

County of Santa Clara
Office of the County Executive



County Government Center, East Wing
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70 West Hedding Street
San Jose, California 95110

DATE: July 27, 2021

TO: Honorable Members of the Board of Supervisors
Jeffery V. Smith M.D, J.D., County Executive

FROM: Jasneet Sharma, Director, Office of Sustainability
John P. Mills, Director, Employee Services Agency

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SUBJECT: Update on Efforts to Support Countywide Teleworking and BAAQMD's Cut the Commute Pledge Goals

During the September 22, 2020 Board of Supervisors meeting (Item No. 32), and the May 25, 2021 Board of Supervisors meeting (Item No. 22), at the request of Supervisor Chavez, the Board directed Administration to report to the Board relating to 1) Options for consideration to support the Bay Area Air Quality Management District Cut the Commute Pledge, adopted by the Board on September 22, 2020; 2) What we've learned from line staff; and 3) Changes needed to existing telework policies to support teleworking at the County.

This Off-Agenda Report provides an update on efforts to-date to develop an Action Plan and identify options to support effective telecommuting through existing Telework Policies for eligible County employees whose work requirements allow for such flexibility, now that the County's COVID-19 shelter-in-place Health Orders are lifted.

Telework Work Group

In January 2021, the Employee Services Agency (ESA) and the Office of the County Executive, Office of Sustainability (OOS), launched a Telecommute Work Group to review existing telework policies, raise awareness of existing negotiated telecommuting agreements, gather additional data on telecommuting and virtual delivery of services during COVID-19 shelter-in-place Health Orders, and develop additional resources to assist departments with balancing teleworking with client and operational needs in service to the public.

The Telecommute Work Group is comprised of Executive Leaders and staff from the Office of the County Executive (CEO)-Administration, OOS, and Learning Organization, County Counsel Office, Facilities and Fleet, Technology Services and Solutions, and ESA.

Board of Supervisors: Mike Wasserman, Cindy Chavez, Otto Lee, Susan Ellenberg, S. Joseph Simitian
County Executive: Jeffrey V. Smith

Over the last six months, the following actions have been undertaken by the Work Group:

1. *Employee Survey:* The 2020 Employee Commute and Telework Survey was conducted in spring 2021 to better understand how Administration can further reduce employee solo driving, improve commute to work, and learn about employees' teleworking experience during the COVID-19 shelter-in-place. A total of 6,500 responses were received, and a summary of the survey results will be shared in a July edition of The Bridge employee newsletter. The survey responses will also be used to inform future employee commute program offerings.
2. *Telework Premortem:* The Measures of Success quarterly meeting with departments included a Telework Premortem conversation to gather information from departments on service delivery impacts resulting from telework, future service delivery models being considered, and measuring success/failure of potential new work models.
3. *Best Practices and Policies Research:* Information on teleworking best practices and approaches related to policy, space, technology, and trainings were gathered through desktop research and connecting with other counties in California.
4. *Countywide Teleworking Policy:* To streamline telework practices as that portion of the County workforce that has been working remotely since March 2020 begins to return to on-site work, the existing SEIU 521, CEMA, AFSCME 1587, and IFPTE Local 21 Telework policies were rolled into one Countywide Telework Policy that would provide all eligible County employees with telework opportunities pursuant to rules set forth in the Policy. The new Countywide Policy went into effect on July 15, 2021 and applies to all County employees, regardless of union representation. The Telework-related policies have been updated to match current County practices, including IT security (matching the IT User Responsibility Statement), using the telework time codes in Kronos that were established in June 2020 to centrally track telework Countywide, and workers' compensation information and obligations. Departments will be utilizing the Countywide Telework Policy for establishing future telework arrangements.
5. *Telework Program Clearinghouse:* Launched an online Telework Program Clearinghouse, managed by ESA, which centralizes all the policies, guidance, and resources in one convenient location. The SharePoint site is available at <https://sccconnect.sharepoint.com/sites/esa/SitePages/Telework-Information.aspx>

In the near future, the Work Group will:

- Given the need to track percent of employees teleworking and amount of greenhouse gas emissions saved to meet County carbon neutrality and Cut the Commute Pledge goals, continue to report on extent of employees teleworking, develop a streamlined mechanism to track commute miles saved by teleworking employees, and explore future program needs.
- Collect additional data on client satisfaction with services and employee satisfaction to evaluate and improve the teleworking program.
- Identify and provide additional tools, technology solutions, guidance, trainings, and other resources for employees and departments to effectively support teleworking.