City of Milwaukee Remote Work Assessment

Finance & Personnel Committee

April 28, 2021

Remote Work Assessment: Purpose & Methodology

Remote Work Assessments were completed by departments in March 2021

Provides essential background data for developing recommendations on the future of remote work for City of Milwaukee employees

For each individual position, departments were asked to identify:

- ▶ Is the employee working remotely?

- ▶ How many hours per week the employee is working remotely?

- ▶ Does the remote working employee require access to software, equipment or materials in the office?

- ▶ Where is the employees "normal" in-office work location?

- ▶ Has the Health Department conducted a Hazard Assessment for the employee's work location?

Remote Work Assessment- Key Findings

- 852 employees are working remotely
  - 241 employees working remotely full-time
  - 732 employees working remotely 20 hours per week or more
- Most employees who work remotely do so more than 20 hours per week (86%)
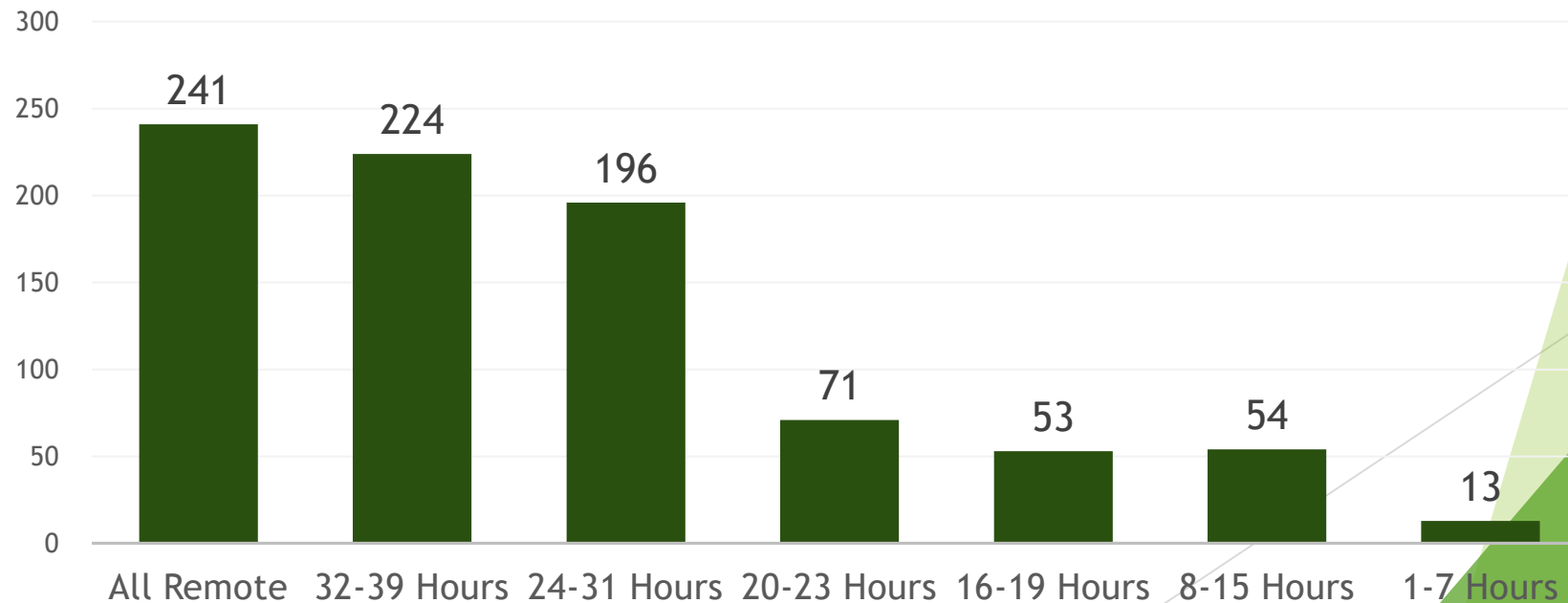
Remote Work Assessment- Key Findings

- Of the 852 employees working remotely:
  - 565 require at least occasional access to the office for paper records, specialized equipment or software, or other reasons
  - In-office work location
    - Zeidler Municipal Building: 276
    - City Hall: 248
    - Anderson Lake Tower: 79
    - 809 Building: 68
    - 789 N Water St. (ERS):   43
    - Central Library: 39
    - Various other facilities: 99

- An additional 214 employees who are not currently working remotely indicated that some or all of their job duties could be performed remotely

Employee Remote Work Survey Results

851 Employees completed the survey

- Current Work Situation
    - 63% working remotely full time or the majority of time
    - 25% working remotely half the time
    - 12% working mostly onsite
- Impact of Remote Work on Scale of 1 (declined significantly) to 7 (improved significantly)
    - Work Productivity (5)
    - Quality of Work (5)
    - Ability to Focus on Work (5)
    - Communication with Manager/Supervisor (4)
    - Communication with Co-workers (4)
    - Camaraderie with work colleagues (3.7)
    - Work-life Balance/Overall Schedule (5)
    - Quality of Meetings (4.5)
    - Stress Level (4.7)
    - Satisfaction with Work (5)
    - Advancement Potential (4)
    - Personal Finances (5)

Employee Remote Work Survey Results

- Preference for Working Remotely Post Pandemic
  - 3 or more days   73%
  - 1-2 days   20%
  - Prefer onsite work 7%
- Impact of Remote Work on Mental and Physical Health
  - Both slightly improved because of remote work
- Ability to work remotely impact on likelihood to remain with the City
  - More likely to stay   63%
  - No impact   35%
  - Less likely to stay if required to remote work 2%
- What would improve ability to work remotely
  - 58% said they have everything necessary to continue remote work
  - Other High Ranking Responses
    - More flexibility with work schedule/hours
    - Improved City-issued technology/equipment
    - A functional work space
    - Better communication with co-workers

Manager Remote Work Survey Results

213 Managers/Supervisors completed the survey

- Ability to effectively manage employees working remotely
  - Not Effectively   2%
  - Somewhat Effectively   35%
  - Very Effectively   45%
  - No change from when employees were working onsite   18%
- Impact of employees work performance (productivity and quality)
  - No Change
- Effect of remote work on employees engagement with work team (scale of 1-7)
  - Weighted Average just under 4 (no change)
- Allowing employees who are effectively working remotely continuing to do so
  - Yes   36%
  - No   26%
  - Not Sure   38%

Manager Remote Work Survey Results

- How often do you prefer employees work remotely post pandemic
    - 100% of the time   12%
    - 80% (4 days a week)   23%
    - 60% (3 days a week)   21%
    - 40% (2 days a week)   22%
    - 20% (1 day a week)   8%
    - Occasionally   8%
    - 0%   6%
- Support for employees proposing personalized remote work schedules
    - Yes   71%
    - No   10%
    - Not Sure   19%
- Improve your ability to manage a remote workforce
    - Tools to ensure employee work productivity/outcomes   57%
    - Training/Education on Managing Remote Workers   57%
    - New or additional technology/equipment (eg. laptops, tablets, software, etc.) 54%
    - Reimbursement policy for required supplies/materials   43%
    - Other   11%

Remote Work Opportunities & Challenges: IT & Facility Operations

- Shared workspace
    - Potential to generate facility savings by consolidating office space- energy, maintenance, capital improvements, lease payments
- With some relatively small investments, IT-related challenges to implementing shared workspaces could be overcome
- Implementing shared workspaces would require:
    - Buy-in from elected officials, departmental managers and employees
    - Careful planning and appropriate timeline

Remote Work Opportunities & Challenges:

- American Disability Act (ADA) accommodations
- Worker's Compensation claims
- Discrimination
- Out of State employment
- Being a competitive employer
- Providing more flexibilities
- Potential opportunities for savings