Redefining the Workplace

Navigating the Advantages and Challenges

Michele Lieberman, CPM County Manager
Heather D. Akpan, HR Director
Robin Mack, CEO Mack Global LLC

Distributed Workplace

- Agenda
  - Alachua County's policy
  - Background of implementation
  - Approach to the project
  - Understanding the distributed workplace
  - Benefits of the Distributed Workplace
  - Methodology we used to create it
  - Considerations
  - Impacts on Operations
  - Future outlook
  - Questions

Alachua County's Policy

It will be the policy of the Board to have a distributed workforce who may work in multiple locations, including the field, the office or in a remote location as appropriate and approved by the County Manger or designee. Our central consideration will be efficient and effective service to our citizens, balanced with the desire to attract and retain quality employees in a changing work environment.

Background of Implementation

- De facto hybrid workplace started because of Covid 19
  - County started to work remotely (as appropriate) in March 2020.
  - County departments were tasked with finding ways to serve Citizens remotely (as possible).
- December 2020 County formed a Hybrid Workplace team to explore the efficacy of making hybrid work permanent.
  - Surveyed Directors to learn if remote work was effective.

Approach to the Project

- Sent a survey to Department leaders
  - 83% supported a hybrid approach to work going forward
- Engaged Mack Global LLC
  - Deep dive into specific positions

This Photo by Unknown Author is licensed under CC BY-SA

Understanding the Distributed Workplace

- Distributed work / hybrid work/ telework / telecommute
  a work model where staff work in different physical locations

- Goal is to maximize collaboration when staff are in the office and maximize focus in an environment we create at home for overall efficiency.

Benefits of hybrid/distributed work models

Positive Environmental Impacts & Emissions Savings

Employee and Employer cost savings

Employee savings - $6,000 per year on average
Employer savings - $12,000 per year per employee

Recruitment and Retention

Improved Employee Satisfaction

Flexibility contributing to Work/Life Balance

Increased Productivity

Maintain or Reduce Office Space

Continuity of Operations

Companies embracing distributed work outperform on revenue growth

Methodology

01 Organizational Assessment

02 Position Review and Analysis

03 Employee Assessment

04 Management Assessment

05 Final Recommendation

Considerations

- Technology/IT Security
- Building Space
- Various out of State Laws

thoughts [,]
I think

Where Nature and Culture Meet

Impacts on Operations

Internal:

- Conflict between team members on who gets to work remotely
- Communication gap between internal departments

External:

- Communication gap with customer (citizen)
- Appearance

This Photo by Unknown Author is licensed under CC BY-SA

Structured Distributed Work Continues to Rise

Source: Flex Index (flex.scoopforwork.com) employee surveys and publicly available data on company office requirements for companies with headquarters in the US, N = 5,859 companies. Flex Index data has been re-weighted using the Current Population Survey industry data to better approximate the US working population. The Flex Index is presented by Scoop (scoopforwork.com).

Only 20% of companies a year ago embraced a Structured Hybrid model, where employees are expected in the office a certain amount of the time. 32% of companies do now, a 12 percentage point increase.

Future Outlook for Alachua County

- Out of State work
- 100% remote
- Posting of positions

This Photo by Unknown Author is licensed under CC BY-SA-NC

Contacts

- Michele Lieberman, CPM – Alachua County Manger
  - mlieberman@alachuacounty.us
- Heather Akpan, PHR, SHRM-CP - Human Resources Director
  - hakpan@alachuacounty.us
- Robin Mack, CEO Mack Global LLC
  - Rmack@mackglobal.com