



Future of the Workplace

Council Work Session | October 18, 2022





Agenda

- Welcome
- Where We Are
- What We've Heard
- What We Recommend
- Implementation Steps
- Timeline
- Discussion

A Workplace (R)evolution

PANDEMIC RESET

Redefining when, where
and how people work

The rise of
remote work



Workplace
disparities



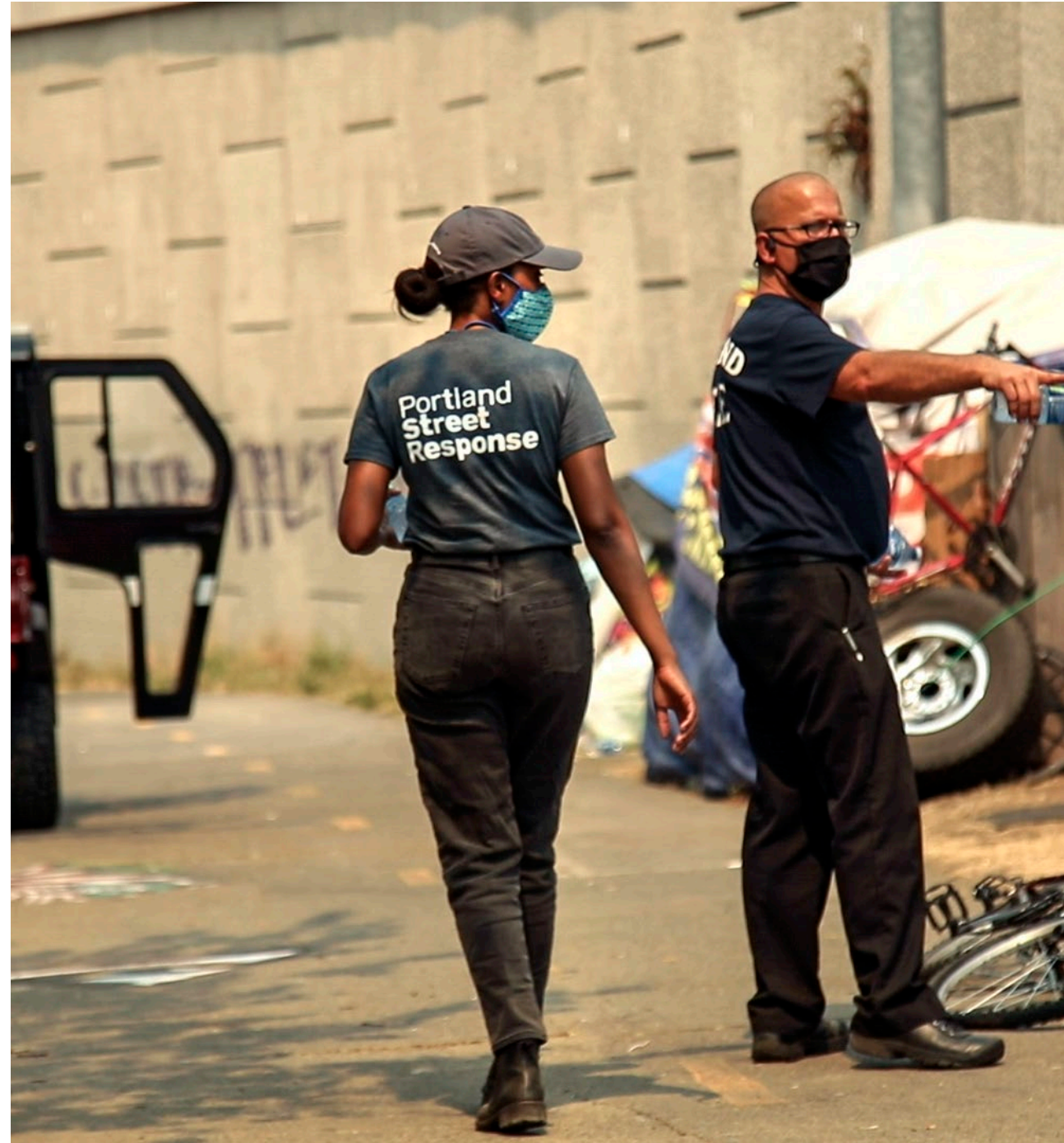
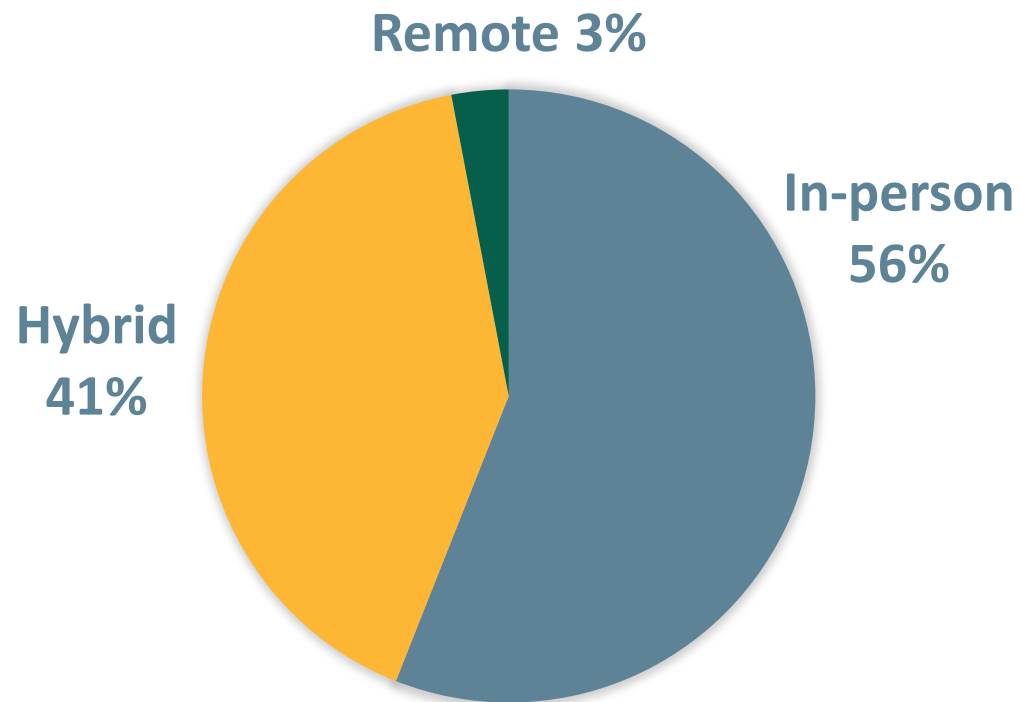
The great
resignation



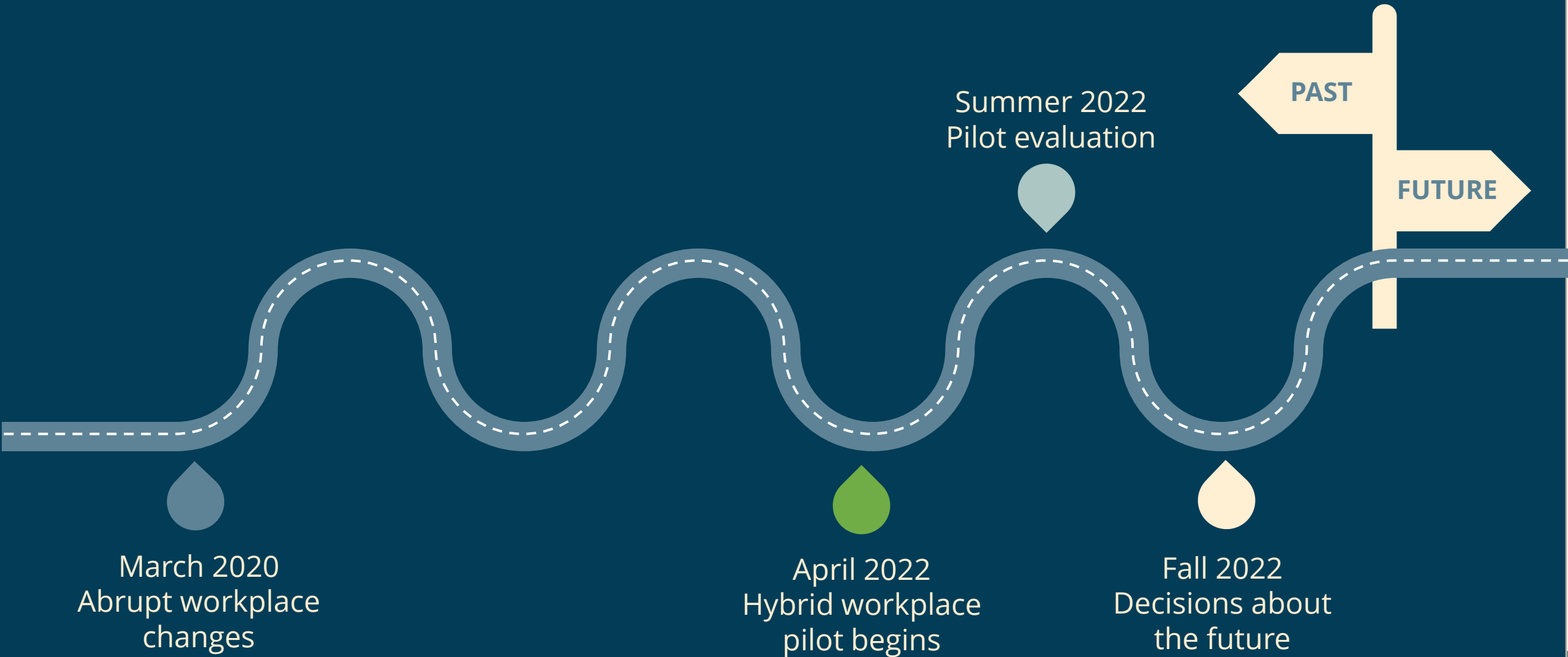
Here in Portland

6700

Total city employees



How We Got Here



Benefits of Remote Work



RECRUITMENT AND RETENTION

Flexible schedules and remote work are becoming an expectation.

Many employees say they are healthier and more productive working from home.



REAL ESTATE SAVINGS

By consolidating to fewer downtown buildings, the City could save significant money – and use it to maintain and improve the buildings we retain.



NEIGHBORHOOD ACTIVATION

When City employees work from home, they shop and dine at local businesses and deepen community connections – across every neighborhood in Portland.



CLIMATE CHANGE ACTION

By working from home, staff have the opportunity to reduce greenhouse gas emissions through their transportation choices.

Benefits of In-Person Work



CUSTOMER SERVICE

For some positions, meeting face-to-face deepens community trust – and sends the message that the City of Portland is open for business.



TEAMWORK AND COLLABORATION

In-person work increases opportunities for City staff to brainstorm, collaborate and innovate.



PARITY AMONG EMPLOYEES

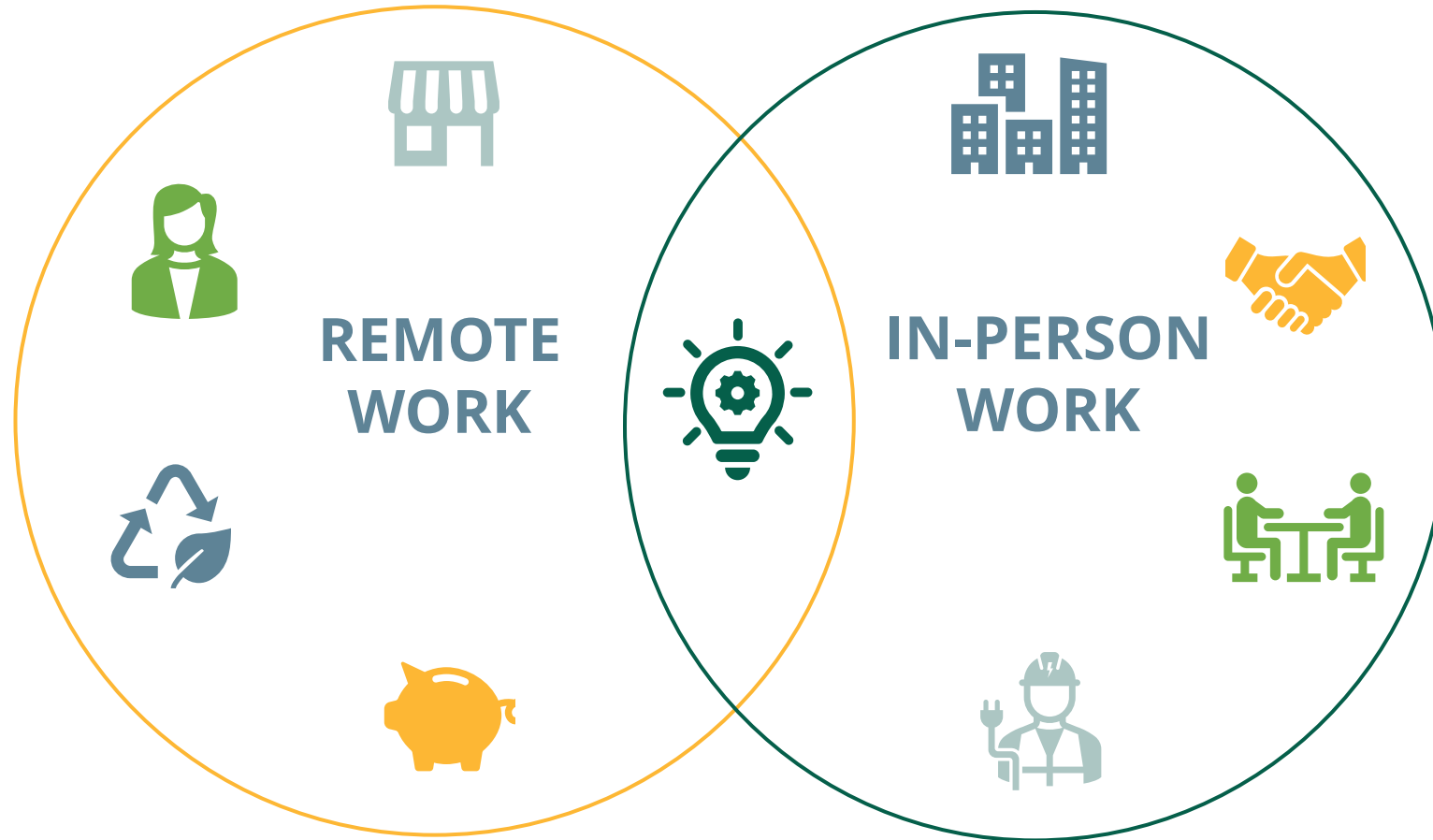
From park rangers to police officers, many employees have to work in-person. Requiring all employees to spend time at City facilities creates greater equality among them.



DOWNTOWN ACTIVATION

Before COVID, City employees helped support downtown shops and restaurants. Bringing employees back helps the downtown business community recover.

The Best of Both Worlds





What We've Heard

- Citywide employee survey – 3,500 responses, including every bureau
- Stakeholder group – 12 representatives, cross-section of workforce
- Bureau director work sessions

Survey Results: In-Person Employees

- Physical safety: safer facilities and job sites
- Financial recognition: public transportation and parking stipends, more paid time off
- Flexibility: ability to flex shifts, pick up kids, occasional remote work for training or professional development
- Onsite amenities: improved ergonomic environment, access to food and fitness

Survey Results – Hybrid/Remote Employees

- Retention: 34% would consider looking for work elsewhere if the City requires more than one day per week of in-person work.
- Retention: 64% would consider looking for work elsewhere if the City requires more than two days per week of in-person work.
- Priorities include health and safety, setting flexible schedules such as commuting during off-peak hours, accommodating school drop-offs/pickups, high quality hybrid meeting technology and facility cleanliness.

Bureau Director Input

- There is strong concern about retaining high-performing employees who have demonstrated success working remotely or in a hybrid model.
- Empower bureau-level decisions within job classifications to leverage remote, hybrid and flexible work schedules as tools for recruitment and retention; avoid setting an arbitrary number of days per week.
- Human Resources and bureau directors should work together to achieve appropriate consistency across bureaus, while promoting some discretion and flexibility.

Stakeholder Group Input

- Focus on the position and not the classification when making decisions on remote/hybrid/in-person work. Use employee-centered language and consider employee circumstances, needs and the community like other local agencies.
- Center intersectional equity, internal and external collaboration and reduce bias. Implement a comprehensive, confidential, ADA- and equity-focused exceptions process.
- Use an assessment tool to set expectations for whether each position should be remote, hybrid or on-site – NOT a top-down, one-size-fits-all approach.

Recommendation 1:

Ensure community connections and vitality.



VOLUNTEER TIME

Community service for an approved number of hours per year.



QUADRANT AFFINITY GROUPS

Form affinity groups in each quadrant of Portland for employees to connect, support local businesses and attend community events.



DOWNTOWN NETWORKING

Host lunchtime speaker series and other events for the downtown workforce, including City of Portland employees.



IMAGINING THE POST-COVID DOWNTOWN

Portland can innovate and incentivize a new model for city centers – one that doesn't depend on office workers. We can also continue addressing barriers such as crime and homelessness.

Recommendation 2:

Support and Recognize Full-time Onsite Workers



RECOGNITION

Pass a City Council resolution officially thanking and recognizing employees who have worked onsite throughout the pandemic.



FINANCIAL SUPPORT

In-Person Bonus
Childcare Assistance
Public transportation passes
Parking at City garages
Paid time off



FLEXIBILITY

Compressed work weeks, customized working hours (flextime), alternative schedules, job sharing and flexplace (alternate location) for training, professional development and team building.



WELLNESS/SAFETY

Increased security for City facilities and job crews out in the field.
Invest in facility safety and improve onsite amenities.
Provide periodic lunch for full time on-site employees and job crews.

Recommendation 3:

Implement a future-focused hybrid framework.



FLEXIBLE SCHEDULING

In-person hours should accommodate school drop-offs and pickups, off-peak commutes and other needs to maximize wellbeing, work/life balance and productivity.



MEANINGFUL IN-PERSON WORK

Nobody should come to a City site to spend their day in virtual meetings.

All managers will receive training, tools and expectations to make the most of in-person work time.



SOME POSITIONS FULLY REMOTE

By requiring in-person work, the City struggles to recruit and retain staff in specialized fields such as tech support. Remote work should be offered for jobs that meet certain criteria.



EQUITY-FOCUSED EXCEPTION PROCESS

Implement a comprehensive, confidential, intersectional equity focused exceptions process based on recommendations from the stakeholder work group.



Benefits of Flexible Workplace Models

- Accommodates employee needs, enhances work-life balance and job satisfaction
- Increases and maintains productivity
- Boosts efficiency in the use of space, reduces operational costs
- Lessens environmental impact of vehicle travel, reduces greenhouse gas emissions
- Promotes a flexible and agile workforce
- Empowers department-level decision-making
- Strengthens diversity, racial equity, inclusion and accessibility
- Removes barriers for marginalized groups, such as people with disabilities

Where and How Does Each Employee Work?



Authority on Telework Decisions

Under Portland City Code and the Human Resources Administrative Rules, a supervisor, manager, Bureau Director, or Commissioner-in-Charge of the relevant Bureau has the authority to deny, end, or modify a Telework Agreement at any time for any business-related reason.

Implementation Step 1:

Adopt consistent definitions for position types and a new HRAR on acceptable telework locations.

- Adopt definitions provided for in-person, hybrid and remote position types to ensure clarity.
- Advance new HRAR on work locations - Oregon and Washington.
- Recommend cost effective incentive options to Council regarding in-person roles.
 - Brought forward through ordinance.

Position Types

- **In-Person:** A position that requires work be performed regularly onsite at a City building/office/field location.
 - Approximately 60% of City Staff
- **Hybrid:** A position that allows for a combination of in-person work at a City building/office/field location and remote work from an approved telework location.
 - Approximately 35% of City Staff
- **Remote:** A position that allows for work to be performed at an approved location other than a City owned work site all or most of the time – in-person work in a City building/office/field location is scheduled throughout the year for specific events.
 - Approximately less than 5% of City Staff

Implementation Step 2:

Review positions using a consistent decision tool to determine if the role is in-person or has the potential to be hybrid or remote.

- Formalize a Position Type Assessment Rubric
- Develop Citywide guidance and reference materials for Managers and Supervisors regarding work schedules for hybrid positions.
- Provide Training via multi -modal approach for Managers/Supervisors
- Managers and employees conduct joint review of position
- Hybrid schedules determined as informed by Citywide guidance materials
- New telework agreements completed for applicable positions

Position Type Decision Tool:

Recommended from the Stakeholder Work Group

Position Type Questions	In-Person	Hybrid Eligible	Remote Eligible
1. Does this position require in-person, face-to-face contact in a physical location?	Yes	Occasionally	No
2. Does this position require the use of tools (technology, special equipment, materials, and/or secure systems) that are only accessible or available onsite?	Yes	Occasionally	No
3. Does this position require in-person public interactions or customer service?	Yes	Occasionally	No
4. Does this position require in-person interactions with stakeholder groups including, but not limited to businesses, contractors, coworkers, elected officials, organizations, vendors, etc.?	Yes	Occasionally	No

Implementation Step 3:

Develop an equitable appeal process for position determinations.

- Leverage recommendations from by stakeholder group to focus appeal reviews and ensure application of intersectional equity lens
- Centralized assessment of overall position type decisions
- Identify any outliers, overall trends by bureau, by classification
- Formalize a defined appeal process with timeframes
- Bureau Director review of all telework agreements within their bureau
- Appeal from bureau to a central city-wide body made up of CAO, BHR, OEHR and City Attorney.

Roadmap to our Future Workplace



December 2022
Detailed policy development
& notifications

February 2023
Discussions between Managers
and Employees

November 2022
City Council decisions &
staff communication

January 2023
Training on tools,
rubric and reference
material

March 2023
Schedules implemented

Questions and Discussion

