

Post-Pandemic County Workforce Strategies

Setting the stage for the future of work

March 16, 2021



Q's

- 1. How did County employees fare in the pandemic?**
- 2. What did we learn from the experience?**
- 3. How do we prepare for a post-pandemic workplace?**

Workforce Touchpoints Timeline

CCP Survey

Oct-March 2020



- Participants: 18

TLC Survey

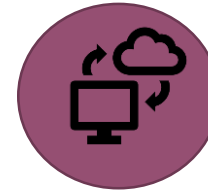
June 2020



- Participants: 625

IT Survey

October 2020



- Participants: 300

C-19 Workforce Assessment

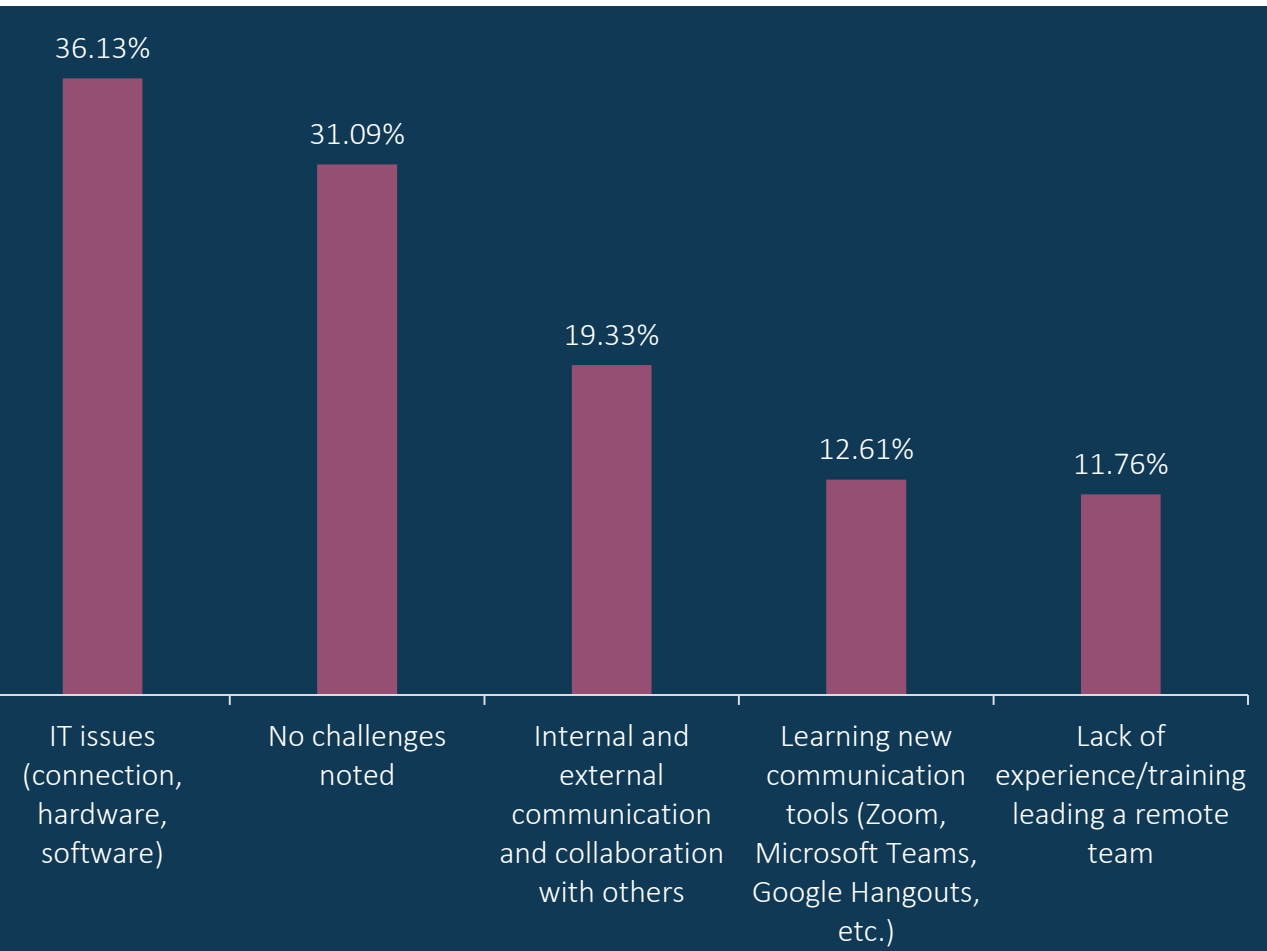
November 2020



- Participants: 1,848

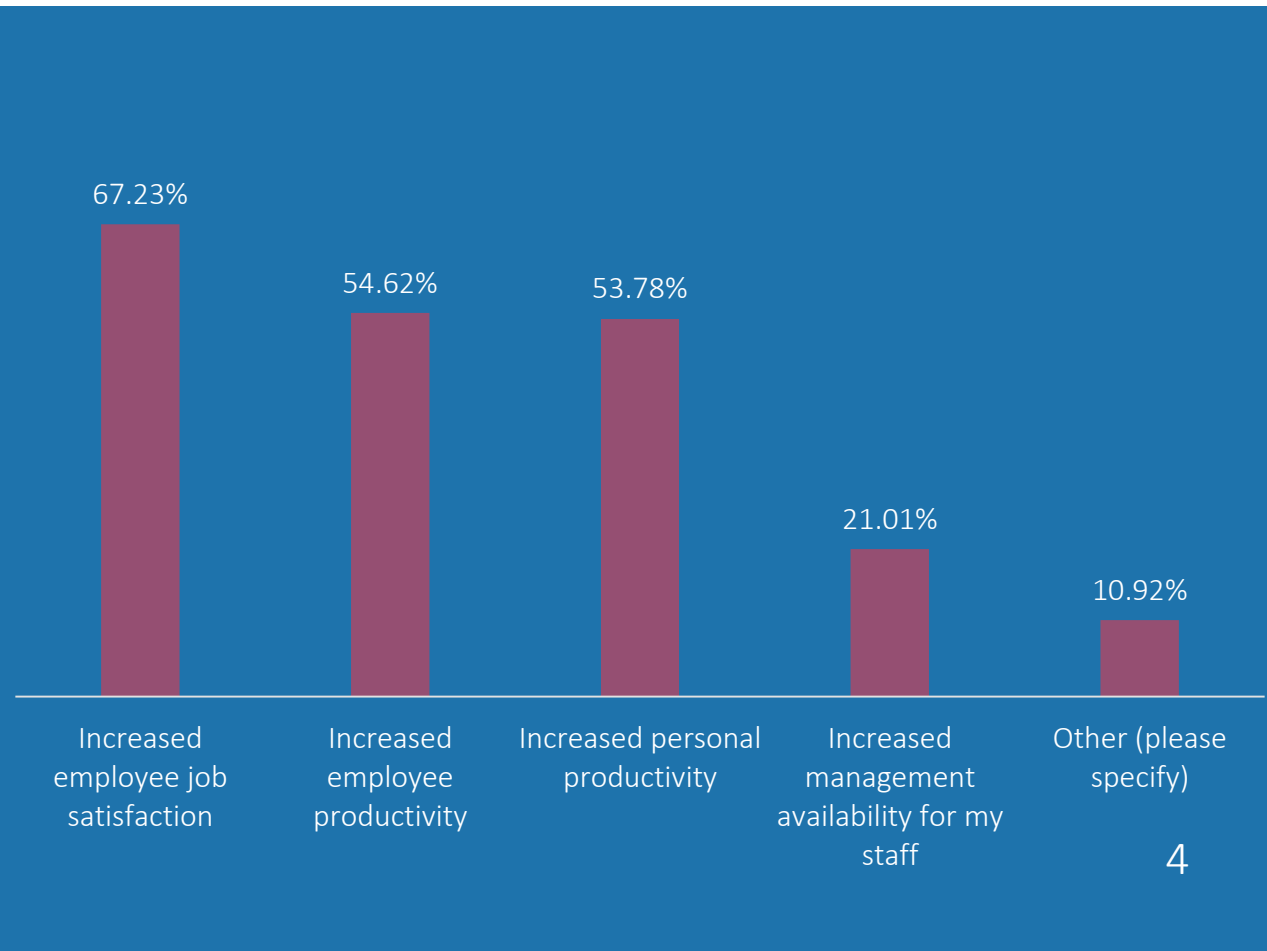
Manager Insight

Top 5 Challenges



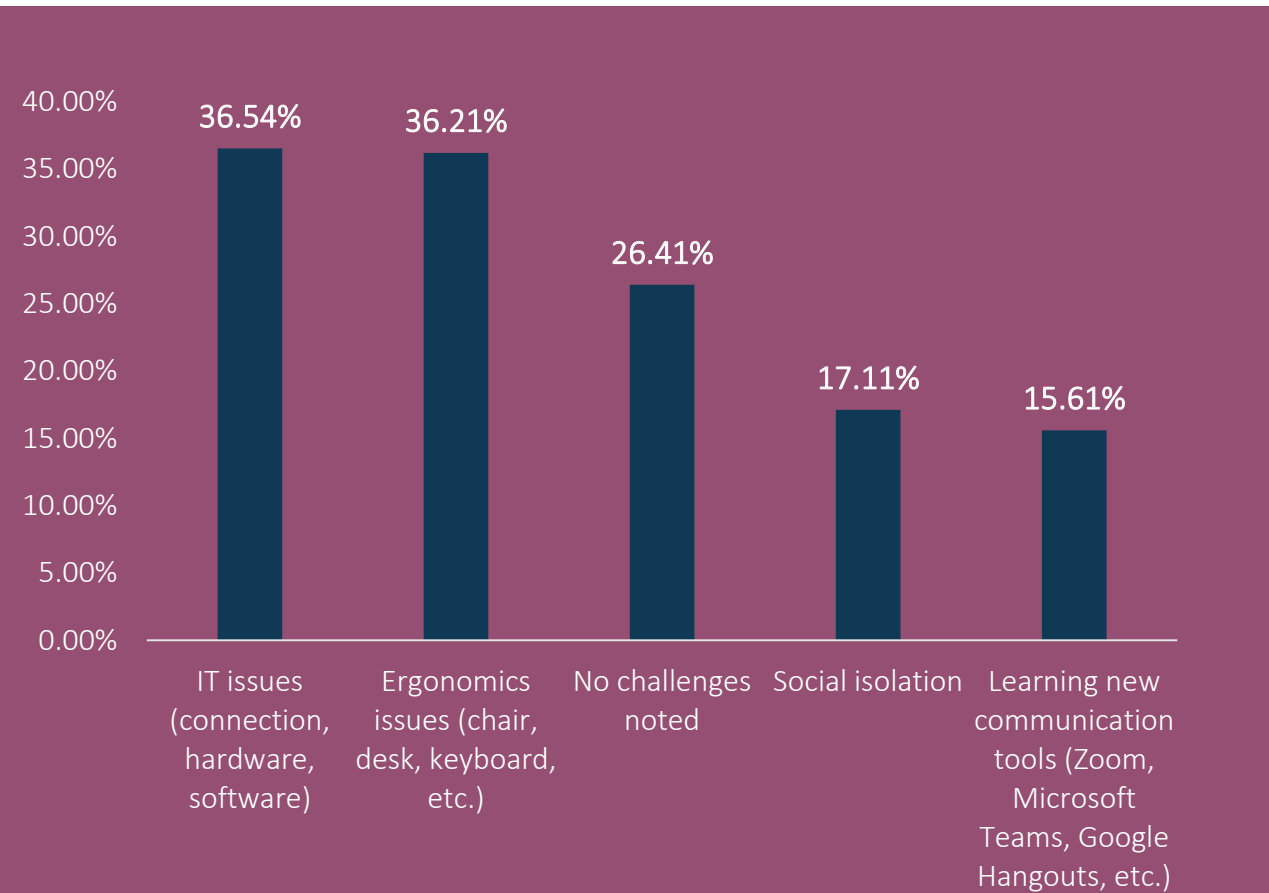
Top 5 Benefits

TLC Survey June, 2020



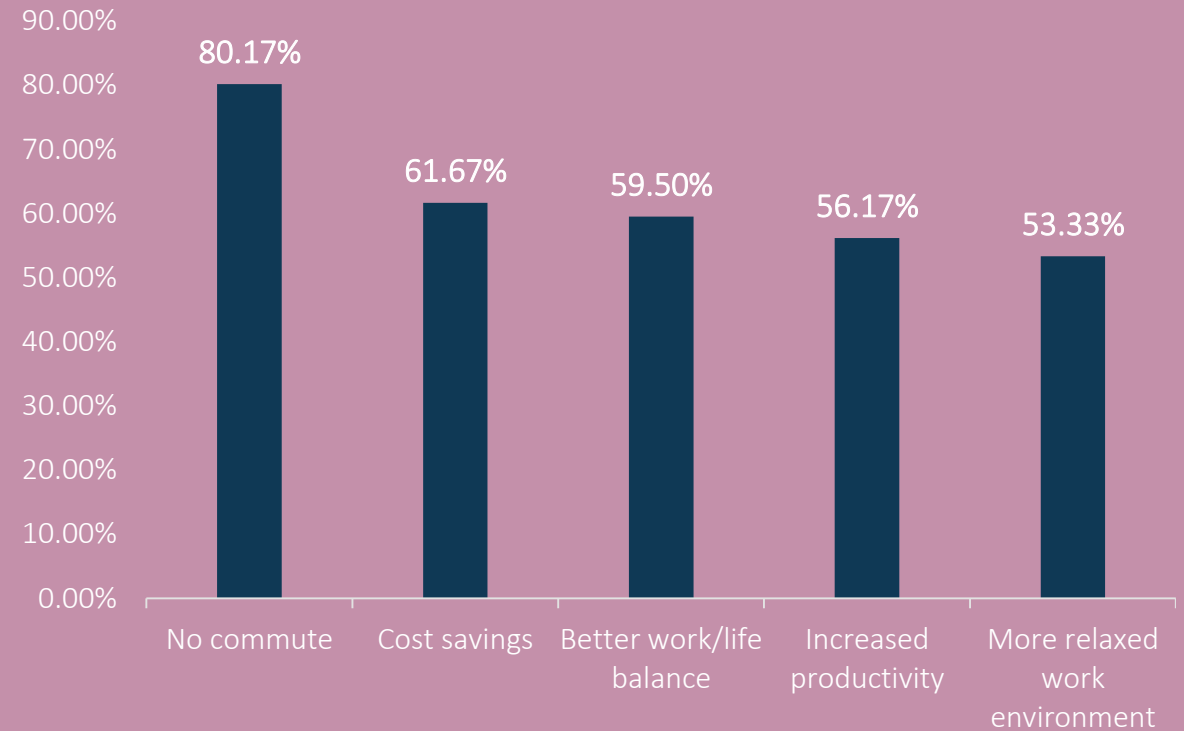
Employee Insight

Top 5 Challenges



Top 5 Benefits

TLC Survey June, 2020



What are employees' primary concerns and challenges?

C-19 Workforce Assessment Oct, 2020

- Caregiving Responsibilities



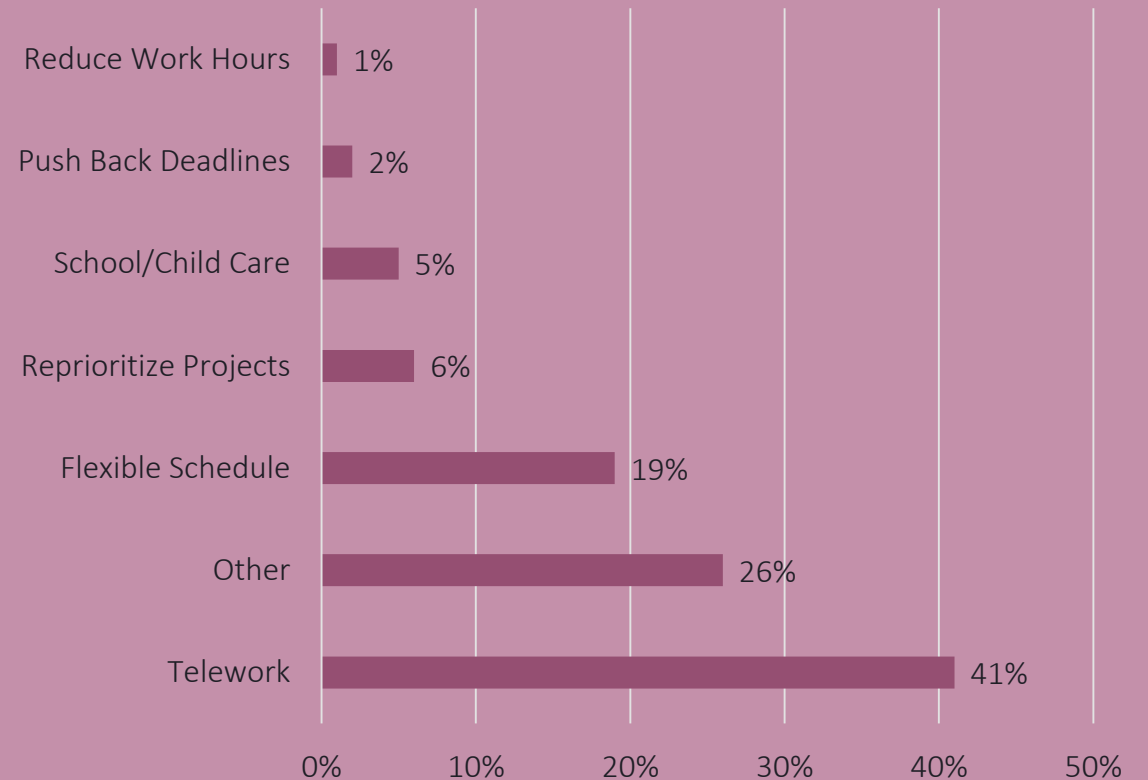
% of Employees Considered Quitting during Pandemic

- 19.28% due to child care challenges
- 17.62% due to caregiving challenges

What do employees need to overcome the challenges associated with working during the pandemic?

C-19 Workforce Assessment Oct, 2020

- **FLEXIBILITY**
- Top 3 responses representing 86% of responses:
 - Telework
 - Other: PTL, Office Arrangements, Sanitizing of Workspaces
 - Flexible Work Schedules



Post-COVID Workplace Implications*

*World Economic Forum, 2021

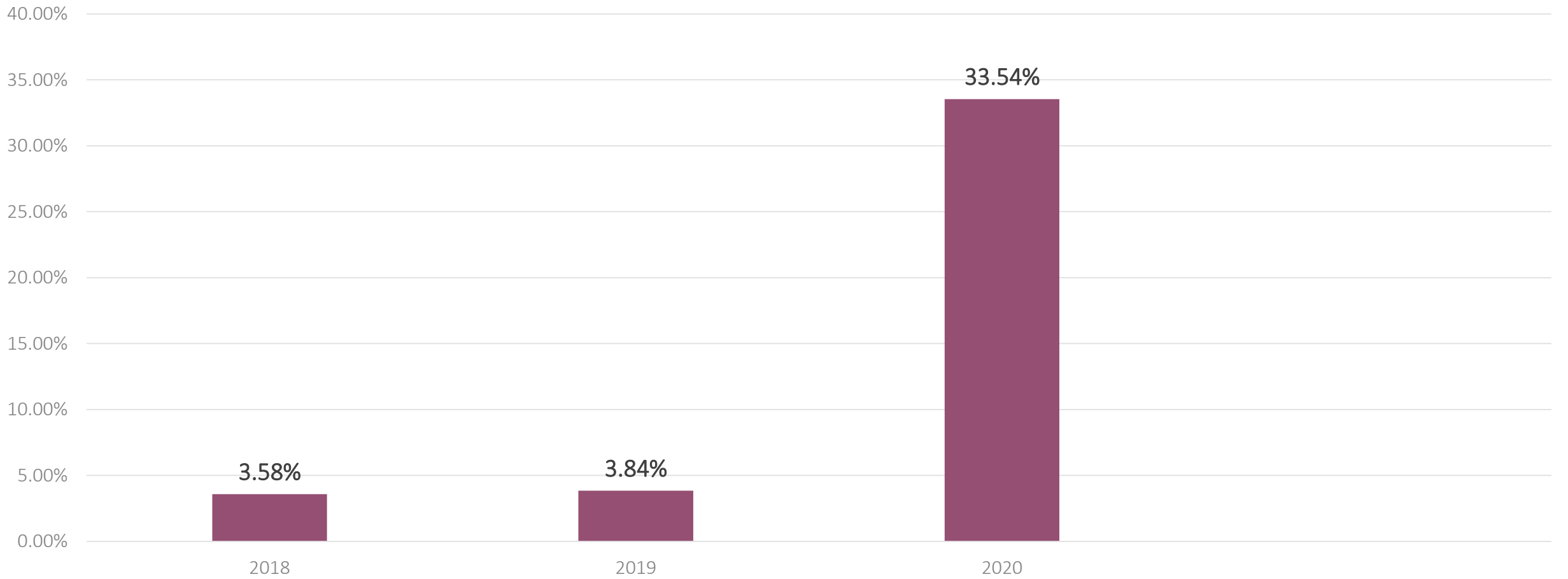
Rapid Reskilling of the Workforce

Changing Leadership Competencies

Work-Life Integration

Employee Well-Being

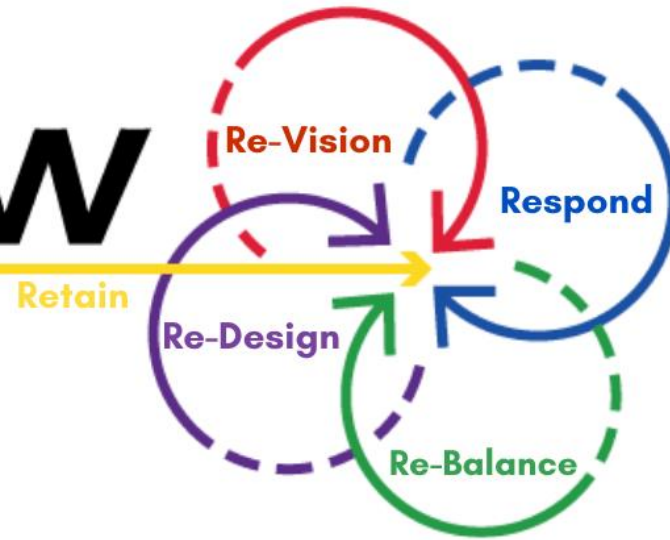
Workplace Flexibility



Teleworking Data Per Year

By individual count, and includes extra help employees

Renew



Innovate & Adapt

Agile Systems & Processes



**The Business Case for
Workplace Flexibility**

The County's commitment to workplace flexibility is conveyed through diverse organizational approaches including the following:

- Employee Wellness Program
- Remote Work Policy
- Alternate Work Arrangements
- Clean Commute Program
- Employee Pulse Surveys
- Leadership Development

We, the County of Santa Barbara, recognize that a flexible work environment keeps the organization resilient and operational in a changing world. We acknowledge that workplace flexibility is a fundamental driver of our values and demonstrates an active commitment to accountability, customer focus, equity, inclusion, innovation, trust and ethics.

Statement of Commitment to Workplace Flexibility

Level 1

BASED ON JOB-
"LOCATION
INDEPENDENT"

*Employee almost
exclusively
working remotely
& does not need
to interact with
others*

**FULLY
REMOTE**

Level 2

BASED ON
SCHEDULE

*Employee needed
in the office for
scheduled tasks
on a regular basis*

**STRUCTURED
REMOTE**

Level 3

BASED ON
OUTCOMES

*Employee has
certain outcomes
that can only be
accomplished in
the office but are
not time sensitive.
Can be flexible.*

**CUSTOM
REMOTE**

COSB DISTRIBUTED TEAMS HYBRID WORK MODEL

Workforce Reskilling & Engaging Tools

Management & Employee Capacity Building

- Digital Competencies
- Remote Leadership Competencies
- Team Resiliency
- Communication in a Digital World
- Building Culture & Collaboration in a Remote Environment

Workforce Engagement

- Pulse Surveys
- Across all platforms
- Real Time Data
- Focused & Deliberate questioning
- Intuitive Online Reporting
- Research validated Q's

Flexible Work Spaces

What Should County Work Spaces Look Like in a Post-Pandemic World?

- The Pandemic has forced the County to quickly adopt a remote work model.
- It appears the County has been able to do this very successfully during the pandemic.
- The Hybrid Model brings flexibility.
- In order to succeed in any of these Hybrid Model levels the County needs flexible space.
- Hoteling at County facilities helps achieve that.

Me work and We work

The future is a combination of workplaces with workers increasingly empowered to choose when and where to get work done.

- Easily reconfigurable walls and furniture
- The ability to quickly support and shift between both “We work” and “Me work” settings
- Truly modular planning and building systems that support a resilient space where physical changes are simple, easy and low cost.
- Within the County, this will happen slowly over time as funding becomes available.



More Collaborative Work Spaces Needed

Post-COVID, although fewer individual office spaces might be needed with the hybrid work model, more collaborative spaces may be needed back at the office.



Standard IT Equipment Package

- ✓ Laptop
- ✓ Docking stations for both home and hoteling offices
- ✓ Keyboard and Mouse
- ✓ Additional monitor
- ✓ Webcam and maybe a light
- ✓ “Soft phone” software so employees’ office desk phones can be answered remotely on the laptop (eliminates need for cell phone)
- ✓ Noise canceling headset
- ✓ Various software – Netmotion, Adobe Professional
- ✓ Ability to support remote workers from a distance



**Information
Technology for the
Remote Worker**

Can the County Reduce Office Space with the Hybrid Work Model?

County has over 1 million square feet of occupied space.

- If the Remote Work Hybrid Model is approved;
 - *General Services **Capital Projects** will begin incorporating Hoteling and collaborative space design standards into new builds and renovations.*
 - *General Services **Real Estate Services** will begin to review space management requirements and look to consolidate County real estate and if possible, reduce the County's footprint and associated costs of occupied space.*
- This could optimize the use of space to make room for growth without adding more square feet

Next Steps

1. Receive:
 - a. Clean Commute Executive Report
 - b. C-19 Workforce Assessment Survey Report
 - c. Distributed Teams Hybrid Work Model
2. Approve:
 - a. Statement of Commitment to Workplace Flexibility
3. Refer to CEO for budget consideration for Workforce Training & Engagement Tools (est. \$110K)
4. Return to Board with policy changes in support of Workplace Flexibility

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THANKYOU!