the Board in 120 days on the following:

1. Data on the number of employees who telework and the predominant reasons for telework arrangements (this should also include the number of employees who currently reside outside of the County and any who reside outside the State);
2. Analysis of the best telework practices utilized by other large public sector organizations, or private organizations if relevant, that maximize productivity, accessibility, and organizational effectiveness for the County to consider;
3. Assessment of the opportunities and challenges experienced by Department leadership in supporting productivity among telework staff and recommendations to address any barriers, including the utilization of matrices or systems to track performance and accessibility;
4. A review of the County's current [telework policy](#) and recommendations for the County to further strengthen its telework program to support increased work collaboration and efficiency; and
5. A review on a sample basis of the extent to which departments have implemented and are actively tracking work-performance and productivity for all employees, including teleworkers, and include in their report back opportunities to improve "measuring what matters" in terms of objective and meaningful metrics of work quality, quantity, and outcomes.

WE, FURTHER, MOVE that that Board of Supervisors direct the Chief Executive Office, in collaboration with all impacted Departments to report back in 120 days on:

1. The cost savings each Department has realized over the past four years as a direct result of telework arrangements (this would include decreased office space utilization and lease agreements, supplies, mileage reimbursement, etc.);
2. An overview of the County's office footprint and how it has evolved over the past four years as a result of increased telework options; and
3. In collaboration with the Internal Services Department, include an assessment of the impacts of increased telework on parking utilization and any proposed modifications to parking allotments as a result, subject to appropriate labor relation negotiations.

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