

# EDMONTON

## ADMINISTRATIVE PROCEDURE



### TITLE

ALTERNATE WORK STRATEGIES (AWS)

### NUMBER

A1462

### DEPARTMENT

FINANCIAL & CORPORATE SERVICES

### DELEGATED AUTHORITY

HUMAN RESOURCES – BRANCH MANAGER

### CONTACT

LABOR RELATIONS 780-496-8241

### DEFINITIONS

### DATE

FEBRUARY 4, 2016

Alternative work strategies - an approach to transform the places and spaces where we work as well as the ways in which we work. May be referred to by the acronym AWS.

Branch Alternative Work Strategies Deployment Plan - a plan that details how a Branch will utilize AWS to achieve assigned mobility and real estate targets. Requires General Manager approval.

Collaboration - two or more people working together for a common goal. Collaboration can occur physically or electronically.

Collaborative spaces - areas which support formal and informal, planned or spontaneous, group participation.

Confidential - Information to which access is limited or restricted. In the workplace, general working documents and telephone calls with clients are not classified as confidential.

Culture - How we as a City choose to work together and how we interact with Council, our citizens and other stakeholders. It is our behaviour, attitude and approach. Culture tells us what it is like to work and live in Edmonton. Culture is our foundation in a changing world.

Flexibility - a ready capability to adapt to new, different, or changing requirements. Easily changed, able to change or do different things.

Mobility - the ability of individuals to work inside and outside traditional office space to achieve work objectives.

Work point - a place in the workplace where the employee can accomplish work.

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### GUIDELINES

The Corporate Leadership Team has established targets for creating a more flexible, collaborative and mobile workforce to advance corporate culture and optimize the organization's footprint. The targets require:

- that a minimum of 10% of the workforce that move to the new Edmonton Tower will be classified and operate as mobile employees,
- future staff growth will be accommodated within existing office space through an expanded use of AWS, and
- Non Edmonton Tower workplaces will achieve a mobility target of 10% within 5 years (subject to funding).

Alternative Work Strategies are the key component of achieving the goals set out by the Corporate Leadership Team. All Branches are expected to contribute to achieving the corporate goals by implementing AWS elements that are appropriate for their business models.

The implementation of AWS will not negatively impact customer service or the achievement of business goals. In many cases it will be a net positive.

Each Branch will be responsible for developing an AWS Deployment Plan within the required timeliness and be reviewed on an annual basis. Individual participation may be reviewed and changed at anytime subject to the appropriate approvals.

Branch AWS Deployment Plans will include but not be limited to:

- An outline of positions and potential contractors within the Branch for the impacted work-site and the 10% mobility target expressed as a number.
- The classification of all positions assigned to a specific work location will be classified as Resident, Resident-Connector, Internally Mobile and Externally Mobile representing the degree that a position could be mobile (Attachment 1 provides descriptors for the four classifications).
- A review and identification of possible AWS that could be utilized by work groups, positions and individuals within their Branch.
- Assessment of the impacts, risk and opportunities based on work unit.
- Identification of supports required to implement the deployment plan including specific technology, change management support, etc.
- A timeline with steps for implementing the deployment plan.

### Alternative Work Strategies - Drivers

Consideration of AWS may be initiated by (but not limited to) the following scenarios:

- Assigned corporate mobility targets or space allocation limits,

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- Development of department, branch and section business plans which identify need for continuous improvement in work processes/flow, customer service, business practices and/or service models through the increase in employee mobility, collaboration and innovation,
- Leasing, renewing or building of work spaces which require an increased efficiency and effectiveness of real estate and space,
- Contingency planning and/or business continuity planning,
- Growth of a work unit,
- Opportunities to optimize the use of new mobile and collaborative information technologies, and/or action plans to advance culture within a work group.

AWS may be leveraged to help achieve these or other desired organizational outcomes.

General Managers shall implement AWS within their department to achieve assigned mobility targets; monitor and evaluate the impact of AWS on department customer service, achievement of business goals and work, workplace culture and real estate footprint.

### PROCEDURES

General Managers will approve Branch Alternative Work Strategies Deployment Plans.

Branch Managers shall develop a Branch Alternative Work Strategies Deployment Plan for their branch to meet assigned mobility and space targets.

Branch Managers shall approve specific AWS and goals based on approved criteria; monitor and evaluate the impact of AWS on branch customer service, achievement of work goals, workplace culture and real estate footprint

Branch Managers will ensure that managers and supervisors managing employees participating in AWS receive appropriate training, and provide adequate information to all employees with respect to AWS.

Branch Managers will approve arrangements where individual employees regularly perform work at non City-owned work sites.

Supervisors shall identify and recommend specific AWS for their work area as part of their Branch AWS and Deployment Plan

Supervisors as part of their AWS implementation, classify positions within their work unit, and lead the implementation of AWS for their sections and teams.

Supervisors will actively participate in training related to AWS,

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Supervisors will identify, assess and resolve potential problems related to planning, implementation and evaluation of AWS in their work areas,

Supervisors will monitor and evaluate the impact of AWS on customer service, achievement of work goals, workplace culture and real estate footprint,

Supervisors will develop an appropriate performance management plan for employees participating in AWS which will include a written outline of expectations, and

Supervisors will change individual AWS arrangements, if required, due to changing business needs or concerns.

All employees are subject to supervisor approval or direction, an employee may participate in one or more AWS.

All employees must perform work functions as per standards and expectations set by their Supervisor/Manager and seek solutions to issues that may impede their ability to maintain optimal performance standards.

All employees must follow procedures established corporately or within their branch/section relating to AWS.

Human Resources is responsible for interpretation of this directive and procedures, collective agreements, applicable legislation and other standards and providing advice to managers/supervisors in relation to supervision of employees participating in AWS.

Human Resources is responsible for developing and delivering training related to AWS,

**ATTACHMENTS**

**Attachment I - Alternative Work Strategies - Job position evaluation for AWS profile**

**Attachment II - Alternative Work Strategies, Benefits and Tools**