Request for City Council Committee Action from the Human Resources Department

Date: October 13, 2010

To: Executive Committee

Referral to: Ways & Means/Budget Committee

Subject: ***Alternative Work Arrangements Policy***

Recommendation: Adopt the Alternative Work Arrangements Policy, receive and file the attached procedures that support the policy, and direct Human Resources to place the policy and procedures in the Policy Library.

Previous Directives: None

Prepared by: Charles J. Bernardy, Human Resources Manager

Approved by: Pam French, HR Director; Steven Bosacker, City Coordinator

Presenters in Committee: Pam French and Charles Bernardy

Reviews

Department Heads	Policy was reviewed at the City Leadership Team meeting on July 1, 2010
City Labor Management Committee	Pam French reviewed policy with the committee on August 12, 2010
Policy Review Group (PRG)	**Approval:** Yes **Date**: August 18, 2010

History: In response to employee interest and the City's desire to continue to remain competitive in the workplace, a work group comprised of staff from Human Resources, the City Attorney's Office and Risk Management has developed an Alternative Work Arrangements Policy and supporting procedures.

Policy Scope: The proposed policy applies to appointed employees, non-represented employees and politically appointed employees under the jurisdiction of the Mayor and City Council. Although labor is supportive of this policy (as demonstrated, for example, by current and successful test and pilot projects in BIS and 311 where City staff partnered with AFSCME and MPEA), not all labor agreements have this type of enabling language; nor are all of these alternative work arrangements appropriate for a significant part of the workforce. Human Resources staff will work with labor and departments, as requested, to expand coverage to those bargaining units who are interested in extending coverage to their membership.

The Alternative Work Arrangements policy encompasses five types of alternative work arrangements: 1) compressed workweeks, 2) flextime, 3) job sharing, 4) gradual retirement and 5) teleworking.

Reasons for Policy

1. In the 2009 Employee Engagement Survey, 71 percent of employees "strongly agreed" or "agreed" that having a flexible work arrangement is important to them.
2. Implementation of alternative work arrangements compliments and supports three of the six recently adopted City Goals (Eco-Focused, Jobs & Economic Vitality and A City That Works).
3. Employees utilizing alternative work arrangements could enhance the City's ability to conduct its business during times when regular work sites might be inaccessible (disaster, snow storms, etc.) or closed (air conditioning

breakdown, pandemic, construction, etc.).

4. Alternative work arrangements can result in expanded hours for some types of service.
5. Many private and public sector employers — including top employers within the metro area — offer alternative work arrangements and implementing this option would make the City of Minneapolis more competitive in its efforts to recruit and retain top talent. (Within the metro area, these entities offer alternative work arrangements: Hennepin County, Carver County, Fairview Health Services, Accenture and General Mills.)
6. Alternative work arrangements can boost employee morale and commitment to their job and their employer. Improved employee retention can save the City money by reducing the costs and time involved associated with the recruitment and training process. Employee job satisfaction and job commitment lead to reduced absenteeism and enhanced productivity.
7. Alternative work arrangements have the potential to help the City reduce facilities and real estate costs in cases where City work spaces could be consolidated.
8. By utilizing alternative work arrangements, employees who typically drive to their office would reduce commuting costs and the community would benefit from a reduction in traffic congestion and pollution from vehicles.
9. Adoption of a comprehensive policy would provide consistent application of policies throughout the City. (Some City employees already work in some form of alternative work arrangement in accordance with their departmental policies.). Adoption of a comprehensive policy would also provide managers and supervisors with guidelines for determining whether an alternative work arrangement is appropriate to the employee and meets departmental objectives.
10. Grant dollars are available to support this effort and provide assistance in training managers and supervisors.