

Date: 2022-05-26

Subject: **Workplace Modernization Update**

Contact: Michele Fearon, Senior Manager, IT Client Services
(Michele.Fearon@brampton.ca)
Cynthia Ogbarmey-Tetteh, Acting Director, Human Resources
(Cynthia.OgbarmeyTetteh@brampton.ca)
Joe Quintela, Manager, Building Design & Construction
(Jose.Quintela@brampton.ca)

Report Number: Corporate Support Services-2022-519

Recommendations:

1. That the report titled **Workplace Modernization Update**, to the Committee of Council meeting of June 8, 2022, be received.

Overview:

- On April 6, 2022, City Council passed a resolution (C095-2022) that staff be requested to report on:
 - progress update with regard to the modernization policy review; and
 - efficiencies and/or increased productivity that may have been realised through remote work and modernization policy
- Workplace Modernization is a Term of Council Priority that supports Brampton being a Well-Run City

Background:

Workplace Modernization supports the *Modern Workforce* Term of Council Priority, as well as the City's [Age-Friendly Strategy and Action Plan](#), and [Diversity & Inclusion Strategy Work Plan](#).

In February 2021, the Corporate Leadership Team (CLT) confirmed the scope of the initiative, focusing on culture and flexibility, with key milestones related to Policy, Technology and Infrastructure (physical work space).

There have been significant changes in how and where work is done, globally. This new state of work creates long-term opportunities and flexibility that support employees, attract and retain talent, reduce costs to the City, and improve environmental outcomes.

In the fall of 2021, the interdepartmental Workplace Modernization Project Team engaged more than 40 stakeholder groups (including all divisions, union executives, and Joint Health & Safety Committees) to contribute to the development of the Flexible Work Administrative Directive and to determine which jobs can be performed remotely, and to what extent.

More than 2,400 jobs were reviewed, with regard to how and where they could be performed, and it was established that 28% of the City's workforce can work remotely at least part of the time, and that 72% cannot work remotely and are required to be "on-site" daily (>4000 employees).

This stakeholder consultation, along with benchmarking (primarily amongst municipal organizations and other levels of government), informed the development of the [Flexible Work Administrative Directive](#) implemented on January 4, 2022. The Flexible Work Administrative Directive supports staff in the way they work by providing choice and flexibility, combining the existing flexible options (flextime, compressed work week, and job sharing), with the addition of remote work.

Current Situation:

In line with the Province of Ontario's reopening, the City introduced a phased reintegration on March 11, 2022, which consists of a minimum of two (2) days per week at the workplace effective April 4, 2022, and three (3) days per week effective July 4, 2022, with continued opportunities for hybrid work from September 2022 onwards. The following outlines how phased reintegration impacts policy, technology and infrastructure.

Policy

With the return to in-person work, the Flexible Work Administrative Directive is under review and will be aligned with the future hybrid work model to be determined in June 2022.

Technology

Technology was (and continues to be) integral in supporting the City through the pandemic (70% of our computer users use mobile laptops). This demonstrated the City's agility in responding to the evolving circumstances presented by the pandemic.

In addition, tools such as Microsoft Teams and WebEx were introduced to facilitate virtual and hybrid conversations, meetings, learning events, etc., and technology such as Skip the Line (queue management and appointment scheduling system) and ACCELA (digital application management system) further enabled remote work and the gains in efficiency and productivity described in this report.

Infrastructure (Physical Space)

Changes to corporate administrative space - moving to an activity-based workplace - will give staff choice in where and how they work, as well as an opportunity for the City to save long-term costs by offsetting the need for additional future administrative space.

Activity-Based Working (ABW) is a design concept that recognizes that through the course of any day, employees engage in many different activities and that they need to, and can, choose different types of work settings to accommodate these activities. ABW is based on four modes of work and spaces are designed for:

- Focusing (e.g. touchdowns workstations, enclaves, phone booths, etc.);
- Collaborating (e.g. enclosed boardrooms, open meeting areas, etc.);
- Learning (virtual or in class); and
- Socializing (e.g. virtual, lunch areas, the Bridge, etc.).

Staff personas will also include standard space requirements that align with the hybrid work model selected. To fully realize the benefits of a hybrid model, a ratio of 2:3 (2 days in-office: 3 days remote) is recommended – primarily because of the reduced need for dedicated workstations. The new (under construction) Fire campus is an example of this; with reduced numbers of dedicated workstations (e.g. it includes more open “touch-down” stations).

Efficiency & Productivity Measures

Gains in efficiency and productivity have been realized (and/or efficiency and productivity have been maintained – i.e. not lost) with the implementation of remote work. Some examples are as follows:

Measure	Pre-pandemic	Current
Absences (Service Brampton)	5.35% (Jan-Apr 2019)	3.16% (Jan-Apr 2022) - 41% decrease
Adherence to schedule (Service Brampton)	77% (Jan-Apr 2019)	81% (Jan-Apr 2022)
Quality Scores (Service Brampton)	89% (Jan-Apr 2019)	89% (Jan-Apr 2022)
First Contact Resolution (Service Brampton)	91% (Jan-Apr 2019)	91% (Jan-Apr 2022)
Participation in learning	61% (of employees) in 2019	91% in 2021
Employee Data Changes processed	3445 (2019)	4895 (2021) – 142% increase, with no increase in processing time
DI&IT Service Desk Calls	9083 (2020)	11093 (2021) – 22% increase
DI&IT Service Desk Tasks	35612 (2020)	46042 (2021) - 30% increase
DI&IT Service Desk Production System Changes	672 (2020)	901 (2021) – 34% increase
Virtual Meeting Support	N/A (zero pre-COVID)	Added volume of 88 weeks' worth of person-hours - 100% increase

Measure	Pre-pandemic	Current
Purchase Order Activity (including extensions, renewals, terminations, etc.)	1688 (2019)	1787 (2021) – 5.9% increase
Development Services applications	581 (2019)	919 (2021) 77% increase in application volume
City planning and design engagement meetings	45-75 participants (2019-2020)	120 participants (2021)
Official plan workshop participation	30 attendees	>300 attendees
Marriage licences issued	608 licences issued (2019)	772 (Q1 2022)
Printing costs	\$536339 (2019)	\$348295 (2021) - 35% reduction (plus environmental impact)
Sponsorship and Corporate Development – sponsorship revenue	\$344690 (2019)	\$465875(2021) - 35% increase
Sponsorship and Corporate Development – number of sponsors	25 (2019)	31 (2021) – 24% increase
Sponsorship and Corporate Development – grant applications	23 (2020)	35 (2021) – 52% increase
Sponsorship and Corporate Development – grant application success rate	74% (2020)	88% (2021)

In addition to productivity and efficiency gains and/or maintenance, many areas of the City undertook new initiatives during the pandemic, as exemplified below. In many of these cases, it is too early to measure the impact of these initiatives, but they demonstrate that staff continued to explore and implement efficiencies, while navigating their regular activities during the pandemic.

- Implemented the new eBuilder program to manage and monitor projects;
- Skip the Line (queue management and appointment scheduling system) launched;
- Updated all Building, Design and Construction SOPs (59 in total);
- New finance invoice workflow;
- Updated Construction Management contracts to better reflect the city's requirements;
- DocuSign for Digital Signatures on Contract Agreements valued < \$1M;
- Supplier Diversity Program for Invitational Procurements;
- Virtual training of over 300 City staff on the new Invitational Program;
- Streamlined and transformed the Invitational Bid Document templates (46 pages to a max of 17);
- Enhancements to the Purchase Approval Report and Invitational Purchase Approval Report;
- Launched Amazon Business Prime for P-Card users;
- Eliminated paper-based processes for all procurements <\$1M and significantly reduced paper-based processes for procurements >\$1M;
- Launched the new Pro UI with Bids & Tenders for contract administrators and purchasing staff including virtual training;

- Launched Vendor Performance Evaluation SOP for Service Contracts;
- Developed Purchasing Card Administrator SOP;
- Launch of ACCELA (digital application management system) to improve development application review efficiency; and
- A Draft Official Plan is now out for public comment. This project, initiated in 2013, had stalled. Due to the effectiveness of virtual work and technology, the project was successfully delivered in 2 years during the pandemic

Virtual meetings continue to provide yet to be quantified gains in efficiency, for example:

- No “travel” time between meetings;
- Cost savings (e.g. no need to pay consultants for travel time, less overtime accrued);
- More efficient use of employees’ time; and
- Increased opportunity for the public to participate in public meetings virtually enabled by technology.

Remote work also enables Business Continuity – e.g. in the event of severe weather events employees who may not be able to make it into the office, but are set up remotely, are able to continue to work, without loss of productivity.

Longer-term measures associated with the Workplace Modernization initiative include:

- Employee engagement;
- Cost savings related to the need to build/buy/lease/equip/maintain less space less frequently;
- Revenue opportunities (i.e. leasing space);
- Greenhouse gas emissions (overall carbon footprint); and
- Citizen satisfaction.

Next Steps

As of July 4, 2022, the hybrid work model will include three (3) days per week in office. The following next steps support that model:

1. Updates to the Flexible Work Administrative Directive;
2. Implementation of the approved staff persona definitions, including standard technology and space requirements; and
3. Moving the corporation to an Activity Based Workplace (ABW).

Corporate Implications:

Financial Implications:

Workplace Modernization, including a hybrid work model, reduces physical space requirements (and the costs associated) and results in increased efficiencies and productivity as described in this report.

Other Implications:

Workplace Modernization enhances service delivery, increases employee engagement, and reduces real estate costs.

Term of Council Priorities:

The summary and analysis provided for Council's information is in line with our commitment to being a 'Well-Run City'.

Conclusion:

The City remains committed to Workplace Modernization and City staff will continue to monitor and evaluate the impact of modernization (including hybrid work) on efficiency and productivity.

Authored by:

Michele Fearon, Senior Manager, IT
Client Services

[Author/Principal Writer]

Reviewed by:

Lucius Maitre, Director, Building Design
and Construction

[Manager/Director]

Joe Quintela, Manager, Building
Design and Construction

[Author/Principal Writer]

Jennifer Trudel
Acting Senior Manager, Talent &
Organization Development

[Author/Principal Writer]

Approved by:

Michael Parks, Acting Commissioner
Public Works & Engineering

[Commissioner/Department Head]

Cynthia Ogbarmey-Tetteh, Acting
Commissioner Corporate Support
Services

[Commissioner/Department Head]