

**SUBMITTAL TO THE BOARD OF SUPERVISORS
COUNTY OF RIVERSIDE, STATE OF CALIFORNIA**

514



FROM: Human Resources Department

SUBMITTAL DATE:
May 29, 2008

SUBJECT: Non-synchronized 4/10 and Telecommuting Alternate Work Arrangements

RECOMMENDED MOTION:

- 1). Receive and file the Alternate Work Arrangements Evaluation Report prepared by the Human Resources Department (HR);
- 2). Adopt the recommendation to designate the non-synchronized 4/10 work schedule and Telecommuting up to a maximum of three days a week as preferred alternate work arrangements for County of Riverside employees and to encourage Department Heads, based on the specific business needs and job requirements of their employees to broaden the use of these alternate work arrangements; and
- 3). Authorize the Human Resources Department to develop training and materials to broaden participation in the non-synchronized 4/10 and telecommuting alternate work arrangements.

Ronald W. Komers
Asst. County Executive Officer/Human Resources Dir.

FINANCIAL DATA	Current F.Y. Total Cost:	\$80,000	In Current Year Budget:	NO
	Current F.Y. Net County Cost:	\$80,000	Budget Adjustment:	NO
	Annual Net County Cost:	TBD	For Fiscal Year:	2008/09

SOURCE OF FUNDS: Department Funds	Positions To Be Deleted Per A-30	<input type="checkbox"/>
	Requires 4/5 Vote	<input type="checkbox"/>

C.E.O. RECOMMENDATION: Receive and file the Alternate Work Arrangement Evaluation Report, reaffirming that Board Policy C-6, (Appendix A) Alternate Work Schedules, currently allows the 4/10 option.

APPROVE

County Executive Office Signature

BY:
Elizabeth J. Olson

- Policy
- Consent
- Policy
- Consent

Dept Recomm.:
Per Exec. Ofc.:

Prev. Agn. Ref.: | **District:** | **Agenda Number:**

3.36

BACKGROUND:

On May 6, 2008, the Board of Supervisors (agenda item 3.29) directed the Human Resources Department to study the feasibility of implementing the 4/10 work schedule as the preferred work schedule. The Board was mindful that increasing gas prices have significantly raised commuting expenses for County employees and wished to examine work schedule options that would mitigate the impact of rising prices while at the same time maintaining and improving County services to the public.

After careful analysis, the Human Resources Department submits with this Form 11 an evaluation report that discusses the merit of 4/10 work schedules and telecommuting as additional preferred work arrangements, and how they can be applied to the County.

The Report finds two compelling reasons why the Board may wish to encourage increasing participation in its two existing alternate work arrangement policies, Alternate Work Schedule Policy C-6, and Telecommuting Policy K-3:

- Rising gas prices at the pump are expected to be sustained and are creating financial hardship for employees
- The Inland Empire consistently has been shown to have the worst air quality in the nation; and the County does not meet the Emission Reduction Strategy (ERS) goals set forth by the South Coast Air Quality Management District (AQMD).

Both the non-synchronized 4/10 and telecommuting alternate work arrangements are currently underutilized at the County; less than 650 employees participate in these arrangements.

A key feature of the non-synchronized 4/10 schedule and Telecommuting HR recommendation is for County services to remain open and fully functional during normal business hours. There are certain County operations that will not be able to accommodate the alternate work arrangements. When appropriately implemented and based on management prerogative and departmental decisions, these alternate work arrangements should not interrupt County services.

The advent of computer and communication technology in recent years allows the County to change and upgrade its work practices. Human Resources is working in conjunction with RCIT and several other departments as part of a Telecommuting Task Force that has been created to provide specific guidelines and technology solutions for those wishing to telecommute.

Encouraging the use of the non-synchronized 4/10 and Telecommuting work arrangements will serve to reduce air pollution and traffic congestion while mitigating the impact of rising gas prices for employees by reducing the number of commute days.

A commute cost calculator provided on the website www.commutersmart.info, a partnership of transportation agencies of Los Angeles, Orange, Riverside, San Bernardino and Ventura counties shows a savings of \$502 and \$1,394 annually for employees traveling 36 miles (estimated average commute of employees to downtown Riverside) and 100 miles per day (estimated average for top 10% of commuters to downtown Riverside) respectively when they commute one day less per week. These savings translate to 1.53% of pay and 4.3% of pay for an average employee that earns \$47,000 per year.

Our report shows that employees are not the only ones to benefit from alternate work arrangements. Studies have shown alternate work arrangements increasing productivity and customer satisfaction while reducing overtime and sick leave usage.

It is anticipated that there will be no County cost associated with the expanded use of the non-synchronized 4/10 work schedule. Depending on the recommendations of the Telecommuting Task Force, it is anticipated that the County cost per telecommuting participant will range from \$2,000 to \$5,000. Training and material costs are estimated at \$80,000 per year, which can be funded within existing Human Resources appropriations.

Evaluation Report: Alternate Work Arrangements

Prepared for the
County of Riverside Board of Supervisors

County of Riverside Human Resources Department

May 29, 2008

Recommendation:

The Human Resources Department recommends that Department Heads, based on the specific business needs and job requirements of their employees, designate the following as preferred alternate work arrangements (in addition to the typical 5/40 or 9/80):

- A non-synchronized 4/10 work schedule; and / or
- Telecommuting up to a maximum of three days a week

These options are already available, as provided in Board policies C-6 (Appendix A) and K-3 (Appendix B). However, Human Resources can develop training and materials to broaden participation in these alternate work arrangements.

In recent months, the Human Resources community nationwide has been asked by industry leaders to formulate a response to the economic hardship employees are suffering as a result of the energy crisis. Rather than waiting for gas prices to continue breaking new barriers, leaders want to provide appropriate tools to employees that will allow them to cope with increasing costs.

A May 29, 2008 Wall Street Journal article titled "Oil Prices Prompt Four-Day Week" focuses on several public entities across the country that are moving to a four-day work week as a result of the higher sustained gasoline prices. The article states in part, "*Gasoline prices are pushing Americans to consider significant changes to the way they live and work..... But it's the public employers who are moving to four-day weeks.*"

A general consensus has emerged among Human Resources professionals that the time is right to promote alternate work arrangements such as telecommuting and compressed work weeks. Alternate work arrangements have been shown to be an important tool in mitigating the adverse impact of rising fuel costs while at the same time improving employee effectiveness, productivity and morale.

In this report we will discuss how recent innovations in computer and communications technology have made telecommuting an effective option for more employees. We will discuss how the County can utilize technology to change work practices so that employees can create virtual offices thereby reducing trips to the office and allowing them to focus more on their work with their customers. We will also discuss how the County can build on its already successful non-synchronized 9/80 schedule when implementing the 4/10 schedule to insure that a core group is always present during business hours to service customers.

Definitions:

- **Alternate work schedule:** An alternative to the traditional 8:00 a.m. to 5:00 p.m. work week
- **4/10 work week:** A four-day work week, ten hour day for employees
- **Non-synchronized:** County hours of operation are not effected by employee alternate work schedules. Employee schedules are coordinated to provide coverage during hours of operation.
- **Telecommuting:** A substitute for commuting; work is performed at home or a satellite office

Implementation Costs:

- **4/10 work week:** None anticipated
- **Telecommuting:** \$2,000 - \$5,000 per participant depending on participant cost sharing (see detail below)

Background:

On May 6, 2008, the Board of Supervisors (agenda item 3.29) directed the Human Resources Department to study the feasibility of implementing the 4/10 work schedule as the preferred work schedule.

The Board was mindful that increasing gas prices have significantly raised commuting expenses for County employees and wished to examine work schedule options that would mitigate the impact of rising prices while at the same time maintaining and improving County services to the public.

The Increasing Cost of the Daily Commute:

Cost of Fuel:

The cumulative increase in energy prices over the last few years has had a significant impact on the pocket books of ordinary consumers. A May 5, 2008 CNN Money article cites a recent CNN/Opinion Research Corp. poll that found that 78% of respondents expect to pay \$5 / gallon of gas at the pump prior to the end of 2008.

According to the same article, gas prices have risen 18.4% nationwide this year; and prices have already exceeded the U.S. Department of Energy's predicted 2008 high of \$3.60 / gallon.

Of the 1,000 American adults surveyed in a poll, conducted April 28 – 30, 60% said that high fuel prices have caused hardship for them or their household.

Stephen Schork, editor of the respected energy industry news letter *The Schork Report* is quoted as saying that \$5 gas was indeed possible in certain parts of the country by the end of spring.

Experts predict that the rise in fuel prices will be sustained over the long term. During the mid 1980s and through most of 2003 the inflation adjusted price of a barrel of crude oil generally remained under \$25/barrel; and by extension gas prices at the pump remained stable and affordable. A confluence of events since 2003 has led to increasingly sharp oil price hikes that are projected to continue. Oil at a \$100 / barrel is equal to the inflation adjusted highest recorded prices seen in 1980. In mid 2007 oil prices reached that \$100 / barrel mark and surpassed it. As of mid-May 2008, oil is trading at \$133 / barrel.

The primary reason that the recent rise in oil prices is expected to be sustained over the long term is increasing global demand for oil from expanding countries such as China, India, and elsewhere in conjunction with the expectation that at some point the already tight oil supply will begin to decline.

The Typical Commute:

Residents of the County of Riverside have the longest average commutes in Southern California, according to the Press Enterprise.

Averages however mask the reality that some commuters have significantly longer commutes, e.g. residents of the southwest and the high desert area have much longer commutes.

Residents in the County of Riverside commute 21 miles and have a commute time of 45 minutes compared to residents of Los Angeles County and Orange County who average 14.9 miles and 16.1 miles respectively.

County of Riverside employees that *responded* to the annual Commuter Survey conducted last in May 2007 indicated the following *one-way* commute for County employees:

Under 5 miles	5 to 25 miles	Over 25 miles
2,379	5,022	960

An average round trip commute for a County employee working in downtown Riverside is estimated to be 36 miles (18 miles each way); but more than 10% of those who responded to the survey have a commute of more than 100 miles per day round trip.

Alternate Work Schedule Policy C-6:

The County currently has an alternate work schedule policy. Policy C-6 states, among other things that:

- The services of the County shall be available 5 days per week
- The total normal work time shall regularly be 80 hours per pay period
- The use of alternate work schedules shall not result in creating overtime
- A four-day work week, ten-hour day for employees is permitted
- Any schedule proposed by departments that does not accommodate an alternative to the traditional (5/40) work week requires the approval of the County Executive Officer. The standard for such approval is service levels for the department mission and the constituency served.

A non-synchronized 9/80 schedule is currently the designated preferred County alternate work schedule, with employees generally taking every other Monday or Friday off.

Telecommuting Policy K-3:

Board of Supervisors Policy K-3 sets policy on the County's Telecommuting Program. Policy K-3 states, among other things that:

- Participation in the program is solely a management prerogative, not an employee right.
- Participants are selected and approved by the Department Head or designee under the following criteria:
 - Employed by the County at least one year and/or past the probationary period
 - Work assignment must allow the participant to be away from the office
 - Participants can telecommute a maximum of three days a week

- Participants must follow all guidelines and schedules set by the department for office communication
- Participants must sign a telecommuting agreement
- Participants must designate and maintain a specific workstation in their home. The area is considered an extension of the employee's office and subject to inspection.
- Participants may not provide primary care for children under 12 when they are working at home.

Current Employee Work Arrangement Statistics:

County employees currently work the following schedules:

Work Arrangement	Number of Employees*
5/40	5,600
9/80	8,800
Other (non-telecommuting)	1,400
Telecommute	3

*Data captured from recordkeeping (PeopleSoft) system.

Why Expand Alternate Work Arrangements:

The County of Riverside has a successful track record with its existing non-synchronized alternate work schedule program, and two thirds of County employees take advantage of the program. Our track record with telecommuting is less successful.

There are two pressing reasons why the Board may wish to expand these program:

- Rising gas prices at the pump are creating a financial hardship for employees.
- The Inland Empire consistently has been shown to have the worst air quality in the nation.

The preponderance of evidence shows that employees with alternate work arrangements drive fewer miles. The evidence also shows alternate work arrangements save employees money while at the same time reducing traffic congestion, air pollution and, increasing productivity.

- *The University of Southern California, under contract from the California Air Resources Board conducted a study that showed that, compared to those with traditional work schedules those who had a 9/80 work schedule drove on average 13 fewer miles per week; and those with a 4/10 work schedule drove 20 fewer miles per week.*

But perhaps more important than the reduced number of trips is the fact that these trip reductions tended to occur at the morning and afternoon peak periods, benefiting air quality and reducing congestion during peak periods.

- A survey by the Center for Urban Transportation Research found that a compressed work week reduced total vehicle travel by 7 – 10%, making it one of the most effective commute trip reduction strategies.

Some experience suggests that alternate work arrangements have a more modest trip reduction impact than cited because participants make additional trips during their non-workdays. But in general, the advantages of alternate work arrangements now outweigh the disadvantages.

Some of the advantages are:

- **Recruitment and Retention Tool.**

Alternate work arrangements are popular with employees and they serve as a powerful recruitment tool. The CDW Telework Report finds that telecommuting could improve employee recruitment, satisfaction and retention. 50 percent of Federal employees and 40 percent of private-sector employees say that the option to telecommute would influence their decision to remain with their employer or take a new job.

Telecommuting and other alternate work schedules allow employees to develop a work / life balance, and save on fuel costs.

- **Reduced Tardiness and Absenteeism**

Employers generally find that alternate work arrangements serve to reduce absenteeism and tardiness. This is attributed to the employees' ability to commute outside of normal rush hours and to schedule personal appointments on their days off.

For many, dependent care plays a large role in employee absenteeism due to their dependent's illness or needs. In a study conducted by the U.S. General Services Administration (GSA), the key findings of 863 Federal teleworkers on the "Importance of Teleworking and Dependent Care", were:

- 88% experienced less stress
- 60% perceived an increase in job performance
- 98% listed other benefits such as less sick leave used and improved workforce morale
- 77% have more energy
- 93% think telework improves employee retention

- **Extend Hours of Service**

Telecommuting, and alternate work schedules can be used to remain responsive to the service needs of County's constituents; a combination of compressed work weeks and flexible work schedules can be used to cover extra hours of operations.

- **Improve Scheduling for Peak Loads**

Telecommuting and compressed work schedules can be overlapped to meet peak activity times.

- **Improve Employee Performance**

When telecommuting, employees are able to work during the part of the day when they are most effective. Employees who have a choice about when they work can get more work done in the same number of hours.

- **Develop a More Effective Workforce**

Alternate work arrangements can be used to promote cross training, teamwork, management by results and diversity strategies.

- **Comply with Federal Regulations**

Telecommuting can provide employees with disabilities or special needs the flexibility they need to perform their job.

- **Respond to Natural Disasters**

Natural disasters make it difficult to report to work. The County can better prepare for these emergencies and restore operations more quickly when employees have flexible alternate work options.

- **Meet Commute Trip Reduction Goals**

The alternate work arrangements that the County has implemented enable employees to commute outside of the peak rush hour periods and also keep employees off the road one or two days a pay period thereby helping the County to attain better Average Vehicle Ridership (AVR) results set by the South Coast Air Quality Management District (AQMD).

To take advantage of these benefits, other public entities in California have implemented more aggressive telecommuting and/or 4/10 work week schedules. Below we have listed a few:

- Los Angeles County
- County of Orange
- San Diego County
- Ventura County
- Marin County
- San Mateo County
- Shasta County

Potential Employee Savings Through Alternate Work Arrangements:

The Commute Smart cost calculator (A partnership of Los Angeles, Orange County, Riverside County, San Bernardino County and Ventura County transportation agencies) uses the Auto Club of Southern California cost estimates to show commute savings information.

We have utilized the Commute Smart cost calculator using recent gas price information and County of Riverside average commute data to model employee cost savings.

We have looked at the commute costs associated with the traditional 5/40 work schedule as well as the 9/80 and 4/10 alternate work schedules (telecommuting one or two days a week would have the same commute cost impact as the 9/80 or 4/10 work schedules). We have also modeled the impact of rising gas prices from \$4 / gallon to \$5 / gallon.

- **Scenario A:** Annual cost of an employee's **36** mile round trip commute (average commute for employees working in downtown Riverside) at **\$4** / gallon gas using a traditional 5/40 work schedule, 9/80 alternate schedule and a 4/10 schedule (or telecommute one (1) day a week).
- **Scenario B:** Annual cost of an employee's **100** mile round trip commute (top 10% of employees who work in downtown Riverside commute this distance) at **\$4** / gallon gas

using a traditional 5/40 work schedule, 9/80 alternate schedule and a 4/10 schedule (or telecommute one (1) day a week).

- **Scenario C:** Annual cost of an employee's 36 mile round trip commute (average commute for employees working in downtown Riverside) at \$5 / gallon gas using a traditional 5/40 work schedule, 9/80 alternate schedule and a 4/10 schedule (or telecommuting one (1) day a week).
- **Scenario D:** Annual cost of an employee's 100 mile round trip commute (top 10% of employees who work in downtown Riverside commute this distance) at \$5/ gallon gas using a traditional 5/40 work schedule, 9/80 alternate schedule and a 4/10 schedule (or telecommute one (1) day a week).

Scenario A: (36 miles @ \$4/gallon)

		5/40 Annual Cost	9/80 Annual Cost	4/10 or Telecommute 1 day Annual Cost
Days Per Month		\$5,438.52	\$4,936.68	\$4,434.84

Estimates include maintenance, tires, insurance, license, taxes, depreciation and finance charges.

Under this scenario employees that are on the 9/80 and 4/10 (or telecommute one (1) day a week) alternate work arrangements save \$502 and \$1,004 respectively compared to those on a traditional 5/40 work schedule. This saving represents 1.5% and 3%, respectively of their take home pay, assuming an annual salary of \$47,000 and applicable federal, state and FICA taxes totaling 31%.

Scenario B: (100 miles @ \$4/gallon)

		5/40 Annual Cost	9/80 Annual Cost	4/10 or Telecommute 1 day Annual Cost
Days Per Month		\$14,360.28	\$12,966.24	\$11,572.20

Estimates include maintenance, tires, insurance, license, taxes, depreciation and finance charges.

Under this scenario employees that are on the 9/80 and 4/10 (or telecommute one (1) day a week) alternate work arrangements save \$1,394 and \$2,788 respectively compared to those on a traditional 5/40 work schedule. This saving represents 4.3% and 8.6%, respectively of their take home pay, assuming an annual salary of \$47,000 and applicable federal, state and FICA taxes totaling 31%.

Scenario C: (36 miles @ \$5/gallon)

		5/40 Annual Cost	9/80 Annual Cost	4/10 or Telecommute 1 day Annual Cost
Days Per Month		\$5,770.80	\$5,235.72	\$4,700.64

Estimates include maintenance, tires, insurance, license, taxes, depreciation and finance charges.

Under this scenario employees that are on the 9/80 and 4/10 (or telecommute one (1) day a week) alternate work arrangements save \$535 and \$1,070 respectively compared to those on a traditional 5/40 work schedule. This saving represents 1.6% and 3.3%, respectively of their take home pay, assuming an annual salary of \$47,000 and applicable federal, state and FICA taxes totaling 31%.

Scenario D: (100 miles @ \$5/gallon)

		5/40 Annual Cost	9/80 Annual Cost	4/10 or Telecommute 1 day Annual Cost
Days Per Month		\$15,283.44	\$13,797.00	\$12,310.68

Estimates include maintenance, tires, insurance, license, taxes, depreciation and finance charges.

Under this scenario employees that are on the 9/80 and 4/10 (or telecommute one (1) day a week) alternate work arrangements save \$1,486 and \$2,973 respectively compared to those on a traditional 5/40 work schedule. This saving represents 4.6% and 9.1%, respectively of their take home pay, assuming an annual salary of \$47,000 and applicable federal, state and FICA taxes totaling 31%.

Summary

The data shows that the savings associated with alternate work arrangements are substantial to employees, in particular those employees that commute longer distances. As an example, employees commuting a distance of 36 miles save 1.5% (Assumes average \$47,000 annual salary before taxes) of their take home pay for each day an alternate work arrangement allows them not to commute to work.

The table below shows the percentage of take home pay saved by employees for each day that an alternate work arrangement will allow them not to commute to work.

	36 Miles Commute	100 Miles Commute
\$4 / Gallon	1.5% take home pay savings	4.3% take home pay savings
\$5 / Gallon	1.6% take home pay savings	4.6% take home pay savings

Air Quality and Traffic Congestion:

Alternate work arrangements are a powerful tool by which the County of Riverside, as a socially responsible employer can make a significant contribution towards reducing air pollution and traffic congestion.

One way by which the County can measure its contribution towards a cleaner environment is the progress it makes towards reaching the Emission Reduction Strategy (ERS) goals set forth by the South Coast Air Quality Management District (AQMD).

AQMD is responsible for designing plans to achieve the health based air quality goals established by the Federal Clean Air Act and the California Clean Air Act. AQMD serve as blueprints to bring this area into compliance with federal and state clean air standards.

The AQMD mission statement is:

The South Coast AQMD believes all residents have a right to live and work in an environment of clean air and is committed to undertaking all necessary steps to protect public health from air pollution, with sensitivity to the impacts of its actions on the community and businesses.

The AQMD allows employers to receive Average Vehicle Ridership (AVR) credits when alternate work schedules are utilized by employees. These credits allow employers, like the County to meet their targeted Emission Reduction Strategy goals. The AQMD provides these

credits because it has recognized alternate work schedules as an excellent opportunity for employers to achieve their Emission Reduction Strategy goals.

The AQMD defines Average Vehicle Ridership (AVR) as a function of the number of employees scheduled to report to work during the window for calculating AVR divided by the number of vehicles arriving at the worksite during the same window.

Historically, the County has not met its AQMD Emission Reduction Strategy targets. In 2007 the County purchased additional AVR credits at a cost of \$165,889 to meet its goal.

In order for the County to reach its AQMD targets it must reduce its daily vehicle trips by 1,440 (7,200 weekly).

County of Riverside 2007 Commuter Survey Overview:

# of Regulated Sites	# of Surveys Submitted	Combined AVR (Targets 1.3 / 1.5)	# of Daily Vehicle Trips to Reduce
15	13,132	1.16	1,440

As of the date of this report, the County employs approximately 19,000 employees. Human Resources estimates that two thirds of employees utilize an alternate work schedule, with half on a 9/80 schedule.

Currently, less than 500 employees countywide are on a 4/10 schedule or telecommute. If these work schedule options were promoted and, where appropriate employees converted from a traditional 5/40 and 9/80 schedule to 4/10 and telecommuting, the County would make significant progress towards reaching its AQMD targets.

As an illustration, if the 9,500 employees currently on a 9/80 schedule converted to a 4/10 schedule or telecommuted one (1) day per week there would be one additional day per pay period in which the employees would not need to drive to work. That translates into 4,750 fewer car trips per week, a savings of \$110,000 in fewer AVR credits that the County would need to purchase.

It is also reasonable to expect that air quality and traffic congestion would improve as a result of fewer commuters on the road. While it is true that employees may travel by car on their days off for errands, anecdotal evidence suggests that these trips would be shorter and not conducted at peak hours.

Why the 4/10 Schedule:

A non-synchronized 4/10 alternate work schedule can be viewed as a natural progression from the current 9/80 schedule for jobs where it would be appropriate while meeting the service needs of constituents; based on the decision of the Department Head and his/her designee.

One key feature of the 9/80 schedule that has made it successful is that a core group of employees are always present and available during business hours to service customer needs. We anticipate that the 4/10 schedule will be implemented in the same manner. Each department will need to maintain coverage during business hours such that employee 4/10 work-days off are set on alternate days, always leaving a core group scheduled to work.

Anecdotal evidence shows that most employees with a 9/80 schedule work a 7:00 a.m. to 4:30 p.m. day, take a half hour lunch break and take Friday or Monday as a work-day off. We

anticipate that the 4/10 schedule will be implemented in a similar manner, with employees working 7:00 a.m. to 5:30 p.m. taking a half hour lunch break.

Cost:

Typically there is no additional out-of-pocket cost or increased staffing needs associated with a 4/10 schedule when implemented for appropriate positions.

Productivity:

Naturally additional management oversight may be required to ensure that employee productivity is maintained at acceptable and exceptional levels. Those employees not capable of maintaining productivity levels should be moved to another work schedule.

Increased management oversight will also be required, at least in the initial period in coordinating coverage and deliverables to insure timely and accurate service delivery to constituents.

What about the Experience of Public Entities

In 1990 Los Angeles County implemented a one-year pilot program for a synchronized 4/10 work schedule and 1,600 Department of Public works employees participated in the program. Throughout the pilot, Auditor-Controller teams made periodic unannounced visits and observed work areas, parking lots and the cafeteria to monitor arrivals, departures and the use of break periods. At the pilot period a report was published; below, we have highlighted the major findings of that report:

- **Air Quality:** The Department of Public Works was able to achieve the average vehicle ridership goal of 1.5 set forth by the South Coast Management District, thereby removing 1,388 pounds of pollutants from the air per week and reduced fuel consumption by 2,231 gallons per week.
- **Sick Leave Usage:** Sick leave usage dropped a cumulative 15.38 percent when compared to the 12 month period to the pilot program. Sick leave usage in increments of 4 hours or less also dropped 18.46 percent.
- **Overtime Usage:** Overtime work decreased during the pilot period by 50.98% as compared to the two-year period prior.
- **Responsiveness to the Board of Supervisors:** The average time to handle written inquiries referred to the Department by the Board of Supervisors was reduced by 20 percent.
- **Overall Productivity:** Productivity increased at a rate of 10 percent based on a 12-month moving average. Increasing staffing levels would have cost \$10 million annually.
- **Customer Satisfaction:** Customers were surveyed after 6 months and again after 12 months of implementation; 79.88 percent of respondents rated overall service as good or excellent. The survey revealed that the 4/10 work schedule had no negative impact on the level of customer service. Continuation of the 4/10 schedule if operational savings result was supported by 81.4 percent of respondents.

- **Employee Satisfaction:** 66.5 percent of employees responding to a survey indicated that the 4/10 schedule either improved or made no change in the balance between their job and private life. 72.8 percent were satisfied with the 4/10 schedule and 70.1 percent wanted it to continue.

In summary, the results of the Los Angeles County pilot program indicated that the 4/10 work schedule had a positive impact on air quality and traffic congestion, productivity, customer service and employee morale.

Based on the results of the pilot program and subsequent monitoring, Los Angeles County has elected to continue the 4/10 work schedule.

Why Telecommuting:

Workforce Management in the feature article "As Gas Prices Go Up, So Can Productivity" said,

"Nearly 60 percent of American workers state that they would like to have remote work options, yet only 18 percent do. A few firms are taking the lead, allowing more than 50 percent of employees to leverage remote work options."

Telecommuting is very rarely used in Riverside County. It is the belief of Human Resources that two primary reasons currently limit the use of telecommuting; these are:

- Data security concerns
- Productivity / Lack of oversight concerns

Recent advances in technology can now be used to eliminate these risks when telecommuting is implemented in a structured manner. A task force has been formed in which the Human Resources Department is working with RCIT and several other departments to identify telecommuting issues and solutions.

Issues that will be addressed include:

Connectivity:

- Home telephone, cellular/mobile phones and Personal Digital Assistants (PDA)
- Voice mail connection
- Home computer and email connectivity
- Home fax and printing
- Teleconferencing and webcams

Accountability:

- Establish "core hours"
- Assignments and due dates
- Reporting on progress

Clearly, not all jobs are suitable for telecommuting. At the same time most Department Heads will be able to identify some jobs that will be suitable for telecommuting.

Telecommuting offers many of the same advantages associated with alternate work schedules (See discussion above) but it also poses some unique challenges. Even more so than the

compressed work week arrangement, management will need to focus on objectives and results in evaluating employee performance.

Below we list challenges and discuss solutions.

- **Data Security:** There are many security solutions available today that were not offered when the idea of telecommuting was first explored. According to Telework Exchange's article, "Federal CISOs Give Telework the Green Light", 94% of Federal Chief Information Security Officers (CISOs) do not consider official telework programs a security threat, and "...should not hinder telework adoption". Security solutions are as simple as implementing a Secure Socket Layer Virtual Private Network (SSL VPN) solution, which the County of Riverside already has in place, or implementing a larger and more robust Security Management solution; Citrix, Cisco, and Nortel provide several security and access management solutions.
- **Lack of oversight:** Supervisors and managers tend have a need to visually connect with their employees, and are wary of telecommuting, thinking of it as a vacation from work. Virtual meeting technology (or desktop collaboration) may suppress these fears. With webcam and video-conferencing technology, people can instantly talk face to face via the computer. "Today's technology and high-speed Internet connections make it possible to easily request a quick chat with a co-worker, click an icon on your desktop, and talk with that person face-to-face on your computer screen."
- **Diminished productivity:** Technology has remedied this concern by offering programs that can monitor the use of equipment from access and transactions down to keystrokes. However, this can produce a "false negative", implying an employee is not working when they are in fact on a business phone call or reading hardcopy documents, etc. Leading industries with telecommuting in place, Apple, AT&T, Cisco, HP, Sun, Xerox, Yahoo to name a few, are results driven and create measurable results for their employees; this is the preferred method for monitoring productivity for jobs that have been appropriately identified as suitable for telecommuting.
- **Isolation; erosion of company culture or morale; loss of "brainstorming":** Desktop collaboration software provides the ability to gather an entire project team to communicate both visually and verbally. These teams can view and share documents easily and effectively; everyone sees the document on their screens simultaneously and can comment on a specific section. Everyone can see the changes recommended, and who is recommending them. Software, like Nortel Network's collaboration system, Tandberg's video conferencing, or Microsoft's RoundTable (device which provides a 360-degree panoramic view of the meeting room where the device is set up) plays an important role in active, live person-to-person communication.
- **Overtime pay:** Telecommuting generally serves to lower overtime pay because employees, where appropriate are permitted to work during hours in which they are most productive. Studies cited by Workforce Management show that telecommuters are often more productive than office-bound employees doing the same work. Cisco Systems for example is cited as increasing its worker productivity by 25 percent among telecommuters. Overtime hours will be approved, tracked and recorded in the same manner as for non-telecommuting employees.

Telecommuting Cost and Implementation:

There may be certain costs associated with implementing the telecommuting option. Below, we have estimated the cost per telecommuting participant should the County decide to pay for setup costs at an employee's home. The County may "split" the cost or require participants to wholly

pay for some or all of the setup and recurring costs associated with telecommuting and a home office.

We anticipate that the initial setup costs associated with infrastructure and hardware will be balanced by increased productivity and overall well-being of telecommuting staff. This makes telecommuting an attractive option. The costing below is intended to be used as an estimate only.

Equipment	Comment	1x Cost	Recurring Monthly Cost	Optional Equipment
Workstation or laptop (Computer/Keyboard/Monitor)	Includes speakers, all necessary software (i.e., MS-Office, anti-virus, etc.)	\$2,000		
WebCam				\$100
Docking Station (for laptops)				\$200
DSL or Broadband	Dial-up not recommended		\$40 to \$100 / month	
Router	Highly recommended	\$150		
VPN account / connection			\$25	
Printer				\$405
FAX				\$200
Remote connection software / client	Depending on method used.	\$100		
Mobile Phone	Standard Nokia 6126	n/a	\$30	
Telephone (Depends on location.)	Multiple phone lines may be necessary.	\$70 - \$160	\$12 - \$21	
Home office furniture (Desk, Chair, Locking File Cabinet)	Must meet Safety Ergonomic Policies	\$1300		
Shredder		\$100		
High and Low Cost		\$3,720 \$1,810	\$107 - \$176	\$905

Other “Distributed” Work Practices:

While most telecommuters work from home, organizational tasks can “Distributed” and conducted at “remote offices” or on-site with clients, where appropriate.

Remote Office:

With the advent of telecommuting many companies provide “remote office” or “telework centers” that are closer to where a significant number of their employees live. Employees are able to use a local “remote office” as a hub to work in without needing to commute the full distance to the main office. For example, if the County finds that a significant number of employees who live in Palm Springs commute to Riverside, it may wish to establish a “remote office” for those employees thereby increasing the organizational flexibility and productivity. Such action would need careful review, but may be a valuable option to consider.

On-site Client Visits:

There are employees who perform organizational tasks that require them to frequently travel between the client sites and their office. Much of the travel can be eliminated through the appropriate application of information technology and the creation of “virtual offices”. With adequate access to mobile computers, PDAs and phones these employees can effectively telecommute and need not travel to the office as frequently.

Distributed work practices, and telecommuting in general offers great potential to the County in reducing costs, improving client servicing and creating organizational agility.

The use of alternate work arrangements is a key tool by which the County can leverage its use of scarce resources while improving employee flexibility, effectiveness and productivity.

APPENDIX A

COUNTY OF RIVERSIDE, CALIFORNIA
BOARD OF SUPERVISORS POLICY

<u>Subject:</u>	<u>Policy Number</u>	<u>Page</u>
ALTERNATE WORK SCHEDULES	C-6	1 of 1

Policy:

It is the policy of the Board of Supervisors, where departments are transitioning away from synchronized 9/80 schedules, to assure that services of the County will be available five days per week. In accomplishing that goal, it is not the intent of the Board to deter the use of alternate schedules. To that end, any schedule proposed by departments that does not accommodate some form of alternative to the traditional 8:00 a.m. to 5:00 p.m. work week will require the approval of the County Executive Officer. The standard for such recommendation and approval will be service levels for the agency/department mission and the constituency served.

Definition of an Alternate Work Schedule:

A four-day work week, ten-hour day for employees, keeping offices open five days a week, is permitted on a departmental basis, and if a department so desires, it can extend its work week to seven days. Any department desiring to proceed under one or the other proposals, must submit the proposed plan to the Board for approval before proceeding.

An alternative work period is permissible upon the following conditions:

1. Use of the alternate work period shall not result in creating overtime.
2. Use of the alternate work period shall commence on the first day of a pay period and end with the last day of a pay period.
3. The total normal work time shall regularly be 80 hours per pay period.
4. The alternate work period shall not require any change in the style of the attendance report or the method or reporting for salary or related purposes.
5. This policy does not apply to the Riverside County Regional Medical Center (RCRMC).
6. Ten hour work days shall be deemed 1 1/4 days and computations made accordingly.

Reference:

Minute Order dated 11/16/71
Minute Order 3.20 of 05/26/98
Minute Order 3.3 of 04/10/07

APPENDIX B

COUNTY OF RIVERSIDE, CALIFORNIA
BOARD OF SUPERVISORS POLICY

<u>Subject:</u>	<u>Policy Number</u>	<u>Page</u>
TELECOMMUTING PROGRAM	K-3	1 of 5

Background:

Telecommuting is a substitute for commuting in which work is moved to people instead of moving people to work. Telecommuting offers employees the opportunity to share in the improvement of local air quality by reducing the number of vehicle trips made to assigned offices during the hours of 6:00am to 10:00am.

Program Participation:

Participation in the program is solely a management prerogative, not an employee right. Employees who wish to participate in the home telecommuting program will complete and submit a “**Request to Home Telecommute**” form (**Attachment A**) to their supervisor/manager.

Participants may be selected by the department head or designee under the following criteria:

Eligibility:

Any employee who meets all of the following requirements:

1. Employed with the County at least 1 year and/or has successfully completed a probationary period.
2. Work assignments or job duties that allow him or her to be away from the office.
3. Has department approval to take part in the program.

Frequency of Telecommuting:

Employees can work at home or at a satellite workstation up to a maximum of three days in a given week. Supervisors/Managers may limit telecommuting further, if they feel it is necessary.

Schedules and Communications:

Telecommuters will be required to work a schedule agreed upon by their supervisor/manager. They will follow any guidelines set by the department for office communications, such as making regular calls to the office voice mail system to check for messages.

**COUNTY OF RIVERSIDE, CALIFORNIA
BOARD OF SUPERVISORS POLICY**

<u>Subject:</u>	<u>Policy Number</u>	<u>Page</u>
TELECOMMUTING PROGRAM	K-3	2 of 5

Telecommuting Agreement:

Each participant in the program will be required to sign a Telecommuting Agreement, which will specify the rights and responsibilities of the participant and the County.

Liability:

Employees will be required to designate a specific workstation within their homes. This work area will be considered an extension of the employee's regular office workstation; subsequently the County's workers compensation liability for injuries will also extend to this space. Employees will be responsible for maintaining safe conditions in this work area. Supervisors may make safety inspections of home workstations. The County's liability for injuries taking place while working at home will be confined to this area. The County's liability will also be confined to injuries taking place during the work hours agreed upon by the employee and his or her supervisor.

Child Care:

Employees may not provide primary care for children under 12 years of age when they are working at home. Employees with children under age 12 may work at home only if someone else will provide primary care for the child during work hours. Employees may not care for elderly adults who would otherwise need care while working at home.

Ending a Telecommuting Arrangement:

Managers and/or supervisors will have the right to unilaterally terminate a telecommuting arrangement made with a subordinate at any time.

Employees who no longer wish to telecommute may also terminate their telecommuting arrangements and return to full-time in-office work at any time.

Reference:

Minute Order 3.37 of 07/27/93

Minute Order 3.4 of 12/18/07

FOLLOWING IS ATTACHMENT "A"

**COUNTY OF RIVERSIDE, CALIFORNIA
BOARD OF SUPERVISORS POLICY**

<u>Subject:</u>	<u>Policy Number</u>	<u>Page</u>
TELECOMMUTING PROGRAM	K-3	3 of 5

Attachment A

REQUEST FOR HOME TELECOMMUTING

This request should be completed only after careful review of the Telecommuting Quick Reference Sheet.

Employee Name: _____
Department: _____
Job Title: _____
Date: _____
Immediate: _____
Supervisor/Manager _____

How many miles one-way do you travel each day to your regular work site? _____

Describe your current job duties:

Describe how your current job duties can be adopted to home telecommuting:

Do you have adequate space in your home to dedicate to a workstation?
 Yes No

Describe in detail the exact home workstation location: _____

**COUNTY OF RIVERSIDE, CALIFORNIA
BOARD OF SUPERVISORS POLICY**

<u>Subject:</u>	<u>Policy</u>	<u>Page</u>
TELECOMMUTING PROGRAM	K-3	4 of 5

What equipment do you currently have at home that will be used for your telecommuting assignment?

The following characteristics relate respectively to your job duties you have listed above. Please rate each characteristic as either high (H), medium (M), Low (L) by checking the appropriate blank.

- Amount of face-to-face contact required with the public/clients/employees.
- Degree of telephone communications required.
- Amount of in-office reference material required.
- Autonomy of operation.
- Ability to control and schedule work flow.
- Clear understanding of job expectations.

Are there any distractions/obligations that may make working at home difficult or impossible?

Yes No

If yes, please explain:

Upon completion forward original to your immediate supervisor/manager and one copy to the Rideshare Office at Stop #1008.

.....

(To be completed by the employee's supervisor/manager)

Supervisor/Manager Name: _____

Date: _____

Do you recommend this employee as a candidate for home telecommuting?

Yes No

If no explain why
