mmanc

AGENDA MUNICIPAL MANAGEMENT ASSOCIATION OF NORTHERN CALIFORNIA

Board of Directors Committee Meeting

Thursday, August 9, 2018 | 4:00 p.m. to 5:00 p.m.

Webex Link: https://mmanc.my.webex.com/ | **Dial in:** 510-338-9438 | **Access code:** 623 393 268

	TOPIC	PREPARATION	PROPOSED PROCESS
1	**Commence Meeting/Roll Call** TIME: 2 minutes PURPOSE: Procedure LEADER: Miranda Lutzow/Alexandra Orologas	None	- Miranda calls the meeting to order. - Alexandra takes roll.
2	**Approval of the June 14, 2018 Meeting Minutes** TIME: 2 minutes PURPOSE: Decision LEADER: Miranda Lutzow	Review minutes	- Board considers adopting meeting minutes.
3	**Director Reports** TIME: 2-5 minutes each PURPOSE: Informational/Feedback LEADERS: Miranda Lutzow, Carla Hansen, Shay Narayan, Jessica Deakyne, Justin Lovell, Alexandra Orologas, Monica Davis	None	- Brief Report from all Directors: • Finance • Program • Membership • Communications • Conference • Vice President • President
4	**Update – Discounted Event Registration Policy** TIME: 10 minutes PURPOSE: Informational LEADERS: Chantal Cotton Gaines, Joanna Altman, Elizabeth Dallman, Eric Zetz	None	- Policy Subcommittee to provide update
5	**Update – MMANC Strategic Plan** TIME: 2 minutes PURPOSE: Informational LEADER: Miranda Lutzow	None	- Miranda will provide an update on the strategic plan process.
6	**Update – MMANC Marketing Plan** TIME: 2 minutes PURPOSE: Informational LEADER: Miranda Lutzow	None	- Miranda will provide an update on the marketing plan process.
7	**Update – Flexibility Survey** TIME: 2 minutes PURPOSE: Informational LEADER: Miranda Lutzow	Review Flexibility Survey Results	- Miranda will review flexibility survey results.
8	**Signature/Regional Event Updates** TIME: 2-5 minutes each PURPOSE: Informational/Feedback	Prepare short update on Region activities and	- Brief Report from all Co-Chairs: • Women's Leadership Summit Update • Summer Symposium Update

LEADERS: All	planning	• Region 1 • Region 2 • Region 3 • Region 4 • Region 5	
9 **Other Items and Announcements** PURPOSE: Informational LEADERS: All	None		
10 **Adjournment** PURPOSE: Meeting's End	None	TIME:	

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TOPIC	PREPARATION	PROPOSED PROCESS
1 **Commence Meeting/Roll Call** TIME: 2 minutes PURPOSE: Procedure LEADER: Miranda Lutzow/Alexandra Orologas	None	Meeting opened at 4:05 p.m.
2 **Approval of the May 10, 2018 meeting minutes** TIME: 2 minutes PURPOSE: Decision LEADER: Miranda Lutzow	Review minutes	Motion: Eric Zetz Second: Alexandra Orologas Motion approved
3 **Director Reports** TIME: 2-5 minutes each PURPOSE: Informational/Feedback LEADERS: Miranda Lutzow, Carla Hansen, Shay Narayan, Jessica Deakyne, Justin Lovell, Alexandra Orologas, Monica Davis	None	Justin Lovell advised that memberclicks (new membership system) was to go live that evening. Training will commence at the July retreat. Alexandra Orologas relayed the team is still gathering success stories for marketing materials and the development of a one-page doc. Monica Davis announced that annual conference registration is open, rooms are being booked quickly and the planning committee is moving forward on content. Miranda Lutzow announced Enterprise Suite Management as a new Corporate Sponsor. She is leading a joint survey with the MMASC president on workplace flexibility, for a presentation at League of CA Cities in September. Miranda also announced the winners of the marketing survey.
4 **Update - Discounted Event Registration Policy** TIME: 10 minutes PURPOSE: Update LEADERS: Chantal Cotton Gaines, Joanna Altman, Elizabeth Dallman, Eric Zetz	None	Subcommittee has generated ideas, is reviewing cost implications will be putting forth a recommendation at the July retreat.
5 **Update - MMANC Scholarships** TIME: 10 minutes PURPOSE: Update LEADERS: Miranda Lutzow	None	Selection committee will be reviewing applications and making a selection.
6 **Signature/Regional Event Updates**	Prepare short	Summer Symposium Update: Registration

TIME: 2-5 minutes each PURPOSE: Informational/Feedback LEADERS: All	update on Region activities and planning	Open. Region 1: June 27, Nosh & Network – Palo Alto; August 24, Giants Game – San Francisco; TBD September/October Diversity & Project Management Event – Santa Cruz Region 2: July 19, Summer Symposium – Novato Region 3: TBD, Development of Quarry Park + City of Rocklin Web Govt Engaging Youth Event Region 4: TBD Region 5: December TBD, MBS Revenue Generation Workshop – Manteca
8 **Other Items and Announcements** PURPOSE: Informational LEADERS: All	None	Miranda mentioned that Nancy Hetrick will be leading a discussion at July retreat on starting the strategic planning process. Dave Mora mentioned that MMASC is also working on their strategic plan as well.
9 **Adjournment** PURPOSE: Meeting's End LEADERS: Miranda	None	TIME: 4:40 p.m.

LOCAL GOVERNMENT WORKPLACE FLEXIBILITY SURVEY

332 Respondents – MMANC & MMASC Members

Gender Identity:
Female (68%)
Male (32%)

Age
52% 40 years and under (oldest Millennials are 37)
27% 41-50 years

Income
25% 100-150k
23% 151-200k
15% 76-100k
11% 201-250k
10% 250+

62% are parents

70% Exempt
30% Non-Exempt

87% are contracted to work 40 hours a week
The rest range from 35-38 hours

How many hours they actually work: 46 hours average, 45 median, range 37.5-60 with an
outlier of 80

Why do they work overtime?
76% to meet deadlines
55% too much work
39% like their job, want to go above and beyond
30% staff shortages

Do non-exempt employees get time-off in lieu of their average extra hours worked?
50% Sometimes
41% Always
8% Never

Percent of respondents Neutral, Dissatisfied or Very Dissatisfied with:
Hours of work – 34%
Pay – 34%
Overall work arrangements - 25%
The work itself - 15%
Job security – 15%

How much management leave do respondents receive annually?
46% less than 40 hours
29% 40-60 hours
21% 61-80 hours

8% 81-100 hours
7% 100+ hours

How much vacation do respondents receive annually?
77% 2-4 weeks
13% 5-7 weeks
8% Less than 2 weeks
1% 8-10 weeks
76% did not take all the vacation they were allotted last year
      51% too much work
      41% didn't want to
      36% trying to save up vacation
      11% pressure from work not to
      10% can't afford a vacation

10% were allowed to only carry over some unused time, the rest was not compensated for (expires annually, does not accrue)

48% would like to work like to work less
      Of those, 49% said they would like to work less, even for less money

Most "available" flex working arrangements:
67% Shorted work week (9/80, 5/10s)
65% Adjusted work hours
59% Mealtime flex
45% Telecommuting

Least available:
3% Weeks on/off
4% Phased retirement
5% Job sharing
8% Buyable leave
9% Job/role rotation

47% of respondents have never asked for flexible working arrangements
      31% concerned about affect on their career
      31% job does not allow it
      29% too much work to do
      23% employer does not allow it
      17% worried about job security

53% of respondents have asked for flexible working arrangements
      61% to care for children/spend more time with family
      21% to care for elderly parents or other relative
      20% to have more free time
      17% education
      13% health issues
      10% volunteering

Write-in answers: to ease the commute (7), to work another job (1)

25% of those who have requested flexible working arrangements have been denied

30% Employer wanted their "butt in the seat" during all working hours
20% Needed coverage/short staffed
15% No official policy
13% No reason given
8% Would not be fair to others
5% Would set a precedence
5% Too much work to be done
3% Job cannot accommodate
3% Network security/access to files

When _parents_ were asked what their organization could do to help them achieve better work/life balance:
66% Work remotely
63% Provide Flex Hours
26% Offer paid bonding leave
25% Offer time off for emergencies
22% Allow working part-time/shorter hours
20% Increase general awareness/understanding of parenting challenges
18% Allow time for transportation
18% Provide help with child care
16% Provide time off for school holidays

When _all respondents_ were asked what the organization could do to help them achieve better work/life balance:
62% Work Remotely
39% Compressed Work Week
33% Pay Increase
32% Flexible work pattern/hours
22% More leave
19% Reduce Workload
18% Provide better working environment
17% Better communication

When it comes to granting flexible working arrangement requests:
41% Organization favors certain members
38% Organization does not treat employees unfavorably, but are not consistent
35% Treats everyone the same

Could your job be done successfully:
64% Part-time telecommuting/remote
53% Compressed work week
18% Reduced hours
5% Full-time telecommuting/remote

Who approves requests for flexible working arrangements?
45% Department Head
25% City Manager
18% Direct Supervisor
6% HR
4% Multiple Steps (e.g. Supervisor, then HR, then City Manager)
2% Don't know

General feelings about statements (Disagree & Strongly Disagree; Agree & Strongly Agree):
"Having more choice in working arrangements improves workplace morale" D/SD: 2% A/SA: 95%
"People who work flexibly get more work done" D/SD: 6% A/SA: 68%
"People who work flexibly are less likely to get promoted" D/SD: 6%   A/SA: 26%
"People who work flexibly create more work for others" D/SD: 57% A/SA: 13%
"Employees without children should have the same flexibility in working arrangements as parents" D/SD: 3% A/SA: 90%
"Employers should give all employees the same priority when considering requests to work flexibly" D/SD: 10% A/SA: 82%
"Employers who offer flexible working value their staff more" D/SD: 6% A/SA: 80%
"Employees can't expect to be able to change their working arrangements if doing so would disrupt operations" D/SD: 22% A/SA: 65%
"The members of my work team are aware of the flexible work options available to them" D/SD: 17% A/SA: 56%
"The members of my work team are comfortable discussing their needs for flexibility" D/SD: 21% A/SA: 57%
"It's not the employer's responsibility to help people balance their work with other aspects of their life" D/SD: 66% A/SA: 18%

The typical supervisor of a respondent is:
Male (51%)
49 years old (average 49, median 51)
Tenure of 10 years at organization (average 9.6, median 7)

Responses
If MMASC can share models of successful workplace flexibility policies with City Managers and HR Departments, and explain the benefits, that would be tremendously helpful in creating understanding and buy-in on creating these types of policies in our cities.
While policies and procedures may allow for some flexibility, it can be difficult for staff to take advantages of those options if the organizational culture doesn't support it, or if workplace flexibility is looked down upon from the city manager or executive staff.
The organization needs to have a culture of knowing how to equally value meeting participation whether the person is there in person or over the phone/video. Ours is not there yet in that regard. Some departments here seem to have more of a culture of flexible start/end times and flexibility to work from elsewhere, while others, like ours, has much less flexibility on those two matters. Appropriate technology (laptop not desktop, ability to log into City's servers, or common use of cloud-based file sharing) needs to be provided to allow for the flexibility to work from home. Flexibility does depend, to some extent, on the specific position because some positions, for instance, require being at the public counter/phones all day long. One of the main reasons I am still in my current position, though I could get a higher role and pay elsewhere, is because I have been given flexibility to work 80% time when I've requested this to accommodate care arrangements, given flexibility to leave early/flex my time so I can take grad school classes one night a week, and given flexibility when I came back from maternity leave to work from home and start back at 50-60% time. I know many parents, particularly mothers, with young children, who would love to have this kind of arrangement. It would be WONDERFUL to have an option to take a year off after having a child, and then to be able to come back into this role, or to do some kind of job share with someone else during that period. If the public sector were to develop this kind of family-supportive, flexible culture that allowed at least really high quality staff to have this option, it might really help in attracting high quality talent. One thing that was appalling to me is that our City does not provide any paid maternity or paternity leave. Only certain bargaining units have opted into state disability insurance, not others, to provide some wage replacement during maternity leave. And since cities still tend to be dominated by an older workforce, the majority of employees making those kinds of decisions aren't necessarily thinking about the need to attract young talent who have other needs in this regard. Working from home part of the week should be an option when appropriate to the position's responsibilities and so long as the employee continues to meet the supervisor's expectations on work product. In the region where we live, child care is extremely under-supplied, which places parents in a tight bind, often driving their kids far or leaving them with very few choices so that they can continue to work. Local government agencies should set policy to value and prioritize ways to help ensure there is an adequate supply of high quality child care, particularly infant care which tends to be in even poorer supply. Cities should consider offering their own programs, e.g., through parks & recreation, or subsidizing child care for their employees as many private employers do.

Local Government organizations need to understand how workplace flexibility equates to higher performance levels, and increased efficiency/effectiveness.
Increased commuting times and unpaid mid-day breaks greatly extend the workday. What looks like "40 paid hours" actually results in an 11 hour day and being away from home up to 55 hours a week, due to commuting and unpaid lunch hours. 8 hours a day is reasonable. 11 hours, not counting overtime becomes impossible, particularly with family and housekeeping responsibilities. Lots of social pressure to work the hours and not complain.
As long as it doesn't disrupt operations some requests can be accommodated and our supervisor does his best to accommodate those, however HR makes it very hard to allow for it in our department because they have arbitrary rules about each department and try to compare 24 hour operations to non-24 hour operations which make it hard to allow for exceptions or flexible scheduling.
My workplace is comprised by mostly women. Most of us are mothers, so this has created an incredibly flexible day-to-day working environment. Coworkers and management are very understanding of needing to leave to take care of a sick kid and taking kids to Dr. appointments. We are allowed to take sick hours for these things. Also, if child care falls through, taking vacation on a moment's notice is OK, and occasionally, one can work from home for a couple of hours, if one is needed at home for something important. However, there are two people who have incredibly flexible working arrangements, and it's not clear that anyone else would be allowed to do the same.
It would be great if workplace flexibility is a law/rule not an option that the employer can decide to offer or not.
It seems that the attitude with upper management is that it is okay for their schedule to be flexible but not their staff.
The Police Department is 24/7 and is too small to offer modified schedules to other Officers. It would be nice but doubtful.
Work life integration has saved my life. It has helped me integrate my career while caring for a special needs child without having to choose between what matters most to me. Given the opportunity to work a flexible schedule has given me greater joy, appreciation and ownership of my job.
From my perspective, it depends as much on the worker as on the supervisor.
While I value workplace flexibility, some schedules, e.g., where staff is absent one day a week, makes it more challenging to work efficiently.
Paid Family Leave should be standard for local government workers. Paid Medical while on Family leave should be an option.
Studies have shown that workplace flexibility promotes positive morale and productivity.
We as govt must change! We are not able to recruit and keep good staff without flexibility. The high cost of living and ridiculous traffic has to be addressed. M-F 8-5 does not work anymore!
There should be a policy or directive from the City Manager's office to allow flexibility (but not to the detriment of operations), so all employees have it available. Currently some managers allow it and others are scared to offer or allow it.
Thanks for undertaking this survey!
Creating a great workplace culture, which is furthered by flexibility, benefits employer, employees and citizens.
Continually short staffed, unwanted overtime, excessive workload.
Anything that increases employee morale benefits all - workplace flexibility allows those with children to balance work/family issues; those with elderly parents can provide more family support (which reduces stress); and those who want to work more hours due to flexibility can do so.
A shorter work day would result in the same productivity with a higher morale
Public agencies are behind in offering flexibility to workers and have some catching up to do to remain competitive and appealing among workers.
My needs will change once I have children in the near future. But I won't know what those needs will be exactly until I have children. Having workplace flexibility options available decreases my anxiety that meeting work needs will become difficult when I have children.
In my current position it is not permitted to have condensed work week.
A telework pilot study was conducted but never formally adopted by the City.
I do work a 9/80 schedule currently.

I've worked in 4/10, 9/80 and traditional 5/8 schedules. They all have their pros and cons, but the one thing that I've learned is that many people would like the 4/10, but really aren't cut out to work 10 hours per day. Having a 3-day weekend might sound great, but longer days makes it very difficult for parents with kids that have to figure out school and after-school event schedules. Additionally, 10 hours of productive work from someone is a lot and from my experience many employees, especially those in more manual labor jobs struggle with the extra two hours each day. 9/80 schedules can be nice, but if it's not a universal 9/80 and you have people off on varying Mondays and Fridays, it shifts most meetings to the middle 3 days of each week. I've been a part of this and witnessed the frustration from staff not knowing when other staff are off on a Friday or Monday and essentially would give up on things if it wasn't a Tuesday - Thursday when they knew everyone was working. Where I think we can be more flexible are in start and stop times of the day to help people with children school and sports schedules along with other time of day needs.
Our workplace is supposed to abide by no flex hours. But, depending on your department head, you could be able to flex if they approve. I think everyone should have the same opportunities across the board.
Union employees are held to the standards of the MOU. Unfortunately, they are not broken out by department for employees. Were one department could benefit by 4/10's some departments are unable due to staffing or job tasks. However, these departments end up with more overtime.
I would appreciate the ability to have more flexible work hours. Multiple night meetings can be very hard on working parents (and non-parents) and while I understand the need for community engagement, many of these night meetings don't actively engage the public in any meaningful way.
Senior staff positions that are not Management should be treated similar to Management, especially if they are considered Exempt.
I think some flexibility is important, but it really depends on the employee's role. If their primary role is to greet the public and answer/direct phone calls, then it would be impossible to support an off-site work schedule. It's difficult to answer the questions as posed because of the varied nuances and possibilities that need to be taken into account.
Flexibility should be offered to everyone. Lower paid, exempt employees in our agency are not permitted to telecommute. However, they often commute the longest distance/time because housing affordability pushes them out to farther regions. It is not equitable to deny them the ability to telecommute.
The City of Walnut Creek is amazing with workplace flexibility
Commute times increasing as cost of housing increases. This drives many of the considerations for workplace flexibility. GHG reductions should also be a consideration.
New in my position. Some of the options you provided could have used an answer category of "new in position and don't want to ask for too much this soon."
My company is behind the curve in offering this to our employees.
Just to clarify, answers were about my department, not the employer as a whole.
Alternative work schedules require support of the governing body in smaller organizations
Our organization also does not allow employees other than managers to have work email or calendars on their phones. This is a huge barrier to flexibility and work/life balance.
For a small office it is difficult to offer flexibility in the work schedule. Particularly when one is serving the front counter.
I think the more flexible government can be with schedules is good, but not to the detriment of other staff.
Compressed work weeks does not work to improve efficiency unless applied to the entire City as a whole. Public expectations and accessibility make it harder to accommodate flexible work hours
I believe it is essential to creating a more desirable working environment. Some positions will always be exempt because of the nature of the job, but a general policy in favor of flexibility seems like a modern approach to the difficulties of work life balance.
For me, having spaces in the workplace that I can go work in when I need silence to focus would be helpful. Our open office can be too noisy, and we have to spaces to go for silence.
I've worked several positions that have had flexible work arrangement with telecommute and adjusted work hours. Organizations should consider pilot programs and treat each employee the same. Employees are likely to stay if they can have a flexible work arrangement that helps them achieve a greater work/life balance.

Thank you for initiating this survey. Unfortunately, my answers are reflective of an organization with poor executive leadership, terrible communication, low employee engagement and morale.
I think "office hours" are arbitrary and subject to the nature of one's work responsibilities. You shouldn't have to be in the office for 40 hours if your work is done in 30, for example. You can use the additional 10 hours on improving your professional and personal development (reading, learning, etc.) and/or working on innovative and creative side projects. This 25% of your time can be done both in and out of the office.
The compressed work week in my city keeps me from changing agencies. I wish more agencies gave the option of a 4/10 workweek.
The current City I work for offers more workplace flexibility than my last City; however, I think government in general has a long way to go in terms of providing more options for a flexible work schedule.
We are expected to serve our community with the best customer service but are not compensated for the sacrifices we make in return of it, which are our families. This is NOT okay!
The workload responses I made were due to the distribution being unequal. My boss feels I have more skills than most of my colleagues so he assigns more projects to me.
The old model of "work only gets done at the office" is broken, and many other industries have accepted this. Government is the last.
This is important, thanks for working on it.
I think that flexible scheduling tends to magnify employees' performance - both good and bad. Top performers get a morale boost and work even harder to get their work done, and they develop a loyalty to the organization and their managers for it. Low performers exploit the system and become even less productive, often cherry-picking other employees' worst behaviors as justification for their own.
Work environment- open floor plan vs private space options to work or engage in convo. External pressures such as commute, cost of living expenses, and ongoing construction that add on stress.
I think some of the issues around flexible schedules happen when it isn't clear who is available and who is gone. I have seen agencies that close certain days to the public to allow for flex schedules but extend open hours during other days of the week which seems to assist people who have to work to be able to do their own business with the agency. Also, all staff should not be treated equally when it comes to flex time arrangements - for example if they are personnel issues. Self-management is hugely important when flex time is allowed.
With commute times getting longer, flexibility to work remotely is becoming a hot topic and one that many staff bring up frequently.
If the public sector hopes to attract and/or retain talent, in direct competition with private and non-profit sectors and in the face of declining traditional benefits, it must listen and evolve or face the consequences of a disengaged and depleted workforce talent pool.
I'm lucky to work in a great organization with a high quality city manager and management team. I would like a 9/80 with every other Friday off. While it isn't the employer's responsibility to help employees balance their lives, public sector work demands have increased and, for exempt employees, has resulted in diminished private time. The best scenario for workplace flexibility that I've seen that works is a flexible schedule that applies to everyone, uniformly, with a citywide schedule for office closures (e.g., every other Friday to accommodate 9/80s or every Friday to accommodate 4/10s.) Flexible work schedules can be a great asset and benefit that helps attract and retain high quality employees. I've also worked in organizations where a flexible work schedule that enables poor behavior or low productivity from low-performing employees, contributing to lowered service levels and diminished morale among high-performing employees. A uniform "closed" day or days helps manage the workplace flexibility, in my opinion.

Our department was ahead of the game and now the whole city has recently implemented citywide 'shortened' workweek/flex schedule. Over half of our department is in 9/80 and our department head is 4/10 (negotiated with hiring due to distance to home). It has definitely helped moral of staff, but it can interfere with operations sometimes when there are urgent issues and the management or operational staff are not at the office. Reduces the opportunity for meeting availability, etc...so sometimes it's a challenge. However, I believe the good outweighs the bad, for the most part...a lot has to do with managing it effectively. As to equitably allowing staff to a flex schedule, really has most to do with performance history. Probationary and problematic employees are either barred or less likely to be approved, which makes total sense. One issue is fairly applying the rules. For example, flex schedules are supposed to be fixed unless there are specific work requirements that require attendance on your regular 'non work' day. So, example, on a 9/80 with a Monday off, your day off stays a Monday unless you come in for a City Council meeting. That's anticipated, you can plan for taking an alternative day that week. However, you should not be able to consistently move the flex day around to accommodate "extra" vacation days. That has been a problem for us, poor management allows that to happen and doesn't seem to see the unfairness and problems that can create. One of the other challenges is each department head has a different perspective and is more restrictive in allowing people to flex when it would seem that position could easily accommodate. That makes it unequal across the whole organization and can create conflict. There needs to be clear justification for positions that are NOT allowed to go on a flex schedule, and must be an operational need...not just because the DH doesn't "trust" their staff in the big picture so says no to everyone...yes, that's happened. Overall, I think it's been a real positive for our department and city...a big moral booster for those of us that use it. It took me a couple of years in the job and a pressing supervision issue that required my consistent presence before I switched to a 9/80. I love my 9/80! :)

People who have flexible workplace arrangements are more productive and take less sick time. It is important to offer competitive workplace with private sector. Govt jobs need to get with the times and offer more flexibility as a way to attract talent. Retirement and pay aren't as good as private sector anymore. Work life balance can be achieved in government. Especially with women in technical fields, they still value the man who stays late vs the woman who gets things done and leaves on time to get her children. Also tough to compete with men who have stay at home spouses in these technical fields.

For government to attract and maintain top employees it will be essential for them to incorporate in more flexibility for staff, especially managers.

I am very disappointed that i have been denied the opportunity to work part-time or have some flexibility in telecommuting. It is definitely a source of dissatisfaction for me, and it will be the main reason that I look for another employment opportunity/I leave my current position. I think that providing workplace flexibility is a way to retain high-quality employees at different stages of their life. Public agencies are stuck in the past when it comes to flexibility, and it feels (in my experience) that working mothers are particularly penalized.

Some positions are easier to allow flexible schedules and telecommuting options, while other front-line positions require people to be present. To allow greater flexibility for front-line positions, agencies will likely need to hire additional employees and offer reduced work schedules... which would likely be paired with reduced paid hours worked.

I am a firm believer that a flexible workplace is a necessity in the Silicon Valley and other locations in the future. This survey considers parents, but does not weight parent care except in one question. This is a critical piece, now that our society assumes two working adults in a home is the norm. Not everyone is a parent, but everyone has a parent and most people have to deal with all that comes with failing, elderly parents, on some level (including the year long probate and estate closure). Once this is the case, nearly all of the elderly parent's needs must be handled during M-F business hours. My family has been dealing with this for 3 years at least, supporting 4 elderly parents, at various stages of aging. My husband changed to 4 days work from home to be able to assist his out of state parents, and now I, working in the public sector, moved from a demanding job in the City Mgr Office to a PT(hourly professional) job for a special district. I am now finally able to balance time and demands and feel like a normal person again. Before this, between home and work, I was busy on average 18 solid hours a day, FOR YEARS. It took me over 2 years to find this PT flexible job. And my new employer is happy with the content and quality of the work and is in the process of making it a permanent new classification as PT so that I can also get some earned time off and other benefits. It is a perfect example of how both the organization and individual can benefit, and the best part is that I didn't have to through my career out the window and lose skills as I go through this season of live for the next 2-5 yrs. Prior to this job, I was seriously considering dropping out of the workforce, despite having a masters of public administration and being very committed to my career. This flexible work arrangement changed everything.

Workplace flexibility is not an individual choice, and needs to be coordinated with the rest of the team/department to be effective for everybody. The exceptions to this rule are emergencies/health issues and death in family.

I have seen the huge positive impact that allowing for flex time or alternate work weeks has on morale as employees have greater flexibility scheduling personal appointments (medical, vehicles, banking, etc.) and additional time off around planned leaves. When there are no options for flex time (with respect for the work load), employees feel trapped and shorted because they have to use vacation or medical leave for things that must be accomplished during normal work/business hours and feel that the organization doesn't really care about them. This creates a poisonous attitude among exempt employees who have poorly written MOUs (no admin/management leave) who may work many hours beyond the standard 40/wk without some form of compensatory time off
I believe having a telecommuting option and flex schedule is important. The commute to work can take anywhere from 30 mins to 2 hours in the Bay Area region. Commuting should be considered part of the job because it is stressful and tiresome. Being able to telecommute and have longer work days alleviates the need to be on the road.
I think that traffic impacts should be considered in relation to workplace flexibility, too. People driving to work at non-traditional hours can help reduce traffic congestion and related environmental impacts.
We have compressed schedule and telecommute options in policy but they're fairly restrictive - have to choose one or the other, can only telecommute one day per week, not available to assistant job class. There are cultural barriers to flexible schedules in some departments with more traditional managers where staff do not feel comfortable asking for flexible schedule arrangements even though it's allowed.
We have an adaptable work schedule Administrative policy at work.
It seems that in larger organizations, Departments often operate independently from each other in regards to accommodations and workplace flexibility. This is frustrating, as coworkers in different departments but within the same classification can have more or less flexibility.
Intentions of the questionnaire seem good. Final results should be an interesting analysis.
I find this survey to be very one-sided. It feels like it was written by someone who is unhappy with their working conditions. I don't see many questions or options from the management perspective. I don't want MMANC, an organization that I love and that had done so much for my career) to present the results of this survey and create the perception that local government workers are entitled and don't want to work as hard. Most of us have pensions, most of us are paid a living wage, we have 40 hour per week schedules that are predictable and our mission is service. I'm disappointed that there weren't more questions about parental leave. We need data on what Cities/Counties are offering. In my organization, women are taking out loans so they can stay home longer with their new children, banking all their vacation so they can have a child then taking no vacation after that for years and contemplating leaving their job and staying home. This is what MMANC should be focused on. How can we help convince our leaders (CMs and City Councils) that parental leave is good for men and women in organizations AND can help bridge the gender gap in leadership. Paid leave parental leave is what we need to advocating in our industry along with options that also benefit those who do not have kids or have empty nests- telecommunting, 9/80, part time work, etc. I'm not a parent and I don't plan to become one. I wish this survey was more robust and there was a goal behind the sharing of the data. Are we starting a movement or just showing survey monkey graphs to a room full of people? It would be nice to know what MMANC's goals are.
To be have it available to all even on a limited basis makes a difference. To have it as an option instead of having to ask for it.
different start times should be allowed as long as there is a core time when all staff is present for admin staff who don't have public-facing roles.
My answers to the Admin hours/Vacation time questions do not accurately reflect our actual benefits. Our mid-managers and executives all receive "General Leave" which is supposed to compensate for both. (200 hours if 1-5 years, 240 hours if 5-10 years, 280 hours if over 10 years.) Thank you so much for doing this survey. I look forward to seeing the results!
A dynamic not considered in this survey is that of policy and community values. More often than not, City Council's make decisions on what policies are allowed within their organization. If the community values do not align with a modern workplace environment, then it can be more difficult for an organization to offer leading edge flexibility practices. Executive level staff want flexibility too, just sometimes difficult to fight the battle on both sides with unions and policy makers.

I think paid maternity leave/parental bonding leave is something that is sorely lacking in local government organizations. We are expected to horde our vacation time to use for maternity leave, but not everyone has the ability to do so. Additionally, my organization limits how much sick leave a woman is able to use towards maternity leave (6 weeks for vaginal delivery, 8 weeks for a c-section), which seems completely inappropriate and limiting for people who may have more sick leave available and want to use that toward maternity leave. Additionally, my org doesn't contribute toward state disability, and therefore have no way of collecting disability for any time off. We are expected to plan ahead and buy into short term disability with a pregnancy disability buy-up before getting pregnant. This, coupled with the general discouragement of working from home, lends to the impression that there is a lack of regard for new parents and providing them with flexibility to support them.
I really need to have flexibility to get my hours put into work in a way that fits with my family life.
I do not receive any administrative/managerial leave but that was not an option, only 40 or less was. I think it will take much longer for the public sector to adapt to work flexibility at the level of the private sector. There are issues with transparency, public records liabilities, and customer service when one telecommutes or has access to work information at all times. While managerial staff already has some of these capabilities, they are still expected to be available to the public. Therefore the demands of residents and other stakeholders make it more difficult to allow for workplace flexibility.
Technology plays a big role in the ability of employers to permit flexible working hours. Agencies with large budgets contributing to their technology advancement, have more ability to allow their employees to work off site without inhibiting production.
Nothing to add regarding workplace flexibility, but would like to say thank you for taking on this topic and sharing your results with city management.
I think the flexibility (or lack of) comes from the top of the agency and the beliefs from the leadership within an org. For my agency, it is male- led w/a family but w/a spouse that is a SAHM, which is the case for many directors. So I believe, they don't fully empathize w/working parents bc they haven't faced the issue of dual parent working households personally and are not able to relate to the issues of both parents working FT.
Children are an important component of needing flexibility, but I would also add caregiving responsibilities more generally, since many people need time off to take care of their elderly loved ones or those with special needs.
As workplaces begin to shift to more open/shared workspaces I think the flexibility is going to become more crucial. Not everyone can tune out noise and concentrate in open workspaces and some people don't thrive in quiet environments. There needs to be flexibility in that realm as well as in what hours people work. Also, people choose to have children and I don't consider it the employer's responsibility to help that person figure out how to balance their lifestyle or life choices without offering the same exact option to all other employees. If an employee requests to come in late to facilitate child drop-off or leave early to care for a child that shouldn't be treated any different than an employee requesting to come in late to fit in morning surfing or leaving early to take a yoga class. If an employee is caring for an elderly parent or child or chooses to have that time for themselves it shouldn't matter so policies that are developed have to be flexible in a way that caters to every situation equally.
My department is extremely accommodating to family situations. However, the organization overall is not nearly as flexible. For example, there are policies that allow job sharing or reduced hours but such requests are rarely approved.
i think people would work better if they have 4/10 schedules. We talk about it all the time and our office agrees that it would be better for a break...and flexible start times as long as your work is accomplished.
Working in a Management/Executive Role, it seems that local government thinking is that the mgrs cannot work a flex schedule.
My husband works for the Federal Government and is given a flex day to work from home. It is surprising that working for a local municipality we are not offered a similar benefit. I usually think of smaller government as more flexible and yet this is not the case regarding flexible work schedules.

WORKPLACE FLEXIBILITY POLICIES

78 Respondents – HR Directors/Managers from Cities (65), Counties (4), Special Districts (9), Non-Profit (1)

Size of Organization:
24% 401-1000 employees
22% 201-400
20% 51-100
18% 101-200
9% 1000-2000
8% 1-50

What programs are available to employees:
85% Shortened Workweek
53% Mealtime Flex
51% Time Banking
46% Adjusted work hours
35% Part-time/reduced work hours
24% Paid parental/bonding time
15% Telecommuting/working remotely
10% Job sharing
10% Episodic time off
6% Buyable Leave
3% Phased Retirement
1% Weeks on/off

Is your organization's flexibility program:
58% Formal – policies, request forms, approval channels
39% Informal – no written policies, discretion of manager

Implementation of Flexible Work Arrangements:
59% at request of employees
25% employer initiative

Average rating of culture of flexibility: 40/100 (1 not flexible, 100 very flexible)

Has your organization attempted to quantify the ROI of flex programs? 92% No

Do you feature market flexibility as key employee benefit when attracting new employees? 70% No

Does your organization have a business continuity plan that involves the use of flexible working arrangements if there were a disaster? 84% No

What is the likelihood that your organization will adopt one or more flexible work arrangement policies in the next two years?
37% Likely or Very likely

31% Neither likely nor unlikely
31% Unlikely or Very Unlikely

What are the primary obstacles to the adoption of flexible working arrangements?
50% Lack of positions that are conducive
43% Resistance from Board/Council Members

28% Resistance from Top Management
24% Difficulty reconciling with MOU provisions
16% Resistance from Line managers/supervisors
4% No expressed interest from employees

Other: fairness issues, coverage issues

What is the main constraint?
21% Culture/"We've always done it that way"
18% Lack of Support
18% Small organization/staffing issues
15% Consistency/fairness
8% Positions not conducive
8% Too complicated to implement
5% Remote employees less productive
5% Public perception

Has your organization terminated any flex working programs in the past 2 years? 91% No

Which program was terminated?
29% Telecommuting
29% Shortened Workweek
29% Adjusted work hours
15% Mealtime flex
15% Job Sharing
15% Weeks on/off
15% Buyable leave
15% Episodic time off

What have been the benefits of introducing flexible work arrangements in your organization?
67% Increased Job satisfaction and morale
42% Increased retention
33% increased ability to attract talented employees
27% reduced absenteeism
23% increase in productivity
16% increased customer service
14% greater cost-effectiveness and efficiency

Have there been any negative repercussions?
Conflict over fairness, inconsistency
Not willing to try
Childcare arrangements more difficult with shortened work week
"Abuse" – call in sick before 9/80 day off
Having to work with lower staffing levels
Reduced response time
Delay in response to citizens
Negative public perception at first, now accepted

Does your organization offer telecommuting?
3% Yes – all employees
33% Yes – some employees
64% No

For those who offer telecommuting:
50% provide laptop/computer

38% provide nothing
23% provide cell phone